



2024 Asset Management Plan

Parking
Non-Core Assets
City of Brantford, Ontario



RECORD SHEET

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Asset Management Plan, Non- Core Assets	Parking	This Document
Asset Management Plan, Non-Core Assets	Airport Cemetery Clerks Services Economic Development & Tourism Facilities Fire Fleet & Transit Forestry & Horticulture Golf Human Resources IT Services Library Parks & Recreation Police Solid Waste	June 2024
Asset Management Plan, Non-Core Assets	Housing JNH	TBD

ASSET MANAGEMENT PLAN

PARKING SERVICES

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PARKING SERVICES INTRODUCTION

Per O. Reg. 588/17 all municipal infrastructure assets which fall outside of the core asset categories (water, wastewater and stormwater) and their respective subcategories, shall be non-core or “other” infrastructure assets. These assets shall have qualitative descriptions and technical metrics established by the municipality.

Table 1 below outlines which Asset Types are included under each Asset Class and will be reported on in this AMP. In addition, it is important to note that the AMP only includes assets owned by the City or Local Boards and does not include assets that are owned privately or by other organizations.

Table 1: Asset Type Breakdown

	Asset Class
	Parking Services
Asset Type:	Parking Lot Assets
	Parking Machinery, Hardware and Software Assets

1. PARKING SERVICES

1.1. INTRODUCTION

The City of Brantford owns and maintains several assets under the Parking Services asset class. The purpose of this section is to present specific information about the Parking Services asset class to answer the questions posed in **Section 2** of the **Asset Management Plan (AMP) Overview Document**, and includes the following:

- Parking Services Assets' Data Inventory and Condition Approach;
- Summary of Parking Services Assets;
- Lifecycle Activities and Cost of Parking Services Assets;
- Current Parking Services Assets' Levels of Service;
- Current Parking Services Assets' Performance; and
- Conclusion.

1.2. PARKING SERVICES ASSETS' DATA INVENTORY AND CONDITION APPROACH

Information related to the City's data collection methodologies as well as data confidence level definitions are defined in the **Asset Management Plan Overview Document**.

The approaches the City currently uses to assess the condition of Parking Services assets are:

- Outsourced condition assessments to consultants; and
- Estimated condition based on asset specific information.

A list of all condition assessments for all core assets can be found in **Table 7** in the **Asset Management Plan Overview Document**.

The origin of the Parking Services asset data for inventory, replacement cost, and condition, as well as data confidence in each are provided in **Table 2** below.

Table 2: Parking Services Assets' Data Origin and Confidence Level

	Inventory			Replacement Cost			Condition		
Asset Type	Inventory (incl. Quantity and Age) From	Data Confidence Level	Data Confidence Description	Replacement Cost From	Data Confidence Level	Data Confidence Description	Condition From	Data Confidence Level	Data Confidence Description
Parking Lot Assets	Tracked via City Inventory	High	Formal inventory with few unknowns	2023 Parking Lot Condition Assessment, prepared by Planmac Engineering, and 2023 capital projects	Medium	Estimate based on condition assessment and capital construction unit rates for road reconstruction projects	2023 Parking Lot Condition Assessment, prepared by Planmac Engineering, and City staff knowledge	High	Formal condition assessment with few unknowns and informal assessment based on staff knowledge
Parking Machinery, Hardware and Software Assets	Tracked via City Inventory	Medium	Informal inventory	City staff estimate	Medium	Informal assessment based on staff knowledge	Determined based on age	Medium	Informal assessment based on assumptions from age of assets

The Parking Services assets include municipal parking lots, parking lot ticket machines, gate systems and other hardware/software utilized to conduct parking enforcement. The Market Street Parkade and other parking lots associated with City assets such as Facilities, Airport, Solid Waste, Fire, Police, Parks, etc., are captured under their respective AMPs.

Per **Table 2** above, Parking Services assets' inventory and condition data are typically at a Medium to High confidence level, with an overall average confidence level of Medium.

Inventory data is at a Medium to High confidence level due to inventories maintained by City staff. Replacement costs are at a Medium confidence level, as these values are estimated based on formal condition assessment completed in 2023, staff knowledge, and other capital construction project costs. Condition data is estimated at a Medium to High confidence level, as the condition of these assets is estimated either based on formal condition assessment and staff knowledge, or by age and service life assumptions by City staff.

1.2.1. SERVICE LIFE

Where condition assessments have not been completed, the condition has been estimated based on the estimated service life of the asset shown below in **Table 3**. The average overall estimated service life for assets can be found in **Table 5**.

Table 3: Parking Services Assets' Estimated Service Life

Asset	Estimated Service Life
Parking Lot Assets	30 years
Parking Machinery, Hardware and Software Assets	7 years

1.2.2. CONDITION SCORING

For the purpose of this report and standardizing condition scores across all assets in the Asset Management Plan, the Condition Rating is defined by three (3) Condition Scores as defined in the table below. For assets with formal consultant condition assessments, the conditions have been modified to fit into this model.

Table 4: Condition Score Description

Condition Score	Condition Rating	Description
1 - 1.4	Good	Assets are in working order, have no or minor deficiencies. Where condition data is not available, this category applies to assets which are within the first 40% of their estimated service life.
1.5 - 2.4	Fair	Assets show general signs of deterioration, some elements may have significant deficiencies, and asset will likely require repairs in the next 10 years. Where condition data is not available, this category applies to assets which are within 41% - 80% of their estimated service life.
2.5 - 3	Poor	Asset is below standard showing signs of significant deterioration, is in danger of imminent failure, and will require repair or replacement within the next year. Where condition data is not available, this category applies to assets which have exceeded 80% of their estimated service life.

1.3. SUMMARY OF PARKING SERVICES ASSETS

The summary of assets for the Parking Services Asset Class can be found below. The summary of assets includes: Quantity, Replacement Cost, Average Age, and Average Condition Score for each asset type in accordance with O. Reg. 588/17.

1.3.1. TOTAL SUMMARY OF ASSETS

A table summarizing all Parking Services assets is included in **Table 5** below, and detailed information about each asset is included in individual sections. Calculations of averages have been weighted by the overall replacement value of assets; this means that assets of higher estimated replacement value will have a stronger influence on the average than if the average was calculated based on the number of assets.

The total replacement cost for all Parking Services assets is approximately \$1.82M with an overall average estimated service life of 23 years. The average condition scores are shown to one decimal place to illustrate how close the scores are to being on a cusp of another rating and were used to calculate the weighted overall average condition score for the asset group, but are shown rounded to the nearest whole number in subsequent sections. Overall, Parking Services assets are in Good condition with a weighted average condition score of 1.2.

Table 5: Total Summary of Parking Services Assets

Asset	Quantity	Unit	Replacement Cost	Weighted Average Age (years)	Weighted Average Estimated Service Life (years)	% of Estimated Service Life Expended	Weighted Average Condition Score	Weighted Average Condition Description
Parking Services Total			\$1.82M	4	23	17%	1.2	GOOD
Parking Lot Assets	2	ea	\$1.23M	5	30	17%	1.2	GOOD
Parking Machinery, Hardware and Software Assets	6	ea	\$590.0K	1	7	14%	1.2	GOOD

1.3.2. PARKING LOT ASSETS

The parking lots identified in the Parking Services asset class include municipal parking lots #3 and #4. Municipal parking lot #3 is located at 52 Darling Street, at the northeast corner of Darling Street and Queen Street. Municipal parking lot #4 is located at 41 Dalhousie Street, at the southeast corner of Dalhousie Street and King Street. The Market Street Parkade and other parking lots associated with City assets such as Facilities, Airport, Solid Waste, Fire, Police, Parks, etc., are captured under their respective AMPs.

The analysis of these assets included the condition of concrete curb and sidewalk, asphalt pavements, street lighting, storm sewer infrastructure, etc.

As seen in **Figure 1** below, the Parking Lot assets have a total replacement cost of \$1.23M, and the assets are typically in Good condition, with an average condition score of 1. The condition of Parking Lot assets is estimated based on findings from a condition assessment of Parking Lot #3 and #4 completed in 2023 and staff knowledge.

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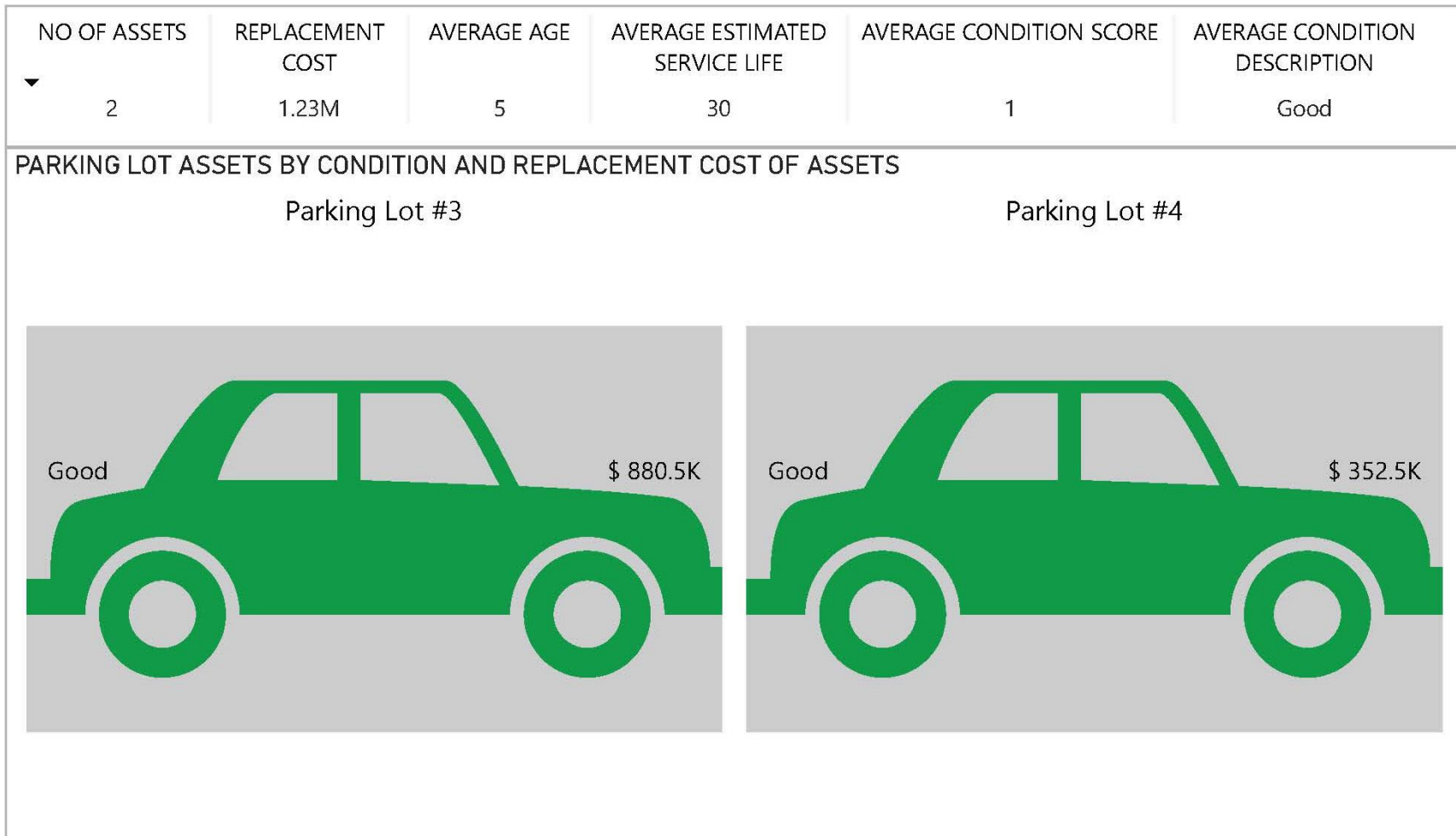


Figure 1: Parking Lot Asset Summary

1.3.3. PARKING MACHINERY, HARDWARE AND SOFTWARE ASSETS

The Parking Machinery, Hardware and Software assets include other various assets operated and maintained by Parking Services, including ticket machines in municipal parking lots, gate systems at the Market Street Parkade, and other hardware/software utilized to conduct parking enforcement.

As seen in Error! No bookmark name given. **Figure 2** below, the Parking Machinery, Hardware and Software assets have a total replacement cost of \$590,000, and the assets are typically in Good condition, with an average condition score of 1. The condition of Parking Machinery, Hardware and Software assets is based on informal estimates of lifecycle and condition by City staff.

Parking Services AMP
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NO OF ASSETS	REPLACEMENT COST	AVERAGE AGE	AVERAGE ESTIMATED SERVICE LIFE	AVERAGE CONDITION SCORE	AVERAGE CONDITION DESCRIPTION
6	590.0K	1	7	1	Good

PARKING MACHINERY, HARDWARE AND SOFTWARE ASSETS BY CONDITION AND REPLACEMENT COST OF ASSETS




Market Centre Parkade Gate System	Parking Enforcement Hardware/Software	Parking Machines
 <p>Good \$ 350.0K</p>	 <p>Good \$ 200.0K</p>	 <p>Good \$ 40.0K</p>

Figure 2: Parking Lot Machinery, Hardware and Software Asset Summary

1.4. LIFECYCLE OF PARKING SERVICES ASSETS

The lifecycle of Parking Services assets is described under four (4) categories which are described in this section:

- Key Lifecycle Stages of Parking Services Assets;
- Lifecycle Activities;
- Risks of Lifecycle Activities; and
- 10 Year Lifecycle Costs of Parking Services Assets.

1.4.1. KEY LIFECYCLE STAGES OF PARKING SERVICES ASSETS

The lifecycle of an asset refers to the following stages: Planning, Creation/Acquisition, Operations and Maintenance, Renewal/Disposal which are defined in the Main Body of the report. For Parking Services assets specifically, our general process is as follows:

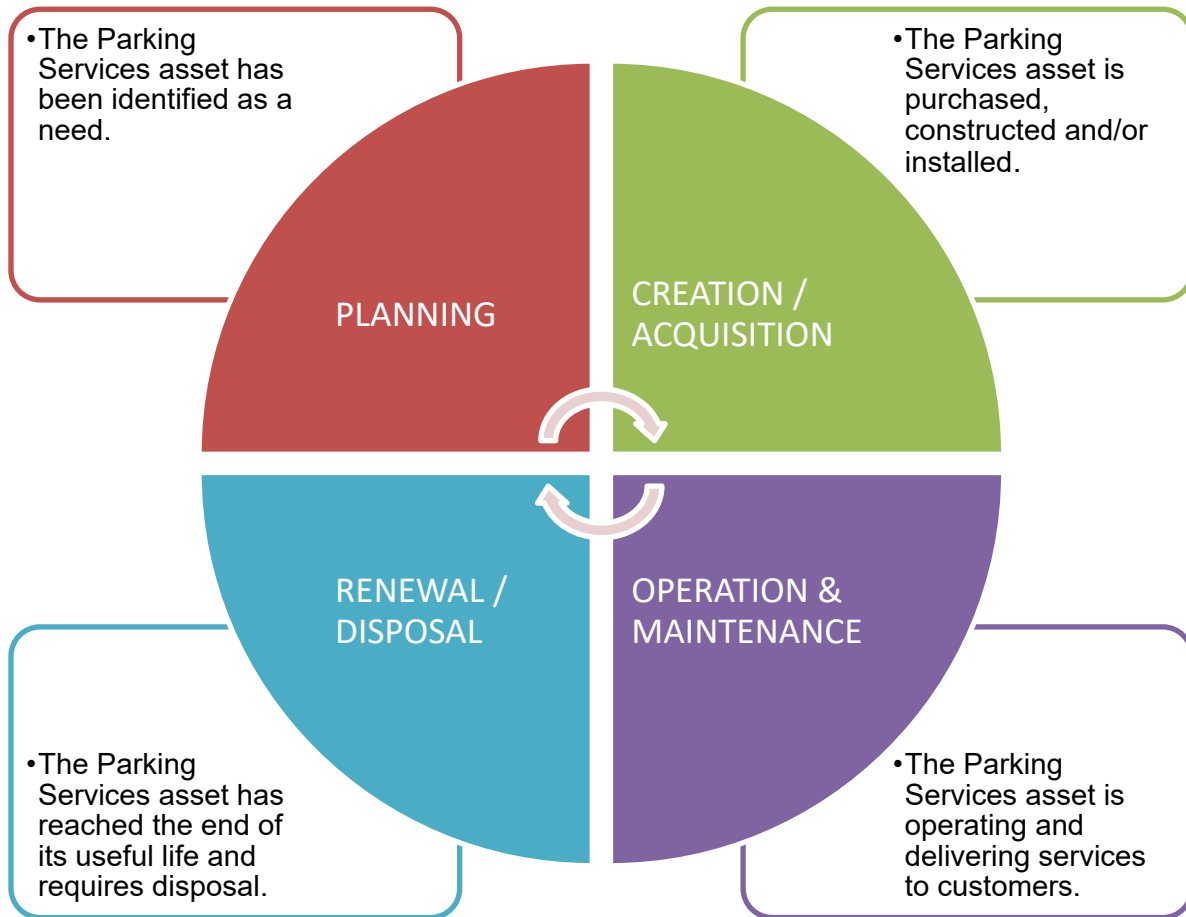


Figure 3: Lifecycle Stages of Parking Services Assets

1. **Planning** – The need to acquire the asset has been identified per the City’s regular business activities and coordinated with other departments, as required.
2. **Creation / Acquisition / Replacement** – The asset is purchased, constructed and/or installed as per any applicable standards and guidelines.
3. **Operation and Maintenance** – The asset is in use and assists in delivering a service to internal and external customers.
4. **Renewal / Disposal** – The asset has reached the end of its useful life, is in poor condition, and/or is underperforming, and requires disposal. The disposal considers the effect on customers such as level of service disruptions.

1.4.2. LIFECYCLE ACTIVITIES

A list of the planned Lifecycle Activities, annual cost, and frequency for Parking Services assets can be found in **Table 6** below. These activities are currently being undertaken to maintain Parking Services assets and therefore maintain the current levels of service.

Table 6: Lifecycle Activities for Parking Services Assets

Asset Type	Lifecycle Activity	2024 Annual Cost*	Frequency	Completed by
Parking Lot Assets	Pavement Markings	\$6,000	Every three (3) years	City/Contracted Services
	Lighting/Catchbasin/Curb Repairs	\$3,150	Annual	City/Contracted Services
	Snow Clearing	\$19,762	Annual	Contracted Services
Parking Machinery, Hardware and Software Assets	Parkade Gate and Equipment Maintenance	\$5,800	Annual	City/Contracted Services
	Parking Machine Maintenance	\$8,000	Annual	City/Contracted Services
	Hardware/Software Maintenance and Licences	\$5,020	Annual	City/Contracted Services

*2024 Annual Cost is typically based on estimates presented in the 2024 Operating Budget.

1.4.3. RISKS OF LIFECYCLE ACTIVITIES

The identified lifecycle activities in **Table 6** above are historical activities taken on by Parking Services. Some risks associated with these activities include:

- **Traffic Accidents** - when performing maintenance in the vicinity of traffic vehicles, there is a risk of a traffic accident. This is mitigated by implementing a traffic control plan and wearing high visibility clothing during maintenance activities in the right of way or parking lots;
- **Operator Error** – When operators are operating equipment, there is a risk of an operator related accident. This risk is mitigated by ensuring all operators are trained on equipment.
- **Confined Space** - There are always risks associated with confined space, technicians are trained and standard operating procedures are followed to complete the task safely.
- **Equipment Failure** - Equipment failure can occur during maintenance activities and this is mitigated by ensuring preventative maintenance is completed at regular intervals to prevent this from occurring.

However, if these activities were not completed, the risks would include:

- **Service Disruptions** due to premature failures that could have been mitigated with preventative maintenance;
- **Health and Safety Issues** due to unexpected failure of assets, such as potholes or tripping hazards in parking lots;
- **Lost Revenue** when parking machines or equipment are out of service;
- **Increased Cost** due to reactive repairs which could have been prevented with preventative maintenance.

1.4.4. 10 YEAR LIFECYCLE COSTS OF PARKING SERVICES ASSETS

Figure 4 below outlines the 10 year lifecycle costs of Parking Services assets. Typically when the condition of an asset is estimated based on service life there are spikes in the first year to account for the backlog.

All assets within the Parking Services asset class are in Good condition and, therefore, there are no capital costs identified for replacements within the current four (4) year capital budget cycle.

For Parking Lot assets, Municipal Parking Lot #4 is identified for capital investment in 2033 based on the 2023 Parking Lot Condition Assessment prepared by Planmac Engineering. No capital costs are identified for Municipal Parking Lot #3 in the 10 year lifecycle, as repairs and resurfacing of this parking lot were completed in 2023.

Parking Machinery, Hardware and Software assets are currently in Good condition and these assets have an estimated service life of seven (7) years; therefore, these assets are identified for replacement between 2029 and 2031 as they reach the end of their estimated service life.

Based on the information presented in the figure below, the average annual capital cost for the next 10 years to maintain the state of good repair for Parking Services assets is \$77.1K, and it is estimated that \$53.7K should be spent annually on O&M. Therefore, it is recommended that the City invest \$130.8K annually in Parking Services assets to maintain the state of good repair.

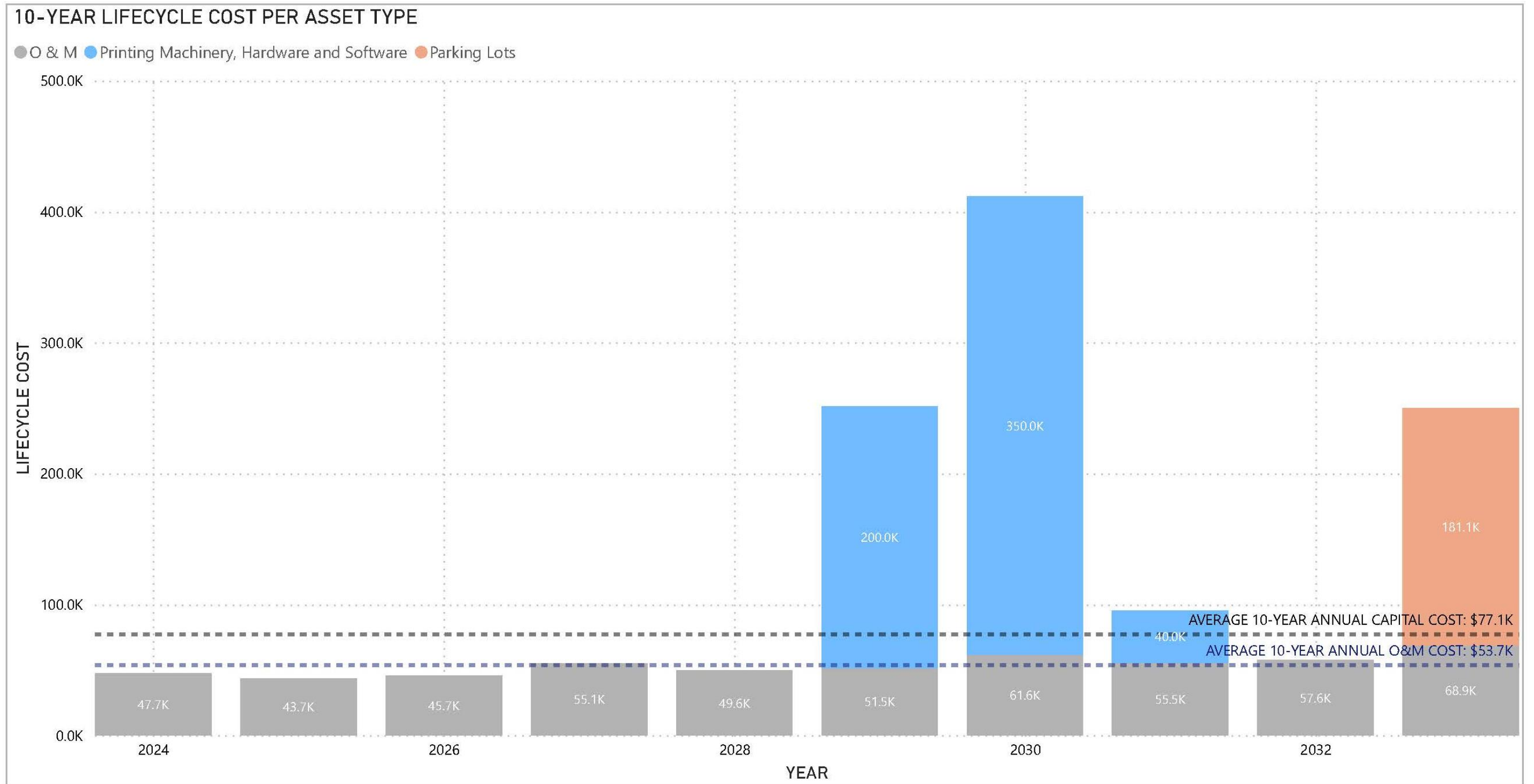


Figure 4: 10-Year Lifecycle Cost Per Parking Services Asset Type

- Notes:
- O&M costs are estimated based on the 2024-2027 Operating Budget. O&M costs beyond 2027 are estimated by 3.8% inflation each year.
 - Capital costs and lifecycle are estimated based on values and methodology identified in **Section 1.3**

Per **Figure 5** below, the existing 10-year forecast from 2024–2033, further explained in **Section 8.3** of the **Asset Management Plan Overview Document**, indicates that the City is not currently dedicating capital funding to the replacement of Parking Services assets annually. The figure identifies an annual 10-year capital funding gap of \$77.1K for these assets.

The City of Brantford has moved to a four (4) year budget cycle and departments will complete long term planning as opposed to annual planning for projects within this time period. The Prioritization Matrix explained in **Section 9** of the **Asset Management Plan Overview Document** has also been implemented which will help departments confirm priority projects. It is anticipated that the new process for the City's 2024 budget cycle will help departments prepare and request funding in advance of significant replacement costs for assets reaching the end of their useful life.

It is important to note that currently the City does not have access to detailed data on Operation and Maintenance costs, but it is anticipated this information will improve in future iterations of the AMP.

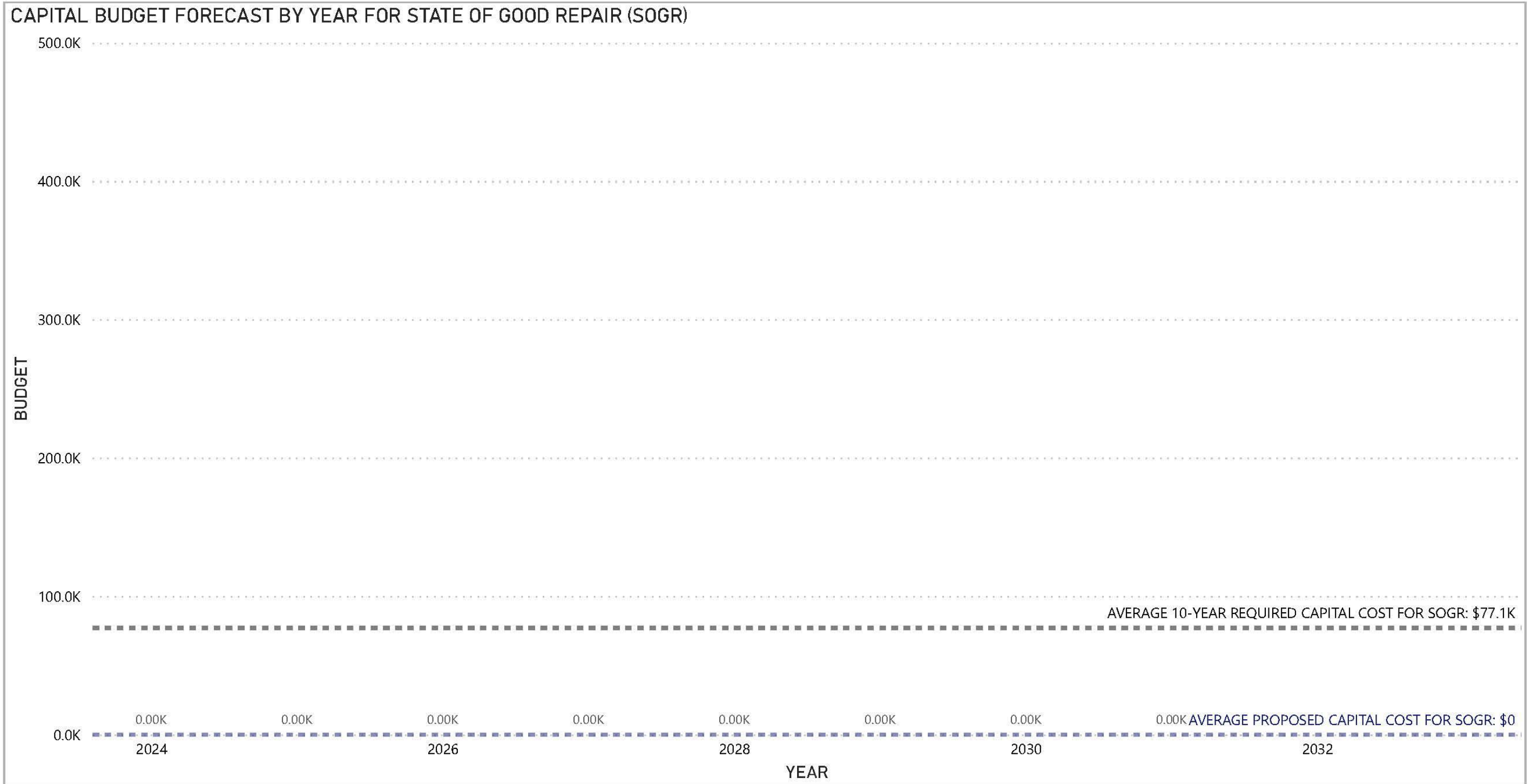


Figure 5: Existing Capital Budget Forecast from 2024–2033 for Parking Services Assets

Notes:

1. Capital budget forecast is estimated based on the 2024-2027 Capital Budget. Capital budget beyond 2027 is estimated by 3.8% inflation each year.

1.5. CURRENT LEVELS OF SERVICE

1.5.1. O. REG. 588/17 CUSTOMER LEVELS OF SERVICE

O. Reg. 588/17 does not currently have defined customer levels of service for this asset class that must be reported in this plan. This section will be kept for future iterations in case O. Reg. 588/17 requires defined customer levels of service be reported.

1.5.2. O. REG. 588/17 TECHNICAL LEVELS OF SERVICE

O. Reg. 588/17 does not currently have defined technical levels of service for this asset class that must be reported in this plan. This section will be kept for future iterations in case O. Reg. 588/17 requires defined technical levels of service be reported.

1.5.3. MUNICIPALLY DEFINED CUSTOMER LEVELS OF SERVICE

The customer levels of service are defined in **Section 6.2** of the **Asset Management Plan Overview**. For Parking Services assets, the asset specific interpretation of these levels of service is defined below in **Table 7**.

Table 7: Municipally Defined Customer Levels of Service

Customer Level of Service	Definition
Accessibility	Parking Services assets should be accessible to all customers without barriers in place.
Quality	Parking Services assets should deliver their intended purpose at a certain quality.
Cost Efficiency	Parking Services assets should be operated efficiently with extra care to minimize costs.
Safety	Parking Services assets should be both safe to use and promote community safety, and customers should feel safe using these services.
Environmental Sustainability	Parking Services assets should be operating as environmentally as possible and also be promoting sustainable lifestyles.
Reliability	Parking Services assets should be available to customers and care should be taken to avoid closures or service disruptions.
Responsiveness	Parking Services assets should be maintained and repaired promptly to minimize service disruptions. Responsiveness should account for the relative risk to the public, the surrounding property, the asset itself and to the staff completing the response.

1.5.4. MUNICIPALLY DEFINED TECHNICAL LEVELS OF SERVICE

The technical levels of service for Parking Services Assets have been adopted based on the customer levels of service defined in **Table 7**. The currently available customer levels of service with the corresponding technical levels of service and KPI metrics are defined in **Table 8**.

Due to a low response rate on customer surveys conducted in 2023/2024, the confidence level in the applicability of the KPIs derived from the survey data, to the wider population, is Low. The need for additional KPIs and KPI targets has been identified and future iterations of this AMP will look for opportunities to gather and include this information.

Table 8: Levels of Service KPIs

Customer Level of Service	Technical LOS	2024 KPI	Units
Accessibility	Not Available	Not Available	Not Available
Quality*	Percentage of Customers who rate overall performance of pay stations as Average or above.	90%	% of Customers
Cost Efficiency	Not Available	Not Available	Not Available
Safety*	Percentage of Customers who rate overall performance of parking lot maintenance as Average or above.	42%	% of Customers
Environmental Sustainability	Not Available	Not Available	Not Available
Reliability*	Percentage of Customers who rate overall performance of winter maintenance as Average or above.	67%	% of Customers
Responsiveness	Not Available	Not Available	Not Available

*Note: Information obtained from customer surveys conducted in 2024, more details available in Overview Document. Due to a low response rate, the confidence level in the applicability of the information to the wider population is Low.

1.6. CURRENT ASSET PERFORMANCE

The current asset performance for Parking Services assets has been separated into two (2) categories for this section of the report:

- Energy Performance; and
- Operating Performance

1.6.1. PARKING SERVICES CURRENT ENERGY PERFORMANCE

The City of Brantford has a Corporate Energy Management Plan (CEMP) which emphasizes energy efficiency within the City. The goals of the CEMP are to reduce energy use, energy intensity, and greenhouse gas (GHG) emissions in our Facilities. In addition, through the City's Climate Change Action Plan and Climate Lens Tool explained in **Section 10** of the **Asset Management Plan Overview Document**, the City has been working to improve our facilities' energy efficiency and reduce the associated carbon footprint.

Currently, the City does not have a method to track Energy Performance for the Parking Services asset class. This section will be kept for future iterations as ways to track Energy Performance for this asset class are explored.

1.6.2. PARKING SERVICES CURRENT OPERATING PERFORMANCE

Currently, the City does not have a method to track Operating Performance for the Parking Services asset class. This section will be kept for future iterations as ways to track Operating Performance for this asset class are explored.

1.7. DISCUSSION & CONCLUSIONS

In conclusion, the City of Brantford operates and maintains Parking Services assets. These assets are in Good condition with a total estimated replacement cost of approximately \$1.82M.

Inventory and condition data for Parking Services are typically at a Medium to High confidence level, with an overall average confidence level of Medium.

Inventory data is at a Medium to High confidence level due to inventories maintained by City staff. Replacement costs are at a Medium confidence level, as these values are estimated based on formal condition assessment completed in 2023, staff knowledge, and other capital construction project costs. Condition data is estimated at a Medium to High confidence level, as the condition of these assets is estimated either based on formal condition assessment and staff knowledge, or by age and service life assumptions by City staff.

The lifecycle stages for Parking Services assets includes: Planning, Creation, O&M, and Disposal. During the Planning stage, the City identifies the need to obtain a Parking Services asset; during the Creation stage, the Parking Services asset is purchased, constructed, and/or installed; during the O&M stage, the Parking Services asset is in use by customers; and in the Disposal stage, the Parking Services asset has reached the end of its useful life and requires disposal.

Lifecycle activities are currently completed by City staff and contractors/suppliers to maintain state of good repair. At this time, detailed tracking and costs associated with these activities are not available and are estimated based on the 2024 Operating Budget.

It is estimated based on the average annual cost in the 10 Year Lifecycle Costing that the City should be spending an average 77.1K in capital investment annually for replacement of Parking Services assets at the end of their service life, and be spending an average of \$53.7K on O&M for Parking Services assets; however, the City is not currently dedicating any capital funding annually for state of good repair.

Current Levels of Service have been identified for Parking Services assets. Currently, these levels of service and associated KPIs are based on a survey conducted in 2023/2024 with external customers who utilize Parking Services assets. Due to a low response rate on customer surveys, the confidence level in the applicability of the KPIs derived from the survey data to the wider population is Low at this time. Brantford is working to continue to develop the process to track these metrics which will assist in tracking these and any further identified KPIs for future iterations.

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Finally, asset performance is separated into operating and energy performance in the City's AMPs. However, due to limited tracking for assets, the City is not able to provide information for Parking Services asset performance in this iteration of the AMP. Opportunities to track energy performance may be considered to provide updated information in future iterations of this plan.