Agenda - Council - July 15, 2015

Report – Alternate Service Delivery Committee - January 19, 2015

Item No. 3 Winnipeg Parking Authority SOA – 2015 Business Plan

STANDING COMMITTEE RECOMMENDATION:

On July 8, 2015, the Executive Policy Committee concurred in the recommendation of the Alternate Service Delivery Committee, and submitted the following to Council:

1. That the 2015 Business Plan for the Winnipeg Parking Authority Special Operating Agency (SOA) including the 2015 budget be approved and the 2016 and 2017 financial projections, as outlined in Appendix A, be received as information.

2. That the City enter into grant agreements with the Downtown, Exchange and West End Business Improvement Zones as outlined on page 25 of the 2015 Business Plan (attached).

3. That the Chief Operating Officer of the Winnipeg Parking Authority SOA be delegated the authority to negotiate and approve the terms and conditions of the agreements for January 1, 2015 to December 31, 2015, in accordance with the terms and conditions set forth herein and such other terms and conditions deemed necessary by the Director of Legal Services and City Solicitor to protect the interests of the City.

4. That the Chief Operating Officer of the Winnipeg Parking Authority SOA be delegated authority to negotiate and approve the terms and conditions of all future similar agreements to establish similar Business Improvement Zone programs, in accordance with terms and conditions similar to those set forth herein and such other terms and conditions deemed necessary by the Director of Legal Services and City Solicitor to protect the interests of the City.

5. That the Chief Operating Officer of the Winnipeg Parking Authority SOA be delegated authority to approve temporary position changes within the Special Operating Agency to carry out Council policy provided funds are available in the Agency's operating budget and will not cause an overall budget over-expenditure.

6. That the Winnipeg Parking Authority SOA be authorized to add up to five (5) screening officer positions in order to meet the requirements of the Municipal By-law Enforcement Act.

7. That the Winnipeg Parking Authority SOA be authorized to add an IT manager.

Report – Alternate Service Delivery Committee - January 19, 2015

8. That the Operating Charter of the Winnipeg Parking Authority, attached as Appendix B, be approved in its entirety, with revised portions shown in italics, and the following amendments in Appendix A-I: Delegations and Exemptions under the heading Materials Management:

    A. That subsections 1(b) and 1(c) be indicated in italics;
    B. That paragraphs 1(c)(a) and 1(c)(b) be renumbered 1(c)(i) and 1(c)(ii) respectively;
    C. That the second subsection 1(c) be renumbered 1(d);
    D. That subsection 1(d) be renumbered 1(e);
    E. That subsections 2(b) and 2(c) be amended by replacing “B1.2” with “1(c)”;
    F. That section 3 be amended by inserting the word “over-expenditure” before the word “authority”.

9. That Winnipeg Parking Authority SOA be delegated the authority to enact 2 hours of complimentary parking from 5:30 p.m. to 10:00 p.m. (Monday to Saturday) in the Evening Parking Zone as per Appendix C.

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

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

Report – Alternate Service Delivery Committee - January 19, 2015

DECISION MAKING HISTORY:

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On July 8, 2015, the Executive Policy Committee concurred in the recommendation of the Alternate Delivery Committee and submitted the matter to Council.

COMMITTEE DECISION:

On July 7, 2015, the Alternate Service Delivery Committee rescinded its recommendation of January 19, 2015.

COMMITTEE RECOMMENDATION:

On July 7, 2015, the Alternate Service Delivery Committee concurred in the Winnipeg Public Service recommendation with the following amendments:

- Recommendation 8
  Add "and the following amendments in Appendix A-I: Delegations and Exemptions under the heading Materials Management:

  A. That subsections 1(b) and 1(c) be indicated in italics;
  B. That paragraphs 1(c)(a) and 1(c)(b) be renumbered 1(c)(i) and 1(c)(ii) respectively;
  C. That the second subsection 1(c) be renumbered 1(d);
  D. That subsection 1(d) be renumbered 1(e);
  E. That subsections 2(b) and 2(c) be amended by replacing "B1.2" with "1(c)";
  F. That section 3 be amended by inserting the word "over-expenditure" before the word "authority"."

- Delete Recommendation 9 in its entirety and replace with:
  "9. That Winnipeg Parking Authority SOA be delegated the authority to enact 2 hours of complimentary parking from 5:30 p.m. to 10:00 p.m. (Monday to Saturday) in the Evening Parking Zone as per Appendix C.",

and forwarded to the Executive Policy Committee and Council.

Report – Alternate Service Delivery Committee - January 19, 2015

DECISION MAKING HISTORY (continued):

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On February 4, 2015, the Executive Policy Committee referred the matter back to the Alternate Service Delivery Committee.

COMMITTEE RECOMMENDATION:

On January 19, 2015, the Alternate Service Delivery Committee concurred in the recommendation of the Winnipeg Public Service with the following amendments:

- Recommendation 9 delete “the authority to establish and define to the area of the Evening Parking Zone in the downtown and”,

and forwarded the matter to the Executive Policy Committee and Council.

Further, on January 19, 2015, Martin Boroditsky submitted a written presentation with respect to the Winnipeg Parking Authority Special Operation Agency 2015 Business Plan.

ADMINISTRATIVE REPORT

Title: **Winnipeg Parking Authority (Special Operating Agency) 2015 Business Plan**

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

AUTHORIZATION

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

RECOMMENDATIONS

1) That the 2015 Business Plan for the Winnipeg Parking Authority including the 2015 budget be approved and the 2016 and 2017 financial projections, as outlined in Appendix A, be received as information.
2) That the City enter into grant agreements with the Downtown, Exchange and West End Business Improvement Zones as outlined on page 25 of the 2015 Business Plan (attached).
3) That authority be delegated to the Chief Operating Officer of the Winnipeg Parking Authority to negotiate and approve the terms and conditions of the agreements for January 1, 2015 to December 31, 2015, in accordance with the terms and conditions set forth herein and such other terms and conditions deemed necessary by the City Solicitor/Director of Legal Services to protect the interests of the City.
4) That authority be delegated to the Chief Operating Officer of the Winnipeg Parking Authority to negotiate and approve the terms and conditions of all future similar agreements to establish similar Business Improvement Zone programs, in accordance with terms and conditions similar to those set forth herein and such other terms and conditions deemed necessary by the City Solicitor/Director of Legal Services to protect the interests of the City.
5) That the Chief Operating Officer of the Winnipeg Parking Authority be delegated the authority to approve temporary position changes within the Agency to carry out council policy provided funds are available in the Agency's operating budget and will not cause an overall budget over-expenditure.
6) That the Winnipeg Parking Authority be authorized to add up to five (5) screening officer positions in order to meet the requirements of the Municipal Bylaw Enforcement Act.
7) That the Winnipeg Parking Authority be authorized to add an IT manager.
8) That the Operating Charter of the Winnipeg Parking Authority attached in Appendix B be approved in its entirety, with revised portions shown in italics.

9) That Council delegate to the Winnipeg Parking Authority the authority to establish and define to the area of the Evening Parking Zone in the downtown and the authority to adjust parking meter rates with the Evening Parking Zone to a maximum of $2.00 per hour in order to manage demand to generate approximately 15% availability on any given block face and that such adjustments be based on calculated usage levels for any given block for the previous year with the WPA to report on any planned changes as part of their annual business plan.

10) 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 is provided to Council in accordance with the Winnipeg Parking Authority Operating Charter

IMPLICATIONS OF THE RECOMMENDATIONS

Recommendation 1: 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.

Recommendations 2, 3 & 4 will allow the Agency to enter into mutually beneficial agreements with local Business Improvement Zones in order to further their mandate to balance public good initiatives with business goals as outlined in the Operating Charter of the Agency.

Recommendation 5 will provide the Chief Operating Officer of the Agency with the same authority as delegated to Departmental Directors by the Director of Corporate Support Services to, where necessary and appropriate, add temporary staff without having to appear before Council.

Recommendation 6 will allow the Agency to ensure that properly trained staff are in place and budgeted for prior to the coming into force of the new adjudication requirements under the Municipal Bylaw Enforcement Act.

Recommendation 7 will bring the IT support structure of the Agency into line with other civic agencies such as the Fleet Management Agency.

Recommendation 8 will update the Operating Charter of the Agency to consolidate the various prior revisions to the Charter and to ensure that delegations to the Agency are consistent with the City's various Administrative Directives.

Recommendation 9 will allow the Agency to ensure that there is an appropriate level of turnover in the evening in selected areas to ensure that space is available for customers arriving for evening events without having to return to Council for approval each time an adjustment to the area is required.

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.

Staffing Changes (Recommendations 6 and 7)

In 2013, the Province of Manitoba enacted the Municipal Bylaw Enforcement Act to streamline the adjudication of bylaw offences under a new system of administration. Under the Act, all parking offence notices must be administered using this new system. A full report on the implications of the Act to the Agency and the City will be brought before Council but the addition of required staff needs to be budgeted for and is included in this report. Anticipated annual costs for the new staff are approximately $400,000 inclusive of salary and benefits. The positions will not be filled unless the report to Council is approved, but is being included in the business plan submission so that the funding is in place should the report be approved.

Evolution of the operations of the Agency has resulted in an increased use of specialized IT resources and discussions with Corporate Support Services has recommended the addition of a dedicated IT manager to support the increased IT demands and bring the IT staff in line with other major city SOA's. A separate report regarding the revised organizational structure has been sent to Corporate Support Services for approval but the additional staff member needs to be budgeted for and is included in this report. The position will not be filled unless the report is first approved by Corporate Support Services but is being included in the business plan submission so that the funding is in place should the report be approved.

Evening Parking (Recommendation 9)

At the meeting of July 18, 2012 in Minute 543, Item 2, Council approved the implementation of paid evening on-street parking in selected areas of the downtown in order to ensure that space was available for customers attending downtown venues to be able to find parking when large scale events were scheduled. The obligation to pay for on-street parking would accomplish this by discouraging motorists from parking at 5:30pm and remaining all night. This evening rate has not been implemented to date due to the already scheduled changes to paystations to accommodate the new format one and two dollar coins and implementation of high demand pricing zones which prevented implementation in 2012. The implementation was put on hold in spring 2013 in order to allow for implementation of the 8am start time for payment at all paystations as approved by Council in July 2012 and was further delayed in order to prevent possible negative impacts on businesses already dealing with the National Hockey League labour stoppage.

In the spring of 2014 the Agency conducted parking load studies during the evening to determine if the problem of vehicles parked at on-street locations after 5:30pm and remaining all night had increased beyond the original area approved by Council. These studies showed significant increases in the

locations where parked vehicles were remaining all night. As a result, rather than implement the originally approved evening parking zone, the Agency conducted follow-up studies to determine if expansion of the Evening Parking Zone would be beneficial and support local area business. The load studies supported an expansion of the original Council approved evening parking, and as such, through this business plan Council approval is being sought. In order to ensure that evening visitors to the downtown who are attending for reasons other than large scale events can find parking the Agency requires the ability to adjust the Evening Parking Zone to adapt to increased development and traffic patterns in the downtown in the evening.

The previously approved Evening Parking Zone and planned area of expansion is indicated in the map shown in Appendix C. The proposed expanded Evening Parking Zone involves an additional 95 paystations regulating 550 paid on-street parking spaces.

FINANCIAL IMPACT

Financial Impact Statement **Date:** November 5, 2014

Project Name: **First Year of Program** **2015**

Winnipeg Parking Authority (Special Operating Agency) 2015 Business Plan

	2015	2016	2017	2018	2019
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 2015 to 2017 projected financial statements and notes.

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

CONSULTATION

In preparing this report there was consultation with:

Legal Services
Corporate Support Services

SUBMITTED BY

Department: Winnipeg Parking Authority
Division
Prepared by: Colin Stewart/Karen Ayotte
Date: *January 8, 2015*
File No.

APPENDIX A

WINNIPEG PARKING AUTHORITY
SPECIAL OPERATING AGENCY (SOA)

BUSINESS PLAN

2015

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 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 for 2015-2017

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.
- Implement 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 in selected other locations within the city to ensure updated information is available for the development of policy recommendations to Council.
- Develop a system for the management of mobile food vendors (food trucks) that balances the contribution to a vibrant downtown with the requirement for turnover at on-street locations.
- Conduct a comprehensive review of the Residential Permit Program including best practices in other municipalities to, where appropriate, recommend changes to improve the management of on-street resources in residential areas for all users.
- Expand evening parking from the original Council delegation by an additional 95 paystations. The expansion area for evening parking is included in Appendix C.

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.
- Continue to work with the Provincial Department of Justice and the City's Legal Services department on ways to improve the court process for parking related municipal by-law offences through implementation of screening and adjudication processes envisioned by *The Municipal Bylaw Enforcement Act*.
- Bring forward a Consolidated Parking Bylaw for Council approval to provide one location for citizens to reference regulations in relation to parking vehicles on the public right-of-way.

Maintain coordination with key stakeholder groups.

- Continue to collaborate with key stakeholders such as CentreVenture, Business Improvement Zones and other civic departments in relation to on and off-street parking in order to facilitate the continued development in a manner that balances the needs of residents, businesses and sustainability within the context of Our Winnipeg.

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

- In the context of the city's asset management framework, develop lot specific service level agreements to ensure operational responsibilities and budgetary responsibilities are defined for both capital and operational maintenance needs.
- As an agency we are always looking at the best and most efficient use of our assets.

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 the process 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, and 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.

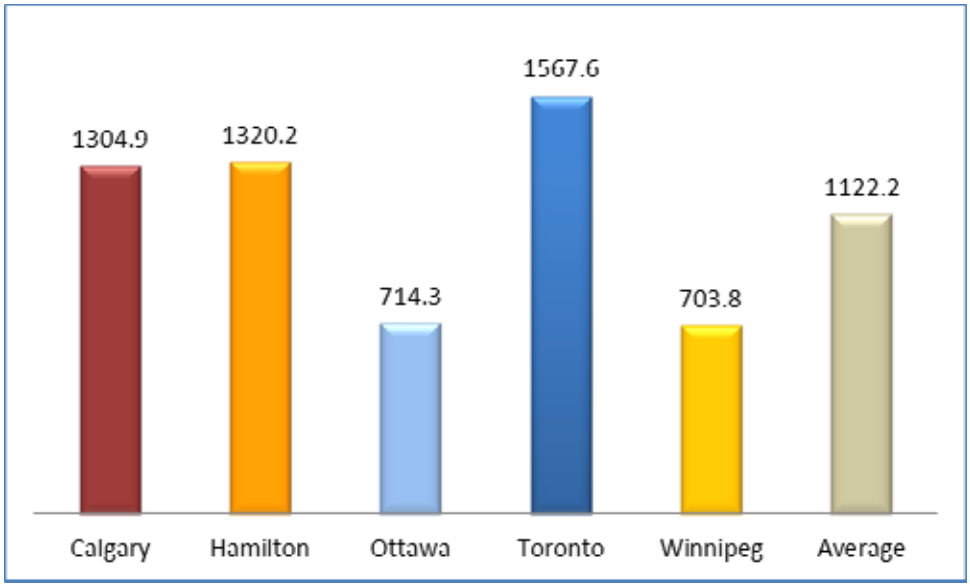
Unless otherwise noted all information is for 2013. Information presented in the City of Winnipeg Service Based Budget Document is not duplicated here.

1. Operations

Facilities under WPA management and/or administration

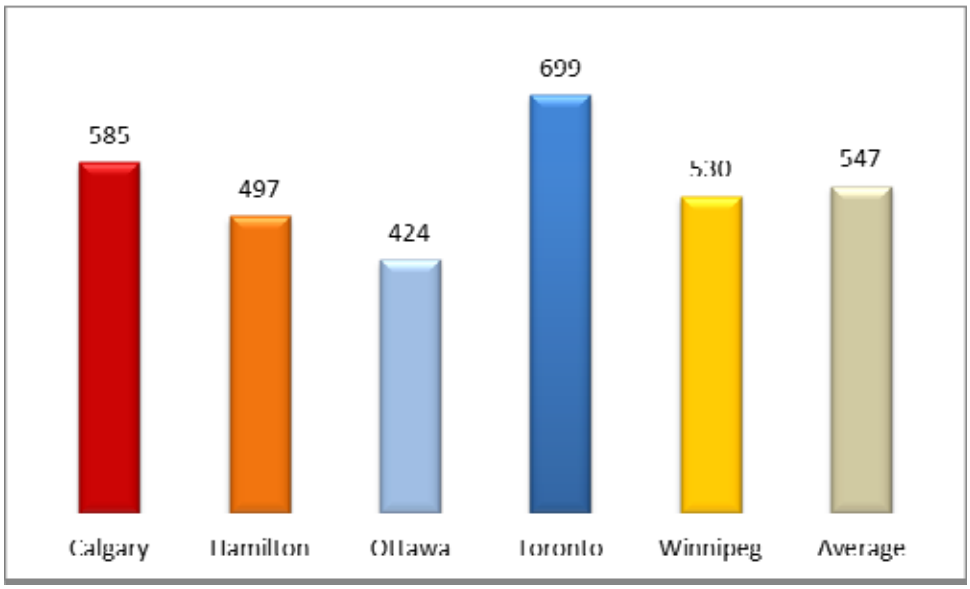
On-Street Areas	Paystations	Stalls	Remarks
Downtown	268	1543	Expansion of the Convention Centre and construction of Centrepoint has resulted in the temporary removal of 12 paystations servicing 69 spaces.
HSC/St. B	76	556	
Exchange	175	907	
Other	100	659	includes Selkirk Ave., West End, Exchange N of Pacific, Post Office & RCMP 'D' division locations
Parking Structures	**Type**	**Stalls**	**Remarks**
Millennium Library	Underground	486	
Surface Parking	**Lots**	**Stalls**	**Remarks**
Publicly Available	9	1033	operated at market rates, spaces available to the general public
Civic Employee Parking	39*	2409	operated on cost recovery basis, spaces available to civic employees only
Other	42*	2601	no cost recovery on operations – typically arenas, pools, etc.

Parking spaces under municipal management per 100,000 population



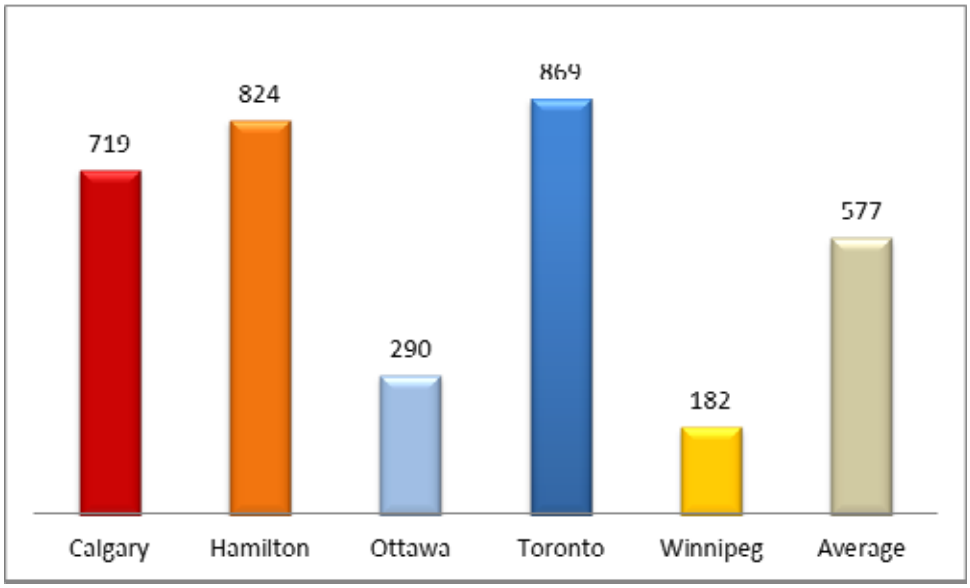
Information is drawn from 2013 OMBI data. Average is based on above noted cities rather than complete OMBI data.

Number of On-Street spaces per 100,000 population



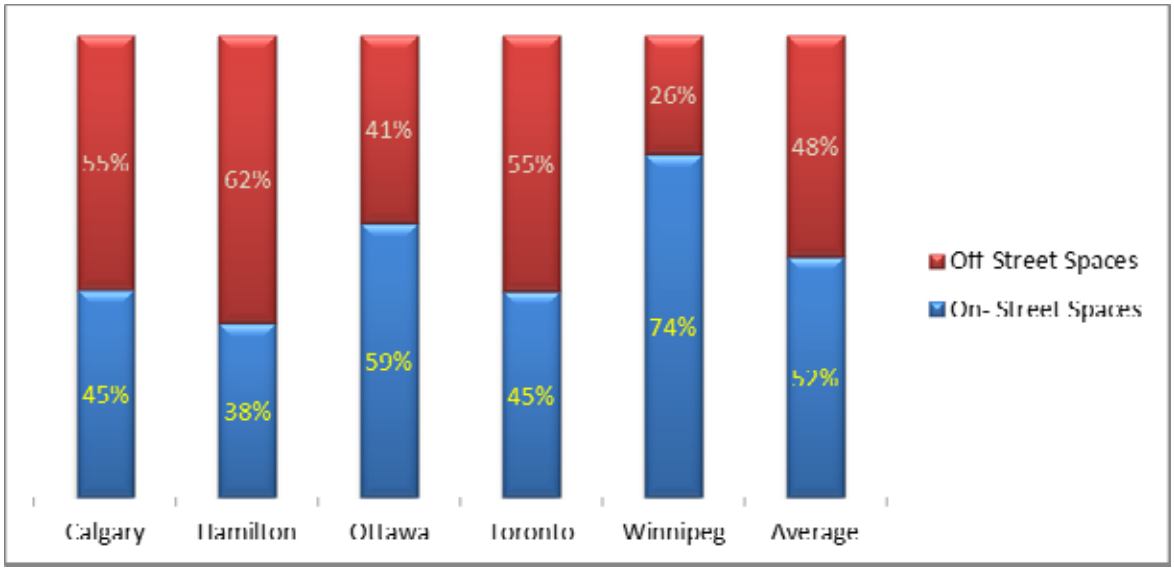
Information is drawn from 2013 OMBI data. Average is based on above noted cities rather than complete OMBI data.

Number of Off-Street spaces per 100,000 population



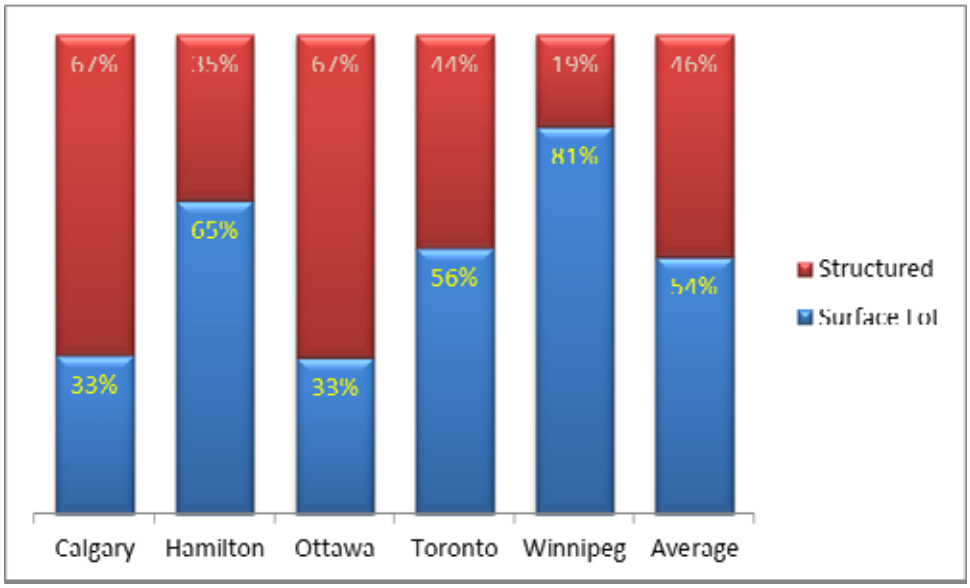
Information is drawn from 2013 OMBI data. Average is based on above noted cities rather than complete OMBI data.

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



Information is drawn from 2013 OMBI data. Average is based on above noted cities rather than complete OMBI data.

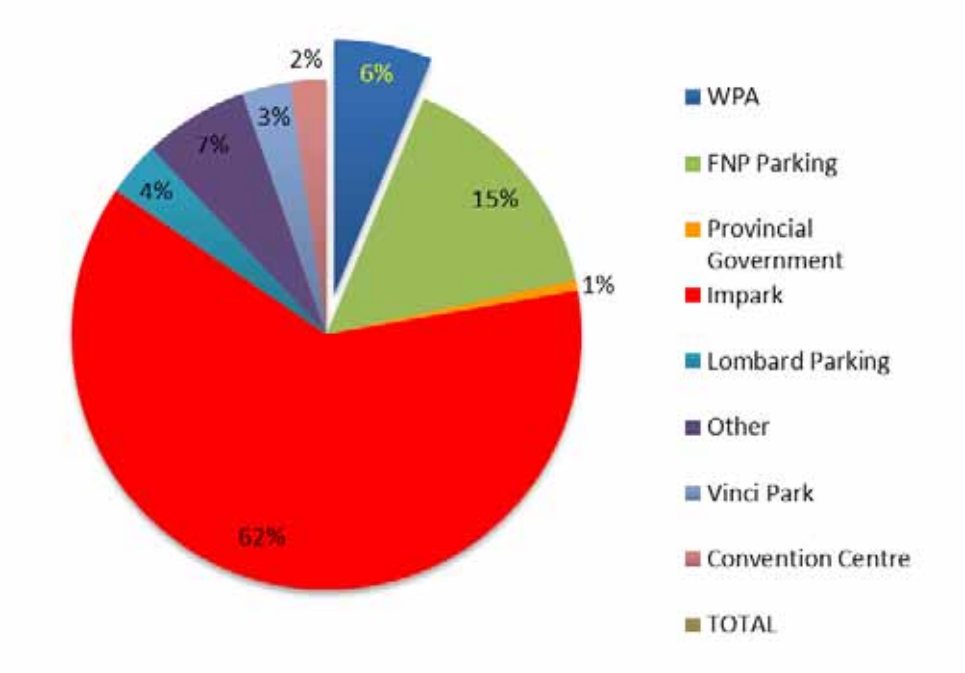
Ratio of Structured parking to surface parking lots under municipal management.



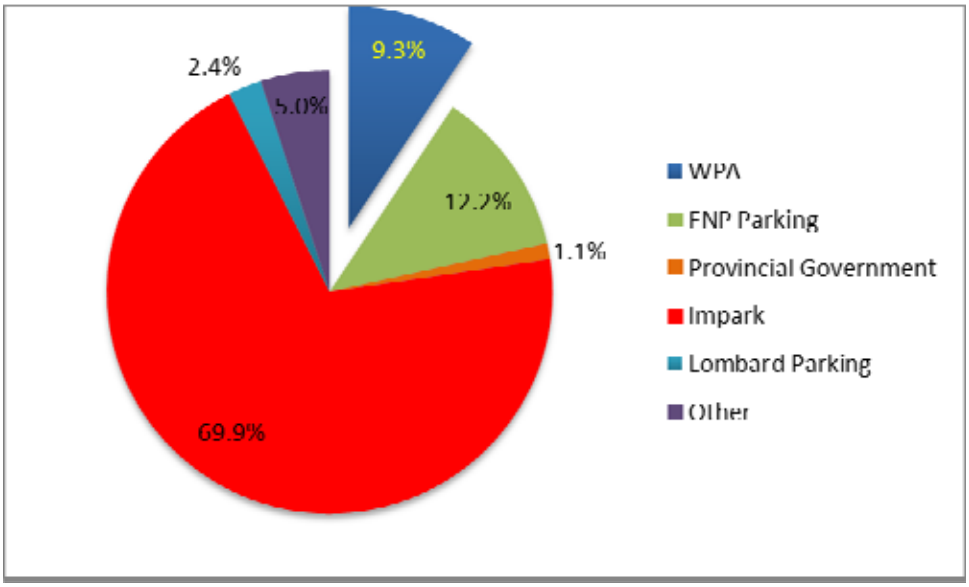
Information is drawn from OMBI data for 2013 and is based on number of stalls under municipal management. Average is based on above noted cities rather than complete OMBI data. The Toronto Parking Authority operates all Park & Ride lots for the TTC.

Management of Off-Street Parking Facilities in downtown Winnipeg Overall

(based on 2014 Survey of Downtown Winnipeg conducted by WPA staff)

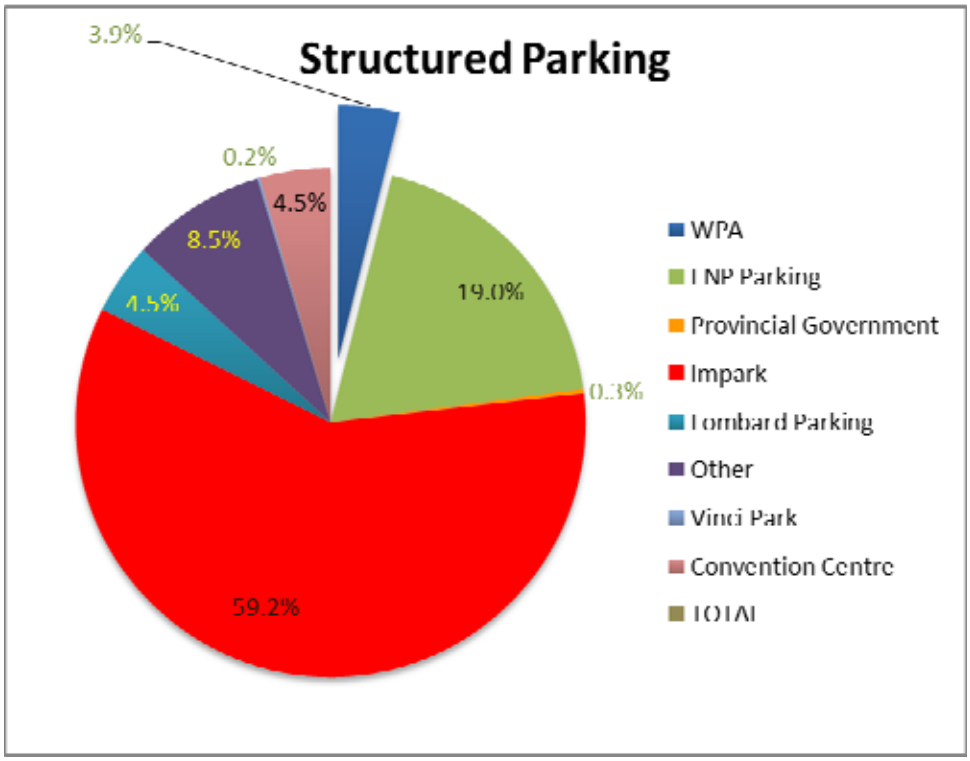


Surface Parking Lots



Transfer of Parcel 4 to FNP will further reduce WPA to 2.7% and increase FNP to 14.5%.

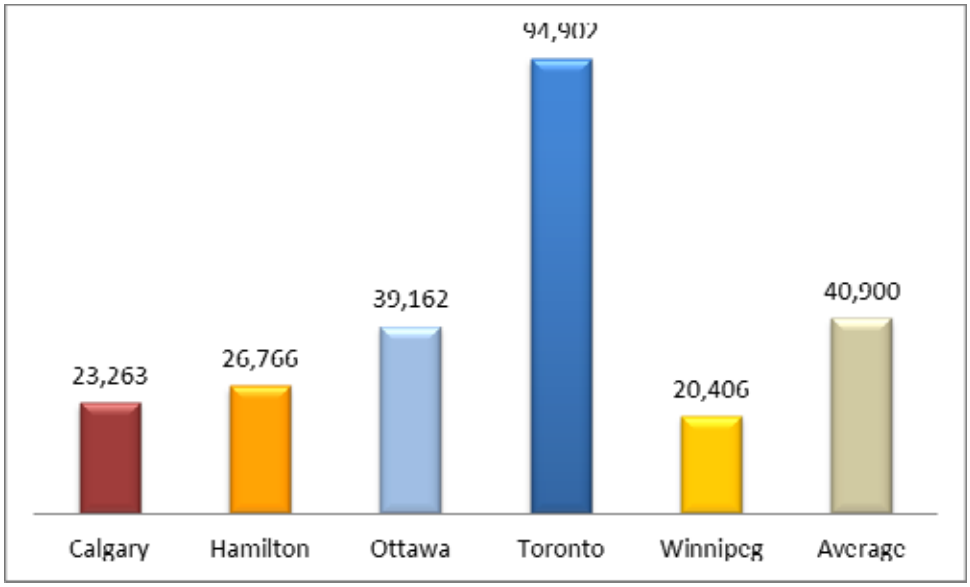
Structured Parking



Drawn from internal WPA data analysis.

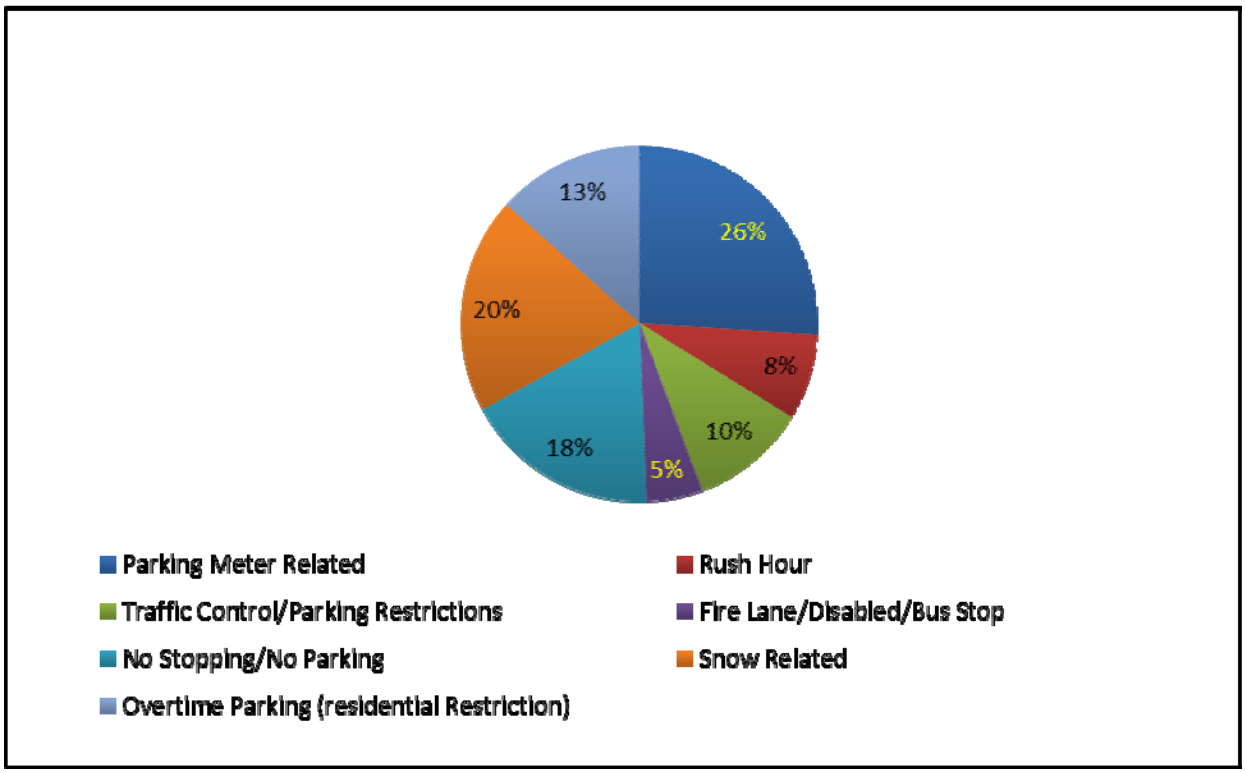
2. Compliance

Number of Citations Issued per 100,000 population



Information is drawn from 2013 OMBI data. Average is based on above noted cities rather than complete OMBI data.

Citations Issued by Offence Category - 2013



Total Citations Issued by Offence Category

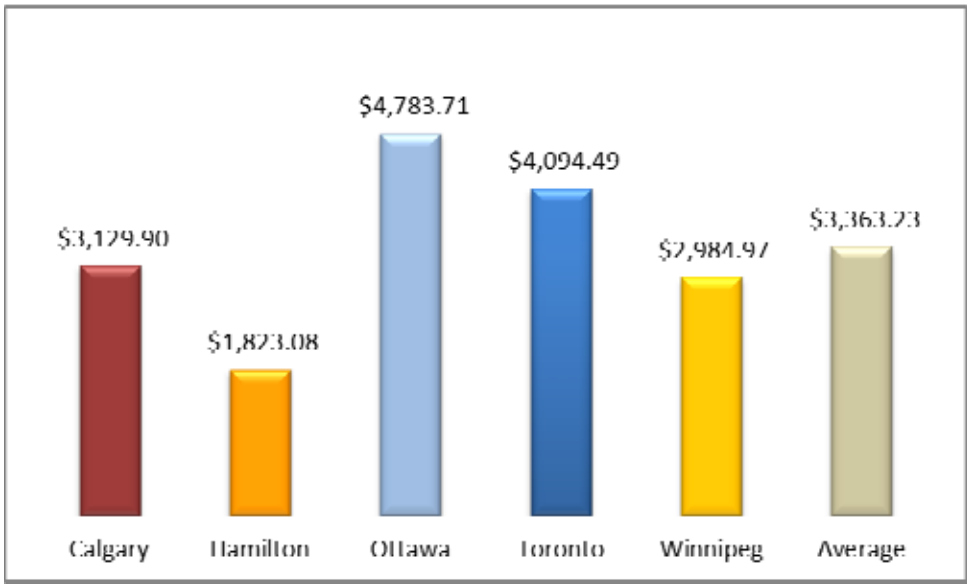
Offence Category	2013	%	2012	%
Parking Meter Related	37,153	26.0%	44,626	27.2%
Rush Hour	11,112	7.8%	13,471	8.2%
Traffic Control/Parking Restrictions	14,978	10.5%	21,090	12.9%
Fire Lane/Disabled/Bus Stop	7,229	5.1%	7,780	4.7%
No Stopping/No Parking	25,123	17.6%	30,849	18.8%
Snow Related	27,986	19.6%	17,230	10.5%
Overtime Parking (residential Restriction)	19,116	13.4%	28,995	17.7%
Total Offence Notices Issued	**142,697**		**164,041**	

Results of Citations dealt with by Provincial Court

	2013	% of issued	2012	% of issued	2011	% of issued
Total Tickets Issued	142,697		164,061		163,833	
Fine Imposed	1,655	1.16%	1,412	0.86%	1,913	1.17%
Reprimand	1,213	0.85%	910	0.55%	958	0.58%
Stayed by Crown Attorney	249	0.17%	397	0.24%	157	0.10%
Acquitted	10	0.01%	146	0.09%	107	0.07%
Total Tickets to Court	*3,127*	*2.19%*	*2,865*	*1.75%*	*3,135*	*1.91%*

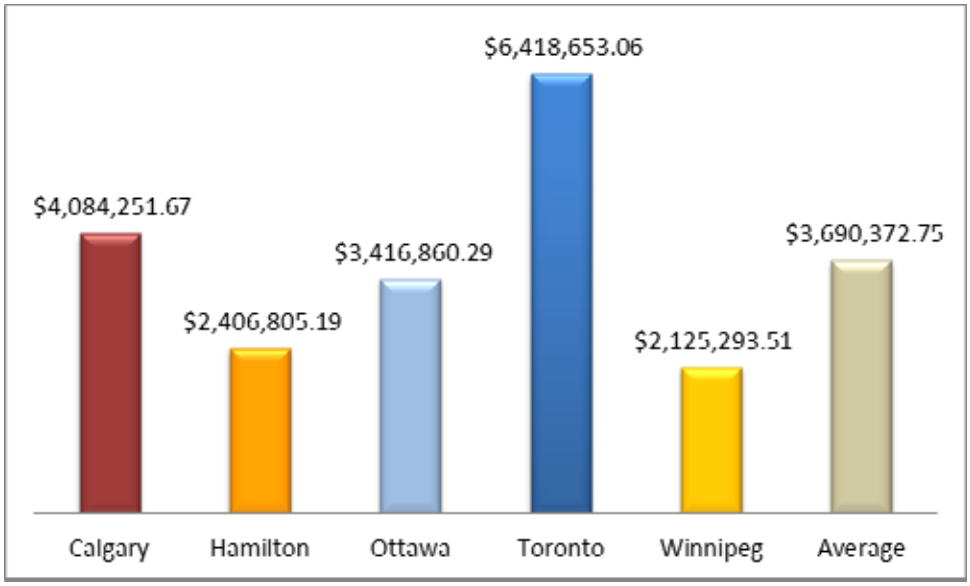
3. Financial

Revenue per parking space under municipal management



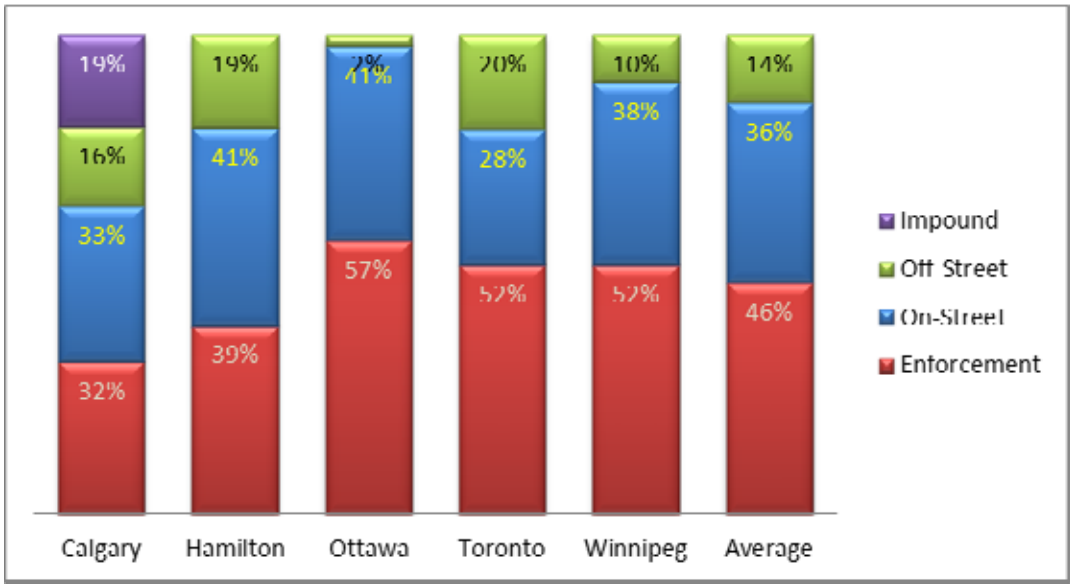
Information is drawn from 2012 OMBI data. Average is based on above noted cities rather than complete OMBI data.

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 2013. 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, 2017.

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 2013 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 2015 to 2017 Projected Financial Statements and Notes are presented in Appendix A-1. The 2013 Auditors' Report and Financial Statements are presented in Appendix A-3.

Revenue Assumptions

Enforcement

Enforcement revenue is primarily comprised of fines collected for current year's offence notices 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 2015-2017 given the uncertainty of the Parkade's future at the time of completing the forecast.

Special Events

Special Events revenue includes revenue associated with parking fees in accordance with fee increases as itemized in Appendix A-2.

Meters

Meter fee revenue has been forecasted based on prior years' performance. Significant reductions to the on-street inventory as a result of major downtown construction projects affect meter revenues.

Expense Assumptions

Services

- *Parking Enforcement* – Projections for 2015-2017 include primarily estimate of costs associated with the parking enforcement and communications services contract.
- *Parkade Management* – Includes for 2015-2017, 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*
    - Meter contract (maintenance and pay/display communications) $1,821 thousand in 2015, $1,813 thousand in 2016 and $1,849 thousand in 2017.
    - Winnipeg Fleet Management expenditures for rental of vehicles owned/leased by the agency $285 thousand in 2015, $293 thousand in 2016, $298 thousand in 2017 (does not include operating expenditures)
    - Consulting and professional services expense is based on estimated project requirements $225 thousand in 2015, $176 thousand in 2016 and $176 thousand in 2017

- Allocated departmental costs include forecast for services provided at the Civic Centre Parkade by Municipal Accommodations $20 thousand in 2015 and $0 in 2016/2017.

Salaries

Salaries and benefits expense for 2015 is based on collective agreements for 48 FTE positions, and 9.66 temporary positions as follows:

- 28 CUPE FTE
- 13 WAPSO FTE
- 1 WAPSO exempt FTE
- 1 CUPE exempt FTE
- 9.66 CUPE temporary
- 1 WAPSO temporary

Note 5 FTE's related to the implementation of the Municipal By-Law Enforcement Act (MBEA) have yet to be rated, but are included in the WPA's 2015-2017 Business Plan. Additionally, one WAPSO I.T. manager has been added to the agency's FTE compliment.

Materials, parts and supplies

- Snow clearing costs $500 thousand in 2015, $510 thousand in 2016 and $520 thousand in 2017.
- Grounds maintenance costs $296 thousand in 2015, $301 thousand in 2016 and $307 thousand in 2016.
- Paper for meters $255 thousand in 2015, $260 thousand in 2016 and $265 thousand in 2017.
- Software customization associated with implementation of MBEA $225 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	4%
• Vehicles	20%
• Meters and pay stations	10%

- Equipment 10-20%
- Computer equipment 33%
- Office furniture and equipment 20%
- Parkade betterments 5%

During 2012, there was a change in the estimated useful life of the remaining parkade assets, which are now being amortized at a rate of 4%. This change in estimate has been accounted for prospectively.

Provision for Bad Debts

50% of the outstanding Citations receivable is considered to be uncollectible.

Other

- Transfer to Municipal Accommodations Fund includes $270 thousand annually for office space at 495 Portage Avenue.
- Transfer to General Revenue – Corporate Support Services include:
  - 311 services of $133 thousand annually.
  - Business technology services of $243 thousand annually.
  - Campus HR of $108 thousand in 2015, $110 thousand in 2016 and $112 thousand in 2017.
- Transfer to Assessment and Taxation for payments-in-lieu of municipal taxes of $196 *(Civic Centre - $103, Millennium Library - $89 and Surface lots - $4)* thousand in 2015, $94 thousand in 2016 and $95 thousand in 2017.
- Office renovation costs associated with MBEA $350 thousand in 2015
- Grants to Business Improvement Zones
  - The following grants are provided to the noted BIZ groups for services rendered with respect to services beneficial to the Agency including, but not limited to:
    - Snow removal around paystations;
    - Graffiti removal from paystations;
    - Extended hours for Downtown Watch patrols of Millennium Library Parkade and parkade stairwells; and
    - Provision of safewalk and safety patrols in City owned and administered parking lots as required.
  - Downtown Biz - $115 thousand in 2015, $115 thousand in 2016 and $115 thousand in 2017

- Exchange Biz - $60 thousand in 2015, $60 thousand in 2016 and $60 thousand in 2017
- West End Biz - $33 thousand in 2015, $33 thousand in 2016, $33 thousand in 2017

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, net of applicable adjustments.

Tangible Capital Asset Additions - (in thousands of dollars)

	2015	2016	2017	Total
Parking Lot Improvements	$130	$0	$0	$130
Millenium Library Parkade Improvements (Lighting, Overhead doors & booth upgrades)				
Exterior ramp redesign	300	0	0	300
Lighting, overhead doors & attendant booth upgrades	300	60	0	360
T2 Handheld Equipment	335	0	0	335
Security Camera Upgrades	25	0	0	25
Vehicle Lifecycle Improvements	320	260	0	580
Other Equipment	83	8	0	91
	$1,493	**$328**	**$0**	**$1,821**

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

	Forecast 2014	2015	2016	2017
The City of Winnipeg General Revenue Fund – Start-up loan with no specific terms of repayment	**$3,918**	**$3,918**	**$3,918**	**$3,918**

Other Assumptions

Accumulated Surplus

- Consists of cumulative excess revenues over expenses. A dividend of $3 M is projected to be distributed to the City of Winnipeg in 2015.

Appendix A1:



WPA financials for
2015 Selection Repor

Appendix A2:



Appendix
A-2_2015-2017 Parki

Appendix A3:



December 31 2013
WPA audited financia

Appendix B

WINNIPEG PARKING AUTHORITY
OPERATING CHARTER

Winnipeg Parking Authority
Special Operating Agency
Operating Charter

Table of Contents

Section 1: Preamble
1.1 Background
1.2 Establishment of the Agency
1.3 Name of the Agency
1.4 Transition Period
1.5 Definitions
1.6 Governing Principles

Section 2: Policy Framework
2.1 Vision/Mission
2.2 Goals
2.3 Values and Principles
2.4 Products and Services
2.5 Markets
2.6 Special Operating Agency Status

Section 3: Accountability Framework
3.1 Reporting Relationships
3.2 Council Responsibility
3.3 Executive Policy Committee Responsibility
3.4 ASD Committee Responsibility
3.5 Standing Policy Committee on Property and Development Responsibility
3.6 Chief Administrative Officer Responsibility
3.7 Chief Financial Officer Responsibility
3.8 Department Head Responsibility
3.9 Agency Head Responsibility
3.10 Advisory Board
3.11 Customer Relations
3.12 Corporate Relations
3.13 Departmental Relations and Service Agreements
3.14 Delegation of Authority

Section 4: Planning and Reporting Framework
4.1 Planning and Reporting Schedule
4.2 Operating Charter
4.3 Selection Report
4.4 Annual Report

Section 5: Financial Framework
5.1 Fiscal Year

5.2 Implementation
5.3 Regulatory Environment
5.4 Continuity of Service
5.5 Costing and Pricing
5.6 Public Good Allocation
5.7 Audit

Section 6: Human Resource Framework

6.1 Staff Levels
6.2 Compensation and Classification
6.3 Training and Development
6.4 Performance Management
6.5 Recognition and Rewards
6.6 Labour Relations

Section 7: Implementation and Review
7.1 Effective Date
7.2 Evaluation
7.3 Review and Revision of Charter
7.4 Termination of Charter

Section 8: Accountability Structure

Agreement

Appendix A-1: Delegations and Exemptions

Section 1: Preamble

1.1 Background On March 20, 1997 Council adopted the *Reshaping Our Civic Government* document identifying the development of Special Operating Agencies as one of five strategic initiatives needed to create a more affordable City government. On Feb. 24, 1999 Council adopted the *1999 Alternative Services Delivery Review Agenda* which identified municipal parking services as an ASD candidate. A Feasibility Study was subsequently prepared and presented to the ASD Committee. On December 11, 2002, Council adopted the recommendation of the Alternate Services Delivery Committee that an Operating Charter and Business Plan for a Special Operating Agency with a mandate to manage and be accountable for city-owned public parking resources, be prepared for consideration by Council.

1.2 Establishment of the Agency
This Operating Charter has been approved by Resolution No. _____ of the Winnipeg City Council and establishes the Winnipeg Parking Authority Special Operating Agency effective January 1, 2005, pursuant to *The City of Winnipeg Charter*.

1.3 Name of the Agency
The Agency will be referred to as the **Winnipeg Parking Authority**.

1.4 Transition Period
Due to the complex role of the Agency and the need to consolidate multiple activities and operations from several City departments into a single agency, a three-year transition period will be required to allow the Agency to make the necessary operational adjustments. Although the Operating Charter is fully effective as of January 1, 2005, some of its aspects may only be fully implemented or operationalized at later points during this transition period.

1.5 Definitions
"*Client*" – an individual business or organization which relies on the availability of convenient and proximate parking access in order to facilitate access to its site, with whom the Agency retains a cooperative accountability to provide services. The Agency may, at its sole discretion recognize individual entities as clients.

"*Customer*" – the individual parker or end user of the parking product or service, whom the Agency serves directly, and to whom the Agency retains a contractual "fee for service" accountability. This customer base includes but is not restricted to City residents, visitors and tourists, as well as City employees and other individuals.

"*Fee-for-service*" – a fee or token of value provided by a customer or client in consideration for a product or service provided by the Agency.

"*Fee-supported*" – products or services for which an hourly, daily, weekly, monthly, annual or other fee is charged in compensation for provision and maintenance of the product or service.

"*On-street*" – parking stalls located on a public street, roadway, or thoroughfare.

"*Off-street*" – parking stalls located in areas other than a public street, roadway, or thoroughfare.

"*Public Good*" – a factor which limits policies and activities designed to benefit the business goals of the Agency in deference to the qualified needs of shareholders, clients, customers, stakeholders, and other interested parties, as determined by the Agency in consultation with its governing authorities.

"*Shareholders*" - the people of the City of Winnipeg, as represented by Council, to whom the Agency is formally and ultimately accountable.

"*Special needs*" – a group of individual customers or clients of the Agency who, by virtue of a distinctive physical or social need, or activity characteristic, require the availability of convenient and proximate parking access in order to facilitate access to a specified area for a specified time and use. The Agency may, at its discretion subject to the direction of Council, or the Province of Manitoba, recognize and provide services to special needs clients, the disabled, and customers.

"*Stakeholder*" – an organization established to represent the interests of an identified group of clients, to which the Agency retains a cooperative accountability. Stakeholders may change from time to time, but are identified for the purposes of the Charter as the Downtown and Exchange District BIZ organizations, the Forks North Portage Partnership, Destination Winnipeg, and CentreVenture. The Agency may, at its sole discretion, or on advice from its Advisory Board, or on direction from Council, recognize other organized entities as stakeholders.

1.6 Governing Principles

As created in this Charter, the Winnipeg Parking Authority has a complex role. Access to convenient and economical parking services is essential to the prosperity of the City, and guidance for managing this resource in the downtown area is detailed in the *Downtown Parking Policy* approved by Council on December 11 2002. The Agency's financial objectives would occasionally run contrary to this policy and may potentially have a detrimental effect on commerce in areas supported by fee-based parking. In accordance with this Policy, the activities of the Agency will be guided by three principles:

1. to provide a progressive, flexible, and responsive public service;
2. to apply business principles in relating supply to demand, cost to benefit, and value to the shareholder, to the management of parking resources; and
3. to balance the competing and conflicting needs of shareholders, stakeholders, clients, and customers, and develop practical and satisfactory solutions on a day-to-day basis.

Inherent in establishing this Agency's requirement to seek compromising solutions, it is understood that the Parking Authority will never have the ability to completely satisfy any one constituency or area of interest. In some instances, the Agency's desire to deliver public good initiatives (when appropriate) and balance constituent needs will conflict with its business goals. While immediate interests may conflict from time to time, it is also understood that it is in the broad interest of all constituencies to enjoy easily accessible, convenient, affordable, and available parking for all participating groups.

The Agency's measure of success is in how it manages to provide a fair and progressive balance of all interests, while managing its business affairs so as to meet, and exceed, best practices and best results, as demonstrated by comparable municipal public parking organizations.

Section 2: Policy Framework

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.
Amended by Council, March 20, 2013

2.2 Goals

The primary goals of the Agency are to:

- Provide an efficient, responsive and exemplary on- and offstreet, 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.
- Optimise the operational and financial performance of parking facilities so as to deliver service excellence.
- Provide exemplary service standards in all customer and client transactions.

2.3 Values

In achieving its mission and goals, the Agency refers to the following core values and operating guidelines.

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.

Operating Guidelines – 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.

2.4 Products and Services

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.

6. Serve as a clearing house for day to day updates of public parking service, special needs, and emergency related signage including positioning of loading and service facilities, emergency routes, disability parking, and other static elements as required.

2.5 Markets

The Agency identifies its primary market as public, daily or hourly casual parking demand, supported by public and employee monthly contract or permit parking demand at all or selected facilities. It optimizes the use of current resources and manages publicly owned parking supply and public or employee demand as dictated by market principles. It caters to customer and client agency needs, and seeks to expand its market share through the lease, purchase or development of new facilities as supported by the marketplace or prudent public policy.

The Agency sets high service standards as a selling advantage to individual parking customers and an example to competing private operators.

2.6 Marketing and Visual Identity
The Agency undertakes independent marketing, advertising and customer service activities within the broad parameters of the City of Winnipeg's visual identity guidelines.

2.7 Special Operating Agency Status
The Agency operates and conforms to accepted business practices in all financial and business dealings. It proposes to assess any 'public good' allocations annually as part of its business plan review in consultation with the Administration.

The Agency is accountable for the results of its business operations on the basis of the performance measures as outlined in this Selection Report.

The Agency is required to operate independently and be accountable for its activities as outlined in Section 3 to 8 of this Charter. The Agency comes forward for policy direction not explicitly covered or implied in the Charter document.

Section 3: Accountability Framework

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.
Amended by Council, March 20, 2013

3.2 Council Responsibility
Under The City of Winnipeg Charter, Council has final decision authority relative to the Agency. This includes, but is not restricted to, designation of the Agency and its operating charter, feasibility study and selection report, delegations of authority, and advisory board appointments.

Council receives annual reports as information to assess the Agency's performance and policy outcomes.

3.3 Executive Policy Committee Responsibility
EPC on recommendation of the ASD Committee reviews the Agency's plans, reports, and proposals and recommends appropriate decisions by Council. EPC maintains a strategic oversight role.

3.4 ASD Committee Responsibility
The ASD Committee is responsible for providing corporate leadership of alternative service delivery initiatives, including special operating agencies (SOA). While its overriding concern is to assess SOA financial needs and

implications, it maintains a broader role in evaluating the corporate benefits delivered by the SOA within the strategic context of ASD.

3.5 Standing Policy Committees
Standing Policy Committees review Agency plans, reports, and proposals on referral from or in conjunction with the review process through the ASD Committee. Any comments are factored into analyses and recommendations forwarded to EPC and Council.

3.6 Chief Administrative Officer Responsibility
The Chief Administrative Officer (CAO) has executive management responsibility, in concert with Standing Committees, to provide policy advice, program and service direction concerning the effective management, operation, and performance of the Agency. The CAO designates the chairperson of the Advisory Board.

3.7 Chief Financial Officer Responsibility
The Chief Financial Officer (CFO) directs Corporate Finance expertise that assists the Agency in its formation and ongoing operations.

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 efficient working relationships within and outside the organization. The CoW/COO is an ex-officio member of the Advisory Board.
Amended by Council, March 20, 2013

3.9 Agency Head Responsibility
The COO of the Agency is accountable for sound management of the Agency in accordance with the highest public sector standards and ensures the objectives and targets stated in the business plan are achieved.

The COO is responsible for managing the Agency planning and reporting processes. These plans and reports are provided through the CAO for the information / approval of the ASD Committee in consultation with the Standing Policy Committees, EPC, and Council.

The COO is an ex-officio member of the Advisory Board and provides the board with business plans, activity reports, charter revisions and other proposals and information required for effective management and accountability.

The COO is responsible for all operations of the Agency. Among other things, he or she is the designated contract administrator for all third party contracts and has the power of a "designated employee" for enforcement of parking by-laws and regulations within the authority of the Agency. He or she is responsible for all previous Council delegations and authorities with respect to those aspects of parking now attributed to the Agency.

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
- 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

- Chief Operating Officer, City of Winnipeg
- Manager, Alternate Service Delivery

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.
Amended by Council, March 20, 2013

3.11 Customer Relations
The Agency is accountable to its client set in meeting program and service needs in a timely, quality-conscious, and cost-effective manner. The Agency embraces a service excellence and continuous improvement ethic in all customer relations.

3.12 Corporate Relations
The Agency continues to be bound by relevant legislation, bylaws, and Council resolutions. Exemptions and delegations (Appendix I) are conferred through this operating charter by Council to enable the Agency to meet its mandate and business objectives.

3.13 Departmental Relations and Service Agreements
The Agency is delegated the authority to exercise choice in the purchase of services, either internal or external to the City of Winnipeg.

Initially, the Agency will continue to receive its current levels of service, or service levels, from other civic departments as outlined in this Selection Report. During the three year transition period, the Agency, in conjunction with the relevant civic departments, will monitor and review all costs and utilization rates, and upon completion of a business case analysis, the Agency will determine whether or not it will be entering into a service agreement with a City service provider or seek an external service provider based on best business case practices.

3.14 Delegation of Authority

Exemptions from City policies and delegations are listed in Appendix A-I.

Exemptions cover those administrative policies considered to impair business-like operations, not relevant to the Agency, or for which noncompliance has minor consequences. Delegations allow the Agency to administer the existing policy. They are vested in the Agency COO, who may sub-delegate to facilitate day-to-day operations. Appropriate policy directives are to be incorporated as amendments to the charter at the earliest opportunity.

Section 4: Planning and Reporting Framework

4.1 Planning and Reporting Schedule

The planning and financial reporting schedule is determined by the CFO in consultation with the Agency COO to synchronize with the general planning, budgeting, and reporting requirements of The City of Winnipeg.

4.2 Operating Charter

The Operating Charter is the formal articulation of the function, mandate, terms, conditions and requirements governing the operation, and defining the function and mandate of the Agency. Any proposed amendments are presented to Council for approval. The Operating Charter is a public document.

4.3 Selection Report A summary of the annual business plan, the Selection Report, is provided to Council each year. The Selection Report contains a multiyear budget for the Agency. It includes an annual budget and financial forecasts for four years.

The Agency participates in the broader planning process of the City of Winnipeg.

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.

Section 5: Financial Framework

5.1 Fiscal Year
The fiscal year of the Agency coincides with the fiscal year of the City of Winnipeg.

5.2 Implementation
At an administrative level, the CAO or designate, the Department Head and the Agency COO discusses and agrees on the following as detailed in the business plan:

- Accounting principles to be applied;
- Valuation of assets and liabilities (an opening balance sheet);
- Periodic reporting;
- Information systems and technology;
- Long and short-term financing;
- Cash management and investing;
- Budget requirements (if any), and
- Service level agreements

As part of the management principles inherent in SOAs, the standard budgetary expenditure controls do not apply. Achievement of stated priorities, with reference to bottom-line financial results, is the mechanism for measuring the success of the Agency.

5.3 Regulatory Environment
The Agency is responsible for addressing regulatory issues related to customer service, efficient resource utilization, and management of parking supply on public lands and roadways, and for initiating and facilitating regulatory reform in these areas.

5.4 Continuity of Service
In the event that budget approval for a fiscal year is delayed, the Agency is authorized to continue service and incur expenditures not to exceed 30% of the expenditures estimated in the Agency's budget for the previous fiscal year.

5.5 Costing and Pricing
The Agency costs its services on a full-cost basis including direct costs, support costs and overhead costs. Subject to any fee or charge established by Council, and any direction received from Council, the Agency can establish and adjust its prices, fees, and charges in response to market forces and the need to provide a competitive service.

5.6 "Public Good" Allocation
If the Agency is directed to contribute to City policy objectives that cannot be justified by the Agency on business principles (e.g., subsidizing or discounting the provision of a service), costs of these contributions or lost revenues may be adjusted against the bottom-line targets of the Agency and/or covered by way of tax-supported funding. Any 'public good' allocations are to be assessed annually as part of the Agency's business plan review.

5.7 Audit
The Agency has to have an annual audit in compliance with legislation. Special audits and/or evaluations may also be conducted as the need arises.

Section 6: Human Resources

6.1 Staff Levels
The Agency may adjust its staff complement within established financial parameters as business circumstances dictate. The Agency may utilize term and casual staffing as necessary to meet short-term workload requirements.

6.2 Compensation and Classification
The Agency's staffing and classification activities are governed by collective agreements.

The Agency may, in consultation with Human Resource Services, alter existing classifications or develop its own classification categories and/or groups through letter(s) of understanding.

6.3 Training and Development
The Agency provides its employees with training and career development opportunities necessary to serve its customers and respond to changing market forces and civic policies.

6.4 Performance Management
The Agency conducts performance appraisals annually at all levels. Emphasis will be placed on initiative and innovation, customer service, as well as advancement toward the achievement of other identified goals.

The performance of the COO is assessed based on achievement of the qualitative and quantitative objectives identified in the annual business plan.

6.5 Recognition and Rewards
The Agency may devise and implement rewards which devolve from the business successes of the organization. Appropriate incentive programs may be explored in consultation with Human Resource Services and presented on a business-case basis in the summary of the annual business plan.

6.6 Labour Relations
All regular employees of the Agency retain their employment status when migrating from City departments. All terms of collective agreements and union representation continue to apply.

Section 7: Implementation and Review

7.1 Effective Date
The effective date of Agency status for Winnipeg Parking Authority is January 1, 2005.

7.2 Evaluation

In support of its mission, the Agency is responsible for achieving performance targets set out in its annual selection report. The Agency is evaluated against these targets and reports on its performance in the annual report. A formal evaluation of the Agency’s effectiveness is planned three years from start-up.

7.3 Review and Revision of Charter

Review of the Agency's operating charter is carried out as required. Proposed revisions to the charter are tabled with the ASD Committee as part of the annual business plan approval process. Any revisions to the charter are subject to Council approval through a 2/3 majority of the total number of members of Council.

7.4 Termination of Charter

Council, by 2/3 majority, may revoke the Agency's charter at any time and reorganize, reassign, or dissolve the Agency as Council deems necessary. If the Agency is dissolved or reorganized such that a substantially different organization is constituted, a final report covering the period from commencement of the fiscal year to the date Agency operations ceased or were reorganized must be submitted to Council within 120 days of reorganization or cessation of operations.

Section 8: Accountability and Reporting Structure

The COO of the Agency may, as required, adjust the organizational framework of the Agency in order to achieve the goals and values outlined in this operating charter. However, without limiting the foregoing, the Agency will be organized into the following functional divisions:

- *Financial Services*
    - *Controller*
    - *Liens & Collections*
    - *Accounts Receivable/Payable*
- *Operations & Customer Service*
    - *Customer Service*
    - *On-Street Parking*
    - *Off-Street Parking*
    - *Courts Administration*
- *Regulation and Compliance*
    - *Bylaw Enforcement*
    - *Quality Assurance*
    - *Contracted Towing Services*
    - *Special Events*
- *Office of the COO*
    - *Executive Assistant*
    - *Project Manager*
    - *Policy Analysis/Performance Measurement*
    - *Information Systems*

Agreement This document represents the operating charter of the Winnipeg Parking Authority Special Operating Agency as established by Council under ***The City of Winnipeg Charter***.

Appendix A-I: Delegations and Exemptions

(changes are in italics)

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:

Materials Management

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.

c. 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

d. 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*. Council hereby delegates to the* ***Chief Operating Officer of Winnipeg Parking Authority*** *the delegated authority under Appendix 7 of FM-002 where:*

a the accumulated Amount of the contract, including over-expenditures, does not result in a revised total contract price exceeding five thousand dollars ($5,000); or

b the accumulated Amount of the contract for Consultant Services awarded pursuant to B1.2, including the over-expenditures, does not result in a revised total contract price exceeding one hundred thousand dollars ($100,000) providing monies are available within the applicable capital budget as approved by Council; or

c the accumulated Amount of the contract for Consultant Services awarded pursuant to B1.2, including the over-expenditures, does not result in a revised total contract price exceeding thirty five thousand dollars ($35,000)providing monies are available within the applicable operating budget as approved by Council.

3*. Council hereby delegates to the* ***Chief Operating Officer of Winnipeg Parking Authority****, the delegated authority under Appendix 7 of FM-002****, with the exception of single source contracts,*** *where:*

a the accumulated Amount of the contract, including the over-expenditures, does not result in a revised total contract price exceeding five thousand dollars ($5,000); and

b providing monies are available within the applicable capital or operating budget as approved by Council.

Report on Contract Over-Expenditures:

4. *The* ***Chief Operating Officer of Winnipeg Parking Authority*** *shall, on request of the Chief Financial Officer, submit a report detailing use of the authority exercised pursuant to Appendix 7.*

Financial Controls/Fees & Charges

5. 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.

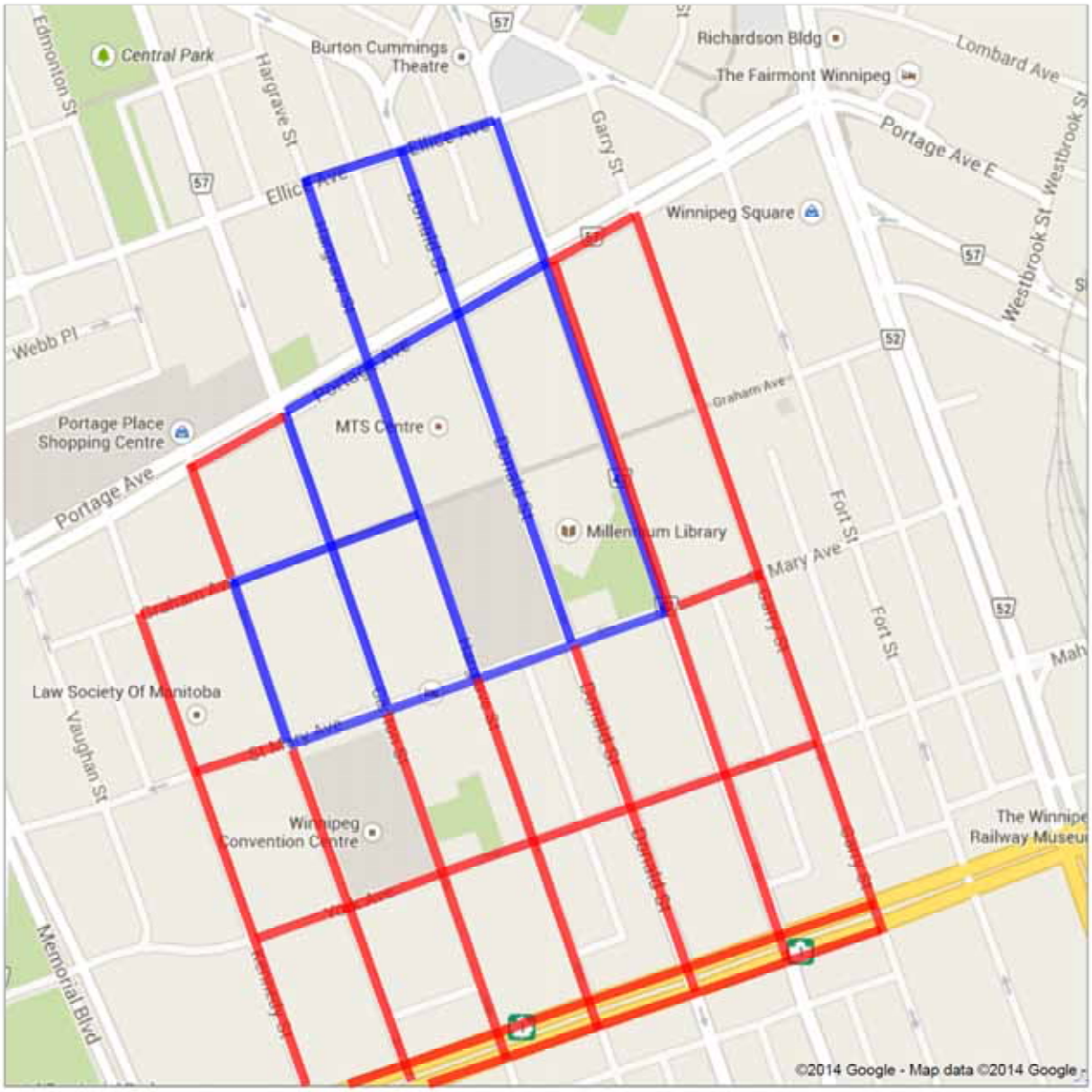
6. The Agency is exempt from the City of Winnipeg's Fees and Charges Policy. Subject to any fee or charge established by Council, and any direction received from Council, the Agency has the authority to establish and adjust its prices, fees, and charges in response to market forces and the need to provide a competitive service. Fees and charges will be set out in the annual selection report.
Amended by Council, March 20, 2013

Human Resources

7. The Agency is exempt from vacancy and expenditure management processes and related global budget reductions.

8. *The Chief Operating Officer of the Winnipeg Parking Authority is delegated the authority to approve temporary position changes within the Agency to carry out council policy, provided funds are available in the Agency's operating budget and will not cause an overall budget over-expenditure.*

Appendix C- Evening Parking



Approved Evening

Expanded Evening