Agenda – Council – February 26, 2026

Report – Standing Policy Committee on Public Works – December 8, 2025

Item No. 1 Winnipeg Parking Authority 2026 Business Plan

STANDING COMMITTEE RECOMMENDATION:

On February 17, 2026, 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 2026 Business Plan for the Winnipeg Parking Authority, including the 2026 Budget, included as Appendix A and A1 respectively, be approved, subject to:

    A. That the Winnipeg Parking Authority be directed to not investigate or pursue the option of exploring a photo-based public reporting system for parking violations at this time.

2. That the 2024 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 – December 8, 2025

DECISION MAKING HISTORY:

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On February 17, 2026, 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 December 8, 2025, the Standing Policy Committee on Public Works concurred in the recommendation of the Winnipeg Public Service, with the following amendments:

- At the end of Recommendation 1, delete the period, and replace with the following:

  ", subject to:

  A. That the Winnipeg Parking Authority be directed to not investigate or pursue the option of exploring a photo-based public reporting system for parking violations at this time."

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

ADMINISTRATIVE REPORT

Title: Winnipeg Parking Authority 2026 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	J. Dunford

EXECUTIVE SUMMARY

The Winnipeg Parking Authority (WPA) is required to provide a business plan to Council each year.

This business plan includes:

- The WPA's 2026 budget update
- Goals and strategies for the next three years
- Performance measures
- Audited financial statements for 2024

The WPA will transfer approximately $7.4 million to the General Revenue Fund in 2026.

The WPA intends to undertake several projects and initiatives over the next three years, including:

- Put in place initiatives in the Winnipeg Parking and Mobility Strategy (WPMS) to support:
    - Managing curbside access
    - Supporting sustainable transportation
    - Improving the parking experience
- Submit a report to Council outlining the cost/benefit of undertaking the Millennium Library Parkade High Priority Repair project and proceed based on Council direction
- Improve online service delivery
- Explore upgrades to the WPA's queue management system
- Explore a photo-based public reporting system for parking violations
- Continue Winnipeg Wheelchair Accessible Vehicle (WAV) as a permanent program
- Administer the Accessible Transportation Incentive Program (ATIP) for accessible vehicle owners and drivers operating on Winnipeg WAV
- Continue to put in place Missing and Murdered Indigenous Women, Girls, and Two-Spirit Plus people (MMIWG2S+) Calls for Justice related to transportation

The WPA will continue to:

- Operate with sound business principles
- Provide a high level of customer service
- Fund its operations on a self-sustaining basis

RECOMMENDATIONS

1. That the 2026 Business Plan for the Winnipeg Parking Authority, including the 2026 Budget, included as Appendix A and A1 respectively, be approved.

2. That the 2024 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 2026 Business Plan sets out the WPA's path for the next three 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 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 $7.1 million for the 2026 fiscal year and will transfer a $7.4 million dividend to the City of Winnipeg General Revenue Fund in 2026. 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 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 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 2025 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>

- Finalized the Winnipeg Parking and Mobility Strategy (WPMS) for presentation to Council, outlining how the WPA will manage parking and mobility over the next five years.

- Retrofitted all enforcement vehicles with automated license plate recognition.
- Removed on-street paystations allowing for operating savings of $1 million per year.
- Initiated a pilot project to extend time limits in niche areas of the Exchange District to support students and visitors of Red River College and people attending venues in the theater district.

<u>MBEA Screening and Adjudication Processes:</u>

- Improved processing times to complete the review of a penalty notice by a screening officer with average processing times being two weeks in 2025 compared to eight weeks in 2024.
- Implemented a new, more informative and user-friendly online screening portal, which improved the customer experience by allowing residents to access parking penalty notice evidence, track their screening request and receive more prompt resolution for review of a penalty notice by a screening officer.

<u>Vehicles for Hire:</u>

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

- Implemented the Winnipeg Wheelchair Accessible Vehicle (WAV) program and associated Accessible Transportation Incentive Program (ATIP) for accessible vehicle owners and accessible drivers on a permanent basis in 2025. The program continues to

see 92 percent 4 or 5 star trip ratings and has reduced wait times for accessible passengers to 20 minutes or less 93 percent of the time.
- Offered mandatory VFH driver training online to make it more accessible to taxi or personal transportation providers (PTPs).
- In working with the Indigenous Relations Division (IRD), continued to deliver the 'Building Indigenous Cultural Competency' training program for vehicle for hire drivers, with 2025 seeing expanded roll-out to to PTP drivers, training approximately 1,800 PTP drivers by the end of 2025.
- Working with Indigenous Relations Division (IRD), to deliver the Building Cultural Competecy training virtually in 2026.
- Collaborated with the Taxi industry to develop driver and passenger safety videos and ads that are shared on social media as well as in local ethnic newspapers.
- Delivered "Know Your Taxi" and "Know Your PTP" passenger safety sheets in 10 different languages to help citizens and newcomers best understand how to keep themselves safe when using VFH service.

The 2026 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 the 2026 budget update, goals and strategies to be implemented over the next three years, performance measures, and audited financial statements for the 2024 year.

Projects and initiatives proposed to be implemented over the next three years are listed in Appendix A, including the following key items:

- Implement actions outlined in the WPMS including:
    - Modernizing the paid parking policy.
    - Exploring progressive fines for repeat parking offences to encourage compliance with posted time limits, freeing up space for people to park.
    - Exploring a regulatory framework for enforcement on private parking lots — an area where most cities take a more active role.
    - Supporting sustainable transportation through more rideshare/taxi loading zones, expanded carshare programs, and a downtown on-street electric vehicle (EV) charging pilot.
- Augment enforcement of the streets by-law for vehicle related offences.
- Improve the customer service experience when paying for on-street parking with the mobile payment application through implementation of parking validations for businesses and trialing a QR code for an easier guest check out experience.
- 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.

- In accordance with the 2026 preliminary budget recommendation 2J, submit a report to Council outlining the cost/benefit of undertaking the Millennium Library Parkade High Priority Repair project and proceed based on Council direction.

- Improve online service delivery by offering virtual, appointment-based requests for review of a penalty notice, eliminating the need to appear in-person.
- 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.
- Implement a PTP driver and vehicle licencing program so that VFH ensures that all drivers and vehicle providing for-hire transportation in Winnipeg are licenced in the same way and to the same standards.
- Investigate and develop a taxi driver fare protection fund that would assist in covering lost income through fare jumping/fare evading.
- Continually improve the Winnipeg WAV centralized accessible dispatch.
- Continue to work with the Indigenous community and the industry to implement the Missing and Murdered Indigenous Women, Girls, and Two-Spirit Plus people (MMIWG2S+) Calls for Justice related to transportation.

FINANCIAL IMPACT

Financial Impact Statement Date: October 17, 2025

Project Name:

Winnipeg Parking Authority 2026 Business Plan

COMMENTS:

See Appendix A1 for the 2026 projected financial statements and notes

Lioubov Gavrilova-Crozier Oct 17, 2025

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 2026 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 could support OurWinnipeg 2045 and Complete Communities 2.0 in the following ways:
    - If approved, repairs to the parkade encourage the location of major offices in the Downtown, where most parkade users work (action item 3.4);
    - If approved, repairs to the parkade support 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 2026 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 2026 Business Plan support Goal #6 of the Winnipeg Poverty Reduction Strategy- to ensure that all City services are equitable, inclusive, and accessible:

- If approved, 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/T. Pearce
Date: October 30, 2025
File No: WPA-022-2025

Attachments:
Appendix A: Business Plan

Appendix A1: Financials

Appendix A2: 2024 Audited Financial Statements

Appendix A

WINNIPEG PARKING AUTHORITY
SPECIAL OPERATING AGENCY (SOA)

BUSINESS PLAN

2026

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 WPA 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 WPA 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.

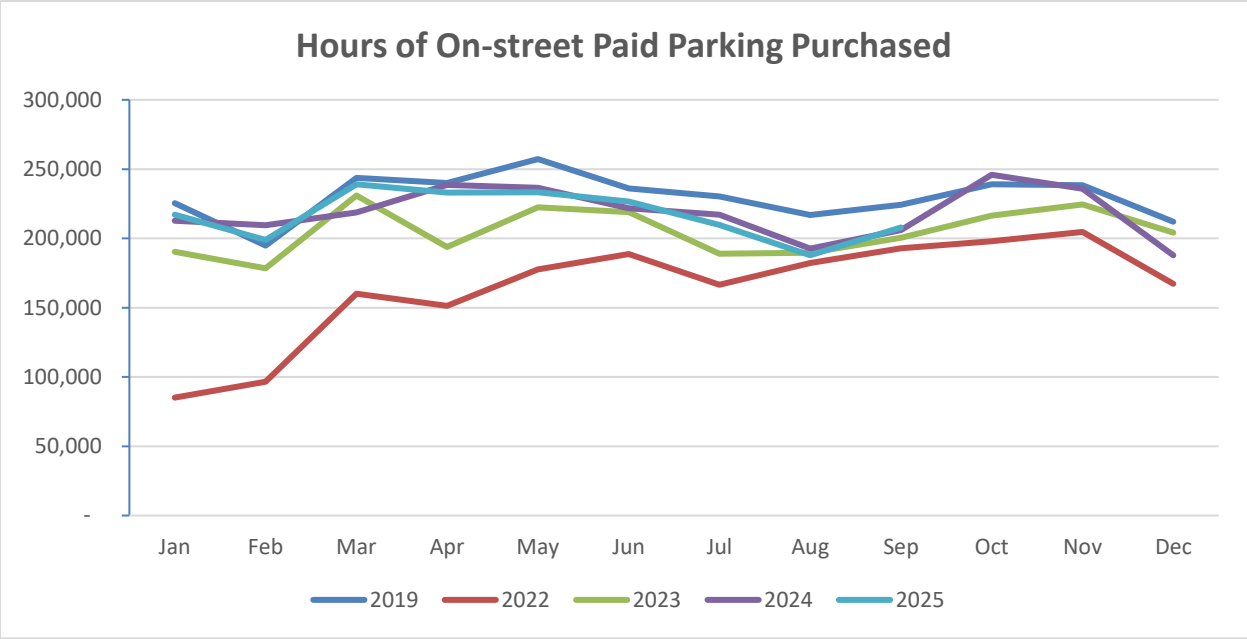
Performance Measures

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.

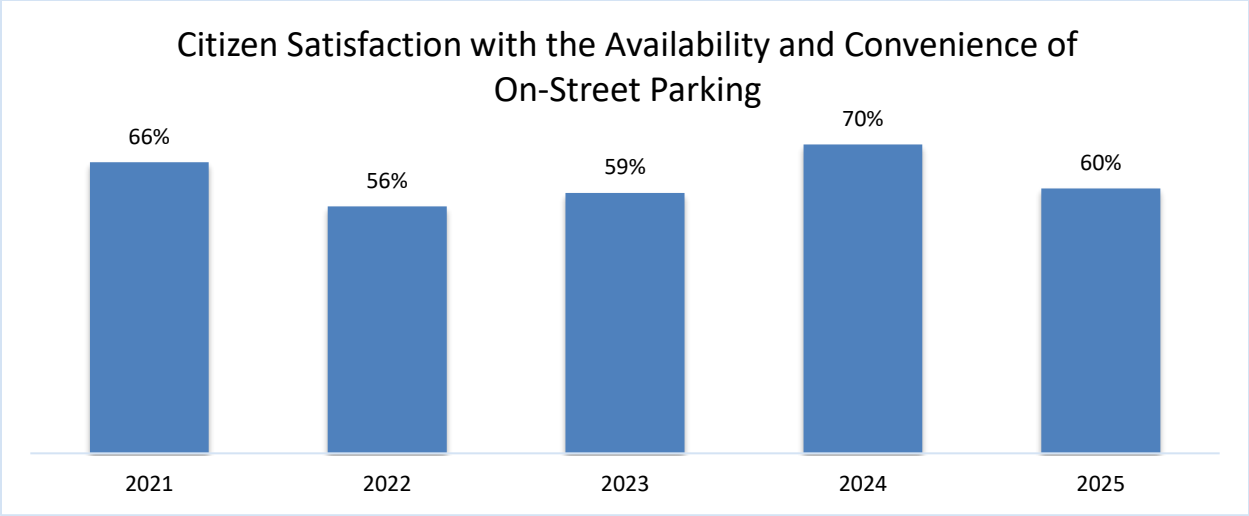
Performance metrics are included as part of the service based budget, annual reports to Council on the VFH industry, and other standing policy committee reports. The agency also monitors performance metrics internally to allow for continuous improvement to its service delivery. Key performance metrics by service line are included here.

1. Parking

In 2024, the WPA managed 8,216 paid parking spaces. These included 3,850 on-street parking spaces used by the general public and 4,366 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.



Demand for paid parking has steadily recovered since the pandemic. Residents bought 2.5 million hours in 2023, a 25 percent jump from the year before but still below the 2019 high of 2.8 million. In 2024, purchases climbed again to 2.6 million hours, only 5 percent shy of pre-pandemic levels. This rebound shows how important paid parking remains for supporting access to downtown and other busy destinations. Based on 2025 year to date data, it appears the total number of on-street hours purchased in 2025 will be similar to 2024.



Source: 2025 Service Based Budget

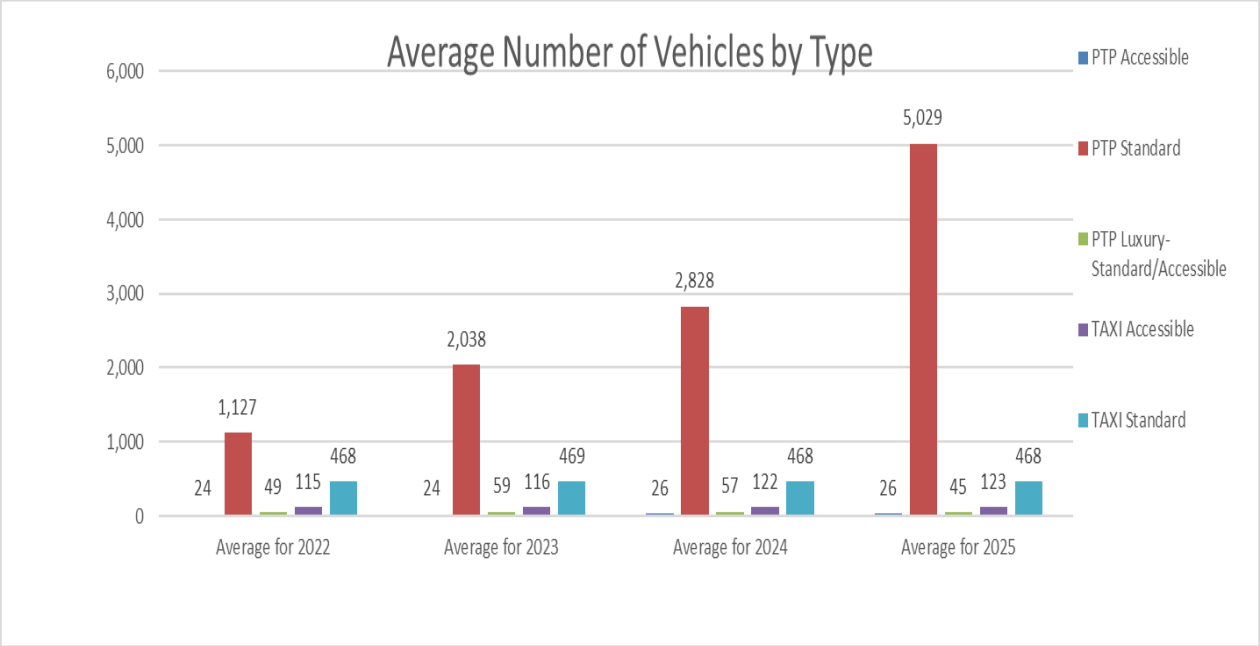
Citizen satisfaction with the availability and convenience of on-street parking was favorable from 2021-2025. Despite fluctuations, the overall trend shows movement towards improved satisfaction, particularly between 2023 and 2024. The slight drop in 2025 where 60 percent of citizens indicated they were very satisfied or somewhat satisfied, draws attention to the need for changes and readjustments being put forth in the WPMS. With ongoing community engagement and innovative solutions we can ensure continued improvement and alignment with citizen expectations. Monitoring satisfaction trends helps tailor policies effectively.

The number of parking tickets (i.e. penalty notices) issued per 100,000 residents decreased by 5 percent in 2024 compared to 2023 (13,095 in 2024 compared to 13,751 in 2023), likely due to the Canada Post strike, which impacted the WPA's ability to issue penalty notices by mail.

2. Vehicles for Hire

The WPA's VFH annual report will be considered by Council in Q4 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 10.3 million trips in 2024, up from 8.9 million trips in 2023. In 2024, the average number of trips per month was 859,955, while in 2025, year to date (January to September) there have been 1,058,191 average trips per month. This is an average increase of 23 percent trips per month over 2024. The first half of 2025 saw continued strong trip numbers, seeing four of the highest five monthly trip totals recorded. It is expected that 2025 will break the previous record high number of trips set in 2024.

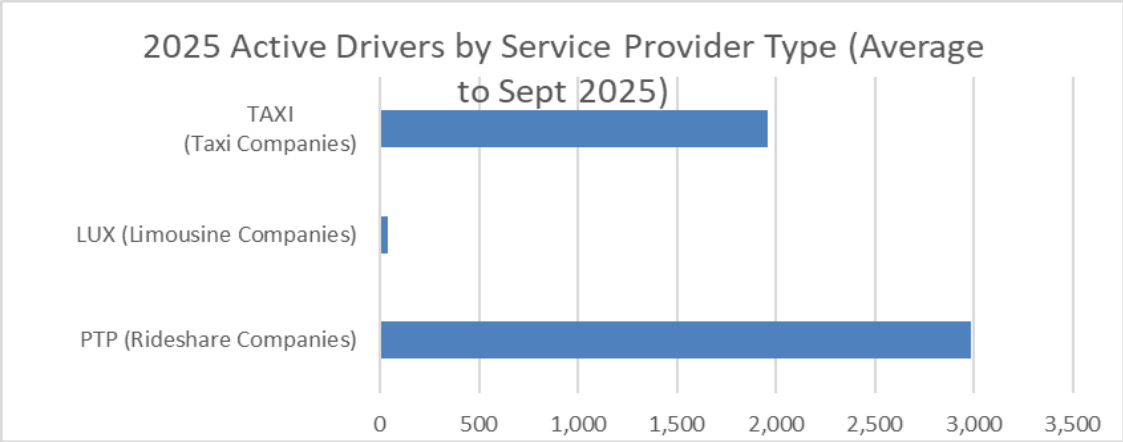


The maximum number of taxis (standard and accessible) available for service in 2025 remains at 600 licences issued, with an average of 591 on the road each month.

Through 2025, there was an average of 5,029 personal transportation providers (“PTPs”, including accessible and standard passenger vehicles) and have seen the limousine/luxury vehicles numbers decrease somewhat, reducing back to 45 available limos in 2024 on a monthly basis, when compared to 2024.

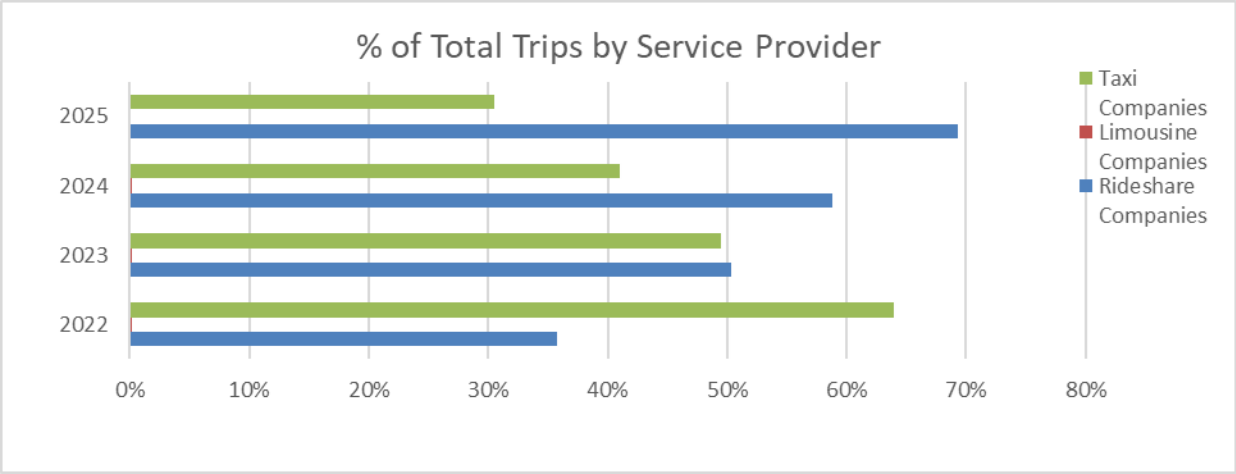
Nearly all available PTPs would be considered standard passenger vehicles (including those in the limousine category). The number of available PTPs has increased with a second major company joining the market, and this remains scalable to meet ongoing demand. The average number of taxis operating in Winnipeg has remained constant during this period, but can generally fluctuate and be affected by demand as well as vehicle repairs and maintenance.

While the number of vehicles in comparison between taxis and PTPs may seem disproportionate, an important statistic to consider when looking at the differences between taxis and PTPs is the number of drivers. The taxi industry tends to have significantly more full-time career drivers, with many PTP drivers driving part-time and often sporadically. Taxi vehicles generally operate on a 24/7 basis and require multiple drivers to keep them on the road. On average, the driver to taxi ratio is 3:1, while in a PTP, the driver to vehicle ratio is 1:1. During 2025, there was an average of 1,958 taxi driver licences and 2,984 being registered as PTP drivers. It should also be noted that the PTP driver registration numbers may include double counting as drivers often register with multiple companies, while taxi drivers drive for one company only.



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 and are actively pursuing customers through their marketing campaigns.

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 nearly 69 percent of the number of trips provided to the end of September 2025. This is an increase over the 2024-year end result of 56.6 percent. Standard and accessible taxis continue to provide a significant number of trips, and provide 30 percent market share to the end of September 2025, which is down slightly from the 2024 share of 43.2 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 2025 to date, officers have placed a vehicle “out of service” only 3.1 percent of the time, which is slightly higher than 2024’s out of service rate of 2.8 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.

The City had a successful fine collection rate of 84 percent in the first nine months of 2025 (including voluntary fine payments). Notwithstanding the overall fine collection rate there is a high dollar value of fines that remain unpaid. As of September 30, 2025, the total amount of unpaid fines was $12.2 million, consisting of $7.2 million in parking fines and $5.0 million in non-parking fines. 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.

Currently the WPA uses various collection methods available to them to collect unpaid fines including sending files to a collection agency and a contractor who liens and seizes vehicles. The collection agency has an average collection rate of 9.5 percent, while over 80 percent of accounts that are put under lien are collected. In 2025 WPA engaged a new external collection agency and in the first 9 months of 2025, 54,400 tickets were transferred to the agency while more than 1,700 accounts put through the lien and vehicle seizure process. Other collection methods include a tow policy where people that have two or more unpaid fines can be towed to encourage payment of fines. The City is exploring other avenues such as filing certificates in the Court of King’s Bench, collaborating with other provinces to establish information-sharing processes for penalty notices issued to out-of-province drivers or implementing a 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 2025, there were over 1100 offences contained in 23 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				
By-law Offence	**Penalty Notices Issued**	**% of Total MBEA Penalty Notices Issued**	**Number of Screenings**	**Number of Adjudications**
Parking	110,447	97.12%	18,472	291
Vehicle for Hire	122	0.11%	72	10
Other	3,150	2.77%	6396	38
Total	**113,749**	**100%**	**19,183**	**339**

*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 0.3 percent of penalty notices were reviewed by a Provincial adjudicator, reflecting continued high citizen satisfaction with Screening Officers' decisions. Although 2025 data is still being finalized, average processing time for penalty notice reviews is two weeks to date in 2025 compared to eight weeks in 2024. Based on 2025 year to date, it appears the number of screenings and adjudications will be similar to 2024 numbers.

Goals and Strategies

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

- Implement the WPMS that outlines the WPA's plans for on-street and off-street parking over the next five years. Key Results of the strategy scheduled to be implemented within the next three years include:
    - Modernizing the paid parking policy by establishing clear criteria for when rates are reviewed, what times of day paid parking is in effect, when paid parking would be added to other areas across the City and when paid parking would be removed and replaced with time limits only.
    - Exploring progressive fines for repeat parking offences to encourage compliance with posted time limits, freeing up space for people to park.
    - Establishing a local industry networking group of parking and mobility professionals and key stakeholders to share best practices and discuss strategies for broader adoption.
    - Forming a stakeholder working group with Business Improvement Zones to discuss parking challenges, collaborate on common issues, and meet quarterly to provide input that informs planning and policy decisions.
    - Review accessible on-street parking spaces with the goal of improving visibility and ease of locating designated parking and loading areas.
    - Undertake a pilot project to extendon-street paid parking time limits in the Exchange District, near Red River College and the Manitoba Centennial Centre to better meet local student, visitor, and cultural venue needs.
    - Exploring a regulatory framework for enforcement on private parking lots — an area where most cities take a more active role.
    - Supporting sustainable transportation through more rideshare/taxi loading zones, expanded carshare programs, and a downtown on-street EV charging pilot.
    - Participating in the development of a proposed funding strategy, that defines the approach and funding mechanisms for developing a City-wide curbside management strategy.
    - Working with the Public Works Transportation Division, to develop a City-wide curbside management strategy, incorporating input from the WPA and other stakeholders.
- In accordance with the 2026 preliminary budget recommendation 2J, submit a report to Council outlining the cost/benefit of undertaking the Millennium Library Parkade High

Priority Repair project and proceed based on Council direction. If repairs are approved, undertake high priority repairs at the Millennium Library Parkade, to provide safe and convenient parking for people visiting the Millennium Library and for those working in or visiting the downtown

- Conduct a comprehensive review of the *Winnipeg Parking By-law* and propose updates to Council, aimed at improving clarity, adapting to modern needs, including mobility and technology and promoting compliance through enhanced education.

- Improve the customer service experience with mobile parking payment application through implementation of parking validations for businesses and trialing a QR code for a guest check out experience (useful for those customers who wish not to download the PbP app).

- Explore opportunities to leverage technology and community involvement to identify and address parking violations using a photo-based public reporting system, allowing WPA to issue tickets by mail and redeploy officers to priority complaints.

- 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 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* for vehicle related offences.

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 and appeal response time by offering virtual, appointment-based requests for review of a penalty notice using existing communication platforms, allowing those who require service to engage with a screening officer in real-time, eliminating the need to appear in-person.
- Work with the Province of Manitoba to advocate for the ability to provide adjudication services in multiple languages.

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.

- As per the WPMS ensure opportunities to add designated ridesharing and taxi loading zones throughout the city are reviewed every two years.

- Develop a strategy to implement a PTP driver and vehicle licensing strategy for balanced and consistent industry safety standards.
- Continue the Winnipeg WAV (Wheelchair Accessible Vehicle) centralized accessible dispatch as a permanent program, provide ongoing oversight of the program, and work with dispatch contractors, industry service providers and accessible community stakeholders to look for ways to continually improve the system.
- Administer the Accessible Transportation Incentive Program (ATIP) for accessible vehicle owners and accessible drivers that are operating and providing service on the Winnipeg WAV.
- Continue to work with the Indigenous community and the industry to implement the MMIWG2S+ Calls for Justice related to transportation, including continued expansion of the 'Building Cultural Competency' training to include PTP drivers.

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.