Agenda – Council – July 16, 2008

Report - Executive Policy Committee - July 9, 2008

Item No. 5 Winnipeg Parking Authority Special Operating Agency – 2008 Business Plan (Selection Report) - By-law Amendments – Multi-year Contract for Purchase of Parking Pay Stations and Parking Enforcement Contract
File GL-5.6.1

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On July 9, 2008, the Executive Policy Committee concurred in the recommendations of the Standing Policy Committee on Infrastructure Renewal and Public Works and the Alternate Service Delivery Committee and submits the following to Council:

1. A. That the 2008 Business Plan (Selection Report) for the Winnipeg Parking Authority Special Operating Agency including the 2008 budget be approved, and the Financial Projections for 2009 to 2010 as outlined in Appendix A, in the report of the Chief Financial Officer dated June 25, 2008, be received as information.

   B. That the operating line of credit to support the Winnipeg Parking Authority Special Operating Agency be increased from $7.5 million to $10.5 million, said funds to be accessed through the inter-company balance with the General Revenue Fund at the City's short-term borrowing rate to meet ongoing cash flow requirements of the Winnipeg Parking Authority.

   C. That revisions to the Winnipeg Parking Authority's Operating Charter, regarding the Advisory Board, as outlined in Appendix B, in the report of the Chief Financial Officer dated June 25, 2008, be approved.

2. That the changes to off-street parking fees and monthly parking permits for 2008 as outlined in Appendix C, in the report of the Chief Financial Officer dated June 25, 2008, be approved, incorporating the following amendment:

   A. That the No Stopping Rush Hour 07:00 - 09:00; 15:30 - 17:30 fine, contained in the Voluntary Payment of Fines By-law No. 789/74, remain at the 2007 rate.

Report - Executive Policy Committee - July 9, 2008

EXECUTIVE POLICY COMMITTEE RECOMMENDATION (continued):

3. That the amending by-law set out in Appendix D, in the report of the Chief Financial Officer dated June 25, 2008, be enacted, namely:

   A. That the Voluntary Payment of Fines By-law No. 789/74 be amended to increase nine parking violation fines and extend the 15 day time limit for payment of a discounted fine by up to four days in order to allow the Winnipeg Parking Authority to review customer complaints about a ticket.

   B. That the Winnipeg Parking Meter By-law No. 6547/95 be amended as follows:
      i. That the Chief Administrative Officer be given the flexibility to establish locations, hours of operation, maximum times and hourly rates at parking meters and pay stations, subject to Council oversight.

      ii. That the prohibition against purchasing extended time periods at meters and pay stations be eliminated.

4. That the multi-year contract for the purchase of parking pay stations (Bid Opportunity 623-2004) as set out in Appendix G, in the report of the Chief Financial Officer dated June 25, 2008, be approved as follows:

   A. That the bids received from 8D Technologies and Traf-Park Inc. be determined to be non-responsive.

   B. That the award of contract to Precise Parklink Inc., the bidder presenting the most advantageous offer for Parking Pay Stations in the estimated amount of $1,929,000.00 plus GST & PST, over the life of the contract, be approved.

   C. That the Chief Administrative Officer be delegated the authority to award future multi-year contracts for work that is substantially the same as the above contract, each contract not to exceed five (5) years in duration and the Chief Administrative Officer's monetary award limit.

5. That the parking enforcement contract as set out in Appendix H, in the report of the Chief Financial Officer dated June 25, 2008, be approved as follows:

   A. That the Council decision of December 20, 1978, that all future contracts for parking enforcement services be negotiated and not tendered, be rescinded.

Report - Executive Policy Committee - July 9, 2008

EXECUTIVE POLICY COMMITTEE RECOMMENDATION (continued):

B. That future contracts for parking enforcement services be initiated and awarded in accordance with the Materials Management Policy.

6. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

Pursuant to the provisions of the Operating Charters of the Special Operating Agencies, changes to the Operating Charter require approval of two-thirds of the members present at Council.

Report - Executive Policy Committee - July 9, 2008

DECISION MAKING HISTORY:

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On July 9, 2008, the Executive Policy Committee concurred in the recommendations of the Standing Policy Committee on Infrastructure Renewal and Public Works and the Alternate Service Delivery Committee and submits the following to Council:

STANDING COMMITTEE RECOMMENDATION:

On July 8, 2008, the Standing Policy Committee on Infrastructure Renewal and Public Works concurred in the recommendation of the Alternate Service Delivery Committee and recommendations 2 and 3 of the Winnipeg Public Service as amended, namely:

- That the No Stopping Rush Hour 07:00 - 09:00; 15:30 - 17:30 fine, contained in the Voluntary Payment of Fines By-law No. 789/74, remain at the 2007 rate,

and submitted the matter to the Executive Policy Committee and Council:

COMMITTEE RECOMMENDATION:

On July 8, 2008, the Alternate Service Delivery Committee recommended:

- Concurrence in recommendation 1, 4 and 5 of the Winnipeg Public Service; and
- That recommendation 2 of the Winnipeg Public Service be amended to provide that the No Stopping Rush Hour 07:00 - 09:00; 15:30 - 17:30 fine, contained in the Voluntary Payment of Fines By-law No. 789/74, remain at the 2007 rate,

and forwarded to the Standing Policy Committee on Infrastructure Renewal and Public Works, Executive Policy Committee and Council.

Further on July 8, 2008, the Alternative Service Delivery Committee recommended that the Winnipeg Public Service undertake an Expression of Interest for marketing the Winnipeg Square Parkade (360 Main Street) and report back to the Alternate Service Delivery Committee.

Re: Winnipeg Parking Authority (WPA) Special Operating Agency - 2008 Business Plan (Selection Report); By-law Amendments; Multi-year Contract for Purchase of Parking Pay Stations; and Parking Enforcement Contract

For submission to: Alternate Service Delivery Committee and Infrastructure Renewal and Public Works

Original report signed by: Chief Financial Officer

Report date: June 25, 2008

Recommendation(s):

1. That the Alternate Service Delivery Committee recommend the following to Council regarding the annual business plan:

   (a) That the 2008 Business Plan (Selection Report) for the Winnipeg Parking Authority Special Operating Agency including the 2008 budget be approved, and the Financial Projections for 2009 to 2010 as outlined in Appendix A, be received as information;

   (b) That the operating line of credit to support the Winnipeg Parking Authority Special Operating Agency be increased from $7.5 million to $10.5 million, said funds to be accessed through the inter-company balance with the General Revenue Fund at the City's short-term borrowing rate to meet ongoing cash flow requirements of the WPA;

   (c) That revisions to the Winnipeg Parking Authority's Operating Charter, regarding the Advisory Board, as outlined in Appendix B, be approved.

2. That the Standing Policy Committee on Infrastructure Renewal and Public Works recommend that Council approve the changes to off-street parking fees and monthly parking permits for 2008 as outlined in Appendix C.

3. That the Standing Policy Committee on Infrastructure Renewal and Public Works recommend that Council enact the amending By-law, as set out in Appendix D, that will:

   (a) amend the Voluntary Payment of Fines By-law to increase nine parking violation fines and to extend the 15 day time limit for payment of a discounted fine by up to four days in order to allow the WPA to review customer complaints about a ticket; and

   (b) amend the Parking Meter By-law to

      (i) give the Chief Administrative Officer flexibility to establish locations, hours of operation, maximum times and hourly rates at parking meters and pay stations, subject to Council oversight;

(ii) eliminate the prohibition against purchasing extended time periods at meters and pay stations.

4. That the Alternate Service Delivery Committee recommend the following to Council regarding the multi-year contract for the purchase of parking pay stations (Bid Opportunity 623-2004) as set out in Appendix G:

   (a) That the bids received from 8D Technologies and Traf-Park Inc. be determined to be non-responsive;

   (b) That Council formally approve the award of contract to Precise Parklink Inc., the bidder presenting the most advantageous offer for Parking Pay Stations in the estimated amount of $1,929,000 plus GST & PST, over the life of the contract; and

   (c) That the Chief Administrative Officer (CAO) be delegated the authority to award future multi-year contracts for work that is substantially the same as the above contract, each contract not to exceed five (5) years in duration and the Chief Administrative Officer's monetary award limit.

5. That the Alternate Service Delivery Committee recommend the following to Council regarding the parking enforcement contract as set out in Appendix H:

   (a) That Council cancel its direction of December 20th, 1978, that all future contracts for parking enforcement services be negotiated and not tendered; and

   (b) That future contracts for parking enforcement services be initiated and awarded in accordance with the Materials Management Policy.

6. That the proper officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

REPORT SUMMARY

KEY ISSUES:

- The Winnipeg Parking Authority achieved a net profit of $1,505,000 in 2007. During this time the WPA has completed significant improvements to its operating facilities and services.
- In order to fund accounts receivable, the cost of the planned transfer to the City in 2008, and the parkade infrastructure reinvestment plan, the WPA will require an increase in its operating line of credit from $7,500,000 to $10,500,000.
- The WPA is examining the role of WPA assets in the City of Winnipeg, including the possibility of divesting of it's investment in the Winnipeg Square Parkade. Considering this, the WPA will focus on a parkade infrastructure reinvestment plan including mid-life structural repair or replacement work on the Civic Centre and Millennium Library parkades, as recommended in the 2005 structural report.
- In order to permit the WPA to operate more like a business and to better manage and generate optimum revenues from on-street parking, the proposed amendments to the Parking Meter By-law delegate authority to Chief Administrative Officer for the location, hours of operation, maximum times and costs-per-hour of parking meters and pay stations. This authority would extend only to lanes and areas which are not required for traffic flow and where parking is permitted or that already have meters or pay stations installed.
- In association with the Society of Manitobans with Disabilities, the WPA will implement a new accessible on street parking strategy for disabled parkers in accordance with best practices, provincial legislation, the Disabled Parking By-law, and local design standards for disabled parking which was approved by Council in 2007.
- The proposed purchase and multi-year payment program for the parking meter pay stations was identified to Council in the Winnipeg Parking Authority's 2006 Annual Selection Report (business plan summary). The contractor was selected by public bid and on the recommendation of Materials Management. Approval of a multi-year contract requires the approval of Council and, as such, is included as a recommendation in this report (refer to Appendix G for details).
- In recent years, the Corps of Commissionaires has had difficulty providing consistent numbers of staff in accordance with the City's operating plan. This has resulted in poor enforcement coverage and citizen complaints in some areas of the city, and has had a negative financial and performance impact on the WPA. The WPA wishes to establish a new long-term contractual relationship for its parking enforcement services through the public tender process. The details of the proposed parking enforcement contract are described in Appendix H.
- The WPA is proposing to amend the Advisory Board membership to include representation from the Selkirk Avenue BIZ and the Winnipeg Chamber of Commerce. The WPA is also proposing to grant to the CAO the authority to appoint representatives

from the stakeholder groups, approved by Council, to the Advisory Board and also to appoint the Chair.

IMPLICATIONS OF THE RECOMMENDATION(S)

General Implications:

	None
X	For the organization overall and/or for other departments
X	For the community and/or organizations external to the City of Winnipeg
X	Involves a multi-year contract

Comment(s): The proposed By-law amendments would grant the CAO flexibility over the location, hours of operation, maximum times and hourly costs of on-street parking, subject to Council oversight and would eliminate the current prohibition against purchasing additional meter time. Council is being asked to approve a multi-year contract for the supply of parking pay stations and to authorize public tender for the supply of parking enforcement services.

Policy Implications:

	No
X	Yes

Comment(s): The proposed By-law amendments would grant the CAO flexibility over the location, hours of operation, maximum times and hourly costs of on-street parking, subject to Council oversight and would eliminate the current prohibition against purchasing additional meter time.

Regulatory Implications:

	None
X	Eliminates or reduces regulatory impact
	Proposes regulatory impact

Comment(s): The proposed By-law amendments would cut internal "red tape" by granting the CAO flexibility over the location, hours of operation, maximum times and hourly costs of on-street parking, subject to Council oversight. In addition, the proposed amendments would eliminate the current prohibition against purchasing additional meter time.

Environmental Implications:

X	No
	Yes

Comment(s):

Human Resource Implications:

X	No
	Yes

Comment(s):

Financial Implications:

X	Within approved current and/or capital budget
	Current and/or capital budget adjustment required

Comment(s): Please refer to attached Appendix A for details of financial projections related to the WPA.

REPORT

REASON FOR THE REPORT:

The Winnipeg Parking Authority's (WPA) Operating Charter stipulates that an annual business plan be submitted to Council each year.

Any amendments to by-laws or to Special Operating Agencies Operating Charters require Council approval. Council approval is being sought for a multi-year contract for the supply of parking pay stations and to authorize public tender for the supply of parking enforcement services.

The Standing Policy Committee on Infrastructure Renewal and Public Works considers and makes recommendations on matters related to, amongst other things, parking sites, parking meters, and rates and charges on City-owned, off-street parking facilities.

HISTORY:

The WPA was designated as a special operating agency effective January 1, 2005. The WPA was created to manage City owned on-and-off-street parking resources and parking enforcement.

DISCUSSION:

Summary of Activities in 2007

2007 was the third year of operation for the Winnipeg Parking Authority. The consolidation of responsibilities, staff, resources, goods and services into the WPA is now complete.

New pay station meters were installed on City streets and have been widely accepted by the public. These new units replace the deteriorating and obsolete mechanical single space parking meters which are no longer manufactured or reparable, as parts are no longer available. The new units make more efficient use of curbside space and provide easier payment for users. The units produce a receipt and display parking time periods and conditions of use more effectively than single space meters. A group of new Pay Station units was installed on Selkirk Avenue in response to requests from the public. A Pay by Cell Phone service was activated in 2007 and, based on Winnipeg's example, other cities are now considering a similar upgrade.

Parkade maintenance and customer services developed in 2006 were consolidated in 2007. The WPA received an Award and formal accreditation (similar to "5 Stars" or "ISO") from the Canadian Parking Association for achieving a program of customer service, customer amenities, parking enforcement, administration, and maintenance which met or exceeded the national standard. The WPA's facilities and services now demonstrate the same standard of care and

attention to customer needs found in public facilities in other large centres (Calgary, Toronto, Vancouver).

Parking enforcement activities were automated, standardized, and formalized and quality assurance practices were improved and consolidated. Individual enforcement officers now receive detailed instruction regarding the issuance of parking offence notices. Each notice holds the complete information of the offence. Customers who do not understand or wish to pay or dispute a parking offence are encouraged to contact the WPA's Quality Assurance section by telephone, letter or email. The WPA's representatives will recommend that the Provincial Crown stay a charge where any error has occurred. Where an error has not occurred, customers who wish to dispute the legality of an offence notice may do so through Provincial Judges Court where all details and records, including photographs, are made available to Provincial magistrates and judges, allowing for a more informed decision by the judge. Collection activities do not commence until either a default or a court conviction is obtained and the customer has been advised. Collection activities for outstanding convictions can include the lien and seizure of personal property to satisfy the legal ruling.

Despite the higher monthly parking fees being charged, the WPA experienced a complete sell out of parking spaces at the Winnipeg Square, Millennium Library and Civic Centre facilities between September 2006 and May 2007. Surveys indicate that parking customers are choosing Agency's facilities in preference to other private sector or public facilities. This validates the upgrade choices made for the parkades in 2006.

Following consultation with the Winnipeg Police Service and the Public Works Department, the WPA facilitated the removal of vehicles that were abandoned, or obstructing traffic, road maintenance and snow removal equipment on public roadways. The WPA continued to increase its response to community complaints and requests for investigations and services. It conducted 136 parking investigations (Selective Enforcement Requests - SER's) in 2007.

2007 Financial Performance

In 2007, the Agency generated a net profit from operations of $1,505,000. Financial highlights for 2007 are as follows:

- Gross revenues are $13,427,000.
- Parkade revenues are $4,204,000, 1.1% lower than budget as continuing demand for the premium municipal parking facilities now being offered has resulted in lower turnover of short term transient spaces.
- Surface lot revenues are $790,000, 2.5% lower than budget due to a reduction in the number of parkers purchasing reserved-style permits and challenges in enforcing payments by civic employees.
- Meter revenues are $2,494,000, higher than 2006 but 2.5% lower than budget due to delays in installing and implementing pay stations, a large number of curb faces taken out of service for construction, and lower than estimated customer utilization. Cost of construction in lost revenue is expected to be just over $100,000.
- Parking enforcement revenues are $5,242,000, 4% lower than budget. Although there were increased cash collections of old parking tickets (pre 2005), and greater customer attention

and faster payment of current tickets due to a more aggressive lien and seizure program, these increased payments did not cover the shortfall in current tickets issued of 9%, due to the current contractor's inability to provide full staffing.

- The lot at the corner of Main and McDermot was sold for $480,000. The proceeds of the sale resulted in a one-time gain of $305,000. Netted against the proceeds was the net book value of $127,000 and a requirement to transfer $48,000 in total to the Historical Buildings Program and the Land Enhancement Program.
- The dividend payable to the City for 2007 was $5,300,000.
- The Agency's line of credit is $8,829,000.

Strategic Direction for 2008 and Beyond

The WPA will continue to manage and grow its facilities and services in accordance with its mandate.

Parkades

- Monthly and daily rates will be increased at the parkades to maintain consistency with market rates and to fund increased improvements to lighting and security features.
- The WPA will consolidate monthly operating maintenance according to the best practices schedule established by accreditation under the Canadian Parking Association.
- The WPA is examining the role of WPA assets in the City of Winnipeg, including the possibility of divesting of it's investment in the Winnipeg Square Parkade. Considering this, the WPA will focus on a parkade infrastructure reinvestment plan including mid-life structural repair or replacement work on the Civic Centre and Millennium Library parkades, as recommended in the 2005 structural report.
- As necessary, the WPA will update the structural and fitted systems status of the Winnipeg Square, Millennium Library and Civic Centre parkades. A 5 year maintenance plan will be developed for the repair of these facilities and the possible replacement of the Civic Centre Parkade. The proposed repairs are anticipated to commence in 2009.
- The WPA will increase security presence into the late evening hours and establish camera technology for monitoring access points and parking levels. It will continue with the lighting improvements as the old systems fail.

Surface Lots

- The WPA will continue to improve signage and maintenance conditions in surface lots, concentrating on Downtown public parking locations. In non-public parking locations managed by the Winnipeg Parking Authority, capital repair and improvement responsibilities reside with the lodger organizations occupying the adjacent building facility. The WPA will continue to work with these organizations to improve overall lot appearance and function.
- The WPA will partner with the Downtown and Exchange BIZ organizations to utilize BIZ clean up crews to perform litter pickup, beautification and simple day to day maintenance activities. This will ensure that the lots and boulevards remain tidy and project a good image for the City.
- The WPA will seek to obtain a comparable public parking space to replace the Main and McDermot lot to accommodate visitors to the Exchange District and to satisfy commitments to stakeholders.

- The WPA will continue to improve snow removal standards especially for surface lots and in support of emergency operations.
- The WPA will continue deploying security cameras and emergency telephone units to downtown lots where there have been documented safety and vehicle security incidents. This is expected to reduce such incidents, or assist in police investigation.

Fines

- The WPA is proposing the following default conviction fine increases (as outlined in Appendix C):
  - Parking so as to Obstruct Traffic, Parking on a Crosswalk, Parking within 3 metres of a Curb or Fire Hydrant, Parking on a Sidewalk and Parking Within an Intersection increase from $70 to $100 to act as a deterrent and a reflection of the potential impact on people's safety that these offences could cause.
  - No Stopping Rush Hour 07:00-09:00; 15:30-17:30 increases from $100 to $150 as a deterrent and a reflection of the impact the offence has on traffic flow within the City.
  - No Parking or Stopping on Snow Emergency Route increases from $100 to $200 and No Parking or Stopping in a Fire Lane increases from $100 to $300 as a deterrent and a reflection of the severity of the offences that could potentially impact the delivery of emergency services.
  - No parking or stopping in a Disability Zone increases from $200 to $300 to reflect the severity of the offence and the inconvenience for disabled motorists.
  - Proportionate increases for discounted fines for these offences are also proposed.
- In order to provide better customer service, an amendment is proposed for the Voluntary Payment of Fines By-law that will automatically extend the 15 day period for payment of a discounted fine by up to an additional 4 working days in order to permit a review of a exceptional circumstances brought to the WPA's attention by a customer. This means that where a customer believes that an offence notice was not warranted, was issued in error, or was improperly completed, the WPA will be allowed to review the customer's complaint without the customer losing part of the window of time to pay the discounted fine.

Meters and On Street Facilities

The WPA is proposing the following changes, including amendments to the Parking Meter By-law and the Voluntary Payment of Fines By-law (draft amending By-law contained in Appendix D), as follows:

- In order to permit the WPA to operate more like a business, better manage, and optimize revenues from on-street parking, it is proposed to amend the Parking Meter By-law to allow the Chief Administrative Officer the flexibility to establish the location, hours of operation, maximum times and costs-per-hour of parking meters and pay stations. This authority would extend only during times when lanes and areas are not needed for traffic flow and where parking is already permitted or that already have meters or pay stations installed. This delegation is common in other jurisdictions.
- This authority would be subject to Council oversight; annual business plans from the WPA would set out how this authority is used and Council could override decisions of the CAO concerning parking meters by resolution.
- Besides Council oversight, the CAO's authority over parking meters would be guided by advice from the WPA's Advisory Board, BIZ organizations (especially the Downtown

BIZ and the Exchange District BIZ where most meters are located) as well as individual customers and merchants.

- It is anticipated that this additional authority would not result in significant immediate changes to the status quo, with a few exceptions:
    - As a rule, the maximum time at meters and pay stations throughout the City would be moved to 2 hours. This is a change that has been requested by the Downtown BIZ and Exchange District BIZ for some time and will remove a long-standing irritant to parkers and merchants in those areas. However, where special circumstances warrant or where businesses or residents request it in significant numbers, a shorter maximum time limit will be retained.
    - New meters or pay stations will be installed in an area bounded by Waterfront Drive and the Red River, Water Avenue, Main Street and Disraeli Freeway. New meters/pay stations will also be installed on Young Street between Portage Avenue and Ellice Avenue as well as on Navy Way, near the HMCS Chippawa building.
    - The hours of operation of pay stations will be moved forward from 9:00 a.m. to 7:30 a.m. This will allow customers the flexibility of purchasing time to accommodate early business meetings and appointments.
- At some point during the next year, it is anticipated that pilot projects in "performance based pricing" will be initiated, based on advice from the WPA's Advisory Board. The goal is to optimize services by discounting the hourly cost at underused meters and pay stations, while increasing the hourly cost at meters and pay stations that are in high demand. The use of performance based pricing will also result in appropriate turnover of parking spaces without the need to prohibit the customer wishing to extend his/her parking session.
- The WPA is already promoting the use of cell phones to permit payment and extensions of time at pay stations. The WPA will explore the use of in-car parking meters as available to the WPA through third party contractors to enhance the user-friendliness of pay stations at no cost to the City.
- The WPA has been promoting the use of cell phones to remind customers of time running out at a pay station and to allow payments for extensions of time. The proposed amendments to the Parking Meter By-law will formally eliminate the prohibition against extending parking sessions at pay station locations. This is possible because performance based pricing will be used to encourage appropriate turnover at metered spaces.
- The WPA will contract with local business organizations, where possible, to provide the periodic cleaning of pay station exteriors, the removal of graffiti and general tidying of the vicinity in order to ensure that pay stations and curbsides remain tidy and project a good image for the City.
- The WPA considered the approval of the 2006 Annual Selection Report (business plan) as approval for the award of contract for the multi-space parking meter pay stations. Formal Council approval for the award of contract is required for any multi-year purchases of goods and services where there is a commitment to future budgets and as such is included as a recommendation in this report (refer to Appendix G for details). WPA is also recommending that the delegated authority to enter in to future 5 year contracts for similar parking meter pay stations and related equipment be given to the CAO in accordance with the Materials Management Policy, conditional upon the

contracts not exceeding five years in duration or the CAO's existing monetary award limit.

Permits

Disabled Parking Permits

- Manitoba Public Insurance and the Society of Manitobans with Disabilities report that, at present, there are 37,000 valid accessible Provincial Parking Permits for disabled parkers, for a total of 822,869 non-commercial vehicles or 4.5% of all vehicles in Manitoba.
- The governance and issuance of Disability Parking Permits is a Provincial responsibility and the Society of Manitobans with Disabilities has been given authority to act for the Province to control and manage the disability parking permit system.
- The Society reports concern that disability parking permits are being misused by some individuals in On- and Off-Street parking areas, and that On Street parking stalls are often unavailable to the disabled community, placing this special needs group at a disadvantage. The WPA will:
    - Assign a high priority to the monitoring of disability parking stalls and enforce the correct use of disability permits as provided for in existing legislation.
    - In cooperation with the Public Works Department, establish for the exclusive use of disabled customers 30 to 40 dedicated On Street parking stalls in close proximity to popular areas of the Downtown. Design will be in accordance with City accessible design guidelines approved in 2007 with the support of the Society of Manitobans with Disabilities.
    - Waive the maximum time periods for parking and permit disabled parkers to use these stalls for up to 4 hour time periods in accordance with current City policy - standard parking fees for the service will apply.

Residential Parking Permits

- The WPA will conduct periodic renewals of residential parking permits as have existed in Winnipeg for over 18 years. Residential Permits are entirely optional and can be purchased by any resident in any area of the City where a residential program has been implemented.
- The renewal of residential parking permits will retain information on current users, to be expanded or contracted over time, and to recover cost for the increased enforcement services that are required to make the program functional. The cost to the WPA of maintaining the current residential permit issuance, management, signage and 1 to 2 hour patrol and enforcement program is $ 382,000 per year. The Residential Permit fee will remain at $ 25 per annum.

Enforcement

- The WPA will retain enforcement activities at the current level but will continue to expand its direct services to citizens through answering requests for service and providing enhanced enforcement in problem areas (Selective Enforcement Requests) and to refine its quality service standards. It will shift its focus from the Downtown area to city-wide concerns.
- Current Council direction requires that the Corps of Commissionaires be offered preference in the provision of enforcement services. In recent years, the Corps of Commissionaires has had difficulty providing consistent numbers of staff in accordance with the WPA's operating

plan. This has resulted in poor enforcement coverage and citizen complaints in some areas of the city, and has had a negative financial and performance impact on the WPA.

- This Report recommends withdrawing that direction in favour of awarding future contracts for parking enforcement services by public tender on a "best value for service" basis, matching quality service to cost efficiency, and in a manner which delivers consistent performance to the City.
- Any contract tendering would follow Materials Management Policy. Details on the proposed parking enforcement contract are attached in Appendix H.

Development and Redevelopment of Parkades

- The WPA is examining the role of WPA assets in the City of Winnipeg, including the possibility of divesting of it's investment in the Winnipeg Square Parkade. Considering this, the WPA will focus on a parkade infrastructure reinvestment plan including mid-life structural repair or replacement work on the Civic Centre and Millennium Library parkades, as recommended in the 2005 structural report. Beginning with the Civic Centre parkade, the WPA is expecting to spend $500,000 in 2008.The WPA will propose guidelines governing public/private partnerships in the provision of new parkade facilities.

Finances

In 2008, the Agency is expecting to earn $13,920,000 in total revenue, with operating expenses of $10,499,000. As a result of the required dividend of $3,706,000 to the City's General Revenue Fund the need to manage receivables from outstanding parking offences and the parkade infrastructure reinvestment plan, the Agency requests an increase in the line of credit to $10,500,000. It is anticipated that the Agency will not be able retire its Line of Credit until after 2010.

The WPA sold the lot at the corner of Main St. and McDermot St for $480,000. The proceeds of the sale resulted in a one-time gain of $305,000. Netted against the sale proceeds was the net book value of $127,000 and a requirement to transfer $48,000 in total to the Historical Buildings Program and the Land Enhancement Program.

WPA is proceeding with the parkade infrastructure reinvestment plan beginning with the Civic Centre parkade. The plan would be restore the Civic Centre parkade and carry out a mid-life restoration of the Millennium Library parkade as recommended in the 2005 structural report.

The pricing of monthly permits in parkades is related to supply and demand for high quality services. The WPA has noted that customers now seek out municipal parkades in preference to other parking facilities as a destination of choice. This has resulted in increasing demand and higher prices for monthly space. Daily rates are maintained a level consistent with market rates which will encourage transient traffic in assistance to Downtown stakeholders. Demand for premium space continues to grow and is expected to surge with the opening of the new Manitoba Hydro Tower.

The original receivable transferred to the WPA in 2005 from the Winnipeg Police Service in Outstanding Enforcement Convictions was approximately $12 million representing 88,000 individual accounts to be collected. Some accounts were overstated and many were uncollectible

with the account holder deceased, out of province, or otherwise undetectable. Where account holders could not be located their charges were transferred to the City's Collection Agency who is empowered to seek repayment through credit action.

It is estimated that collections from old accounts will continue to add cash to the WPA's financial position until 2011, at which time efforts to collect these accounts will have been exhausted and the collectable outstanding accounts will be deemed collected. Liens are now applied to outstanding accounts automatically early in the collection process resulting in faster payments. The collection of old accounts occurs as newer tickets are paid.

Human Resources

In 2008, the WPA will acquire an Accounting Technician to assist with day to day financial management. A 2007 organization chart is attached in Appendix E. As noted elsewhere, if approved by Council the WPA will proceed with a Request for Proposals to acquire parking enforcement services in 2008. The WPA expects to issue an RFP for these services every 1-5 years.

Performance Measurement

In response to observations by the City Auditor, the WPA has developed a comprehensive set of internal and external performance measures to demonstrate changes in utilization of goods and services from year to year. The information will provide a comparison with other municipal parking agencies where information is available.

To date, the performance of the WPA has been measured through benchmark comparisons with published data from similar North American parking agencies, particularly the Calgary Parking Authority, whose operations are most similar to that of the WPA, and to the Toronto Parking Authority. The performance measures are contained in Appendix F

Advisory Board

The role of the Advisory Board is to provide advice on the WPA's strategic operations and on changes to its mandate, structure, business practices and finances. The Advisory Board is currently comprised of the following:

- Chief Administrative Officer designate
- CentreVenture representative, representing downtown development stakeholders
- Downtown BIZ representative, representing downtown business stakeholders
- Exchange BIZ representative, representing downtown business stakeholders
- Forks North Portage Partnership representative
- Destination Winnipeg representative, representing visitors to the City
- CUPE representative, representing City employees

As the purpose of the Advisory Board is to provide stakeholder input, the WPA is proposing to amend the Advisory Board membership for 2008 as identified in Appendix B to include representation from the Selkirk Avenue BIZ and the Winnipeg Chamber of Commerce.

The WPA is also proposing an amendment to the its Operating Charter to grant to the Chief Administrative Officer (CAO) the authority to make appointments the Advisory Board and to appoint the Chair. Board members will be selected by the CAO from various stakeholder groups approved by Council. Council will be advised of the current Advisory Board membership through the annual business plan (selection report).

Challenges

The major challenge facing the WPA remains the renewal, replacement, and construction of its major facilities. The WPA's reliance on other City departments for provision of key services will be addressed through negotiated Service Level Agreements. The WPA will continue to develop its image as a proactive and useful public service.

Conclusion

This annual business plan for 2008 builds on the success of the WPA's first three years of operation and drives toward the dual goals of service improvement and revenue generation that were established in Council's Downtown Parking Policy, the WPA's Operating Charter and the original business plan.

IN PREPARING THIS REPORT, THERE WAS CONSULTATION WITH AND CONCURRENCE BY:

Internal Consultation With and Concurrence By:
Corporate Finance Department – Materials Management
Internal Services Department – Legal Services; Human Resources
Business Review and Credit Committee (BRACC)

External Consultation With:
N/A

THIS REPORT SUBMITTED BY:

Department Office of the Chief Financial Officer
Division Winnipeg Parking Authority Special Operating Agency
Prepared by: David Hill, Chief Operating Officer

Financial Impact Statement

Date: June 24, 2008

Project Name:

Winnipeg Parking Authority Special Operating Agency

First Year of Program 2008

	2008	2009	2010	2011	2012
Capital					
Capital Expenditures Required	$ -	$ -	$ -	$ -	$ -
Less: Existing Budgeted Costs	-	-	-	-	-
Additional Capital Budget Required	$ -	$ -	$ -	$ -	$ -
Funding Sources:					
Debt - Internal	$ -	$ -	$ -	$ -	$ -
External	-	-	-	-	-
Grants (Identify)	-	-	-	-	-
Reserves, Equity, Surplus, Other	-	-	-	-	-
Total Funding	$ -	$ -	$ -	$ -	$ -
Total Additional Capital Budget Required	$ -				
Total Additional Debt Required	$ -				
Current Expenditures/Revenues					
Direct Costs	$ -	$ -	$ -	$ -	$ -
Less: Incremental Revenue/Recovery	-	-	-	-	-
Net Cost/(Benefit)	$ -	$ -	$ -	$ -	$ -
Less: Existing Budget Amounts	-	-	-	-	-
Net Budget Adjustment Required	$ -	$ -	$ -	$ -	$ -

Please refer to attached Appendix A for details of financial projections related to the Winnipeg Parking Authority SOA

"Original signed by"

Kevin Boutilier, CMA
Winnipeg Parking Authority

APPENDIX 'A'

Unaudited Financial Statements 2007

Financial Projections 2008-2012

Financial Projections

- Projected Balance Sheet 2007-2010 18
- Projected Statement of Income and Retained Earnings 2007-2012 19
- Projected Statement of Cash Flows 2007-2010 20
- Notes to the Financial Projections 21

Winnipeg Parking Authority - Special Operating Agency
Projected Statement of Operations & Deficit
For the Years Ended December 31
(in thousands of dollars)

	Note	Actual 2006	Council Adopted 2007	Year-End 2007	Variance	2008	2009	2010
Revenues:								
Enforcement	1	4,482	5,458	5,242	(216)	5,347	5,454	5,563
Parking Fees								
Winnipeg Square Parkade	2	2,245	2,631	2,431	(200)	2,613	2,809	3,020
Millennium Library Parkade		924	1,062	1,157	95	1,244	1,337	1,437
Civic Centre Parkade		483	556	616	60	662	712	765
Surface Parking Lots	3	704	810	790	(20)	806	866	931
Meters	4	2,267	2,556	2,494	(62)	2,544	2,595	2,647
Parking Permits		300	315	334	19	341	347	354
Winnipeg Square Ground Lease		325	325	325	-	325	325	325
Sundry		40	37	38	1	38	39	40
Total Revenues		11,770	13,750	13,427	(323)	13,920	14,446	15,043
Expenses:								
Services								
Parking Enforcement	5	1,571	1,705	1,912	207	1,790	1,880	1,974
Parkade Management	6	368	366	471	105	495	519	545
Utilities	7	619	513	834	321	876	919	965
Other Services	8	1,788	1,324	1,044	(280)	1,446	1,519	1,594
Salaries & Employee Benefits		1,078	1,101	1,130	29	1,240	1,265	1,290
Materials, parts and supplies		957	810	986	176	1,052	1,073	1,095
Amortization		747	940	911	(29)	1,000	1,000	1,000
Recoveries		(5)	-	(11)	(11)	-	-	-
Provision for Bad Debts	9	1,054	743	1,173	430	1,200	1,400	1,600
Debt and Finance Charges		1,026	1,301	1,258	(43)	1,400	613	513
Total Expenses		9,203	8,803	9,708	905	10,499	10,188	10,577
Income before other items and tax equivalency		2,567	4,947	3,719	(1,228)	3,422	4,257	4,467
Allocated to the City:								
Municipal tax equivalency charge		758	750	663	(87)	680	695	710
Income tax equivalency charge		302	800	772	(28)	500	-	-
Allocated departmental charges		652	372	504	132	505	510	515
Overhead charge		191	147	195	48	203	-	-
Total allocated to the City		1,903	2,069	2,134	65	1,888	1,205	1,225
Other:								
Transfer to Land Operating Reserve				48	48			
Loss on Disposal of Assets	10	366	154	32	(122)	200		
Total Allocation to the City and Other		2,269	2,223	2,214	(9)	2,088	1,205	1,225
Net Income/(Loss)		298	2,724	1,505	(1,219)	1,334	3,052	3,242
Deficit - Beginning		(1,591)	(6,137)	(6,137)	-	(8,232)	(9,168)	(6,116)
Distribution to City	11	(4,844)	(3,620)	(3,600)	20	(2,270)	-	-
		(6,435)	(9,757)	(9,737)	20	(10,502)	(9,168)	(6,116)
Retained earnings (Deficit) - Ending		(6,137)	(7,033)	(8,232)	(1,199)	(9,168)	(6,116)	(2,874)

Winnipeg Parking Authority - Special Operating Agency
Projected Statement of Financial Position
For the Years Ended December 31
(in thousands of dollars)

	Actual 2006	Council Adopted 2007	Year-End 2007	Variance	2008	2009	2010
Assets							
Current							
Cash	26	3	7	4	3	3	3
Accounts receivable, net	1,321	1,441	1,670	229	1,750	1,800	1,850
Inventory	313	150	155	5	124	102	82
Prepaid Expenses	5		-	-			
	1,665	1,594	1,832	238	1,877	1,905	1,935
Property, equipment and leasehold improvements	16,090	15,003	14,661	(342)	15,961	14,956	13,984
	17,755	16,597	16,493	(104)	17,838	16,861	15,919
Liabilities							
Current							
Due to General Revenue Fund	7,757	7,201	8,829	1,628	10,171	6,605	3,056
Accounts payable and accrued liabilities	450	300	648	348	550	600	650
Vacation payable	117	133	106	(27)	160	188	200
Unearned revenue and deposits	7	7	7	-	7	7	7
Current portion of long term debt	712	948	721	(227)	721	793	772
	9,043	8,589	10,311	1,722	11,609	8,193	4,685
Retirement Allowance	86	95	95	-	104	113	122
Long-term debt	14,591	14,774	14,147	(627)	15,121	14,499	13,814
	14,677	14,869	14,242	(627)	15,225	14,612	13,936
	23,720	23,458	24,553	1,095	26,834	22,805	18,621
Capital Deficiency							
Contributed Surplus	172	172	172	-	172	172	172
Deficit	(6,137)	(7,033)	(8,232)	(1,199)	(9,168)	(6,116)	(2,874)
	(5,965)	(6,861)	(8,060)	(1,199)	(8,996)	(5,944)	(2,702)
	17,755	16,597	16,493	(104)	17,838	16,861	15,919

(in thousands of dollars)

NET INFLOW (OUTFLOW) OF CASH RELATED TO THE FOLLOWING ACTIVITIES

	Actual 2006	Council Adopted 2007	Year-End 2007	Variance	2008	2009	2010
OPERATING							
Net Income	298	2,724	1,505	(1,219)	1,334	3,052	3,242
Add non-cash items:				-			
Retirement allowance	9	9	9	-	9	9	9
Loss on disposal of assets	366	154	32	(122)	200	-	-
Amortization	747	940	911	(29)	1,000	1,000	1,000
Working Capital from Operations	1,420	3,827	2,457	(1,370)	2,543	4,061	4,251
Net change in non-cash working capital items	(180)	(86)	7	93	(93)	50	32
Net cash used in operating activities	1,240	3,741	2,464	(1,277)	2,450	4,111	4,283
FINANCING							
Due to the General Revenue fund	5,151	(556)	1,072	1,628	1,342	(3,566)	(3,549)
Distribution (to) from City	(4,844)	(3,620)	(3,600)	20	(2,270)		
Increase (decrease) in long-term debt	2,303	419	(435)	(854)	974	(550)	(706)
	2,610	(3,757)	(2,963)	794	46	(4,116)	(4,255)
INVESTING							
Proceeds on sale of assets	19	-	480	480	-	10	-
Purchase of capital assets	(4,016)	(7)	-	7	(2,500)	(5)	(28)
	(3,997)	(7)	480	487	(2,500)	5	(28)
INCREASE (DECREASE) IN CASH AND EQUIVALENTS	(147)	(23)	(19)	4	(4)	-	-
CASH AND EQUIVALENTS - BEGINNING	173	26	26	-	7	3	3
CASH AND EQUIVALENTS - ENDING	26	3	7	4	3	3	3

THE CITY OF WINNIPEG
WINNIPEG PARKING AUTHORITY – SPECIAL OPERATING AGENCY
NOTES TO THE FINANCIAL PROJECTIONS
For the year ended December 31

While WPA is exploring the possibility of divesting of it's investment in the Winnipeg Square Parkade, this does not mean a decision has been made to sell this asset. As such, these Financial Projections have been prepared on "business as usual" basis and consider the Winnipeg Square Parkade as an ongoing operation of the WPA.

1. Enforcement Revenue

Enforcement revenue is comprised of three areas, current tickets collected in short order (within the month written), collection of accounts receivable on tickets written since 2005 and collection of accounts on tickets written prior to 2005. The pre-2005 tickets are collected on a cash basis.

The decrease in revenue from projections is the result of a 9% shortfall in the budgeted number of offence notices issued in 2007. This shortfall is attributable to the reduced enforcement levels as a result of understaffing by the contracted agency responsible for on-street parking enforcement.

2. Winnipeg Square Parkade

Revenue for the Winnipeg Square Parkade is lower than expected as a result of aggressive projections for daily use parking. It appears that transient parkers are staying for longer periods of time – reducing turnover and revenue.

3. Surface Parking Lots

Revenue in surface lots is lower than projected due to reduced use of staff parking lots.

4. Meters

Meter revenue increased in the final quarter of the year but was still below budget due to the following:

a. delay in implementation of phase 2 meter installation;
b. lost revenue from meters out of service for capital works projects.

5. Parking Enforcement

Expenses are above projected due to an increased billing rate from the contractor and significant overtime related to enforcement of the overnight parking ban in late 2007.

6. Parkade Management

Parkade management costs are higher due to an increased number of events at the MTS centre and the resulting increase in staffing for event parking. Parkade Management costs refer only to the operation of Winnipeg Square and the Millennium Library parking facilities.

7. Utilities

Increased utilities costs are as a result of the following:

a. reclassification of wireless charges ($279,000) as utility costs from other services; and

b. higher than expected utility charges from Building Services.

8. Other Services

Costs were lower because statements were mailed out quarterly in 2007, compared to monthly in 2006. However, this had an adverse effect on collections, so monthly statements have been resumed for 2008.

9. Provision for Bad Debts

Provision for bad debts is based on 30% of the current year's uncollected fines and 100% of the prior years' uncollected fines. As the Agency is the only Parking Authority accounting for parking offences on a receivable basis, there is no past history or best business practice to refer to in determining an appropriate provision of bad debts.

10. Sale of Land

The lot at the corner of Main and McDermot was sold for $480,000. The proceeds of the sale resulted in a one-time gain of $305,000. Netted against the sale proceeds was the net book value of $127,000. Also included was a requirement to transfer $48,000 in total to the Historical Buildings Program and the Land Enhancement Program. The retirement of about 1,000 old style meters resulted in a loss, making the net loss amount to $32,000.

11. Distribution to City

The distribution to the City has been broken out into its component parts. It consists of interest charges of 6% on transferred assets (this component is included in the debt & finance charges), the overhead charge, which is 2% of operating expenses, the corporate tax equivalency charge and the net distribution. Total distribution to the City in 2007 was $5.3 million. Commencing in 2009, interest charges on transferred assets, the overhead charge and the corporate tax equivalency charge will no longer be transferred to the City. The breakdown of charges is as follows:

	2006	Budget 2007	Year-End 2007	Budget 2008	Budget 2009	Budget 2010
Income tax equivalency charge	302	800	772	500		
Overhead charge (1)	191	147	195	203		
Finance charge (2)	733	733	733	733		
Distribution	4,844	3,620	3,600	2,270	-	-
Total	6,070	5,300	5,300	3,706	-	-

APPENDIX B

Amendments to the Operating Charter

The proposed amendments (in italics) to Section 3.10 of Winnipeg Parking Authority's Operating Charter regarding the Advisory Board are as follows:

OPERATING CHARTER	CURRENT	RECOMMENDED
3.10 Advisory Board	The Advisory Board is chaired by a City representative appointed by the CAO. Other members are appointed for a two-year renewable term. Board members are selected from various stakeholder groups approved by Council. Individual member appointments are delegated by Council to the ASD Committee. Council is advised annually of current Advisory Board members through the annual business plan Selection Report. Subject to approval of the stakeholder group by Council, the Advisory Board consists of:	Recommended language: *The Advisory Board Chair is selected bi-annually by the CAO on the recommendation of the majority of the Board to the CAO, who may accept or decline the advice.* *Other members are appointed for a two-year renewable term. Board members are selected by the CAO from various stakeholder groups approved by Council.* *Council is advised annually of current Advisory Board members through the annual business plan Selection Report. The Advisory Board consists of:*
	Members • Chief Administrative Officer designate (Chair) • Executive Member of the Canadian Union of Public Employees (CUPE), representing municipal staff parking stakeholders • Representative of CentreVenture, representing downtown development stakeholders • Representative of Downtown BIZ, representing downtown business stakeholders • Representative of Exchange BIZ, representing downtown business stakeholders • Representative of the Forks North Portage Partnership • Representative of Destination Winnipeg, representing visitors to the City	Recommended language: Members • Chief Administrative Officer designate • Executive Member of the Canadian Union of Public Employees (CUPE), representing municipal staff parking stakeholders • Representative of CentreVenture, representing downtown development stakeholders • Representative of Downtown BIZ, representing downtown business stakeholders • Representative of Exchange BIZ, representing downtown business stakeholders • Representative of the Forks North Portage Partnership • Representative of Destination Winnipeg, representing visitors to the City • *Representative of Selkirk Avenue BIZ* • *Representative of Winnipeg Chamber of Commerce*

APPENDIX C

Schedule of Fees and Charges

Provided for Information

(Subject to change without notice)

WINNIPEG PARKING AUTHORITY
MAXIMUM FEES AND CHARGES

PRODUCT		FEES			
GARAGES	DESCRIPTION	2007	2008	UNITS	DATE OF LAST REVISION
MILENNIUM LIBRARY					
PARKING FEE	MONTHLY 12 HOUR RESERVED	$165.00	$190.00	PER MONTH	1/08/2007
PARKING FEE	MONTHLY NON RESERVED	$130.00	$165.00	PER MONTH	1/08/2007
PARKING FEE	MONTHLY NON RESERVED EVENINGS	$60.00	$65.00	PER MONTH	1/08/2007
PARKING FEE	CASUAL DAILY MAXIMUM	$10.00	$12.00	MAX PER DAY	1/08/2003
PARKING FEE	CASUAL EVENING MAXIMUM	$5.00	$5.00	MAX PER EVENING	1/08/2003
PARKING FEE	CASUAL EACH HALF HOUR	$2.00	$2.00	PER 1/2 HOUR	1/08/2003
PARKING FEE	CASUAL LOST TICKET CHARGE	$15.00	$15.00	PER OCCURRENCE	1/08/2003
CIVIC CENTRE					
PARKING FEE	MONTHLY 12 HOUR RESERVED	$165.00	$175.00	PER MONTH	1/08/2006
PARKING FEE	MONTHLY NON RESERVED	$105.00	$125.00	PER MONTH	1/08/2007
PARKING FEE	MONTHLY NON RESERVED EVENINGS	$60.00	$65.00	PER MONTH	1/08/2007
PARKING FEE	CASUAL DAILY MAXIMUM	$10.00	$12.00	MAX PER DAY	1/08/2003
PARKING FEE	CASUAL EVENING MAXIMUM	$5.00	$5.00	PER EVENING	1/08/2003
PARKING FEE	CASUAL EACH HALF HOUR	$2.00	$2.00	PER 1/2 HOUR	1/08/2003
PARKING FEE	CASUAL LOST TICKET CHARGE	$15.00	$15.00	PER OCCURRENCE	1/08/2003
WINNIPEG SQUARE					
PARKING FEE	12 HOUR RESERVED MONTHLY	$212.00	$245.00	PER MONTH	1/08/2007
PARKING FEE	MONTHLY NON RESERVED	$170.00	$195.00	PER MONTH	1/08/2007
PARKING FEE	MONTHLY NON RESERVED EVENINGS	$75.00	$85.00	PER MONTH	1/08/2007
PARKING FEE	CASUAL DAILY MAXIMUM	$10.00	$12.00	MAX PER DAY	1/08/2007
PARKING FEE	CASUAL EVENING MAXIMUM	$5.00	$5.00	MAX PER EVENING	1/08/2007
PARKING FEE	CASUAL EACH HALF HOUR	$2.00	$2.00	PER 1/2 HOUR	1/08/2007
PARKING FEE	CASUAL LOST TICKET CHARGE	$15.00	$15.50	PER OCCURRENCE	1/08/2007
SURFACE LOTS					
URBAN ZONE					
PARKING FEE	MONTHLY 12 HOUR RESERVED	$75.00	$95.00	PER MONTH	4/30/2003
PARKING FEE	MONTHLY NON RESERVED	$60.00	$75.00	PER MONTH	4/30/2003
PARKING FEE	CASUAL DAILY MAXIMUM	$5.00	$6.00	PER DAY	4/30/2003
PARKING FEE	CASUAL EVENING MAXIMUM	$5.00	$6.00	PER DAY	4/30/2003
PARKING FEE	CASUAL EACH HALF HOUR	$0.50	$0.50	PER 1/2 HOUR	4/30/2003
PARKING FEE	CASUAL LOST TICKET CHARGE	$5.00	$6.00	PER OCCURRENCE	4/30/2003

Provided for Information

WINNIPEG PARKING AUTHORITY
MAXIMUM FEES AND CHARGES

PRODUCT		FEES		
PERMITS	**DESCRIPTION**	**2007**	**2008**	**UNITS**
SUBURBAN ZONE				
PARKING FEE	MONTHLY NON RESERVED	$30.00	$32.00	PER MONTH
PARKING FEE	MONTHLY RESERVED	NA	$75.00	PER MONTH
METERS				
ON STREET EVENT RESERVED	RESERVED DAILY MAXIMUM	$ 25.00	$25.00	MAX PER DAY
ON STREET MONTHLY	MONTHLY METERS 2 HR ONLY	$45.00	$65.00	PER MONTH
ON STREET DAYTIME	CASUAL EACH HALF HOUR OVER 2 HRS	$1.00	$1.00	PER HOUR
RESIDENTIAL PERMIT				
RESIDENT	RESIDENT NON RESERVED	$25.00	$25.00	ANNUAL
VISITOR	RESIDENTIAL VISITOR	$0.00	$0.00	

Schedule of Fines

Provided for Information

PRODUCT		DESCRIPTION	2007 FINE	2008 FINE	COMMENT
1	PERMIT NOT DISPLAYED	INITIAL CHARGE	$5.00	$5.00	
		AFTER 15 DAYS	$5.00	$5.00	
2	EXPIRED PARKING METER	INITIAL CHARGE	$20.00	$20.00	
		AFTER 15 DAYS	$40.00	$40.00	
2	IMPROPERLY PARKED AT METER	INITIAL CHARGE	$25.00	$25.00	
		AFTER 15 DAYS	$50.00	$50.00	
2	PARKED OVER TIME RESTRICTION	INITIAL CHARGE	$25.00	$25.00	
		AFTER 15 DAYS	$50.00	$50.00	
3	PARK IN RESERVED SPACE	INITIAL CHARGE	$35.00	$35.00	
		AFTER 15 DAYS	$70.00	$70.00	
3	NO STOPPING ANYTIME	INITIAL CHARGE	$35.00	$35.00	
		AFTER 15 DAYS	$70.00	$70.00	
3	NO PARKING IN ALLEY	INITIAL CHARGE	$35.00	$35.00	
		AFTER 15 DAYS	$70.00	$70.00	
3	NO PARKING STREET WORK	INITIAL CHARGE	$35.00	$35.00	
		AFTER 15 DAYS	$70.00	$70.00	
3	NO PARKING LOADING ZONE	INITIAL CHARGE	$35.00	$35.00	
		AFTER 15 DAYS	$70.00	$70.00	
3	NO PARKING - LIMITED TIMES	INITIAL CHARGE	$35.00	$35.00	
		AFTER 15 DAYS	$70.00	$70.00	
3	NO PARKING TAXI STAND	INITIAL CHARGE	$35.00	$35.00	
		AFTER 15 DAYS	$70.00	$70.00	
3	PARKED LEFT SIDE TO CURB	INITIAL CHARGE	$35.00	$35.00	
		AFTER 15 DAYS	$70.00	$70.00	
3	PARK WITHIN 3 METRES OF APPROACH TO SIDEWALK	INITIAL CHARGE	$35.00	$35.00	
		AFTER 15 DAYS	$70.00	$70.00	
3	PARK ON A BOULEVARD	INITIAL CHARGE	$35.00	$35.00	
		AFTER 15 DAYS	$70.00	$70.00	
3	PARK WITHIN 9 METERS OF A TRAFFIC CONTROL DEVICE	INITIAL CHARGE	$35.00	$35.00	
		AFTER 15 DAYS	$70.00	$70.00	
3	DOUBLE PARKED	INITIAL CHARGE	$35.00	$35.00	
		AFTER 15 DAYS	$70.00	$70.00	
3	PARK IN FRONT OF DRIVEWAY	INITIAL CHARGE	$35.00	$35.00	
		AFTER 15 DAYS	$70.00	$70.00	

Schedule of Fines

Provided for Information

	PRODUCT	DESCRIPTION	2007 FINE	2008 FINE	COMMENT
3	OVERNIGHT PARKING	INITIAL CHARGE	$35.00	$35.00	
		AFTER 15 DAYS	$70.00	$70.00	
3	NO STOPPING RUSH HOUR 07:00-09:00; 15:30-17:30	INITIAL CHARGE	$50.00	$50.00	
		AFTER 15 DAYS	$100.00	$100.00	
4	NO PARKING - PRIVATE PROPERTY	INITIAL CHARGE	$35.00	$35.00	
		AFTER 15 DAYS	$70.00	$70.00	
	SERVICE FEES AND DISCOUNTS				
5	NSF CHEQUE	AS DET. BY CITY	$40.00	$40.00	
5	REGISTRATION CHARGE	AS DET. BY PROVINCE	$40.00	$40.00	
5	ADMINISTRATION FEE		$25.00	$25.00	
5	ABANDONED VEHICLE		$75.00	$75.00	
5	LIEN	AS DET. BY PROVINCE	$ 60.00	$ 60.00	
5	BAILIFF PER VEHICLE	AS DET. BY BAILIFF	Actual cost	Actual cost	

Provided for Approval

	PRODUCT	DESCRIPTION	2007 FINE	2008 FINE	COMMENT
3	PARKED ON A SIDEWALK	INITIAL CHARGE	$35.00	$50.00	Increased
		AFTER 15 DAYS	$70.00	$100.00	Increased
3	PARK WITHIN AN INTERSECTION	INITIAL CHARGE	$35.00	$50.00	Increased
		AFTER 15 DAYS	$70.00	$100.00	Increased
3	PARK WITHIN 3 METRES OF CURB EDGE OR FIRE HYDRANT	INITIAL CHARGE	$35.00	$50.00	Increased
		AFTER 15 DAYS	$70.00	$100.00	Increased
3	NO STOPPING RUSH HOUR 07:00-09:00; 15:30-17:30	INITIAL CHARGE	$50.00	$75.00	Increased
		AFTER 15 DAYS	$100.00	$150.00	Increased
3	PARK SO AS TO OBSTRUCT TRAFFIC	INITIAL CHARGE	$35.00	$50.00	Increased
		AFTER 15 DAYS	$70.00	$100.00	Increased
3	PARK ON CROSSWALK	INITIAL CHARGE	$35.00	$50.00	Increased
		AFTER 15 DAYS	$70.00	$100.00	Increased
4	PARK/STOP ON SNOW EMERGENCY ROUTE	INITIAL CHARGE	$50.00	$100.00	Increased
		AFTER 15 DAYS	$100.00	$200.00	Increased
4	NO PARKING/NO STOPPING FIRE LANE	INITIAL CHARGE	$50.00	$100.00	Increased
		AFTER 15 DAYS	$100.00	$300.00	Increased
4	NO PARKING/NO STOPPING DESIGNATED DISABLED PARKING SPACE	INITIAL CHARGE	$100.00	$150.00	Increased
		AFTER 15 DAYS	$200.00	$300.00	Increased

APPENDIX D

DRAFT

Amendments to the Parking Meter By-law

THE CITY OF WINNIPEG

BY-LAW NO. _____/2007

A By-law of THE CITY OF WINNIPEG to increase certain fines under the Voluntary Payment of Fines By-law No. 789/74 and to amend the Parking Meter By-law No. 6547/95.

THE CITY OF WINNIPEG, in Council assembled, enacts as follows:

Voluntary Payment of Fines By-law amended

1(1) The Voluntary Payment of Fines By-law No. 789/74 is amended by this section.

1(2) Section 3 is struck out and the following is substituted:

3(1) Subject to subsection (3), the owner or operator of a vehicle who is alleged to have committed an offence listed in Schedule A may, within 15 days of the date that a parking tag alleging the offence is affixed to the vehicle or handed to the owner or operator, pay the discounted fine for that offence as set out in Schedule A to this By-law and will not thereafter be prosecuted for the offence.

3(2) Subject to subsection (3), the owner or operator of a vehicle who is alleged to have committed an offence listed in Schedule A may, after the expiration of 15 days of the date that a parking tag alleging the offence is affixed to the vehicle or handed to the owner or operator of a vehicle, pay the full fine for that offence as set out in Schedule A to this By-law and will not thereafter be prosecuted for the offence.

3(3) Where, within 15 days of the date that a parking tag is affixed to the vehicle or handed to the owner or operator of the vehicle, the owner or operator of the vehicle who is alleged to have committed the offence alleged in the parking tag requests that the Chief Operating Officer of the Winnipeg Parking Authority review the parking tag to determine:

(a) whether the alleged offence occurred;

(b) whether the parking tag contains the information required by The Summary Convictions Act to be included;

(c) whether the parking tag contains accurate information concerning the alleged offence;

(d) whether for another reason a recommendation should be made to stay the prosecution of the alleged offence or to recommend that a justice should exercise his or her powers under section 7 of The Summary Convictions Act;

the 15 day time period referred to in subsection (1) is suspended for a period of four days or until the review is complete, whichever is less."

1(3) The following items in Schedule A are struck out:

Parked on sidewalk	*70*	*35*
Park within an intersection	*70*	*35*
Park within 3 metres of curb edge point opposite fire hydrant	*70*	*35*
Park so as to obstruct traffic	*70*	*35*
Park on crosswalk	*70*	*35*
No stopping 7:00 – 9:00	*100*	*50*
No stopping 15:30 – 17:30	*100*	*50*
Park/stop on snow emergency route	*100*	*50*
No parking/No stopping – fire lane	*100*	*50*
No parking/No stopping - Designated disabled parking space	*200*	*100*

and the following are substituted:

Parked on a sidewalk	*100*	*50*
Parked within an intersection	*100*	*50*
Parked within 3 metres of curb edge point opposite fire hydrant	*100*	*50*
Park so as to obstruct traffic	*100*	*50*
Park on crosswalk	*100*	*50*
No stopping rush hour 07:00-09:00	*150*	*75*
No stopping rush hour 15:30-17:30	*150*	*75*
Parking/stopping on snow emergency route	*200*	*100*
Parking/stopping in fire lane	*300*	*100*
Parking/stopping in designated disabled parking space without		

valid permit	*300*	*150*

Winnipeg Parking Meter By-law amended

2(1) The Winnipeg Parking Meter By-law No. 6547/95 is amended by this section:

2(2) Section 3 is struck out and the following is substituted:

COO OF PARKING AUTHORITY TO PLACE METERS

3(1) The Chief Operating Officer of the Winnipeg Parking Authority is hereby authorized to place and maintain parking meters on portions of streets within the City of Winnipeg at which metered parking is permitted pursuant to section 8.

3(2) The Chief Operating Officer of the Winnipeg Parking Authority is hereby authorized to place parking meters within a parking facility that is available for public parking.

2(3) Subclause 6(1)(b)(ii) is amended by adding *"demonstrating that the fee has been paid to park for that period of time"* after "*a receipt"*.

2(4) Clause 6(1)(c) is repealed.

2(5) Subsection 6(4) is amended by striking out "*The City of Winnipeg*" and substituting "*the Chief Administrative Officer of the City of Winnipeg*".

2(6) Section 8 is repealed and the following is substituted:

LOCATION OF METERS, HOURS OF OPERATION, MAXIMUM TIMES AND FEES FOR METERED PARKING

8 (1) Subject to this section, the Chief Administrative Officer of the City of Winnipeg may establish

(a) the location of meters on portions of streets and parking lots within the City of Winnipeg;

(b) the hours of operation of parking meters placed on streets and within parking facilities;

(c) the maximum time for which for which a fee may be paid for parking a vehicle in a metered space;

(d) the fee that must be paid to park for an increment of time in a metered space.

(2) In exercising his or her authority under subsection (1), the Chief Administrative Officer must take into account:

(a) Plan Winnipeg;

(b) the Parking Policy for Downtown Winnipeg referred to in Item 1 of the Report of the Alternate Service Delivery dated September 16, 2002 adopted by Council on September 25, 2002;

(c) the Operating Charter of the Winnipeg Parking Authority; and

(d) the needs and characteristics of the surrounding area.

(3) The authority of the Chief Administrative Officer under subsection (1) may only be exercised in respect of portions of streets and times of the day in which parking is permitted under:

(a) The Highway Traffic Act;

(b) other by-laws of the City of Winnipeg; and

(c) decisions of the Standing Policy Committee on Infrastructure Renewal and Public Works and the Director of Public Works pursuant to the City's powers as a traffic authority.

(4) The Chief Administrative Officer's authority under subsection (1) is subject to resolutions adopted by the Council of the City of Winnipeg concerning:

(a) the location of meters on portions of streets within the City of Winnipeg;

(b) the hours of operation of parking meters placed on streets and within parking facilities;

(c) the maximum time for which for which a fee may be paid for parking a vehicle in a metered space;

(d) the fee that must be paid to park for an increment of time in a metered space;

(e) days of the year or week and times of a day during which vehicles may be parked in metered spaces for increments of time without payment of a fee.

2(7) Section 12 is repealed.

2(8) Schedules A, B, C and D are repealed.

DONE AND PASSED, in Council assembled, this day of , 2008.

Certified as to form:

_____
for City Solicitor/Manager of
Legal Services

_____
Mayor

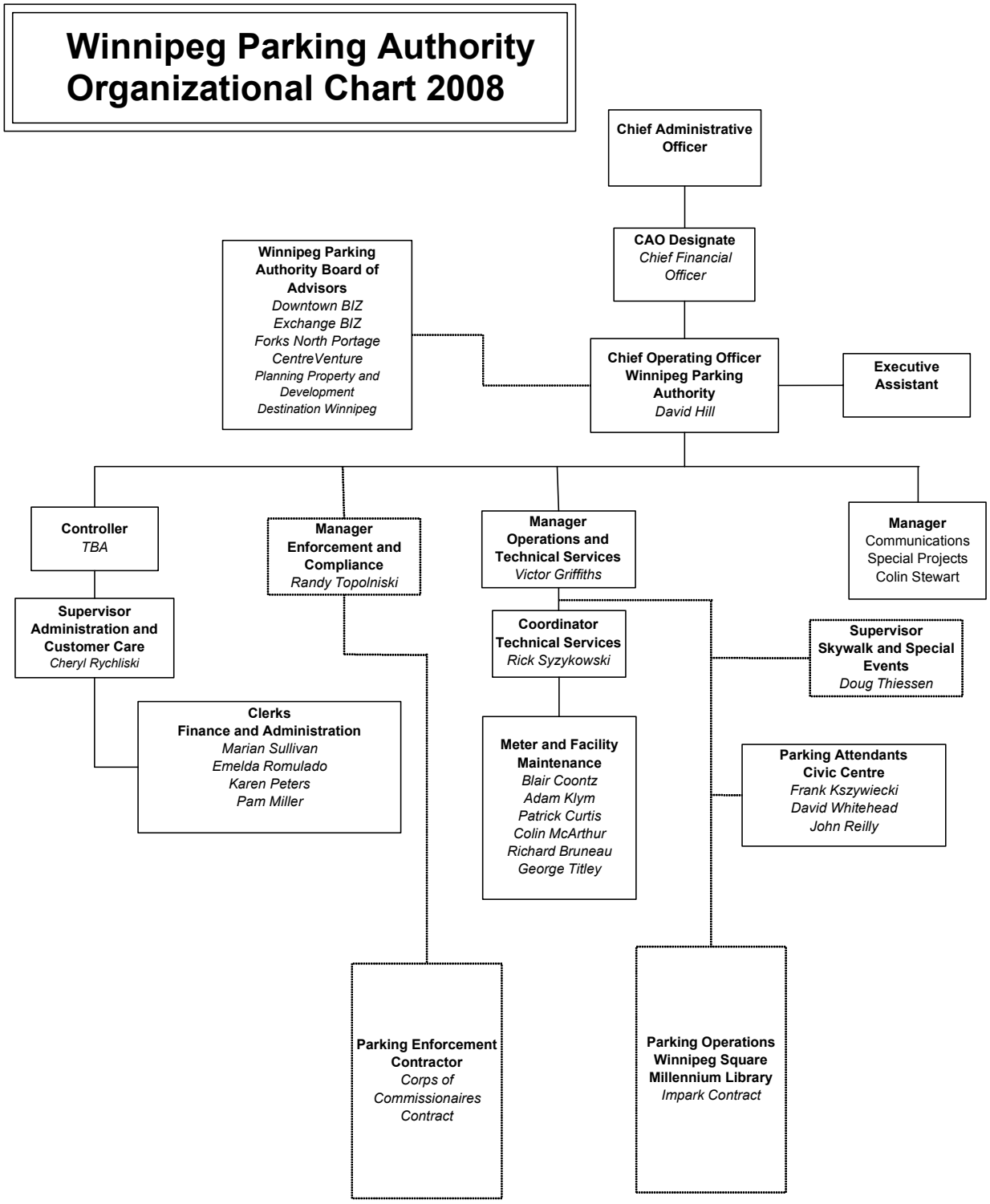
Approved as to content:

_____
City Clerk

_____
Acting Chief Administrative Officer

APPENDIX E

Organization Chart



APPENDIX F

Performance Measures

1. Service Statistics

Off Street Parkades:	
# of parkades	3
# of stalls	1,863
Off Street Parking Lots:	
# of parking lots	113
# of stalls	4,267
On Street Meter stalls:	2,700

	Winnipeg 2006	Toronto 2005	Calgary 2005
Revenue per Stall (%)			
On-Street:	23%	39%	21%
Off-Street:	44%	61%	58%
Enforcement:	33%	N/A	21%
Total	**100%**	**100%**	**100%**

Description	2003	2004	2005	2006
Number of Parking Offence Tickets Issued	156,118	145,060	121,015	99,468
Number of Hourly Parkers in Parkades	84,512	95,134	96,100	109,608
Number of Parking and Non-Moving Violations Issued	156,118	145,060	121,015	99,468
Number of Chronic Offenders for Lien and Seizure	0	0	0	50
Number of Parkade Parking Entries per Annum	106,506	115,528	113,742	128,175
Number of Meter Parking Transactions per Annum	1,179,212	1,092,539	1,123,500	1,142,000
Number of Vehicles Ticketed for Snow and Street Maintenance		17,765	15,408	13,327

Summary of Parking Offence Notices

Description	2007		2006		2005		2004		2003	
	Tags	%	Tags	%	Tags	%	Tags	%	Tags	%
Parking Meter Related	38170	29.9%	33122	33.3%	37967	31.4%	49461	34.1%	54880	35.2%
Rush Hour	11975	9.4%	11479	11.5%	13947	11.5%	13940	9.6%	13197	8.5%
Traffic Control Parking Restrictions	10104	7.9%	6972	7.0%	10275	8.5%	12964	8.9%	14062	9.0%
Fire Lane/Handicap/Bus Stop	5659	4.4%	4248	4.3%	5663	4.7%	7089	4.9%	8679	5.6%
No Stopping/No Parking	24367	19.1%	16378	16.5%	21195	17.5%	23985	16.5%	25536	16.4%
Snow Related	8870	7.0%	11007	11.1%	13997	11.6%	15873	10.9%	16321	10.5%
Overtime parking (Residential Restriction)	27602	21.6%	15292	15.4%	17712	14.6%	21527	14.8%	23142	14.8%
Unknown	833	0.7%	970	1.0%	259	0.2%	221	0.2%	301	0.2%
Total Offence Notices Issued	127580	100%	99468	100%	121015	100%	145060	100%	156118	100%

Parking meter related, no stopping/no parking and overtime parking (residential restriction) account for approximately 70% of the parking offences. The monthly revenue, expense and income per stall will also be reported.

2. Citizen Satisfaction Survey Results

The WPA has conducted a customer service survey in its parkade facilities each February since 2005; in general, the survey provides customer feedback on operating and maintenance conditions in major user-pay facilities. These surveys have been useful in determining the need and timing of improvements to customer amenities as has been conducted over the past 3 years. Results are as follows:

2005 60% favourable
2006 77% favourable
2007 92% favourable

The WPA has been recognized with a Parking Facility Standards Accreditation by the Canadian Parking Association indicating that all facilities and services exceed the national standard for quality service delivery.

The WPA has also received an International Award of Excellence for the International Downtown Association for work it has done in cooperation with the Downtown BIZ in successfully promoting downtown parking activities.

APPENDIX G

Parking Pay Station Award Report

KEY ISSUES:

- The contractor was selected by public bid and on the recommendation of Materials Management. The purchase and multi-year payment program was identified to Council in the Winnipeg Parking Authority Annual Selection Report 2006 (business plan summary).
- Council approval is required to authorize multi-year purchases of goods and services where there is a commitment to future budgets.

HISTORY:

The Winnipeg Parking Authority (WPA) was designated as a Special Operating Agency (SOA) effective January 1, 2005. The WPA was created to manage City-owned on- and off-street parking resources and parking enforcement. The replacement of the old on-street metering technology was identified in the WPA's 2005 Annual Selection Report (business plan summary). The preferred solution was to replace the existing mechanical meters with solar powered wireless pay stations. Similar models are used extensively by other Canadian municipalities.

Several pay stations underwent a series of trials in City-owned parking lots over the winter months. Cold weather performance was seen to be the critical factor in choosing the machine design for Winnipeg's climatic conditions. The results of the trials indicated that the operational performance of the new solar powered pay stations was superior to the existing obsolete single-space meter system. Several cities and consultancy agencies have also reported favourable performance of these types of pay stations.

A Request For Proposals (RFP) containing detailed specifications was issued on January 21, 2005. Five (5) bids were received.

DISCUSSION:

8D Technologies did not submit the information required, including Form A and Pricing and information required in E6 and E8.2. Accordingly, it is recommended that this bid should be determined to be non-responsive in accordance with B18.2 because the bid is incomplete.

It is also recommended that **Traf Park Inc** should be determined to be non-responsive in accordance with B18.2 because they conditioned their bid by stating payment terms that are not in accordance with D17 and that their bid is subject to mutually agreed terms and conditions negotiated prior to execution.

The deviations in the bids submitted by 8D Technologies and Traf-Park Inc. are significant and should not be waived.

TCS International could not confirm that their unit would function at the required -35 C on solar power. TCS would not submit the unit to an engineer's evaluation, as required. The product offered was determined to be a deviation to the City's specifications that could not be accepted.
Trafco (Canada) offered single space parking meters as an alternative bid. The product offered was determined to be a deviation to the City's specifications that could not be accepted.

Precise Parklink Inc. is a distributor of the Parkeon DG3000 pay station machine, which is a mature design re-manufactured and upgraded for the Canadian market. Precise is the major supplier of these machines in Canada with over 2,000 machines in place in the Toronto area alone. Precise provides a stable and well proven system, and was the only supplier supported with an engineer's certificate functional to -35 C.

The bid was in full compliance with all of the major elements of the functional specification and priced at $ 14,505 per unit (plus electronic locking option if required) regardless of volume, purchased at 0% interest. It provided three options for payment, including 1 year deferred payment on each machine with remainder payable over successive years.

Based on a three year phased replacement of the existing obsolete parking meters (2006-2008), Precise Parklink Inc. offered payment terms on a per-machine basis as follows:

1. No payment for any machine in the first year of use;
2. Payment of $ 14,505 per operational machine spread over 4 subsequent years of use;
3. Zero percent interest for the period of repayment;
4. City ownership following receipt with the equipment as security against amount financed;
5. Payment of parts/service and line charges as incurred with use; and
6. Credit card integration provided by the vendor.

References for the Precise Parklink Inc. product were positive and trial units performed well during the winter months.

The Contract Administrator reviewed the work with the recommended bidder and is satisfied that the bidder has the necessary resources and experience to carry out the work of the contract in accordance with the requirements of the bid opportunity. The Manager of Materials waived the requirements for bid and performance securities, in accordance with the authority delegated pursuant to Administrative Directive FM-002.

The purchase of these machines has been arranged by Purchase Order and implementation is underway. The initial revenue results and operational performance has been positive. Also, the reaction of the public towards the new pay stations has been positive. The WPA intends to continue implementation of the pay stations in accordance with the contract and approved budgets.

CONCLUSION:

The Winnipeg Parking Authority considered the approval of the 2006 Annual Selection Report (business plan) as approval for the award of contract. The WPA has since been advised to seek formal approval for the award of contract. Details of the new pay station purchases are contained in the WPA's Council adopted 2006 Selection Report (summary of the business plan).

APPENDIX H

Parking Enforcement Contract

KEY ISSUES:

- For thirty years, Council stated policy has been to assign the contract for provision of staff for enforcement of parking and non moving violations to one contractor, the Canadian Corps of Commissionaires, on a sole source basis. The contract is administered by the Winnipeg Parking Authority Special Operating Agency, service extends city wide and operates 24 hours per day and 7 days per week.
- In recent years, the Corps has had difficulty providing consistent numbers of staff in accordance with the City's operating plan. This has resulted in poor enforcement coverage and citizen complaints in some areas of the city, and has had a negative financial and performance impact on WPA.
- In accordance with Council direction, WPA engaged in a negotiation with the Corps to secure a new contract which contains a performance guarantee on staffing levels. The Corps will not provide a performance guarantee.
- WPA wishes to source services from other contractors who will guarantee minimum staffing levels.

HISTORY:

The City has contracted with the Canadian Corps of Commissionaires (the Corps) for over 50 years. The Corps provides Sergeant at Arms and some security services for City Hall, as well as document delivery services, Special Constable parking and non-moving traffic violation ticket issuance, and payment services for the City. This contract was originally administered by the Winnipeg Police Service.

On December 20, 1978, Council adopted a motion that directed that future contracts with the Canadian Corps of Commissionaires be negotiated and not tendered. On January 9, 1995, the Committee on Protection, Parks and Culture reaffirmed Council's decision of December 20, 1978, that all future contracts with respect to Parking Patrol Enforcement and Service of Court Documents with the Corps be negotiated and not be tendered.

The Winnipeg Parking Authority (WPA) was designated as a special operating agency effective January 1, 2005. WPA was created to manage City owned on-and-off-street parking resources and parking enforcement.

In April, 2005, as part of its approved business plan, WPA assumed responsibility for citywide parking and non-moving violation enforcement from the Winnipeg Police Service. As part of this movement WPA assumed responsibility for the Special Constable parking and non-moving traffic violation ticket issuance, and payment services portion of the contract. There were 40 individuals assigned to this portion of the contract by the Corps.

At that time, in accordance with Generally Accepted Accounting Principles, WPA also moved to an accrual method of accounting for parking tickets, which requires WPA to assume financial responsibility for ticket issuance and collection shortfalls.

In July 2005, WPA automated parking enforcement processes which provided a basis for measurement of parking enforcement practices as well as service delivery by the Corps. In May 2006, monthly measurements demonstrated that the Corps was not filling all required shifts resulting in loss of service to the City. The loss of service equated to a loss of funding to WPA of $ 1.5 M in 2006, and WPA was directed to develop metrics to ensure stability of service and funding.

DISCUSSION:

The original annual contract governing the relationship between the Corps and the City was renewed annually by letter and later through a Supplemental Agreement. The arrangement has been beneficial to the City as it has allowed this work force to expand and contract as needed by season or by working requirement. Unfortunately, this arrangement is now out of date and no longer reflects the relationship that has evolved over many years. In particular, the Corps has never provided a system which would allow the City to verify labour attendance at the worksite, or conformity to agreed service levels.

In April, 2006 WPA developed the ability to track the performance of individual contractor staff and determined that the Corps was not replacing staff that had terminated their employment, had called in sick, were booked for court duty, or were absent on temporary leave or military leave. In fact, these shifts were being left vacant. Since gaining the ability to track this data, the following hours have been determined to have been lost:

Open shifts (i.e. shifts not filled) in 2007 tallied as follows:

January	1640 hours
February	1240 hours
March	480 hours
April	912 hours
May	1080 hours
June	808 hours
July	928 hours
August	870 hours
September	767 hours
October	320 hours
November	560 hours
December	960 hours
TOTAL	10,565 hours

Number of Parking Tickets recorded:

2002	188,000 tickets
2003	156,118 tickets
2004	145,060 tickets
2005	121,010 tickets
2006	99,468 tickets
2007	127,580 tickets

There is an average shortfall of 9.6% of the total contacted hours per month in which shifts have not been filled. This resulted in 9% of total services not being performed, 12,420 parking offences not being

recorded and, as a result, the WPA incurring a funding shortfall of $496,800 which then has to be drawn from other parking activities.

These staffing deficiencies have been raised with the Corps on several occasions over the last few months. The Corps' response is that it is not responsible to fill hours when staff do not report for work, has no intention of filling short term vacancies under two weeks, and will not reimburse WPA for services lost. As the primary purpose of contracting this work is to ensure total coverage, WPA wishes to identify a contractor that will address this responsibility and safeguard its clients from performance shortfalls.

In April, 2007, WPA met with the Corps to negotiate a new form of contract based on standard staffing commitment levels and performance guarantees. These commitments were initially acceptable to the Corps, and the Corps made presentations and produced an operating plan that would ensure that all commitments were fulfilled. A verbal agreement, requiring formal contracting, was concluded. In September, 2007, however, the Corps reversed its position and repudiated its earlier commitments. In October 2007, the Corps submitted higher pricing estimates.

CONCLUSION:

The WPA is not at this point committed to entering into an agreement with a contractor other than the Corps of Commissionaires for the enforcement of parking and non-moving violations. However, it would like the authority to engage a contractor or contractors on a "best value for service" basis, matching quality service to cost efficiency, and in a manner which delivers consistent performance to the City. Doing so will improve WPA's ability to deliver consistent services to customers and stakeholders with a stable funding source.

If Council withdraws its direction to negotiate a sole source contract with the Corps of Commissionaires and authorizes a public tender process for the award of the parking enforcement services contract, future contracts will be awarded in accordance with the Materials Management Policy.