

**Civic Partner Annual Report 2015- Calgary Parking Authority**

- 1. Organization Name:** Calgary Parking Authority
- 2. Fiscal Year:** December 31
- 3. Latest Annual Report available and web address:** [www.reporttothecommunity.com](http://www.reporttothecommunity.com)

**4. Current Vision, Mission and Mandate.**

<u>Vision:</u>	Delivering exceptional parking solutions
<u>Mission:</u>	Building stronger communities by providing exceptional parking experiences
<u>Values:</u>	Excellence in customer service Open communication Honesty and integrity Teamwork Respect for others Innovation Commitment to people

**GOVERNANCE**

**5. Identify any Board or senior management positions that will be vacant in 2016. Describe succession plans that are in place.**

No current vacancies in board positions. Seven members' terms will expire in 2016 and new members will be recruited in August/September. Governance Committee prepares a competency matrix and reviews applicants for Board vacancies. The Governance Committee /Selection Committee recommends potential candidates, in a report to Council for the organizational meeting of Council in October. Succession plans are in place for the General Manager and the leadership team.

The position of "Manager of Sales & Marketing" is currently vacant. Recruitment internally and externally for this position will be conducted in 2016.

**6. Describe any structural changes to your organization's governance model in the past year.**

There were no structural changes to the organization's governance model in 2015.

**7. Summarize any activities in 2015 that increased your Board's knowledge and awareness about industry trends, impact of changing economic conditions, risks faced by the organization, or other information needed to make informed decisions.**

CPA administration provides the Board with monthly GM reports identifying major changes, trends in parking demand/revenue and updates on major initiatives (i.e. Impound Lot building construction, land deals, media, technology updates, etc.).

A report addressing projected revenue (*'Forecast of Revenue Growth for the Calgary Parking Authority 2016-2019'*) was commissioned by CPA administration through The City's Corporate Economic group and

shared with the CPA Board.

CPA administration provides two reports on risk to the CPA Audit Committee and the Board on an annual basis. One relates to the control environment assessment and the other one is the integrated risk management framework.

The CPA leadership team identifies, reviews and manages risk on a continuous basis through use of a risk register and a master organization project management tool which is shared with the Board.

A City legal resource is dedicated half-time to the CPA to provide a more robust review of contracts, SLAs (service level agreements) and compliance with regulatory and legal requirements. Issues or changes such as the proposed municipal tribunal hearings for parking violations are shared with the Board and the Audit Committee.

## **RISK MANAGEMENT**

### **8. Describe the processes and structures your organization uses to identify and manage operational and strategic risks.**

The CPA's formal risk policy, risk tolerance statement and risk impact parameters are updated and approved by the CPA Audit Committee/Board on an annual basis

The CPA uses the COSO (Committee of Sponsoring Organizations of the Treadway Commission) Framework – a structured framework focused on internal control, enterprise risk management (ERM) and fraud deterrence.

The CPA's leadership team meets at a minimum quarterly to review the organization's risk register and to assess any changes in risk trending. Action items or mitigation strategies are in-place/further developed to manage risks to ensure that CPA objectives are not impacted.

### **9. What are your organization's top 3-5 strategic risks? For example, financial, governance, business risks, liability, talent management, reputation, or risks related to economic conditions.**

Downturn in the economy resulting in a decreased demand for parking.

Inability to market and sell ParkPlus as previously anticipated due to:

- Changes in technology
- Market conditions
- Competition

Regulatory changes relating to MOVES access (registered owner information)

## 2015 YEAR IN REVIEW

### 10. What accomplishments in 2015 contributed to Action Plan's goals of building a prosperous economy, inspiring neighbourhoods, and a healthy and green city?

#### Contribution to The City of Calgary

\$21 million as a dividend, plus approximately \$8 million in taxes and fees.

#### Customer satisfaction survey

97% of respondents rate the quality of all the services CPA provides as good or very good.

#### Employee engagement survey

94% of respondents say they are proud to work for the Calgary Parking Authority.

#### LED lighting

Savings of 13% (\$100,000) in electricity consumption.

#### Business process change

Modified ventilation run times in parkades resulted in a 39% reduction (\$250,000) in natural gas usage.

#### New customers

The City of Edmonton, City of Saskatoon and Heritage Park (2016).

#### Helping small businesses

Initiatives included the Holiday Parking Elves, our first annual CPA public pancake breakfast, and the CPA sponsored the First Flip pancake breakfast

#### Green initiatives

The CPA sponsored the Mayor's Environment Expo, participated in the river and pathway clean-up, and transitioned to additional fuel efficient vehicles (13% saving or approx. 30,000 litres of fuel savings)

#### Social responsibility

Initiatives included:

- An *International Parking Institute* award winning Child Safety Awareness campaign,
- Park Safe campaign,
- Backpacks for Kids,
- Accessible Parking Awareness campaign,
- Free parking on Remembrance Day for veterans,
- Free parking on Canada Day,
- Extend your Stay initiative to reduce impaired driving,
- Calgary's Road Home and
- Sponsorship of Global Fest.

#### Land deals

Ant Hill/Kensington parking initiative,  
Finalized the sale of the Criterion building, and  
Veritas sale in progress.

#### Transitioned Enforcement

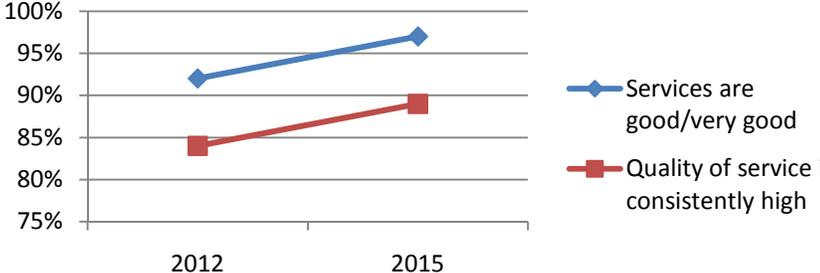
From the Corps of Commissionaires to CPA staff

#### Ongoing Sales and Marketing of the ParkPlus System



11. Using your organization’s existing performance measurement data, please provide selected 2015 performance measures that describe how much you did, how well you did it, and how Calgarians are better off. If needed, provide a brief description why these measures are meaningful.

**Performance measure highlights**

How well did you do it and is anyone better off?										
<p><b>Customer Satisfaction</b></p>  <table border="1"> <caption>Customer Satisfaction Data</caption> <thead> <tr> <th>Year</th> <th>Services are good/very good (%)</th> <th>Quality of service is consistently high (%)</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>92%</td> <td>84%</td> </tr> <tr> <td>2015</td> <td>97%</td> <td>89%</td> </tr> </tbody> </table>	Year	Services are good/very good (%)	Quality of service is consistently high (%)	2012	92%	84%	2015	97%	89%	<p><b>Story behind the baseline</b> CPA is meeting the needs of its customers and the perceived quality of its services has increased over time.</p>
Year	Services are good/very good (%)	Quality of service is consistently high (%)								
2012	92%	84%								
2015	97%	89%								

**Detailed performance measures**

Customer Satisfaction Surveys were conducted in 2012 and 2015.

	Performance Measure	2012 results	2015 results	What story does this measure tell about your work? Why is it meaningful?
How much did you do?	Increased services to customers in terms of availability and user-friendliness of apps.	1 apps	4 apps	Increased convenient payment options to customers: E.g. Virtual pay machine, my parking app for Android, enhanced account management for myparking app (increased options and ease), text to park. In 2012, CPA only had a cell phone option.
How well did you do it?	Quality of all services CPA provides is good/very good	92%	97%	CPA is meeting the needs of our customers very well. Customers are telling us that we are meeting their expectations relative to the services that the CPA provides.
How are Calgarians better off?	Quality of service from CPA is consistently high	84%	89%	The quality of CPA services is consistent and customers know what they are receiving when they park with us.

**CAPITAL REPORTING**

12. Provide a summary of your organization’s 2015 capital development, including specific lifecycle/maintenance projects.



The dollar amounts below are the spend in 2015, and not the entire project costs:

- Impound Lot new building \$3.1 M
- Parking Enforcement systems (electronic ticketing system, CAD (computer aided dispatch system), RPP (residential parking permit system), fixed cameras at parkades \$1.4 M
- Ventilation and post-tensioning life-cycle maintenance at McDougall parkade \$0.3 M
- Ventilation life-cycle maintenance at James Short parkade \$0.2 M
- Centennial parkade (ParkPlus showroom, main office renovations) \$0.8 M
- City Centre parkade spiral ramp life-cycle maintenance \$0.5 M

**13. What funding was leveraged to support capital activities in 2015?**

The Calgary Parking Authority is self-supporting in its capital activities and expenditures are funded through its revenue/reserves.

**FINANCES**

**14. What resources were leveraged to support operational activities in 2015?**

The Calgary Parking Authority is self-supporting and generates revenue to support its operating activities.

**15. Do you anticipate any changes to plans and/or budget projections for 2016-2018?**

As per Council’s direction, the bottom-line approved operating budgets for 2016-2018 remain the same. There are changes within (such as transfers between accounts).

Capital budget main changes are delay of construction of two new parkades (East Village and Centennial West) by one year. Transfers between capital programs are to facilitate prioritization of projects where funding is required.

**16. What would be the operational impact if your grant(s) from The City were reduced?**

No impact since the Calgary Parking Authority is self-supporting and does not receive a grant from The City of Calgary.

**17. Please describe the impact, if any, of the economic downturn on your organization’s operations or revenues.**

Parking revenues projected to be lower than previous year by between \$2 M and \$5 M.

**LOOKING FORWARD**

**18. Based on your business plans for 2015-2018, what are your priorities and deliverables for 2016-2017?**

Corporate goals

- Deliver customer centric service and communication
- Optimize expenditures, revenue and assets
- Optimize parking management services
- Foster CPA as the workplace of choice

(continued)



**Major initiatives**

- Ongoing selling and marketing of ParkPlus
- Explore joint-ventures multi-use developments
- Complete construction of the Impound Lot facility

**19. Are there any additional projects or initiatives in 2016-17 that may require further discussion or decisions by Council?**

A further review of CPA's governance model is scheduled to be conducted in order to clarify the status and authority of CPA. Any proposed amendments to CPA's governing bylaw (28M2002) or fundamental changes to CPA's governance model will require Council consideration and approval.

**20. Identify any specific opportunities/projects that would directly stimulate the Calgary economy if supported by a strategic investment by The City.**

- Marketing of ParkPlus and associated modules:
  - Recently signed on Heritage Park as a customer of fully-managed paid parking services by the CPA.
  - The City of Edmonton is a proven example of an information technology hosted solution, whereby they manage their own parking operations but utilize the ParkPlus software and network components.
  - Further investments in business development will stimulate the Calgary economy as more public and/or private entities recognize CPA as a leader in parking management and solicit CPA to manage their parking operations