



2020 To 2023 Preliminary Operating and Capital Budgets

Winnipeg Parking Authority



Standing Policy Committee on Innovation and Economic Development

March 16, 2020

Agenda

1. Strategic Objectives, Priorities and Performance Measurement
2. Preliminary Operating and Capital Budgets – Summary
3. Operating Budget
 - Operating Budget (Service Based Basis)
 - Year over Year Variance Explanations
 - Operating Budget Options and Reductions
 - Salaries and benefits, FTEs, and vacancy management
 - Other Important Operating Budget Information (not applicable)
4. Capital Budget
 - Capital Investment Plan - Authorization
 - Capital Budget Options and Reductions (not applicable)
 - Capital Forecast to Submission Reconciliation
 - Other Important Capital Budget Information (not applicable)
5. Questions

Strategic Objectives, Priorities and Performance Measurement

Strategic Objectives and Key Priorities

As presented to Standing Policy Committee on Innovation and Economic Development on November 18, 2019 the Winnipeg Parking Authority's (WPA) strategic direction, as set out by the Operating Charter and Business Plan places emphasis on management for results, bottom-line accountability, cost-savings, customer satisfaction, and full disclosure.

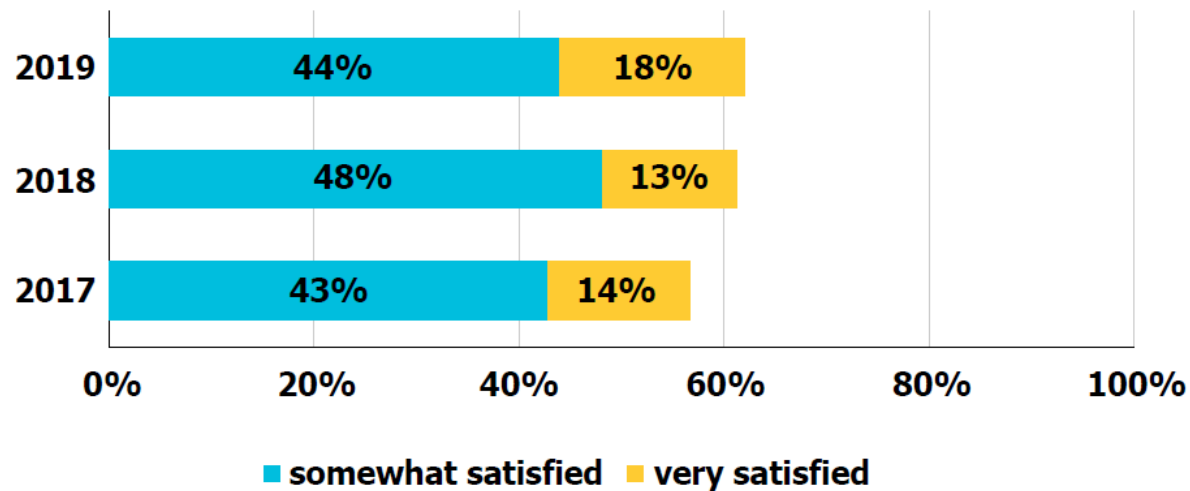
Key priorities include:

- Manage service delivery structure for all on-street and off-street parking in order to manage occupancy levels as appropriate;
- Ensure the transparency of the screening and adjudication process under the Municipal By-law Enforcement Act;
- Manage the regulatory oversight of the Vehicles for Hire industry to ensure safety and accessibility for all citizens;
- Maintain engagement with key stakeholder groups; and
- Optimize the use of agency resources in order to balance cost efficiencies and high levels of customer service.

Strategic Objectives, Priorities and Performance Measurement

Effectiveness Measurements

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



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

Source: City of Winnipeg Annual Citizen Survey

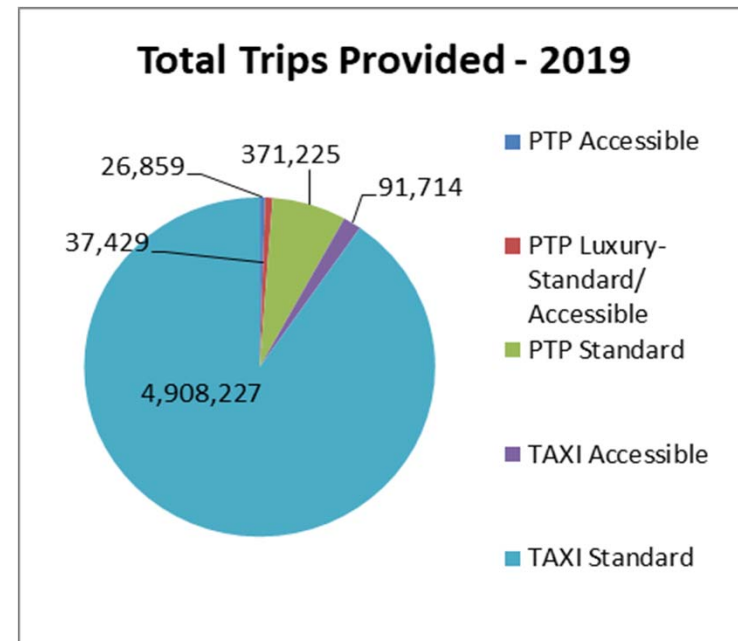
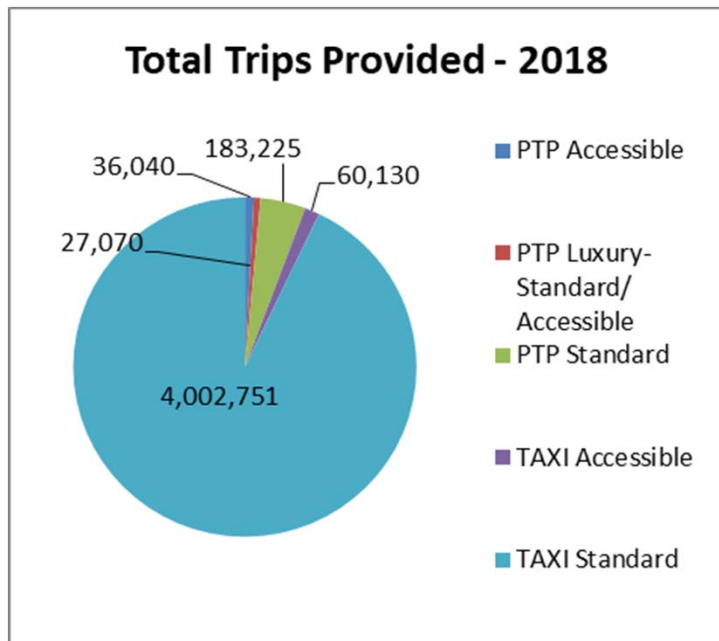
Strategic Objectives, Priorities and Performance Measurement

Municipal By-law Enforcement Act (MBEA)

MBEA Penalty Notices and Appeals 2019				
Bylaw Offence	Penalty Notices Issued	% of Total MBEA Penalty Notices Issued	Number of Screenings	Number of Adjudications
Parking	133,327	95.30%	11,455	103
Vehicle For Hire	300	0.20%	84	9
Other	6,231	4.50%	731	43
Total	139,858	100%	12,270	155
* Other By-law offences include offences in 14 City By-laws enforced under the MBEA				

Strategic Objectives, Priorities and Performance Measurement

Vehicles for Hire (VFH)



* The City began regulating VFH in March of 2018, as such, the 2018 data is for a 10 month period.

Strategic Objectives, Priorities and Performance Measurement

Departmental Service Highlights

Service Detail		2020					
Sub-services (in millions of \$)		2018 Actual	2019 Budget	Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Parking Facilities	Revenue	4.241	3.566	4.104	4.166	4.246	4.328
	Operating expenses	6.236	9.642	7.099	5.380	5.373	5.415
		(1.994)	(6.076)	(2.995)	(1.213)	(1.127)	(1.086)
On Street Parking Enfrmnt	Revenue	9.724	9.803	8.476	8.476	8.476	8.476
	Operating expenses	11.582	12.251	11.378	9.892	9.945	9.924
		(1.858)	(2.448)	(2.902)	(1.416)	(1.469)	(1.448)
On-Street Parking	Revenue	9.053	10.687	9.163	9.164	9.165	9.165
	Operating expenses	7.959	9.875	8.335	6.417	6.423	6.479
		1.094	0.812	0.828	2.747	2.741	2.686
Vehicles for Hire	Revenue	(0.176)	1.519	1.546	1.582	1.618	1.655
	Operating expenses	-	1.519	1.546	1.582	1.618	1.655
		(0.176)	-	-	-	-	-
MBEA non-parking	Revenue	-	0.554	0.568	0.567	0.547	0.546
	Operating expenses	0.000	0.560	0.636	0.658	0.665	0.671
		0.000	(0.006)	(0.068)	(0.091)	(0.118)	(0.125)
Surplus / (Deficit)		(2.935)	(7.718)	(5.136)	0.028	0.028	0.027

Note: No service line has a deficit prior to overhead, extraordinary items and dividend distribution to the City. The next slide shows the same information in a more comprehensive way by presenting net income by service line before overhead, extraordinary items and dividend distribution to the City.

Strategic Objectives, Priorities and Performance Measurement

Departmental Service Highlights

Service Detail		2018	2019	2020	2021	2022	2023
Subservice detail (in millions of \$)		Actual	Budget	Prelim Budget	Project	Project	Project
Parking Facilities	Revenue	4.162	3.539	3.991	4.053	4.133	4.215
	Expenditure	1.751	2.240	2.210	2.247	2.237	2.208
	Income (loss) before overhead, extraordinary items and dividends	2.411	1.299	1.781	1.806	1.897	2.007
Parking Enfrmnt	Revenue	8.124	9.775	8.363	8.363	8.363	8.363
	Expenditure	6.301	6.694	6.782	7.087	7.162	7.174
	Income (loss) before overhead, extraordinary items and dividends	1.823	3.081	1.581	1.276	1.201	1.189
On Street Parking	Revenue	8.973	10.659	9.047	9.048	9.048	9.048
	Expenditure	3.281	3.565	3.223	3.099	3.096	3.070
	Income (loss) before overhead, extraordinary items and dividends	5.692	7.093	5.824	5.948	5.952	5.978
Vehicles for Hire	Revenue	1.347	1.519	1.546	1.582	1.618	1.655
	Expenditure	1.002	1.414	1.546	1.582	1.618	1.655
	Income (loss) before overhead, extraordinary items and dividends	0.345	0.105	-	-	-	-
MBEA non-parking	Revenue	-	0.554	0.568	0.567	0.547	0.546
	Expenditure	-	0.455	0.455	0.461	0.461	0.461
	Income (loss) before overhead, extraordinary items and dividends	-	0.099	0.113	0.107	0.087	0.086
Income (loss) before overhead, extraordinary items and dividends		10.270	11.678	9.299	9.137	9.136	9.260
Overhead		2.690	3.645	3.386	3.188	3.086	3.031
Extraordinary items (Civic Car Park demo)			1.434				
Dividends		10.516	14.317	11.050	5.921	6.022	6.202
Income (loss)		(2.935)	(7.718)	(5.136)	0.028	0.028	0.027

Strategic Objectives, Priorities and Performance Measurement

Key projects

- Develop an On-street Parking Strategy, by October of 2020, to manage the City's supply of on-street parking in a way that facilitates access for motorists while supporting the needs of residents and local businesses.
- Replace the existing parking access and revenue control system at the Millennium Library parkade that has reached the end of its useful life. Part of this project will also include installation of new card access controls for enhanced security at the parkade.
- Engage consultant services to obtain an updated condition assessment of the Millennium Library parkade and develop a capital maintenance plan for the facility.
- Expand the use of Automated License Plate Recognition technology to improve enforcement of safety infractions in school zones and fire lanes, and other parking infractions across the City.
- Continue to work toward safety improvements for Vehicle-for-Hire (VFH) drivers and passengers, and accessibility for all industry participants, and report to Council on the ongoing changes and efforts of the VFH industry

2020 Preliminary Operating and Capital Budgets

SOA Operating Budget

Annual year over year budget growth rates (%) based on 2019 budgeted expenditures

	4-Year Average
EPC Target to balance the budget	0%
Operating Options Presented to Committee in Fall 2019	0%
Preliminary Budget	-6%

Operating Budget

2020 Preliminary Operating Budget and 2021 to 2023 Budget Projections in millions of \$	2018 Actual	2019 Budget	2020 Preliminary Budget	Year over Year Increase / (Decrease)	%	Exp. No.	2021 Projection	2022 Projection	2023 Projection	4 year Average % Change
GOVERNMENT GRANTS	0.058	0.055	0.058	0.003			0.058	0.058	0.058	
SERVICE AND OTHER	23.002	26.074	23.800	(2.274)			23.898	23.994	24.112	
TOTAL REVENUE	23.060	26.129	23.858	(2.271)	-9%	1	23.956	24.052	24.170	-2%
SALARIES & BENEFITS	3.809	4.774	4.975	0.201			5.117	5.260	5.406	
SERVICES	6.774	7.559	7.709	0.150			7.642	7.669	7.489	
MATS PARTS & SUPPLIES	0.854	1.536	1.229	(0.307)			1.383	1.356	1.362	
ASSETS & PURCHASES	0.084	0.108	0.130	0.022			0.103	0.103	0.140	
GRANTS, TRANSFERS & OTHER	1.264	1.745	1.624	(0.121)			1.414	1.272	1.276	
RECOVERIES	(0.036)	(0.003)	(0.003)	-			(0.003)	(0.003)	(0.003)	
DEBT & FINANCE CHARGES	8.325	8.175	2.280	(5.895)			2.352	2.346	2.270	
TOTAL EXPENDITURES (before transfers)	21.074	23.894	17.944	(5.950)	-25%		18.008	18.003	17.940	0%
NET INCOME	1.986	2.235	5.914	3.679			5.948	6.049	6.230	
DIVIDEND TRANSFER TO GENERAL REVENUE FUND	4.921	9.953	11.050	1.097			5.921	6.022	6.202	
TOTAL EXPENDITURES	25.995	33.847	28.994	(4.853)	-14%	2	23.929	24.025	24.142	-8%
SURPLUS / (DEFICIT)	(2.935)	(7.718)	(5.136)	(2.582)			0.027	0.027	0.028	
Total Operational Expenditures (before transfer to General Revenue Fund) Year over Year % Change					-25%		0%	0%	0%	-6%
Total Expenditures Year over Year % change					-14%		-17%	0%	0%	-8%

Year over Year Variance Explanations

(in millions)

Year over year (increase) / decrease	2020 Preliminary Budget	2021 Budget Projection	2022 Budget Projection	2023 Budget Projection
1) <i>Revenue change due to the following:</i>				
- Decrease in enforcement revenue	\$ (1.421)			
- Increase (decrease) in parking permits and meter fee revenue	(1.234)	0.080	0.080	0.082
- Miscellaneous adjustments.	0.384	0.019	0.016	0.036
Net Revenue Change	\$ (2.271)	\$ 0.099	\$ 0.096	\$ 0.118
2) <i>Expenditure change due to the following:</i>				
- Decrease in transfer to the Land Operating Reserve	\$ (4.405)			
- Decrease in transfer to General Capital Fund (Civic Car Park)	\$ (1.434)			
- Decrease in community partnership grants (cash and in-kind)	\$ -	\$ (0.208)	\$ (0.130)	\$ -
- Overall decrease in maintenance, non-professional services and property taxes	(0.339)	0.068	-	(0.200)
- Increase (decrease) in dividend transfer to General Rev Fund	\$ 1.138	\$ (5.129)	\$ 0.101	\$ 0.180
- Increase in salaries and benefits	0.201	0.142	0.142	0.145
- Miscellaneous adjustments.	(0.013)	0.062	(0.017)	(0.005)
Net Expenditure Change	\$ (4.852)	\$ (5.065)	\$ 0.096	\$ 0.120

Operating Budget Options

Options Presented to SPC vs. Preliminary Budget	Total 4-year Proposal	Total 4-year Preliminary Budget	Explanation
a. Reduction in grant in kind complimentary parking	(0.725)	(0.754)	Additional grant reduction in way of complimentary parking
b. Enforcement scheduling efficiencies	(0.425)	(0.425)	No change, option budgeted as presented
c. General software and hardware reductions	(0.334)	(0.334)	No change, option budgeted as presented
d. Reduction of cash grants	(0.311)	(0.311)	No change, option budgeted as presented
e. Reduction in surface parking lot improvements	(0.210)	(0.210)	No change, option budgeted as presented
f. Elimination of paystation reprogramming	(0.176)	(0.176)	No change, option budgeted as presented
g. Fleet efficiencies	(0.036)	(0.200)	Additional savings received from Fleet SOA
h. Other operating reduction	(0.239)	(0.239)	Reduction in advertising, sick leave severance, training and tuition, paystation wayfinding project No change, option budgeted as presented
Total Adjustments	(2.456)	(2.649)	

Salary Budget and Full Time Equivalents (FTEs) / Vacancy Management

2020 - 2023 Preliminary Operating Budget

	2019 Adopted Budget	2020 Preliminary Budget	Increase / (Decrease)	2021 Budget Projection	2022 Budget Projection	2023 Budget Projection
Full Time Equivalents <i>(number of FTEs)</i>	61.41	62.41	1.00	62.41	62.41	62.41
Salaries & Benefits <i>(in millions of \$)</i>	\$ 4.8	\$ 5.0	\$ 0.2	\$ 5.1	\$ 5.3	\$ 5.4
Vacancy Management included in Salaries & Benefits <i>(in millions of \$)</i>	\$ (0.063)	\$ (0.063)	\$ -	\$ (0.064)	\$ (0.065)	\$ (0.066)

FTE Increase by 2023 In Comparison to 2019 Budgeted FTEs

	2023
Full time position	1.00
Total FTE increase	1.00

Capital Budget

Winnipeg Parking Authority - Capital projects

Capital Investment Plan - Authorization

(\$000's)

Authorization

List of Capital Projects:

- 1 Automated License Plate Recognition (ALPR) Program
- 2 Parking Access & Revenue Control System (PARCS)
- 3 Enhanced Security - Millennium Library Parkade

	2019 Adopted	2020 Preliminary Budget	Forecast					6-Year Total
			2021	2022	2023	2024	2025	
1 Automated License Plate Recognition (ALPR) Program	121	178	126	172	137	238	149	1,000
2 Parking Access & Revenue Control System (PARCS)	-	373	-	-	-	-	-	373
3 Enhanced Security - Millennium Library Parkade	-	100	-	-	-	-	-	100
TOTAL CAPITAL PROJECTS	121	651	126	172	137	238	149	1,473

Capital Forecast to Preliminary Budget Reconciliation

CAPITAL PROJECTS SUMMARY	ADOPTED	ADOPTED IN PRINCIPLE		
<i>(in Thousands of \$)</i>	BUDGET	FORECAST	CHANGES	PRELIMINARY BUDGET
	2019	2020	2020	2020
DEPARTMENT NAME				
Automated License Plate Recognition (ALPR) Program	121	178		178
Parking Access & Revenue Control System			373	373
Enhanced Security - Millennium Library Parkade			100	100
TOTAL DEPARTMENT NAME	121	178	473	651

Capital Forecast to Preliminary Budget Reconciliation

CAPITAL PROJECTS SUMMARY	ADOPTED IN PRINCIPLE			ADOPTED IN PRINCIPLE		
<i>(in Thousands of \$)</i>	FORECAST	CHANGES	FORECAST	FORECAST	CHANGES	FORECAST
	2021	2021	2021	2022	2022	2022
<u>DEPARTMENT NAME</u>						
Automated License Plate Recognition (ALPR) Program	126		126	172		172
Parking Access & Revenue Control System						
Enhanced Security - Millennium Library Parkade						
TOTAL DEPARTMENT NAME	126		126			172

Capital Forecast to Preliminary Budget Reconciliation

<i>CAPITAL PROJECTS SUMMARY</i>	ADOPTED IN PRINCIPLE			ADOPTED IN PRINCIPLE				6 YEAR TOTAL
<i>(in Thousands of \$)</i>	FORECAST	CHANGES	FORECAST	FORECAST	CHANGES	FORECAST	FORECAST	
	2023	2023	2023	2024	2024	2024	2025	2020-2025
DEPARTMENT NAME								
Automated License Plate Recognition (ALPR) Program	137		137	238		238	149	1,000
Parking Access & Revenue Control System								373
Enhanced Security - Millennium Library Parkade								100
TOTAL DEPARTMENT NAME	137		137	238		238	149	1,473

Questions?