Agenda – Council – February 27, 2025

Report – Standing Policy Committee on Public Works – February 14, 2025

Item No. 1 Winnipeg Parking Authority 2025 Business Plan

STANDING COMMITTEE RECOMMENDATION:

On February 18, 2025, 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 2025 Business Plan for the Winnipeg Parking Authority, including the 2025 Budget, included as Appendix A and A1 respectively, be approved.

2. That the 2023 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 Public Works – February 14, 2025

DECISION MAKING HISTORY:

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On February 18, 2025, the Executive Policy Committee concurred in the recommendation of the Standing Policy Committee on Public Works and submitted the matter to Council.

STANDING COMMITTEE RECOMMENDATION:

On February 14, 2025, 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.

David Grant submitted a communication in opposition to the matter.

On January 16, 2025, the Standing Policy Committee on Public Works laid the matter over to its meeting on February 14, 2025.

ADMINISTRATIVE REPORT

Title: Winnipeg Parking Authority 2025 Business Plan

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

AUTHORIZATION

Author	Department Head	CFO	CAO
R. Topolniski	J. Berezowsky	T. Graham	S. Armbruster, Interim CAO

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 2025-2027, goals and strategies for the next three years, performance measures, and audited financial statements for the 2023 year. In accordance with the preliminary budget, the WPA will transfer approximately $8.3 million to the City's General Revenue Fund in 2025.

Building on the successes of 2024, the WPA intends to undertake a number of key projects and initiatives in 2025-2027, including:

- Finalize the Winnipeg Parking Strategy for presentation to Council, which outlines the City's plans for on-street and off-street parking over the next five years.
- Undertake high-priority repairs to the Millennium Library Parkade to avoid any unplanned closures.
- Improve the customer experience at the Millennium Library Parkade by adding mobile payment and reservation options, and explore ways to increase the capacity for secured bike parking.
- Explore opportunities to provide electric vehicle charging infrastructure for carshare vehicles and the general public.
- Augment vehicle-related enforcement of the *Streets By-law 1481/77* to support residents and other stakeholders.
- Improve online service delivery by offering virtual, appointment-based requests for review of a penalty notice, eliminating the need to appear in-person.
- Continue the Winnipeg WAV (Wheelchair Accessible Vehicle) centralized accessible dispatch as a permanent program and provide ongoing oversight of the program.
- Implement recommendations of the Vehicle For Hire (VFH) training program review which will revise the driver training program, reducing the amount of time required to complete it through modernization, as well as making it more accessible.

- Continue to work with the Indigenous community and the industry to implement the Missing and Murdered Indigenous Women, Girls, Two Spirit, Transgender, and Gender-Diverse+ Peoples (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 Personal Transportation Providers (PTP) drivers.

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 2025 Business Plan for the Winnipeg Parking Authority, including the 2025 Budget, included as Appendix A and A1 respectively, be approved.

2. That the 2023 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 2025 Business Plan sets out the WPA's path for the remaining three years of the City's multi-year budget 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 Municipal By-law Enforcement Act (MBEA), regulatory oversight of the Vehicle For Hire (VFH) industry, and the collection of fines issued for bylaw contraventions on behalf of the City of Winnipeg. As an Special Operating Agency (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, before transfers, of approximately $6.3 million for the 2025 fiscal year and will transfer a $8.3 million dividend to the City of Winnipeg General Revenue Fund in 2025. After this transfer, the WPA is still budgeted to comply with the SOA dividend policy.

HISTORY/DISCUSSION

The Winnipeg Parking Authority (WPA) was designated as an Special Operating Agency (SOA) effective January 1, 2005, with a mandate to:

- manage City-owned on- and off-street parking resources,
- encourage compliance with parking-related bylaws, 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 from the Manitoba Taxicab Board to the City. In response, the WPA's mandate was further expanded to include a Vehicle For Hire (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 2024 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.
- Introduced a simplified, user-friendly online application process for Residential Parking Permits. In addition, a new tiered rate fee structure was introduced to cover program costs and may also encourage residents to reconsider car ownership and mode shift to support sustainable transportation.
- Assumed management and operation of the City's Electric Vehicle public charging stations.
- Integrated 230 Winnipeg schools into WPA's routing system, with automated scheduling and reporting to improve enforcement of safety-related parking bylaw violations around schools.
- In partnership with the Streets Maintenance division, took steps to support increased enforcement during snow clearing operations by launching an internal application that uses evidence collected by tow operators during Residential Parking Bans to allow the

City to issue penalty notices to motorists whose vehicles are relocated to a nearby street because they are impeding snow-clearing operations.

MBEA Screening and Adjudication Processes:

- Improved processing times to complete the review of a penalty notice by a screening officer with average processing times being eight weeks in 2024 compared to 24 weeks in 2023.
- Developed a new, more informative and user-friendly online screening portal, which allows residents to submit a request for review by a screening officer, review contravention photos and follow up on the status of their request all in one place. It's also expected that this will reduce processing times for review of a penalty notice.

Vehicles for Hire:

A separate report is set to be considered by Council in January of 2025 detailing all achievements related to VFH for the 2024 year. Some key achievements are highlighted here:

- Based on the successful results of the Winnipeg Wheelchair Accessible Vehicle (Winnipeg WAV) pilot project, the program was approved to be administered on a permanent basis beginning January 1, 2025. Throughout the pilot, 90 percent of the time passengers were picked up early or within 20 minutes of their desired time and received 4 or 5 star trip ratings, 94 percent of the time.
- Conducted a review of the current training program for new drivers. The review sought to reduce the amount of time spent on this training through modernizing and adjusting the content and in making this mandatory for all new drivers entering the vehicle for hire industry so service providers were trained to a minimum standard of expectations.
- In working with the Indigenous Relations Division, continued to deliver the 'Building Indigenous Cultural Competency' training program for vehicle for hire drivers, with 2024 seeing expanded roll-out to personal transportation provider drivers. By the end of 2024, there will be over 1,300 drivers trained in this area.

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 2025 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 2025-2027, goals and strategies to be implemented over the next three years, performance measures, and audited financial statements for the 2023 year.

Projects and initiatives proposed to be implemented between 2025-2027 are listed in Appendix A. Key items include:

- Finalize the Winnipeg Parking Strategy for presentation to Council, which outlines the City's plans for on-street and off-street parking over the next five years.

- Undertake high-priority repairs to the Millennium Library Parkade including repairs to the concrete slab on one level of the parkade, replacing obsolete lighting system controls, and replacing the air handler unit.

- Improve the customer experience at the Millennium Library Parkade by adding mobile payment and reservation options and exploring ways to increase the capacity for secure bike parking.
- Explore opportunities to provide electric vehicle charging infrastructure for carshare vehicles and the general public.
- Support the Streets Maintenance Division of Public Works by augmenting enforcement of the *Streets By-law 1481/77*. Given the WPA's ability to respond to enforcement requests on a 24/7 basis and send penalty notices by mail, reassigning some aspects of the Streets bylaw will support residents and other stakeholders who rely on timely, efficient response to bylaw violations and allow Streets Maintenance to redirect their resources towards other compliance activities.
- 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.
- Continue the Winnipeg WAV (Wheelchair Accessible Vehicle) centralized accessible dispatch as a permanent program and provide ongoing oversight of the program to assess the system's effectiveness in providing on-demand accessible vehicle-for-hire transportation.
- Implement the recommendations of the training program review which will revise the driver training program, reducing the amount of time required to complete it through modernization, as well as making it more accessible. This will also become mandatory for all new drivers in order to ensure that drivers are all trained to a minimum standard.
- Continue to work with the Indigenous community and the industry to implement the Missing and Murdered Indigenous Women, Girls, Two Spirit, Transgender, and Gender-Diverse+ Peoples (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.

FINANCIAL IMPACT

Financial Impact Statement Date: November 29, 2024

Project Name:

Winnipeg Parking Authority 2025 Business Plan

COMMENTS:

See Appendix A1 for the 2025 projected financial statements and notes

Lioubov Gavrilova-Crozier Nov 29, 2024

Lioubov Gavrilova-Crozier, CPA, CA
Manager of Finance & Administration
Winnipeg Parking Authority

CONSULTATION

This Report has been prepared in consultation with: Legal Services

OURWINNIPEG POLICY ALIGNMENT

The WPA's 2025 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 2025 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 2025 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/A.Williams
Date: November 29, 2024
File No: WPA-020-2024

Attachments:

Appendix A: Business Plan

Appendix A1: Financials

Appendix A2: 2023 Audited Financial Statements

Appendix A

WINNIPEG PARKING AUTHORITY
SPECIAL OPERATING AGENCY (SOA)

BUSINESS PLAN

2025

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 2025 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.

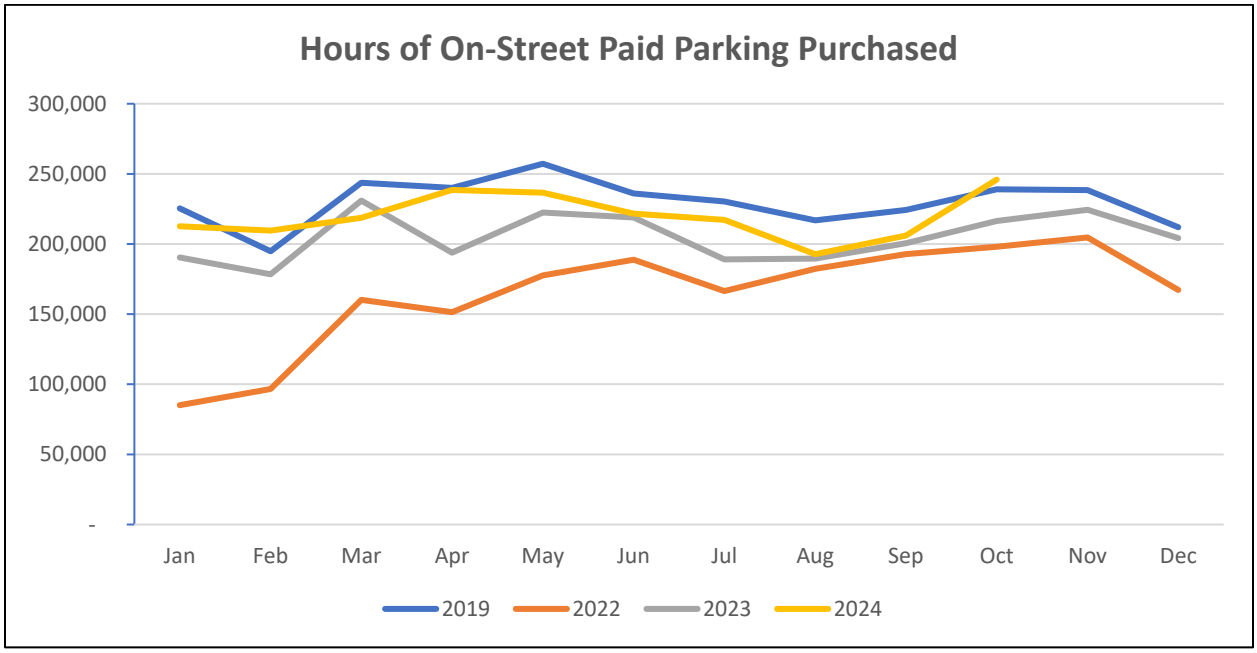
Performance Measures

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 as part of the service based budget, 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 2023, the WPA managed 8,679 paid parking spaces. These included 3,839 on-street parking spaces used by the general public and 4,840 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 seven surface parking lots.

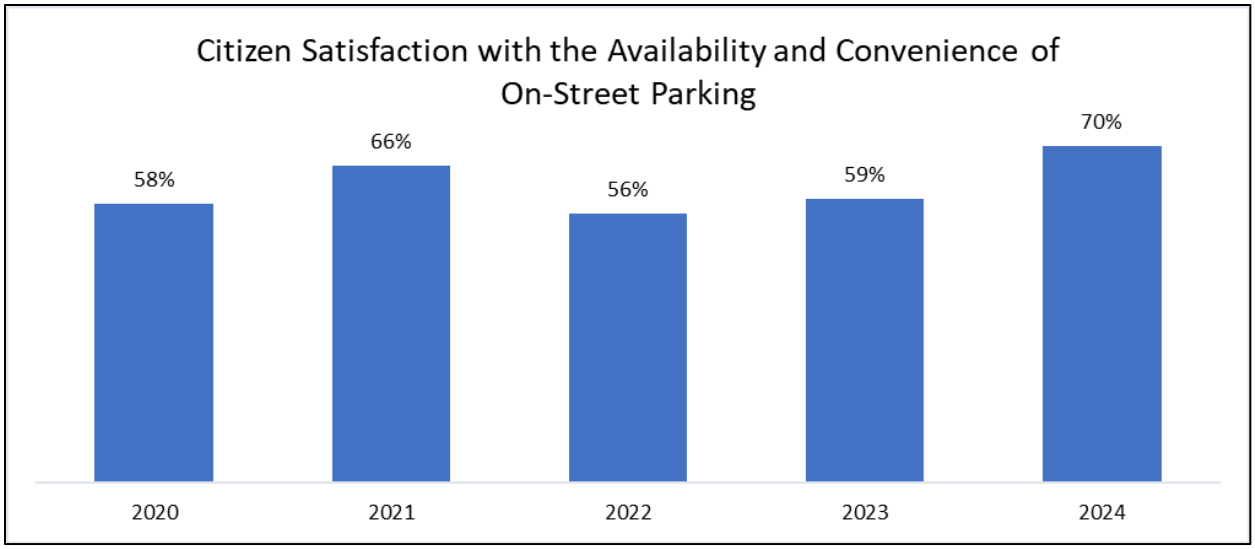


Note: 2024 data is not a full year and is missing the months of November and December

In 2023 and 2024 the number of hours of on-street paid parking purchased began trending closer to 2019/pre-pandemic levels.

In 2023, Winnipeggers purchased 2.5 million hours of on-street paid parking, a 25 percent increase from 2022 but still below the 2019 total of 2.8 million hours.

In 2024, there was approximately 7 percent more paid on-street parking hours purchased compared to 2023. The total number of hours purchased in 2024 is forecasted to approach 2019 levels, with a shortfall of about 130,000 hours.



Source: 2024 Service Based Budget

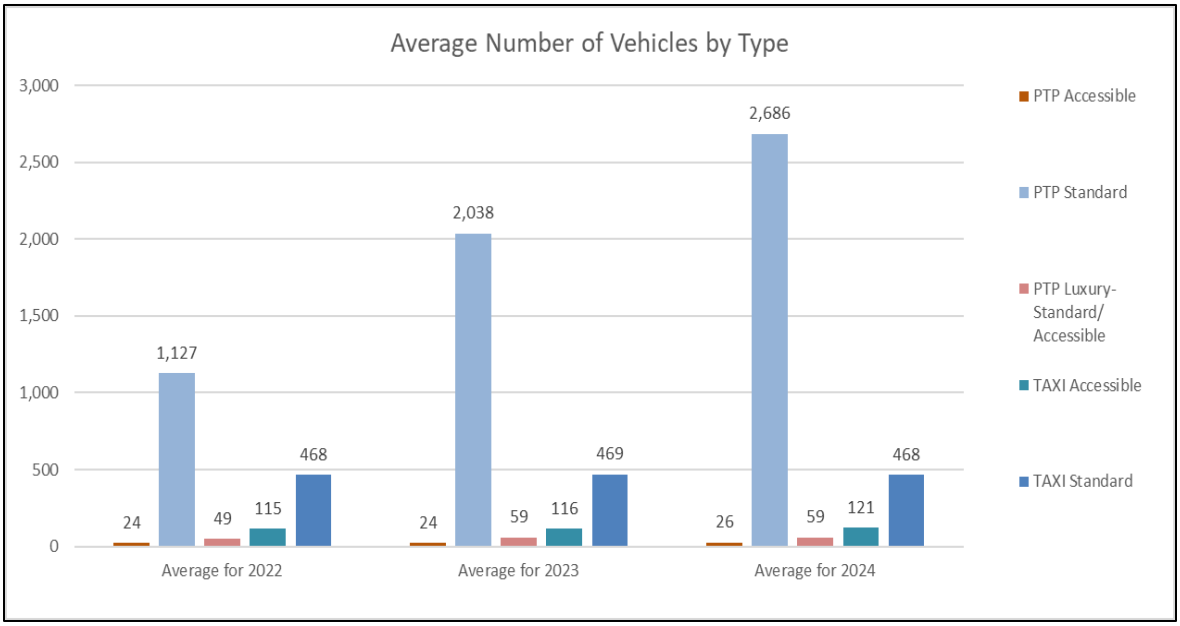
Citizen satisfaction with the availability and convenience of on-street parking was favorable from 2020-2024. In 2024, when asked about their level of satisfaction with the availability and convenience of on-street parking, 70 percent of citizens indicated they were very satisfied or somewhat satisfied. This figure represents an increase from 2023 levels which was 59 percent being very satisfied or somewhat satisfied, which can likely be attributed to the rising use of PayByPhone and its many benefits. The benefits of the using the PayByPhone application include the convenience of paying via the mobile app from the comfort of your car, receiving text reminders that your parking session is about to expire, along with the ability to extend your parking time.

The number of parking tickets (i.e. penalty notices) issued per 100,000 residents decreased by 7 percent in 2023 compared to 2022 (13,751 in 2023 compared to 14,805 in 2022), likely because there were not any snow events large enough to require a residential parking ban, which typically results in high volumes of parking tickets being issued.

2. Vehicles for Hire

The WPA's VFH annual report will be considered by Council in Q1 2025 which will provide a detailed report of all VFH performance measures. Some key 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. In 2023, the average number of trips per month was 739,950, while in 2024, year to date (January to September) there have been 816,273 average trips per month. This is an average increase of 10.9 percent trips per month over 2023. The first half of 2024 saw continued strong trip numbers, seeing four of the highest five monthly trip totals recorded. If the industry continues to provide trips at the current pace, 2024 will certainly set a new record high.



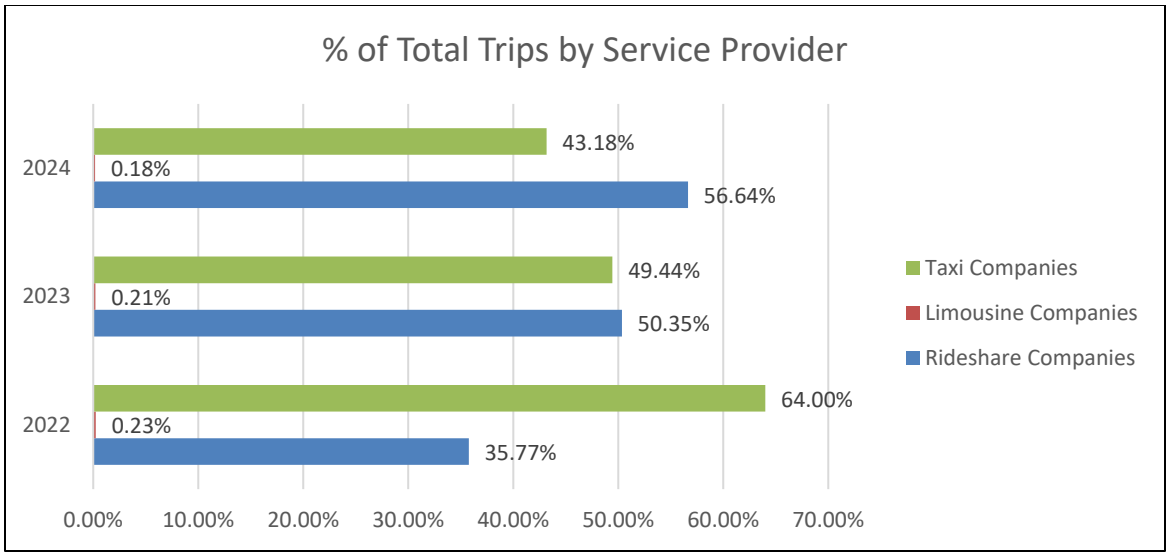
The maximum number of taxis (standard and accessible) available for service in 2024 remains at 600 licences issued, with an average of 589 on the road each month.

Through 2024, there was an average of 2,712 personal transportation providers (“PTPs”, including accessible and standard passenger vehicles) and have seen the limousine/luxury vehicles numbers remain steady with an average of 59 in 2024 available on a monthly basis, when compared to 2023.

Nearly all available PTPs would be considered standard passenger vehicles (including those in the limousine category). These numbers have generally remained constant throughout the year based on the increase in demand. The average number of taxis operating in Winnipeg has remained constant during this period, but can generally fluctuate and be affected by demand as well as vehicle repairs and maintenance.

While taxis continue to deliver more trips per vehicle than the PTP category, overall PTPs provide a higher number of trips than taxis as they have more vehicles operating on the street than taxis do.

The PTP category continues to provide significant scalable capacity and is driving increased competition in the industry and ultimately more options for the travelling public. The general overall level of customer service continues to improve, as does the availability of vehicles and accessibility of on-demand service.



PTP service providers (both standard and accessible) accounted for 56.6 percent of the number of trips provided to the end of September 2024. This is a slight increase over the 2023-year end result of 50.4 percent. Standard and accessible taxis continue to provide a significant number of trips, and provide 43.2 percent market share to the end of September 2024, which is down slightly from the 2023 share of 49.4 percent. It should be noted that taxi companies in Winnipeg continue to do well, and provide some of the highest trip totals in Canada. Limousine/Luxury PTP vehicle service providers have continued to hold a consistent share of the market year-over-year, providing a specific type of service for their passengers.

VFH enforcement officers continue spend a majority of their time focussing on overall vehicle safety. Of all the inspections in 2024 to date, officers have placed a vehicle “out of service” only 2.8 percent of the time, which is slightly lower than 2023’s out of service rate of 3.8 percent. This rate continues to remain low mainly due to the increased numbers of inspections, the proactiveness of drivers and owners to ensure their vehicles meet compliance standards, as well as assistance from the dispatch companies in educating and communicating with their drivers and on the need to maintain safe vehicles and remain compliant with the VFH By-law. As well, the proactive nature of the inspection program continues to demonstrate the desire of VFH to ensure that vehicles are maintained, and those that are on the road are safe and road-worthy and those that are not in compliance with accepted standard and the VFH By-law should be taken off the road.

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 2024, 11,100 tickets were transferred to an external collection agency and more than 3,620 accounts put through the lien and vehicle seizure process. As of October 31, 2024, there are $9.5 million in unpaid fines (including parking and non-parking offences) outstanding with the City’s contracted collection agency and $517,000 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 over 80 percent of accounts that are put under lien are collected. The City had a successful fine collection rate of 81 percent in the first nine months of 2024 (including voluntary fine payments). The City’s total 2024 parking

enforcement revenue is projected to be $7.4 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 and is currently under the review on the provincial level. The City is exploring other avenues such as reporting accounts to credit bureaus or implementing the process of wage garnishment.

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.

In 2024, 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 penalty notice, they may request review by a screening officer, either in person or online. 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 2024 (Jan-Nov)

By-law Offence	Penalty Notices Issued	% of Total MBEA Penalty Notices Issued	Number of Screenings	Number of Adjudications
Parking	98,876	96.9%	16,727	315
Vehicle for Hire	123	0.1%	63	10
Other	3,064	3.0%	578	37
Total	**102,063**	**100%**	**17,368**	**362**

*The ‘other’ category relates to other City bylaws that use the MBEA as an enforcement tool for contraventions such as those related to property maintenance, pet ownership, and waste disposal

The administration of MBEA ticket disputes remains an effective and evolving framework. In 2024, only 0.4 percent of penalty notices were reviewed by a Provincial adjudicator, reflecting continued high citizen satisfaction with Screening Officers' decisions. Although 2024 data is still being finalized, it is evident that the number of screenings increased compared to 2023, as the WPA worked to enhance processing times. By November 2024, average processing times for penalty notice reviews had improved significantly, dropping from 24 weeks in 2023 to just eight weeks.

Goals and Strategies for 2025-2027

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.

- Continue to market the mobile parking payment application and support its increased use among paid parking users through targeted marketing campaigns and improved functionality (e.g. QR codes for a seamless guest check out experience, parking validations for business and exploring text and pay features).

- Undertake high-priority repairs to the Millennium Library Parkade including 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).

- 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.
- Complete the retrofit of all WPA's enforcement vehicles with automated license plate recognition (ALPR) systems to improve efficiency and overall enforcement coverage.

- 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 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.
- Explore upgrades to 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.
- Support the Streets Maintenance Division of Public Works by augmenting enforcement of the *Streets By-law 1481/77*. Given the WPA's ability to respond to enforcement requests on a 24/7 basis and send penalty notices by mail, reassigning some aspects of the Streets Bylaw will support residents and other stakeholders who rely on timely, efficient response to bylaw violations and allow Streets Maintenance to redirect their resources towards other compliance activities.
- Explore opportunities to integrate Public Works-lane closure data to the WPA's Intuitive Routing system, which would display all Use of Street permits that are active throughout the City, including a reporting mechanism to communicate findings back to PW-Streets Constables. This would ensure better oversight on events and construction areas and ensure more timely, accurate enforcement response by having this information displayed for officers in the field.
- Exploring more cost effective options for automated license plate recognition (ALPR) camera systems.

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.
- Regulate VFH industry participants including dispatchers, taxi and limousine owners, and drivers in accordance with Council direction and the VFH by-law to ensure that customer and driver safety remain an important focus.
- Continue the Winnipeg WAV (Wheelchair Accessible Vehicle) centralized accessible dispatch as a permanent program and provide ongoing oversight of the program to

assess the system's effectiveness in providing on-demand accessible vehicle-for-hire transportation.

- Implement the recommendations of the training program review which will revise the driver training program, reducing the amount of time required to complete it through modernization, as well as making it more accessible. This will also become mandatory for all new drivers in order to ensure that drivers are all trained to a minimum standard.
- 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.

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.