Minutes – Executive Policy Committee – March 19, 2020

Report – Standing Policy Committee on Innovation and Economic Development – March 16, 2020

Item No. 4 Winnipeg Parking Authority 2020 Business Plan

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

The Executive Policy Committee concurred in the recommendation of the Standing Policy Committee on Innovation and Economic Development and submitted the following to Council:

1. That the 2020 Business Plan for the Winnipeg Parking Authority, including the 2020-2023 Budget, included as Appendix A and A1 respectively, be approved.

2. That the 2018 audited financial statements, included as Appendix A2, be received as information.

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

Report – Standing Policy Committee on Innovation and Economic Development – March 16, 2020

DECISION MAKING HISTORY:

Moved by Councillor Orlikow,

That the recommendation of the Standing Policy Committee on Innovation and Economic Development be concurred in and forwarded to Council.

Carried

STANDING COMMITTEE RECOMMENDATION:

On March 16, 2020, the Standing Policy Committee on Innovation and Economic Development 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 2020 Business Plan

Critical Path: Standing Policy Committee on Innovation and Economic Development – Executive Policy Committee – Council

AUTHORIZATION

Author	Department Head	CFO	CAO
R. Topolniski	D. Wardrop	P. Olafson, Interim CFO	M. Ruta, Interim CAO

EXECUTIVE SUMMARY

A business plan for the Winnipeg Parking Authority (WPA) is provided to Council each year. This business plan includes the Winnipeg Parking Authority's budget for 2020-2023, goals and strategies to be implemented over the next four years, performance measures, and audited financial statements for the 2018 year.

The business plan includes activities related to parking services mandated by Council to be undertaken by the Winnipeg Parking Authority on a permanent basis. It also addresses the regulatory oversight of the Vehicles for Hire industry and the administration of *The Provincial Offences Act* and the *Municipal Bylaw Enforcement Act*, which have been assigned to the Winnipeg Parking Authority on a provisional basis pending a final decision about the structure and location of these functions within the public service.

The Winnipeg Parking Authority strives for continuous innovation in all three of its service lines. A variety of initiatives were implemented in 2019 that have improved efficiency and customer service, and have left the Agency well-positioned for future technological and industry changes.

It is forecasted that the Winnipeg Parking Authority will transfer approximately $11 million in 2020 and approximately $6 million per year in 2021 through 2023 to the City's General Revenue Fund, while maintaining the ability to provide ongoing innovations in its own service delivery.

Key projects and initiatives that will be implemented in 2020-2023 are as follows:

- Develop an On-street Parking Strategy, by October of 2020, to manage the City's supply of on-street parking in a way that facilitates access for motorists while supporting the needs of residents and local businesses.
- Replace the existing parking access and revenue control system at the Millennium Library parkade that has reached the end of its useful life. Part of this project will also include installation of new card access controls for enhanced security at the parkade.
- Engage consultant services to obtain an updated condition assessment of the Millennium Library parkade and develop a capital maintenance plan for the facility.

- Expand the use of Automated License Plate Recognition technology to improve enforcement of safety infractions in school zones and fire lanes, and other parking infractions across the City.
- Continue to work toward safety improvements for Vehicle-for-Hire (VFH) drivers and passengers, and accessibility for all industry participants, and report to Council on the ongoing changes and efforts of the VFH industry.

As outlined in the Business Plan, over the next four years, the Winnipeg Parking Authority will continue to operate according to sound business principles, provide a high level of customer service, and fund its operations on a self-sustaining basis.

RECOMMENDATIONS

1. That the 2020 Business Plan for the Winnipeg Parking Authority, including the 2020-2023 Budget, included as Appendix A and A1 respectively, be approved.

2. That the 2018 audited financial statements, included as Appendix A2, be received as information.

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

REASON FOR THE REPORT

A Business Plan is provided to Council annually in accordance with the Winnipeg Parking Authority Operating Charter.

IMPLICATIONS OF THE RECOMMENDATIONS

The attached 2020 Business Plan sets out the WPA's plans for the next four years and is a guiding document in the WPA's operations.

The WPA will continue to operate as the City of Winnipeg's service provider for parking, *Municipal By-law Enforcement Act* screening and adjudication processes, and regulatory oversight of the Vehicle-for-Hire industry, while ensuring that it provides the best balance between sound business practices and the public good.

The WPA's 2020 budget has the Agency in an operating deficit position as a result of the dividend transferred to the City of Winnipeg General Revenue Fund. This will require drawing $5.136 million in 2020 from the accumulated surplus to allow for the transfer. Prior to the transfer, the Winnipeg Parking Authority has a budgeted net income of $5.914 million for the 2020 fiscal year, indicating a positive financial performance. In future years, the WPA will have a budgeted net income of approximately $6.0 million annually, prior to any transfers to the General Revenue Fund.

HISTORY/DISCUSSION

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 participate in municipal transportation demand management wherever possible.

Between 2016 and 2018, the mandate of the WPA was expanded, on a provisional 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 Vehicles for Hire Act*. The legislative changes have resulted in the WPA managing the screening and adjudication processes for all municipal by-law offences enforced under the MBEA and processing payments and collections for contraventions under the POA. The WPA also provides regulatory oversight of the vehicle-for-hire industry, which includes taxicabs, accessible vehicles, limousines, and Personal Transportation Providers (PTP).

In 2019, a variety of innovative initiatives were implemented across all service lines that improved both efficiency and customer service, and left the WPA well-positioned to embrace future technological and industry changes.

Key achievements in 2019, by service line, are highlighted below.

Parking:

- A remote supervision pilot project was initiated in 2019 in cooperation with the Office of Innovation and Transformation. The pilot allows for real-time video consultation by compliance officers with their supervisors on any questionable enforcement situations. The pilot is anticipated to result in savings of $35,000/year through reduced warning tickets being issued, reduced volume of appeals, and an increase in the amount of tickets upheld through the appeals process.

- An intuitive routing system was fully implemented in 2019 in sixteen vehicles used to support compliance operations. The system works in conjunction with a previously installed automatic vehicle location system to pre-schedule routes and compliance activities. The system provides information to service providers conducting work on behalf of the City on the most optimal route for completing their required visits each day while ensuring minimal vehicle kilometers travelled. This supports Winnipeg's Climate Action Plan through reduced fuel consumption, reduced paper use, and minimized distance travelled for unscheduled enforcement requests. The system also supports improved customer service by allowing routine compliance schedules and 311 requests to be assigned directly to a compliance officer through the software platform. The system allows for ticket data integration, real time tracking, geo-fenced zones, reporting on compliance, historical street-specific data, driver specific data, driver groups, daytime compliance schedules and strong data visualization, all of which are key features used for bylaw enforcement activities.

- A self-service kiosk for penalty notice payments was developed in-house and deployed on-premises at 495 Portage Avenue to reduce customer wait time. Previously, customers attending the office to pay a Penalty Notice were required to wait in line to

process payment; the self-service kiosk provides a faster alternative option for payment processing.

- An all-electric vehicle and charging station pilot was initiated in December of 2019 as part of a project led by the Winnipeg Fleet Management Agency. The pilot will run for one year and will identify whether the technology could be used in the longer term for parking compliance applications. While there are only sixteen vehicles used to support by-law compliance efforts, vehicles are driven 24/7 and, as such, have above-normal mileage requirements. Exploring sustainable transportation options for these vehicles supports Winnipeg's Climate Action Plan.

- Ongoing marketing of the mobile payment technology for on-street parking purchases in 2019 resulted in this technology accounting for 41% of all transactions related to hourly parking, compared to 30% in 2018. The technology provides a more convenient way to pay for hourly parking as it allows motorists to purchase their original time through a mobile application and extend their parking time remotely. Motorists also receive an alert telling them when parking is about to expire.

Municipal By-Law Enforcement Act (MBEA) Screening and Adjudication Processes:

- In 2019, the amount of staff time required to conduct screenings of penalty notices issued under the MBEA increased compared to 2018. Due to the increasing use of the MBEA City-wide in 2019 an application was developed in-house that automatically inputs online appeals to the WPA's database, significantly reducing requirements for manual data entry resulting in operational efficiencies and faster customer turn-around times.

- Improvements were made to open data information related to parking penalty notices in 2019 by adding the fine amount associated with each penalty notice, thereby providing further transparency into the ticket issuance data set already included on the open data platform.

Vehicles-for-Hire:
A separate report submitted to Council in December of 2019 details all achievements related to vehicles-for-hire for the year. Some key achievements are highlighted here:

- Over the course of several days in late October 2019, the Winnipeg Police Service, MPI Vehicle Inspection Division, and the VFH enforcement team coordinated and executed targeted vehicle inspection days. Cars were inspected by MPI to ensure they met vehicle maintenance and safety standards, by the WPS for Highway Traffic Act offences, and by the VFH enforcement team for VFH By-law compliance. This coordinated effort was undertaken to ensure that vehicle safety standards are met on an ongoing basis. This directly impacts the safety of drivers and passengers using vehicles-for-hire.

- After taking over responsibility for regulating the VFH industry in 2018, the VFH office joined the International Association of Transportation Regulators (IATR). This worldwide regulatory association includes a strong Canadian contingent and schedules regular conference calls to discuss insights, lessons learned, best practices, and other pertinent issues of oversight and regulation. This provides a significant opportunity to learn from other municipalities, and to have a network of

other regulators to approach for advice and feedback. In addition to sitting on the Canadian Regulators committee, the VFH office expanded their participation in 2019 to include sitting on both the IATR Accessibility Committee and Safety Committee. These committees provide opportunities for the Public Service to hear insights, experiences, and concerns from other regulators and stakeholders in North America related to improving safety and accessibility within the VFH industry.

- On September 30, 2019, the VFH office began implementing a mandatory minimum prepayment pilot project in order to determine whether taxi pre-payment will reduce fare disputes between passengers and taxi drivers. Disputes related to fare payment have been identified by industry stakeholders and passengers as a source of conflict and a top safety concern. Throughout the pilot period, every day between 8 p.m. and 6 a.m., all taxi passengers are required to pay a $10 deposit at the beginning of their trip, regardless of trip length. At the end of the trip, passengers will pay the remaining balance, or be refunded if the final fare is less than $10.

- During 2019, PTP driver documentation audits were conducted by the VFH office as part of the ongoing enforcement of the industry. While some dispatch companies did well in obtaining and vetting the documentation from their drivers, many had deficiencies. These audits identified a few drivers who did not qualify for registration under the By-law, and were subsequently terminated and able to go through the Appeal Board process. As a result of this audit, a number of penalty notices were issued to dispatch companies. The Public Service also worked to educate the PTP companies on their responsibility regarding the registration of drivers and collection of their paperwork. The audit process has identified that this is an area that requires specific attention from the VFH office.

Over the next four years, the Agency will continue to pursue innovations in its operations, improve customer service in all three business lines, and ensure it provides the best balance between sound business practices and the public good.

The 2020 Business Plan sets out the strategic direction for the WPA to support the three services lines currently under its responsibility: parking, vehicles-for-hire, and the MBEA screening and adjudication processes. The Business Plan also includes budget requirements for 2020-2023, goals and strategies to be implemented over the next four years, performance measures, and audited financial statements for the 2018 year.

Key projects and initiatives proposed to be implemented from 2020-2023 are as follows:

- In consultation with stakeholders and other City departments, develop a comprehensive On-street Parking Strategy, by October of 2020, to manage the City's supply of on-street parking in a way that facilitates access for motorists while supporting the needs of residents and local businesses.

- Undertake a capital project to replace the existing parking access and revenue control system at the Millennium Library parkade that has reached the end of its useful life. Part of this project will include installation of card access controls at the Millennium Library parkade for enhanced security at the parkade, which already has funding approved through the Destination Marketing Reserve.

- Engage a consultant to obtain an updated condition assessment of the Millennium Library parkade. A capital maintenance plan will be developed as part of this procurement, providing the information necessary to proactively plan future maintenance activities that will optimize the life of the asset.

- Expand the use of Automated License Plate Recognition technology to issue parking penalty notices, as the technology allows for real-time capture of parking infractions while a vehicle is in motion. The expanded use of the technology will allow for a higher level of enforcement of safety infractions in school zones and fire lanes, and other parking infractions across the City.

- Continue to work toward improvements to safety for VFH drivers and passengers, and accessibility for all industry participants. Provide annual reporting to Council on the on-going changes and efforts of the VFH industry.

FINANCIAL IMPACT

Financial Impact Statement

Date: February 26, 2020

Project Name:

Winnipeg Parking Authority 2020 Business Plan

First Year of Program **2020**

	2020	2021	2022	2023	2024
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 2020 to 2023 projected financial statements and notes.

original signed by

Lioubov Gavrilova-Crozier, CPA, CA
Manager of Finance

CONSULTATION

This Report has been prepared in consultation with:
Legal Services (as to legal issues)

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
Downtown Parking Strategy

WINNIPEG CLIMATE ACTION PLAN ALIGNMENT

The Intuitive Routing System used by the Winnipeg Parking Authority supports Key Direction 1.5 in the Winnipeg's Climate Action Plan, which is to Reduce Employee Vehicle Kilometers Travelled (VKT) and associated GHGs (p.29 of the plan), and is to be implemented between 2018-2022.

SUBMITTED BY

Department: Winnipeg Parking Authority
Division:
Prepared by: L.Gavroliva-Crozier/A.Williams
Date: March 2, 2020

Attachments:

Appendix A: Business Plan

Appendix A1: Financials

Appendix A2: 2018 Audited Financial Statements

Appendix A

WINNIPEG PARKING AUTHORITY
SPECIAL OPERATING AGENCY (SOA)

BUSINESS PLAN

2020

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 more autonomous and business-like manner by making use of special delegations, exemptions, and other unique authorities.

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

Notwithstanding the Winnipeg Parking Authority Operating Charter, the Agency is responsible for providing regulatory oversight of the vehicles-for-hire (VHF) industry, and administration of certain aspects of the *Provincial Offences Act* (POA) and *Municipal Bylaw Enforcement Act* (MBEA) which have been assigned by Council to the Winnipeg Parking Authority on a provisional 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 provisional service lines, in addition to parking service delivery functions that Council has mandated be undertaken on a permanent basis by the Winnipeg Parking Authority.

Mission

The Winnipeg Parking Authority is a Special Operating Agency of the City of Winnipeg, dedicated to providing effective public parking solutions; regulating Winnipeg's vehicle-for-hire industry; and managing the screening, adjudication and administrative processes for all MBEA offences.

Vision

The Winnipeg Parking Authority facilitates proactive and effective public parking solutions, balanced and progressive client and customer relationships, an impartial and transparent screening process for by-law contravention appeals, and regulatory and licensing oversight of the vehicle-for-hire industry. The Agency also delivers innovative and forward-thinking regulation and space management to offer the best practical use of municipal parking resources in a way that meets the changing needs of the City of Winnipeg stakeholders, clients, and individual customers, and is 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 innovative 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; and
- Achieving group goals through personal commitment, organization, consultation, teamwork, and empowerment.

Guiding Principles

The Agency functions in accordance with:

- Best practices in parking and VFH 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 oversight of the screening, adjudication, and administrative processes for all by-law offences enforced under the MBEA.
- License, regulate, and provide oversight to the VFH industry in accordance with Council direction and the VFH By-law.

Goals

The primary goals of the Agency are to:

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

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

(c) Manage the regulatory oversight of the vehicle-for-hire industry to ensure safety and accessibility for all citizens.

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

(e) Maintain engagement with key stakeholder groups.

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

Service Lines

The Winnipeg Parking Authority manages City-owned on- and off-street parking, including permitting and by-law enforcement activities. It oversees collection of parking revenue and maintenance of City-managed lots and offers input from a parking services perspective in support of public policy objectives.

The Agency also manages the screening and adjudication process for all municipal by-laws enforced under the MBEA and processes payments and collections for contraventions under the POA. This includes quality assurance as well as collection of MBEA and POA fines on behalf of other City departments.

Finally, the Agency provides regulatory oversight of the VFH industry in the City of Winnipeg. This includes regulation and licensing of vehicles-for-hire, including taxis, limousines, and personal transportation providers, as well as coordination of training and various initiatives designed to support safety and accessibility.

Services delivered by the Winnipeg Parking Authority include:

(a) On-street public parking services including paid and time-limited parking, loading zone management, permitting, revenue collection, and by-law enforcement.

(b) Off-street parking services including permitting, revenue collection, by-law enforcement, and maintenance for daily and monthly public and municipal parking at parking structures and surface lots.

(c) Expert advice on parking facilities and services, including the planning and development of new infrastructure (e.g. public daily and monthly parking lots and structures, public loading zones, and service areas) in the Downtown and other areas of the City.

(d) Licensing services for various segments of the VFH industry, including monitoring of market supply to ensure a suitable number of licensed vehicles in any category are available.

(e) VFH enforcement and compliance programs.

(f) VFH safety and accessibility programs.

(g) Screening and adjudication services for penalties issued under the MBEA enforcement framework.

(h) Processing and collections of fines associated with MBEA penalty notices.

(i) Serve as the subject matter experts for any City departments/SOAs seeking to administer their by-law enforcement under the MBEA.

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 tracks a variety of performance metrics related to the delivery of its three service lines: parking, VFH regulation, and the screening and adjudication process for offences enforced under the MBEA.

Performance metrics are included in City's annual Community Trends and Performance Report, annual reports to Council on the VFH industry and other standing policy committee reports. The Agency also tracks performance metrics internally to allow for continual improvement to its service delivery. Key performance metrics by service line are included here.

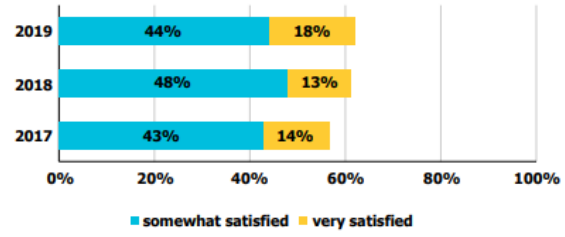
1. Parking

In 2018, the Winnipeg Parking Authority managed 11,748 parking spaces of which 3,810 were on-street parking spaces used by the general public and 7,938 were off-street spaces. Off-street spaces were primarily used by municipal staff at surface parking lots located on the property adjacent to buildings occupied by the City of Winnipeg. A smaller portion of off-street spaces were used by the general public at the Millennium Library parkade and 10 surface parking lots.

Citizen satisfaction with the availability and convenience of on-street parking was favorable from 2015-2019.

Effectiveness Measurements

Citizen Satisfaction with the Availability and Convenience of On-Street Parking



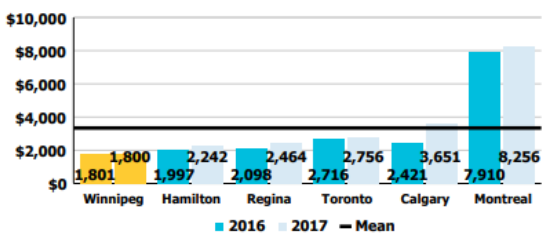
In 2019, when asked their level of satisfaction with the availability and convenience of on-street parking, 62% of citizens were satisfied or somewhat satisfied. The level of citizen satisfaction with on-street parking remained consistent between 2018 and 2019, notwithstanding increases to on-street parking rates that became effective April 1, 2018.

	2015	2016	2017	2018	2019
Total Satisfied	63%	61%	57%	61%	62%

Source: City of Winnipeg Annual Citizen Survey

In terms of revenue collection, Winnipeg collected the least amount of gross parking revenue per on-street space compared to five other Canadian Municipalities.

Gross Parking Revenue Collected per On-Street Space (2017)



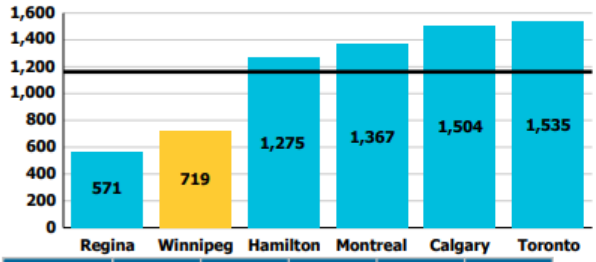
Winnipeg collected the lowest amount of revenue per on-street space of the cities compared in 2017. Meter rates had remained the same from 2012-2017 and were increased on April 1, 2018.

	2013	2014	2015	2016	2017
Wpg. Trend	$1,529.69	$1,541.70	$1,634.95	$1,801.34	$1,800.04

Source: Municipal Benchmarking Network Canada (PRKG310)

When considering both on-street and off-street spaces, compared to other municipalities across Canada, Winnipeg manages the second lowest amount of parking spaces per 100,000 residents. This is due, in large part, to the City managing only one off-street structured parking facility.

Number of Paid Parking Spaces Managed per 100,000 Population (2017)



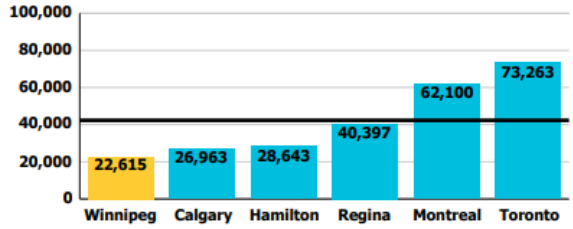
	2013	2014	2015	2016	2017
Wpg. Trend	704	750	734	716	719

Source: Municipal Benchmarking Network Canada (PRKG205)

Typically cities with in excess of 1,000 spaces per 100,000 manage multiple large off-street parking facilities.

Winnipeg issues the least amount of parking tickets per 100,000 residents compared to five other Canadian municipalities. However, Winnipeg has the third highest gross fine revenue per ticket in comparison to five other Canadian municipalities.

Gross Number of All Parking Tickets Issued per 100,000 Population (2017)

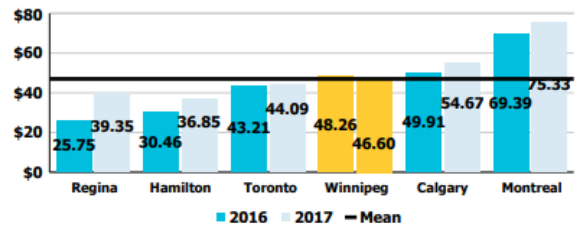


	2013	2014	2015	2016	2017
Wpg. Trend	20,406	21,455	22,062	20,091	22,615

Source: Municipal Benchmarking Network Canada (PRKG220)

Enforcement related to snow clearing can vary from year to year and have a significant impact on overall ticket issuance numbers. Winnipeg is the lowest among cities benchmarked.

Gross Fine Revenue per Ticket (2017)



	2013	2014	2015	2016	2017
Wpg. Trend	$54.28	$55.83	$51.01	$48.26	$46.60

Source: Municipal Benchmarking Network Canada (PRKG360)

Fine amounts vary dependent on severity of offence and in 2017 ranged from $60 to $300. Changes in breakdown of offence issuance can have significant impact on gross fine revenue, particularly due to fluctuations in the number of high fine amount snow related tickets.

Variations in early payment volumes can have a significant impact on gross fine revenue.

2. Municipal By-law Enforcement Act Screening and Adjudication

The Winnipeg Parking Authority is responsible for managing the screening and adjudication process for all penalty notices issued by the City under the *Municipal By-law Enforcement Act* (MBEA). The MBEA screening and adjudication process offers a convenient and transparent way for an appellant to contest any penalty notice issued by the City of Winnipeg for contravening a by-law listed in Schedule A of the Municipal Bylaw Enforcement Act Enabling By-law. Before the MBEA came into force, these offences were challenged through the Provincial Courts. The screening and adjudication process also provides an opportunity for a screening officer to explain the by-law that was contravened in detail and provide options to the appellant to prevent future non-compliance. The use of this legislation is restricted to by-law offences with set fines of $1,000 or less.

In 2019, there were 17 different City by-laws, with 814 offences, for which penalty notices could be issued under the MBEA. If the recipient of a penalty notice wishes to contest their fine, they may attend the Winnipeg Parking Authority offices in person, or use an on-line process.

In 2019, parking-related penalty notices remained the highest proportion of penalty notices issued under the MBEA, and had the highest volume of screening and adjudications conducted.

MBEA Penalty Notices and Appeals 2019

Bylaw Offence	Penalty Notices Issued	% of Total MBEA Penalty Notices Issued	Number of Screenings	Number of Adjudications
Parking	133,327	95.3%	11,455	103
Vehicle For Hire	300	0.2%	84	9
Other	6,231	4.5%	731	43
Total	**139,858**	**100%**	**12,270**	**155**

* Other By-law offences include offences in 14 City By-laws enforced under the MBEA

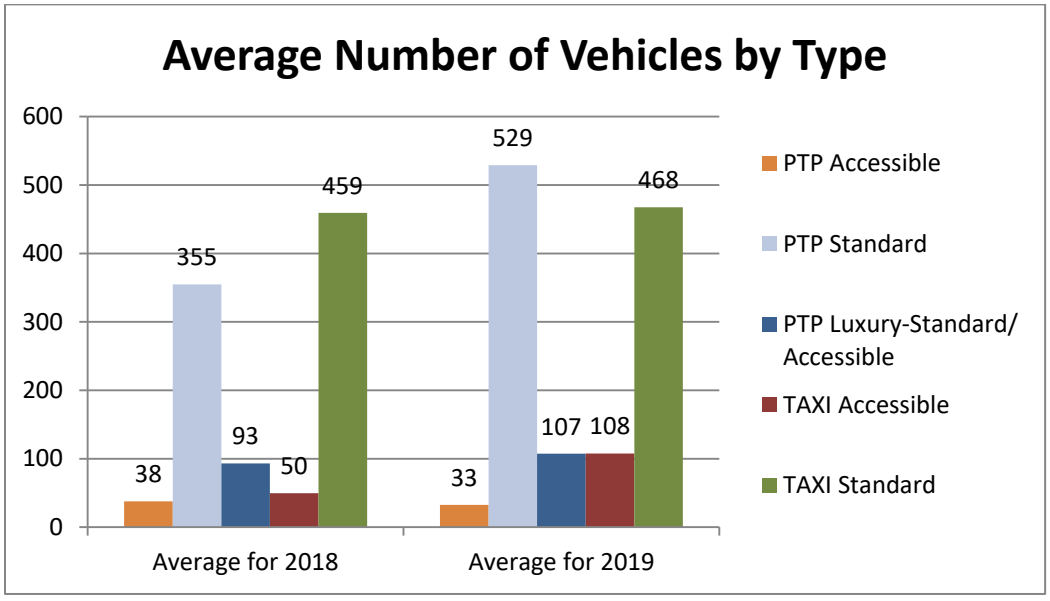
3. Vehicles-For-Hire

In December of 2019, an annual report was submitted to Council which included performance metrics relating to the regulatory oversight and licensing of Vehicles-For-Hire (VFH). Key performance metrics from that report are highlighted here.

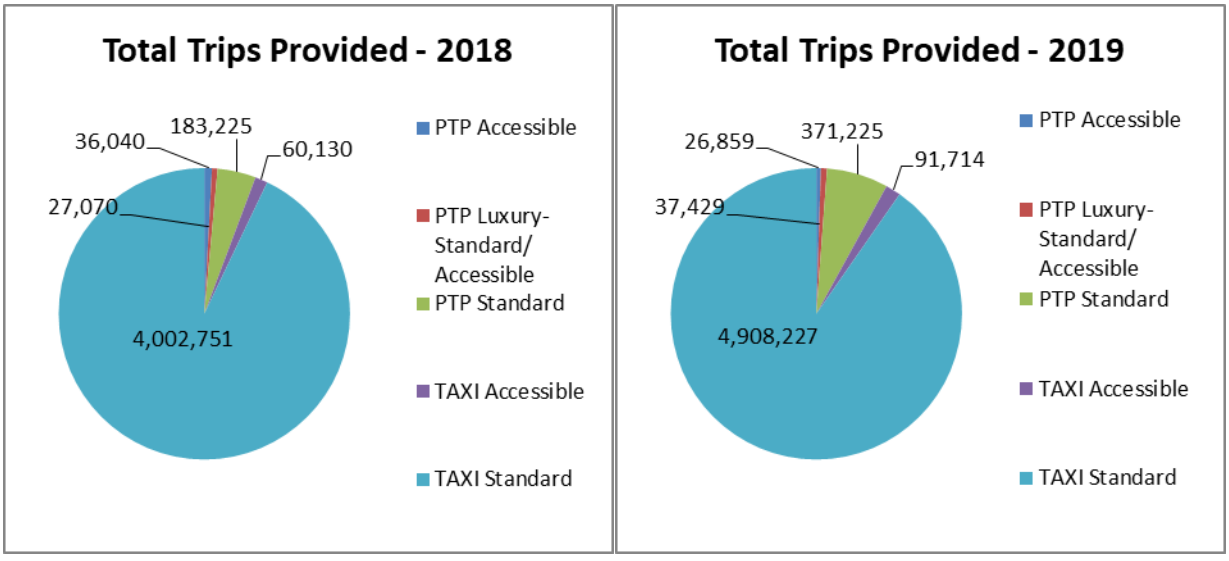
The total number of vehicles for hire available to the general public has nearly doubled, increasing by over 500 vehicles since the City took over regulation of the VFH industry in March of 2018. This is mainly due to the increase in Personal Transportation Providers (PTPs) that did not exist prior to the City regulating the industry. All taxi licences issued through the two lotteries in 2018 are on the road and providing service to the public.

After the second lottery, the number of accessible taxicabs on the road increased by 85%, bringing the total number of accessible taxicabs in Winnipeg to 22% of the overall authorized fleet. The average number of taxis operating in Winnipeg has remained constant during this period.

The addition of PTPs within Winnipeg provides greater capacity and competition in the industry. The overall level of customer service has improved along with the availability and accessibility of service. This new segment of the industry provides an opportunity for citizens to boost both their economic situations by earning additional income and working flexible amounts of time, while contributing to the overall transportation network.



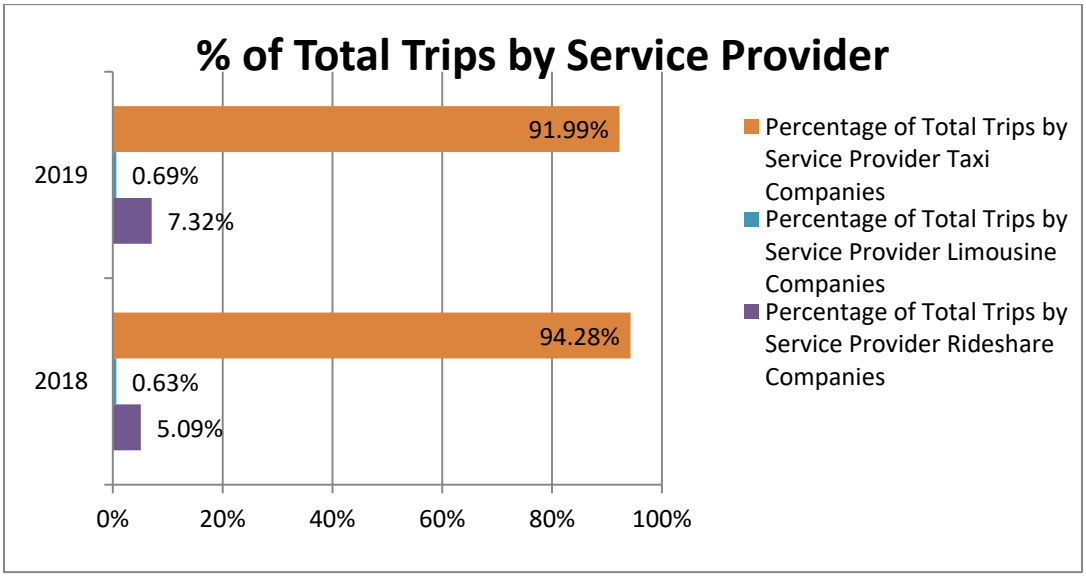
The average number of PTPs available increased significantly over 2018 (by 174 vehicles, from 355 to 529). It should be noted that there could in fact be some double-counting of vehicles and many drivers are registered with multiple PTP dispatchers and would be reported more than once. While the number of PTP vehicles are higher than taxis, taxis provide significantly more trips than do PTPs.



From March 1, 2018 to December 31, 2018, there were 4,309,216 reported trips in Winnipeg (an average of 430,922 trips/month). In 2019, there have been 5,435,454 trips, which is an

average of 452,955/month. This is an average increase of 5.1% in the number of trips each month. It appears as though there has been an expansion of the market, driven by improved customer service, availability and access to vehicles. This trend of increasing trips is anticipated to continue in the future. On the surface, it seems that citizens are making the decision to use vehicles for hire instead of driving, when the opportunity arises.

Both standard and accessible taxis continue to provide a large majority of the overall trips, accounting for 91.99% in 2019, slightly down from 94.28% in 2018 (for the 10 months reported from March to December). Limousine/Luxury vehicle service providers have remained relatively steady year over year at 0.69%, while PTPs have increased by over 2%, moving from 5.09% to 7.32%. There are significantly more trips being provided, and it appears as though PTPs are providing service to citizens who may otherwise drive.



Enforcement and oversight of the industry continues to be a main focus. The VFH enforcement team provides on-street monitoring of the industry, regularly attending to high-use locations and places where vehicles congregate waiting for trips. Vehicle inspection remains a major focus of the team. From January to December 2019 , a total of 19, 969 vehicles were inspected by VFH officers under the VFH By-law. While the majority of the vehicles being inspected are taxis, a focus in 2019 has been on PTPs as well. Of these inspections, officers have placed a vehicle “out of service” only 5.0% of the time.

All vehicles for hire are required to meet certain standards in order to pass inspections, and are expected to meet those minimum standards at all times. Roadside or call-in vehicle inspections are used to inspect critical components and systems that may pose imminent safety concerns to the public. As well, the VFH office has begun to build a relationship with MPI’s Vehicle Safety Division and has worked closely over the year with them to ensure that any vehicles providing service to customers are safe, reliable, and meet the standards of the VFH By-law and the MPI vehicle inspection and safety certification program.

Strategic Goals and Strategies for 2020-2023

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

- In consultation with stakeholders and City departments, develop a comprehensive strategy to manage the City's supply of on-street parking in a way that facilitates access for motorists while supporting the needs of residents and local businesses. The On-Street Parking Strategy will be submitted to the Standing Policy Committee on Infrastructure Renewal and Public Works for consideration by October, 2020. The document will include a roadmap that clearly articulates the City's plans for on-street parking so that businesses and the public know what to expect as the Agency implements plans and policies over the next five years.

- Based on recommendations from a 2017 consultant review, implement improvements to the residential parking permit program over a four year timeframe and implement changes to loading zone management.

- Continue to market mobile payment technology for paid parking to increase customer awareness of this payment option and increase its usage. This strategy provides customers with a convenient payment option and also allows the continued reduction of the City's paystation inventory, thereby lowering future capital replacement costs.

- Replace the existing parking access and revenue control system at the Millennium Library parkade that has reached the end of its useful life. The replacement of the payment systems and upgrades to the entry and exit gate systems will ensure the hardware and software systems can continue to function without disruption to customer service delivery as the existing hardware systems are obsolete and software platforms are no longer supported. Part of this project will include installation of card access controls at the Millennium Library parkade for enhanced security at the parkade.

- Engage consultant services to obtain an updated condition assessment of the Millennium Library parkade. A capital maintenance plan will be developed as part of this procurement, providing the information necessary to proactively plan future maintenance activities that will optimize the life of the asset.

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

- Continue to provide screening, adjudication, and ancillary support to all City Departments and Special Operating Agencies issuing penalty notices under the *Municipal By-Law Enforcement Act*.

Goal: Manage the regulatory oversight of 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, the 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.

- Adapt and change to stay relevant in the evolving industry.

- Work toward improvements to safety for drivers and passengers, and accessibility for all industry participants.

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

- Expand the use of Automated License Plate Recognition technology to issue parking penalty notices, as the technology allows for real-time capture of parking infractions while a vehicle is in motion. The expanded use of the technology will allow for a higher level of enforcement of safety infractions in school zones and fire lanes, and other parking infractions across the City.

- As part of a project led by the Winnipeg Fleet Management Agency, pilot the use of an all-electric vehicle and charging station, promoting sustainable transportation options in support of Winnipeg's Climate Action Plan.

- Continue to proactively engage with the City's 311 service to provide accurate and timely information on uses of the public right of way.

- Provide by-law enforcement support where appropriate to other civic departments in ensuring compliance with relevant by-laws.

- Continue to explore and improve online parking management information systems to allow for further enhancements to customer service.

- As one of the most significant contributors to open data, continue to openly share WPA data with the public through the Open Data platform, in support of the City's Open Government policy.

Goal: Maintain engagement with key stakeholder groups.

- Continue to collaborate with key stakeholders such as CentreVenture, Business Improvement Zones, and other civic departments on matters related to on- and off-street parking in order to facilitate ongoing management in a manner that balances the needs of residents, businesses, and sustainability within the context of OurWinnipeg.

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

- Regularly review the results of the Intuitive Routing solution, making optimizations to improve operational efficiency and customer service delivery. The solution was implemented in the 2018 year, generating daily routes for compliance officers to attend to regularly scheduled compliance areas and citizen requests made through 311. The route planning identifies the most efficient route, resulting in lower fuel use. It also documents daily compliance officer activities to ensure all 311 requests have been attended to.

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