Agenda – Executive Policy Committee – February 17, 2021

Report – Standing Policy Committee on Innovation and Economic Development – January 19, 2021

Item No. 4 Winnipeg Parking Authority 2021 Business Plan

STANDING COMMITTEE RECOMMENDATION:

On January 19, 2021, the Standing Policy Committee on Innovation and Economic Development concurred in the recommendation of the Winnipeg Public Service and submitted the following to Council:

1. That the 2021 Business Plan for the Winnipeg Parking Authority, including the 2021-2023 Budget, included as Appendix A and A1 respectively, be approved.

2. That the 2019 audited financial statements, included as Appendix A2, be received as information.

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

Agenda – Executive Policy Committee – February 17, 2021

Report – Standing Policy Committee on Innovation and Economic Development – January 19, 2021

DECISION MAKING HISTORY:

STANDING COMMITTEE RECOMMENDATION:

On January 19, 2021, 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.

On December 8, 2020, the Standing Policy Committee on Innovation and Economic Development laid the matter over to its meeting on January 19, 2021.

ADMINISTRATIVE REPORT

Title: Winnipeg Parking Authority 2021 Business Plan

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

AUTHORIZATION

Author	Department Head	CFO	CAO
R. Topolniski	J. Berezowsky	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 WPA's budget for 2021-2023, goals and strategies to be implemented over the next three years, performance measures, and audited financial statements for the 2019 year.

The business plan includes activities related to parking services mandated by Council to be undertaken by the WPA on a permanent basis, as well as the regulatory oversight of the Vehicles for Hire (VFH) industry and the administration of *The Provincial Offences Act* (POA) and *The Municipal Bylaw Enforcement Act* (MBEA), which have been assigned to the WPA on a provisional basis pending a final decision about the structure and location of these functions within the public service.

In accordance with the preliminary budget, the WPA will transfer approximately $6 million in 2021 and between $6.6 and $6.8 million per year from 2022 through 2023 to the City's General Revenue Fund.

Key projects and initiatives that will be implemented in 2021 - 2023 are as follows:

- Conduct stakeholder and public engagement on the Winnipeg Parking Strategy: A Conceptual Framework and present a final Parking Strategy for consideration following engagement. The strategy outlines the City's plans for on-street and off-street parking over the next five years.

- Review a consultant's report prepared in late 2020 that details the current condition of the Millennium Library parkade, including a proposed capital maintenance plan for the parkade. Based on the results of the review, prepare a business case for the required capital maintenance of the parkade and identify all capital requirements over the next 10 years to pro-actively maintain this asset.

- Expand the use of Automated License Plate Recognition (ALPR) 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 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 three 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 2021 Business Plan for the Winnipeg Parking Authority, including the 2021-2023 Budget, included as Appendix A and A1 respectively, be approved.

2. That the 2019 audited financial statements, included as Appendix A2, be received as information.

3. That the proper officers of the City 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 2021 Business Plan sets out the WPA's plans for the next three 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, MBEA screening and adjudication processes, and regulatory oversight of the VFH industry, while ensuring that it provides the best balance between sound business practices and the public good.

The WPA's 2021 budget has the Agency in an operating deficit position as a result of reduced revenues caused by COVID-19, the decrease in hourly on-street parking prices approved by Council on June 26, 2020, as well as the dividend transferred to the City of Winnipeg General Revenue Fund. Prior to the transfer, the WPA has a budgeted net loss of $0.44 million for the 2021 fiscal year, which is direct result of COVID-19 financial impact. In future years, the WPA will have a budgeted net income of approximately $6.4 million annually, prior to any transfers to the General Revenue Fund.

HISTORY/DISCUSSION

The WPA was designated as a SOA 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 MBEA, the 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 MBEA and the POA. The WPA also provides regulatory oversight of the vehicle-for-hire industry, which includes taxicabs, accessible vehicles, limousines, and personal transportation providers (PTPs).

In 2020, 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 2020, by service line, are highlighted below.

Parking:

- Developed a comprehensive conceptual strategy on how the City proposes to manage on-street and off-street parking over the next five years that will be finalized following stakeholder and public engagement.

- Created the first WPA bilingual position, improving front-facing customer service delivery by offering services in French.

- Utilized the ALPR technology to improve parking enforcement during spring street cleaning activities by removing a highly manual process that was previously used to track vehicles parked on the street ahead of and during street cleaning, and replaced it with the automated ALPR technology. Overall, this has improved the speed at which streets can be cleaned in the spring.

- Due to the success of a remote supervision pilot initiated in 2019, the approach was fully deployed in 2020. Remote supervision allows for real-time video consultation by compliance officers with their supervisors on any uncertain enforcement situations to ensure any penalty notices issued are following the Winnipeg Parking By-Law.

- An intuitive routing system was implemented in 2019 for use in vehicles used for parking enforcement. In 2020, this was expanded to use the intuitive routing system to all walking beat enforcement officers who use iphones to issue parking penalty notices. The system works by pre-scheduling routes and compliance activities, and results in improved response times to any parking related complaints. 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.

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

- Deployed an on-line evidence viewer that lets people who have received a parking penalty notice view the evidence against them before deciding to either pay the penalty or request a screening to dispute it.

Vehicles for Hire:

A separate report will be submitted to Council in December of 2020 detailing all achievements related to VFH for the year. Some key achievements are highlighted here:

- Building on work that began in 2019, continued with a joint inspection program with Manitoba Public Insurance (MPI) to ensure vehicles for hire are road-worthy and safe. This included targeted random inspections of all vehicles for hire, with vehicle safety inspections completed by MPI and VFH enforcement officers.

- Continued to network with the International Association of Transportation Regulators to identify worldwide best practice as it relates to the VFH industry.

- Improved the VFH industry reporting with comprehensive statistics on trips from personal transportation providers, taxis, and limousines, and building on additional data points in order to improve licencing, enforcement and decision-making within, and as it relates to the industry.

- Continued to improve accessible on-demand VFH service and capacity through working with the industry and service providers as well as accessible advocates and transportation users. Work continued in this area, including stakeholder consultations, in order to bring forward a plan to Council for 2021 related to use of the accessibility surcharge.

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

The 2021 Business Plan sets out the strategic direction for the WPA to support the three services lines for which it is currently responsible: parking, VFH, and the MBEA screening and adjudication processes. The Business Plan also includes budget requirements for 2021-2023, goals and strategies to be implemented over the next three years, performance measures, and audited financial statements for the 2019 year.

Key projects and initiatives proposed to be implemented from 2021-2023 are as follows:

- Conduct stakeholder and public engagement on the Winnipeg Parking Strategy: A Conceptual Framework and present a final Parking Strategy for consideration following engagement. The strategy outlines the City's plans for on-street and off-street parking over the next five years.

- Review a consultant's report prepared in late 2020 that details the current condition of the Millennium Library parkade, including a proposed capital maintenance plan for the parkade. Based on the results of the review, prepare a business case for the required capital maintenance of the parkade and identify all capital requirements over the next 10 years to proactively maintain this asset.

- Expand the use of ALPR technology to issue parking penalty notices, as the technology allows for real-time capture of parking infractions while the enforcement 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 and users. Provide annual reporting to Council on the on-going changes and efforts of the VFH industry.

While the preliminary budget for the WPA for 2021-2023 includes the COVID-19 impact, it is worthwhile to highlight the following key impacts of COVID-19 on the WPA:

- The WPA was well-positioned to respond to the pandemic in terms of service delivery and easily transitioned to providing all services remotely. There has been no disruption of service delivery experienced.

- The pandemic has resulted in various businesses being closed or operating at reduced capacity, resulting in less overall traffic and people visiting the Downtown, Exchange District and West End. These are areas that have paid parking in effect, both on-street and off-street. As such, paid parking revenue, as well as enforcement revenue, has decreased by approximately 50 percent compared to 2019.

- In addition, several supports the City has offered for residents and businesses during the pandemic, such as complimentary one-hour parking and relaxed enforcement around time-restricted parking have also impacted parking and enforcement revenues.

- Overall, the financial impact of the pandemic has resulted in a projected net loss of $1.5 million before transfers in 2020 versus budgeted net income of $5.9 million. This, in turn, affects the WPA's ability to transfer budgeted dividends in 2021 year. In accordance with the SOA's dividend policy, a dividend cannot be transferred to the General Revenue Fund if doing so will reduce accumulated operating surplus below $500,000. To manage the COVID-19 financial losses and help provinces and territories safely restart their economies the Federal Safe Restart program has been introduced. Through this program the WPA is expecting an allocation of $7.735M funding through 2021 budget recommendations. This allocation will result in $6.2 million net income before transfers and enable the WPA to transfer budgeted dividends in 2021-2023 years and remain in compliance with SOA's dividend policy.

FINANCIAL IMPACT

Financial Impact Statement

Date: November 5, 2020

Project Name:

Winnipeg Parking Authority 2021 Business Plan

First Year of Program **2021**

	2021	2022	2023	2024	2025
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 2021 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: Public Works
Division: Winnipeg Parking Authority
Prepared by: L. Gavrilova-Crozier / A. Williams
Date: November 5, 2020

Attachments:

Appendix A: Business Plan

Appendix A1: Financials

Appendix A2: 2019 Audited Financial Statements

Appendix A

WINNIPEG PARKING AUTHORITY
SPECIAL OPERATING AGENCY (SOA)

BUSINESS PLAN

2021

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 under *The Municipal By-law Enforcement Act*, collection of financial penalties imposed for contraventions of City by-laws, 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.

- Collection of financial penalties imposed for contraventions of City by-laws. 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 all by-law contraventions, including those enforced 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 and by-law enforcement under the POA.

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.

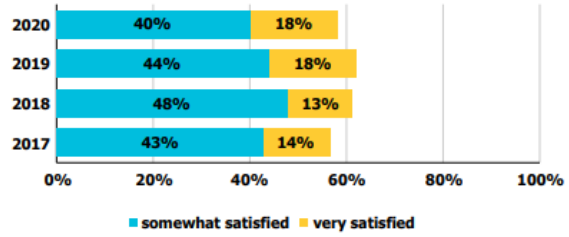
1. Parking

In 2019, the Winnipeg Parking Authority managed 11,454 parking spaces of which 3,855 were on-street parking spaces used by the general public and 7,599 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 7 surface parking lots.

Citizen satisfaction with the availability and convenience of on-street parking was favorable from 2017-2020.

Effectiveness Measurements

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



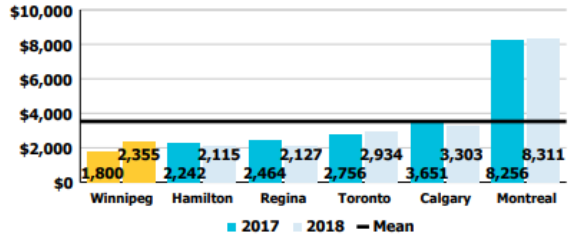
In 2020, when asked about their level of satisfaction with the availability and convenience of on-street parking, 58% of citizens indicated they were satisfied or somewhat satisfied. The level of citizen satisfaction with on-street parking decreased from 62% in 2019 to 58% in 2020.

	2016	2017	2018	2019	2020
Total Satisfied	61%	57%	61%	62%	58%

Source: City of Winnipeg Annual Citizen Survey

In terms of revenue collection, in 2018 Winnipeg collected more gross revenue per on-street space compared to two other Municipalities surveyed, but less gross revenue per on-street space compared to other three Municipalities surveyed.

Gross Parking Revenue Collected per On-Street Space (2018)



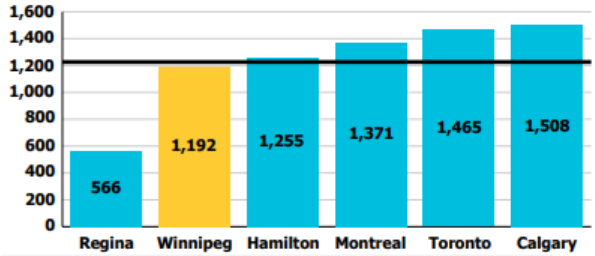
Rates for all on-street paid parking spaces were increased by $1.50, effective April 1, 2018.

	2014	2015	2016	2017	2018
Wpg. Trend	$1,542.00	$1,635.00	$1,801.00	$1,800.00	$2,355.00

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 (2018)



The total paid parking spaces managed by Winnipeg Parking Authority includes on-street spaces as well as spaces in off-street structures, off-street public surface lots and off-street employee parking surface lots.

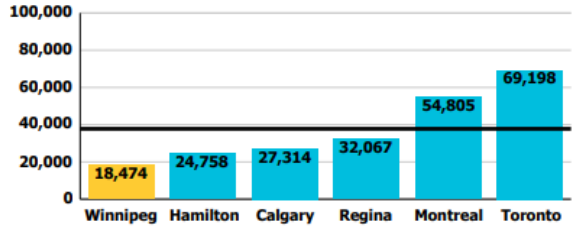
	2014	2015	2016*	2017*	2018
Wpg. Trend	750	1,166	1,104	1,209	1,192

* Restated due to change in methodology

Source: Municipal Benchmarking Network Canada (PRKG205)

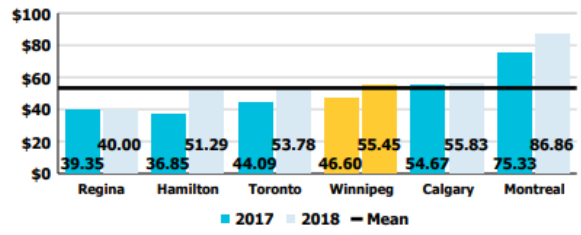
Winnipeg issues the fewest number of parking tickets per 100,000 residents compared to five other Canadian municipalities. However, Winnipeg has the third highest gross fine revenue per ticket in comparison to five other Canadian municipalities.

Gross Number of All Parking Tickets Issued per 100,000 Population (2018)



In 2018, a number of factors may have influenced the gross number of parking tickets issued, including downtown road renewal construction and decreased on-street parking usage.

Gross Fine Revenue per Ticket (2018)



Variations in early payment volumes can have a significant impact on gross fine revenue. The Municipal By-Law Enforcement Act Enabling By-Law previously allowed for a 50% discount when fines were paid within 14 days of being issued. This discount was reduced to 25%, effective April 1, 2018.

	2014	2015	2016	2017	2018
Wpg. Trend	$55.83	$51.01	$48.26	$46.60	$55.45

Source: Municipal Benchmarking Network Canada (PRKG360)

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 enforced 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	128,118	95.3%	11,455	103
Vehicle For Hire	291	0.2%	84	9
Other	6,025	4.5%	731	43
Total	**134,434**	**100%**	**12,270**	**155**

* There are three by-laws that parking penalty notices are issued under and one by-law to enforce vehicle for hire. The other by-law category includes offences in 13 City by-laws enforced under the MBEA by a variety of City departments and SOAs.

3. Vehicles for Hire

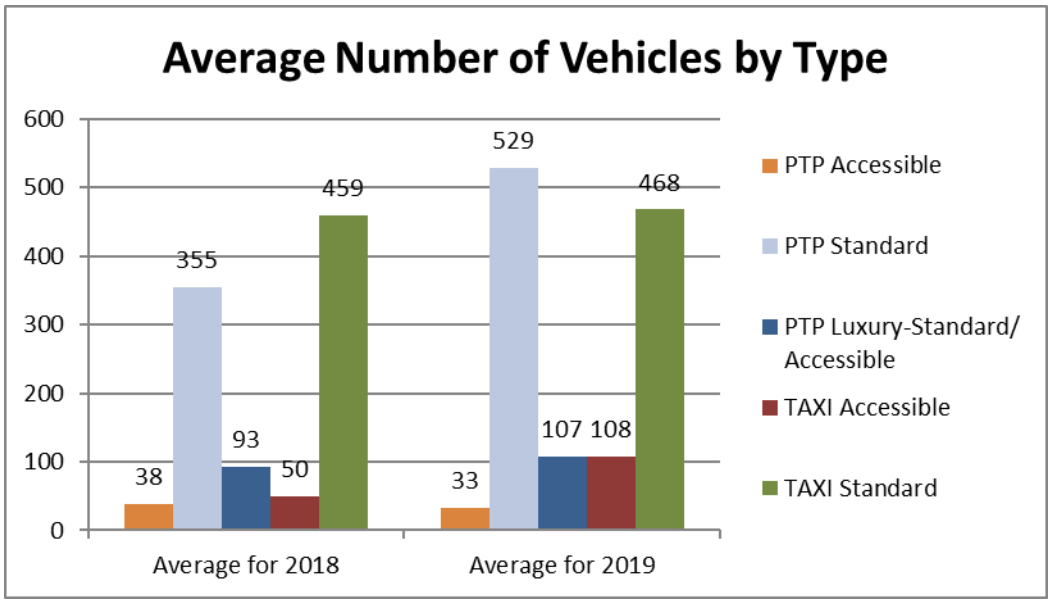
In December of 2019, an annual report was submitted to Council which included performance metrics relating to the regulatory oversight and licensing of Vehicles For Hire (VFH). Key performance metrics from that report are highlighted here.

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 of the 120 new taxi licences issued through the two lotteries in 2018 are on the road and providing service to the public. This included 60 standard vehicle licences issued in March and 60 accessible vehicle licences issued in December.

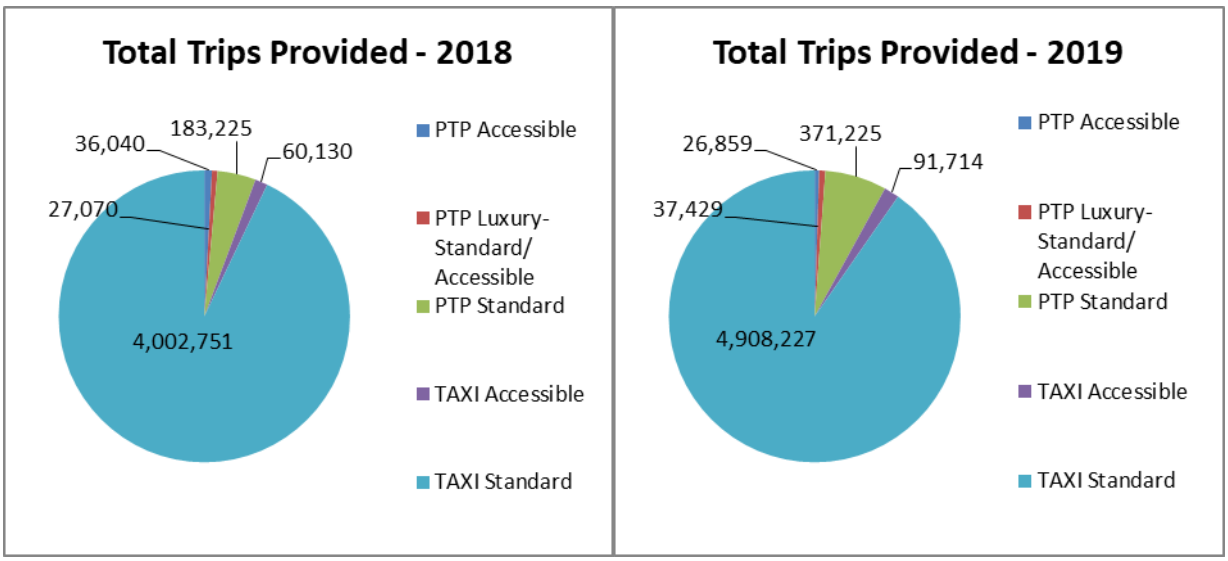
After the second lottery, the number of accessible taxicabs on the road increased by 85 percent, bringing the total number of accessible taxicabs in Winnipeg to 22 percent of the overall authorized fleet. The average number of taxis available for service each month has remained constant during this period.

The addition of PTPs within Winnipeg provides greater capacity and competition in the industry. PTPs are non-metered vehicles available for transportation service. The category includes limousines/luxury vehicles (which existed prior to the City regulating), but also includes rideshare vehicles that are personally owned, and dispatched through electronic means.

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.

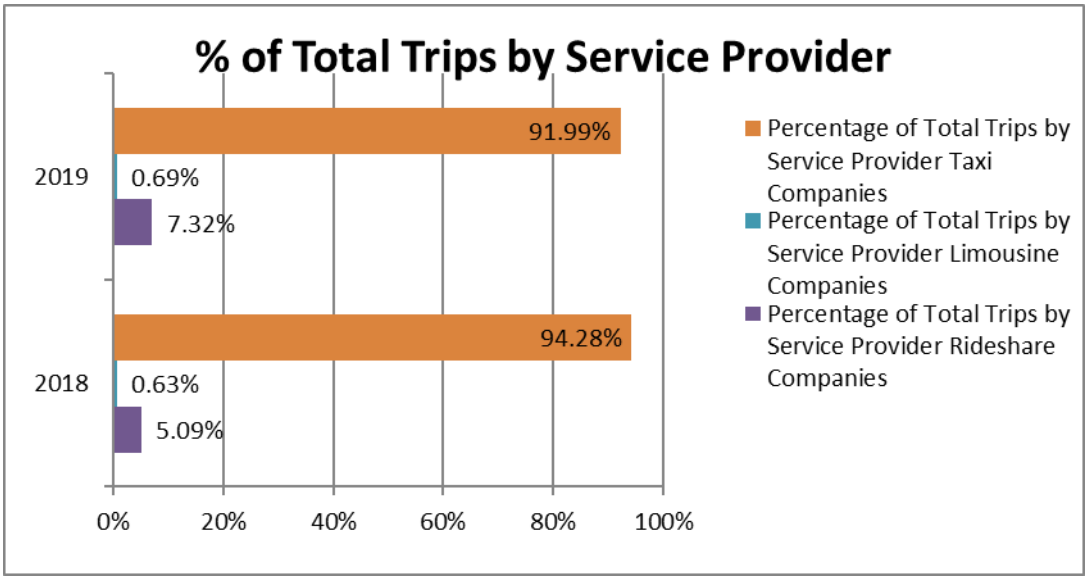


The average number of PTPs available increased significantly over 2018 (by 174 vehicles, from 355 to 529). It should be noted that there could in fact be some double-counting of vehicles and many drivers are registered with multiple PTP dispatchers and would be reported more than once. While the number 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 percent 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 percent in 2019, slightly down from 94.28 percent 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 percent , moving from 5.09 percent to 7.32 percent. There are significantly more trips being provided, and it appears as though PTPs are providing service to citizens who may otherwise drive. In the table below, we have broken out the category of PTPs to show the share of trips provided by limousine/luxury trips and those provided by rideshare companies.



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 percent of the time.

Strategic Goals and Strategies for 2021-2023

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

- Conduct stakeholder and public engagement on the *Winnipeg Parking Strategy: A Conceptual Framework* and present a final Parking Strategy following engagement. The strategy outlines the City's plans for on-street and off-street parking over the next five years.

- 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.

- Review a consultant's report prepared in late 2020 that details the current condition of the Millennium Library parkade, including a proposed capital maintenance plan for the next ten years. Based on the results of the review, prepare a business case for the required capital maintenance of the parkade and identify all capital requirements over the next ten years to pro-actively maintain this 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 with the camera 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 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 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.