Minute No. 544
Report – Alternate Service Delivery Committee – July 6, 2012

Item No. 3 Winnipeg Parking Authority SOA- 2012 Business Plan (Selection Report)

COUNCIL DECISION:

Council concurred in the recommendation of the Alternate Service Delivery Committee and adopted the following:

1. That the 2012 Business Plan (Selection Report) for the Winnipeg Parking Authority Special Operating Agency including the 2012 budget be approved and the Financial Projections for 2013 and 2014 as outlined in Appendix A, be endorsed in principle.

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

Report – Alternate Service Delivery Committee – July 6, 2012

DECISION MAKING HISTORY:

Moved by Councillor Fielding,

That the recommendation of the Alternate Service Delivery Committee be adopted by consent.

Carried

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On July 11, 2012, the Executive Policy Committee concurred in the recommendation of the Alternate Service Delivery Committee, and submitted the matter to Council.

COMMITTEE RECOMMENDATION:

On July 6, 2012, the Alternate Service Delivery Committee concurred in the recommendation of the Winnipeg Public Service and submitted the matter to the Executive Policy Committee and Council.

ADMINISTRATIVE REPORT

Title: **2012 Winnipeg Parking Authority Business Plan (Selection Report)**

Issue:

Winnipeg Parking Authority (WPA) Special Operating Agency 2012 Business Plan (Selection Report);

Critical Path: **Alternate Service Delivery Committee, Executive Policy Committee, Council**

AUTHORIZATION

Author	Department Head	CFO	CAO
K. Boutilier, WPA	R. Topolniski, COO, WPA	M Ruta	D Joshi COO

RECOMMENDATIONS

1. That the 2012 Business Plan (Selection Report) for the Winnipeg Parking Authority Special Operating Agency including the 2012 budget be approved and the Financial Projections for 2013 and 2014 as outlined in Appendix A, be endorsed in principle.

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.

IMPLICATIONS OF THE RECOMMENDATIONS

- Recommendation 1 – Business Plan 2012-2014 - Financial provisions for revenue and expenses will be reviewed and adopted prior to March 20, 2012, with the rest of the City's 2012-2014 Operating Budgets. The 2012-2014 Business Plan supplements this with Financial Projections in Appendix A.
- The WPA's net income was $3,012,000 in 2011. During this time the WPA has completed significant improvements to its operating facilities and services.
- In conjunction with the corporate performance measures coordinator, the Agency will begin to report performance measures based on the City's participation in the Ontario Municipal Benchmark Initiative (OMBI). Publicly reported information, and amplifying commentary is contained as part of the material in Appendix E.
- 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 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.
- 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. Implementation of this initiative will be brought forward in a separate report.

HISTORY

2011

2011 was the seventh year of operation for the Winnipeg Parking Authority.

Winnipeg Square Parkade was sold to private interests on April 30th, 2010. The proceeds of sale have been or are currently being distributed in accordance with the WPA Priority Strategies as approved by Council on March 23, 2011, and in support of the Downtown Parking Strategy as approved by Council on December 14, 2011.

City Owned Facilities

Civic Centre Parkade

- While work commenced immediately under the expenditures approved by Council, the rate of deterioration of the facility has increased, resulting in an anticipated requirement for additional funds beyond the initial $606,420 over five years.
- PP&D has received authority from the CFO to continue to perform critical short-term maintenance to allow safe operation.
- The Agency will be bringing forward a separate report to Council that addresses the long term plans for the facility.

Millennium Library Parkade

- The rehabilitation of the Millennium Library Parkade remains at the report and RFP stage and interdepartmental reports relating to the scope of work are ongoing.
- Work is ongoing with PP&D to manage this work and an RFP for the rehabilitation project was issued and which closed on December 22, 2011.

Surface Parking Lots

- The Agency initiated consultation with the planning department to examine methods to regulate surface parking lots within the downtown through possible amendments to the Private Parking By-Law.

Compliance

- With the recent hiring of the Manager, Regulation & Compliance, additional initiatives aimed at improving the service to the citizens have commenced as with ongoing initiatives between the Agency and the Public Works Department.
- Work continues with the Provincial Department of Justice with respect to the expected timeline for the publishing of regulations in support of the Screening Officer provisions of the *Summary Convictions Act*.

By-Laws

- Amendments to fines related to meter offences were rolled out in late fall after consultation with stakeholders to allow them time to advise their membership of the reasoning behind the fine increases.
- Delegation from the Director of Public Works relating to WPA enforcement of those sections of the Streets By-Law relating to vehicles, including abandoned vehicles has been received.
- The Agency and the Department of Public Works commenced a review of the current policies with respect to use of streets permits and the WPA enforcement of same.

Loading Zones

- Initial work by the Exchange BIZ allowed for the removal/rationalization of over 30 loading zones in this area, freeing up 50 additional daytime metered spaces and 102 evening spaces on the streets.
- Work is ongoing on itemizing the large number of loading zones in the downtown and in developing a process for consultation with property owners/users with respect to removal/rationalization.
- During the review process, a need for changes to the current regulations relating to loading zones was identified and proposed amendments to the Traffic By-Law were brought forth in a separate report.

Meters

- Stakeholder consultation was conducted over the summer and recommendations developed which will be brought forward to Council in a separate report. The recommendations will outline the recommended areas for expansion of high demand price zones.
- No changes to Saturday parking will be recommended at this time.

Finances

- Revenues were slightly lower than budget but higher than previous year. Generally, enforcement is up, meters are better utilized versus last year and lower than budget as the budget contained a provision for more meters (in other words, on a per unit basis we are on target). While the Millennium Library Parkade shows higher revenue than last year, it is lower than budget.
- Expenses are generally lower than either last year or versus budget. Previous year expenses included operating costs for the first four months for the Winnipeg Square facility not found in the current year. The budget reflects those decreases and the actual expenses are tracking lower than budget.
- Net performance was better than forecast.

In 2011, WPA's net income was $3,012,000 (2010 – $16,697,000 with Gain on Sale; or $858,000). The financial highlights for 2011 are as follows:

- Gross revenues were $16,408,000 (2010 - $31,427,000 with Gain on Sale; or $15,588,000).
- Parkade revenues were $1,904,000 (2010 - $2,888,000 including Winnipeg Square; or $1,828,000).
- Surface lot revenues were $1,357,000 (2010 - $1,314,000).
- Meter revenues were $5,119,000 (2010 - $4,666,000).
- Parking enforcement revenues were $7,929,000 (2010 - $6,536,000).

Comparative financial statements for 2011 are attached for information in Appendix A.

Human Resources

- Staffing levels continue to present challenges as many of the gaps in staffing are at the managerial level resulting in the delay in commencement of important strategic initiatives, particularly in the operations section.
- A report on the structure of the Agency has been approved and will address appropriate staffing levels to support customer service, efficiency and succession planning.

Service Delivery

During 2011, The Agency implemented the following improvements to service delivery for the citizens of Winnipeg:

- Transition from a third-party provider to a self-hosted on-line payment system, resulting in improved efficiencies and self-service options.
- Business processes in service delivery were streamlined, resulting in greater staff engagement and increased customer service.

2012

In 2012, the Agency will continue to manage and continuously improve its facilities and services in accordance with its mandate. In conjunction with the Manager of Infrastructure Planning, the Agency will more closely align with the Asset Management Initiative as presented to the Executive Policy Committee, December 8, 2010.

The goal of the Asset Management Initiative is to set up corporate standards / leading practices and processes to ensure an effective and efficient asset management program. The benefits includes freeing up limited capital budget funds and shifting funds to highest priority areas based on life cycle costing and triple bottom line approaches.

This will allow the Agency to assess asset management strategies, objectives and plans in a more efficient and effective manner.

Service Delivery

Building on initiatives begun in 2011 the Agency will further improve service delivery by implementing an on-line 'Request for Review" process and expanding the e-business functionality. Additional improvements in the areas of customer service including improvements to the Agency's web presence.

The Agency will continue to work with the provincial Department of Justice with respect to the screening officer provisions of the *Summary Convictions Act.* This is expected to result in improved service delivery.

Off-Street Parking

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 to not 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 upgrade the access and revenue control system in the parkades, which will result in improved functionality and performance reporting.
- The WPA will begin the rehabilitation of the Millennium Library Parkade in 2012.

- The WPA will continue to perform critical, short-term maintenance on the Civic Centre Parkade to maintain the facility in a safe and useable condition and that a further report will be submitted for Council consideration that outlines long-term options for the future of the facility.
- The WPA will continue to provide enhanced physical security upgrades to parkades, including replacing lighting units as older 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 the Employee Parking Policy that has been in place for many years.
- The Agency will continue to 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

- Going forward, the Agency's policies with respect to surface parking lots will be guided by the principles outlined in the Downtown Parking Strategy.
- The Agency will continue to work with CentreVenture, Planning, Property and Development, Public Works 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 will continue to consult with Property, Planning and Development, Public Works, 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 continue to 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 functionality of the ALPR system will be expanded to allow for location based enforcement in addition to time based enforcement.
- The Agency will continue to work cooperatively with the WPS to formalize a program of joint enforcement of traffic safety issues in school zones.
- 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.

On-Street Parking

Service/Care Providers

The WPA frequently receives requests for a temporary lifting of the residential timed parking restriction from both tradespersons and care providers (such as home care workers) who, in the normal course of their work, need to remain parked in excess of the posted time restriction. In order to allow for the issuance of a permit which would allow service or care providers to exceed the posted restriction, an amendment to the Traffic By-Law is required. This amendment was brought forward in a separate report to Council.

Loading Zones

Recent discussions with the Provincial Crown Attorney's Office and feedback during consultation regarding changes to on-street parking in the downtown have demonstrated that there is a public misconception regarding the appropriate use of loading zones.

In order to change public perception, and in keeping with the mandate of the WPA to manage the private use of the public right-of-way, the Traffic By-Law will need to be amended to include:

- Clear definitions of commercial, institutional and residential loading zones;
- A posted maximum time for being parked in a loading zone; and
- Clear provisions with respect to designated disabled loading zones and the maximum loading times for disabled permit holders.

Amendments to the Traffic By-Law were brought forward in a separate report to Council.

The WPA has tightened the restrictions on when commercial loading zones may be granted and is preparing a manual outlining these restrictions to provide greater transparency for this process. A review of loading zones in the downtown has been completed and the WPA will begin consultation with property managers/building owners regarding the reduction in scope or, as appropriate, removal of loading zones to better reflect the intended use of loading zones and increase the availability of short-term on-street parking where applicable.

Initial changes to existing loading zones during 2012 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.

Residential Parking Program

During 2012, the Residential Permit program will be changed to a 'street-based' issuance process which will provide the Agency increased ability to respond to changing demands for the use of the public right-of-way in residential areas and improve service to the citizens

Where time restricted parking exists to support the residential parking permit program, the Agency will revise 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

In accordance with the WPA 2011 Business Plan approved by Council, the Agency engaged in consultation with numerous stakeholders in the downtown and Exchange districts who may be affected by the proposed high demand zones. In addition, additional data relating to evening and Saturday demand was gathered and analyzed. This process occurred throughout the summer and early fall of 2011.

While changes to meter rates and times have been delegated to the CAO by Council, the WPA will bring the proposed high demand areas before Council for approval in a separate report.

Changes to rates in high demand zones and the implementation of the previously approved 8am opening time will be implemented during the fall of 2012 and will include a significant public information campaign to ensure citizens are made aware of the effective date of the changes.

Pay-by-Cell

During 2012, the Agency will transition to a greater number of smaller zones for pay-by-cell use, to allow for better monitoring of demand across the on-street inventory. In addition, as the existing pay-by-cell system includes a 30 minute 'lockout' once a customer has reached the maximum allowable time, increased zones will allow those customers who use pay-by-cell as a result of frequent short stops throughout the downtown and Exchange districts to make greater use of the system.

Paystation Installation

While no specific paystation installations are contemplated in 2012 there is a provision for expansion. Where additional paystation pilots are proposed, the Agency will consult directly with the area councillor and key stakeholders. In cases where paystations are planned for implementation, the Agency will conduct a door to door communication campaign to educate area residents and businesses. In accordance with municipal best practices, the WPA will consider paystation 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.

The WPA will continue to partner with the Downtown, West End and Exchange BIZ organizations to utilize BIZ cleanup crews to improve litter pickup, beautification and clearance of snow at the base of paystations. During 2012 the Agency will formalize this program to mirror the grants issuance process utilized by Community Services for graffiti reduction. This will ensure that paystations remain accessible and project a good image for the City throughout the year.

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.

Finances

In 2012, WPA is expected to earn $16,259,000 (2011 - $16,408,000) total revenue, with operating expenses of $14,029,000 (2011- $13,396,000).

The Agency is proceeding with a mid-life restoration of the Millennium Library Parkade and is also preparing a report relating to the future of the Civic Centre Parkade.

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.

The Agency will improve its effective control over the organization by using city staff to fill key positions and to reduce the use of contractors in those roles. Positions relating to Quality Assurance, Information Technology, Compliance and Communications will be established within the collective agreement and replace services that were provided by contractors.

Performance Measurement

The WPA is a participant with other City departments in the Ontario Municipal Benchmarking Initiative (OMBI) and the publically reportable results and amplifying comments are contained in Appendix E.

In addition to participation in the OMBI, the WPA monitors a number of other metrics, both to assess year over year performance and to benchmark against other Canadian municipalities. These measures are also reported in Appendix E.

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 2012 builds on the success of the WPA's first seven years of operation and drives toward the goals of service improvement, promoting economic development and revenue generation that were established in Council's Downtown Parking Policy, the WPA's Operating Charter and Downtown Parking Strategy.

FINANCIAL IMPACT

Financial Impact Statement Date: June 15, 2012

Project Name: **First Year of Program** **2012**

2012 Business Plan (Selection Report) - Winnipeg Parking Authority

	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	$ -	$ -	$ -	$ -	$ -
Less: Incremental Revenue/Recovery					
Net Cost/(Benefit)	$ -	$ -	$ -	$ -	$ -
Less: Existing Budget Amounts					
Net Budget Adjustment Required	$ -	$ -	$ -	$ -	$ -

Additional Comments:

See Appendix A for the 2012 - 2014 Projected Financial Statement and Notes

original signed by
Kevin Boutilier
Manager of Finance & Administration

CONSULTATION

In preparing this report there was consultation with:

SUBMITTED BY

Department: Winnipeg Parking Authority
Division
Prepared by: Kevin Boutilier
Date: July 3, 2012
File No.

APPENDIX A

Audited Financial Statements 2010

Financial Projections 2011-2014

Financial Projections

- Projected Statement of Operations and Accumulated Surplus 2011-2014 14
- Projected Statement of Financial Position 2011-2014 15
- Projected Statement of Change of Net Financial Assets 2011-2014 16
- Notes to the Financial Projections 17

Winnipeg Parking Authority - Special Operating Agency
Statement of Operations and Accumulated Surplus
For the Years Ended December 31
(in thousands of dollars)

	Note	Actual 2010	Council Adopted 2011	Actual 2011	Variance	2012	2013	2014
Revenues:								
Enforcement	1	6,536	7,334	7,929	595	7,445	7,450	7,450
Parking Fees								
Winnipeg Square Parkade	2	1,060	-	-	-	-	-	-
Millennium Library Parkade		911	1,443	1,037	(406)	750	770	770
Civic Centre Parkade		917	875	867	(8)	897	920	920
Surface Parking Lots	3	1,314	1,139	1,357	218	1,479	1,509	1,509
Special Events		-	-	-	-	335	342	342
Meters	4	4,666	5,393	5,119	(274)	5,293	5,655	5,655
Parking Permits		75	99	94	(5)	99	99	99
Winnipeg Square Ground Lease		109	-	-	-	-	-	-
Bank Charges		-	-	-	-	(40)	(40)	(40)
Sundry		-	2	5	7	1	1	1
Gain on Sale of Assets		15,839	-	-	-	-	-	-
Total Revenues		31,427	16,285	16,408	123	16,259	16,706	16,706
Expenses:								
Services								
Parking Enforcement	5	3,255	3,081	2,727	(354)	2,827	2,647	2,647
Parkade Management	6	576	241	608	367	510	520	531
Special Events		-	-	-	-	110	112	115
Meters	7	915	478	597	119	622	669	683
Utilities		1,384	976	928	(48)	1,043	1,083	1,083
Other Services	7	2,095	1,725	1,674	(51)	1,571	1,663	1,588
Salaries & Employee Benefits	8	1,277	1,901	1,641	(260)	2,187	2,546	2,666
Materials, parts and supplies	9	1,613	1,758	1,913	155	1,711	1,843	1,835
Amortization	10	1,355	1,647	1,355	(292)	1,465	1,662	1,716
Recoveries		-	-	(27)	-	-	-	-
Provision for Bad Debts	11	640	718	768	50	737	740	740
Debt and Finance Charges		431	322	333	32	202	165	127
Other	12	1,189	895	879	(16)	1,044	1,051	1,053
Total Expenses		14,730	13,742	13,396	(346)	14,029	14,701	14,784
Net Income		16,697	2,543	3,012	469	2,230	2,005	1,922
Accumulated Surplus (Deficit) - Beginning	13	(5,029)	11,624	11,624	-	14,594	16,824	18,829
Distribution to City		(44)	-	(42)	(42)	-	-	-
		(5,073)	11,624	11,582	(42)	14,594	16,824	18,829
Accumulated Surplus - Ending		11,624	14,167	14,594	427	16,824	18,829	20,751

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

		Actual 2010	Council Adopted 2011	Actual 2011	2012	2013	2014
FINANCIAL ASSETS							
Cash		96	50	87	55	58	61
Accounts receivable, net		26,631	2,300	14,278	14,641	15,373	16,141
		26,727	2,350	14,365	14,696	15,431	16,202
LIABILITIES							
Due to General Revenue Fund		8,037	(19,029)	1,653	4,672	3,598	1,437
Accounts payable and accrued liabilities		1,056	575	912	600	600	600
Deferred revenue		242	7	236	350	350	350
Debt		16,693	16,835	6,736	5,238	3,493	3,176
Retirement allowance, vacation and compensated absences		227	331	251	207	208	209
Other	13	-	15	-	-	-	-
		26,255	(1,266)	9,788	11,067	8,249	5,772
NET FINANCIAL ASSETS		472	3,616	4,577	3,629	7,182	10,430
NON-FINANCIAL ASSETS							
Tangible capital assets		10,671	10,468	9,896	13,099	11,551	10,225
Inventories		457	82	111	95	95	95
Prepaid expenses		24	1	10	1	1	1
		11,152	10,551	10,017	13,195	11,647	10,321
ACCUMULATED SURPLUS		11,624	14,167	14,594	16,824	18,829	20,751

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

		Actual 2010	Council Adopted 2011	Actual 2011	Variance	2012	2013	2014
EXCESS REVENUES OVER EXPENSES		16,697	2,543	3,012	125	2,230	2,005	1,922
Amortization of tangible capital assets		1,355	1,647	1,355	(259)	1,465	1,662	1,716
Proceeds on disposal of tangible capital assets		23,534	-	-	-	-	-	-
Gain on disposal of tangible capital assts		(15,839)	-	-	-	-	-	-
Change in inventories and prepaid expenses		-	400	360	(40)	25	-	-
Other		-	10	-	(10)	-	-	-
Transfer to the City of Winnipeg General Revenue Fund		(44)	-	(42)	(42)	-	-	-
Acquisition of tangible capital assets		(260)	(1,441)	(580)	861	(4,668)	(114)	(390)
INCREASE (DECREASE) IN NET FINANCIAL ASSETS		25,443	3,159	4,105	946	(948)	3,553	3,248
NET FINANCIAL ASSETS (LIABILITIES), BEGINNING OF YEAR								
As previously reported		(24,956)	472	472	-	4,577	3,629	7,182
Change in accounting policies	13	(15)	(15)	-	15	-	-	-
As restated		(24,971)	457	472	15	4,577	3,629	7,182
NET FINANCIAL ASSETS, END OF YEAR		472	3,616	4,577	961	3,629	7,182	10,430

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 revenues were less than budget by $406,000 and 28.1%. In 2011, there was a recovery from the lost revenues as well as an increase in the amount of “Event Nights” at the nearby MTS Centre, resulting in more “Special Events” parking revenues.
- Civic Centre Parkade revenues were less than budget by $8,000 and 0.9% as a result of a reduction of available stalls due to structural repair work.

3. Surface Parking Lots

Surface Parking Lot revenues were greater than budget by $ 218,000 and 19.1%.

4. Meters

Meter revenues were less than budget by $274,000 and 5.1% due to the fact that the provision made to expand the supply of On-Street parking was not realized.

Total revenues were more than budget by $123,000 and 0.8% in 2011.

5. Parking Enforcement

Parking Enforcement costs are less than budget by $ 354,000 and 11.5% due to improvements in to time and shift management was seen with the Agency’s Enforcement Contract resources.

6. Parkade Management

Parkade Management costs include the operation of the Millennium Library and Civic Centre Parkades.

7. Meters & Other Services

- Meters expenses were over budget by $119,000 and 24.9%;
- Utilities and Other Services costs were under budget by $99,000 and 3.7%.

8. Salaries & Employee Benefits

The Agency experienced several vacancies during 2011.

9. Materials, Parts & Supplies

Material, Parts & Supplies costs were greater than budget by $155,000 and 8.8%, due to increased costs including structural repair work at the Civic Centre Parkade.

10. Amortization

Expenses were $292,000 and 17.7% lower than Budget due to the fact that the provision made to expand the supply of On-Street parking was not realized.

11. Provision for Bad Debts

The Agency is the only Parking Authority in North America which is 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.

12. Other

This includes Municipal tax equivalency charges of $433,000 and Allocated departmental charges of $446,000.

13. Change in Accounting Policies

The 2010 Audited Financial Statements include an adjustment of $15,000 regarding a Change in Accounting Policy related to the requirement of the Agency to present its financial position in compliance with the new Public Sector Accounting Standards.

APPENDIX B

City-Owned Infrastructure Renewal

Winnipeg Parking Authority - Special Operating Agency
Parking Infrastructure Renewal
For the Years Ended December 31
(in thousands of dollars)

Location		2012	2013	2014	2015	2016	Total
Civic Centre Parkade - Concrete, Waterproofing and Protection Systems	1	-	-	-	-	-	-
Millennium Library Parkade - Rehabilitation (approved March 23, 2011)	2	3,300	-	-	-	-	3,300
Pay and Display units	3	1,301	-	-	-	-	1,301
Operations - Provision for surface lots	4	60	60	60	60	60	240
Administration - Technology	5	54	54	330	150	50	588
Total Parkade		4,715	114	390	210	110	5,429

1. Civic Centre Parkade

The future of this facility depends upon Council's consideration of a forthcoming report.

2. Millennium Library Parkade

As approved by Council on March 23, 2011 under Winnipeg Parking Authority – Projects for Immediate Action.

3. Pay and Display units

While there are no specific plans to add Pay and Display units in 2012, there is a provision to purchase additional paystations should Council identify locations where control of on-street parking is deemed appropriate. Any future considerations will occur as a result of consultation with the Ward Councilor, as well as area stakeholders.

4. Operations

This is a provision for capital upgrades to surface lots.

5. Administration

This is an annual general provision. However, an upgrade to the existing Enforcement Officers' Handheld units is provided for in 2014 as hardware becomes exhausted, and as technology continues to improve and provide added features to assist with customer service. Furthermore, there is provision in 2015 for the enhancement of the successful AutoVu Mobile LPR Program.

APPENDIX C

Schedule of Fees and Charges

Provided for Information

(Subject to change without notice)

PRODUCT		FEES				
	DESCRIPTION	2011	2012	GST	UNITS	Effective
Parking fee - Millennium Library						
	Monthly 12 hour reserved	$225.00	$231.00	Add	per month	August 1, 2012
	Monthly non reserved	$195.00	$200.00	Add	per month	August 1, 2012
	Monthly non reserved evenings	$50.00		Add	per month	August 1, 2012
	Casual daily maximum	$12.00	$14.00	Included	max per day	August 1, 2012
	Casual evening maximum	$8.00	$8.00	Included	max per evening	August 1, 2012
	Casual each half hour	$2.00	$2.00	Included	per 1/2 hour	August 1, 2012
	Casual lost ticket charge	$20.00	$23.00	Included	per occurrence	August 1, 2012
Parking fee - Civic Centre Car Park						
	Monthly 12 hour reserved	$215.00	$226.00	Add	per month	August 1, 2012
	Monthly 12 hour reserved - discounted	$205.00	$215.00	Add	per month	August 1, 2012
	Monthly non reserved	$156.00	$162.00	Add	per month	August 1, 2012
	Monthly non reserved - discounted	$146.00	$152.00	Add	per month	August 1, 2012
	Monthly non reserved evenings	$50.00	$50.00	Add	per month	August 1, 2012
	Casual daily maximum	$14.00	$14.00	Add	max per day	August 1, 2012
	Casual evening maximum	$8.00	$8.00	Included	per evening	August 1, 2012
	Casual each half hour	$2.00	$2.00	Included	per 1/2 hour	August 1, 2012
	Casual lost ticket charge	$23.00	$23.00	Included	per occurrence	August 1, 2012
Parking fee - Surface Lot, Urban						
	Monthly 12 hour reserved	$114.00	$115.00	Add	per month	June 1, 2012
	Monthly 12 hour reserved - discounted	$109.00	$110.00	Add	per month	June 1, 2012
	Monthly non reserved	$91.00	$93.00	Add	per month	June 1, 2012
	Monthly non reserved - discounted	$86.00	$88.00	Add	per month	June 1, 2012
	Casual daily maximum	$8.00	$8.00	Included	per day	June 1, 2012
	Casual evening maximum	$8.00	$8.00	Included	per day	June 1, 2012
	Casual each half hour	$1.00	$1.00	Included	per 1/2 hour	June 1, 2012
	Casual lost ticket charge	$10.00	$10.00	Included	per occurrence	June 1, 2012
	Oversize vehicle	$20.00	$20.00	Included	per day	January 1, 2012
Parking fee - surface lot, suburban						
	Monthly non reserved	$41.00	$41.00	Add	per month	June 1, 2012
	Monthly non reserved - discounted	$36.00	$36.00	Add	per month	June 1, 2012
	Monthly reserved	$91.00	$93.00	Add	per month	June 1, 2012
	Monthly reserved - discounted	$86.00	$88.00	Add	per month	June 1, 2012
	Oversize vehicle	$20.00	$20.00	Included	per day	January 1, 2012
Meter - on street event reserved						
	Reserved daily maximum	$30.00	$31.00	Add	max per day	March 1, 2012
Meter - on street monthly						
	Monthly meters 3 hr only	$100.00		Add	per month	March 1, 2011
	Monthly meters 2 hr only		TBD	Add	per month	March 1, 2012
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

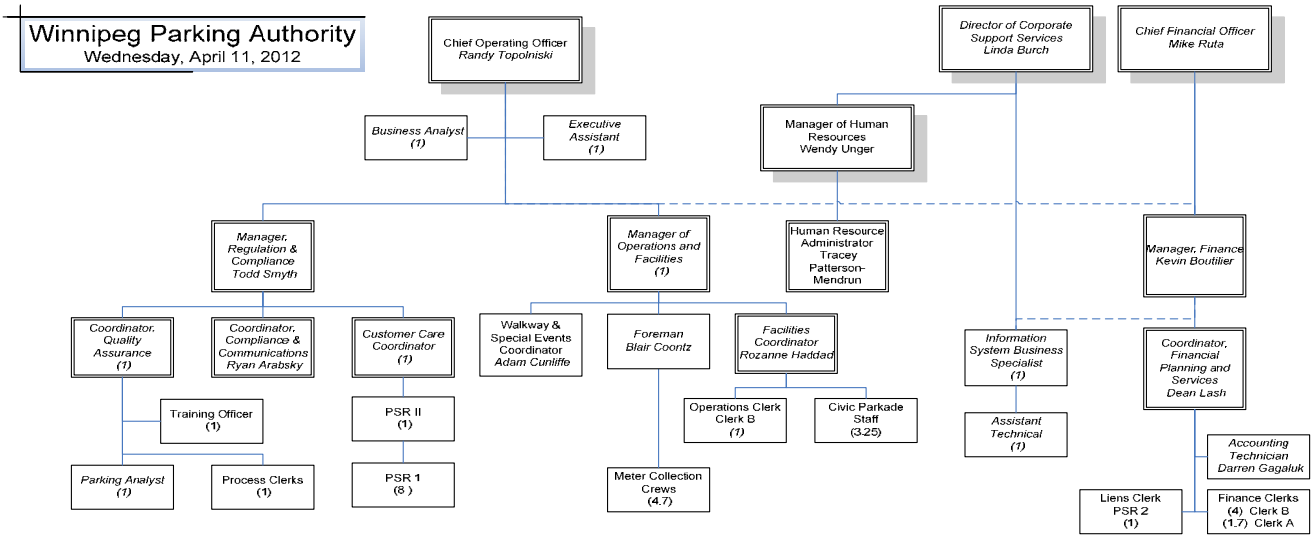
APPENDIX C (continued)

Provided for Information

PRODUCT		FEES				
	DESCRIPTION	2011	2012	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	-	Add	per day	March 1, 2010
	Per meter per day for more than 72 hours	$25.00	-	Add	per day	March 1, 2010
	Administrative fee - where meter is hooded					
	- Setup fee and first paystation		$125.00	Add	per occurrence	March 1, 2012
	- each additional paystation in project		$50.00	Add	per occurrence	March 1, 2012
	Administrative fee - where meter is not hooded					
	- Setup fee in first paystation zone		$60.00	Add	per occurrence	March 1, 2012
	- each additional paystation zone in project		$45.00	Add	per occurrence	March 1, 2012
	Per metered space per day (Monday through Saturday), low demand zone		$15.00	Add	per day	March 1, 2012
	Per metered space per day (Monday through Saturday), high demand zone		$25.00	Add	per day	March 1, 2012
	Change orders per zone		$30.00	Add	per occurrence	March 1, 2012
	Paystation removal		$600.00	Add	per occurrence	March 1, 2012

APPENDIX D

Organization Chart



APPENDIX E

Performance Measures

The Winnipeg Parking Authority(WPA) monitors a number of performance metrics to allow for comparison with other Canadian municipalities and, where appropriate, private parking operators. As a Special Operating Agency of the City of Winnipeg, the WPA is a participant in the Ontario Municipal Benchmarking Initiative (OMBI), which has expanded to include additional Canadian municipalities outside of Ontario. Where information presented in this Appendix is drawn from publicly reportable OMBI information, it is noted.

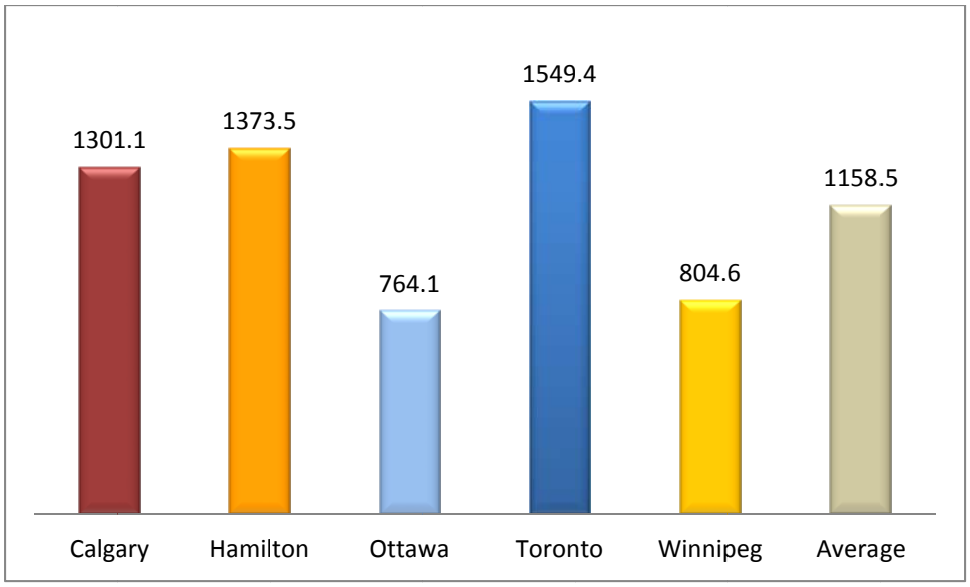
Information presented in the City of Winnipeg Service Based Budget Document is not duplicated here.

1. Operations

Facilities under WPA management and/or administration

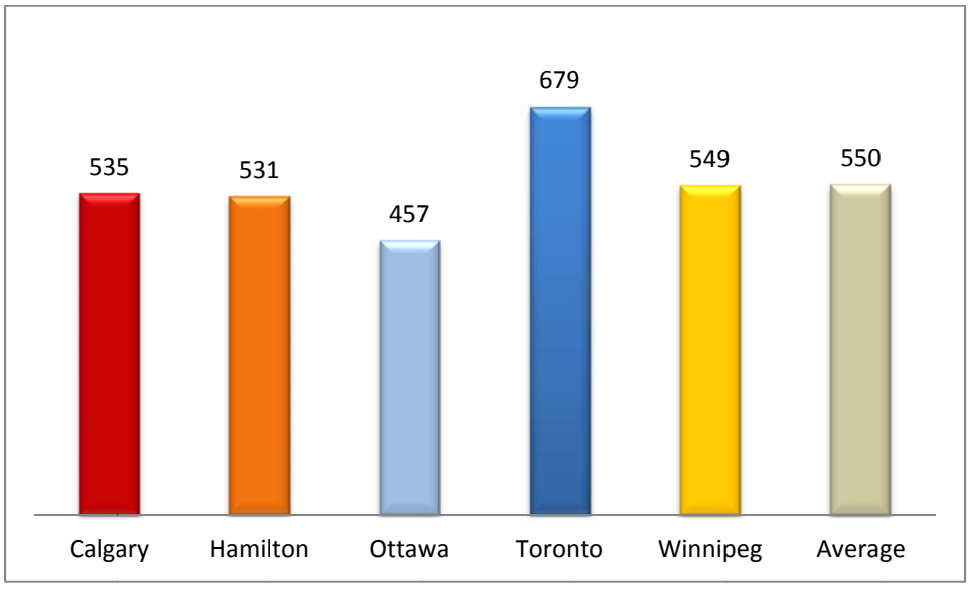
On-Street Areas	Paystations	Stalls	Remarks
Downtown	280	1612	
HSC/St. B	76	556	
Exchange	175	907	
Other	100	659	includes Selkirk Ave., West End, Exchange N of Pacific, Post Office & RCMP 'D' division locations
Parking Structures	Type	Stalls	Remarks
Millennium Library	Underground	483	
Civic Centre	Above Ground	450	100 stalls in use by WPS
Surface Parking	Lots	Stalls	Remarks
Publicly Available	7	870	operated at market rates
Civic Employee Parking	56	3465	operated on cost recovery basis
Other	26	2020	no cost recovery on operations

Parking spaces under municipal management per 100,000 population



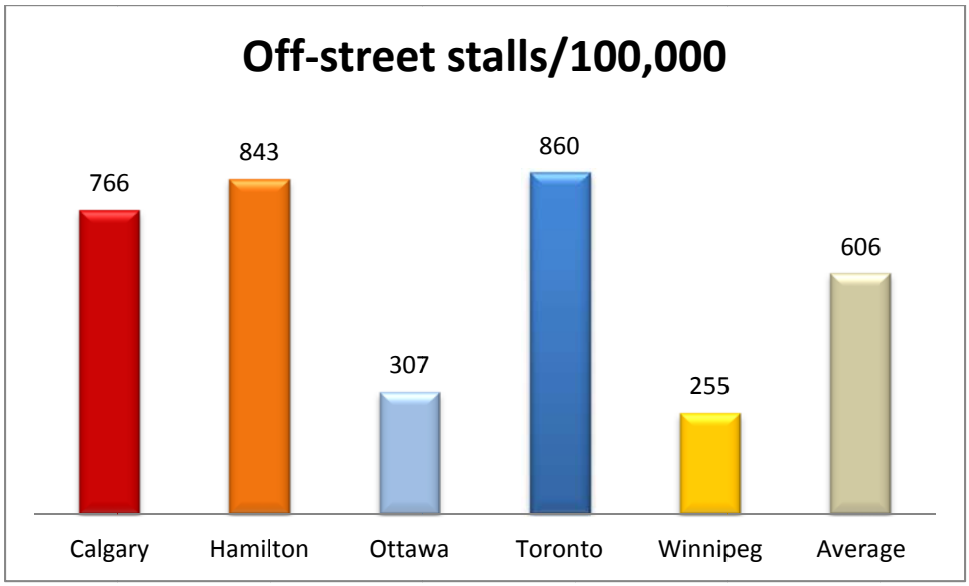
Information is drawn from 2010 OMBI data. Average is based on above noted cities rather than complete OMBI data.

Number of On-Street spaces per 100,000 population



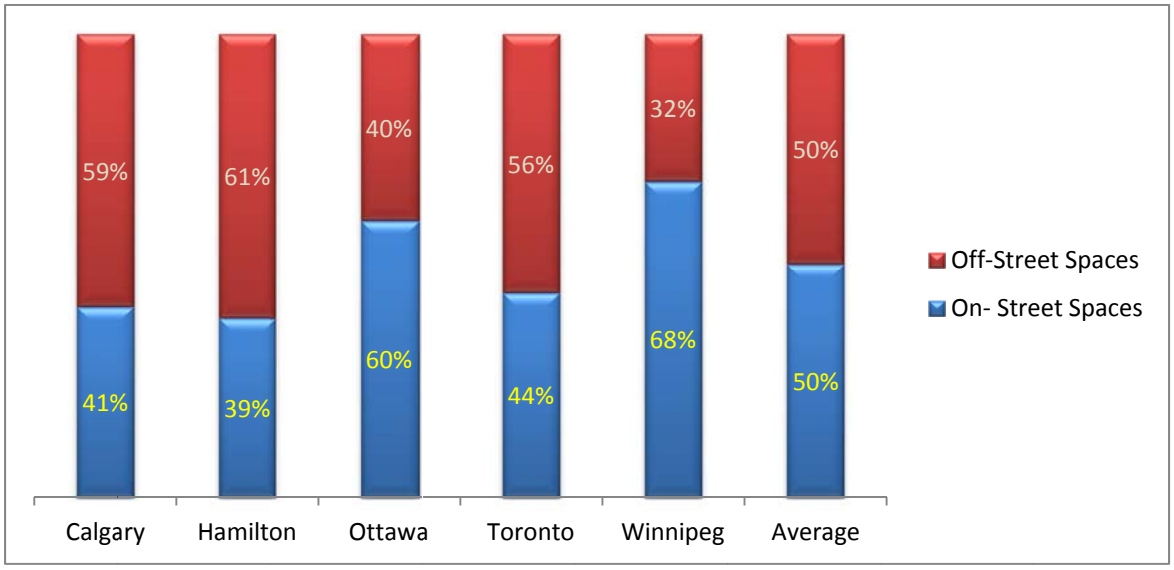
Information is drawn from 2010 OMBI data. Average is based on above noted cities rather than complete OMBI data.

Number of Off-Street spaces per 100,000 population



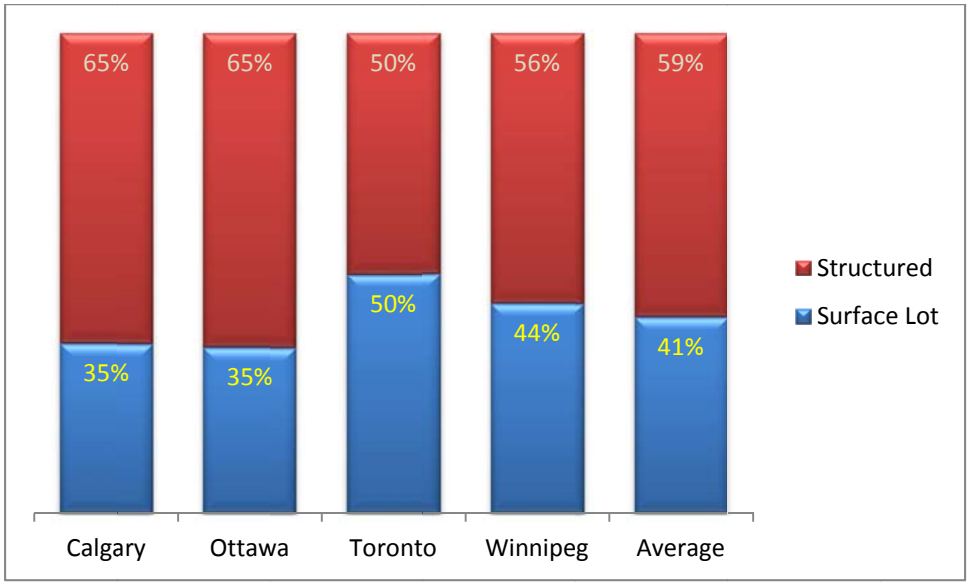
Information is drawn from 2010 OMBI data. Average is based on above noted cities rather than complete OMBI data.

Ratio of On-Street parking spaces (metered) to Off-Street parking spaces (structured & surface)



Information is drawn from 2010 OMBI data. Average is based on above noted cities rather than complete OMBI data.

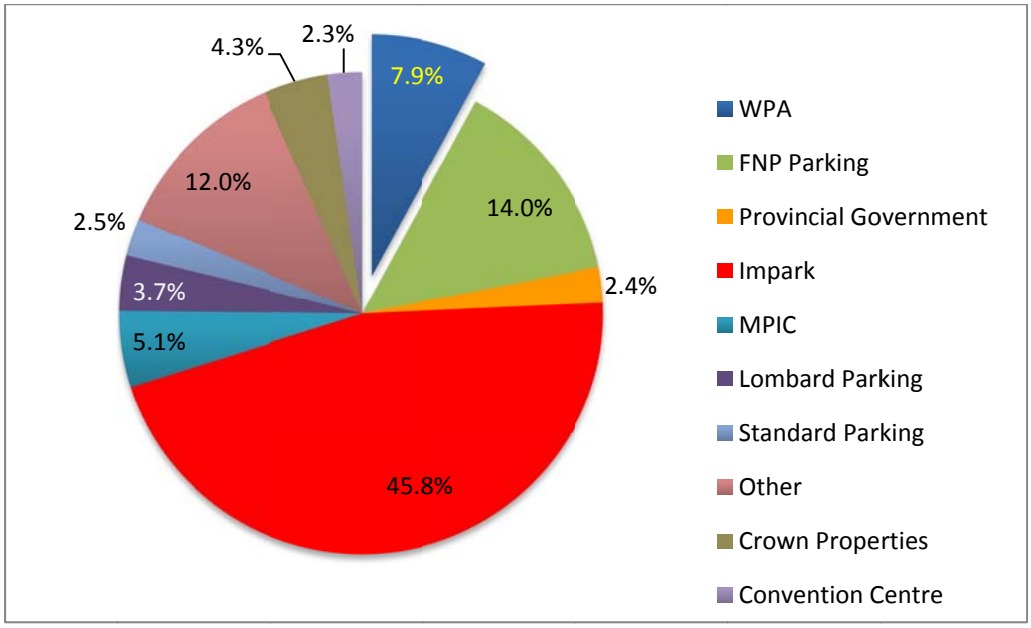
Ratio of Structured parking to surface parking lots



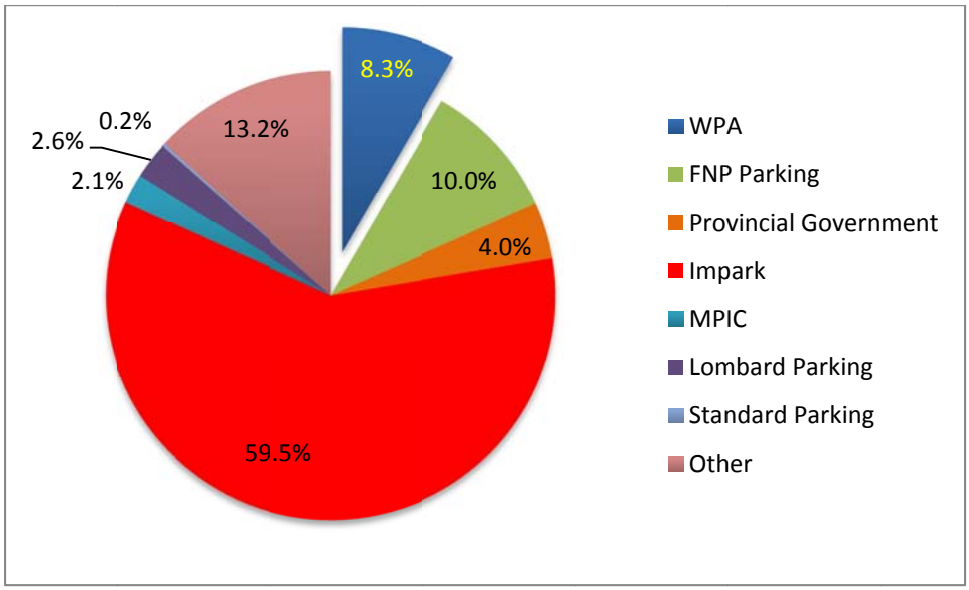
Information is drawn from OMBI and publicly available data for 2010. Average is based on above noted cities rather than complete OMBI data. The City of Hamilton does not provide a breakdown of structured versus surface parking and the data is not publicly reportable through OMBI.

Management of Off-Street Parking Facilities in downtown Winnipeg

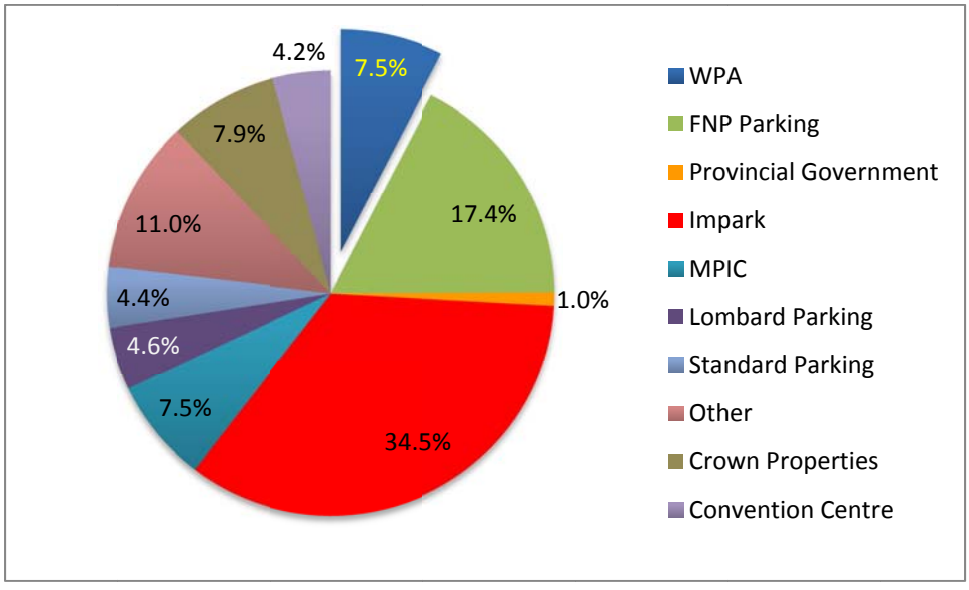
Overall



Surface Parking Lots



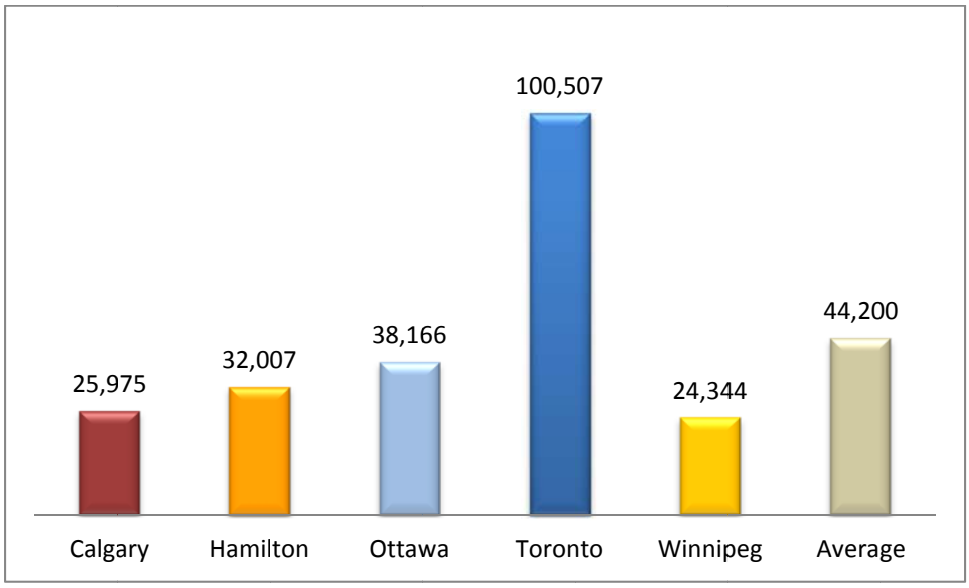
Structured Parking



Drawn from research conducted by the Winnipeg Free Press and internal WPA data collection.

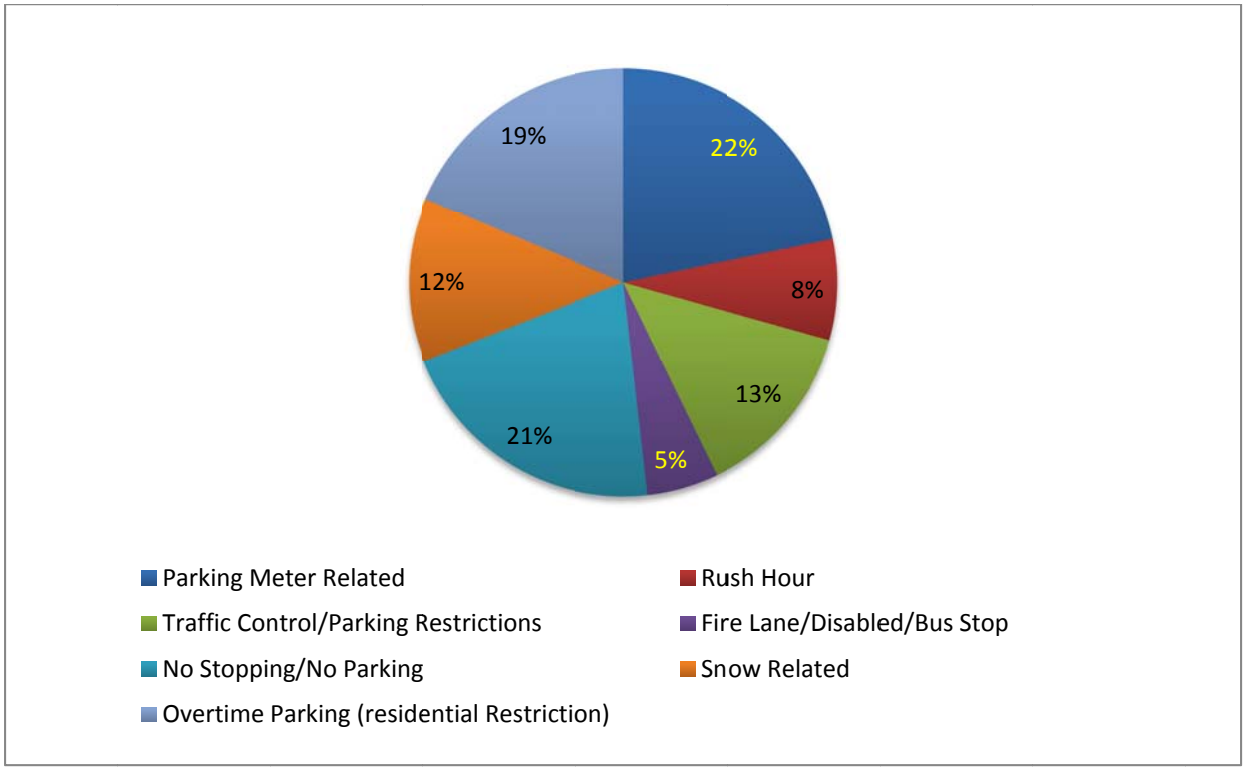
2. **Compliance**

Number of Citations Issued per 100,000 population



Information is drawn from 2010 OMBI data. Average is based on above noted cities rather than complete OMBI data.

Citations Issued by Offence Category



Total Citations Issued by Offence Category

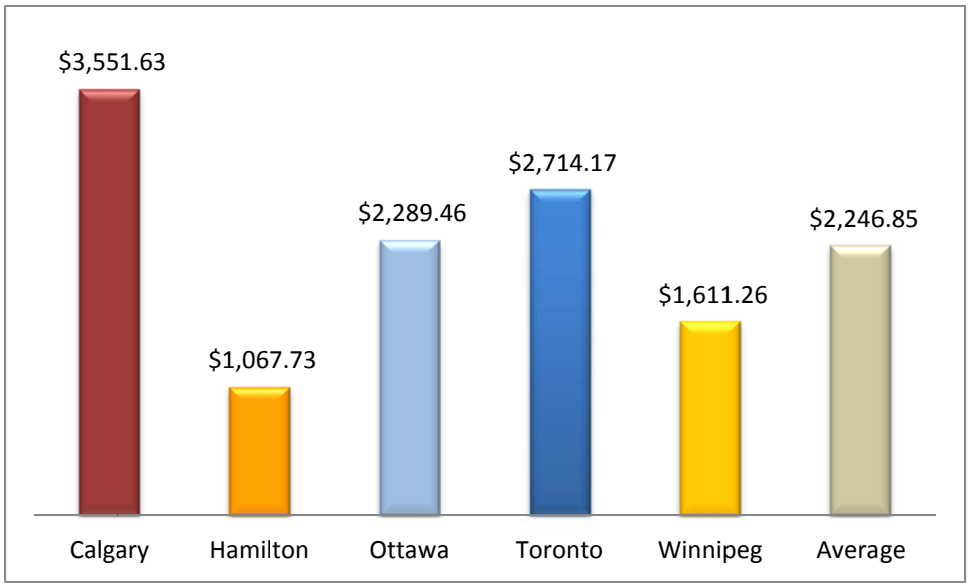
Offence Category	2011	%	2010	%
Parking Meter Related	35,564	21.7%	42,432	25.5%
Rush Hour	12,571	7.7%	13,162	7.9%
Traffic Control/Parking Restrictions	22,031	13.4%	23,397	14.1%
Fire Lane/Disabled/Bus Stop	8,805	5.4%	9,085	5.5%
No Stopping/No Parking	34,082	20.8%	35,270	21.2%
Snow Related	20,243	12.4%	16,807	10.1%
Overtime Parking (residential Restriction)	30,537	18.6%	26,203	15.8%
Total Offence Notices Issued	**163,833**		**166,356**	

Results of Citations dealt with by Provincial Court

	2011	% of Total	2010	% of Total
Total Tickets Issued	163,833		166,356	
Guilty Plea with Explanation- Appeared before JJP				
Reprimand/Discharge	958	0.58%	1,501	0.90%
Fine Upheld	1,846	1.13%	2,154	1.29%
Not Guilty Plea - Trial before Judge				
Stayed By Crown	157	0.10%	119	0.07%
Fine Imposed by Court	67	0.04%	71	0.04%
Reprimand/Discharge	107	0.07%	38	0.02%

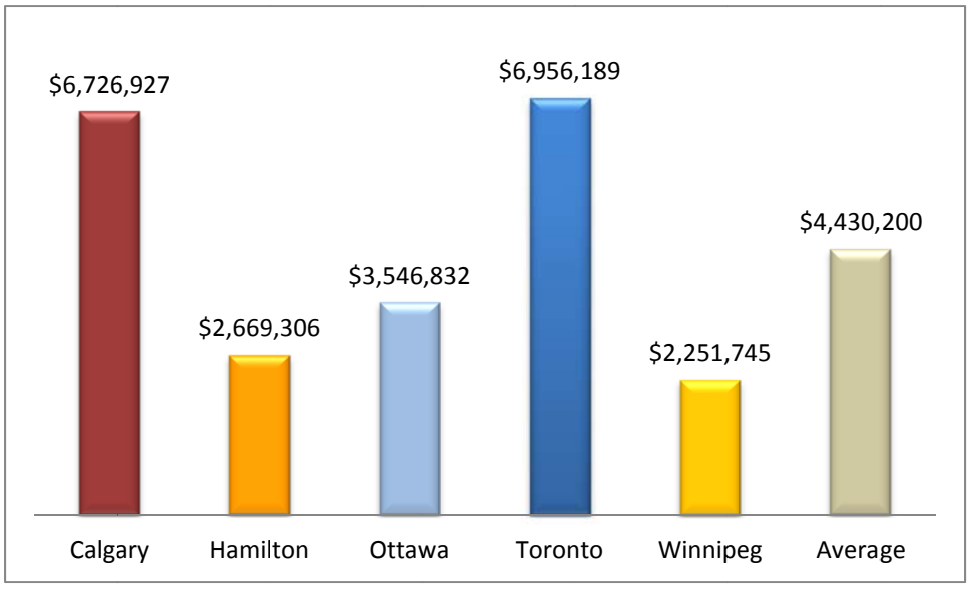
3. Financial

Revenue per parking space under municipal management



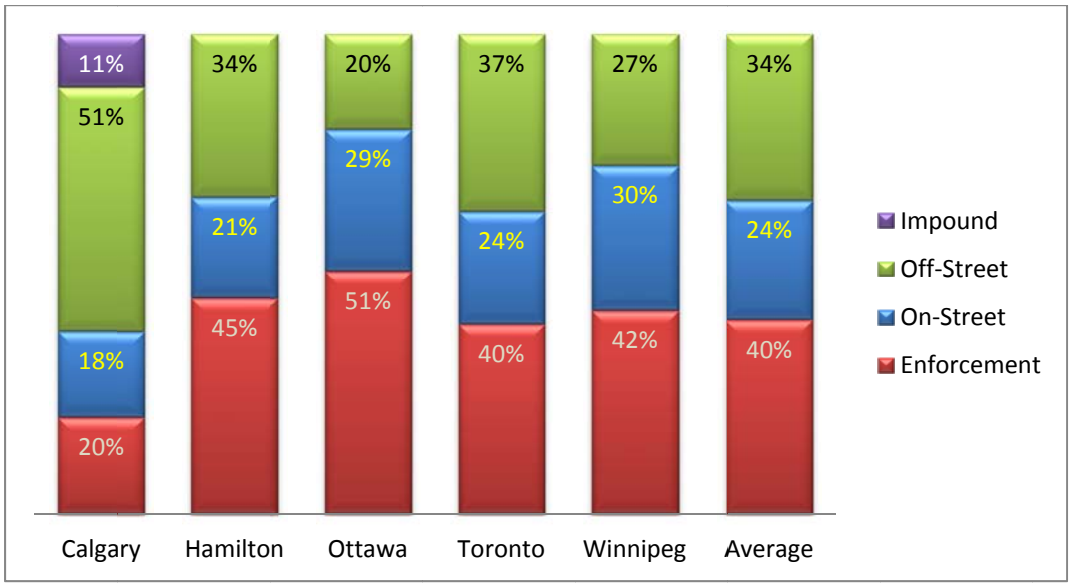
Information is drawn from 2010 OMBI data. Average is based on above noted cities rather than complete OMBI data.

Revenue per 100,000 population



Information is drawn from OMBI and publicly reported financial data for 2010.

Sources of Revenue



Drawn from published annual reports and OMBI data for 2010. Under Alberta law, all tows in Calgary must be ordered by a peace officer and all vehicles towed in Calgary are impounded at the Calgary Parking Authority. Parking Enforcement in Toronto is carried out by the Toronto Police Service and revenue is directed to general civic revenue.

APPENDIX F

2010 Financial Statements



WPA 2010 Audited
Financial Statements.