Minutes – Executive Policy Committee – April 16, 2024

Report – Standing Policy Committee on Public Works – April 9, 2024

Item No. 2 Winnipeg Parking Authority 2024 Business Plan

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

The Executive Policy Committee concurred in the recommendation of the Standing Policy Committee on Public Works and submitted the following to Council:

1. That the 2024 Business Plan for the Winnipeg Parking Authority, including the 2024 Budget, included as Appendix A and A1 respectively, be approved subject to adoption of the City's overall 2024 Operating Budget.

2. That the 2022 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.

Minutes – Executive Policy Committee – April 16, 2024

Report – Standing Policy Committee on Public Works – April 9, 2024

DECISION MAKING HISTORY:

Moved by Councillor Browaty,

That Rule 10(3) of The Procedure By-law No. 50/2007 be suspended in order that the following item, which was received less than four business days preceding the committee meeting, be considered by Committee.

Carried

Moved by Councillor Lukes,

That the recommendation of the Standing Policy Committee on Public Works be concurred in and forwarded to Council.

Carried

STANDING COMMITTEE RECOMMENDATION:

On April 9, 2024, the Standing Policy Committee on Public Works concurred in the recommendation of the Winnipeg Public Service and submitted the matter to the Executive Policy Committee and Council.

On March 5, 2024, the Standing Policy Committee on Public Works laid the matter over to its meeting on April 9, 2024.

On March 1, 2024, the Standing Policy Committee on Public Works laid over consideration of the matter to a special meeting to be called on March 5, 2024 at 12:30 p.m.

David Grant submitted a communication with respect to the matter.

ADMINISTRATIVE REPORT

Title: Winnipeg Parking Authority 2024 Business Plan

Critical Path: Standing Policy Committee on Public Works – Executive Policy Committee – Council

AUTHORIZATION

Author	Department Head	CFO	CAO
R. Topolniski	J. Berezowsky	C. Kloepfer	M. Jack

EXECUTIVE SUMMARY

In accordance with its operating charter, the Winnipeg Parking Authority (WPA) is required to provide a business plan to Council each year. This business plan includes the WPA's budget for 2024-2027, goals and strategies for the next four years, performance measures, and audited financial statements for the 2022 year. In accordance with the preliminary budget, the WPA will transfer approximately $7.8 million to the City's General Revenue Fund in 2024.

Building on the successes of 2023, which included the WPA's Vehicle for Hire Division being named Regulator of the Year by the International Association of Transportation Regulators, the WPA intends to undertake a number of key projects and initiatives in 2024-2027, including:

- Continuing to improve online service delivery options that allow greater flexibility and convenience in accessing WPA services.
- Upgrading the WPA's queue management system to include publicly displayed wait times, allowing those who require in-person services to better plan their visit.
- Finalizing the Winnipeg Parking Strategy for presentation to Council.
- Updating the residential parking permit structure and fees to cover program delivery costs.
- Integrating more than 230 Winnipeg schools and respective school zones to the WPA's intuitive routing system to provide more effective scheduling of school zone patrolling and enforcement.
- Undertaking high-priority repairs to the Millennium Library Parkade as recommended by a 2023 consultant's report (pending approval of the 2024-2027 budget).
- Relocating WPA customer service operations from a third-party building to vacant space in a City-owned building (pending approval of the 2024-2027 budget).
- Exploring opportunities to repurpose loading zones and other limited-use curb-space in the Downtown as designated vehicle for hire (VFH) pick-up and drop-off zones during certain hours.
- Continuing to administer the Winnipeg WAV (Wheelchair Accessible Vehicle) centralized accessible dispatch pilot and assess the system's effectiveness in providing on-demand accessible vehicle-for-hire transportation.
- Continuing to work with the Indigenous community and the industry to implement the MMIWG2S+ Calls for Justice related to transportation.

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 2024 Business Plan for the Winnipeg Parking Authority, including the 2024 Budget, included as Appendix A and A1 respectively, be approved subject to adoption of the City's overall 2024 Operating Budget.

2. That the 2022 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 2024 Business Plan sets out the WPA's path for the next four years and is a guiding document for the agency's operations.

The WPA will continue to manage parking operations and enforcement, the screening and adjudication of penalty notices issued under the MBEA, regulatory oversight of the VFH industry, and the collection of fines issued for by-law contraventions on behalf of the City of Winnipeg. As an SOA, the WPA will achieve this mandate by balancing sound business practices with a constant focus on the public good.

The WPA has a budgeted net income of approximately $7.0 million for the 2024 fiscal year and will transfer a $7.8 million dividend to the City of Winnipeg General Revenue Fund in 2024. After this transfer, the WPA is still budgeted to comply with the SOA dividend policy.

HISTORY/DISCUSSION

The WPA was designated as an SOA effective January 1, 2005, with a mandate to:

- Manage City-owned on- and off-street parking resources,
- Encourage compliance with parking-related by-laws, and
- Participate in municipal transportation management where appropriate.

The Municipal By-law Enforcement Act (MBEA) came into force in 2016. The Act requires that any municipal parking offences be enforced through the issuance of a penalty notice and establishes an expedited review process using City screening officers and Provincially-appointed adjudicators rather than the court system. The MBEA also empowers the City to designate other offences not related to parking for enforcement via administrative penalty.

Oversight of the review process was delegated to the WPA, along with responsibility for the collection of fines levied under the MBEA.

In 2018, the Province of Manitoba passed *The Local Vehicles for Hire Act*, which devolved responsibility for the regulation of vehicles for hire (VFH) from the Manitoba Taxicab Board to the City. In response, the WPA's mandate was further expanded to include a VFH division charged with licensing and enforcement of taxis, limousines, and personal transportation providers (PTP's, also known as 'rideshare' companies).

At the direction of the Interim Chief Administrative Officer, the WPA began reporting to the Director of the Public Works Department in September, 2020. The amended reporting structure has not included any change to the WPA's Special Operating Agency (SOA) status or its service delivery model.

A variety of innovative initiatives were implemented in 2023 to increase efficiency and improve customer service, leaving the WPA well-positioned to embrace future technological advancements and other industry changes. Key achievements from the past year are highlighted by service line below.

<u>Parking</u>

- Continued to develop a comprehensive parking strategy for how the City will manage its inventory of on-street and off-street parking over the next five years.
- Completed data integration and other improvements to the WPA's intuitive routing system for use during Residential Parking Bans, providing a more detailed overview of City-wide enforcement coverage such as the percentage of streets enforced and streets that have already been plowed. This data will enable further improvements to planning and deployment of snow-clearing equipment by the Public Works Department and enforcement resources by the WPA.
- Integrated all City bike lanes to the WPA's intuitive routing system, allowing the WPA to schedule more routine patrols at these locations. Improved monitoring and enforcement of bike lanes helps increase safety and improve traffic flow for Winnipeg cyclists, motorists, and pedestrians.
- Successfully shifted the WPA's Enforcement Division to an electronic form of records retention, thereby reducing printing and manual labour costs associated with manual filing, oversight and destruction of hard-copy records.

<u>MBEA screening and adjudication processes</u>

- Improved service delivery for those requesting review of a by-law penalty notice as customers can now request services in one of several official languages including French, Spanish, Tagalog, Hindi, and Punjabi.

<u>Vehicles for Hire</u>

A separate report was considered by Council in December of 2023 detailing all achievements related to VFH for the year. Some key achievements are highlighted below.

- Administered of the Winnipeg Wheelchair Accessible Vehicle (Winnipeg WAV) on-demand centralized dispatch system, which includes an incentive program designed to encourage more VFH drivers to offer accessible service. This system has also helped to absorb excess demand for Transit Plus service.
- Launched a new 'Building Indigenous Cultural Competency' training program for vehicle for hire drivers.

- Obtained Council approval of amendments to the Vehicle for Hire By-law that will ensure the market for VFH services remains competitive and fair for all industry participants.
- Implemented a new provisional taxi driver licence program that enables drivers to work while completing some aspects of their training.

The WPA's Vehicles for Hire Division was also named the 2023 Regulator of the Year by the International Association of Transportation Regulators.

Looking Forward

Over the coming year, the WPA will continue to pursue innovation, improve customer service, and strive to provide the best balance between fiscally sound business practices and effective support to the City's transportation management goals.

The 2024 Business Plan sets out the strategic direction for the WPA to support the service lines for which it is currently responsible: parking management, VFH regulation, the MBEA screening and adjudication processes, and fine collection. The Business Plan also includes budget requirements for 2024-2027, goals and strategies to be implemented over the next four years, performance measures, and audited financial statements for the 2022 year.

Projects and initiatives proposed to be implemented between 2024-2027 are listed in Appendix A. Key items include:

- Finalizing the Winnipeg Parking Strategy for presentation to Council
    - The strategy outlines the City's plans for on-street and off-street parking over the next five years.
- Updating the residential parking permit structure and fees to cover program delivery costs.
    - Residential permits are available to residents who park in time-limited parking areas.
    - The current permit structure allows residents to apply for up to three permits per household at a cost of $25 per permit each year.
    - The updated structure will come into effect in 2024 and will have a new tiered approach where the first permit will cost $50, the second permit $75, and the third permit $200.
    - Future years will have inflationary increases added to each tier.
- Continuing enhancements to the WPA's Intuitive Routing system to further improve the efficiency and responsiveness of parking enforcement during snow-clearing and street-cleaning operations.
- Exploring opportunities to repurpose loading zones and other limited-use curb-space in the Downtown as designated VFH pick-up and drop-off zones during certain hours
- Continuing to seek opportunities for online service delivery that allow greater flexibility and convenience in accessing WPA services (e.g. appointment-based screening services, online application and renewal for VFH licences and Residential Parking Permits, etc.).
- Exploring opportunities to provide electric vehicle charging infrastructure for carshare vehicles and the general public.
- Integrating more than 230 Winnipeg schools and respective school zones to the WPA's intuitive routing system, which includes an automated scheduling and reporting component.

    - This will allow for more effective scheduling of school zone patrolling and enforcement to ensure the safety of pedestrians and motorists.
- In partnership with the Streets Maintenance Division of the Public Works Department, launching a new mobile application that will use evidence collected by tow operators during Residential Parking Bans (RPB) to issue penalty notices to motorists whose vehicles are relocated to a nearby street because they are impeding snow-clearing operations.
    - This will further increase the enforcement coverage during a Residential Parking Ban, thereby increasing compliance and reducing the costs of 'courtesy towing' during an RPB.
- Complete the retrofit of all WPA enforcement vehicles with automated licence plate recognition (ALPR) systems to improve efficiency and overall enforcement coverage
- Upgrading the WPA's queue management system, allowing those who require in-person service to better plan their visit by having access to average wait times and peak times for all of the WPA's service lines, including ticket payments and reviews by a screening officer, parking permits, and VFH services.
- Improving online service delivery by offering virtual, appointment-based requests for review of a penalty notice using existing communication platforms.
    - This will allow those who require service to engage with a screening officer in real-time, eliminating the need to appear in-person.
    - This change is also expected to expedite processing times under the current online screening model.
- Continuing the Winnipeg WAV (Wheelchair Accessible Vehicle) centralized accessible dispatch pilot and assess the system's effectiveness in providing on-demand accessible vehicle-for-hire transportation.
- Conducting a review of the current training program for new VFH drivers.
- Continuing to work with the Indigenous community and the industry to implement the MMIWG2S+ Calls for Justice related to transportation.
    - As part of this strategy, the WPA intends to expand delivery of the recently-introduced 'Building Indigenous Cultural Competency' training to include PTP drivers.
- Conducting a feasibility and impact assessment for temporary/seasonal taxi licences.
- Pending budget approval, begin repairs to the Millennium Library Parkade as recommended by a 2023 consultant's report.
    - Work planned for the 2024-2027 reporting period will include high-priority repairs to the concrete slab on one level of the parkade, replacing obsolete lighting system controls, and replacing the air handler unit, at a total estimated cost of $14.5 million (Class 3 estimate).
    - Further repairs are planned for 2028 and 2030. In total, repairs required at the parkade over the next seven years are estimated at $30 million (combination of Class 3 and Class 4 estimates).
- Pending budget approval, relocate WPA customer service operations from a third party building to vacant space on the main floor of the Susan A. Thompson building
    - The project will allow for lease costs currently paid to an external entity to be paid instead to the City, and for currently vacant unusable space in a City-owned property to be occupied.
    - Citizens will also be able to access more City services in a single, convenient and central location.

FINANCIAL IMPACT

Financial Impact Statement

Date: January 19, 2024

Project Name:

Winnipeg Parking Authority 2024 Business Plan

First Year of Program **2024**

	2024	2025	2026	2027	2028
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 2024 projected financial statements and notes.

Lioubov Gavrilova-Crozier Jan 19, 2024

Lioubov Gavrilova-Crozier, CPA, CA
Manager of Finance, WPA

CONSULTATION

This Report has been prepared in consultation with:

- Legal Services (as to legal matters)

OURWINNIPEG POLICY ALIGNMENT

The WPA's 2024 Business Plan supports the following policies of OurWinnipeg 2045:

- *2.9 Reduce Road Congestion* is supported by the WPA's ongoing efforts to price paid parking at a rate that generates appropriate occupancy and turnover levels, thereby eliminating the need for drivers to circle the block as they search for an available space near their destination.
- *5.1 Equitable Service Access* is supported by the Winnipeg WAV centralized accessible dispatch system, which aims to reduce wait times for VFH passengers requiring accessible service.
- *5.5 Indigenous Lens* is supported through ongoing efforts by the WPA's VFH office to work with Indigenous communities and the industry to implement the MMIWG2S+ Calls for Justice related to transportation.
- Proposed repairs to the Millennium Library Parkade support OurWinnipeg 2045 and Complete Communities 2.0 in the following ways:
    - Undertaking repairs to the parkade encourages the location of major offices in the Downtown, where most parkade users work (action item 3.4);
    - Undertaking repairs to the parkade supports attractions in the Sports, Hospitality, and Entertainment District (SHED) and residents/offices in the Downtown; and,
    - Extending the life of the parkade supports parks and public spaces in the Downtown, as the top of the structure is a ground-level public green space (action items 9.10 and 9.11).

WINNIPEG CLIMATE ACTION PLAN ALIGNMENT

The WPA's 2024 Business Plan supports the following Key Directions and Strategic Opportunities of Winnipeg's Climate Action Plan:

- *Strategic Opportunity #3:*
    - *Action 3.1.4*, to explore *a partnership between carshares, other transportation providers and Winnipeg Transit to help incentivize both modes of transportation*, is supported by exploring opportunities to provide electric vehicle charging infrastructure for carshare vehicles and the general public.
    - *Action item 3.4.2*, *to prioritize investments in active transportation infrastructure, such as installing bike racks*, is supported by exploring options to expand available bike parking at the Millennium Library Parkade.

WINNIPEG POVERTY REDUCTION STRATEGY ALIGNMENT

The following elements of the WPA's 2024 Business Plan support Goal #6 of the Winnipeg Poverty Reduction Strategy- to ensure that all City services are equitable, inclusive, and accessible:

- Repairing the Millennium Library Parkade will ensure the continued operation of a barrier-free route to the library and downtown skywalk system.
- Continuing the Winnipeg WAV accessible vehicle dispatch program will provide faster and more equitable access to accessible vehicles for hire.
- Offering assistance in a variety of additional languages will improve accessibility and inclusiveness of WPA services.

SUBMITTED BY

Department: Public Works
Division: Winnipeg Parking Authority
Prepared by: L.Gavrilova-Crozier/D.Locke/A.Williams
Date: January 19, 2024
File No: WPA - 002 - 2024

Attachments:

Appendix A: Business Plan
(see below)

Appendix A1: Financials

Appendix A2: 2022 Audited Financial Statements

Appendix A

WINNIPEG PARKING AUTHORITY
SPECIAL OPERATING AGENCY (SOA)

BUSINESS PLAN

2024

Strategic Overview

The Winnipeg Parking Authority (WPA) is a Special Operating Agency (SOA) of the City of Winnipeg with an Operating Charter approved by Council. The WPA's status as an SOA provides the agency with special delegations, exemptions, and other unique authorities that allow it to operate in a more autonomous and commercially-minded manner than other City departments.

The agency's strategic direction, as set out by its Operating Charter and Business Plan, emphasizes management for results, bottom-line accountability, customer and citizen satisfaction, and transparency.

In addition to the parking management and enforcement roles mandated in the WPA Operating Charter, the agency also provides regulatory oversight of the vehicles for hire (VFH) industry and has been given provisional responsibility for the administration of certain elements of *The Provincial Offences Act* (POA) and *The Municipal By-law Enforcement Act* (MBEA), pending a final decision on the assignment of these functions within the Public Service. The business plan goals, strategies, and budget include activities related to parking management, enforcement, and VFH regulatory services, as well as MBEA and POA administration.

Mission

As a Special Operating Agency of the City of Winnipeg, the Winnipeg Parking Authority will provide proactive and sustainable solutions in the areas of parking management, enforcement, and vehicle-for-hire regulation. The agency will also administer a fair and transparent review process for penalty notices issued in accordance with *The Municipal By-law Enforcement Act* and manage the collection of all fines issued for the contravention of City by-laws.

Vision

The Winnipeg Parking Authority will support community and economic development in the City of Winnipeg by implementing innovative policies and business practices that contribute to the efficient and effective management of the local transportation network. The agency will be attentive to the changing needs of Winnipeg businesses, residents, and visitors, balancing competing priorities in a manner that is fair and transparent.

Values

The agency is committed to:

- Providing high-quality parking management;
- Offering parking and ancillary services for a fair price that achieves full cost recovery whenever possible;
- Balancing bottom-line-driven business practices with the public good;
- Earning the trust and respect of Winnipeggers;
- Establishing a reputation for innovative solutions that consider the needs of all stakeholders;
- 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 other parking providers;
- Building healthy and mutually beneficial client-agency relationships;
- 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 industry standards and best practices for parking management, business planning and implementation, and VFH regulatory functions.
- The agency ensures full accountability and transparency.
- The agency bases decisions on costs and benefits, supply and demand, and growth and development.

Mandate

- Provide efficient, responsive, and exemplary management of on-street and off-street, short-term and long-term public parking resources.
- Provide efficient and responsible management off-street, short-term and long-term parking resources 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 of the VFH industry in accordance with Council direction and the VFH By-law.

Goals

The WPA's key goals are:

1. Manage a dynamic service delivery structure for all on-street and off-street parking in order to maintain desired occupancy levels and minimize non-compliance with parking regulations.
2. Ensure the efficiency, impartiality, and transparency of the screening and adjudication process administered under *The Municipal By-law Enforcement Act*.
3. Provide regulatory oversight of the Vehicle for Hire industry to ensure safety and accessibility for all citizens.
4. As an indicator of effective customer service, ensure 311 requests are responded to within established timeframes.
5. Ensure all service delivery is operating on at least a full cost recovery basis to meet the WPA mandate to be bottom-line driven.

Service Lines

In accordance with the WPA's mandate, the agency provides a range of services related to parking management, VFH regulation, fine collections, and the review of penalty notices issued for City by-law contraventions.

Services delivered by the WPA include:

(a) Management of on-street public parking services including paid and time-limited parking, loading zones, permitting, revenue collection, and parking-related by-law enforcement.
(b) Management of off-street parking services including permitting, revenue collection, by-law enforcement, and maintenance for public and municipal employee parking.
(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, VFH pick-up/drop-off zones, etc.).
(d) Licensing services for drivers, owners, and dispatchers in the VFH industry, including monitoring of market supply to ensure an optimal number of taxi licences are available.
(e) Administering VFH by-law compliance and enforcement programs.
(f) Administering VFH safety and accessibility programs.
(g) Screening and adjudication services for penalties issued under the MBEA.
(h) Collection of fines issued under the MBEA and the POA.
(i) Serving as the subject matter experts for any City departments and SOAs that wish to conduct their by-law enforcement under the MBEA.

Policy Direction

The Winnipeg Parking Authority abides by the City's by-laws, collective agreements, and its own Council-approved Operating Charter. Section 215 of *The City of Winnipeg Charter* establishes powers of Special Service Units.

Please note: the mission, vision, values, and goals presented in the 2024 Business Plan differ from the WPA's current operating charter. They have been amended to reflect a number of updated parking management services, as well as Council's direction for the WPA to manage regulatory oversight of the VFH industry and the MBEA screening and adjudication processes on a provisional basis.

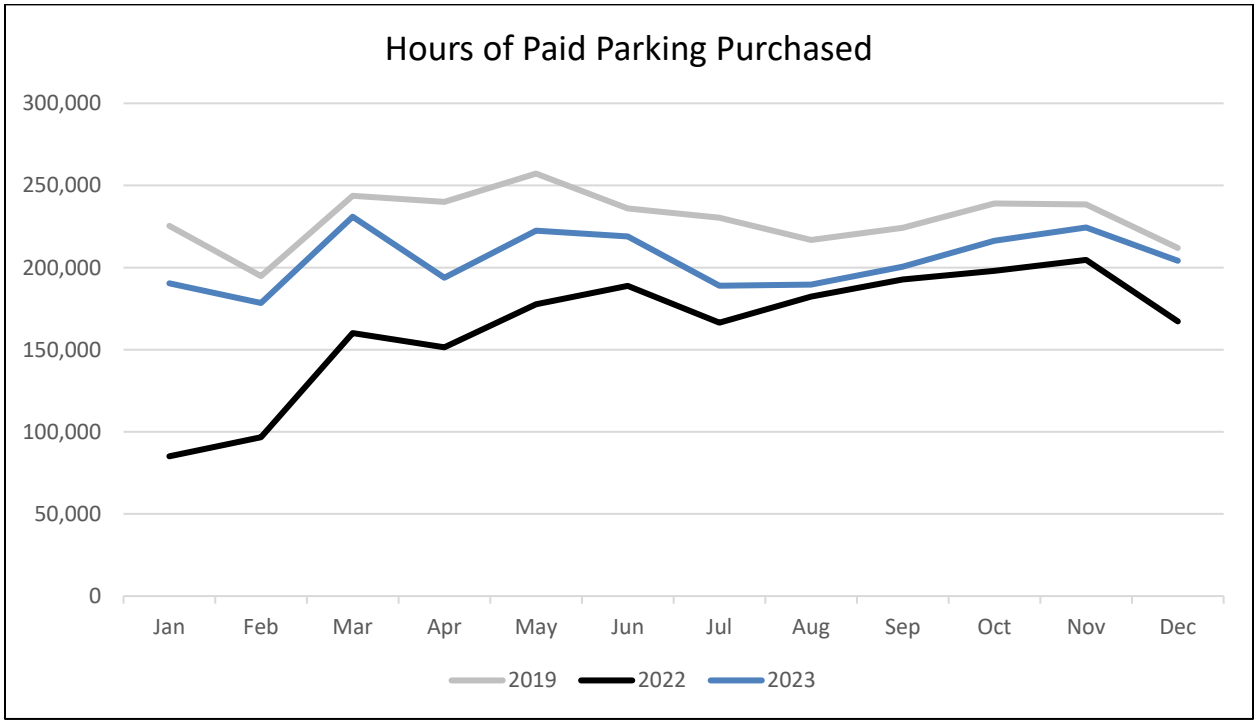
Performance Measures

The WPA tracks a variety of performance metrics related to the delivery of its main service lines: parking management, VFH regulation, the collection of enforcement fines, and the review of penalty notices issued for City by-law contraventions.

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 monitors performance metrics internally to allow for continuous improvement to its service delivery. Key performance metrics by service line are included here.

1. Parking

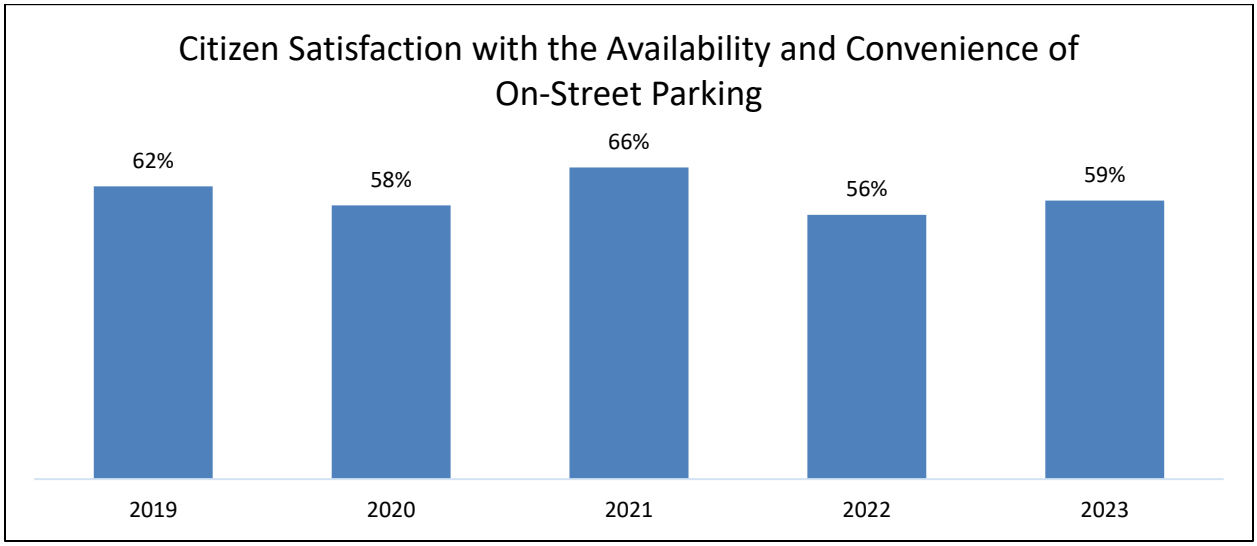
In 2022, the WPA managed 8,726 paid parking spaces. These included 3,847 on-street parking spaces used by the general public and 4,879 off-street spaces. Off-street spaces were primarily used by municipal staff at surface parking lots located on the property adjacent to buildings occupied by the City of Winnipeg. A smaller portion of off-street spaces were used by the general public at the Millennium Library parkade and six surface parking lots.



Winnipeggers purchased a total of 2.5 million hours of on-street paid parking in 2023. This figure represents a 24 percent increase over 2022 but still falls below the 2019 (pre-pandemic) total of 2.8 million hours purchased.

Citizen satisfaction with the availability and convenience of on-street parking was favorable from 2019-2023. In 2023, when asked about their level of satisfaction with the availability and convenience of on-street parking, 59 percent of citizens indicated they were very satisfied or somewhat satisfied. This figure represents a slight increase from the five-year low of 56 percent

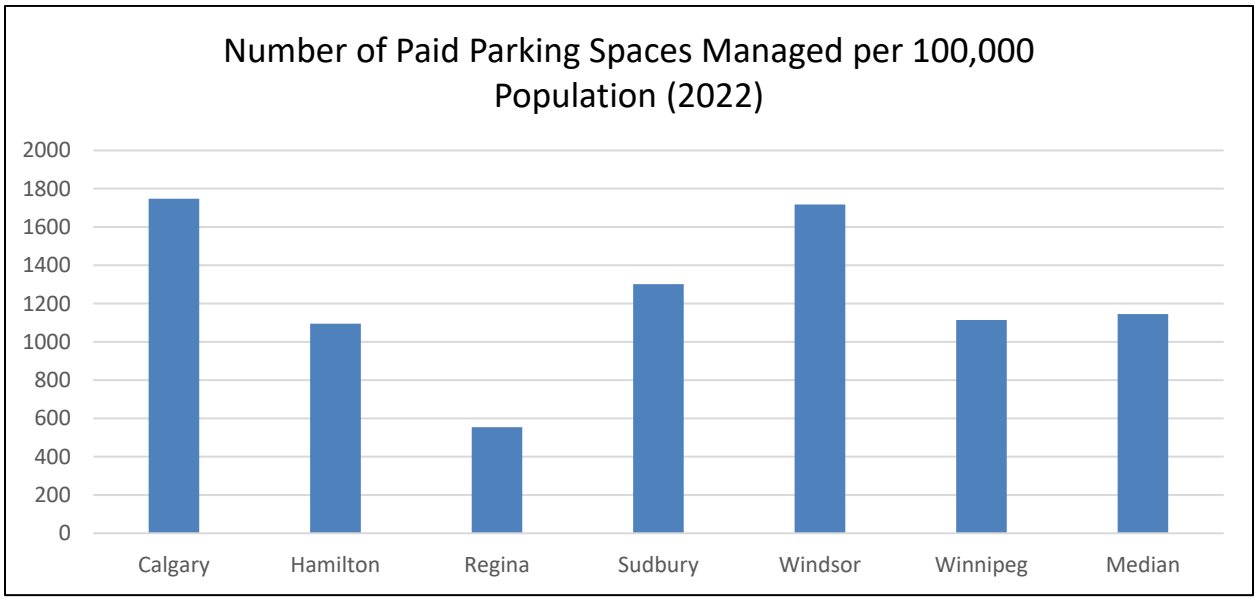
in 2022, which may have been due in part to Council's decision to stop offering one hour of complimentary on-street parking to assist with COVID-19 recovery efforts.



Source: 2023 Community Trends Report

In 2022, Winnipeg collected $1,410 per on-street paid parking space. This amount represents a 33 percent increase from the previous year which can likely be attributed to an increasing number of downtown workers returning to the office on at least a part-time basis.

Despite the City managing only one off-street structured parking facility, Winnipeg's total number of paid parking spaces managed per 100,000 residents is within three percent of the average among several comparable municipalities.



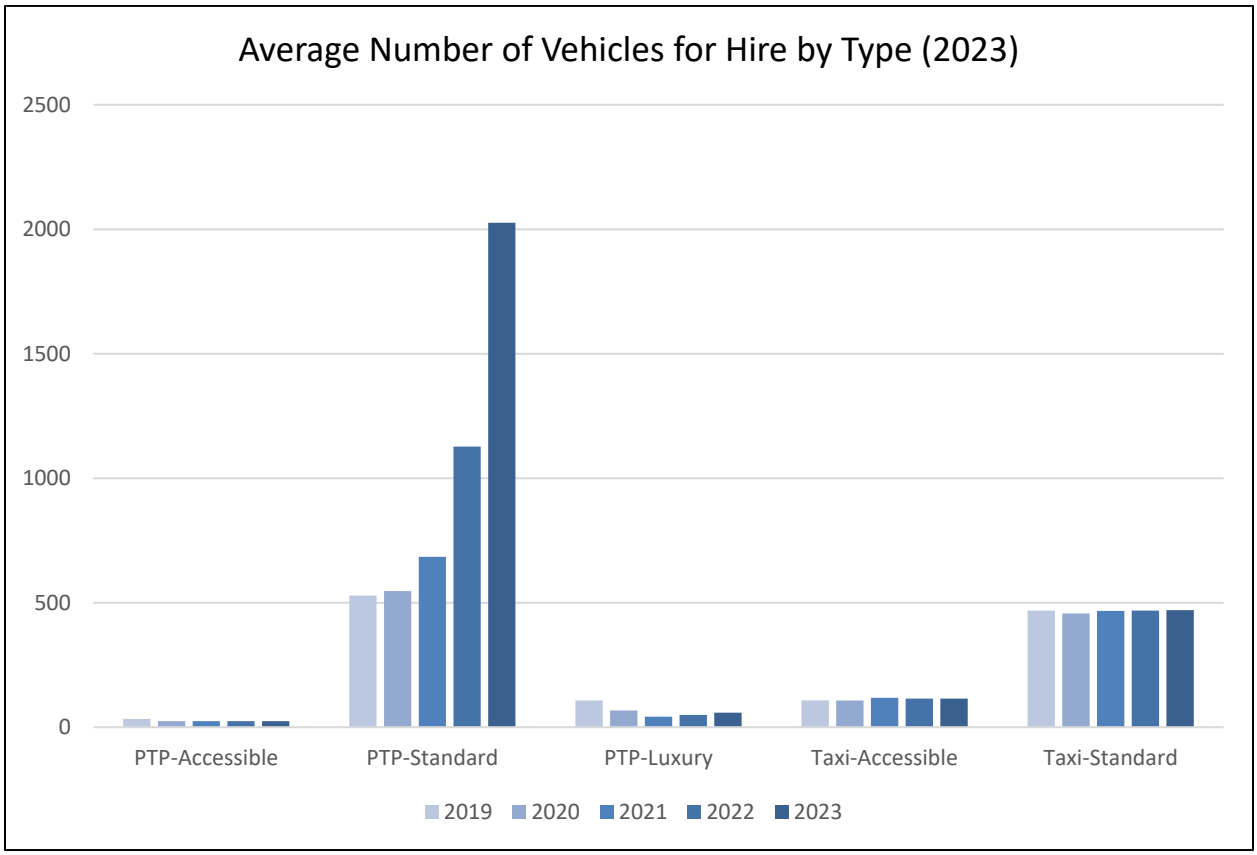
Source: 2022 Municipal Benchmarking Network Canada

The number of parking tickets (i.e. penalty notices) issued per 100,000 residents increased by 72 percent in 2022, from 8,607 to 14,805. Enforcement of parking time limits in residential areas was relaxed in 2021 to accommodate people who were working from home as a result of COVID-19, but normal enforcement resumed in 2022 and there was a higher-than-average number of significant snow events. The WPA also improved enforcement coverage by expanding the use of vehicles equipped with automated licence plate recognition (ALPR) systems and increasing the number of tickets served by mail.

2. Vehicles for Hire

The WPA's VFH annual report was considered by Council in December of 2023. Details from this report, which includes performance metrics relating to the regulatory oversight and licensing of VFH, are highlighted here.

Winnipeg's VFH industry provided a total of 8.9 million trips in 2023, up from 6.7 million trips in 2022. This significant increase can be attributed to a number of factors, including: the rise in air travel (which is commonly accompanied by VFH trips to and from James Armstrong Richardson International Airport); increasing costs of vehicle ownership; and the return of a many music, arts, cultural, large-scale get togethers and sporting events that were temporarily suspended during the height of the pandemic.

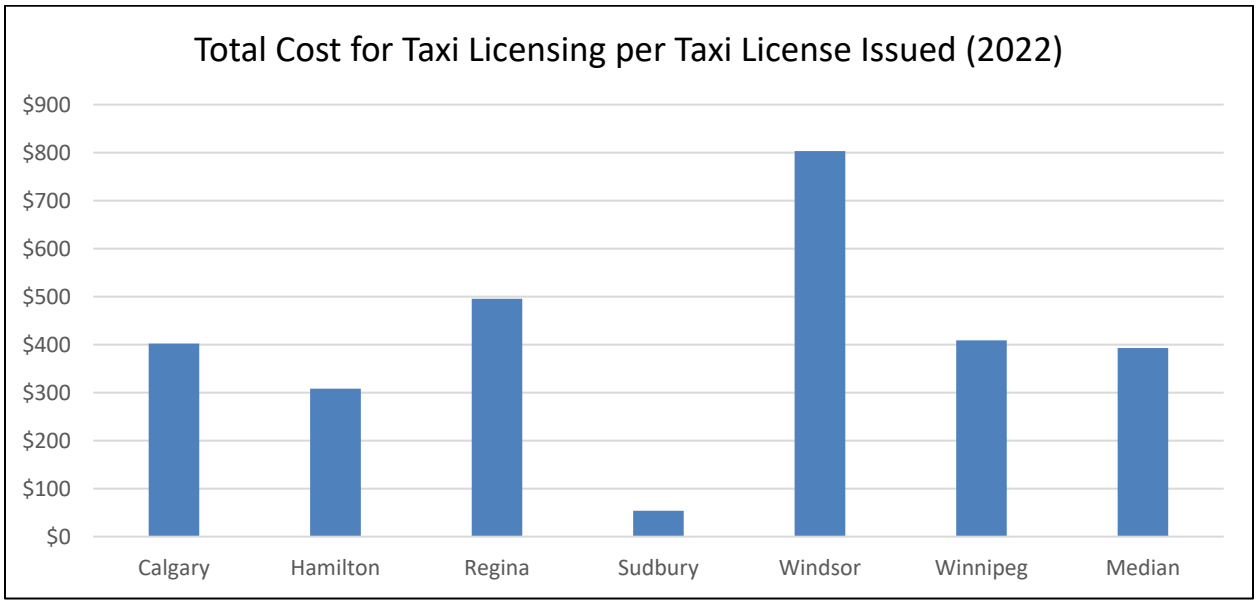


The most notable sector of the VFH market in terms of growth has been Personal Transportation Providers (PTPs) such as Uber. The number of PTP vehicles nearly doubled in

2023; however, it should be noted that there is likely a small degree of double-counting since some drivers may be registered with multiple PTP dispatchers. The proportion of total VFH trips performed by PTPs has also continued to rise.

VFH Trips by Vehicle Type (2023)		
Vehicle Type	**Total Number of Trips**	**% of Trips**
Standard PTP	4,419,194	49.8
Accessible PTP	51,527	0.6
Luxury-Standard PTP	18,571	0.2
Standard Taxi	4,238,377	47.7
Accessible Taxi	151,728	1.7
Total	**8,879,397**	**100%**

The VFH enforcement team continues to provide on-street monitoring of the industry, regularly attending to high-traffic locations and places where vehicles congregate waiting for trips. Vehicle inspection remains a major focus of the team. A total of 14,489 vehicle inspections took place in 2022. Based on these inspections, officers were forced to take a vehicle out of service only 4.28 percent of the time.



Source: 2022 Municipal Benchmarking Network Canada

The total cost to the City per taxi licence issued in Winnipeg has remained relatively constant and is in line with other Canadian municipalities. The WPA's Vehicles for Hire Division was also named the 2023 Regulator of the Year by the International Association of Transportation Regulators.

3. Collections

The WPA is responsible for collecting outstanding fines issued for the contravention of City by-laws. This includes accepting all voluntary fine payments, administering a contract with an external collection agency, and engaging in liens and vehicle seizures in accordance with the powers laid out in the applicable Provincial legislation. In 2023, 40,000 tickets were transferred

to the external collection agency and more than 2,500 accounts put through the lien and vehicle seizure process. As of December 31, 2023, there are $9 million in unpaid fines (including parking and non-parking offences) outstanding with the City's contracted collection agency and $299,000 in unpaid parking fines with the City's liens and seizure contractor. The collection agency has an average collection rate of 4.5 percent, while 82 percent of accounts that are put under lien are collected. The City had a successful fine collection rate of 80 percent for 2023 (including voluntary fine payments). The City's total 2023 parking enforcement revenue was $7.3 million. To improve collection rates for both parking and non-parking offences, the City has asked the Province of Manitoba to change the debt collection powers available for outstanding MBEA fines. A report detailing this request was approved by Council in 2023.

4. Municipal By-law Enforcement Act Screening and Adjudication

The WPA is responsible for managing the screening and adjudication process for all penalty notices issued by the City of Winnipeg under the *Municipal By-law Enforcement Act* (MBEA). The MBEA screening and adjudication process offers a convenient and transparent way for someone to contest a penalty notice issued by the City for a by-law offence listed in Schedule A of the *Municipal By-law Enforcement Act Enabling By-law*. Before the MBEA came into force, these offences were appealed through the Provincial courts, which led to significant wait times between the offence and a final resolution. The screening and adjudication process also provides an opportunity for a screening officer to explain the by-law that was contravened in detail and offer guidance to help prevent future non-compliance. The use of this legislation is restricted to by-law offences with set fines of $1,000 or less.

As of 2023, there were approximately 1,000 offences contained in 22 different City by-laws enforceable under the MBEA. If the recipient of a penalty notice wishes to contest their fine, they may request a screening in person, online, or by telephone. Parking-related offences continue to represent the highest proportion of penalty notices issued under the MBEA and they account for the highest volumes of both screenings and adjudications.

MBEA Penalty Notices and Appeals (2023)

By-law Offence	Penalty Notices Issued	% of Total MBEA Penalty Notices Issued	Number of Screenings	Number of Adjudications
Parking	112,214	93%	12,721	197
Vehicle for Hire	148	0.1%	50	5
Other	7,881	7%	589	15
Total	**120,243**	**100%**	**13,360**	**217**

* There are three by-laws containing parking offences and one by-law governing vehicles for hire. The 'Other' by-law category includes offences related to issues such as property maintenance, pet ownership, and waste disposal.

Goals and Strategies for 2024-2027

Goal: Manage a dynamic service delivery structure for all on-street and off-street parking in order to maintain desired occupancy levels and minimize non-compliance with parking regulations.

- Finalize the Winnipeg Parking Strategy for presentation to Council. The strategy outlines the City's plans for on-street and off-street parking over the next five years.
- Updating the residential parking permit structure and fees to cover program delivery costs. Residential permits are available to residents who park in time-limited parking areas. The current permit structure allows residents to apply for up to three permits per household at a cost of $25 per permit each year. The updated structure will come into effect in 2024 and will have a new tiered approach where the first permit will cost $50, the second permit $75, and third permit $200. Future years will have inflationary increases added to each tier.
- Continue to market the mobile parking payment application and support its increased use among paid parking users.
- Convert parking data currently captured in static PDF maps to an external mapping application to make it easier for vehicle owners to apply for residential parking permits.
- Improve the customer experience at the Millennium Library Parkade by adding mobile payment and reservation options, and exploring ways to increase the capacity for secured bike parking.
- Explore opportunities to provide electric vehicle charging infrastructure for carshare vehicles and the general public.
- Continue with enhancements to the WPA's Intuitive Routing system to further improve the efficiency and responsiveness of parking enforcement during snow-clearing and street-cleaning operations.
- Explore opportunities to repurpose loading zones and other limited-use curb-space in the Downtown as designated VFH pick-up and drop-off zones during certain hours.
- Continue to seek out opportunities for online service delivery that allow greater flexibility and convenience in accessing WPA services (e.g. appointment-based screening services, online application and renewal for VFH licences and Residential Parking Permits, etc.)
- Expand the information available on the City's Open Data portal to include various parking elements such as time limited parking, loading zones, no-stopping zones, and designated accessible spaces. The WPA is one of the most significant contributors to this platform and plans to continue to share data with the public in support of the City's Open Government policy.
- 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 and businesses within the context of OurWinnipeg and promotes sustainability through the lens of Winnipeg's Climate Action Plan.
- Continue to work with the City's Corporate Communications and Office of Public Engagement to provide easily accessible educational materials covering Winnipeg's parking policies as well as more general concepts related to parking and curbside management.
- Integrate more than 230 Winnipeg schools and respective school zones to the WPA's intuitive routing system, which includes an automated scheduling and reporting component. This will allow for more effective scheduling of school zone patrolling and enforcement to ensure the safety of pedestrians and motorists.

- In partnership with the Streets Maintenance Division of the Public Works Department, launch a new mobile application that will use evidence collected by tow operators during Residential Parking Bans (RPB) to issue penalty notices to motorists whose vehicles are relocated to a nearby street because they are impeding snow-clearing operations. This will further increase the enforcement coverage during a Residential Parking Ban, thereby increasing compliance and reducing the costs of 'courtesy towing' during an RPB.
- Upgrade the WPA's queue management system, allowing those who require in-person service to better plan their visit by having access to average wait times and peak times for all of the WPA's service lines, including ticket payments and reviews by a screening officer, parking permits, and VFH services.

Goal: Ensure the efficiency, impartiality, and 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*.
- Improve online service delivery by offering virtual, appointment-based requests for review of a penalty notice using existing communication platforms. This will allow those who require service to engage with a screening officer in real-time, eliminating the need to appear in-person. This change is also expected to expedite processing times under the current online screening model.

Goal: Provide regulatory oversight of the Vehicle for Hire industry to ensure safety and accessibility for all citizens.

- Continue to provide annual reporting to Council regarding ongoing developments in the VFH industry.
- Continue to regulate VFH industry participants including dispatchers, taxi and limousine owners, and drivers in accordance with Council direction and the VFH by-law.
- Continue the Winnipeg WAV (Wheelchair Accessible Vehicle) centralized accessible dispatch pilot and assess the system's effectiveness in providing on-demand accessible vehicle-for-hire transportation.
- Conduct a review of the current training program for new drivers.
- Participate in stakeholder engagement to ensure the needs of the industry, the travelling public, and other key stakeholders are considered.
- Continue to work with the Indigenous community and the industry to implement the MMIWG2S+ Calls for Justice related to transportation. As part of this strategy, the WPA intends to expand the audience of the recently-introduced 'Building Cultural Competency' training to include PTP drivers.
- Conduct a feasibility and impact assessment for temporary/seasonal taxi licences.

Goal: As an indicator of effective customer service, ensure 311 requests are responded to within established timeframes.

- Continue to proactively engage the City's 311 service to provide accurate and timely information on uses of the public right-of-way.
- Provide enforcement support where appropriate to other civic departments in an effort to improve by-law compliance.

Goal: Ensure all service delivery is operating on at least a full cost recovery basis to meet the WPA's mandate to be bottom-line driven.

- Ensure the WPA continues to operate in a financially self-sustaining manner.
- Pending budget approval, undertake high-priority repairs to the Millennium Library Parkade as recommended by a 2023 consultant's report. Work planned for the 2024-2027 reporting period will include high-priority repairs to the concrete slab on one level of the parkade, replacing obsolete lighting system controls, and replacing the air handler unit, at a total estimated cost of $14.5 million (Class 3 estimate). Further repairs are planned for 2028 and 2030. In total, repairs required at the parkade over the next seven years are estimated at $30 million (combination of Class 3 and Class 4 estimates).
- Pending budget approval, relocate WPA customer service operations from a third-party building to the main floor of the Susan A. Thompson building. The project will allow for lease costs currently paid to an external entity to be paid instead to the City, and for currently vacant unusable space in a City-owned property to be occupied. Citizens will also be able to access more City services in a single, convenient and central location.