Agenda – Council – April 25, 2019

Report – Standing Policy Committee on Innovation – April 8, 2019

Item No. 4 Winnipeg Parking Authority Special Operating Agency – 2019 Business Plan (Selection Report)

STANDING COMMITTEE RECOMMENDATION:

On April 16, 2019, the Executive Policy Committee concurred in the recommendation of the Standing Policy Committee on Innovation, as amended, and submitted the following to Council:

1. That the 2019 Business Plan for the Winnipeg Parking Authority, including the 2019 Budget be approved, and the 2020 and 2021 financial projections 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 – Council – April 25, 2019

Report – Standing Policy Committee on Innovation – April 8, 2019

DECISION MAKING HISTORY:

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On April 16, 2019, the Executive Policy Committee concurred in the recommendation of the Standing Policy Committee on Innovation, and submitted the matter to Council.

STANDING COMMITTEE RECOMMENDATION:

On April 8, 2019, the Standing Policy Committee on Innovation concurred in the recommendation of the Winnipeg Public Service with the following amendment:

- In Recommendation 1, add the words "be approved" after "including the 2019 budget",

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

On March 11, 2019, the Standing Policy Committee on Innovation laid over the Winnipeg Parking Authority Special Operating Agency - Selection Report - 2019 Business Plan to its meeting on April 8, 2019.

ADMINISTRATIVE REPORT

Title: Winnipeg Parking Authority (Special Operating Agency) Selection Report - 2019 Business Plan

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

AUTHORIZATION

Author	Department Head	CFO	CAO
R. Topolniski COO, WPA	D. Wardrop, CTUO	M. Ruta	D. McNeil

EXECUTIVE SUMMARY

An annual business plan for the Winnipeg Parking Authority (Special Operating Agency) is provided to Council each year. The business plan includes a strategic overview, the Agency's goals and strategies, performance measures and projected financial statements.

The business plan goals, strategies and budget includes activities related to parking related services previously mandated by Council to be undertaken on a permanent basis, as well as initiatives related to two new temporary service lines recently assigned to the Winnipeg Parking Authority.

The two new temporary service lines to provide regulatory oversight of the Vehicle For Hire industry and administration of the Provincial Offences Act and Municipal Bylaw Enforcement Act were recently assigned by Council to the Winnipeg Parking Authority on a temporary basis, pending a final decision about the structure and location of these functions within the Public Service.

Key goals of the WPA include:

- Manage a dynamic service delivery structure for all on-street and off-street parking in order to manage occupancy levels as appropriate.
- Ensure the impartiality and transparency of the screening and adjudication process under the Municipal By-law Enforcement Act.
- Manage the regulatory oversight of the Vehicle for Hire industry to ensure safety and accessibility for all citizens.
- Improve the quality of service offered to customers in all lines of service.
- Maintain engagement with key stakeholder groups.
- Optimize the use of agency resources in order to balance cost efficiencies and high levels of customer service.

RECOMMENDATIONS

1. That the 2019 Business Plan for the Winnipeg Parking Authority, including the 2019 budget and the 2020 and 2021 financial projections, 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.

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 2019 Business Plan sets out the Winnipeg Parking Authority's plans for the next three years. WPA's 2019 budget has been submitted for approval to Council through the 2019 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, as well as regulatory oversight of the Vehicle For Hire industry, while ensuring that it provides the best balance between sound business practices and the public good.

During 2019, Winnipeg Parking Authority will transfer $9.912 million to The City of Winnipeg – General Revenue Fund, representing a dividend, consistent with The City of Winnipeg 2019 – 2021 Preliminary Operating Budget. In 2019 the Winnipeg Parking Authority will transfer $4.405 million to the City of Winnipeg – Land Operating Reserve.

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, manage parking compliance, 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.

Between 2016-2018, the mandate of the Winnipeg Parking Authority was expanded, on a temporary basis, to include two other distinct service lines that align with newly enacted Provincial legislation including the Municipal By-law Enforcement Act (MBEA), the Provincial Offences Act (POA) and the Local Vehicle for Hire Act. The legislative changes have resulted in the Winnipeg Parking Authority managing the Screening and Adjudication process for all Municipal By-law offences under the jurisdiction of the MBEA and POA, as well as managing the regulatory oversight of the Vehicle for Hire industry which includes taxicabs, accessible transport vehicles, limousines, and Personal Transportation Providers such as Tapp Car.

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

FINANCIAL IMPACT

Financial Impact Statement **Date:** July 06, 2018

Project Name: **First Year of Program** **2019**

Winnipeg Parking Authority (Special Operating Agency) 2019 Business Plan

	2019	2020	2021	2022	2023
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 2019 to 2021 projected financial statements and notes.

Original signed by
Lioubov Gavrilova-Crozier, CPA, CA
A/Manager of Finance

CONSULTATION

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

OURWINNIPEG POLICY ALIGNMENT

A City that Works- City Building

A City that Works- Safety and Security: Prosperity

Direction Strategies: A Sustainable Winnipeg

Direction Strategies: Complete Communities

SUBMITTED BY

Department: Winnipeg Parking Authority
Division
Prepared by: Ajaleigh Williams and Lioubov Gavrilova-Crozier
Date: February 25, 2019
File No. WPA-027-2018

APPENDIX A

WINNIPEG PARKING AUTHORITY
SPECIAL OPERATING AGENCY (SOA)

BUSINESS PLAN

2019

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.

Notwithstanding the Winnipeg Parking Authority Operating Charter, regulatory oversight of the Vehicle For Hire industry and administration of the Provincial Offences Act and Municipal Bylaw Enforcement Act were recently assigned by Council to the Winnipeg Parking Authority on a temporary basis pending a final decision about the structure and location of these functions within the Public Service. The business plan goals, strategies and budget include activities related to these two new temporary service lines, in addition to parking service delivery functions that are mandated to be undertaken on a permanent basis by the Winnipeg Parking Authority (WPA).

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, provide regulatory oversight of the Vehicle For Hire industry, and manage the Screening and Adjudication process for all MBEA offences.

Vision

The Winnipeg Parking Authority facilitates proactive and effective public parking solutions, balanced and progressive client and customer relationships, impartial and transparent screening process and regulatory oversight of the Vehicles for Hire industry, enlightened and forward-oriented regulation and space management with 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.

- Provide administrative support of the Screening and Adjudication process for all Municipal By-Law Enforce Act (MBEA) offences under the MBEA and Provincial Offence Act (POA).
- License, regulate and provide oversight to the Vehicles for Hire (VFH) industry in accordance with Council direction and the VFH By-law.

Strategic Goals and Strategies for 2019-2021

Manage a dynamic service delivery structure for all on-street and off-street parking in order to manage occupancy levels as appropriate.

- Based on a 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.

- Continue evaluation of emerging payment method technologies to assess options for future replacement and/or enhancement of service.

- Ongoing marketing of mobile payment technology to increase customer awareness and usage.

- Conduct additional service enhancements and upgrades to the Millennium Library parking facility.

Ensure the impartiality and transparency of the screening and adjudication process under the Municipal By-law Enforcement Act.

- Continue to provide Screening and Adjudication support to all City Departments and Special Operating Agencies issuing penalty notices under the Municipal By-Law Enforcement Act.

Manage the Vehicle for Hire industry to ensure safety and accessibility for all citizens.

- License industry participants, including dispatchers, taxis and drivers.
- Regulate industry participants in accordance with Council direction and the VFH by-law.
- Participate in stakeholder engagement in order to ensure the needs of the industry, general public and other key stakeholders are considered and brought forward.
- Report to Council on the on-going changes and efforts of the VFH industry.

Improve the quality of service offered to customers in all lines of service.

- 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 by-law enforcement 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 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.

Maintain engagement 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.

Optimize the use of agency resources in order to balance cost efficiencies and high levels of customer service.

- Ensure the WPA continues to meet its goal to operate efficiently and be self-sustaining from its operations.

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. **Non-Parking Fines Screening, Adjudication and Collection** to better manage compliance with Municipal By-Law Enforcement Act.
7. **Vehicles-for-Hire Industry Oversight** to ensure compliance with the By-law that applies to taxicabs, limousines, accessible transport vehicles, and Personal Transportation Providers.
8. **Customer Service** for all resources administered including contracting, billing and invoicing, collections, and management of service levels.
9. **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.

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 2017 data as part of the Business Plan and budgetary approval process.

Selected performance metrics are presented in this report along with amplifying information. Information based on data from the MBN is drawn from 2016 data.

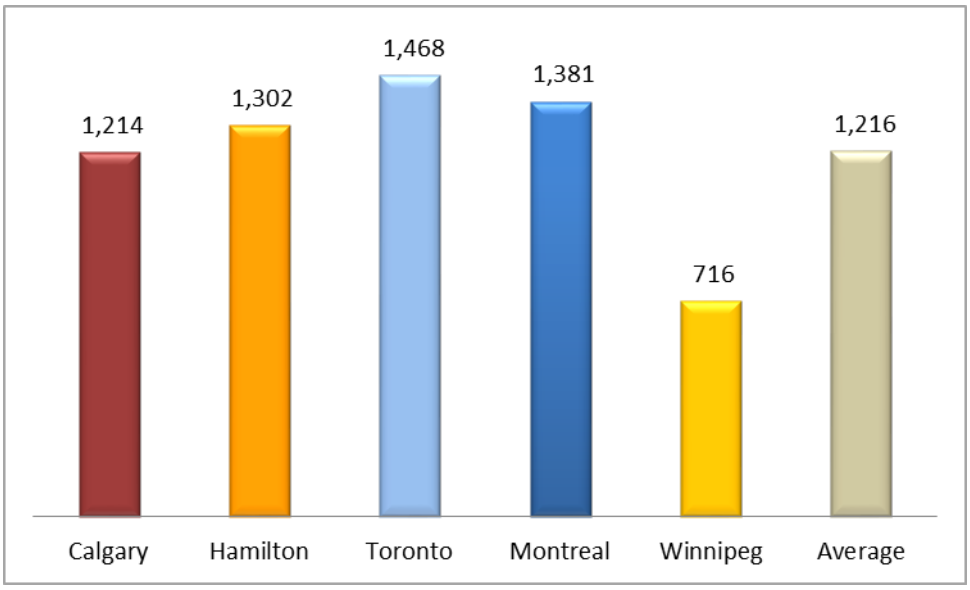
1. Operations

Public Spaces and Facilities under WPA Management

On-Street Areas	Paystations	Stalls	Remarks
High Demand Zones	140	777	$2/hr; 2 hr time limit
Hospital Zones	65	542	HSC/St.B; $2/hr; 4 hr time limit
Low Demand Zones	367	2571	$1/hr; 2hr time limit
Parking Structures	Type	Stalls	Remarks
Millennium Library	Underground	480	
Surface Parking	Lots	Stalls	Remarks
Publicly Available	11	1022	operated at market rates, spaces available to the general public

Information is drawn from 2017 WPA internal data.

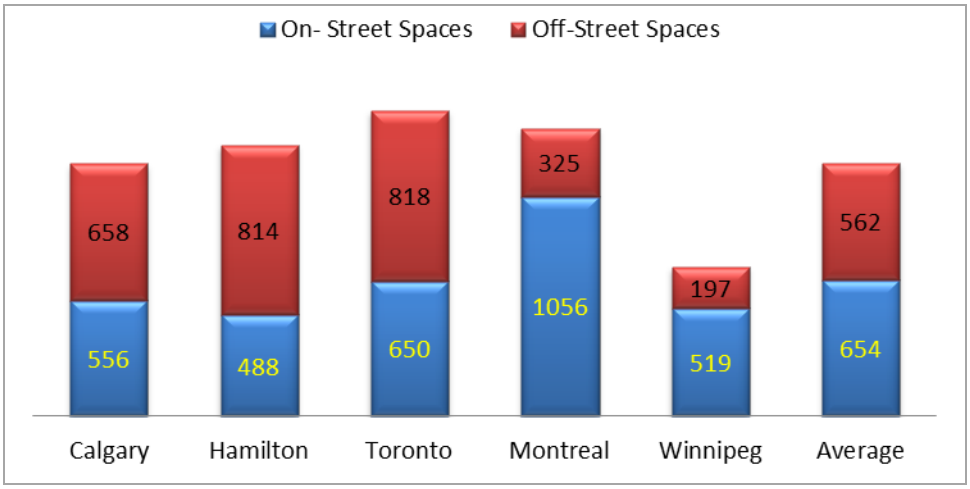
Parking spaces under municipal management per 100,000 population



Information is drawn from 2016 MBN data.

Cities with large numbers of spaces under management typically include multiple off-street parking facilities. The average is based on above noted cities rather than complete MBN data.

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

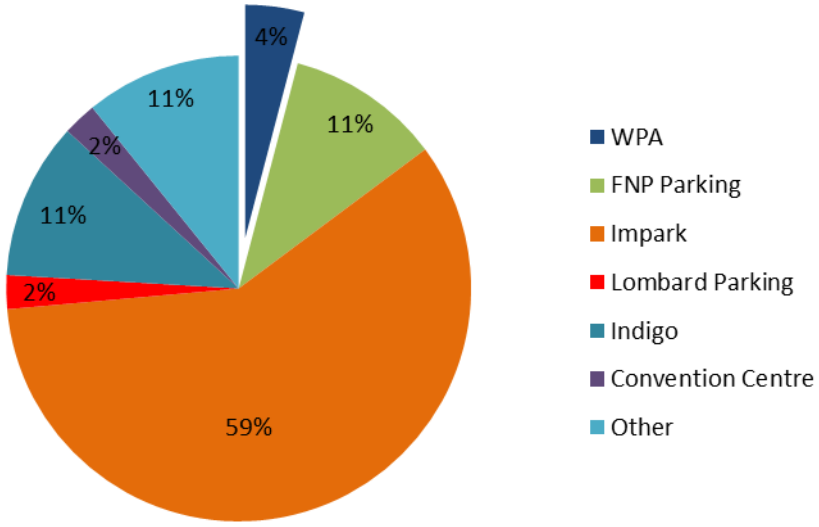


Information is drawn from 2016 MBN data.

The average is based on above noted cities rather than complete MBN data.

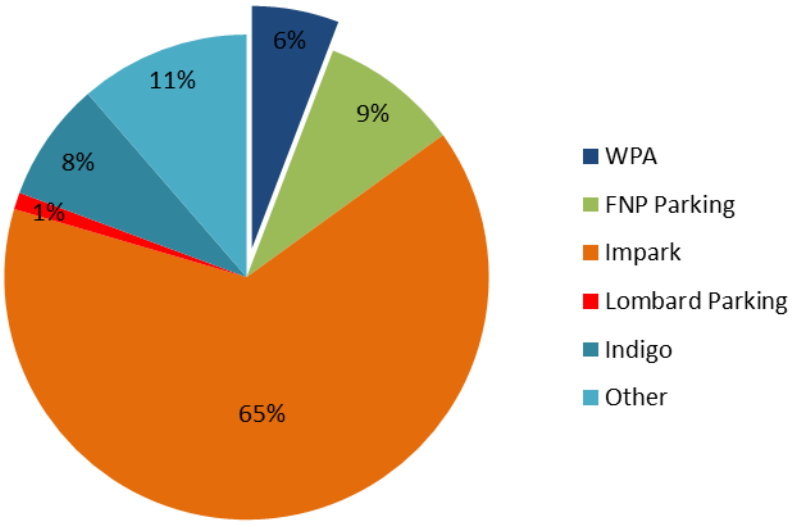
Management of Off-Street Parking Facilities in downtown Winnipeg Overall

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



Total Downtown Parking: 30,473 parking stalls

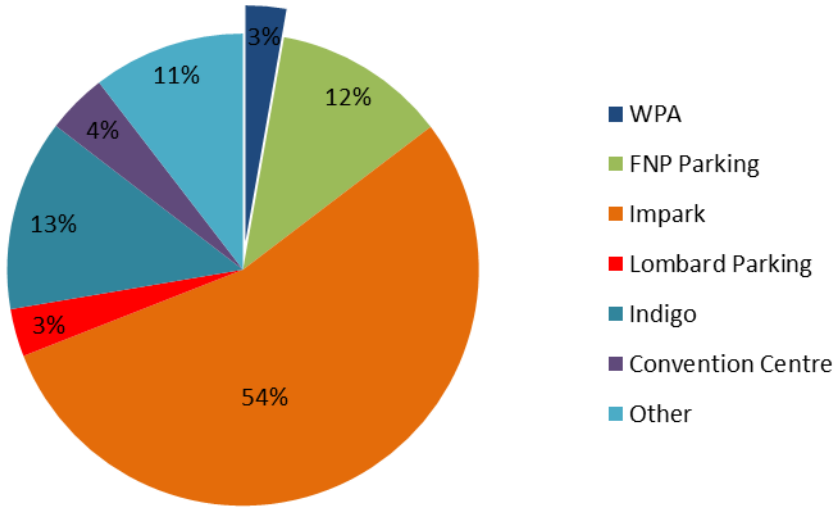
Surface Parking Lots



Total Surface Parking: 13,186 parking stalls

The majority of the surface parking lot inventory of the WPA is located at 106 Israel Asper Way, commonly referred to as Parcel 4.

Structured Parking



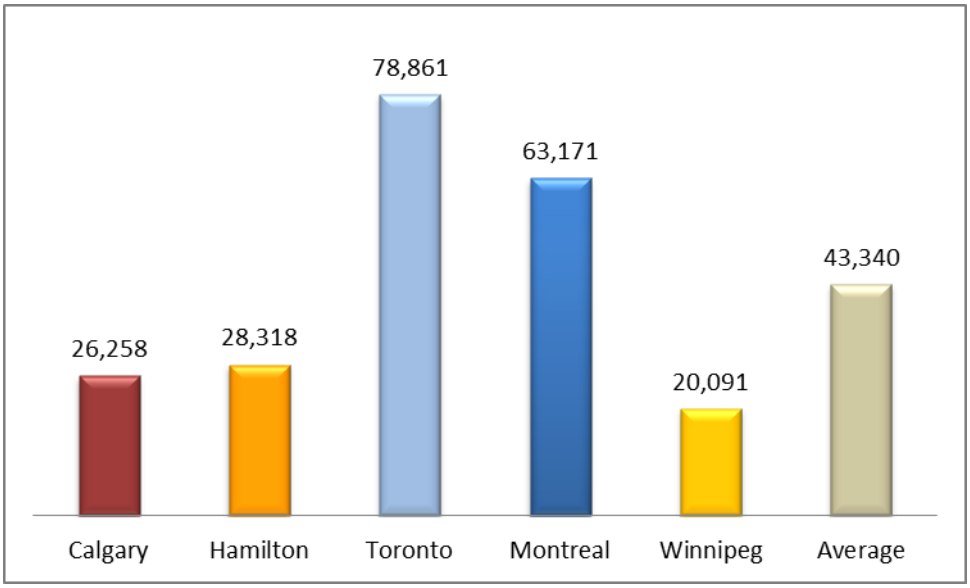
Total Structured Parking : 17,287 parking stalls

Information drawn from internal WPA data analysis.

The WPA operates one parking structure in Winnipeg, located beneath the Millennium Library

2. Compliance

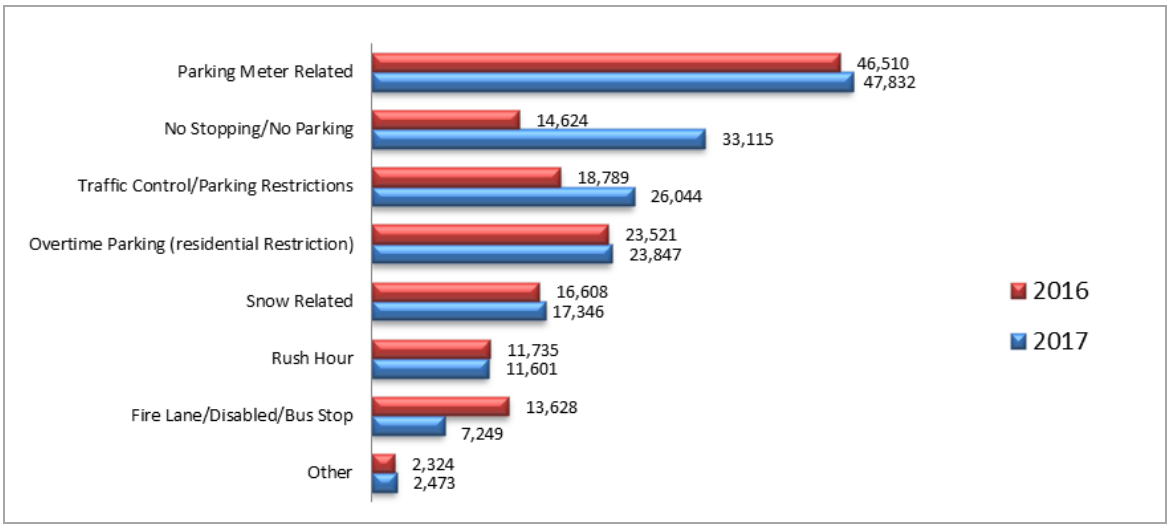
Number of Citations Issued per 100,000 population – 2016



Information is drawn from 2016 MBN data.

The 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.

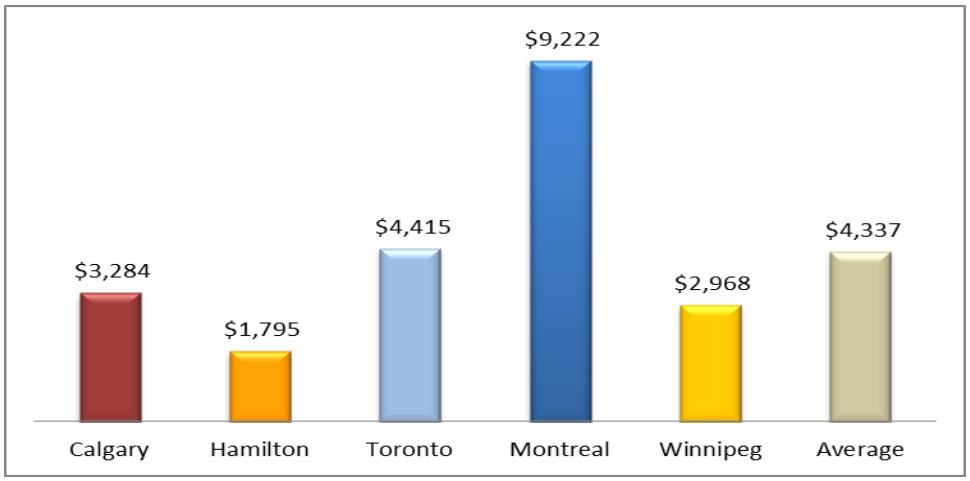
Citations Issued by Offence Category



Information is drawn from 2016 and 2017 WPA internal data.

3. Financial

Revenue per parking space under municipal management



Information is drawn from 2016 MBN data.

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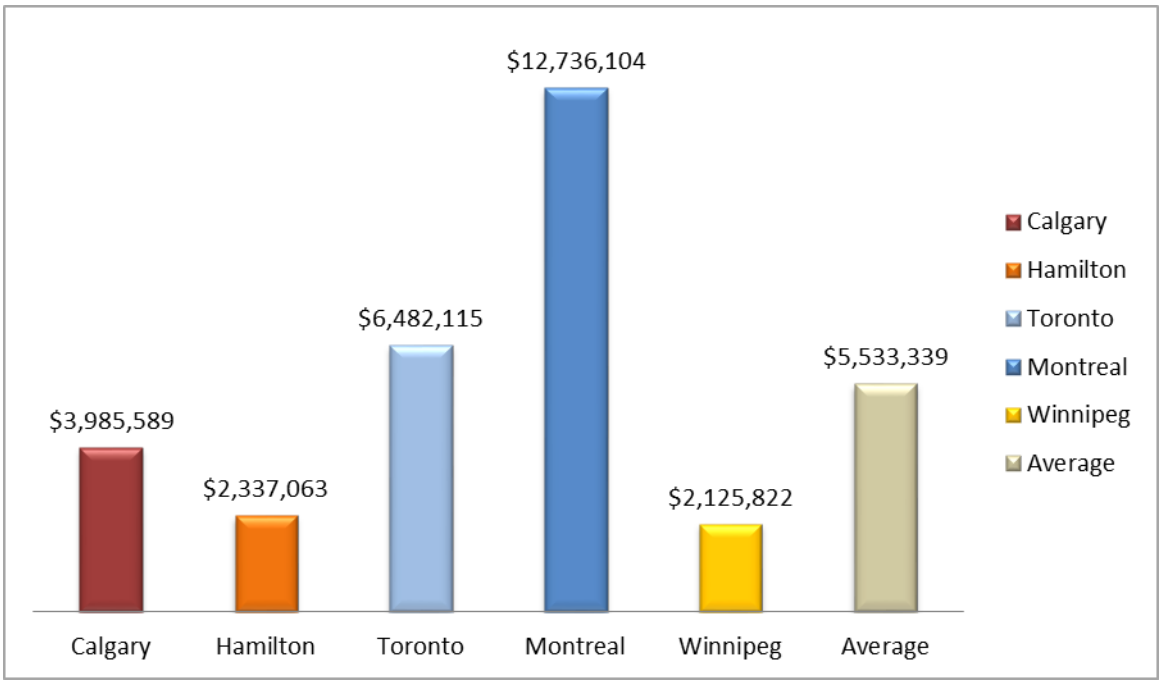
Revenue per 100,000 population



Information is drawn from MBN and publicly reported financial data for 2016.

Appendix A1: Projected Statement of Financial Statement

Appendix A2: 2017 Audited 2017 Financial Statements