Agenda – Executive Policy Committee – March 16, 2011

Moved by Councillor

That Rule 10(3) of The Procedure By-law No. 50/2007 be suspended in order that the following item, which was received less than 96 hours preceding the committee meeting, be considered by Committee.

ADDENDUM REPORTS

Item No. 12 Winnipeg Parking Authority Special Operating Agency – 2011 Business Plan (Selection Report)

COMMITTEE RECOMMENDATION:

On March 15, 2011, the Alternate Service Delivery Committee concurred in Recommendations 1 and 2 of the Winnipeg Public Service and submits the following to the Executive Policy Committee and Council:

1. That the 2011 Business Plan (Selection Report) for the Winnipeg Parking Authority Special Operating Agency including the 2011 budget be approved, and the Financial Projections for 2012 and 2013 as outlined in Appendix A to the report of the Winnipeg Public Service dated March 9, 2011 be received as information, and the City of Winnipeg Employee Parking Policy be reaffirmed as outlined in Appendix E to the report of the Winnipeg Public Service dated March 9, 2011.

2. That the Winnipeg Parking Authority Special Operating Agency be authorized to expend $606,420.00 in critical short-term maintenance on the Civic Centre Parkade over a five year period in order to maintain the facility in a safe and useable condition, as outlined on page 2 of the report submitted by Crosier Kilgour & Partners Limited in Appendix J to the report of the Winnipeg Public Service dated March 9, 2011, and a further report be submitted by the Winnipeg Parking Authority Special Operating Agency for Council consideration outlining options for the future operation of the Civic Centre Parkade.

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

On March 15, 2011, the Standing Policy Committee on Infrastructure Renewal and Public Works concurred in Recommendation 4 of the Winnipeg Public Service and submits the following to the Executive Policy Committee and Council:

1. That the following by-law amendments, as shown on Attachment D to the report of the Winnipeg Public Service dated March 9, 2011, be approved:

A. Amendment to the Voluntary Payment of Fines By-law No. 789/74 to increase the Fine amount of the following violations to $60 each, with a discounted fine of $30 for early payment as noted in Appendix F:

   i. "Parked – Meter expired";
   ii. "Meter overtime parking"; and
   iii. "Improperly parked at meter";

B. Amendment to the provision in the City of Winnipeg Traffic By-law No. 1573/77, which prohibits heavy vehicles from parking for more than one hour to better reflect the range of vehicles that could cause damage to City streets if they are parked for lengthy periods of time;

C. Amendment to the provision in the Streets By-law No. 1481/77 to allow abandoned vehicles to be towed to a compound 72 hours after the vehicle has been ticketed. (Currently, removal is permitted 48 hours after notice has been served on the owner.);

D. Amendments to the Voluntary Payment of Fines By-law No. 789/74 to impose fixed fines for the following Streets By-law offences at $100, discounted to $50 if paid within the 15 day discount period:

   i. s.2.05 Repair vehicle in a street
   ii. s.2.15 Place or leave unattended electrical wire, cord or cable on or across City street;

E. Amendments to the Streets By-law No. 1481/77 and the City of Winnipeg Traffic By-law No. 1573/77 to clarify that Winnipeg Parking Authority, as well as the Public Works Department, are authorized to enforce specified provisions of these By-laws.

DECISION MAKING HISTORY:

COMMITTEE RECOMMENDATION:

On March 15, 2011, the Alternate Service Delivery Committee concurred in Recommendations 1 and 2 of the Winnipeg Public Service and submitted the matter to the Executive Policy Committee and Council.

On March 15, 2011, the Standing Policy Committee on Infrastructure Renewal and Public Works concurred in Recommendation 4 of the Winnipeg Public Service and submitted the matter to the Executive Policy Committee and Council.

COMMITTEE DECISION:

On March 15, 2011, the Alternate Service Delivery Committee concurred in Recommendation 3 of the Winnipeg Public Service and appointed the following Advisory Board members for a two-year term:

- Ross McGowan, Representative of CentreVenture Development Corporation
- Stefano Grande, Representative of Downtown Winnipeg Business Improvement Zone
- Brian Timmerman, Representative of Exchange District Business Improvement Zone
- Gloria Cardwell-Hoeppner, Representative of West End Business Improvement Zone
- Jim August, Representative of Forks North Portage Partnership
- David Angus, Representative of Winnipeg Chamber of Commerce
- Greg Dandewich, Representative of Economic Development Winnipeg Inc.

ADMINISTRATIVE REPORT

Title: **Winnipeg Parking Authority 2011 Business Plan (Selection Report)**

Issue:

1. **Winnipeg Parking Authority (WPA) Special Operating Agency 2011 Business Plan (Selection Report);**
2. **Two By-Law Amendments ;**

Critical Path: **ASD, SPC on Infrastructure Renewal and Public Works, EPC, Council**

AUTHORIZATION

Author	Department Head	CFO	CAO
K. Boutilier, WPA	R. Topolniski, Acting COO, WPA	M Ruta A/CAO	M Ruta A/CAO

RECOMMENDATIONS

1. **Alternate Service Delivery Committee**: That the 2011 Business Plan (Selection Report) for the Winnipeg Parking Authority Special Operating Agency including the 2011 budget be approved, and the Financial Projections for 2012 and 2013 as outlined in Appendix A, be received as information and that the City of Winnipeg Employee Parking Policy be reaffirmed as outlined in Appendix E;
2. **Alternate Service Delivery Committee**: That the Agency be authorized to expend $606,420.00 in critical short-term maintenance on the Civic Centre Parkade over a five year period in order to maintain the facility in a safe and useable condition, as outlined on page 2 of a report submitted by Crosier Kilgour & Partners Limited found in Appendix J, and that a further report will be submitted by the Agency for Council consideration outlining options for the future operation of the Civic Centre Parkade.
3. **Alternate Service Delivery Committee**: That Advisory Board members be appointed for a two year term as per attached Appendix K
4. **Standing Policy Committee on Infrastructure Renewal and Public Works**: That the following By-Law amendments (draft attached in Appendix D) be approved :

    A. Amendment to the Voluntary Payment of Fines By-Law to increase the Fine amount of the following violations to $60 each, with a discounted fine of $30 for early payment as noted in Appendix F:

        1) "Parked – Meter expired";

2) "Meter overtime parking"; and

3) "Improperly parked at meter".

B. Amendment to the provision in the Traffic By-law which prohibits heavy vehicles from parking for more than one hour to better reflect the range of vehicles that could cause damage to City streets if they are parked for lengthy periods of time;

C. Amendment to the provision in the Streets By-law to allow abandoned vehicles to be towed to a compound 72 hours after the vehicle has been ticketed. (Currently, removal is permitted 48 hours after notice has been served on the owner.)

D. Amendments to the Voluntary Payment of Fines By-law to impose fixed fines for the following Streets By-law offences at $100, discounted to $50 if paid within the 15 day discount period:

1) s.2.05 Repair vehicle in a street
2) s.2.15 Place or leave unattended electrical wire, cord or cable on or across City street

E. Amendments to the Streets and the Traffic By-law to clarify that Winnipeg Parking Authority, as well as the Public Works Department, is authorized to enforce specified provisions of these By-laws.

REASON FOR THE REPORT

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, parking compliance, to advocate, encourage and develop growth in supply and service delivery standards of daily/hourly parking in Downtown Winnipeg, and to participate in municipal transportation demand management wherever possible, on a self supporting basis.

The role of the Advisory Board is to provide advice on the Agency's strategic operations and on changes to its mandate, structure, business practices and finances. 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. Council is advised annually of current Advisory Board members through the annual business plan Selection Report. The designate of the Chief Administrative Officer is the Chair of the Board.

IMPLICATIONS OF THE RECOMMENDATIONS

- Recommendation 1 – Business Plan 2011-2013 - There are no immediate financial implications, as the 2011-2013 Business Plan is for information only. Its financial provisions will be reviewed prior to March 31, 2011, with the rest of the City's 2011-2013 Operating Budgets. This will be adopted prior to March 31, 2011 with the rest of the City's 2011-2013 operating budgets.

- Recommendation 2 – Civic Centre Parkade critical short-term maintenance – There is a financial implication detailed on the Financial Impact Statement and in more detail in the Crosier Kilgour & Partners Ltd. report found in Appendix J.
- Recommendation 3 – Advisory Board – There are no financial implications to the recommendation.
- Recommendation 4 (A to E) – By-law amendments - These amendments will generate additional revenue. However as the change in fine amounts are intended to affect motorist behaviour positively, it is hoped that fewer tickets will issued. Accordingly, the amount of the additional revenue cannot be estimated at this time.
- The Winnipeg Parking Authority (WPA) reduced its accumulated deficit by $16,697,000 in 2010. During this time the WPA has completed significant improvements to its operating facilities and services.
- The Agency will continue to work with the Corporate Performance Measures Coordinator to propose new Annual performance measures similar to those contained in Appendix H.
- That the increase in fine amounts under the Voluntary Payment of Fines By-Law will meet the Agency's mandate to operate on a cost-recovery basis. The current amounts for early payment options do not cover the costs of issuing the tickets.
- The Agency will continue to work with the Province of Manitoba to advance the Designated Offence program under new provisions in *The Summary Convictions Act*. This will allow the WPA to continue the implementation of an "in-house" resolution process under the Screening Officer Provisions. Once the Province of Manitoba brings the appropriate regulations into force, the Agency will have the authority to adjudicate certain matters that currently require customers to go to Provincial Court.
- The Agency will work with the Province of Manitoba to determine appropriate procedures to make use of the amended provisions of the *Summary Convictions Act* that allow for the Registrar of Motor Vehicles to refuse renewal of licenses as a result of unpaid fines.
- The Agency will continue to promote better information flow to various City of Winnipeg Departments, including the 311 service, Winnipeg Police Service, Public Works Department and others through the use of wireless GPS technologies. The Agency can provide real time information to provide assistance in streets maintenance operations, towed vehicle locations and in personnel monitoring meeting lone-worker safety legislation.
- Approval of the Streets By-Law recommendation will allow the Winnipeg Parking Authority to increase its ability to provide service to the Citizens of Winnipeg and bring the discounted fine provisions of those noted offences in line with other non-moving traffic violations.
- In recognition that on-street parking is meant for short-term transient usage, the Agency will continue to manage the on-street availability of parking through demand pricing to ensure that adequate levels of turnover exist to provide a minimum of 15% availability at the curb side.

HISTORY

2010

2010 was the sixth year of operation for the Winnipeg Parking Authority.

Winnipeg Square Parkade was sold to private interests on April 30th, 2010. The proceeds of sale are held in the Land Operating Reserve and the related investment strategy for these funds is covered in WPA Priority Strategies, submitted as Section B in Downtown Parking Strategy, WPA Priority Strategies, an accompanying report.

The purchase of new pay station technology resulted in improved services to customers, created the equivalent of 1,400 additional metered parking spaces and increased meter revenue by an estimated 50% over pre conversion values. The new pay stations 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. In keeping with the mandate to improve service to the public, the Agency continued to explore additional payment methods including pay by cell phone and pre-paid single use scratch coupons.

The Agency continued to expand communications with customers:

- Issuing a series of information pamphlets that are available at sites within the downtown or available online through our website.
- Completely redesigning the website to allow quicker, easier access to all relevant information through:
    - A Common Violation lookup that includes representative graphics and a link to the related City of Winnipeg By-Law;
    - Information Videos such as alternative payment methods, snow routes and overnight parking bans and the parking ticket process;
    - An interactive search process to find off-street parking locations; and
    - A page dedicated to payment options for all City of Winnipeg parking programs.
- Continuing to work with 311 in delivering information that is of value to the citizens of Winnipeg.

The Agency completed recertification of a number of facilities under the Canadian Parking Associations national certification program for safety, security, maintenance and customer service. The WPA continues to be one of only three parking operators nationally that currently hold certification for their facilities.

Parkade permit sales were moderate in 2010. The Winnipeg Square parkade was full during the winter period and during inclement weather until it was transferred to new owners at the end of April 2010. While other parkades were also full during peak periods, a number of factors including the construction of the Millennium Library Park and the movement of Canada Post operations to the new facility at the Richardson International Airport impacted customer volumes from Spring through Fall.

A pilot program to use License Plate Recognition technology to increase efficiency of compliance patrols was expanded. The pilot successfully increased efficiency by 250 % in the areas where it operated. The Agency acquired two units (Fall 2010) in addition to the existing units.

In 2010, WPA reduced its accumulated deficit by $16,697,000 (2009 – $2,858,000). The financial highlights for 2010 are as follows:

- Gross revenues were $15,588,000.
- Parkade revenues were $2,888,000.
- Surface lot revenues were $1,314,000.
- Meter revenues were $4,666,000.
- Parking enforcement revenues were $6,536,000.

During 2010 the City Auditor commissioned a consultant to conduct a performance review of the operation. As a result of this study and the recommendations of a joint International Parking Institute/International Downtown Association review panel a five year strategic plan was commissioned and delivered in late 2010.

Comparative financial statements for 2009 are attached for information in Appendix I.

2011

In 2011, the Agency will continue to manage and continuously improve its facilities and services in accordance with its mandate.

Operation of City Owned Parkades

- Monthly and daily rates will be adjusted annually to coincide with inflation and changes in market rates, and to support maintenance and operations costs. So as not to unfairly compete with the private sector, the Agency will continue to maintain pricing at appropriate rates in keeping with market demand.
- The WPA will continue to provide services and maintenance according to the best practices schedule established by accreditation under the Canadian Parking Association.
- The WPA will update the structural and fitted systems status of the Millennium Library parkade. A 10 year infrastructure renewal plan is being proposed to improve this facility.
- The WPA will continue to provide enhanced physical security upgrades to the parkades replacing lighting units as the old systems fail.

Operation of Privately Owned Parking Facilities

- Where a request for the WPA to manage a privately owned parking facility is made, the WPA will explore whether or not such management will positively contribute to the Agency's mandate of ensuring that there is an appropriate mix of short and long term parking options available to the citizens of Winnipeg.

Operation of City Owned Surface Lots

- The Agency will continue to improve signage and maintenance conditions in city-owned surface lots, concentrating on downtown public parking locations.
- The Agency will continue to improve snow removal standards especially for surface lots and in support of emergency operations.
- As part of the process of continual improvement, the Agency will continue to explore the deployment of additional security cameras and emergency communications in our downtown lots. In keeping with Crime prevention through environmental design (CPTED) principles, this is expected to act as a deterrent and to assist Police investigations of any incidents which may occur.

- For municipal employees parking in city owned garages and surface lots, the Agency will continue to monitor the compliance of employees using these resources in accordance with e the Employee Parking Policy that has been in place for many years. A copy of the policy is attached at Appendix E
- The Agency will work with Winnipeg Transit and the Winnipeg Fire Paramedic Service to integrate their employee parking programs into the overall Civic Employee parking program administered by the Agency.
- The Agency will continue to promote higher standards for and/or alternative economic development of surface parking lots.

Surface Parking Lots

- The Agency will work with CentreVenture, Planning, Property and Development, Public Works Department and other area stakeholders to incentivize development of privately owned surface parking lots. Additionally, the agency will work with Taxation and Assessment and other City of Winnipeg departments to disincentivize lack of development.
- The Agency plans to consult with Property, Planning and Development, Public Works Department, Community Services and other departments to amend the Private Parking By-Law to implement minimum standards for operation of surface parking lots including the areas of aesthetics, lighting, maintenance, payment methods, and safety. Amendments will include sunset provisions to ensure that all currently existing surface parking lots in the downtown will be required to meet these standards, which is also expected to contribute to reducing the number of surface parking lots.

Compliance

- The Agency will continue to expand its direct services to citizens through response to calls for service in reported problem areas (Selective Enforcement Requests).
- The WPA uses the AutoVu brand Mobile LPR technology device which serves multiple functions including measuring the length of stay of parked vehicles in timed parking or loading areas, managing permitted vehicle inventories in surface lots, and identifying vehicles with outstanding fine amounts.
- The Agency will explore opportunities to utilize the AutoVu Mobile LPR equipment to provide services, on a cost recovery basis, to civic departments and other public institutions with respect to vehicle inventories and/or searches for specific vehicles.
- The Agency will, upon request of other civic departments, explore the feasibility of expanding its currently used real time GPS monitoring of staff, initially implemented to meet provincial 'working alone' legislation to requesting departments on a cost recovery basis.

By-Laws

Currently the WPA enforces a number of different Civic By-Laws and, in some cases, there is overlap of responsibility with other Civic departments.

The Agency is the primary point of contact by the Citizens of Winnipeg for a substantial number of vehicle related by-law violations. However, the violations located in the Streets By-law are currently enforced exclusively by the Public Works Department Streets Constables. As a result, when the Agency is contacted about these violations or when an Agency Enforcement Officer attends these latter contraventions, they are unable to write a common offence notice (ticket) and must instead contact a Streets Constable to come at a later time. The most frequent occurrence relates to a call concerning an abandoned vehicle.

In order to address this issue, the Agency would like to jointly enforce, with the Public Works Department, provisions related to abandoned vehicles, repairing vehicles in a street and electrical cords

extended from buildings over sidewalks to vehicles in a street. The amendments being proposed in this Report would allow special constables under contract with the Agency to enforce provisions of both the Streets By-law and the Traffic By-law. The person within the Public Service who has been authorized to appoint special constables would be able to determine which provisions should be jointly enforced by the WPA and Streets Constables.

In addition, the Agency recommends amendments to make it easier to remove abandoned vehicles. Rather than permitting removal 48 hours after service of a notice on the owner of an apparently abandoned vehicle, the proposed amendment would deem a vehicle to have been abandoned if it has not been moved 72 hours after a notice has been affixed to it.

The current provision of the Traffic By-law that prohibits the parking of heavy or oversized vehicles for more than one hour is silent as it relates to a number of different oversized vehicles including certain pickup trucks, limousines and surplus commercial vehicles converted to private use. As a result of this gap in the by-law, the Agency is frequently unable to respond to citizen concerns. The proposed amendment to the By-law will address this issue by specifying that any trucks over 3000 kgs in weight and any vehicles more than 6 metres long are considered large vehicles for the purpose of this provision. All vehicles listed in this provision are prohibited from parking for more than one hour unless they are actively being used by a tradesperson or have been issued a Use of Street Permit.

The Agency will consult stakeholders and other departments with respect to proposing revisions and, where warranted, consolidation of By-Laws to develop a single By-law to deal with the private use of the public right of way.

Loading Zones and Time Restricted Parking

During 2010, the Public Works Department delegated the authority for approval of installation and removal of loading zones and time restricted parking to the Agency. During 2011 the Agency will be conducting an inventory of the commercial loading zones, with an emphasis on the downtown, to better match the number, ‘operating times’, accessibility and size of these loading zones to actual business requirements and in keeping with the principles of management of the private use of the public right of way.

Initial changes to existing loading zones during 2011 will be focused on those areas of the downtown where data shows a high demand for on-street parking, particularly the West Exchange area and in the vicinity of the Law Courts. Where loading zones are removed and, as a result, metered on-street parking is expanded, paystations will be installed to maintain an appropriate ratio of paystations to stalls.

Where time restricted parking exists to support the residential parking permit program, the Agency will review the existing zones, boundaries and permitting system to improve service to the residents while ensuring appropriate access and adapting to updated monitoring technologies, including plate based permitting for residential and commercial users.

Meters, On-Street Facilities

Parking meter fees are charged to encourage sharing of private curbside use of the public right of way through management of stall turnover and to recover some of the cost of operating that space for the public. Where meter vacancy rates are, on average, less than 15%, an area is considered high demand and current best practices indicate that a higher rate should be charged to generate turnover. These best practices were confirmed in a pilot project around both the Health Sciences Centre and St. Boniface Hospitals where a rate of $2.00 per hour resulted in increased turnover and availability of on-street spaces.

Based on usage data from 2009 and 2010, the Agency will organize the current on-street parking inventory into zones to better manage this short-term parking, including through the existing pay by cell program and through designations of zones as low or high demand.

The Agency will consider the following changes to on-street parking rates:

Required "Opening" time

- That the time for requirement of payment in the morning be changed from 09:00 to 08:00. Observation of on-street parking usage and demand has indicated that the city's on-street parking inventory needs to be actively managed prior to 09:00. The advancement of the starting time to 8:00 will permit the consistent management of the private use of the public right-of-way.

Demand Based Pricing:

- That the Portage Avenue Corridor, Broadway Corridor, Main Street (Exchange Zone) and other high demand zones charge the following fees:
    - Weekday: 2 Hour limit, $2.00 per hour from 08:00 to 17:30 (15:30 rush hour) – *presently 2 Hour limit, $1.00 per hour from 09:00 to 17:30 (15:30 rush hour)*
    - Evenings: $1.00 per hour from 17:30 to 20:30, after 20:30 no charge –*presently not managed through metering from 17:30 to 20:30*
    - Saturday: $1.00 for one hour, the next hour at no charge, with no allowance for re-metering – *presently $1.00 per hour with 2 Hours provided at no charge.*
    - Sunday and holidays: no charge – *consistent with present practice*.

In accordance with municipal best practices, the WPA will consider pay station pilot programs in areas where:

A. Parking time restrictions have been requested by stakeholders and duly approved and where the restriction has been unsuccessful in creating the 15% availability of space; or
B. Control of parking in the public right of way or other public space is deemed appropriate to the function or character of neighbouring roadways or properties.

Where pay station pilots are proposed, the agency will consult directly with the area councillor and key stakeholders. Where pay stations are planned for implementation, the agency will conduct a door to door communication campaign to educate area residents and businesses. While no specific pay station installations are contemplated in 2011 there is a provision for expansion. The agency will engage with its stakeholders to undertake a comprehensive review of rates, times, and turnover of parking stalls in support of Off Street commercial and residential activity.

The WPA will continue to partner with the Downtown, West End and Exchange BIZ organizations to utilize BIZ clean up crews to improve litter pickup, beautification and clearance of snow at the base of pay stations. During 2011 the Agency will formalize this program to mirror the grants issuance process utilized by Community Services for graffiti reduction. This will ensure that pay stations remain accessible and project a good image for the City throughout the year.

The Agency will continue to explore opportunities for alternative and additional payment methods for customers including, but not limited to, the distribution of pre-paid scratch coupons through channels similar to those utilized by Transit for bus passes.

Alternative Transportation

As a supporter of alternative transportation initiatives, the WPA will:

- Continue providing appropriate 2-wheeled vehicle (bicycle, scooter and motorcycle) parking in appropriate public space, and work closely with Public Works and Planning Property and Development Departments to implement seasonal on- street parking facilities as well as appropriate off-street storage facilities.
- Work closely with Winnipeg Transit to establish and operate Park and Ride Services for commuters where requested and where there is a positive business case or at minimum, a substantial cost recovery or cost sharing.

Infrastructure Renewal of WPA Owned Facilities

- The WPA will continue with its facility infrastructure reinvestment plan focusing primarily on the Millennium Library parkade.
- A provision for capital repairs to existing facilities is attached in Appendix B and investment in new structures, as proposed in the WPA Priority Strategies, attached as Appendix B in an accompanying report, .

Finances

In 2011, WPA is expected to earn $16,285,000 in total revenue, with operating expenses of $12,846,000.

The Agency is proceeding with a mid-life restoration of the Millennium Library Parkade and is also preparing a report the Civic Centre Parkade. The Agency has also conducted extensive financial analysis of two proposed mixed-use parkades (James Avenue and North Portage Corridor).

The pricing of monthly permits in parkades is related to supply and demand for high quality services. Daily rates in the downtown are maintained at a level consistent with market rates to encourage transient traffic and to not unfairly compete with the private sector.

Human Resources

In 2010, under the auspices of Corporate Support Services, the Agency commissioned an independent review of its staffing levels and positions to determine appropriate staffing levels that can be sustained over the long term while delivering improvements in customer service and efficiency. The results of this review will be submitted to the Administration in a separate report. A current organization chart is attached in Appendix G for reference.

Performance Measurement

Annual performance measures are contained in Appendix H. Additional performance measures are being developed in conjunction with the Corporate Performance Measures Coordinator for future reporting.

As an additional component of its commitment to providing the best service to the citizens of Winnipeg, the WPA is one of the city services providing data for the City of Winnipeg's trial participation in the Ontario Municipal Benchmarking Initiative.

The agency will also conduct occasional reviews of its best practices by industry experts to ensure practices are modern and effective.

Challenges

The major challenge facing the WPA remains the renewal, replacement, and construction of major facilities while delivering valuable and progressive operational services to the public.

Conclusion

This annual business plan for 2011 builds on the success of the WPA's first six 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 new WPA Priority Strategies, outlined in the accompanying report (Proposed Downtown Parking Strategy, WPA Priority Strategies, and WPA Projects for Immediate Action (Parkade Development)).

FINANCIAL IMPACT

Financial Impact Statement **Date:** January 19, 2011

Project Name: **First Year of Program** **2011**

Recommendation 3: Critical Short-Term Maintence on Civic Centre Parkade

	2011	2012	2013	2014	2015
Capital					
Capital Expenditures Required					
Less: Existing Budgeted Costs					
Additional Capital Budget Required	$ -	$ -	$ -	$ -	$ -
Funding Sources:					
Debt - Internal					
Debt - External					
Grants (Enter Description Here)					
Reserves, Equity, Surplus					
Other - Enter Description Here					
Total Funding	$ -	$ -	$ -	$ -	$ -
Total Additional Capital Budget Required	$ -				
Total Additional Debt Required	$ -				
Current Expenditures/Revenues					
Direct Costs	$ 122,600	$ 62,670	$ 169,600	$ 132,100	$ 119,490
Less: Incremental Revenue/Recovery					
Net Cost/(Benefit)	$ 122,600	$ 62,670	$ 169,600	$ 132,100	$ 119,490
Less: Existing Budget Amounts					
Net Budget Adjustment Required	$ 122,600	$ 62,670	$ 169,600	$ 132,100	$ 119,490

Additional Comments:

1. Just-in-time short-term maintenance required to permit the continued operation of the facility in a safe and usable condition.

2. Likely income of non-completion of critical short-term maintenance will result in the closure and loss of income from the facility.

3. Indicated amounts reflect contingency fees (15%), consulting fees (15%) and applicable taxes per year.

original signed by
Kevin Boutilier
Manager of Finance & Administration

CONSULTATION

In preparing this report there was consultation with:

- Property, Planning & Development – Planning and Land Use
- Property, Planning & Development – Economic Development
- Winnipeg Transit
- Public Works Department
- Corporate Finance
- Corporate Support Services
- Legal Services Department
- Downtown Winnipeg BIZ
- CentreVenture

SUBMITTED BY

Department: Winnipeg Parking Authority
Division
Prepared by: Kevin Boutilier; Colin Stewart
Date: March 9, 2011
File No.

APPENDIX A

Audited Financial Statements 2009

Financial Projections 2010-2013

Financial Projections

- Projected Statement of Income and Retained Earnings 2010-2013 14
- Projected Balance Sheet 2010-2013 15
- Projected Statement of Cash Flows 2010-2013 16
- Notes to the Financial Projections 17

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

	Note	Actual 2009	Council Adopted 2010	Projected Year-End 2010	Variance	2011	2012	2013
Revenues:								
Enforcement	1	6,223	6,836	6,536	(300)	7,334	7,445	7,450
Parking Fees								-
Winnipeg Square Parkade	2	2,765	463	1,060	597	-	-	-
Millennium Library Parkade		1,312	1,450	911	(539)	1,443	1,495	1,526
Civic Centre Parkade		803	755	917	162	875	897	920
Surface Parking Lots	3	944	1,101	1,314	213	1,139	1,179	1,203
Meters	4	3,999	4,428	4,666	238	5,393	5,593	5,655
Parking Permits		36	99	75	(24)	99	99	99
Winnipeg Square Ground Lease		326	54	109	54	-	-	-
Sundry			77	0	(77)	1	1	1
Total Revenues		16,408	15,263	15,588	325	16,285	16,709	16,854
Expenses:								
Services								
Parking Enforcement	5	2,890	3,099	3,255	156	3,081	3,142	3,159
Parkade Management	6	689	273	576	303	241	246	247
Utilities		1,200	861	1,384	524	988	1,000	1,004
Travel		20	17	23	6	8	8	8
Other Services	7	2,439	2,231	2,987	755	2,090	2,133	2,267
Salaries & Employee Benefits		1,274	1,478	1,277	(202)	1,994	2,058	2,132
Materials, parts and supplies		1,607	1,385	1,613	228	1,758	1,977	1,984
Amortization	8	1,308	1,464	1,355	(109)	1,647	1,856	1,856
Recoveries		(19)	0	0	0	0	0	0
Provision for Bad Debts	9	556	600	640	40	718	737	740
Debt and Finance Charges		391	705	431	(275)	322	314	231
Total Expenses		12,355	12,114	13,541	1,428	12,846	13,470	13,628
Income before other items and tax equivalency		4,053	3,149	2,046	(1,103)	3,438	3,239	3,227
Allocated to the City:								-
Municipal tax equivalency charge		680	552	591	39	433	433	433
Allocated departmental charges		519	530	598	68	463	467	471
Total allocated to the City		1,199	1,081	1,189	108	896	900	904
Other:								
Gain on Sale of Assets	10	-	(15,902)	(15,839)	63			
Loss on Disposal of Assets		(4)			-			
Total Allocation to the City and Other		1,195	(14,821)	(14,650)	170	896	900	904
Net Income/(Loss)		2,858	17,970	16,697	(1,273)	2,543	2,339	2,324
Deficit - Beginning		(8,044)	(5,186)	(5,186)	-	11,466	14,009	16,349
Distribution to City				(44)	(44)		-	-
		(8,044)	(5,186)	(5,230)	(44)	11,466	14,009	16,349
Retained earnings (Deficit) - Ending		(5,186)	12,784	11,466	(1,318)	14,009	16,349	18,672

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

	Actual 2009	Council Adopted 2010	Projected Year-End 2010	Variance	2011	2012	2013
Assets							
Current							
Cash	33	5	95	90	50	50	50
Accounts receivable, net	2,369	2,300	26,631	24,331	2,300	2,325	2,350
Inventory	482	102	457	355	82	82	82
	2,884	2,407	27,183	24,776	2,432	2,457	2,482
Property, equipment and leasehold improvements	19,461	12,883	10,671	(2,211)	10,468	14,952	13,236
Prepaid expenses			24	24			
	22,344	15,290	37,879	22,589	12,900	17,409	15,718
Liabilities							
Current							
Due to General Revenue Fund	7,814	(15,929)	8,037	23,966	(19,029)	(15,068)	(17,167)
Accounts payable and accrued liabilities	573	550	1,057	507	575	600	600
Vacation payable	135	188	122	(66)	200	215	215
Unearned revenue and deposits	28	7	242	235	7	7	7
Current portion of long term debt	2,036	1,810	1,658	(152)	1,841	1,924	506
	10,586	(13,374)	11,115	24,490	(16,406)	(12,322)	(15,839)
Retirement Allowance	79	122	89	(33)	131	140	147
Long-term debt	16,693	15,534	15,036	(498)	14,994	13,070	12,566
	16,772	15,656	15,125	(531)	15,125	13,210	12,713
	27,358	2,282	26,240	23,958	(1,281)	888	(3,126)
Capital Deficiency							
Contributed Surplus	172	172	172	-	172	172	172
Surplus (Deficit)	(5,186)	12,836	11,466	(1,370)	14,009	16,349	18,672
	(5,014)	13,008	11,638	(1,370)	14,181	16,521	18,844
	22,344	15,290	37,879	22,589	12,900	17,409	15,718

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

NET INFLOW (OUTFLOW) OF CASH RELATED

	Actual 2009	Council Adopted 2010	Projected Year-End 2010	Variance	2011	2012	2013
OPERATING							
Net Income	2,858	17,970	16,697	(1,273)	2,543	2,339	2,324
Add non-cash items:				-			
Retirement allowance	(8)	44	10	(34)	42	9	7
Gain on Sale of Assets	(4)	(15,902)	(15,839)				
Loss on disposal of assets		-		-	-	-	-
Amortization	1,312	1,464	1,355	(109)	1,647	1,856	1,856
Working Capital from Operations	4,158	3,576	2,222	(1,416)	4,232	4,204	4,187
Net change in non-cash working capital items	(392)	509	(23,577)	(24,086)	24,089	15	(25)
Net cash used in operating activities	3,766	4,085	(21,355)	(25,502)	28,321	4,219	4,162
FINANCING							
Due to the General Revenue fund	(1,472)	(23,743)	223	23,966	(27,067)	3,962	(2,100)
Increase (decrease) in long-term debt	1,807	(1,386)	(2,036)	(650)	142	(1,841)	(1,922)
Transfer to the General Revenue fund			(44)				
	335	(25,129)	(1,857)	23,317	(26,925)	2,121	(4,022)
INVESTING							
Proceeds on disposition of Assets	6	23,600	23,535	(65)		-	-
Purchase of capital assets	(4,146)	(2,584)	(262)	2,322	(1,441)	(6,340)	(140)
	(4,140)	21,016	23,273	2,257	(1,441)	(6,340)	(140)
INCREASE (DECREASE) IN CASH AND	(39)	(28)	62	90	(45)	0	-
CASH AND EQUIVALENTS - BEGINNING	72	33	33	-	95	50	50
CASH AND EQUIVALENTS - ENDING	33	5	95	90	50	50	50

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

These Financial Projections have been prepared on "business as usual" basis. It does not consider the outcomes associated with the parkade infrastructure reinvestment plan.

Revenue

1. Enforcement

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 2006 and collection of accounts on tickets written prior to 2005. The pre-2005 tickets are collected on a cash basis.

2. Parkades

- The Winnipeg Square Parkade was sold April 30th, 2010.
- Millennium Library Parkade revenue was less than budget by $539,000 and 37.2%. Factors that contributed to this decrease include:
    - Portions of P1 being unavailable due to construction of the Millennium Library Park; and
    - A decrease in monthly parkers with Canada Post employees moving to the new facility at the airport.
- Civic Centre Parkade revenue was greater than budget by $162,000 and 21.5% as a result of annual rate increases while maintaining the monthly parker client base.

3. Surface Parking Lots

Revenue in surface lots was greater than budget by $213,000 and 19.3%. Management of Winnipeg Transit and Fire Paramedic Service parking lots is expected to be delayed until the end of the 2011.

4. Meters

Meter revenue was greater than budget by $ 238,000 and 5.4% due to expansion of metered parking areas.

5. Parking Enforcement

Parking Enforcement costs are greater than budget by $156,000 or 5.0% due to increased compliance efforts and expanded service delivery to the citizens of Winnipeg.

6. Parkade Management

Parkade Management costs refer only to the operation of Winnipeg Square and the Millennium Library parking facilities.

7. Other Services

Other Service costs are greater than budget by $755,000 or 33.8% due to costs relating to valuation reports and parking analysis, communications and supplies.

8. Amortization

Expenses were on moderately lower than budget.

9. Provision for Bad Debts

The Agency is the only Parking Authority accounting for parking offences on a receivable basis. Each year the Parking Authority reviews trends and makes appropriate changes to reflect its experience. There are no other best business practices to refer to in determining an appropriate provision of bad debts. Through increased liens and seizures of progressively more current outstanding fines, the overall allowance of bad debt is expected to decrease.

10. Sale of Winnipeg Square Parkade

In 2010, the Winnipeg Square Parkade was sold for $24M less real estate fees of $0.4M (actual $0.5), resulting in Proceeds on Disposition of Assets of $23.6M (actual proceeds $23.5M).

Council has instructed the proceeds of sale to be held in Winnipeg Parking Authority accounts pending further review and adoption by Council of a Downtown Parking Strategy. The agency has recorded the transaction in the projections as follows:

a. An amount of $7.7M to offset the Net Book Value of the parkade realized by the City on transfer of the asset to agency books in 2005
b. An amount of $15.9M (actual $15.8M) as a Gain on Sale of Assets.

APPENDIX B

City-Owned Infrastructure Renewal

Parking Infrastructure Renewal

(In thousands of dollars)

Location	2011	2012	2013	2014	2015	Total
Millennium Library - Concrete, Waterproofing, Protection Systems, and Stairwells	**2,400**					**2,400**
Civic Centre - Concrete, Waterproofing and Protection Systems		**6,200**				**6,200**
Pay and Display units	**1,301**					**1,301**
Operations - provision for surface lots	**65**	**125**	**125**	**125**	**125**	**440**
Administration - technology	**75**	**15**	**15**	**15**	**15**	**120**
Total Parking Infrastructure	**3,841**	**6,340**	**140**	**140**	**140**	**10,461**

* While there are no specific plans to add paystations in 2011, the WPA has made provision for purchase should Council identify locations for where control of on-street parking is deemed appropriate. Any future additions will occur as a result of consultation with the ward councilor, area stakeholders.

APPENDIX C

Schedule of Fees and Charges

Provided for Information

(Subject to change without notice)

PRODUCT		FEES				
	DESCRIPTION	2010	2011	GST	UNITS	Effective
Parking fee - Millennium Library						
	Monthly 12 hour reserved	$225.00	$225.00	Add	per month	August 1, 2011
	Monthly non reserved	$195.00	$195.00	Add	per month	August 1, 2011
	Monthly non reserved evenings	$50.00	$50.00	Add	per month	August 1, 2011
	Casual daily maximum	$12.00	$12.00	Included	max per day	August 1, 2011
	Casual evening maximum	$8.00	$8.00	Included	max per evening	August 1, 2011
	Casual each half hour	$2.00	$2.00	Included	per 1/2 hour	August 1, 2011
	Casual lost ticket charge	$20.00	$20.00	Included	per occurrence	August 1, 2011
Parking fee - Civic Centre Car Park						
	Monthly 12 hour reserved	$205.00	$215.00	Add	per month	August 1, 2011
	Monthly 12 hour reserved - discounted	$195.00	$205.00	Add	per month	August 1, 2011
	Monthly non reserved	$150.00	$156.00	Add	per month	August 1, 2011
	Monthly non reserved - discounted	$140.00	$146.00	Add	per month	August 1, 2011
	Monthly non reserved evenings	$50.00	$50.00	Add	per month	August 1, 2011
	Casual daily maximum	$12.00	$14.00	Add	max per day	August 1, 2011
	Casual evening maximum	$8.00	$8.00	Included	per evening	August 1, 2011
	Casual each half hour	$2.00	$2.00	Included	per 1/2 hour	August 1, 2011
	Casual lost ticket charge	$20.00	$23.00	Included	per occurrence	August 1, 2011
Parking fee - Surface Lot, Urban						
	Monthly 12 hour reserved	$112.00	$114.00	Add	per month	June 1, 2011
	Monthly 12 hour reserved - discounted	$107.00	$109.00	Add	per month	June 1, 2011
	Monthly non reserved	$90.00	$91.00	Add	per month	June 1, 2011
	Monthly non reserved - discounted	$85.00	$86.00	Add	per month	June 1, 2011
	Casual daily maximum	$8.00	$8.00	Included	per day	June 1, 2011
	Casual evening maximum	$8.00	$8.00	Included	per day	June 1, 2011
	Casual each half hour	$1.00	$1.00	Included	per 1/2 hour	June 1, 2011
	Casual lost ticket charge	$10.00	$10.00	Included	per occurrence	June 1, 2011
	Oversize vehicle		$20.00	Included	per day	January 1, 2011
Parking fee - surface lot, suburban						
	Monthly non reserved	$40.00	$41.00	Add	per month	June 1, 2011
	Monthly non reserved - discounted	$35.00	$36.00	Add	per month	June 1, 2011
	Monthly reserved	$90.00	$91.00	Add	per month	June 1, 2011
	Monthly reserved - discounted	$85.00	$86.00	Add	per month	June 1, 2011
	Oversize vehicle		$20.00	Included	per day	January 1, 2011
Meter - on street event reserved						
	Reserved daily maximum	$30.00	$30.00	Add	max per day	March 1, 2011
Meter - on street monthly						
	Monthly meters 3 hr only	$85.00	$100.00	Add	per month	March 1, 2011
Meter - on street daytime						
	Casual each hour, low demand zone	$1.00	$1.00	Included	per hour	TBD
	Casual each hour, high demand zone	$2.00	$2.00	Included	per hour	TBD

APPENDIX C (continued)

Provided for Information

PRODUCT		FEES				
	DESCRIPTION	2010	2011	GST	UNITS	Effective
Residential Permit	Resident non reserved	$25.00	$25.00	Included	annual	
	Residential visitor	$0.00	$0.00			
Lien fee per vehicle		$60.00	$60.00		per occurrence	
Administrative charge		$25.00	$25.00		per occurrence	
Hooding Fees	Per meter per day for less than 72 hours	$28.57	$28.57	Add	per day	March 1, 2010
	Per meter per day for more than 72 hours	$25.00	$25.00	Add	per day	March 1, 2010

APPENDIX D

DRAFT AMENDING BY-LAW

THE CITY OF WINNIPEG

BY-LAW NO.

A By-law of THE CITY OF WINNIPEG to amend the Streets By-law, the Traffic By-law and the Voluntary Payment of Fines By-law

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

Schedule A to Voluntary Payment of Fines By-law amended

1 *Schedule A to the Voluntary Payment of Fines By-law No. 789/74 is amended by*

(a) striking out the following:

Parked – Meter expired	40	20
Meter overtime parking	50	25
Improperly parked at meter	50	25

and substituting the following:

Parked – Meter expired	60	30
Meter overtime parking	60	30
Improperly parked at meter	60	30

(b) adding the following at the end of the Schedule:

Repair vehicle on street	100	50
Place or leave unattended electrical wire, cord or cable on or across street	100	50

Streets By-law amended

2(1) *The Streets By-law No. 1481/77 is amended by this section.*

Section 1.18 amended

2(2) *Clause 1.18(b) is replaced with the following:*

(b) **"Abandoned vehicle"** means a vehicle that is located on a street and which

(i) does not appear to be in operating condition; or
(ii) does not have attached to it a current number plate issued under *The Drivers and Vehicles Act*; or
(iii) is wrecked, dismantled, partially dismantled, stripped or partially stripped;

and which remains in a street 72 hours after a notice described in subsection 2.07.04 has been attached to it.

Subsection 2.07 replaced
2(3) *Section 2.07 is replaced with the following:*

ABANDONED VEHICLES
2.07.01 The owner of a vehicle must not permit it to be abandoned.

2.07.02 An enforcement officer may take an apparently abandoned vehicle into his or her custody and cause it to be taken to, and stored in, a suitable place.

2.07.03 A fee in an amount established by Council is imposed on the owner of the apparently abandoned vehicle that is moved and stored under subsection 2.07.02.

2.07.04 The notice referred to in clause 1.18(b) must include:

(a) a description of the vehicle to which it is being attached, including the number on any number plate attached to the vehicle;

(b) the date and time it is attached to the vehicle;

(c) a statement that, if it is not removed within 72 hours of the date and time the notice was attached the vehicle, the vehicle will meet the definition of "abandoned vehicle" and will be taken to and stored in a suitable place;

(d) Officer number or other identification of the person issuing the notice.

Section 7.05 added
2(4) *The following is added after section 7.04:*

ENFORCEMENT OFFICIALS

7.05 The Director, and any employee of the City of Winnipeg or other individual appointed as a special constable under section 176 of *The City of Winnipeg Charter* whose special constable appointment authorizes him or her to enforce this By-law, is an enforcement official, and has the powers of a peace officer within the limits of his or her appointment, for the purposes of enforcing this By-law.

Traffic By-law amended
3(1) *The City of Winnipeg Traffic By-law No. 1573/77 is amended by this section.*

Section 30 replaced

3(2) *Section 30 is replaced with the following:*

LARGE VEHICLE PARKING LIMITED TO ONE HOUR

30 (1) Subject to subsection (2), no person may park any of the following vehicles on a street for more than one hour:

(a) a truck weighing more than 3,000kg (6,600lbs);
(b) a truck tractor;
(c) a trailer;
(d) a motor home;
(e) a bus or other vehicle, having more than 4 tires;
(fi) a bus or other vehicle originally having more than 4 tires which has been modified to have only 4 tires; or
(g) a vehicle that exceeds 6.7m (22 feet) in length;

EXCEPTIONS TO LARGE VEHICLE PARKING LIMITATION

30 (2) Subsection (1) does not apply to

(a) a vehicle that is shown to be in active use by a tradesperson working on premises in the immediate area; or

(b) a vehicle parked pursuant to a Use of Street Permit issued under the Streets By-law.

Section 52.1 added

3(3) *The following is added after section 52:*

ENFORCEMENT OFFICIALS

52.1 The Director, and any employee of the City of Winnipeg or other individual appointed as a special constable under section 176 of *The City of Winnipeg Charter* whose special constable appointment authorizes him or her to enforce this By-law, is an enforcement official, and has the powers of a peace officer within the limits of his or her appointment, for the purposes of enforcing this By-law.

DONE AND PASSED, this day of , 2011.

_____
Mayor

_____
City Clerk

Approved as to content:

_____
Director of Public Works

Approved as to content:

_____
Chief Operating Officer
Winnipeg Parking Authority

Approved as to form:

_____
For Director of Legal Services/City Solicitor

APPENDIX E

EMPLOYEE PARKING POLICY

The City of Winnipeg supports sustainable alternatives to transportation by use of single occupant personal motor vehicles; this includes mass transit, carpooling, car sharing and other transportation choices to reduce carbon emissions and roadway congestion.

The City does not provide parking space for the use of its employees for storing their personal vehicles while at work. Where space is available, employees may individually purchase use of available space, in accordance with terms and conditions established by the City. Fees will reflect market rates for similar services and in all cases will recover the full cost of the creating and providing the parking asset.

Owners of vehicles utilizing City parking spaces are subject to all rules and regulations related to the use of the lot in accordance with posted signs. Failure to comply with directions or properly remit permit fees may result in suspension from parking areas, ticketing or removal of vehicles in accordance with City by-laws, or criminal charges (Theft of Services).

APPENDIX F

Changes to Fines on Voluntary Payment Bylaw
Provided for information, except where marked

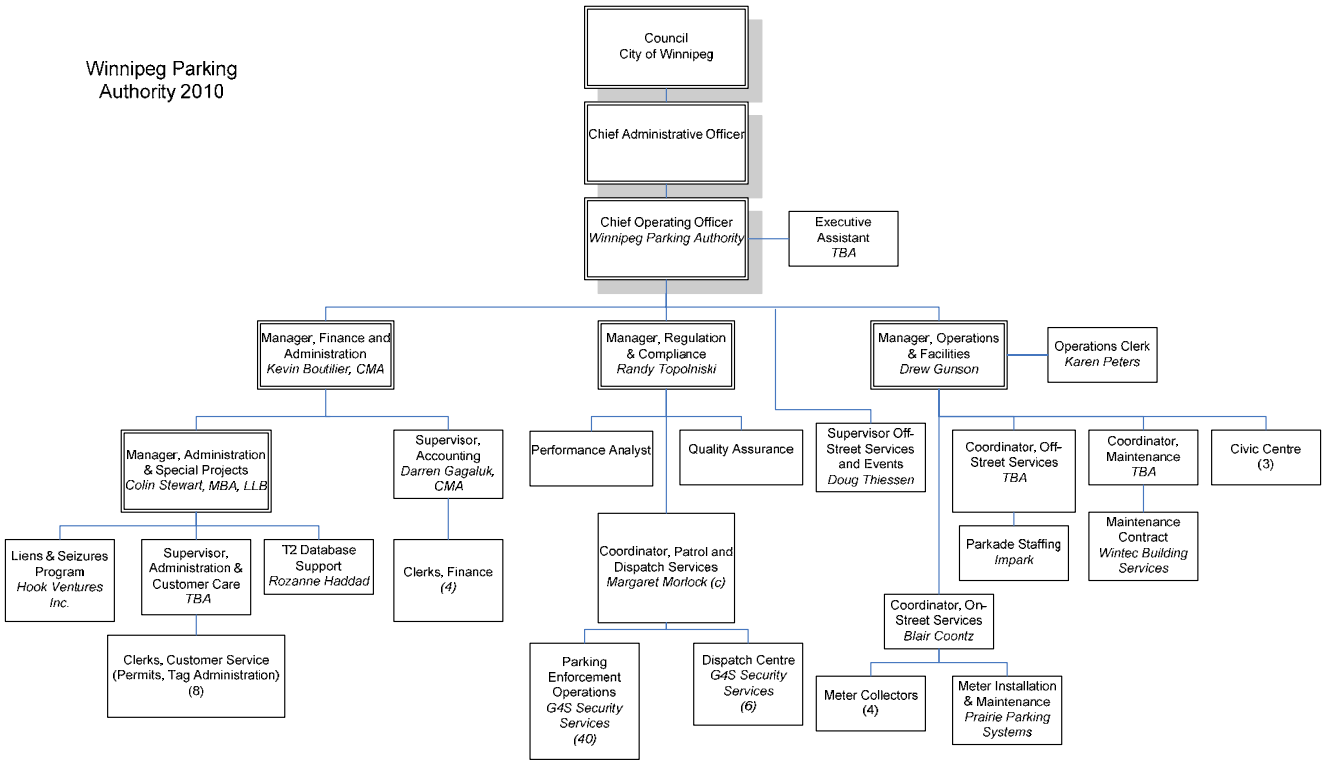
SCHEDULE A TO BY-LAW NO. 789/74

Previously amended 8152/2002; 205/2006; 27/2007; 125/2008; 128/2008; 64/2009

Type of Fine	Full Fine Payable 16 Days After Date of Tag $	Discounted Fine if Paid Within 15 Days after Date of Tag $
Parked – Meter expired	60	30
Meter overtime parking	60	30
Improperly parked at meter	60	30
Overtime parking	70	35
Parked at hooded meter	70	35
No stopping – bus stop	70	35
No stopping anytime	70	35
No parking anytime	70	35
No parking in alley	70	35
No parking – street work	70	35
No parking – loading zone	70	35
No parking – limited times	70	35
No parking – taxi stand	70	35
Parked left side to curb	70	35
Parked on a sidewalk	100	50
Parked within 3 metres of approach to crosswalk	70	35
Parking on boulevard	70	35
Park within 9 metres of traffic device	70	35
Parked within an intersection	100	50
Parked within 3 metres of curb edge point opposite fire hydrant	100	50
Double parked	70	35
Park in front of driveway	70	35
Park so as to obstruct traffic	100	50
Park on crosswalk	100	50
Parked too far from curb	70	35
Overnight parking	70	35
No stopping 7:00 – 9:00	100	50
No stopping 15:30 – 17:30	100	50
No parking – private property	70	35
Parking/stopping on snow emergency route	200	100
Park/stop on snow route 02:00 TO 06:00 (December to February)	100	50
Park/stop on snow route (overnight parking ban)	100	50
Park/stop on non-snow route (residential parking ban)	100	50
Parking/stopping in fire lane	300	150
Parking/stopping in designated disabled parking space without valid permit	300	150
Failing to display a physically disabled Person's parking permit	10	5
Failing properly to display a Parking Permit under the Parking Meter By-law	10	5
Failing properly to display a Residential Parking Permit or Visitor's Residential Parking Permit under the Traffic By-law	10	5
Abandoned vehicle on street	400	200
Parking on wrong side of residential street	70	35
Advertising vehicle, vehicle displayed for sale, or vehicle displaying goods for sale, parked on street	70	35

APPENDIX G

Organization Chart



APPENDIX H

Performance Measures

1. Service Statistics

Off Street Parkades:	
# of parkades	3
# of stalls	1,882
Off Street Parking Lots:	
# of parking lots	112
# of stalls	7,212
On Street Meter stalls:	3,757

.

	Winnipeg 2009	Toronto 2009[1]	Calgary 2009[2]
Percentage of Revenue			
On-Street:	24.3%	56.7%	71.9%
Off-Street:	37.8%	43.3%	---
Enforcement:	37.9%	N/A	28.1%
Total	**100%**	**100%**	**100%**

* During 2010 the sale of the Winnipeg Square Parkade resulted in a reduction of the total of off-street parking stalls to 952

Summary of Parking Offence Notices

Description	2010		2009		2008		2007		2006	
	Tags	%	Tags	%	Tags	%	Tags	%	Tags	%
Parking Meter Related	42,432	25.5%	38,957	25.9%	41,385	28.4%	38,170	30.1%	33,122	33.6%
Rush Hour	13,162	7.9%	13,493	9.0%	12,764	8.8%	11,975	9.4%	11,479	11.7%
Traffic Control Parking Restrictions	23,397	14.1%	17,523	11.6%	12,395	8.5%	10,104	8.0%	6,972	7.1%
Fire Lane/Disabled/Bus Stop	9,085	5.5%	10,910	7.2%	10,345	7.1%	5,659	4.5%	4,248	4.3%
No Stopping/No Parking	35,270	21.2%	29,321	19.5%	31,694	21.7%	24,367	19.2%	16,378	16.6%
Snow Related	16,807	10.1%	20,413	13.6%	10,709	7.3%	8,870	7.0%	11,007	11.2%
Overtime Parking (residential restriction)	26,203	15.8%	19,911	13.2%	26,513	18.2%	27,602	21.8%	15,292	15.5%
Total Offence Notices Issued	166,356	100.0%	150,528	100.0%	145,805	100.0%	126,747	100.0%	98,498	100.0%

Description	2010	2009	2008	2007	2006
Number of Parking Offence Tickets Issued	166,356	150,528	145,805	127,580	99,468
Number of Chronic Offenders for Lien and Seizure	1,070	2,639	593	237	50
Number of Meter Parking Transactions per Annum	2,000,000+	2,228,650	1,500,000	1,247,000	1,142,000
Number of Vehicles Ticketed for Snow and Street Maintenance	16,807	20,413	10,709	11,982	13,327

Parking meter related, no stopping/no parking and overtime parking (residential restriction) account for approximately 68% of the parking offences.

[1] The Toronto Parking Authority operates on and off-street parking for the City of Toronto. Enforcement is carried out by the Parking Enforcement unit of the Toronto Police Service.

[2] City of Calgary no longer separates on and off street operations. In 2009 combined on and off street revenue accounted for 71.9% and Enforcement accounted for 28.1% (including impound lot revenues). By comparison, the City of Winnipeg on and off street revenue was 62.1% (24.3% plus 37.8%).

APPENDIX I

2009 Financial Statements

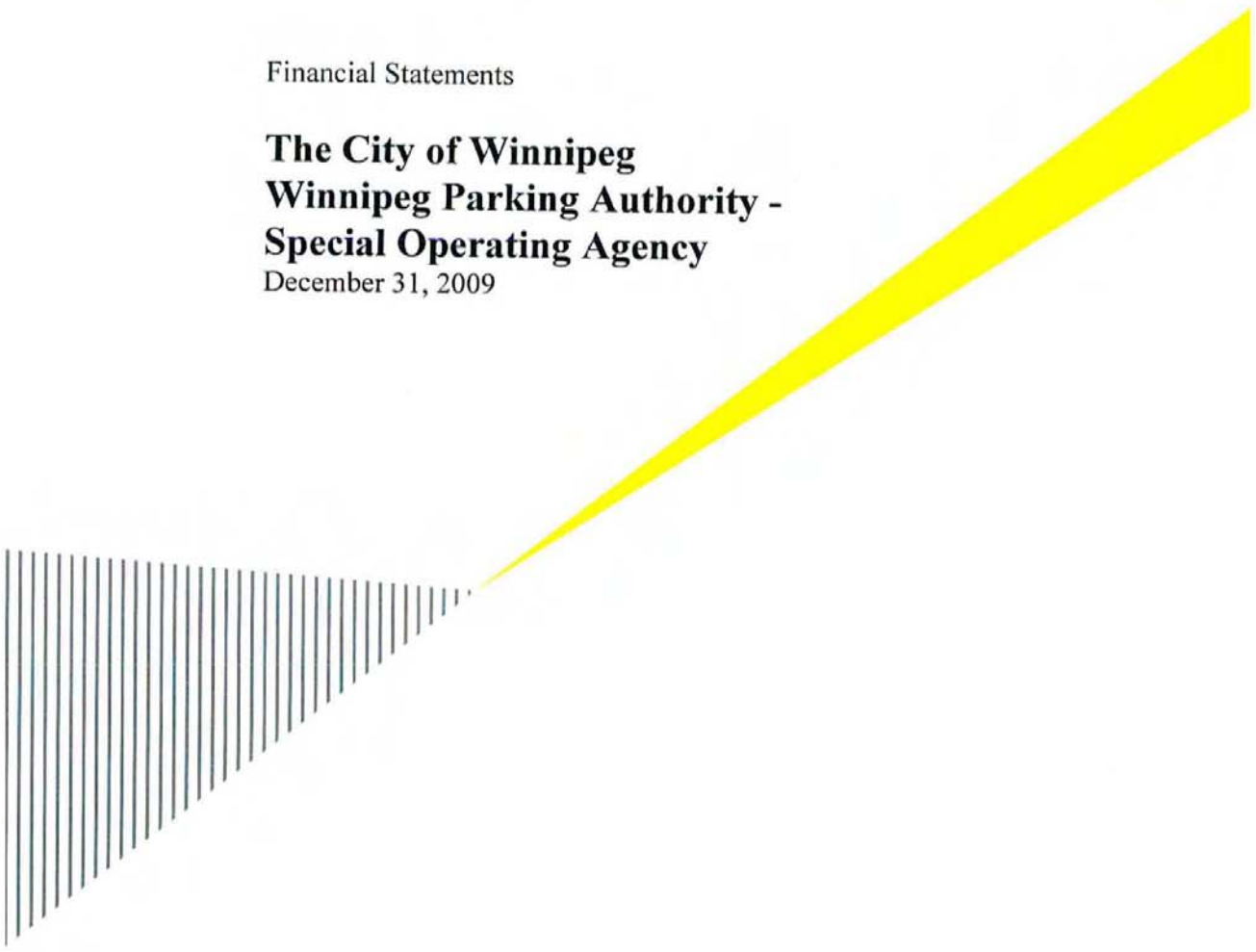


2009 WPA Audited
Financial Statements

Financial Statements

The City of Winnipeg
Winnipeg Parking Authority - Special Operating Agency

December 31, 2009



Ernst & Young

AUDITORS' REPORT

To the Mayor and Members of City Council of
The City of Winnipeg

We have audited the statement of financial position of **The City of Winnipeg - Winnipeg Parking Authority - Special Operating Agency** as at December 31, 2009 and the statements of operations and deficit and cash flows for the year then ended. These financial statements are the responsibility of the Agency's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of **The City of Winnipeg - Winnipeg Parking Authority - Special Operating Agency** as at December 31, 2009 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Ernst & Young LLP

Winnipeg, Canada,
March 19, 2010.

Chartered Accountants

ERNST & YOUNG

A member firm of Ernst & Young Global Limited

THE CITY OF WINNIPEG
WINNIPEG PARKING AUTHORITY - SPECIAL OPERATING AGENCY

STATEMENT OF FINANCIAL POSITION

As at December 31
(in thousands of dollars)

	2009	2008
ASSETS		
Current		
Cash	$ 33	$ 72
Accounts receivable, net	2,369	2,039
Inventory	481	133
	2,883	2,244
Property, equipment and leasehold improvements (Note 6)	19,461	16,629
	$ 22,344	$ 18,873
LIABILITIES		
Current		
Due to The City of Winnipeg - General Revenue Fund (Note 7)	$ 7,814	$ 9,286
Accounts payable and accrued liabilities	573	295
Vacation payable	135	148
Customer deposits	28	7
Current portion of long-term debt (Note 8)	14,254	13,012
	22,804	22,748
Retirement allowance (Note 9b)	79	87
Long-term debt (Note 8)	4,475	3,910
	4,554	3,997
	27,358	26,745
CAPITAL DEFICIENCY		
Contributed surplus	172	172
Deficit	(5,186)	(8,044)
	(5,014)	(7,872)
	$ 22,344	$ 18,873

See accompanying notes to the financial statements

THE CITY OF WINNIPEG
WINNIPEG PARKING AUTHORITY - SPECIAL OPERATING AGENCY

STATEMENT OF OPERATIONS AND DEFICIT

For the years ended December 31
(in thousands of dollars)

	2009	2008
REVENUES		
Enforcement (Note 10)	$ 6,223	$ 6,030
Parking fees (Note 12a)		
Winnipeg Square parkade	2,765	2,564
Millennium Library parkade	1,312	1,317
Surface parking lots	944	752
Civic Centre parkade	803	746
Meters	3,999	2,989
Ground lease	326	94
Parking permits	36	325
Sundry	-	18
Total Revenues	16,408	14,835
EXPENSES		
Services (Notes 12c, g and i)		
Enforcement	2,889	2,305
Utilities	1,199	930
Parkade management	689	443
Other	2,459	2,095
Material, parts and supplies (Note 5)	1,607	1,153
Amortization	1,312	1,010
Salaries and employee benefits (Note 9)	1,274	1,280
Provision for bad debts	555	(82)
Debt and finance charges (Notes 7 and 8b)	390	1,222
Recoveries	(19)	(2)
Total Expenses	12,355	10,354
Income before other item and The City of Winnipeg charges	4,053	4,481
OTHER ITEM		
Gain (loss) on disposal of assets	4	(118)
Income before The City of Winnipeg charges	4,057	4,363
THE CITY OF WINNIPEG CHARGES		
Overhead charge (Note 12d)	-	(203)
Income tax equivalency charge (Note 11)	-	(500)
Allocated departmental charges (Notes 12b, e, f and k)	(519)	(544)
Municipal tax equivalency charge (Note 12h)	(680)	(658)
Net income and comprehensive income for the year	2,858	2,458
DEFICIT, BEGINNING OF YEAR	(8,044)	(8,232)
Transfer to The City of Winnipeg - General Revenue Fund	-	(2,270)
DEFICIT, END OF YEAR	$ (5,186)	$ (8,044)

See accompanying notes to the financial statements

THE CITY OF WINNIPEG
WINNIPEG PARKING AUTHORITY - SPECIAL OPERATING AGENCY

STATEMENT OF CASH FLOWS

For the years ended December 31
(in thousands of dollars)

NET INFLOW (OUTFLOW) OF CASH RELATED TO THE FOLLOWING ACTIVITIES:	**2009**	2008
OPERATING		
Net income and comprehensive income for the year	**$ 2,858**	$ 2,458
Non-cash items related to operations		
(Gain) loss on disposal of assets	**(4)**	118
Amortization	**1,312**	1,010
Retirement allowance	**(8)**	(8)
Customer deposits	**21**	
Working capital from operations	**4,179**	3,578
Net change in working capital	**(413)**	(658)
	3,766	2,920
FINANCING		
(Decrease) increase in due to The City of Winnipeg - General Revenue Fund	**(1,472)**	457
Proceeds from long-term debt	**1,807**	2,054
Transfer to The City of Winnipeg - General Revenue Fund	**-**	(2,270)
	335	241
INVESTING		
Proceeds from the sale of capital assets	**6**	-
Purchase of capital assets	**(4,146)**	(3,096)
	(4,140)	(3,096)
(DECREASE) INCREASE IN CASH POSITION	**(39)**	65
CASH POSITION, BEGINNING OF YEAR	**72**	7
CASH POSITION, END OF YEAR	**$ 33**	$ 72

See accompanying notes to the financial statements

THE CITY OF WINNIPEG
WINNIPEG PARKING AUTHORITY - SPECIAL OPERATING AGENCY

NOTES TO THE FINANCIAL STATEMENTS

December 31, 2009
(all tabular amounts are in thousands of dollars, unless otherwise noted)

1. *Description of Business*

On March 20, 1997, City Council adopted the Reshaping Our Civic Government document identifying the development of Special Operating Agencies ("SOA") as one of five strategic initiatives needed to create a more affordable City government.

On February 24, 1999, City Council adopted the 1999 Alternative Service Delivery Review Agenda which identified the municipal parking services operations as an Alternative Services Delivery ("ASD") candidate. A feasibility study was subsequently prepared and presented to the ASD Committee.

On December 11, 2002, City Council adopted the recommendation of the ASD Committee that an Operating Charter and Business Plan for a SOA with a mandate to manage and be accountable for city-owned parking resources, be prepared for consideration by City Council.

The Winnipeg Parking Authority - Special Operating Agency ("the Agency") was created effective October 27, 2004 and commenced operations on January 1, 2005.

The Agency manages the parking facilities and related assets owned and previously operated by The City of Winnipeg ("the City"). The intent of the Agency is to provide excellent customer service, maximize the annual return of parking operations, and ensure its long-term sustainability.

2. *Significant Accounting Policies*

The financial statements have been prepared on the basis of Canadian generally accepted accounting principles ("GAAP") and include the following significant accounting policies:

a) Revenue and expense recognition

The financial statements are prepared using the accrual basis of accounting. The accrual basis of accounting recognizes revenue in the period in which it is earned provided it is measurable and collection is reasonably certain. Expenses are recorded in the period in which they are incurred as a result of receipt of goods or services and the creation of a legal obligation to pay.

b) Inventory

Inventory is recorded at the lower of cost and replacement cost.

2. *Significant Accounting Policies (continued)*

c) **Property, equipment and leasehold improvements**

Land and equipment were transferred January 1, 2005 from the City at a fair value as determined by independent consultants.

Property, equipment and leasehold improvements are amortized on a straight-line basis over the estimated useful life of the asset. In the year of acquisition 50% of the applicable amortization rates are used, with the exception of assets transferred from the City. The amortization rates are as follows:

Leasehold improvements	15 Years
Surface parking lots	5%
Parkades	2%
Vehicles	20%
Meters and pay stations	10%
Equipment	10-20%
Computer and advanced license plate recognition	33%
Office furniture and equipment	20%
Parkade betterments	5%

d) **Use of estimates**

The preparation of financial statements in conformity with Canadian GAAP requires management to make estimates. These estimates and assumptions are based on the City's best information and judgement and may differ significantly from actual results.

e) **Leases**

Leases are classified as capital or operating leases. Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as capital leases. All other leases are accounted for as operating leases and the related lease payments are charged to expenses as incurred.

3. *Financial Instruments*

The Agency's financial assets and liabilities are comprised of cash, accounts receivable, due to The City of Winnipeg - General Revenue Fund, accounts payable and accrued liabilities, vacation payable, customer deposits and long-term debt. The Agency is exposed to financial risks arising from its financial assets and liabilities.

Financial instruments are classified into one of the following five categories: held-for-trading, loans and receivables, held-to-maturity, available-for-sale or other liabilities. Initial measurement of financial instruments is at fair value; subsequent measurement and recognition of changes in fair value of financial instruments depends on their initial classification. The Agency's cash is classified as held-for-trading and the accounts receivable are classified as loans and receivables. Due to The City of Winnipeg - General Revenue Fund, accounts payable and accrued liabilities, vacation payable, customer deposits and long-term debt have been classified as other liabilities. Financial assets classified as held-for-trading are reported at fair value with changes in fair value recognized in the Statement of Operations and Deficit and transaction costs related to this classification of financial instruments are expensed as incurred. Financial assets and liabilities classified as loans and receivables and other liabilities are measured at amortized cost. The Agency will recognize changes in the fair value of loans and receivables only if realized, or impairment in the value of an asset occurs. The Agency has not classified any financial instrument as held-to-maturity or available-for-sale. The book value of the Agency's financial assets and liabilities approximates their fair value.

3. *Financial Instruments (continued)*

Credit Risk

Credit risk is the risk a customer will fail to perform an obligation or fail to pay amounts due causing a financial loss to the Agency. Financial instruments affected mostly by credit risk are accounts receivable.

As the Agency is in the business of managing all city-owned parking facilities and enforcing parking related bylaws, included in accounts receivable are amounts from various City of Winnipeg departments and other customers, which use the Agency's facilities and have outstanding citations. The Agency does not have significant exposure to credit risk given it does not have a significant amount of accounts receivable owing from one party. A reasonable allowance for noncollectible amounts is established, which is netted against accounts receivable on the Statement of Financial Position.

The age of accounts receivable and the allowance for doubtful accounts as at December 31, 2009 are as follows:

Current	$ 681
Less than one year past due	1,364
Greater than one year past due	2,655
	4,700
Allowance for doubtful accounts	(2,331)
	$ 2,369

The Agency does not hold collateral as security for these balances.

Liquidity Risk

Liquidity risk is the risk the Agency will encounter difficulty in meeting obligations associated with financial liabilities. Due to the Agency's relationship with The City of Winnipeg, it can rely upon sufficient financial resources from that source in the event internally generated cash flows or cash flows accessible through external sources are insufficient. Amounts due to The City of Winnipeg - General Revenue Fund are treated as subordinate to other obligations and have no fixed terms of repayment. The Agency's most recent business plan indicates that cash resources will be sufficient to meet its obligations.

Market Risk

Market risk is the risk the Agency is exposed to concerning the fair value of future cash flows of a financial instrument fluctuating because of changes in market price. For the Agency, the most significant aspect of market risk would be interest rate risk. Financial instruments affected mostly by interest rate risk are long-term debt and due to The City of Winnipeg - General Revenue Fund.

As the Agency's long-term debt is comprised entirely of fixed rate instruments, the Agency is not exposed to this risk. The Agency's due to The City of Winnipeg - General Revenue Fund is subject to floating interest rates and is used for short-term financing, which limits the Agency's exposure to this risk.

4. *Capital Management*

The Agency does not have any externally imposed capital requirements requiring compliance.

5. *Inventory*

The inventory expensed during the year was $16 thousand.

6. *Property, Equipment and Leasehold Improvements*

	Cost	Accumulated Amortization	Net Book Value 2009	2008
Land	$ 73	$ -	$ 73	$ 73
Leasehold improvements	529	123	406	321
Parking surfaces	408	27	381	65
Parkades	11,067	1,080	9,987	9,867
Vehicles	218	121	97	92
Meters and pay stations	9,419	1,919	7,500	5,471
Equipment	1,336	431	905	671
Computer equipment	377	351	26	13
Office furniture and equipment	232	146	86	56
	$ 23,659	$ 4,198	$ 19,461	$ 16,629

7. *Due to The City of Winnipeg - General Revenue Fund*

The City of Winnipeg operates a centralized treasury function with a single operating bank account in the General Revenue Fund. Consequently, the Agency does not have a bank account. Bank transactions are credited or charged to the "Due to" account when they are processed through the bank. Interest is charged or credited based on the City's average short-term earnings (cost of funds) on the single bank account. The December 31, 2009 effective interest rate was 0.2% (2008 - 1.5%).

Interest paid to The City of Winnipeg General Revenue Fund on the line of credit was $39 thousand for the year (2008 - $220 thousand).

8. *Long-Term Debt*

	2009	2008
The City of Winnipeg - General Revenue Fund		
Start-up loan, interest at 6%, with no specific terms of repayment	$ 12,218	$ 12,218
Equipment financing		
Capital lease loans repayable in annual installments of $7 thousand to $482 thousand, including an imputed interest rate of 6.9% with maturity dates between August 2009 and March 2011	1,113	1,907
Capital lease loans repayable in annual installments of $181 thousand to $780 thousand, including an imputed interest rate of 4.5% with maturity dates between January 2013 and October 2013	5,398	2,797
	18,729	16,922
Current portion of long-term debt	(14,254)	(13,012)
	$ 4,475	$ 3,910

8. Long-Term Debt (continued)

a) Principal repayments on the equipment financing loans due within the next four years are as follows:

2010	$ 2,036
2011	1,657
2012	1,378
2013	1,440
	$ 6,511

b) Interest paid to The City of Winnipeg General Revenue Fund on the start-up loan was $nil during 2009 (2008 - $733 thousand).

9. Employee Benefits

a) Pension

The Agency's employees are eligible for pensions under the Winnipeg Civic Employees' Benefits Program. The Plan is a defined benefit plan. The City of Winnipeg allocates its pension costs to various departments. During the year, $72 thousand (2008 - $68 thousand) of pension costs were allocated to the Agency. An actuarial valuation for the Winnipeg Civic Employees' Benefits Program was made as of December 31, 2008 and has an actuarial surplus.

b) Retirement allowance

Under the retirement allowance plan, qualifying employees become entitled to a cash payment upon retirement, death or termination of service under certain conditions (not resignation). The costs are actuarially determined using the projected benefit valuation method pro-rated on services and reflects management's best estimate of retirement ages of employees, salary escalation and length of service. In addition, adjustments arising from plan amendment, changes in assumptions, and experience gains and losses are amortized on a straight-line basis over 9.7 years, which represents the expected average remaining service life of the employee group. Amortization is calculated beginning in the year following the year of occurrence of the actuarial gains or losses.

The Agency measures its accrued retirement allowance obligation as at December 31 of each year. An actuarial valuation report of the obligation was prepared effective December 31, 2008. The results of this valuation were extrapolated to December 31, 2009.

Information about the Agency's retirement allowance benefit plan is as follows:

	2009	2008
Retirement allowance - accrued obligation:		
Balance, beginning of year	**$ 85**	$ 93
Current service cost	**5**	6
Interest cost	**4**	4
Benefit payments	**(19)**	(18)
Net actuarial gain	**23**	-
Balance, end of year	**98**	85
Unamortized net actuarial gain	**(19)**	2
Retirement allowance - accrued liability	**$ 79**	$ 87

9. Employee Benefits (continued)

Retirement allowance expense consists of the following:

	2009	2008
Current service cost	$ 5	$ 6
Interest cost	4	4
Amortization of net actuarial gain	2	-
	$ 11	$ 10

The significant actuarial assumptions adopted in measuring the retirement allowance obligation for the year ended December 31 are as follows:

	2009	2008
Valuation interest rate	4.40%	4.80%
General increases in pay	3.00%	3.00%

10. Enforcement Revenue

Prior to 2005, enforcement revenue was accounted for using the cash basis of accounting by the City. At January 1, 2005 a gross enforcement receivable was estimated at $12,182 thousand, which was assumed by the Agency, and a corresponding allowance for doubtful accounts set up. The Agency will recognize revenue as these accounts are recovered. Collections of pre-2005 citations during the year amounted to $344 thousand (2008 - $712 thousand).

11. Income Tax Equivalency

Commencing 2009, tax equivalency charges are no longer transferred to the City of Winnipeg General Revenue Fund (2008 - $500 thousand).

12. Related Party Transactions

The Agency is wholly-owned by the City. Transactions between the Agency and the City are in the normal course of operations and are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

a) Revenues include sales of $664 thousand (2008 - $533 thousand) to the City.

b) An amount of $36 thousand (2008 - $36 thousand) for general government charges has been included and paid to The City of Winnipeg General Revenue Fund which represents the estimated share of the City's general expenses applicable to the Agency.

c) In Services, an amount of $123 thousand (2008 - $114 thousand) has been charged by The City of Winnipeg Civic Accommodations Fund for the rental of office space.

d) Commencing 2009, overhead charges are no longer transferred to the City of Winnipeg General Revenue Fund (2008 - $203 thousand).

e) An amount of $234 thousand (2008 - $241 thousand) has been transferred to The City of Winnipeg General Revenue Fund for the cost of information technology, finance and human resources support services.

f) An amount of $126 thousand (2008 - $267 thousand) has been charged by The City of Winnipeg Building Services Fund for services provided at the various locations.

12. Related Party Transactions (continued)

g) In Services, an amount of $48 thousand (2008 - $48 thousand) has been charged by The City of Winnipeg Transit System Department for coin counting and deposit services.

h) An amount of $680 thousand (2008 - $658 thousand) has been transferred to The City of Winnipeg General Revenue Fund for payments-in-lieu of municipal taxes. These charges are based on estimated assessments and the mill rate that would have been applicable had these facilities been privately owned.

i) In Services, an amount of $367 thousand (2008 - $315 thousand) has been charged by The City of Winnipeg Fleet Management - Special Operating Agency for insurance, fuel, maintenance and rental on vehicles owned/leased by the Agency.

j) In Accounts receivable, an amount of $10 thousand (2008 - $27 thousand) is included for parking charges owing from the City.

k) An amount of $123 thousand (2008 - $nil) has been charged by The City of Winnipeg General Revenue Fund for the cost for 311 services.

13. Comparative Figures

Certain comparative figures have been reclassified to conform with the current year's presentation.

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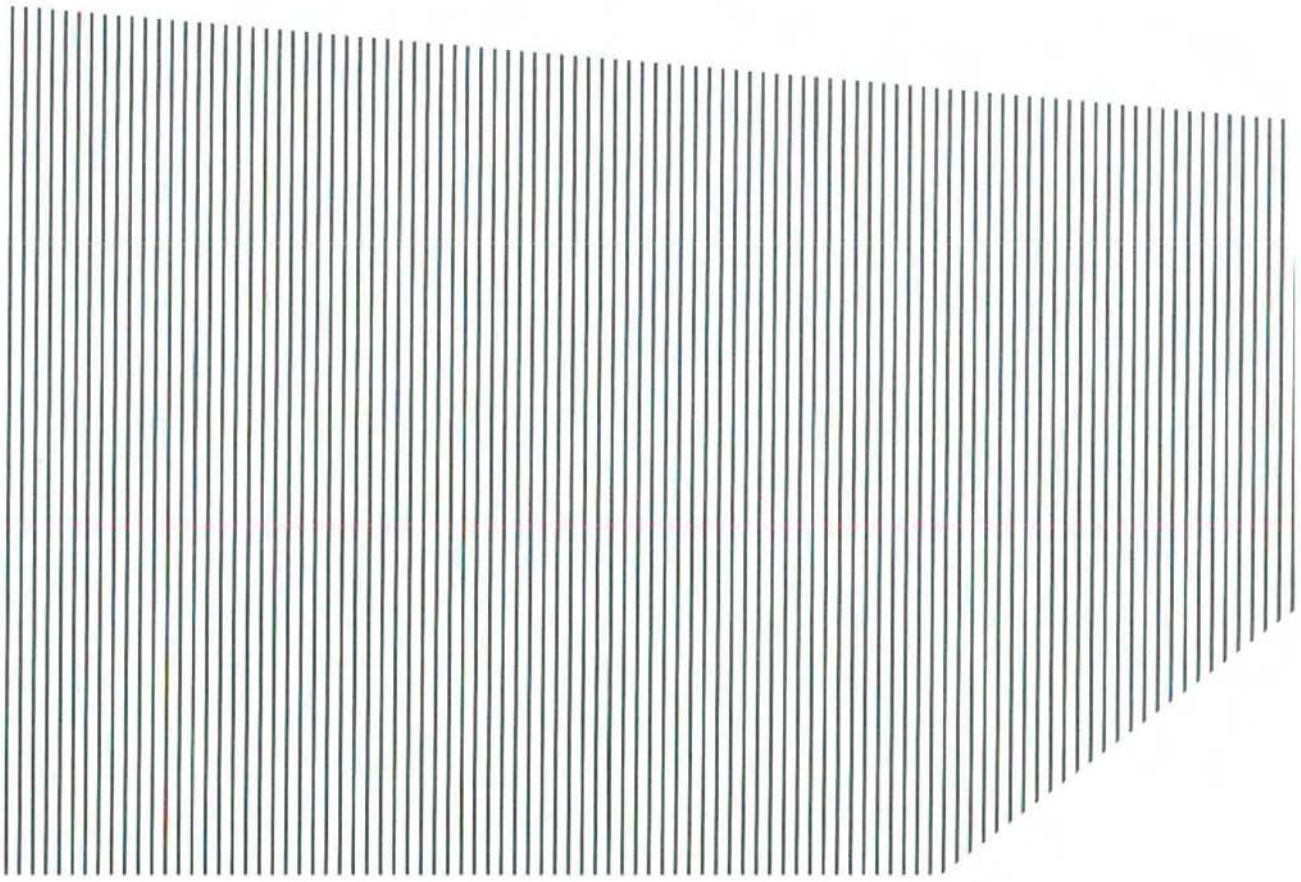


APPENDIX J

Update on Civic Centre Parkade required work



Crosier Kilgour &
Partners Ltd.

Crosier Kilgour & Partners Ltd.
CONSULTING STRUCTURAL ENGINEERS

January 10, 2011 Our File No. 2010-1074

Winnipeg Parking Authority
495 Portage Avenue
Winnipeg, Manitoba
R3B 2E4

Attention: Mr. Drew Gunson

Dear Mr. Gunson:

Re: Civic Centre Car Park; 171 Princess Street
Budget Update

At your request, the following letter provides an updated estimate of construction costs for the Civic Centre Car Park. The budgets provide are based on the recommendations summarized in the Crosier Kilgour & Partners' letter dated January 27, 2010.

Please note that accurate estimation of construction costs for remediation projects are difficult to provide because of the inherent number of variables associated with working on an existing structure. Hidden conditions can exist that can greatly increase the cost of repair which may not be exposed until construction is well under way. The repair scenarios presented are conceptual in nature and based on our observations, engineering judgment, and experience with the repair and rehabilitation of parking structures. Wherever possible, historic or recently obtained pricing has been used for estimating costs. The estimated construction costs provided must therefore be considered order-of-magnitude cost and are intended for discussion and decision making purposes only. Further investigation would be required in order to refine the budget pricing.

SHORT TERM PARKADE MAINTENANCE

This represents the minimum scope of work required in order to maintain the facility in a safe and useable condition for a period not exceeding 5 years. At the end of the 5 years it is assumed that the structure will be closed permanently. The scope of maintenance work would therefore be kept to a minimum and would largely consist of structural repairs required to maintain the structure in a useable and safe condition. The costs projection does not give consideration to mechanical, electrical, or operational items as they are beyond our scope of expertise. The following table provides an updated schedule of maintenance and shoring for the next five years.

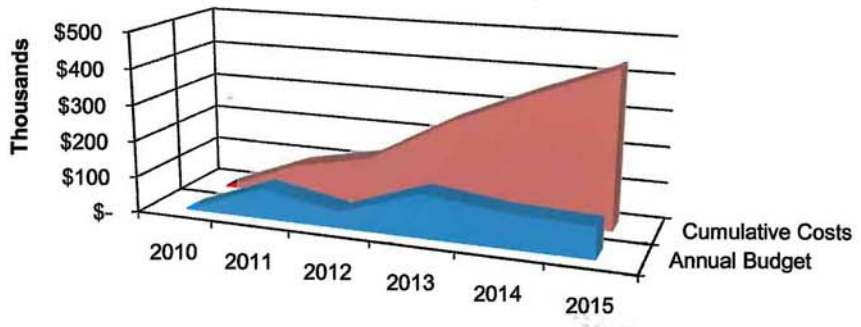
300-275 Carlton Street | Winnipeg, Manitoba R3C 5R6 | T 204.943.7501 | F 204.943.7507

Table 1: Annual Parkade Maintenance Costs

		Budget	Cumulative
December 2010			
Temporary shoring at select locations		$2,500.00*	$2,500.00
*Estimated			
Year 1: February/March 2011			
Emergency concrete repairs/removal allowance		$3,000.00	
Shoring Installation		$66,205.00	
Bearing saddle installation		$9,455.00	
General Requirement (Mobilization, insurance, permits, etc.)		$7,000.00	
	Total	**$85,660.00**	**$88,160.00**
Year 2: 2012			
Emergency concrete repairs/removal allowance		$20,000.00	
Localized joint repairs to address leakage (Optional)		$25,000.00	
	Total	**$45,000.00**	**$133,160.00**
Year 3: 2013			
Emergency concrete repairs/removal allowance		$20,000.00	
Shoring Installation (Allow 20 locs. x $4,000.00 /loc.)		$80,000.00	
Bearing saddle installation (Allow 4 locs. X $3,000.00 /loc.)		$12,000.00	
Localized joint repairs to address leakage (Optional)		$10,000.00	
	Total	**$122,000.00**	**$255,160.00**
Year 4: 2014			
Emergency concrete repairs/removal allowance		$10,000.00	
Shoring Installation (Allow 20 locs. x $4,000.00 /loc.)		$75,000.00	
Localized joint repairs to address leakage (Optional)		$10,000.00	
	Total	**$95,000.00**	**$350,160.00**
Year 5: 2015			
Emergency concrete repairs/removal allowance		$10,000.00	
Shoring Installation (Allow 20 locs. x $4,000.00 /loc.)		$60,000.00	
Bearing saddle installation (Allow 4 locs. X $3,000.00 /loc.)		$6,000.00	
Localized joint repairs to address leakage (Optional)		$10,000.00	
	Total	**$86,000.00**	**$436,160.00**

Cumulative Construction Costs	**$436,160.00**
Contingency (15%)	$65,400.00
Sub-Total	**$501,560.00**
Consulting Fees (15%)	$75,200.00
Total Costs (not incl. taxes)	**$576,760.00**
GST	$28,800.00
PST on Consulting Fees (est.)	$900.00
Total Costs (incl. taxes)	**$606,460.00**

Chart 1: Annual Parkade Maintenance Costs



	2010	2011	2012	2013	2014	2015
Annual Budget	$2,500.00	$85,660.00	$45,000.00	$122,000.00	$95,000.00	$86,000.00
Cumulative Costs	$2,500.00	$88,160.00	$133,160.00	$255,160.00	$350,160.00	$436,160.00

LONG TERM PARKADE RESTORATION

Conceptually, the restoration would consist of repairing the structural deficiencies at the single-tee anchor locations, miscellaneous structural concrete repairs, and replacement and/or upgrading of the waterproofing and drainage systems throughout the parkade. The preferred solution includes installation of a "thick" waterproofing system on Levels 1 through 7 consisting of a concrete wearing course overtop a cold-applied liquid waterproofing system applied directly over the precast tees. This option would provide an effective service life in the order of 25+ years with minimal maintenance. Note however that further investigation would be necessary to determine if this option is structurally viable. An alternate system consisting of a surface applied traffic-bearing membrane on Levels 3 through 7, similar to what exists now, would be viable and would have similar construction costs. A reduced service-life in the order of 15 years would be anticipated. This is largely due to the nature of the traffic-bearing membrane which requires periodic recoating. Additional investigation and design would be required in order to finalize the scope of work and determine appropriate timing. Notwithstanding, a phased approach to construction to construction would be required assuming that the work would be restricted to summer months.

Please note that prior investigative work has not included the structural floor slab in the PSB Garage. Although a formal investigation has not been completed, visual observations suggest that delamination is widespread and would likely exceed 20% of the total surface area of the slab. We would also expect that chloride levels would be very high. Based on the extent of delamination, slab construction, anticipated high chloride contamination, costs of repair, and effective service-life, removal and replacement of the slab would likely be the most cost-effective solution over the long term. Estimated repair costs for slab replacement have therefore been included in the following table.

Table 2: Long Term Parkade Restoration Costs

Level 1/Level 2	Est. Qty.	Unit Price	Budget Cost
Repair/modify existing precast single-tee connections.	129 locs.	$5,000.00 /loc.	$645,000.00
Structural concrete repairs to precast single-tees and cast-in-place concrete.	N/A	Allow	$50,000.00
Remove existing 4" topping and waterproofing membrane.	34,500 ft²	$6.00 /ft²	$207,000.00
Replace existing and install new floor drains tied into existing.	N/A	Allow	$50,000.00
Install new cold-applied liquid membrane and drainage composite.	34,500 ft²	$7.00 /ft²	$241,500.00
Install new 2" rigid insulation	34,500 ft²	$2.50 /ft²	$86,250.00
Install new 4"± concrete topping sloped to drains	34,500 ft²	$12.00 /ft²	$414,000.00
Expansion joint waterproofing	250 lin.ft.	$150.00 /lin.ft.	$37,500.00
Level 3/Level 4			
Repair/modify existing precast single-tee connections.	132 locs.	$5,000.00 /loc.	$660,000.00
Structural concrete repairs to precast single-tees and cast-in-place concrete.	N/A	Allow	$50,000.00
Remove existing 2" bonded concrete topping.	34,500 ft²	$8.00 /ft²	$276,000.00
Replace existing and install new floor drains tied into existing.	N/A	Allow	$50,000.00
Install new cold-applied liquid membrane and drainage composite.	34,500 ft²	$7.00 /ft²	$241,500.00
Install new 3"± concrete topping sloped to drains	34,500 ft²	$12.00 /ft²	$414,000.00
Expansion joint waterproofing	250 lin.ft.	$150.00 /lin.ft.	$37,500.00
Level 5/Level 6			
Repair/modify existing precast single-tee connections.	132 locs.	$5,000.00 /loc.	$660,000.00
Structural concrete repairs to precast single-tees and cast-in-place concrete.	N/A	Allow	$50,000.00
Remove existing 2" bonded concrete topping.	34,500 ft²	$9.00 /ft²	$310,500.00
Replace existing and install new floor drains tied into existing.	N/A	Allow	$50,000.00
Install new cold-applied liquid membrane and drainage composite.	34,500 ft²	$7.00 /ft²	$241,500.00
Install new 3"± concrete topping sloped to drains	34,500 ft²	$12.00 /ft²	$414,000.00
Expansion joint waterproofing	250 lin.ft.	$150.00 /lin.ft.	$37,500.00
Level 7			
Repair/modify existing precast single-tee connections.	66 locs.	$5,000.00 /loc.	$330,000.00
Structural concrete repairs to precast single-tees and cast-in-place concrete.	N/A	Allow	$25,000.00
Remove existing 2" bonded concrete topping.	17,250 ft²	$9.00 /ft²	$155,250.00
Replace existing and install new floor drains tied into existing.	N/A	Allow	$25,000.00
Install new cold-applied liquid membrane and drainage composite.	17,250 ft²	$7.00 /ft²	$120,750.00
Install new 3"± concrete topping sloped to drains	17,250 ft²	$12.00 /ft²	$207,000.00
Expansion joint waterproofing	125 lin.ft.	$150.00 /lin.ft.	$18,750.00

Table 2: Long Term Parkade Restoration Costs cont...

Parkade Ramps			
Structural concrete repairs (Allow 5% of surface area)	540 ft²	$50.00 /ft²	$27,000.00
Install new traffic-bearing epoxy membrane	10,800 ft²	$20.00 /ft²	$216,000.00
PSB Garage			
Removal and replacement of existing 5" structural slab including new drains and waterproofing membrane.	25,000 ft²	$80.00 /ft²	$2,000,000.00
	Estimated Construction Costs		**$8,348,500.00**
	Contingency (15%)		$1,252,300.00
	Sub-Total		**$9,600,800.00**
	Consulting Fees (12%)		$1,152,100.00
	Total Costs (not incl. taxes)		**$10,752,900.00**
	GST		$537,600.00
	PST on Consulting Fees (est.)		$14,500.00
	Total Costs (incl. taxes)		**$11,305,000.00**

In terms of timing and phasing, due to safety concerns the intent of the proposed phasing would be to prioritize areas which represent a structural or safety concerns, such as the single-tee connections and concrete repairs, before proceeding with items such as waterproofing. At this time, it is presumed that deferral of the PSB Garage restoration would be viable. Further investigation would be required to determine deferral is viable. The following table provides a proposed schedule for repairs.

Table 3: Long Term Parkade Restoration Phasing

Year 1: Structural Repairs	**Est. Qty.**	**Unit Price**	**Budget Cost**
Repair/modify existing precast single-tee connections.	459 locs.	$5,000.00 /loc.	$2,295,000.00
Structural concrete repairs to precast single-tees and cast-in-place concrete.	N/A	Allow	$175,000.00
		Sub-Total: Year 1	**$2,470,000.00**

Year 2: Level 1/Level 2	**Est. Qty.**	**Unit Price**	**Budget Cost**
Remove existing 4" topping and waterproofing membrane.	34,500 ft²	$6.00 /ft²	$207,000.00
Replace existing and install new floor drains tied into existing.	N/A	Allow	$50,000.00
Install new cold-applied liquid membrane and drainage composite.	34,500 ft²	$7.00 /ft²	$241,500.00
Install new 2" rigid insulation	34,500 ft²	$2.50 /ft²	$86,250.00
Install new 4"± concrete topping sloped to drains	34,500 ft²	$12.00 /ft²	$414,000.00
Expansion joint waterproofing	250 lin.ft.	$150.00 /lin.ft.	$37,500.00
Structural concrete repairs to parkade ramps	90 ft²	$50.00 /ft²	$4,500.00
Install new traffic-bearing epoxy membrane	1,800 ft²	$20.00 /ft²	$36,000.00
		Sub-Total: Year 2	**$1,076,750.00**

Table 3: Long Term Parkade Restoration Phasing cont...

Year 3: Level 3/Level 4			
Remove existing 2" bonded concrete topping.	34,500 ft²	$8.00 /ft²	$276,000.00
Replace existing and install new floor drains tied into existing.	N/A	Allow	$50,000.00
Install new cold-applied liquid membrane and drainage composite.	34,500 ft²	$7.00 /ft²	$241,500.00
Install new 3"± concrete topping sloped to drains	34,500 ft²	$12.00 /ft²	$414,000.00
Expansion joint waterproofing	250 lin.ft.	$150.00 /lin.ft.	$37,500.00
Structural concrete repairs to parkade ramps	180 ft²	$50.00 /ft²	$9,000.00
Install new traffic-bearing epoxy membrane	3,600 ft²	$20.00 /ft²	$72,000.00
		Sub-Total: Year 3	**$1,100,000.00**
Year 4: Level 5/Level 6/Level 7			
Remove existing 2" bonded concrete topping.	51,750 ft²	$9.00 /ft²	$465,750.00
Replace existing and install new floor drains tied into existing.	N/A	Allow	$75,000.00
Install new cold-applied liquid membrane and drainage composite.	51,750 ft²	$7.00 /ft²	$362,250.00
Install new 3"± concrete topping sloped to drains	51,750 ft²	$12.00 /ft²	$621,000.00
Expansion joint waterproofing	375 lin.ft.	$150.00 /lin.ft.	$56,250.00
Structural concrete repairs to parkade ramps	270 ft²	$50.00 /ft²	$13,500.00
Install new traffic-bearing epoxy membrane	5,400 ft²	$20.00 /ft²	$108,000.00
		Sub-Total: Year 4	**$1,701,750.00**
Year 5: PSB Garage			
Removal and replacement of existing 5" structural slab including new drains and waterproofing membrane.	25,000 ft²	$80.00 /ft²	$2,000,000.00
		Sub-Total: Year 4	**$2,000,000.00**

I trust that this report provides you with the information you require. Upon your review, if you have any questions, please do not hesitate to call.

Yours truly,

Derek J. Mizak, P.Eng.

/djm



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APEGM
Certificate of Authorization
Crosier Kilgour & Partners Ltd.
No. 235 Date: JAN 10/11

APPENDIX K

Members appointed for two-year term

The Agency proposes the following members:

Stakeholder group	**Member**
Chief Administrative Officer designate (Chair)	Alex Robinson
Executive Member of the Canadian Union of Public Employees (CUPE)	Vacant
Representative of CentreVenture	Ross McGowan
Representative of Downtown BIZ	Stefano Grande
Representative of Exchange BIZ	Brian Timmerman
Representative of West End BIZ	Gloria Cardwell-Hoeppner
Representative of Selkirk Avenue BIZ	Vacant
Representative of Forks North Portage	Jim August
Representative of Winnipeg Chamber of Commerce	David Angus
Representative of Economic Development Winnipeg (Formerly Destination Winnipeg)	Greg Dandewich