



THE CORPORATION OF THE
CITY OF WHITE ROCK
15322 BUENA VISTA AVENUE, WHITE ROCK, B.C. V4B 1Y6

FINANCIAL SERVICES DEPARTMENT TEL: (604)541-2100 FAX: (604)541-2118

June 17, 2005

**Union of BC Municipalities
60-10551 Shellbridge Way
Richmond, B.C.
V6X 2W9**

Attention: Joslyn Gramlich

Dear Ms. Gramlich

**Re: City of White Rock – Pay Parking Technology and Service Enhancement Project
2005 Community of Excellence Awards Program Application**

The City of White Rock is pleased to submit this application for the 2005 UBCM Community Excellence Awards Program under the Leadership and Innovation Category.

Enclosed are eight hardcopies and one electronic copy the following which form the application package:

- Completed Application Form
- Applicable City Council Resolution
- One paragraph summary of the project
- Five-page project /program summary
- Information Flyer – as an Appendix. This flyer is submitted as an illustration of a public relations product related to this project. The narrative content is already included throughout the one paragraph and five-page summaries.

If you have any questions I can be reached at 604-541-2111.

Yours truly,

Sandra Kurylo
Director of Financial Services



COMMUNITY EXCELLENCE AWARDS APPLICATION FORM

Name of Local Government: CITY OF WHITE ROCK

Project or Program Title: PAY PARKING TECHNOLOGY + SERVICE ENHANCEMENT PROJECT

SELECT THE CATEGORY YOU ARE ENTERING:

- Use ONE application form per project
- Choose only ONE category below

BEST PRACTICES

- Best Practices
- Best Practices - Website (Address: www._____)
- Best Practices - Best Annual Reporting

LEADERSHIP & INNOVATION

- Small Community (population under 5,000)
- Mid-Size Community (population between 5,000 - 20,000)
- Large Community (population over 20,000)
- Regional District

PARTNERSHIPS: Local Government and School Board Collaboration

Application Check-list:

My submission contains:

- 8 copies of the completed application form
- 8 copies of the one-paragraph summary of the project/program being submitted
- 8 copies of the five-page summary report
- 8 copies of the resolution supporting the application from council/RD board
- 1 CD/electronic copy of my entire submission
- 1 copy of annual report (if applicable)

Contact Person: SANDRA KURYLO

Contact Title: DIRECTOR OF FINANCIAL SERVICES Email: skurylo@city.whiterock.bc.ca

Phone: 604-541-2111 Fax: 604-541-2118

By making this application, I understand that all materials will be kept by UBCM and are available for viewing by other UBCM members through the UBCM Community Excellence Awards library.

Signature: Sandra Kurylo Name (print): SANDRA KURYLO Date: JUNE 17, 2005

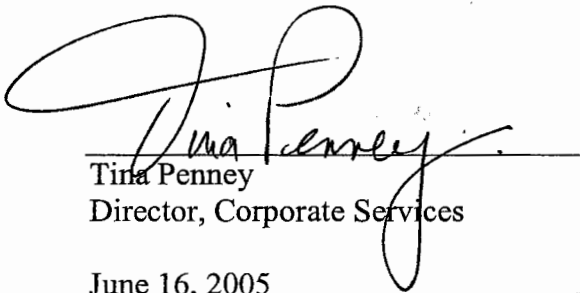
DEADLINE: JUNE 20, 2005

Questions? Call Joslyn at 604-270-8226, Ext. 103

Excerpt of Minutes of a City Council
Meeting held in the City of
White Rock Council Chambers
June 13, 2005

*RESOLVED THAT City Council support a pay parking
technology project application for the 2005 UBCM
Community Excellence Awards Program under the
"Leadership & Innovation" category.*

I hereby certify that this is a true and correct copy of the resolution passed by Council at
its meeting held June 13, 2005.



Tina Penney
Director, Corporate Services

June 16, 2005



Pay Parking Technology & Service Enhancement Project

Summary:

The City of White Rock has a significant pay parking operation which generates revenues of \$2.5 million annually. It is a highly visible service as it often creates the first impression that visitors have of the area. Recently the City updated the equipment/technology and also converted to a new method of service (“pay-by-space”) for its pay parking practices along the 8 km Marine Drive waterfront. By moving to this state-of-the-art technology the City has been able to replace hundreds of parking meters and seven older technology ticket dispensers with new and innovative parking ticket dispensers that significantly improve service options for customers, provide opportunities to partner with waterfront businesses on parking programs, improve management efficiencies and enhance security over parking revenues. For example, visitors can now pay for or extend their parking time from any dispenser or by cellular phone, no matter where they parked on the waterfront. They no longer have to return to their vehicles to display parking receipts or put more coins in the meters and they can pay for all waterfront parking by either cash or credit card. If they pay for their parking by cellular phone, they will receive a text message back later advising them that their parking time expires in 5 minutes. The model of equipment purchased was brand new at the time this project was started and the City of White Rock was the first customer. This report outlines the extensive features and benefits of this technology and method of service, as well as impacts they have on the community, visitors to the area, management practices, financial controls, revenue management, energy conservation and the environment. It also describes the process of collaboration with the community (residents and businesses), visitors, the media and contracted partners during the selection and implementation processes. Finally it provides information on interest expressed in this innovation by other Canadian and U.S. local governments and parking facility operators. White Rock is on the leading edge with this technology and service level, and it is our understanding that others have already been influenced to follow suit. White Rock hopes to share this experience through its leadership on this initiative with other members of the UBCM so that they may benefit from it too.



Background and Project Description:

The City of White Rock is located 45 km south of Vancouver and is 5 minutes from the Canada/U.S. border. It is a seaside community with an 8 km sandy beach along Semiahmoo Bay. White Rock has 19,000 residents with a high senior citizen population. Residents do not pay for parking in the same way that visitors do as they have the ability to purchase resident parking decals for a nominal fee.

Pay parking has been in effect on White Rock's waterfront since the mid 80's. White Rock's pay parking operations evolved with the development of the waterfront promenade. There are currently almost 900 parking spaces along the waterfront with both parking lot and on-street facilities. About 500 of these spaces were serviced with various models of traditional parking meters and the remainder with 7 older technology parking ticket dispensers. Overall, with smaller parking facilities at two other locations, White Rock's pay parking operations generate revenues of \$2.5 million annually. There are about 90 businesses in the waterfront area.

In the summer of 2004, City Council directed staff to undertake a cost-benefit feasibility study of updating waterfront pay parking technology which led to a Request for Proposal process, implementation of the new technology and change in method of service. The objectives of this initiative were:

- to improve the security of pay parking operations, reducing the risk to equipment and revenues
- to increase payment options for users through the introduction of state-of-the-art technologies
- to improve revenue and usage management information on pay parking operations
- to reduce the number of enforcement complaints from pay parking users
- to ensure cost-effective equipment maintenance that supports normal business operations

The cost-benefit analysis concluded that these and many other benefits would be realized by updating the technology and converting the method of pay parking service from "pay and display" to "pay by space". "Pay and Display" is where the visitor parks, purchases a ticket from a dispenser and then displays it on the vehicle's dashboard. "Pay by Space" requires that each parking space be assigned a number, and the user enters the stall number into the parking dispenser, purchases the ticket and then does not have to return to the vehicle. The parker takes the ticket with him and later can use it by referencing the stall number to add more parking time from any dispenser or by cellular phone. In addition to enabling these service options, "pay by space" also provides the ability for extensive revenue and parking stall usage analyses.

Technology and Innovation

The City partnered with two companies for this project, Digital Payment Technologies (manufacturer of the equipment/system) for the provision and installation of the system and Verrus Mobile Technologies Inc. for the cellular (or non-mobile) phone parking time purchase service. There is a seamless integration of telephone parking transactions with the parking dispensers and associated information system. Data communications are provided by Bell Mobility and credit card processing by Moneris.

As this is new technology, the City and its contracted partners, in particular Digital, have worked closely throughout the implementation to ensure successful operations with limited impact on day to day activities and customer service. We are proud of our accomplishments and the excellent teamwork that has taken place.

White Rock was the first customer to purchase the brand new technologically advanced “LUKE” parking system from Digital and it is currently the largest installation with 35 units. Implementation began in September 2004 with contract finalizations, public communications plans, numbering of the parking stalls and the phased installations of the new dispensers, the new electronic information systems and cellular network data communications which were completed in March 2005. Removal of the parking meters is underway and will be completed within the next week.

This was a significant undertaking as it involved collaboration with several City departments (Finance, Pay Parking Operations, Engineering, Public Works, Bylaw Enforcement and Information Technology), the general public, the media, waterfront merchants/businesses and the contract service partners previously noted.

This is truly, state-of-the-art technology. All of the new electronic dispensers are networked via a CDMA wireless communications network. This network enables the flexible service options and integration with Verrus cell phone transactions.

This technology platform has the potential to grow in the future to provide significant additional capabilities. These features can include visitor information, stored value card integration, and enhanced advertising opportunities on tickets and on screen.

Based on information from the industry, North American cities have only begun implementing electronic parking equipment for on street applications in the last few years. As a result, White Rock has now become one of the early adopters to implement this kind of technology. It is our understanding that White Rock’s proven successful implementation of this technology and service level has contributed to similar implementations in other cities throughout North America that include White Plains, NY; Rye, NY, Cambridge, MA; and West Hollywood, CA. Other local governments and parking facility operators in the lower mainland, the Fraser valley, and the U.S. have also expressed interest in this initiative. Similarly, inquiries have been received from the Ottawa media and it is our understanding that White Rock’s innovation will be included in an upcoming Ottawa news article.

Economic Benefits:

The economic benefits from this project are described below. In many cases, they have not been quantified as several benefits are more qualitative, and the technology is early in its operational stages. Nevertheless, the cost-benefit feasibility analysis concluded a payback period of 2 years on an estimated \$490,000 investment for equipment with a 7 to 10 year useful life. A copy of this comprehensive report completed by KPMG LLP is available upon request.

Management Efficiencies:

There are many management efficiencies gained with this project which translate into ongoing cost reductions, revenue increases or reallocations of resources. Examples are as follows:

- **More efficient equipment servicing, less equipment down time and resulting increased revenues due to remote, online monitoring.** Equipment service issues are reported remotely as they occur, either by email or text message, or the status can be obtained by making an online inquiry. Examples include physical shock alarms (possible break-in or other vandalism), receipt paper issues, printer

problems, coin jams, low or dead batteries, battery voltages etc. This allows the City to be proactive rather than reactive in dealing with servicing. It also reduces complaints because staff are able to deal with these issues before they affect customer service.

- **More efficient and safer coin collection and processing.** The above system also reports the number of coins that are in each unit at any time allowing the City's Bylaw Officers to do coin collections on demand instead of with scheduled pickups. Not only does this allow for better use of time it also increases security as there is no more need for "regular" pickup schedules and a rolling cart which was used to collect coins from the parking meters. In addition to this, time savings are also achieved as Bylaw Officers now collect coins from fewer units. Plus, due to the acceptance of credit cards, there are fewer coins to pickup and process. White Rock's experience is that 25% to 30% of customers use their credit cards to pay for parking.
- **More detailed and flexible "real-time" revenue and activity reporting.** Online revenue and usage data is provided in many forms and levels of detail. It is used for reporting and auditing of revenues, as well as doing many types of analyses. For example, parking stall or area use and/or revenues can be analyzed for any period of time, as can customer use patterns and payment practices. Both volume and revenue data are provided for initial purchase, add-time, cash, credit card and cellular phone transactions. This assists staff with financial reporting, auditing, enforcement and making better business decisions.
- **More efficient equipment maintenance due to fewer units and modular components.** Maintaining and repairing hundreds of meters was tedious, time consuming work which is now substituted with repairing 35 units (including those that replaced the 7 older dispensers). These new units have modular components that are quick to replace.
- **More efficient Bylaw Enforcement.** This no longer involves reading each meter or checking the vehicle dashboard in each stall in each parking location. Stall reports are printed for specified ranges of stall numbers providing information on paid or unpaid stalls with applicable times etc. These reports also include transactions paid by cellular phone. The Bylaw Officers use this information to issue parking violations and only have to go to the stalls noted as "unpaid" that have vehicles parked in them.
- **More efficient day to day administration of the parking management information system.** For example changes in parking rates used to involve recalibrating several hundred meters and changing the rate table in each of the 7 older technology dispensers. Now it can all be done quickly and easily from the office as everything is stored in one database. Similarly changes in the hours of pay parking are easier to administer as well as varying rate structures for different locations etc.
- **Enhanced audit controls.** The revenue and transaction information provided by both the online reporting system and the parking administration system database greatly enhance audit procedures.

Efficiencies gained have provided the City with resources to focus more on the other aspects of the "pay parking business" such as customer service, waterfront merchant promotions and increasing the bottom line.

Other Economic Benefits:

- **Revenues from sale of used parking meters** (still to be determined).
- **Increased revenues due to more compliance.** Because more payment options are offered there is more compliance as it is easier to pay for parking.
- **Increased revenues due to the ability for waterfront businesses to open a Verrus account and use it on behalf of their customers to extend time if desired.** For years, waterfront businesses have complained to the City that patrons were unable to finish their meals because they've run out of parking

time. Now, businesses have the ability to extend their patrons' parking time by telephone and either add the cost on to their bills or pick up the cost themselves

- **Potential for increased revenues to waterfront businesses.** Due to the above, more time is available for patrons to finish their meals, order dessert, or shop along the waterfront.
- **Reduced loss of revenue due to theft.** The LUKE units are much more secure than traditional meters. In addition they are equipped with both audible and silent alarm systems. Silent alarms are emailed or text messaged as previously described. In addition, the online reporting system has a notification if the cash door is open.
- **Reduced loss of revenue due to payment with "bad" credit cards.** All units have built in real-time credit card authorization and processing functionality.
- **Increased revenues due to ability to use another parking dispenser if the closest one is not functioning.**
- **Increased revenue due to the inability to drive to a meter, see that there is still time left on it and park for free.** With this system the new parker has no idea if there is any paid time left on the stall and will initiate a new purchase.

Social Benefits:

Selection Process:

Proponents in the industry were invited to submit proposals for this new technology. In addition the RFP was publicly advertised. The proposals were evaluated and short-listed by a management team who then visited the facilities of these proponents for presentations and product demonstrations. The proponents were further short-listed to two vendors, four products. A community focus group was formed and participants were asked to test and evaluate the short listed equipment. Input provided by these individuals was considered in making the final recommendation.

Project Implementation:

A comprehensive communications plan was developed to advise the public and the waterfront businesses of the upcoming changes and the benefits that would result. As this was not only a change in equipment, but a change in business operations, a continued education process was required. Significant components of this communications plan included:

- September 2004 - Distribution of an information flyer (copy attached) to waterfront businesses, City Council and Staff, public areas in all City buildings, Chamber of Commerce, the media, on the City's website etc.
- October 2004 - Information Meeting. All waterfront businesses and the local media were invited and a demonstration of the new equipment/system was provided.
- November 2004 – Presentation to Waterfront Business Association.
- Various advertisements, press releases and updates in the newspaper and on the City's website
- Related FAQ's on the City's website
- Ongoing communication of new procedures with City Staff and Bylaw Officers, in particular because implementation was phased
- Ongoing dialogue with the public, Chamber of Commerce, individual businesses etc.

- New “interim” and permanent signage. The interim signage highlighted the upcoming changes to physical facilities, new service options and new instructions to follow to purchase parking time.

On June 16 and 17, City staff and a representative from Digital visited each of the 90 Marine Drive businesses to answer any questions they had of the new system and offer assistance with signing them up for the Verrus phone payment service. The official launch for this new parking service will be June 25 and this was just announced in a press release. Also June 25 is the start date for the new White Rock Waterfront Greeters Volunteer Program which is being initiated to promote tourism and assist visitors with many things, including use of the new parking technology.

Ongoing Enhanced Customer Service and Benefits to Waterfront Businesses:

- Visitors can now purchase or add waterfront parking time from any dispenser or by cellular phone.
- Visitors no longer have to return to their vehicles to display a receipt or buy more parking time.
- If purchased by cellular phone, a text message will be received later advising when 5 minutes is left.
- Customers have increased payment options - Canadian and U.S. coins as well as credit cards.
- Opportunity for waterfront businesses to participate in parking programs is provided.
- Customers’ safety is improved due to audible and silent alarm systems.
- Bylaw Officers’ safety is enhanced due to alarm systems and changes in coin collection processes.
- Pedestrian safety is improved (in particular on the sidewalks) due to removal of parking meters.
- Customer service is improved as another dispenser can be used if the closest one is malfunctioning.
- Customer violation ticket disputes can be resolved with more certainty due to information tracking.
- Less customer complaints of malfunctioning equipment due to better servicing.
- Improved street appearance due to removal of meters and equipment design and colour scheme.
- See applicable sections under “Economic Benefits” for more details on these and other related items.

Ecological and Environmental Benefits:

The City’s parking meters operated with disposable non-rechargeable batteries. They were constantly running and consuming power 24hrs a day, even when pay parking hours were not in effect. The new dispensers run on rechargeable batteries. These batteries are charged by A/C power in 7 of the new units and by solar power in the remaining 28 units. These batteries go into “sleep mode” after two minutes of non use to conserve energy.

The previous meter batteries would need changing on a routine basis. The old batteries were then disposed of in the proper manner. By eliminating the meters, the City has eliminated to need to dispose of hundreds of used batteries per year.

These units run off of 2 rechargeable 12volt batteries of which the solar panels assist in holding up the charge. The batteries do need changing depending on the weather and volume usage but these batteries are recharged on a standard car battery charger. The life cycle of these batteries will be years much like a car battery as opposed to the city disposing hundreds of small batteries per year.

New Pay Parking Technology Coming Soon!

The City of White Rock is proud to announce the introduction of a new Pay Parking System that is on the cutting edge of technology and customer service! The new Pay-by-Space system will allow you to purchase parking time or add to existing parking time at any dispenser, or by using your cell phone.

Just enter your space number and pay, keep the receipt and walk away!



- ✓ You don't have to walk back to your car to display your ticket
- ✓ You can purchase additional time by visiting any dispenser or using your cell phone* and entering the space number
- ✓ You can pay with credit card or cash at any dispenser
- ✓ Credit card transactions are quick and safe – the card never leaves your sight
- ✓ Customers can pay for parking using their personal cell phone*
- ✓ Allows for enhanced management of pay parking activities

This new system will be phased in during November and December 2004. All current dispensers and meters in the lots and on the streets in the Waterfront area will be replaced with new state-of-the-art dispensers. These solar powered dispensers are easy to use and will allow patrons to relax and enjoy the beautiful scenery and the variety of businesses along the waterfront. Both customers and merchants will have the ability to purchase or add to existing parking time by using their cell phone and Verrus.

JUST REMEMBER TO MAKE NOTE OF THE NUMBER PAINTED ON YOUR PARKING SPACE BEFORE YOU APPROACH THE DISPENSER. REFER TO YOUR SPACE NUMBER ON YOUR RECEIPT WHEN PURCHASING ADDITIONAL TIME.



For more information visit our website at www.city.whiterock.bc.ca
or call the White Rock Parking Project Office at 604-541-2284

*Registration with Verrus Mobile Technologies Inc. required. Nominal user fees apply.

