Agenda – Executive Policy Committee – December 6, 2017

Report – Standing Policy Committee on Innovation – November 30, 2017

Item No. 3 Winnipeg Parking Authority (Special Operating Agency) Selection Report – 2018 Business Plan

STANDING COMMITTEE RECOMMENDATION:

On November 30, 2017, the Standing Policy Committee on Innovation concurred in the recommendation of the Winnipeg Public Service and submitted to Council:

1. That the 2018 Business Plan for the Winnipeg Parking Authority including the 2018 budget be approved, and the 2019 and 2020 financial projections, outlined in Appendix A, be received as information.

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

Agenda – Executive Policy Committee – December 6, 2017

Report – Standing Policy Committee on Innovation – November 30, 2017

DECISION MAKING HISTORY:

STANDING COMMITTEE RECOMMENDATION:

On November 30, 2017 the Standing Policy Committee on Innovation 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) Selection Report - 2018 Business Plan

Critical Path: Standing Policy Committee on Innovation - Executive Policy Committee - Council

AUTHORIZATION

Author	Department Head	CFO	CAO
C. Stewart/ Grant Heather	R. Topolniski COO, WPA	M. Ruta	D. McNeil

EXECUTIVE SUMMARY

An annual business plan for the Winnipeg Parking Authority (Special Operating Agency) is provided for Council approval each year. The business plan also contains a multi-year budget for the Agency.

The business plan includes a strategic overview, the Agency's goals and strategies, performance measures and projected financial statements.

Some of the key strategic goals of the Winnipeg Parking Authority (WPA) include:

- Ensure that on-street paid parking continues to meet desired turnover levels at metered locations.
- Evaluate current and emerging payment method technologies and ongoing marketing of mobile payment options to increase customer usage.
- Continue to work on ways to implement and expand By-Law screening, adjudication and collection processes for non-parking related municipal by-law offences as envisioned by The Municipal Bylaw Enforcement Act (MBEA) and Provincial Offences Act.
- Continue to collaborate with key stakeholders in relation to on and off-street parking
- Engage in discussions to ensure that civic parking policies contribute to development aligned with the principles outlined in Our Winnipeg.

RECOMMENDATIONS

1. That the 2018 Business Plan for the Winnipeg Parking Authority including the 2018 budget be approved, and the 2019 and 2020 financial projections, be received as information, outlined in Appendix A.

2. 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 annually in accordance with the Winnipeg Parking Authority Operating Charter.

IMPLICATIONS OF THE RECOMMENDATIONS

The attached 2018 Business Plan sets out the Winnipeg Parking Authority's plans for the future. WPA's 2018 budget has been submitted for approval to Council through the 2018 Operating and Capital Budget process. The Agency will continue to operate as the City of Winnipeg's service provider for parking and by-law enforcement services and ensure that it provides the best balance between sound business practices and the public good.

During 2018, Winnipeg Parking Authority will transfer $4.516 million to The City of Winnipeg – General Revenue Fund, representing a dividend, consistent with The City of Winnipeg 2018 – 2020 Preliminary Operating Budget and $5.000 milliion to The City of Winnipeg – Land Operating Reserve. The WPA transferred $0.500 million to The City of Winnipeg – General Revenue Fund in 2017.

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

Project Name: **First Year of Program** **2018**

Winnipeg Parking Authority (Special Operating Agency) 2018 Business Plan

	2018	2019	2020	2021	2022
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 A1 for the 2018 to 2020 projected financial statements and notes.

Original signed by
Grant Heather, BA, CPA, CGA
Manager of Finance

CONSULTATION

In preparing this report there was consultation with:
n/a

OURWINNIPEG POLICY ALIGNMENT

SUSTAINABLE TRANSPORTATION
05-1 Public Transit System

SUBMITTED BY

Department: Winnipeg Parking Authority
Division
Prepared by: Colin Stewart/Grant Heather
Date: November 14, 2017
File No.

APPENDIX A

WINNIPEG PARKING AUTHORITY
SPECIAL OPERATING AGENCY (SOA)

BUSINESS PLAN

2018

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 2018-2020

Provide an efficient, responsive and exemplary on and off-street, short- mid- and long-term public parking resource.

- Continue analysis of the consultant's comprehensive review of the Residential Permit Program and Loading Zones, including considering the best practices of other municipalities, and where appropriate, recommending changes to improve the management of on-street resources.
- Based on the consultant's review of the Residential Permit Program and Loading Zones, including considering the best practices of other municipalities, adjust practices where appropriate in order to improve the management of on-street resources.
- Conduct surveys and data analysis of on and 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.
- In conjunction with the Office of Public Engagement, conduct public consultation regarding on-street paid parking in order to generate desired turnover levels at on-street metered locations. Based on customer usage levels, make adjustments to demand zones to ensure consistent levels of availability across on-street parking inventory to meet demands and needs.
- Continue evaluation of emerging payment method technologies to assess options for future replacement and/or enhancement of service.
- Adjust on-street parking rates to support customer-focused paid parking assets and technologies, such as Transit and active transportation initiatives by implementing a $1 per hour increase in on-street parking rates.
- Create a premium parking zone in area where average occupancy levels can exceed 85% to reflect demand and increase turnover.
- Ongoing marketing of mobile payment technology to increase customer awareness and usage.
- Comprehensive review of seasonal pilot project for accessible on-street parking initiated in 2017.
- Conduct the annual review balancing the need for loading zones for area businesses and residents with the needs of patrons looking for on-street parking spaces.

Provide exemplary service standards in all customer and client transactions.

- Continue to proactively engage with the City's 311 service to provide accurate and timely information on uses of the public right of way.
- Enhance WPA's enforcement operations and current AVL systems to further improve operational efficiency and support to citizens, council and other civic departments through the implementation of intuitive routing and various other technologies.
- Provide support where appropriate to other civic departments in ensuring compliance with relevant By-Laws and/or expansion of fine payment options for customers.
- Continue to work with Manitoba Justice, the City's Legal Services department and other impacted departments on ways to implement and expand By-Law screening, adjudication and collection processes for non-parking related municipal by-law offences as envisioned by The Municipal Bylaw Enforcement Act (MBEA) and Provincial Offences Act.
- Utilize WPA's Quality Assurance Program to assist departments in achieving desired MBEA enforcement outcomes by setting up structured reporting to quickly identify possible trends and gaps in process and procedures and to assist in streamlining the processes used during enforcement.
- Continue to explore and improve online parking management information systems to allow for further enhancements to customer service.
- Continue to openly share WPA data with the public through the Open Data platform, in support of the City's Open Government policy.

Cooperate with, and use parking resources in support of client organizations, agencies, partners and stakeholder associations.

- 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.
- Re-establish the WPA Advisory Board as per WPA SOA Charter.

Optimize the operational and financial performance of parking facilities so as to deliver service excellence.

- In the context of the city's asset management framework, Administrative Standards and Corporate standards, implement lot specific service level agreements to ensure operational and budgetary responsibilities are defined for both capital and operational maintenance needs.
- Ensure the WPA continues to meet its goal to operate efficiency and be self-sustaining from its operations.
- Conduct additional service enhancements and upgrades to the Millennium Library parking facility.
- Conduct a review of City-owned parking facilities leased to third-party operators for potential parking management service opportunities.
- In conjunction with the Planning, Property and Development Department, develop a long-term plan for the site of the Civic Centre Parkade as part of the City's overall asset management framework.

Provide guidance and advice to City staff, development agencies and other organizations on parking issues.

- Continue to engage in discussions with stakeholders and other City departments as appropriate to ensure that civic parking policies contribute to development aligned with the principles outlined in Our Winnipeg.
- Continue to review, analyze and recommend ways for the WPA to manage, utilize and capitalize on the City's parking assets and opportunities.

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 participant in the Municipal Benchmarking Network (MBN), the City of Winnipeg has agreed to certain timelines with respect to the release of comparative information, which preclude reporting 2016 data as part of the Business Plan and budgetary approval process. In order to provide more timely reporting the WPA will bring forward a separate report outlining the performance of the agency for 2016.

Selected performance metrics are presented in this report along with amplifying information. Information based on data from the MBN is drawn from the 2015 data.

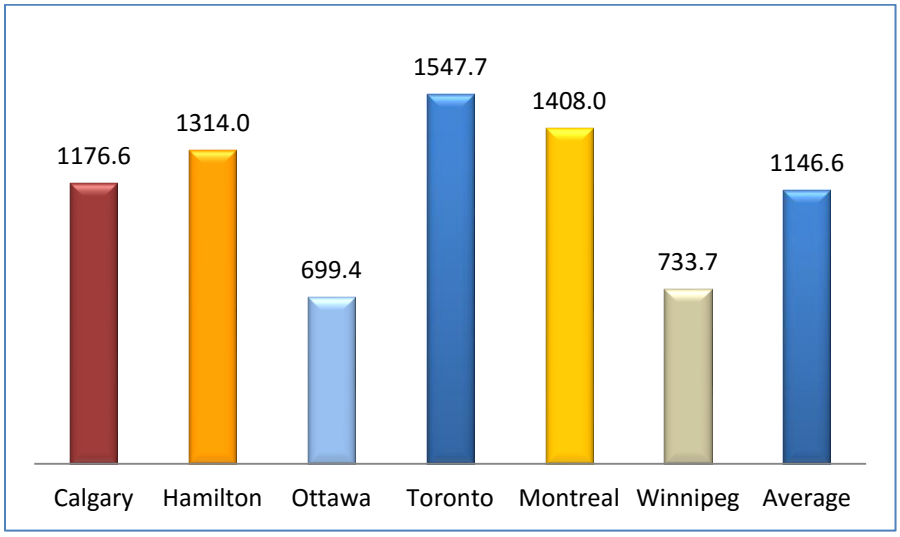
1. Operations

Facilities under WPA management and/or administration

On-Street Areas	Paystations	Stalls	Remarks
High Demand Zones	142	765	$2/hr; 2 hr time limit
Hospital Zones	69	542	HSC/St.B; $2/hr; 4 hr time limit
Low Demand Zones	369	2505	$1/hr; 2hr time limit
Parking Structures	Type	Stalls	Remarks
Millennium Library	Underground	486	
Surface Parking	Lots	Stalls	Remarks
Publicly Available	9	937	operated at market rates, spaces available to the general public

The above information outlines only the parking facilities under WPA management and/or administration where the public can access facility and payment is required as of the end of 2016. Employee only parking facilities and those facilities where no fees are charged to cover operating costs (such as arenas, pools and libraries, etc) are not listed.

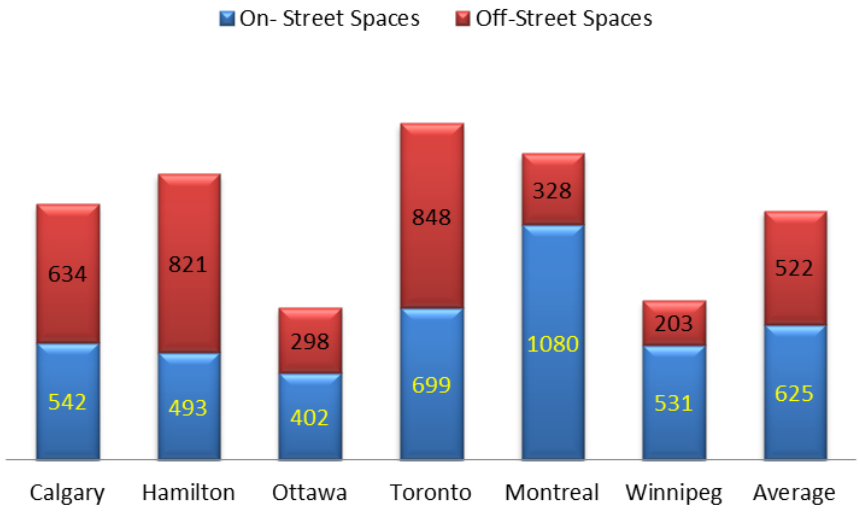
Parking spaces under municipal management per 100,000 population



Cities with large numbers of spaces under management typically multiple off-street parking facilities.

Information is drawn from 2015 MBN data. Average is based on above noted cities rather than complete MBN data.

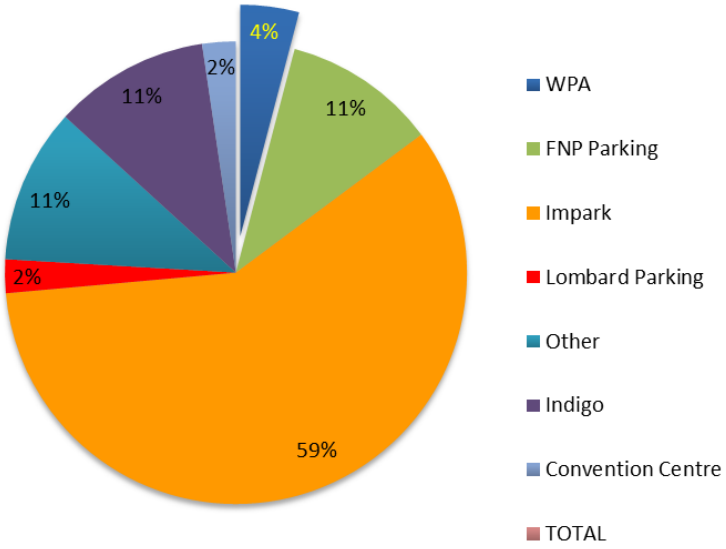
Breakdown of parking spaces under municipal management per 100,000 population



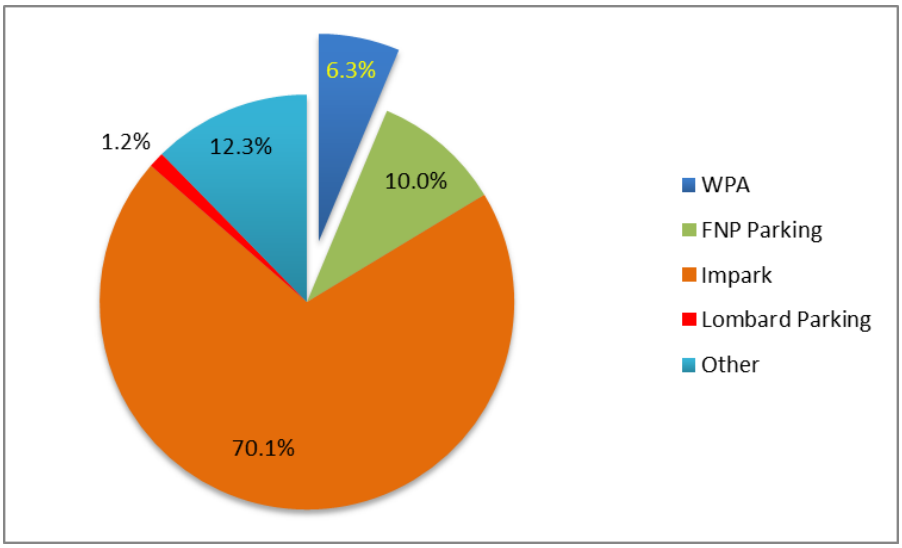
Information is drawn from 2015 MBN data. Average is based on above noted cities rather than complete MBN data.

Management of Off-Street Parking Facilities in downtown Winnipeg Overall

(based on 2016 Survey of Downtown Winnipeg conducted by WPA staff)

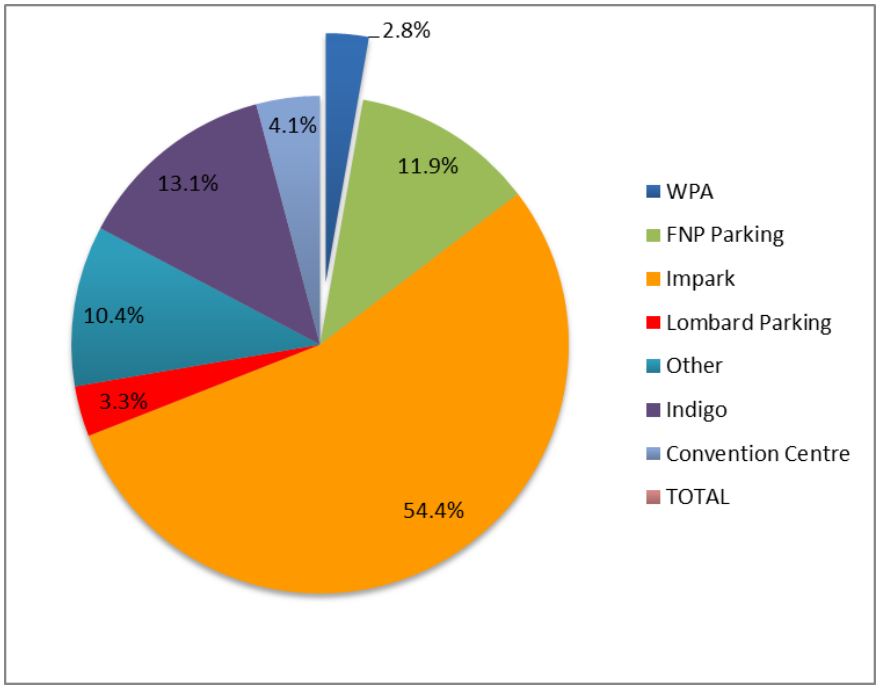


Surface Parking Lots



The majority of the surface parking lot inventory of the WPA is located in Lot 117, commonly referred to as Parcel 4. Exclusive of this location, the WPA has only 3% of the overall surface parking inventory.

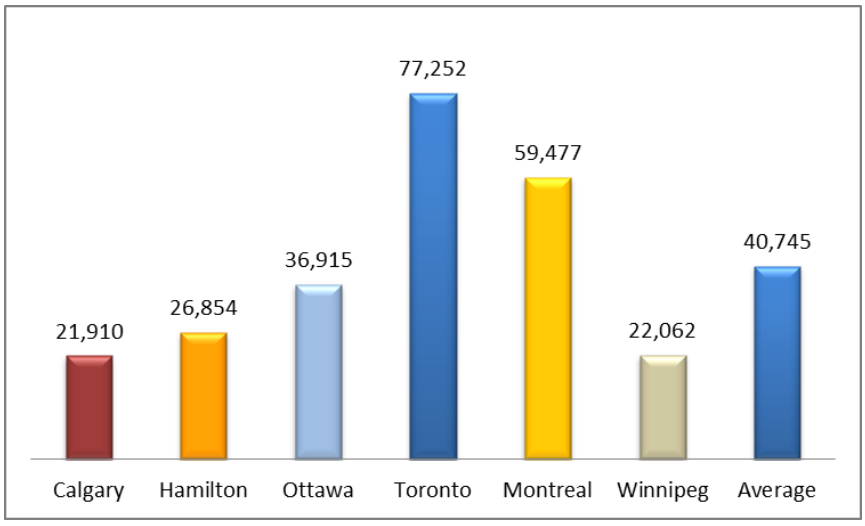
Structured Parking



The WPA operates one parking structure in Winnipeg, located beneath the Millennium Library. Information drawn from internal WPA data analysis.

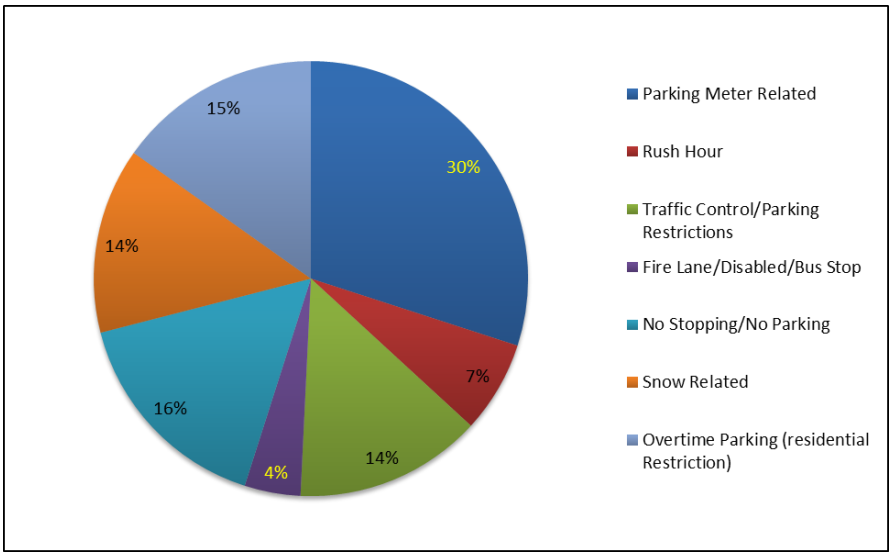
2. Compliance

Number of Citations Issued per 100,000 population - 2015



Information is drawn from 2015 MBN data. Average is based on above noted cities rather than complete MBN data. WPA enforcement staff are also involved in activities which may not result in citation issuance such as public education and support to special events

Citations Issued by Offence Category - 2015

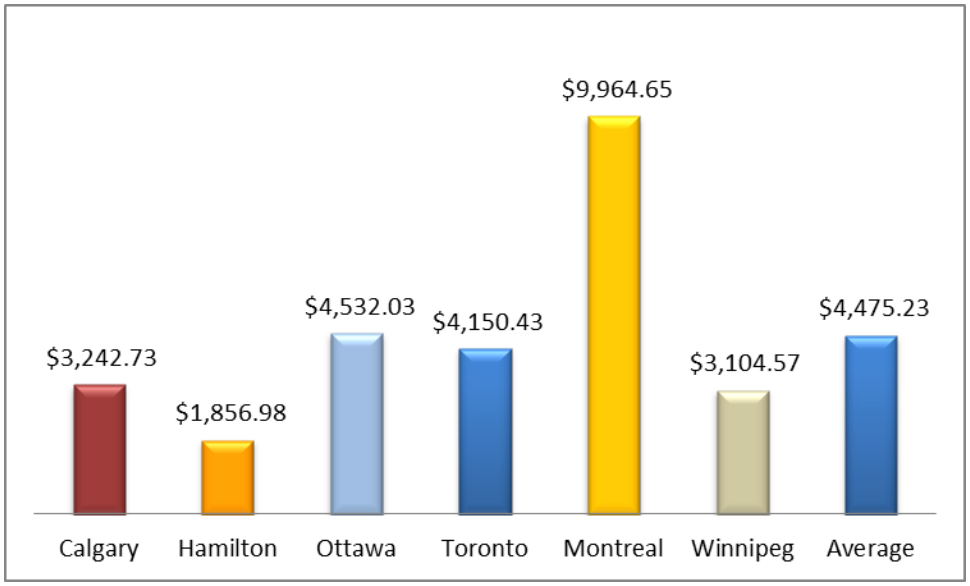


Results of Citations dealt with by Provincial Court

In August of 2016, the *Municipal By-law Enforcement Act* came into effect, removing parking offences from the court system. Reporting of Court results will not form part of 2016 performance measures.

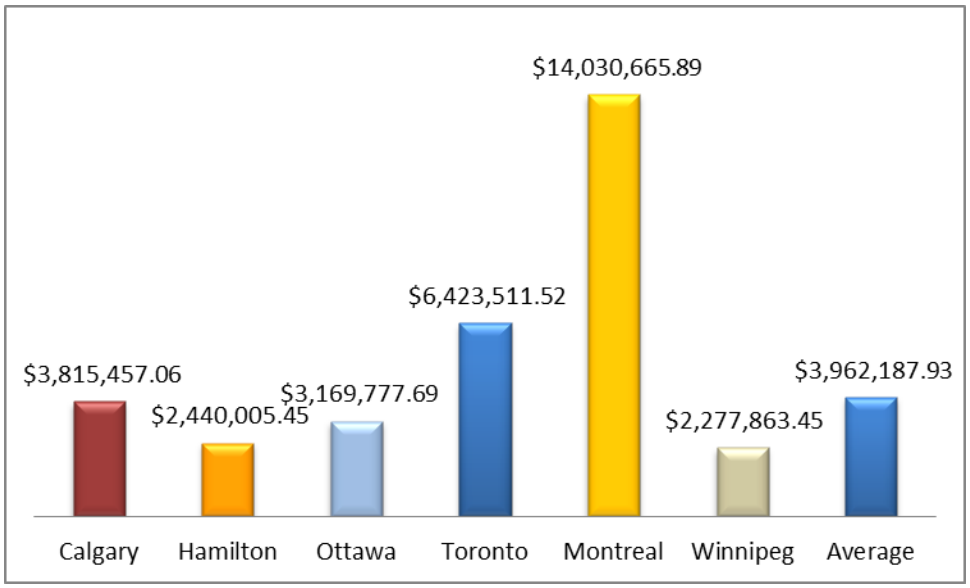
3. Financial

Revenue per parking space under municipal management



Information is drawn from 2015 MBN data. Average is based on above noted cities rather than complete MBN data.

Revenue per 100,000 population



Information is drawn from MBN and publicly reported financial data for 2015.

Attachment:
Appendix A1: