Minute No. 306
Report – Alternate Service Delivery Committee – February 25, 2013

Item No. 3 Winnipeg Parking Authority SOA - 2013 Business Plan (Selection Report)

COUNCIL DECISION:

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

1. That the 2013 Business Plan (Selection Report) for the Winnipeg Parking Authority including the 2013 budget be approved and the 2014 and 2015 financial projections, as outlined in Appendix A, be received as information.

2. That the revisions to the Winnipeg Parking Authority's Operating Charter as tabled in Appendix B be approved

3. 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 – February 25, 2013

DECISION MAKING HISTORY:

Moved by Councillor Wyatt,

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

Carried

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On March 6, 2013, the Executive Policy Committee concurred in the recommendation of the Alternate Service Delivery Committee, and submitted the matter to Council.

COMMITTEE RECOMMENDATION:

On February 25, 2013, 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: **Winnipeg Parking Authority (Special Operating Agency) 2013 Business Plan (Selection Report)**

Critical Path: **Alternate Service Delivery, EPC, Council**

AUTHORIZATION

Author	Department Head	CFO	CAO
C. Stewart/K. Ayotte	R. Topolniski, WPA	M. Ruta	D. Joshi, COO

RECOMMENDATIONS

1) That the 2013 Business Plan (Selection Report) for the Winnipeg Parking Authority including the 2013 budget be approved and the 2014 and 2015 financial projections, as outlined in Appendix A, be received as information.
2) That Council approve revisions to the Winnipeg Parking Authority's Operating Charter as tabled in Appendix B.
3) That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

REASON FOR THE REPORT

A Business Plan (Selection Report) is provided to Council in accordance with the Winnipeg Parking Authority Operating Charter

IMPLICATIONS OF THE RECOMMENDATIONS

- The Agency will continue to operate as the City of Winnipeg's service provider for parking services and ensure that it provides the best balance between sound business practices and the public good.

- Revisions to the Agency's Operating Charter are outlined in Appendix B which update the Agency's mission and reporting structure to reflect changes that have occurred during the first 5 years of the Agency's growth and development.

HISTORY

The Winnipeg Parking Authority was designated as a Special Operating Agency effective January 1, 2005 with the mandate 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.

As a Special Operating Agency, the Winnipeg Parking Authority is expected to operate according to sound business principles and fund its operations on a self-sustaining basis.

FINANCIAL IMPACT

Financial Impact Statement **Date:** November 9, 2012

Project Name: **First Year of Program** **2013**

Winnipeg Parking Authority (Special Operating Agency) 2013 Business Plan (Selection Report)

	2013	2014	2015	2016	2017
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 2013 to 2015 projected financial statements and notes.

Original signed by
Karen Ayotte, CGA
Acting Manager
of Finance & Administration

CONSULTATION

In preparing this report there was consultation with:

SUBMITTED BY

Department: Winnipeg Parking Authority
Division
Prepared by: Colin Stewart/Karen Ayotte
Date: November 9, 2012
File No.

APPENDIX A

WINNIPEG PARKING AUTHORITY

SPECIAL OPERATING AGENCY (SOA)

BUSINESS PLAN (SELECTION REPORT)

2013

Strategic Overview

The Winnipeg Parking Authority is a Special Operating Agency (SOA) of the City of Winnipeg with its own Operating Charter approved by Council. The SOA concept permits the Agency to operate in a business-like and transparent manner through managerial flexibilities including special delegations, exemptions and authorities.

The Agency's strategic direction, as set out by its Operating Charter, Business Plan (Selection Report) and Annual Report, places emphasis on management for results, bottom-line accountability, cost-savings, customer satisfaction and full disclosure.

Mission

The Winnipeg Parking Authority is a Special Operating Agency of the City of Winnipeg, dedicated to providing world class public parking solutions to a world class city.

Vision

The Winnipeg Parking Authority facilitates proactive and effective public parking solutions, balanced and progressive client and customer relationships, enlightened and forward-oriented regulation and space management, and the best practical use of municipal parking resources to meet the changing needs of the City of Winnipeg, its constituent shareholders, stakeholders, clients and individual customers, as guided by best practices in the public parking industry.

Values

The Agency is committed to:

- providing a high quality and fairly priced public parking product on a full cost recovery basis.
- balancing public good initiatives with business goals where appropriate.
- earning the trust and respect of Winnipeggers.
- establishing a reputation for fair and enlightened monitoring and problem resolution.
- maximizing service value to customers and client groups through accountability and efficiency.
- providing service excellence through innovation and continuous improvement.
- serving as a positive example to peers and competitors.
- building client-agency relationships through cooperative problem solving.
- establishing an efficient, responsible, accountable, supportive, and compassionate workplace.
- achieving group goals through personal commitment, organization, consultation, teamwork, and empowerment.

Guiding Principles

The Agency functions in accordance with:

- best practices in parking business planning and implementation.
- best practices in parking services accountability, auditability and transparency.
- assessed requirements in terms of costs and benefits, supply and demand, and growth and development.

Mandate

- Provide an efficient, responsive and exemplary on and off-street, short- mid- and long-term public parking resource.
- Provide an efficient and responsible off-street, short- mid- and long-term parking resource for municipal employees and vehicles.
- Provide guidance and advice to City staff, development agencies, and other organizations on parking issues.
- Cooperate with, and use parking resources in support of client organizations, agencies, partners and stakeholder associations.
- Optimize the operational and financial performance of parking facilities so as to deliver service excellence.
- Provide exemplary service standards in all customer and client transactions.

Strategic Goals and Strategies

Manage a dynamic service delivery structure for all on-street and off-street parking.

- Continue to engage with Planning, Property & Development and other civic departments as appropriate during the review of the Downtown Zoning By-Law and the Private Parking By-Law to ensure that civic parking policies contribute to downtown development in line with the principles outlined in Our Winnipeg.
- Develop a policy for the parking of oversize vehicles such as buses and trailers that balances the needs of downtown events with the limited inventory of on-street parking
- Conduct surveys of off-street parking in the downtown and of disabled parking and taxi stand locations in selected other locations within the city to ensure updated information is available for the development of policy recommendations to Council.

Improve the quality of service offered to customers.

- Continue to proactively engage with the City's 311 service to provide accurate and timely information on private uses of the public right of way to the public.
- Work proactively with the public and private sectors to identify options to address off-street parking needs identified in the vicinity of City Hall and the Cultural District and other areas within the downtown as appropriate.
- Provide support where appropriate to other civic departments in ensuring compliance with relevant bylaws and/or expansion of fine payment options for customers.
- Explore opportunities for expansion of e-business into areas such as permit renewal and location specific lifting of restrictions.
- Continue to work with the Provincial Department of Justice and the City's Legal Services department on ways to improve the court process for municipal by-law offences.

Maintain coordination with key stakeholder groups.

- Continue to collaborate with key stakeholders such as CentreVenture in relation to on and off-street parking in order to facilitate the continued development of downtown in in a manner that balances the needs of residents, businesses and sustainability within the context of Our Winnipeg.
- Work with stakeholders to further refine the residential parking program and alternatives while maintaining the balance between the needs of residents, businesses and sustainability within the downtown.
- Work with other civic departments and external stakeholders to understand the needs of mobile food vendors and their place in the fabric of a vibrant downtown.

Provide effective facilities management, optimizing the productive use of physical assets.

- In the context of the city's asset management framework, evaluate the condition of civic surface parking lots and develop lot specific service level agreements with departments and SOAs to ensure operational responsibilities and budgetary responsibilities are defined for both capital and operational maintenance needs.
- Conduct ongoing maintenance and mid-life rehabilitation on the Millennium Library parkade to maximize life cycle costs of ownership.

Optimize use of off-street facilities for longer-term parking, and on-street parking for short-term occupancy.

- Continue to monitor on-street demand and occupancy levels to maintain ability to proactively impact on-street turnover.
- Continue ongoing evaluation of emerging paystation technologies to assess options for future replacement and/or enhancement of on-street service.
- Continue to assess the feasibility of restructuring or removal of loading zones in various commercial areas within the city with the intent of expanding the available on-street inventory.

Service Lines

Primary:

1. On-Street Public Parking Services including parking metering, revenue collection, cash control, parking monitoring and enforcement, disabled and fire route, sign placement, maintenance and replacement, all permit and prepayment programs.
2. Off-Street Public Parking and Special Events Services including routine daily and monthly public parking at municipal parkades and surface lots permit programs, monthly parking customer service, sign management, daily and special event staffing, film shoot accommodations.
3. Parking Fines, Adjudication and Collection actions as required to better manage parking resources.
4. Special Needs and Emergency Services Parking (Disabled, Fire Route, etc.) on public and private properties as governed by provincial and municipal legislation.
5. Public Parking Facilities and Services including the planning and development of new services and facilities (public daily and monthly parking lots, parkades, public loading and service areas) in the downtown and other areas of the City.
6. Customer Service for all resources administered including contracting, billing and invoicing, collections, and management of service levels.
7. Serve as a Center of Knowledge and point of contact for the municipality in managing parking facility development and maintaining high quality urban design standards.

Secondary:

1. Serve as a center of knowledge and point of contact for the public seeking advice in general parking related matters.
2. Serve as a center of knowledge and point of contact for property owners, parking operators and service providers seeking advice in parking design, application, and enforcement related issues.

3. Serve as a center of knowledge and point of contact for municipal services and the media regarding parking policies, practices designs and services.
4. Administer internal municipal, or other staff accommodation related to parking resources.
5. Provide parking enforcement services to private property owners via contract.

Policy Direction

The Winnipeg Parking Authority abides by the City's collective agreements and by-laws, and has its own Operating Charter approved by Council. The City of Winnipeg Charter, section 215, references the establishment and powers of Special Service Units.

The Agency follows applicable provincial regulations such as the Workplace Safety and Health Act and the Employment Standards Code.

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.

Unless otherwise noted all information is for 2011.

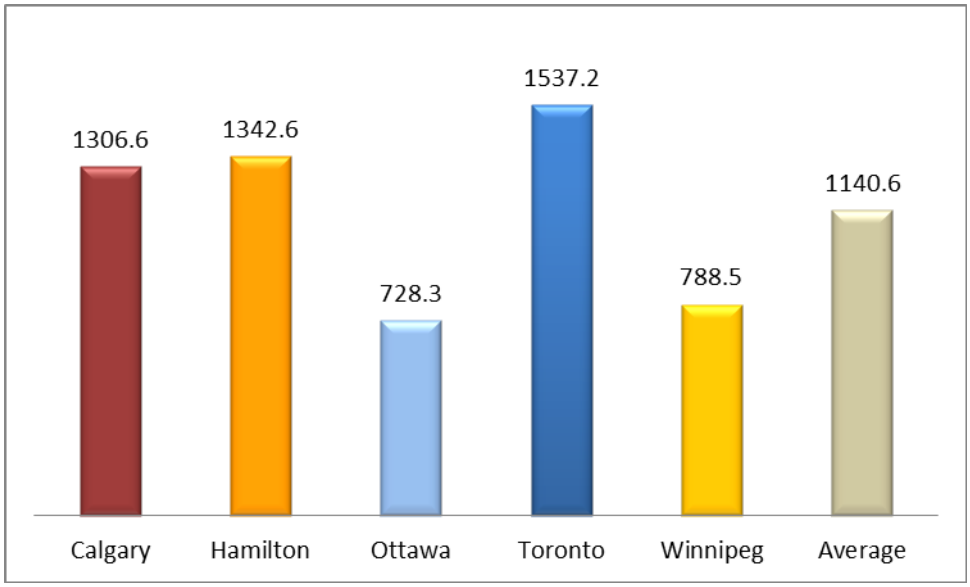
Information presented in the City of Winnipeg Service Based Budget Document is not duplicated here.

1. Operations

Facilities under WPA management and/or administration

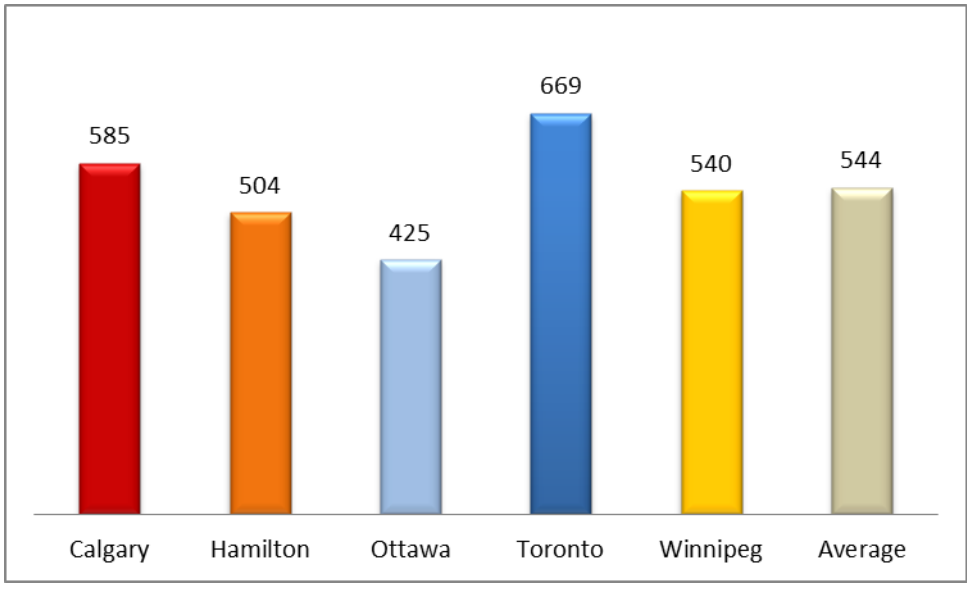
On-Street Areas	Paystations	Stalls	Remarks
Downtown	280	1612	
HSC/St. B	76	556	
Exchange	175	907	
Other	100	659	includes Selkirk Ave., West End, Exchange N of Pacific, Post Office & RCMP 'D' division locations
Parking Structures	**Type**	**Stalls**	**Remarks**
Millennium Library	Underground	483	
Civic 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



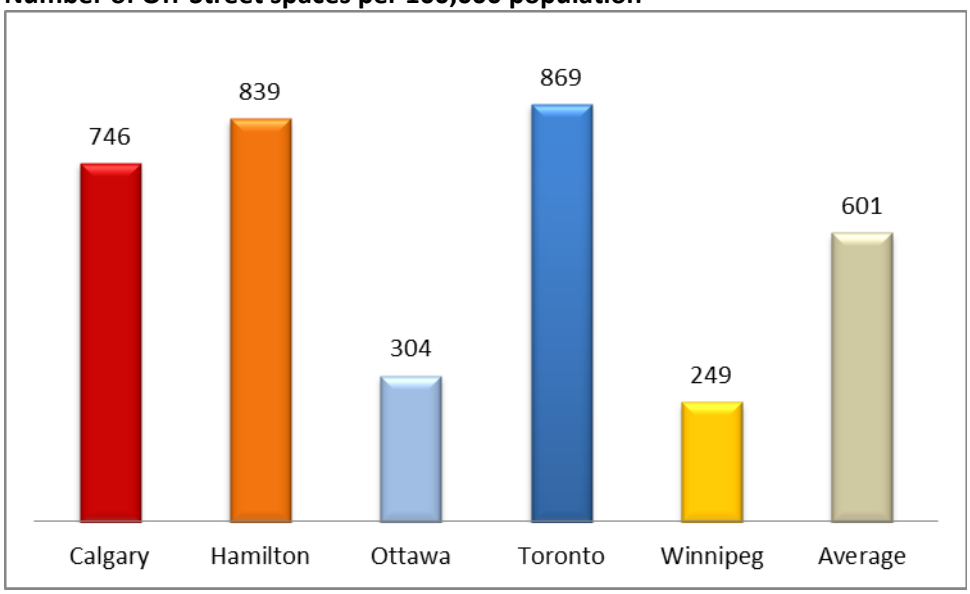
Information is drawn from 2011 OMBI data. Average is based on above noted cities rather than complete OMBI data.

Number of On-Street spaces per 100,000 population



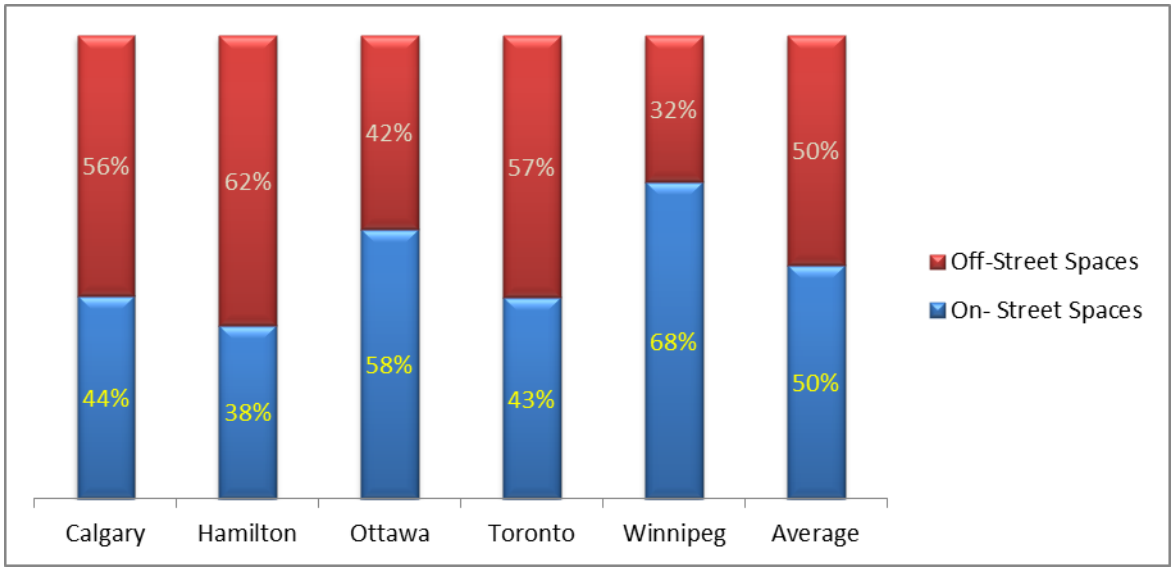
Information is drawn from 2011 OMBI data. Average is based on above noted cities rather than complete OMBI data.

Number of Off-Street spaces per 100,000 population



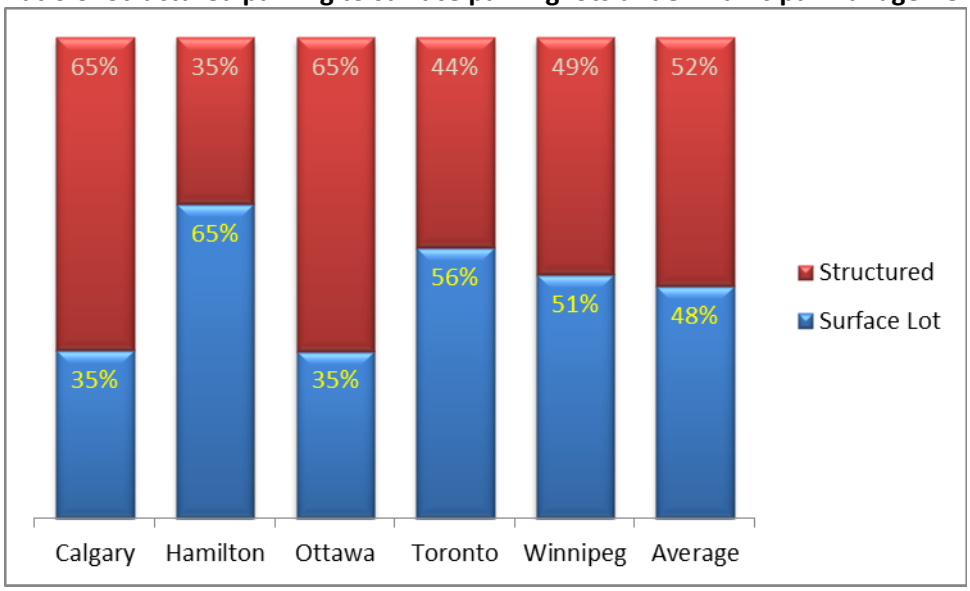
Information is drawn from 2011 OMBI data. Average is based on above noted cities rather than complete OMBI data.

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



Information is drawn from 2011 OMBI data. Average is based on above noted cities rather than complete OMBI data.

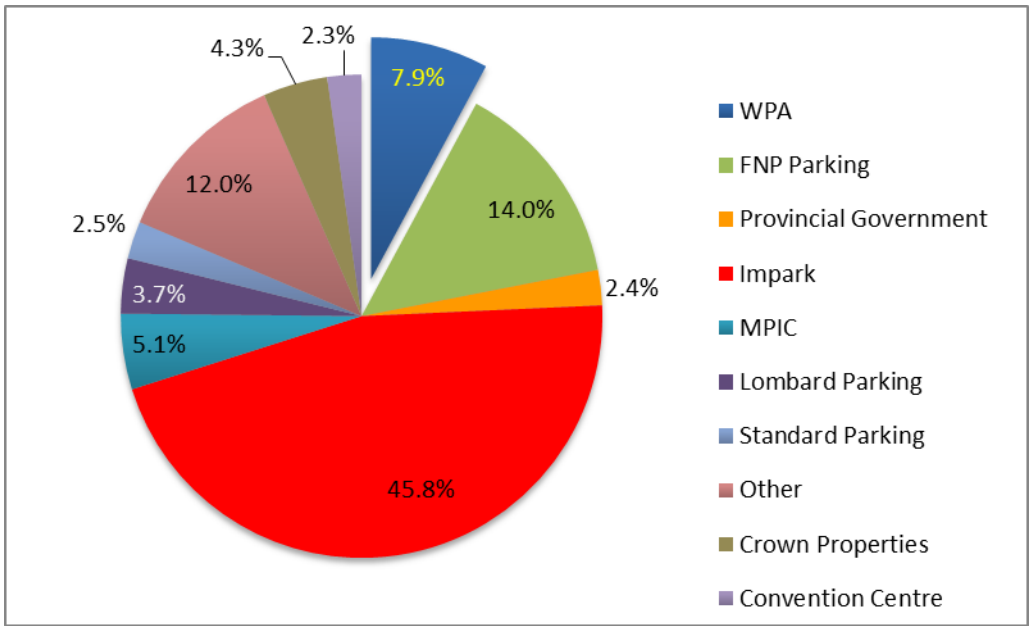
Ratio of Structured parking to surface parking lots under municipal management.



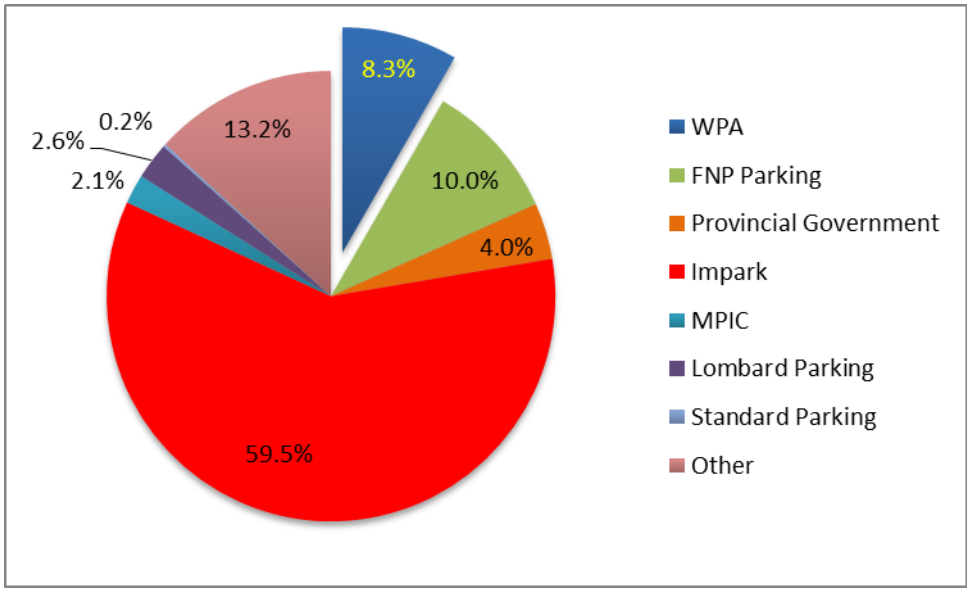
Information is drawn from OMBI and publicly available data for 2011 and is based on number of stalls under municipal management. Average is based on above noted cities rather than complete OMBI data. The Toronto Parking Authority operates all Park & Ride lots for the TTC.

Management of Off-Street Parking Facilities in downtown Winnipeg Overall

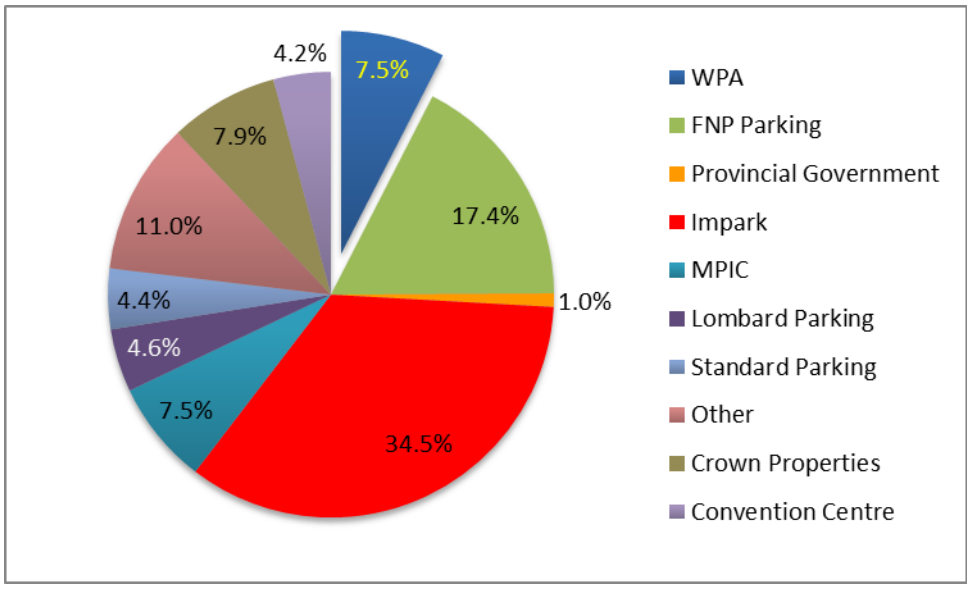
(based on 2010 Parking Survey)



Surface Parking Lots



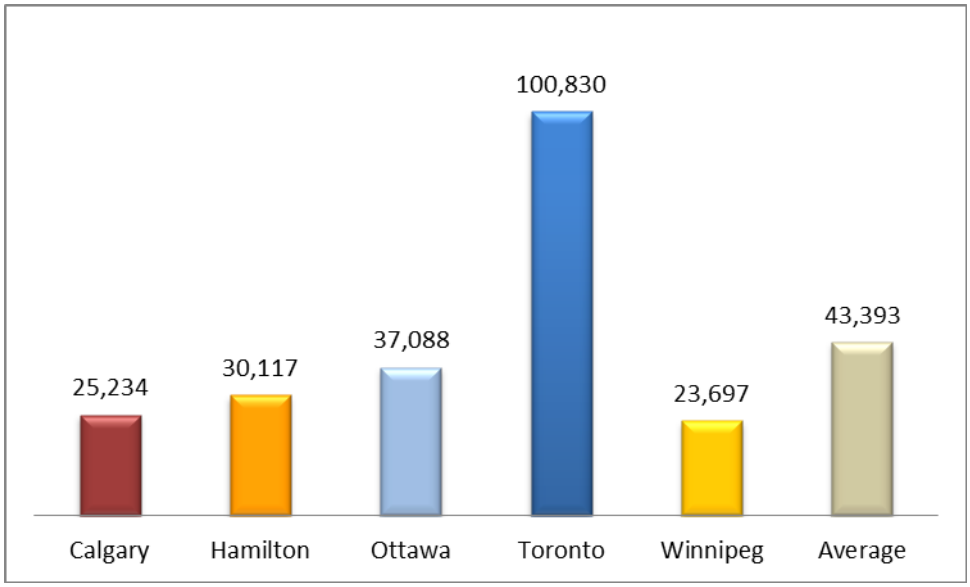
Structured Parking



Drawn from research conducted by the Winnipeg Free Press and internal WPA data collection conducted during 2010.

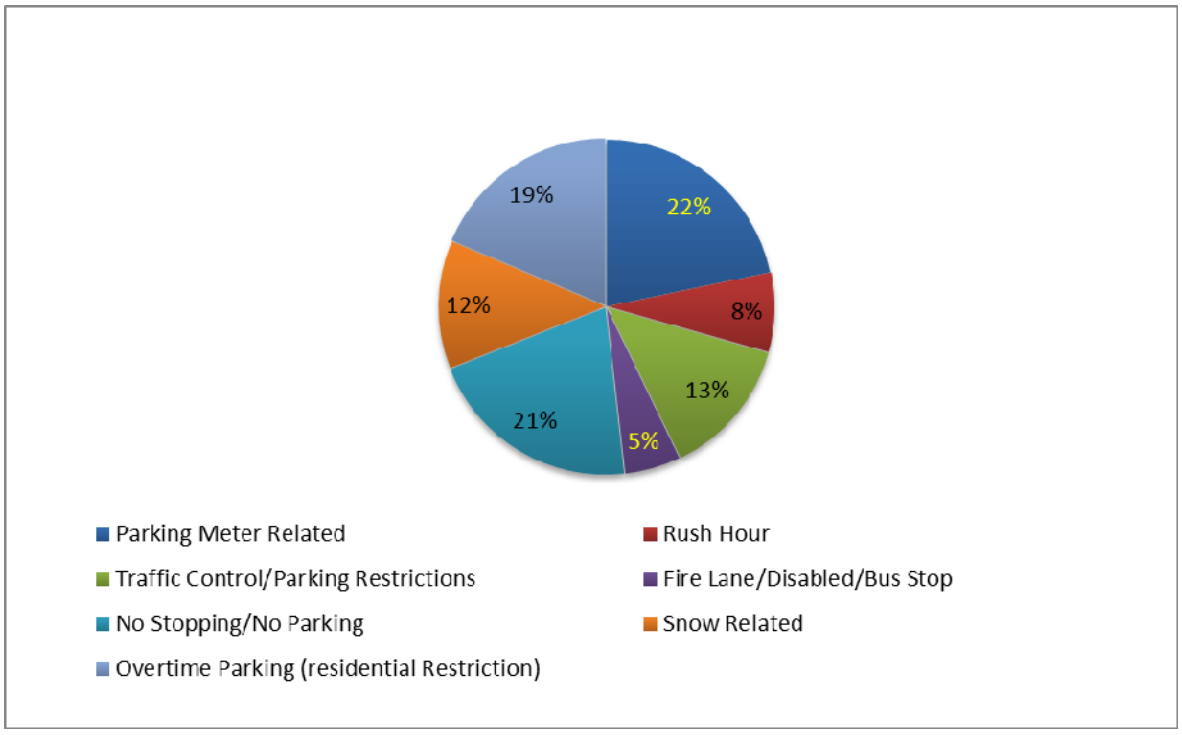
2. Compliance

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

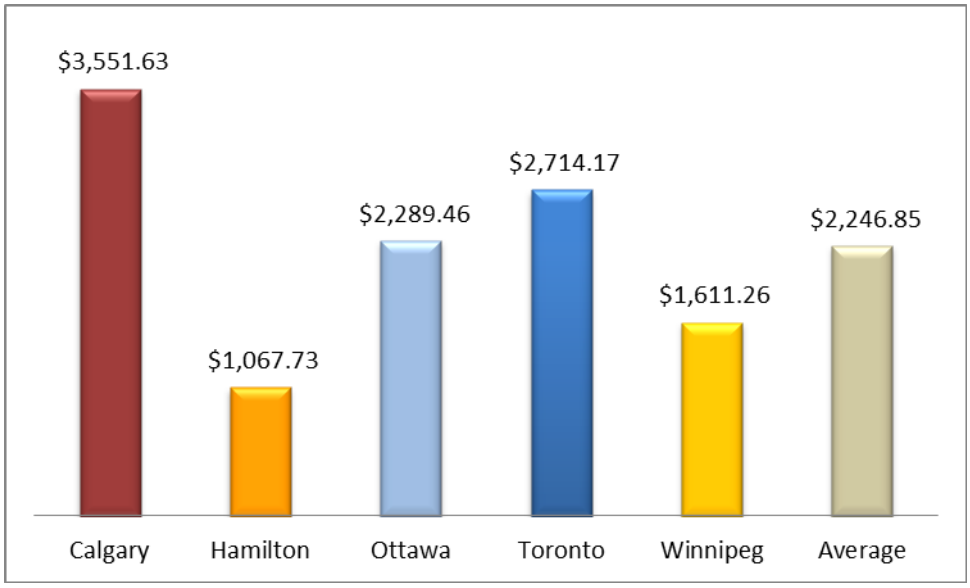
Offence Category	2011	%	2010	%
Parking Meter Related	35,564	21.7%	42,432	25.5%
Rush Hour	12,571	7.7%	13,162	7.9%
Traffic Control/Parking Restrictions	22,031	13.4%	23,397	14.1%
Fire Lane/Disabled/Bus Stop	8,805	5.4%	9,085	5.5%
No Stopping/No Parking	34,082	20.8%	35,270	21.2%
Snow Related	20,243	12.4%	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%

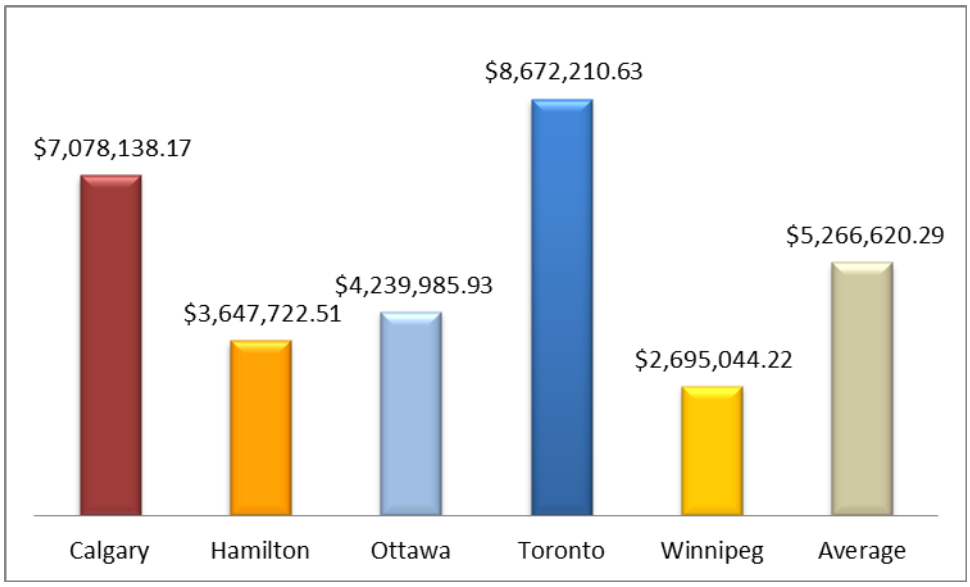
3. Financial

Revenue per parking space under municipal management



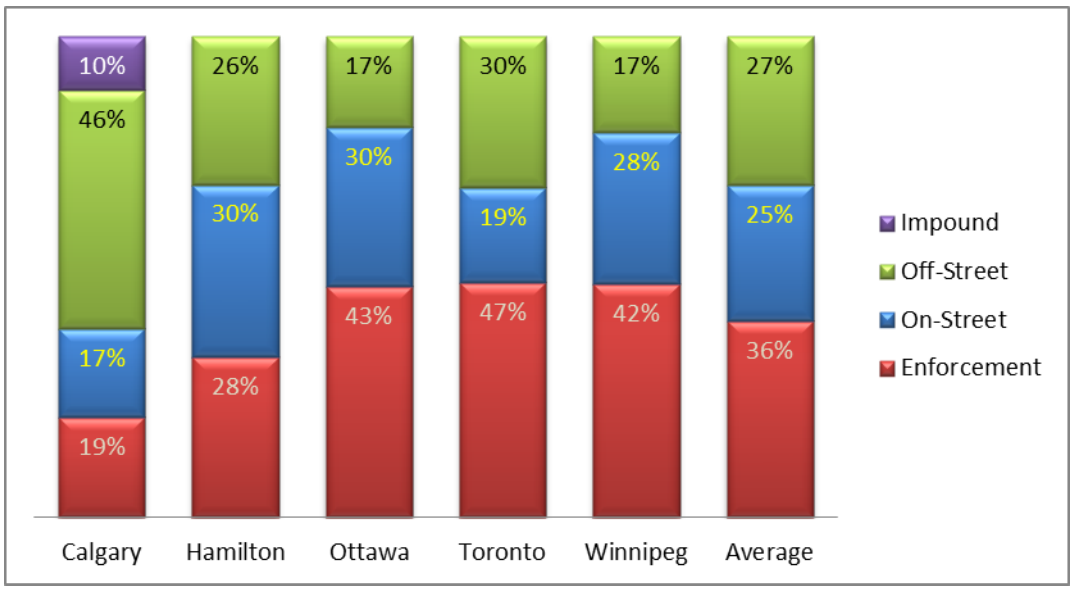
Information is drawn from 2011 OMBI data. Average is based on above noted cities rather than complete OMBI data.

Revenue per 100,000 population



Information is drawn from OMBI and publicly reported financial data for 2011.

Sources of Revenue



Drawn from published annual reports and OMBI data for 2011. 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.

Assumptions to the Projected Financial Statements and Notes

The projected financial statements include management's best estimates of future financial performance and incorporate the financial implications of the Agency's goals and strategies. The financial projections are estimates of the financial position, operations and accumulated surplus, cash flows and net financial liabilities using management's assumptions that reflect the Agency's planned course of action for the three years ending December 31, 2015.

Management's judgment has been used in the assumptions, with the most probable set of economic conditions. Some assumptions inevitably will not materialize and unanticipated events and circumstances may occur subsequent to the date of this projection. Therefore, the actual results achieved during the projected period will vary from the projections, and the variations may be material.

The financial forecast and projections are based on actual 2011 results of operations with inflationary increases derived from Consumer Price Index (CPI), except where otherwise described in the notes to projected financial statements, or as noted in these assumptions.

The 2013 to 2015 Projected Financial Statements and Notes are presented in Appendix A-1. The 2011 Auditors' Report and Financial Statements are presented in Appendix A-3.

Revenue Assumptions

Enforcement

Enforcement revenue is primarily comprised of the following three areas, fines collected within the 15 day discount period allowed for under the Voluntary Payment of Fines By-Law, collection of accounts receivable for fines levied after 2005, and collection on accounts for fines levied by the WPS prior to 2005. Fines levied prior to 2005 are accounted for on a cash basis at time of collection.

Parking Fees

Parking fee revenue includes fee increases as itemized in Appendix A-2. Revenue at the Civic Parkade has not been forecasted for 2013-2015 given the uncertainty of the Parkade's future at the time of completing the forecast. Surface Parking Lot revenue is forecasted to decrease in 2013 given that the Winnipeg Parking Authority no longer will be receiving revenue for 176 stalls in 5 lots that were sold.

Special Events

Special Events revenue includes revenue associated with parking fees in accordance with fee increases as itemized in Appendix A-2. A decrease for 2013 has been factored in to the forecast given the NHL lockout.

Meters

Meter fee revenue is calculated based on prior years' performance. Fee increases in high demand zones has not been factored in as customer behavior may change and, as such, accurate projections can not be made until changes in usage patterns have been determined.

Parking Permits

Revenue from permits is forecasted to remain the same at this time while the review of the Residential Permit Program is underway. If and when adjustments to the program are implemented, the projected changes in revenue will be factored into future financial statements.

Expense Assumptions

Services

- *Parking Enforcement* – Projections for 2013-2015 include primarily estimate of costs associated with the parking enforcement and communications services contract.
- *Parkade Management* – Includes for 2013-2015, primarily costs associated with the parkade management contract at the Millennium Library Parkade.

- *Special Events* – Includes forecast for expenses associated with staffing for special event parking.

Other Services

- Consulting and professional services expense is based on estimated project requirements
- Allocated departmental costs include forecast for services provided at various locations by Municipal Accommodations $208 thousand in 2013, $114 thousand in 2014, $116 thousand in 2015
- Winnipeg Fleet Management expenditures for fuel, maintenance and rental on vehicles owned/leased by the agency $380 thousand in 2013, $368 thousand in 2014, $358 thousand in 2015
- Equipment servicing costs associated with Parking Meters have been consolidated for this forecast

Salaries

Salaries and benefits expense for 2013 is based on collective agreements for 42 FTE positions, and 3.66 temporary positions as follows:

- 30 CUPE FTE
- 10 WAPSO FTE
- 1 CUPE exempt FTE
- 1 WAPSO exempt FTE
- 3.66 CUPE temporary

Materials, parts and supplies

- Grounds maintenance costs budgeted $625 thousand in 2013 (which includes $50 thousand provision for capital emergency repairs, pending decision on City departmental responsibilities), $590 thousand in 2014, $607 thousand in 2015

Amortization

Tangible capital assets are amortized on a straight-line basis over the estimated useful life of the asset as follows:

• Leasehold improvements	15 years
• Parking surfaces	5%
• Parkades	2%
• Vehicles	20%
• Meters and pay stations	10%
• Equipment	10-20%
• Computer equipment	33%
• Office furniture and equipment	20%
• Parkade betterments	5%

Provision for Bad Debts

10% of the current period's Citations revenue is considered to be uncollectible.

Other

- Transfer to Municipal Accommodations Fund includes $137 thousand annually for office space at 495 Portage Avenue.
- Transfer to General Revenue – Corporate Support Services include:
    - Agency's share of City's general expenses $37 thousand in 2013, $38 thousand for 2014 and 2015
    - General transfer of $42 thousand annually
    - 311 services of $133 thousand annually
    - Business technology services of $240 thousand in 2013, $241 thousand in 2014 and $242 thousand in 2015
    - Campus HR of $46 thousand in 2013, $47 thousand in 2014 and $48 thousand in 2015
- Transfer to Assessment and Taxation for payments-in-lieu of municipal taxes of $418 *(Civic Centre - $116, Millenium Library - $299 and Surface lots - $3)* thousand in 2013, $430 thousand in 2014 and $443 thousand in 2015

Asset Assumptions

Accounts Receivable

- In 2010, Winnipeg Square Parkade was sold and the proceeds of disposition were deposited to The City of Winnipeg – Land Operating Reserve. An amount of $10 M remains on deposit in the Land Operating Reserve and Payable to The Winnipeg Parking Authority. No specific repayment terms have been determined.
- The remaining accounts receivable balance is comprised of citations written in the period (net) of applicable adjustments.

Tangible Capital Asset Additions - (in thousands of dollars)

	2013	2014	2015	TOTAL
Millennium Library Parkade – Rehabilitation	$4,595	$300	0	$4,895
Provision for ALPR units	125	130	260	515
Pay and Display units	158			158
Operations – Provision for surface lots	150			150
Administration	92		288	380
	$5,120	**$430**	**$548**	**$6,098**

Liability Assumptions

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. Bank transactions are credited or charged to the "Due to" account when they are processed through the bank. Interest is charged based on The City of Winnipeg's average short-term cost of funds, which is a function of the Bank of Canada rate.

Debt- (in thousands of dollars)

	Forecast 2012	2013	2014	2015
The City of Winnipeg General Revenue Fund – Start-up loan with no specific terms of repayment	$3,918	$3,918	$3,918	$3,918
Equipment financing – Capital lease loans repayable in annual installments of $181 thousand to $780 thousand, including imputed interest rate of 4.5% with maturity dates between January 2013 and October 2013	125	130	260	515
	$5,358	**$3,918**	**$3,918**	**$3,918**

Other Assumptions

Accumulated Surplus

Consists of cumulative excess revenues over expenses

Appendix A-1_WPA financials for 2013 Se

Appendix A-2_2013-2015 Parki

Appendix A-3_2011 Audited Financial Stat

Appendix B

CURRENT OPERATING CHARTER Section 2: Policy Framework	RECOMMENDED OPERATING CHARTER Section 2: Policy Framework
2.1 Mission/Vision *Mission:* The Winnipeg Parking Authority is a Special Operating Agency of the City of Winnipeg, dedicated to providing world class parking solutions to a world class city. *Vision:* The Winnipeg Parking Authority facilitates proactive and effective public parking solutions, balanced and progressive client and customer relationships, enlightened and forward oriented regulations and space management and the best practical use of municipal parking resources to meet the changing needs of the City of Winnipeg, its constituent shareholders, stakeholders, clients and individual customers, as guided by best practices in the public parking industry.	**2.1 Mission/Vision** *Mission*: As a Special Operating Agency of the City of Winnipeg, the Winnipeg Parking Authority is dedicated to the provision of world class parking solutions in support of civic departments and agencies to ensure the community and economic development of the City of Winnipeg. *Vision:* The Winnipeg Parking Authority will be a catalyst for proactive, customer focused parking solutions to the challenges of the private use of the public right of way and employ best practices in the management of municipal parking assets and ensuring regulatory compliance in order to meet the needs of the City of Winnipeg, its constituent stakeholders, clients and individual customers.
Section 3: Accountability Framework	**Section 3: Accountability Framework**
3.1 Reporting Relationships The Agency operates under the management and program direction of the Chief Administrative Officer through the Director of the Planning, Property and Development Department. Policy direction comes from Council, the Executive Policy Committee (EPC) and the Alternate Service Delivery (ASD) Committee in consultation with the Standing Committee(s). The ASD Committee assures corporate financial direction and accountability. The Agency's Accountability structure aligns political, administrative and community interests, in support of its mandate.	**3.1 Reporting Relationships** The Agency operates under the management and program direction of the Chief Administrative Officer through the Chief Operating Officer. Policy direction comes from Council, the Executive Policy Committee (EPC) and the Alternate Service Delivery (ASD) Committee in consultation with the Standing Committee(s). The ASD Committee assures corporate financial direction and accountability. The Agency's Accountability structure aligns political, administrative and community interests, in support of its mandate.
3.8 Department Head Responsibility The Director of Planning, Property and Development monitors the Agency's management, operations and performance relative to attainment of civic goals and departmental objectives. As required, the Department Head assists the Agency's Chief Operating Officer (COO) in	**3.8 City of Winnipeg Chief Operating Officer Responsibility** The City of Winnipeg Chief Operating Officer (CoW/COO) monitors the Agency's management, operations and performance relative to attainment of civic goals and departmental objectives. As required, the CoW/COO assists the Agency's Chief Operating Officer (COO) in establishing effective and

establishing effective and efficient working relationships within and outside the organization. The Department Head is an ex-officio member of the Advisory Board.	efficient working relationships within and outside the organization. The CoW/COO is an ex-officio member of the Board.
3.10 Advisory Board 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 reviews and comments on the Agency's proposed business plans, annual reports, and charter revisions. The Advisory Board is chaired by a City representative appointed by the CAO. Other members are appointed for a two-year renewable term. Board members are selected from various stakeholder groups approved by Council. Individual member appointments are delegated by Council to the ASD Committee. Council is advised annually of current Advisory Board members through the annual business plan Selection Report. Subject to approval of the stakeholder group by Council, the Advisory Board consists of: Members • Chief Administrative Officer designate (Chair) • Executive Member of the Canadian Union of Public Employees (CUPE), representing municipal staff parking stakeholders • Representative of CentreVenture, representing downtown development stakeholders • Representative of Downtown BIZ, representing downtown business stakeholders • Representative of Exchange BIZ, representing downtown business stakeholders • Representative of the West End BIZ, representing downtown business stakeholders • Representative of the Winnipeg Chamber of Commerce, representing downtown business stakeholders	**3.10 Advisory Board** The role of the Advisory Board is to provide advice and guidance on the Agency's strategic operations, changes to its mandate, structure, business practices and finances. The Board of Directors reviews and comments on the Agency's proposed business plans, annual reports and charter revisions. 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 will be selected from the Boards of Directors of various stakeholder groups approved by Council. Council is advised annually of current Board members through the annual business plan selection report. Subject to approval of the stakeholder groups by Council, the Board consists of: Members • Chief Administrative Officer designate (Chair); • Council representative (appointed by ASD Committee); • Chief Operating Officer, Winnipeg Parking Authority; • Three (3) members selected from the respective Boards of the Downtown BIZ, Exchange BIZ and West End BIZ; • Two (2) members selected from the respective Boards of CentreVenture and Economic Development Winnipeg; and • One member selected from the public at large and appointed by the Mayor. Where members are selected from respective Boards, the Executive Directors of the noted organizations will agree upon the selection. Ex Officio

• Representative of the Forks North Portage Partnership • Representative of Destination Winnipeg, representing visitors to the City Ex Officio • Chief Operating Officer, Parking Authority • Department Head or designate (Planning, Property, and Development) • Department Head or designate (Public Works) • Department Head or designate (Winnipeg Police Service) • Corporate ASD representative The Chair is responsible for calling meetings, setting agendas, directing meetings, seeking advice from members, and ensuring members receive sufficient information about the Agency and its operations to enable them to provide sound advice. Other external resources or Agency staff may be invited to attend meetings at the request of the Chair. The composition of the Board may change over time as needs or circumstances warrant. No person is appointed to the Board who has a conflict of interest or unless an acceptable declaration is filed in accordance with City policy. The Board meets monthly or at the call of the chairperson.	• Chief Operating Officer, City of Winnipeg • Manager, Alternate Service Delivery Given the nature of discussions relating to potential changes to parking policy and proposed economic development opportunities, the members of the Board shall be required to sign non-disclosure agreements consistent with public sector board best practices. The Chair is responsible for calling meetings, setting agendas, directing meetings, seeking advice from members, and ensuring members receive sufficient information about the Agency and its operations to enable them to provide sound advice. Other external resources or Agency staff may be invited to attend meetings at the request of the Chair. The composition of the Board may change over time as needs or circumstances warrant. No person is appointed to the Board who has a conflict of interest or unless an acceptable declaration is filed in accordance with City policy. The Board meets semi-annually or at the call of the chairperson.
Section 4: Planning and Reporting Framework	**Section 4: Planning and Reporting Framework**
4.4 Annual Report Within 120 days following the end of the fiscal year, the Agency prepares an annual report for Council detailing its results for the year. The report includes an analysis of operational and financial results compared to business plan targets, as well as the audited financial statements of the Agency for that fiscal year. The separate and distinct nature of the Agency's report does not preclude consolidation in the City or a departmental annual report and year-end financial statements nor does it preclude any form of public consultation.	**4.4 Annual Report** Within 150 days following the end of the fiscal year, the Agency shall prepare an annual report for Council detailing its results for the year. The report will include an analysis of operational and financial results compared to business plan targets, as well as the audited financial statements of the Agency for that fiscal year. The separate and distinct nature of the Agency's report does not preclude consolidation in the City or a departmental annual report and year-end financial statements nor does it preclude any form of public consultation.

Appendix A-I: Delegations and Exemptions	**Appendix A-I: Delegations and Exemptions**
In adhering to business-like practices in pursuit of the public good, the Agency will require certain delegations and exemptions. The following delegations and exemptions are integral in meeting the financial and operational goals of the Agency: **1.** The Agency must comply with the City of Winnipeg's Materials Management Policy, with the exceptions that the Chief Operating Officer has the delegated authority to: a. approve single source purchases, in accordance with B4 of the Materials Management Policy, not contravening the Agreement on International Trade for goods and services and not to exceed $100,000; b. award contracts pursuant to the Materials Management Policy and within the jurisdiction of the Agency consistent with that of the Director, Planning, Property and Development, for contracts with consideration not to exceed $150,000; and c. award contracts where the contract does not create an absolute commitment for funds not yet approved by Council, consideration for the contract does not exceed $150,000, and the contract does not exceed five years. **2.** The Agency is exempt from City of Winnipeg's standard spending limits for budgetary control purposes. Bottom line financial results and achievement of operational goals are the mechanism for measuring the success of the Agency. **3.** The Agency is exempt from vacancy and expenditure management processes and related global budget reductions. **4.** The Agency is exempt from the City of Winnipeg's Fees and Charges Policy. Subject to any fee or charge established by Council, and any direction received from Council, the Agency has the authority to establish and adjust its prices, fees, and charges in response to market forces and	In adhering to business-like practices in pursuit of the public good, the Agency will require certain delegations and exemptions. The following delegations and exemptions are integral in meeting the financial and operational goals of the Agency: **1.** The Agency must comply with the City of Winnipeg's Materials Management Policy, with the exceptions that the Chief Operating Officer has the delegated authority to: a. approve single source purchases, in accordance with B4 of the Materials Management Policy for goods and services and not to exceed $100,000; b. where the reasonable estimate of the Consideration of the Contract exceeds five thousand dollars ($5,000), but does not exceed twenty-five thousand dollars ($25,000), initiate a solicitation from three potential suppliers, unless approved as a single source in accordance with *a.* above; c. approve single source contracts for consultant services pursuant to the Appendix 1 of FM-002 Administrative Standard regarding the Materials Management Policy and within the jurisdiction of the Agency for contracts not to exceed the following: (a) the estimated value of the Service relating to capital projects included in the capital budget exceeds $100,000 in total, including all phases of any given project; or (b) the estimated value of the Service, other than those relating to capital projects, exceeds $35,000 in total, including all phases of any given project. d. award contracts pursuant to the Materials Management Policy and within the jurisdiction of the Agency for contracts with consideration not to exceed $150,000; and e. award contracts where the contract does not create an absolute commitment for funds not yet approved by Council, consideration for the contract does not exceed $150,000, and the contract does not exceed five years. **2.** The Agency is exempt from City of Winnipeg's

the need to provide a competitive service. Fees and charges will be set out in the annual selection report.	standard spending limits for budgetary control purposes. Bottom line financial results and achievement of operational goals are the mechanism for measuring the success of the Agency. **3.** The Agency is exempt from vacancy and expenditure management processes and related global budget reductions. **4.** The Agency is exempt from the City of Winnipeg's Fees and Charges Policy. Subject to any fee or charge established by Council, and any direction received from Council, the Agency has the authority to establish and adjust its prices, fees, and charges in response to market forces and the need to provide a competitive service. Fees and charges will be set out in the annual selection report.