Agenda – Executive Policy Committee – March 9, 2016

Report – Standing Policy Committee on Innovation – February 22, 2016

Item No. 1 Winnipeg Fleet Management – Special Operating Agency – 2016 Business Plan (Selection Report)

STANDING COMMITTEE RECOMMENDATION:

On February 22, 2016, the Standing Policy Committee on Innovation concurred in the recommendation of the Winnipeg Public Service and submitted the following to Council:

1. That the 2016 Business Plan for Winnipeg Fleet Management - Special Operating Agency including the 2016 budget be approved and the 2017 and 2018 financial projections be received as information, as outlined in Appendix A.

2. That annual long-term borrowing authority of up to $9.7 million in 2016 be approved in accordance with subsection 215 (4) of The City of Winnipeg Charter with respect to Special Service Units, and authorization be given to Winnipeg Fleet Management - Special Operating Agency to finance a portion of its operations through external sources, for the purpose of acquiring fleet assets, including from The City's bank, or from any other persons or corporations, including The City of Winnipeg Sinking Fund Trustees.

3. That the Proper Officers of The City be authorized to do all things necessary to implement the foregoing, including the execution of any documents related thereto.

Agenda – Executive Policy Committee – March 9, 2016

Report – Standing Policy Committee on Innovation – February 22, 2016

DECISION MAKING HISTORY:

STANDING COMMITTEE RECOMMENDATION:

On February 22, 2016, the Standing Policy Committee on Innovation concurred in the recommendation of the Winnipeg Public and submitted the matter to the Executive Policy Committee and Council.

ADMINISTRATIVE REPORT

Title: Winnipeg Fleet Management – Special Operating Agency – 2016 Business Plan (Selection Report)

Critical Path: Standing Policy Committee on Innovation – EPC – Council

AUTHORIZATION

Author	Department Head	CFO	CAO/COO
B. Sandhu WFMA Manager of Finance	D. Konowich WFMA COO	M. Ruta	M. Jack COO

RECOMMENDATIONS

1. That the 2016 Business Plan for Winnipeg Fleet Management - Special Operating Agency including the 2016 budget be approved and the 2017 and 2018 financial projections be received as information, as outlined in Appendix A.

2. That annual long-term borrowing authority of up to $9.7 million in 2016 be approved in accordance with subsection 215 (4) of The City of Winnipeg Charter with respect to Special Service Units, and authorization be given to Winnipeg Fleet Management - Special Operating Agency to finance a portion of its operations through external sources, for the purpose of acquiring fleet assets, including from The City's bank, or from any other persons or corporations, including The City of Winnipeg Sinking Fund Trustees.

3. That the Proper Officers of The City be authorized to do all things necessary to implement the foregoing, including the execution of any documents related thereto.

REASON FOR THE REPORT

A Business Plan is presented to Council, in accordance with the Winnipeg Fleet Management Agency Operating Charter.

EXECUTIVE SUMMARY

An annual business plan is submitted for council approval to ensure the agency's strategic direction is in alignment with the general planning, budgeting and reporting requirements of the City of Winnipeg. The business plan allows the agency to fulfill its mandate and mission by providing efficient and effective fleet management services to civic departments in support of their service delivery.

IMPLICATIONS OF THE RECOMMENDATIONS

A fully integrated Automatic Vehicle Location System will be acquired by the Winnipeg Fleet Management Agency as the new City of Winnipeg Automatic Vehicle Location standard device and continue with installation on all City fleet vehicles during 2016 and 2017, in all Winnipeg Fleet Management Agency vehicles excluding Transit and Winnipeg Police Service. Appendix A-2.

During 2016, Winnipeg Fleet Management Agency will transfer $0.092 million to The City of Winnipeg – General Revenue Fund, representing a dividend, consistent with The City of Winnipeg 2015 – 2017 Adopted Operating Budget. An additional dividend of $1.4 million will be transferred to The City of Winnipeg – General Revenue Fund in 2016.

Consistent with the Winnipeg Fleet Management Agency 2014 Adopted Business Plan and budget, transfers to The City where the Agency does not receive goods or services from The City directly in return will cease beginning in 2017, as transactions of this nature are dividends in substance, and dividends are to be distributed in accordance with the Agency's Operating Charter.

The Agency's Tecumseh/Ross head office, repair and manufacturing operations will be considered for relocation to a new 50,000 square foot facility during 2017, through a leasing arrangement with Planning, Property and Development.

Winnipeg Fleet Management Agency will continue forward with the innovative practice of disposing of surplus fleet assets directly to the general public as identified in a joint effort with Corporate Finance for increased revenues to the City. Appendix A-4.

HISTORY

On March 25, 1998, Council adopted the Policy and Framework for Alternate Service Delivery, which recommended that certain services be studied as potential candidates for service delivery outside of the departmental structure of government.

During 1999, the Public Works Department conducted a feasibility study of alternate service delivery options for those services provided by the Equipment and Material Services Division. The report was presented in June 2000 and it recommended that the Equipment and Material Services Division become a Special Operating Agency.

On October 18, 2000, Council approved the Alternate Service Delivery Committee's feasibility study recommendation that Administration produce a Business Plan and Operating Charter to convert the Equipment and Material Services Division to a Special Operating Agency. Further, Council approved that the Business Plan and Operating Charter be premised on the following principles:

- The Special Operating Agency maintain the existing dedicated customer base for a period of three years;
- The Special Operating Agency assume ownership of the fleet of its current customers;
- The Special Operating Agency have the authority to access the Equipment Replacement Reserve as a financing source for the replacement of equipment; and
- The Special Operating Agency has the authority to increase its customer base.

On May 28, 2003, Winnipeg Fleet Management Agency received Council approval to operate as a Special Operating Agency of The City of Winnipeg, effective January 1, 2003.

FINANCIAL IMPACT

Financial Impact Statement

Date: December 23, 2015

Project Name:

First Year of Program **2016**

Winnpeg Fleet Management - Special Operating Agency - 2016 Business Plan

	2015	2016	2017	2018	2019
Capital					
Capital Expenditures Required	$ -	$ -	$ -	$ -	$ -
Less: Existing Budgeted Costs	-	-	-	-	-
Additional Capital Budget Required	$ -	$ -	$ -	$ -	$ -
Funding Sources:					
Debt - Internal	$ -	$ -	$ -	$ -	$ -
Debt - External	-	-	-	-	-
Grants (Enter Description Here)	-	-	-	-	-
Reserves, Equity, Surplus	-	-	-	-	-
Other - Enter Description Here	-	-	-	-	-
Total Funding	$ -	$ -	$ -	$ -	$ -
Total Additional Capital Budget Required	$ -				
Total Additional Debt Required	$ -				
Current Expenditures/Revenues					
Direct Costs	$ -	$ -	$ -	$ -	$ -
Less: Incremental Revenue/Recovery	-	-	-	-	-
Net Cost/(Benefit)	$ -	$ -	$ -	$ -	$ -
Less: Existing Budget Amounts	-	-	-	-	-
Net Budget Adjustment Required	$ -	$ -	$ -	$ -	$ -

Additional Comments:

2016 to 2018 projected financial statements and notes are presented in Appendix A-1.

"Original approved by Bubbley Sandhu, CMA"

Bubbley Sandhu, CMA
Manager of Finance
Winnipeg Fleet Management Agency

CONSULTATION

In preparing this report there was consultation with:

- Assessment and Taxation Department
- Community Services Department
- Corporate Finance Department
- Corporate Support Services Department
- Planning, Property and Development Department
- Public Works Department
- Water and Waste Department
- Winnipeg Fire Paramedic Service Department
- Winnipeg Parking Authority – Special Operating Agency
- Winnipeg Police Service Department

OURWINNIPEG POLICY ALIGNMENT

In alignment with the following: "OurWinnipeg" Plan By-law No. 67/2010 and the Direction Strategies of "A Sustainable Winnipeg" and "Sustainable Transportation".

"OurWinnipeg" Section 01-3 Prosperity (pg. 48-52) – the Direction 1: Provide efficient and focused civic administration and governance.
Enabling Strategies:

- Demonstrate exemplary customer service standards.
- Continuously pursue innovative, streamlined service delivery and decision-making processes.
- Demonstrate accountability through service performance measurement and reporting.
- Endeavor to apply environmentally sustainable practices in all aspects of civic operations.

"OurWinnipeg" Section 02-2 Environment: Directions (Pg. 68):

- Reduce the environmental impact of our activities, through strategies such as planning for sustainable energy use and greenhouse gas reduction.

"A Sustainable Winnipeg" Section 05: The Foundation: Leading By Example Direction 2: Incorporate Sustainable Practices into Internal Civic Operations, Programs And Services.
Enabling Strategies (pg. 16-17):

- In partnership with the community, create and maintain a Climate Change Action Plan to reduce the City of Winnipeg's corporate greenhouse gas emissions by a further 20% below 1998 levels.
- Establish corporate greenhouse gas reduction targets for 2020 and 2035.
- Green the City's fleet operations through a plan that includes direction on anti-idling, efficient vehicles, use of alternate fuels and the right-sizing of the fleet.

"A Sustainable Winnipeg" Section 07. Integrate sustainability into internal decision-making.
Direction 1: Strengthen existing integrated decision-making and planning mechanisms, and build new mechanisms where required.
Enabling Strategies (pg. 27):

- Implement pilot and demonstration projects to drive efficient and focused service provision, based on the sustainability indicators.

SUBMITTED BY

Department: Winnipeg Fleet Management Agency
Division:
Prepared by: B. Sandhu
Date: December 23, 2015

APPENDIX A

THE CITY OF WINNIPEG

FLEET MANAGEMENT – SPECIAL OPERATING AGENCY

BUSINESS PLAN

2016

STRATEGIC OVERVIEW

Winnipeg Fleet Management Agency was established in 2003 as a Special Operating Agency, a Special Service Unit of The City of Winnipeg, delivering services and operating within The City's organization.

The Special Operating Agency concept permits the Agency to operate in a business-like and transparent manner, through managerial flexibilities including special delegations, exemptions and authorities.

The Agency's strategic direction, as set out by its Operating Charter, Business Plan, and Annual Report, places emphasis on managing for results, bottom-line accountability, customer satisfaction, and full disclosure.

MISSION

To provide economical, state-of-the-art, safe and eco-friendly fleet vehicle, equipment and other asset management services to The City of Winnipeg and other public sector organizations, in support of their service delivery.

VISION

To become the best public sector fleet services provider in Canada.

VALUES

1. Accountability
2. Commitment to excellence
3. Fairness
4. Respect
5. Trust

GUIDING PRINCIPLES

1. Quality service to The City of Winnipeg
2. Safety for employees and customers
3. Financial accountability and sustainability

MANDATE

To provide efficient and effective fleet, manufacturing and equipment management services to civic departments and other public organizations.

SERVICE GOALS

1. ***Provide planned, and unscheduled, fleet vehicles and equipment to City departments, meeting operational performance, environmental, and safety requirements.***

   Strategies:
   - Review the optimal replacement interval for vehicle and equipment leases through life cycle cost management analysis and replacement planning.
   - Recommend vehicle and equipment types and opportunities for fleet sharing based on City department program requirements and document City department substitutions through award reports.
   - Continue to explore development of a comprehensive fleet replacement scheduling system, in collaboration with the Corporate Support Services Department.
   - Continue with implementing a comprehensive repair service billing information system, in collaboration with the Corporate Support Services Department.
   - Provide fleet life cycle analysis and recommendations to assist City departments in managing their fleet operations for improved efficiencies, through increased communications and meetings.
   - Action with the assistance of Audit Department, an Operational Review on the Winnipeg Fleet Management Agency, in order to explore areas of improved efficiencies and ensure current practices are in line with industry standards.
   - Investigate options for innovative contractual and partnering agreements including contracting for repeat purchases to take advantage of lower purchasing costs.
   - Explore and take advantage of cost saving opportunities in recycling/re-life existing vehicles and equipment before purchasing new.

2. ***Maintain Fleet Service Centres to support The City's geographically dispersed and varying fleet equipment, providing superior customer service, reliability and safety.***

   Strategies:
   - Continue to review repair and maintenance service types for outsourcing, and convert a portion of vendor repairs to in-house repairs with capacity available through the recently constructed Repair Facility at The City of Winnipeg East Yards Complex and future relocation of the Tecumseh/Ross head office and repair facilities.
   - Continue ongoing assessment of staffing levels and positions within the Agency, in consultation with the Corporate Support Services Department.
   - Investigate opportunities for partnering arrangements with City departments for developing a pool of licensed trades, in conjunction with the Corporate Support Services Department.
   - Investigate opportunities with the City of Winnipeg Aboriginal Youth Strategy, Oshki Annishinabe Nigaaniwak, for internal hiring of apprentice and Journey Person trades including coordination of a department wide committee for City trade position recruitment opportunities.

- Enhance repair service for customers through the implementation of improved shift schedules to increase shop productivity and enhance maintenance services.
- Monitor and ensure compliance with the Workplace Safety and Health Act and associated regulations for agency facilities and offices through the development of a Safety Action and Strategy Plan.

3. Manage The City's fuel distribution system on a day-to-day and emergency basis, providing a safe, dependable and convenient fuel supply.

Strategies:

- Manage compliance with existing and new safety regulation requirements for fuel site operations.
- Establish a comprehensive fuel service billing information system, in collaboration with the Corporate Support Services Department.
- In collaboration with the Public Works department develop a Business Case for approval of the construction of a new fuel site at The City of Winnipeg East Yards Complex at 960 Thomas Avenue.
- Consult with the Corporate Finance Department to secure contracts for fuel supply during states of emergency.
- Continue with implementation of a fully integrated Automatic Vehicle Location System in all Winnipeg Fleet Management Agency fleet vehicles and equipment excluding Transit and Winnipeg Police Service. Implementation of the Automatic Vehicle Location system will allow for consistent monitoring of City departments' fleet idling and fuel efficiency.

4. Encourage fleet greenhouse gas emission awareness through research, education, testing, and offering environmentally friendly vehicles and equipment, recommendations and alternative fuels.

Strategies:

- Investigate for implementation alternative fuel and advanced vehicle options without negatively impacting operational integrity of the vehicles and equipment and their intended ability to meet their expectations.
- Evaluate all electric vehicle opportunities through the purchase of 2 all electric vehicles and charging system infrastructure for trial and testing.
- Assist in a continued city-wide Green Fleet Plan aimed at reducing city-wide fuel use.
- Utilize technologies and implement a City anti-idling policy to reduce vehicle idling for City vehicles.
- Expand vehicle and equipment trial and testing to include hybrid, electric, flex fuel and imports.
- Apply green fleet procurement initiatives including hybrid, electric, and flex fuel options to 20 percent of annual light vehicle acquisitions, and implement weighted criteria in fleet bid opportunities, incorporating fuel efficiency and life cycle costs, together with the Corporate Finance Department.
- Investigate the establishment of a Green Fleet Committee with representation from all City departments in order to place added attention on green initiatives.

- Investigate opportunities for involvement in environmental sustainability boards and committee's outside the City of Winnipeg.

POLICY DIRECTION

Winnipeg Fleet Management Agency is a Special Operating Agency of The City of Winnipeg, and abides by The City's collective agreements and by-laws. The City of Winnipeg Charter, Section 215, references the establishment and powers of Special Service Units. The Agency has its own Operating Charter approved by Council.

The Agency follows provincial regulations associated with the Environment Act, the Contaminated Sites Remediation Act, Workplace Safety and Health Act, and the Employment Standards Code.

SERVICES

The Agency delivers the following comprehensive fleet management services to City of Winnipeg departments:

1. Specification, inspection and contract administration
2. Insurance, licensing and registration
3. Manufacturing and fabrication
4. Seasonal and short term rentals
5. Surplus sales and disposal
6. Fleet supply with maintenance lease
7. Fuel
8. Repair and maintenance

Certain fleet management services are not provided to the Winnipeg Police Service Department's fleet, and the Winnipeg Fire Paramedic Service Department's heavy fire apparatus fleet, including fleet supply with maintenance lease, repair and maintenance, and accident reporting. The Agency delivers fleet supply without maintenance lease service, applicable only to the Winnipeg Police Service Department's fleet and the Winnipeg Fire Paramedic Service Department's heavy fire apparatus fleet, as an alternate to the Agency's fleet supply with maintenance lease service.

The Agency's eight fleet management services are not provided to the Winnipeg Transit Department's bus fleet, and certain fleet management services are not provided to the Department's vehicle fleet including fleet supply with maintenance lease, fuel, repair and maintenance, and accident reporting. Fleet supply without maintenance lease service is not applicable to the Winnipeg Transit Department's bus fleet and vehicle fleet.

The Agency provides manufacturing and fabrication, and fuel services to other public sector organizations.

PERFORMANCE MEASUREMENTS

CUSTOMER SATISFACTION

The Agency conducted a customer survey during 2015, which indicated that 73% of customers were satisfied with 2014 fleet management services.

CUSTOMER SATISFACTION	2012	2013	2014
Satisfaction rate	85%	75%	73%

OPERATING COSTS BY CATEGORY

City of Winnipeg operating costs, excluding the Winnipeg Transit Department, the Winnipeg Police Service Department, and the Winnipeg Fire Paramedic Service Department's heavy fleet, are presented by fleet category, excluding off-road vehicles, as defined by Ontario Municipal Benchmarking Initiative on a per kilometer basis, with the following components:

- Fuel is determined based on liters consumed by City departments at Agency selling price.
- Repairs performed in-house by the Agency are determined based on labor hours at Agency shop labor rates, and parts at Agency cost with markup.
- Vendor repairs are based on Agency cost with markup.
- Odometer hours are converted to kilometers according to fleet classification, with a range from 18 kilometers per hour to 30 kilometers per hour.

The Ontario Municipal Benchmarking Initiative definitions are not currently available for 2014 statistics.

CITY OF WINNIPEG OPERATING COSTS BY FLEET CATEGORY *(in dollars per kilometer)*	2012	2013	2014
Light vehicles	0.40	0.41	N/A
Medium vehicles	0.93	0.93	N/A
Heavy vehicles and specialty equipment	1.53	0.97	N/A

FUEL EFFICIENCY BY CATEGORY

The Agency collects and provides monthly fuel management information to City departments, including liters of fuel supplied, and kilometer and hour usage information as reported at time of fueling by City department vehicle and equipment operators.

City of Winnipeg Light Vehicle Fuel Efficiency by Department and Division

Fuel efficiency is presented for light vehicles by City department and division, excluding the Winnipeg Transit Department, in liters per 100 kilometers.

CITY OF WINNIPEG LIGHT VEHICLE FUEL EFFICIENCY BY CITY DEPARTMENT AND DIVISION *(in liters per 100 kilometers)*	**2012**	**2013**	**2014**
Assessment and Taxation Department	10.5	10.4	9.1
Corporate Support Services Department	22.0	22.4	18.2
Winnipeg Fire Paramedic Service Department	19.6	19.3	19.3
Fleet Management – Special Operating Agency	20.9	22.2	19.6
Planning, Property and Development Department	23.4	21.5	18.1
Parking Authority – Special Operating Agency	22.5	11.6	13.0
Public Works Department – Engineering	16.7	16.7	19.0
Public Works Department – Parks & Open Space	25.3	25.8	24.3
Public Works Department – Streets Maintenance	26.4	24.5	27.6
Public Works Department – Traffic Signals	27.8	28.4	27.7
Public Works Department – Transportation Signals	21.9	23.5	23.8
Winnipeg Police Service Department	21.2	19.0	18.6
Water and Waste Department – Engineering	18.5	18.3	15.9
Water and Waste Department – Environmental Standards	12.7	12.2	10.3
Water and Waste Department – Solid Waste	22.5	22.9	19.8
Water and Waste Department – Wastewater	23.1	22.8	18.9
Water and Waste Department – Water Services	22.3	22.6	19.8

City of Winnipeg Fuel Efficiency by Fleet Category

Fuel efficiency is reported for The City, excluding the Winnipeg Transit Department, by light vehicles in liters per 100 kilometers, and by heavy vehicles and specialty equipment in liters per hour.

CITY OF WINNIPEG FUEL EFFICIENCY BY FLEET CATEGORY	2012	2013	2014
Light vehicles (in liters per 100 kilometers)	20.9	19.9	19.8
Heavy vehicles and specialty equipment (in liters per hour)	7.3	8.7	6.9

ASSUMPTIONS TO THE PROJECTED FINANCIAL STATEMENTS

The projected financial statements include management's best estimates of future financial performance, and incorporate the financial implications of the Agency's goals and strategies.

The financial projections are estimates of the financial position, operations and accumulated surplus, cash flows, and net financial liabilities using management's assumptions that reflect the Agency's planned course of action for the three years ending December 31, 2018.

Management's judgment has been used in the assumptions, with the most probable set of economic conditions. Some assumptions inevitably will not materialize and unanticipated events and circumstances may occur subsequent to the date of this projection. Therefore, the actual results achieved during the projected period will vary from the projections, and the variations may be material.

The financial forecast and projections are based on actual 2014 results of operations, with increases for annual inflation, except where otherwise described in the notes to projected financial statements, or as noted in these assumptions.

The 2016 to 2018 Projected Financial Statements and Notes are presented in Appendix A – 1.

The 2014 Auditors' Report and Financial Statements are presented in Appendix A – 3.

REVENUES

Fleet Leases

The Agency enters into leases to supply and maintain vehicles and equipment to City departments for specified lease periods.

Fleet leases revenue is derived from the Agency's June 10, 2015 fleet replacement plan, with current unit types and quantities assigned to City departments, and consists of the following revenue components:

- Fleet leases capital revenue reflects capital and financing costs, with lease terms and residual values based on lifecycle cost management principles.
- Fleet leases operating revenue is determined based on repair history by type classification and usage level, with an annual inflation factor.

Gain on Sale of Tangible Capital Assets

The gain on sale of tangible capital assets is based on estimated surplus sales.

EXPENSES

Amortization

Tangible capital assets are amortized on the basis of cost less approximate residual value over estimated useful lives using the following rates and methods:

- Buildings; 4% to 8% straight-line
- Fleet assets acquired at start-up; 30% declining balance
- Fleet assets purchased; 1 to 15 years straight-line
- Equipment; 3% to 30% straight-line

Amortization is based on planned fleet acquisitions, with amortization rates and methods described in the Notes to Financial Statements, as listed in Appendix A-1.

Supplies

Fuel expense is determined from annual projected fuel sales net of a 10% markup.

Computer and safety expenses are based on estimated requirements.

Salaries and Employee Benefits

Salaries and employee benefits expense is based on collective agreements, providing for 136 budgeted full-time equivalent (FTE) positions in 2016 Pension, group insurance, dental, vision, and employment insurance benefits are projected at 18% of salaries. Overtime is reduced by $50 thousand in 2015 and thereafter.

The Agency operates four fleet service centers, and one satellite repair facility, located across the City to provide repair and maintenance, and manufacturing and fabrication services, with 109 budgeted FTE positions in 2016 as follows:

- 87 CUPE permanent FTE positions
- 12 CUPE temporary FTE positions
- 10 WAPSO permanent FTE positions

The Agency in collaboration with the Winnipeg Fire Paramedic Service will provide supervision and management services to the Winnipeg Fire Paramedic Service heavy vehicle and specialty equipment repair facility, with the following:

- 1 WAPSO permanent FTE position

Fleet supply lease, specification, inspection and contract administration, seasonal and short term rentals, surplus sales and disposals, insurance, licensing and registration, and fuel services are provided with 10 budgeted FTE positions in 2016 as follows:

- 7 CUPE permanent FTE positions
- 3 WAPSO permanent FTE positions

Professional and Support teams, include16 budgeted FTE positions in 2016 as follows:

1. Chief Operating Officer Office;
    - 1 WAPSO exempt permanent FTE position
    - 1 CUPE exempt permanent FTE position
    - 2 CUPE permanent FTE positions

2. Information Technology;
    - 1 WAPSO exempt permanent FTE position
    - 3 WAPSO permanent FTE positions
    - 1 CUPE permanent FTE position

3. Finance;
    - 1 WAPSO exempt permanent FTE position
    - 1 WAPSO permanent FTE positions
    - 2 CUPE permanent FTE positions

4. Safety, Project Management and Customer Service;
    - 2 WAPSO permanent FTE positions
    - 1 WAPSO temporary FTE position

Operating with 136 budgeted FTE positions in 2015, compares favorably to The City's historical fleet management operations which provided for 196 budgeted FTE positions in 1999 as reported in The City of Winnipeg Foundations of Supervisory Development course material (May 7, 2014, page 39).

Services

Consulting, professional services and training expenses are based on estimated requirements.

The budget for Allocated department costs for operator training and accident management service has been moved to the Public Works Department budget including the rebate provided by Manitoba Public Insurance.

External long-term lease expense is based on current long-term lease agreements.

Vendor repairs expense is reduced by $100 thousand in 2016 and by an additional $90 thousand in 2017 and $75 thousand in 2018, with additional capacity available through the evening and weekend shifts.

Interest

Debt interest expense is based on current term loan debt agreements for existing debt, and estimated long-term borrowing rates for projected term loan debt.

Due to The City of Winnipeg – General Revenue Fund interest expense is based on estimated short-term borrowing rates.

Other expenses

Other expenses include miscellaneous, provincial payroll tax, transfers to The City of Winnipeg, power tools, and other equipment.

Miscellaneous expense includes the following:

- $321 thousand in 2017 and $641 thousand in 2018, estimated for the rent expense for the relocation of 770 Ross/195 and 215 Tecumseh facilities.

Transfer to The City of Winnipeg – Municipal Accommodations Fund expense includes the following services provided by the Planning, Property and Development Department to the Agency:

- $194 thousand annually for Waverley Repair Facility lease costs, based on information provided by the Planning, Property and Development Department.
- $545 thousand annually for East Yards Repair Facility lease costs, based on information provided by the Planning, Property and Development Department.
- $5 thousand annually for call answer service.

Transfer to The City of Winnipeg – General Revenue Fund expense includes the following services provided by the Corporate Support Services Department to the Agency:

- $78 thousand annually for business technology service and $65 thousand annually for desktop support, based on information provided by the Corporate Support Services Department.

- $94 thousand in 2015, $96 thousand in 2016, $98 thousand in 2017 and $100 thousand in 2018 for human resource service, based on information provided by the Corporate Support Services Department.
- $54 thousand in 2015, $55 thousand in 2016, $57 thousand in 2017 and $58 thousand in 2018 for shared HR consultant, based on information provided by the Corporate Support Services Department.

Transfer to The City of Winnipeg – General Revenue Fund expense, where the Agency does not receive any goods or services from The City directly in return, includes the following:

- $14 thousand in 2015 to 2016 representing Agency employee productivity savings for server consolidation based on information provided by the Corporate Finance Department.
- $41 thousand in 2015 to 2016 representing Agency employee productivity savings for timekeeping based on information provided by the Corporate Finance Department.
- $8 thousand in 2015 to 2016 representing reduced pricing savings on information system products not acquired by the Agency, based on information provided by the Corporate Finance Department.

Consistent with the Agency's 2015 Adopted Business Plan and budget, the above and prospective transfers to The City, where the Agency does not receive goods or services from The City directly in return, will cease starting in 2017, as transactions of this nature are dividends in substance, and eligible dividends are to be distributed based on City policy in accordance with the Agency's 2007 Adopted Business Plan, Operating Charter Section 5.10 revision.

OTHER

Transfer to The City of Winnipeg – General Revenue Fund (Dividend)

Transfer to the City of Winnipeg – General Revenue Fund is $92 thousand for 2016 and thereafter based on information provided by the Corporate Finance Department, consistent with the City of Winnipeg 2015 – 2017 Adopted Operating Budget.

Effective in 2010, with the adoption of Canadian Public Sector Accounting Standards, dividend transfers are disclosed as a component of annual surplus (deficit), and reported in the Statement of Operations and Accumulated Surplus.

Prior to 2010, in accordance with Canadian Generally Accepted Accounting Principles, dividends are disclosed as a component of retained earnings, and reported in the Statement of Operations and Retained Earnings.

Debt/worth ratio is to be maintained at 4.1 or better for dividend eligibility, in accordance with the Agency's Adopted 2007 Business Plan, Operating Charter Section 5.10 Revision. Debt/worth ratio is determined as total liabilities divided by accumulated surplus, based on the Projected Statement of Financial Position contained in Appendix A – 1.

PROJECTED DEBT/WORTH	2016	2017	2018
Debt/Worth ratio	**2.5**	2.5	2.9

LIABILITIES

Due to/from The City of Winnipeg – General Revenue Fund

Due to/from The City of Winnipeg – General Revenue Fund, acts as the Agency's line of credit for short-term financing, and is used for the purpose of acquiring fleet assets between the time when cash is needed and when term financing is arranged. The balance as at December 31st is repaid annually by the Agency during the following year, upon drawdown of term loan debt.

Debt

Debt is comprised of term loan debt, and The City of Winnipeg debt.

Term loan debt represents unsecured term financing for the purpose of acquiring fleet assets, payable to external lenders. The Agency is authorized to finance its operations through external sources under The City of Winnipeg Charter with respect to Special Service Units. Monthly payments are made on the principal and interest portion of the outstanding term loans.

The City of Winnipeg debt is held by the Agency on behalf of City departments for the purpose of acquiring communication equipment, and is payable to City departments.

Debt is disclosed in the Projected Statement of Financial Position, contained in Appendix A – 1.

PROJECTED DEBT *(in thousands of dollars)*	**2015**	**2016**	**2017**	**2018**
Term loan debt opening (Note 1)	$37,118	**$30,311**	$30,117	$42,091
Proceeds from term loans (Note 2)	4,200	**9,500**	21,400	10,500
Repayment of term loans (Note 3)	(11,007)	**(9,694)**	(9,426)	(9,298)
Term Loan Debt	$30,311	**$30,117**	$42,091	$43,293
The City of Winnipeg debt (Note 4)	178	**178**	178	178
Rounding				
Debt	$30,489	**$30,295**	$42,269	$43,471

Notes:

1) Term loan debt opening in 2015 is based on actual term loan debt as at December 31, 2014, and estimated for 2016 to 2018.
2) Proceeds from term loans in 2015 are based on actual loan drawdowns, and estimated for 2016 to 2018 based on the December 31st prior year due to The City of Winnipeg – General Revenue Fund balance.
3) Repayment of term loans in 2015 is based on actual term loan amortization schedules, and estimated for 2016 to 2018.
4) The City of Winnipeg debt is based on the balance as at December 31, 2014.

Maximum debt was established at $65.3 million in the Agency's 2010 Adopted Business Plan, based on projected debt, and due to The City of Winnipeg – General Revenue Fund line of credit.

PROJECTED DEBT LIMIT *(in thousands of dollars)*	**2016**	**2017**	**2018**
Maximum debt	**$65,300**	$65,300	$65,300
Debt	**(30,295)**	(42,269)	(43,471)
Due to The City of Winnipeg – General Revenue Fund	**(21,416)**	(10,523)	(18,101)
Debt Limit	**$13,589**	$12,508	$3,728

Borrowing Authority

The Agency requests Council approval for long-term borrowing authority on an annual basis in accordance with subsection 215 (4) of The City of Winnipeg Charter with respect to Special Service Units. Annual long-term borrowing authority enables the Agency to finance a portion of its operations from external sources for the purpose of acquiring fleet assets. Due to The City of Winnipeg – General Revenue Fund, line of credit, is included in the total cumulative borrowing authorization as established in the Agency's 2007 Adopted Business Plan.

Cumulative borrowing authorization is determined based on accumulated long-term borrowing authority approved by Council in the Agency's Adopted Business Plans, and The City of Winnipeg Adopted Operating Budgets, net of accumulated proceeds from term loans.

PROJECTED BORROWING AUTHORITY *(in thousands of dollars)*	**2016**	**2017**	**2018**
Proceeds from term loans	**$9,500**	$21,400	$10,500
Due to The City of Winnipeg – General Revenue Fund	**21,416**	10,523	18,101
Debt limit	**13,589**	12,508	3,728
Cumulative borrowing authorization opening (Note 1)	**(34,830)**	(35,005)	(24,331)
Annual Long-term Borrowing Authority	**$9675**	$9,426	$7,998
Cumulative borrowing authorization opening (Note 1)	**34,830**	35,005	24,331
Proceeds from term loans	**(9,500)**	(20,100)	(10,600)
Cumulative Borrowing Authorization	**$35,005**	$24,331	$21,729

Note:

1) Cumulative borrowing authorization opening in 2015 is based on actual borrowing authority net of actual term loan draws cumulative to 2015, and is estimated for 2017 and 2018.

NON-FINANCIAL ASSETS

Tangible Capital Assets

Tangible capital assets include fleet assets, land, buildings, and equipment. Tangible capital asset acquisitions are contained in the Projected Statement of Cash Flows in Appendix A – 1.

PROJECTED ACQUISITION OF TANGIBLE CAPITAL ASSETS *(in thousands of dollars)*	**2016**	**2017**	**2018**
Fleet assets	**$22,235**	$19,426	$23,486
Land, buildings and equipment	**3,980**	920	659
Acquisition of Tangible Capital Assets	**$26,215**	$20,346	$24,145

Fleet asset acquisitions are based on the Agency's June 10, 2015 fleet replacement plan, and are subject to future revision due to Agency and City department decisions, and vendor availability. Fleet acquisitions in 2016 are estimated by fleet category as follows (in thousands of dollars):

- Agricultural equipment $984
- Attachments $840
- Cargo vans $168
- Heavy duty trucks $1,760
- Industrial equipment $5,670
- Light duty trucks $638
- Medium duty trucks $1,224
- Passenger vans $ -
- Sedans $1,973
- Specialty and fire equipment $8,220
- Sport utility vehicles $757

Land, buildings and equipment acquisitions are estimated based on operational requirements, and include leasehold improvements, shop equipment, office equipment, computer, power tools, and fuel equipment.

Consistent with the Agency's 2014 Adopted Business Plan, an Automatic Vehicle Location System (AVL) will be acquired for implementation on all Winnipeg Fleet Management Agency Vehicles, estimated at $481 thousand in 2016 of which $371 thousand has been approved through the innovation capital fund and $238 thousand in 2017. Information determined in conjunction with the Public Works Department, Corporate Support Services Department, Water and Waste Department, and Winnipeg Fire Paramedic Service Department, representing AVL devices including installation for 1,700 light and heavy vehicles and specialty equipment. The AVL system will address the implications referred to in The City of Winnipeg Operational Review of Public Works Report (June 2013, pages 82, 111 and 157), by providing City departments with the opportunity to monitor engine idle time and utilization to control their fuel and annual fleet costs, and will enable the Agency to monitor fleet life cycle costs and determine better lease rates. See Appendix A – 2 for information on the AVL System.

Winnipeg Fleet Management Agency through a joint effort with Corporate Finance identified a need to revise and update the process for disposal of surplus fleet vehicles and equipment to ensure maximum value is returned back to the City. Through a pilot project modeled after the City of Calgary method of selling surplus assets directly to the general public Winnipeg Fleet Management Agency realized an increase in revenues over previous past practices. Winnipeg Fleet Management Agency will continue the revised practice of selling directly to the general public which is in alignment with finding ways for increased innovation. See Appendix A-4 for information on the Sale of Surplus Assets pilot project.

ACCUMULATED SURPLUS

Accumulated surplus is comprised of contributed surplus, and surplus.

Contributed surplus is $11,425 thousand, representing a transfer from long-term debt due to The City of Winnipeg, excluding funds specified for City department communication equipment, as at January 1, 2008.

Surplus consists of the following:

- Accumulated annual surplus (deficit), with the adoption of Canadian Public Sector Accounting Standards effective in 2010.
- Retained earnings, comprised of accumulated net income reduced by accumulated dividend transfers, in accordance with Canadian generally accepted accounting principles (GAAP) prior to 2010.

INDICATORS AND STATISTICS

FINANCIAL INDICATORS

FINANCIAL RATIOS	2012	2013	2014
Return on total revenues (Note 1)	6.72%	(2.92%)	(1.06%)
Return on average non-financial assets (Note 2)	3.94%	(1.88%)	(0.76%)
Return on average accumulated surplus ratio (Note 3)	13.49%	(5.90%)	(2.36%)
Parts inventory turnover ratio (Note 4)	2.05	2.19	2.08
Fuel inventory turnover ratio (Note 4)	20.05	24.58	25.05
Non-financial assets to net debt ratio (Note 5)	(1.49)	(1.45)	(1.51)
Net debt to accumulated surplus ratio (Note 6)	2.06	2.22	1.96
Days sales in receivables ratio (Note 7)	1.01	0.67	0.75

Notes:

1) Annual surplus (deficit) divided by total revenues.
2) Annual surplus (deficit) divided by average non-financial assets.
3) Annual surplus (deficit) divided by average accumulated surplus.
4) Cost of goods sold divided by average inventory.
5) Non-financial assets divided by net financial liabilities.
6) Net financial liabilities divided by accumulated surplus.
7) Accounts receivable divided by days sales.

OPERATIONAL STATISTICS

Service Level Statistics

Service level statistics include Agency activities reported by service level category.

SERVICE STATISTICS	2012	2013	2014
Bid opportunities	75	55	46
Fleet unit acquisitions (Note 1)	182	236	173
Insurance, license and registrations	1,768	1,805	1,893
Repair transactions	36,248	29,298	34,687
Parts transactions	40,846	34,511	39,661
Repair labour hours	64,685	66,035	57,336
Fuel transactions	112,144	116,205	118,899
Fuel liters provided to The City	7,396,241	7,417,507	7,751,408
Fuel liters provided to other public organizations	700,713	716,354	722,342
Total fuel liters provided	8,096,954	8,133,861	8,293,750
Seasonal and short term rental days	74,472	89,703	84,619
Fleet unit dispositions	115	26	81
Fleet units managed	2,014	2,224	2,146

Notes:

1) Units acquired in 2014 are assigned and leased to City departments as follows:

- Planning Property and Development Department 22
- Public Works Department 66
- Water and Waste Department 19
- Winnipeg Fire Paramedic Service Department 4
- Winnipeg Fleet Management Agency 1
- Winnipeg Police Service Department 61

Fleet Average Age by Category

Fleet average age is presented for light vehicles, and combined for heavy vehicles and specialty equipment.

FLEET AVERAGE AGE *(in years)*	2012	2013	2014
Light vehicles	3	4	4
Heavy vehicles and specialty equipment	7	7	7

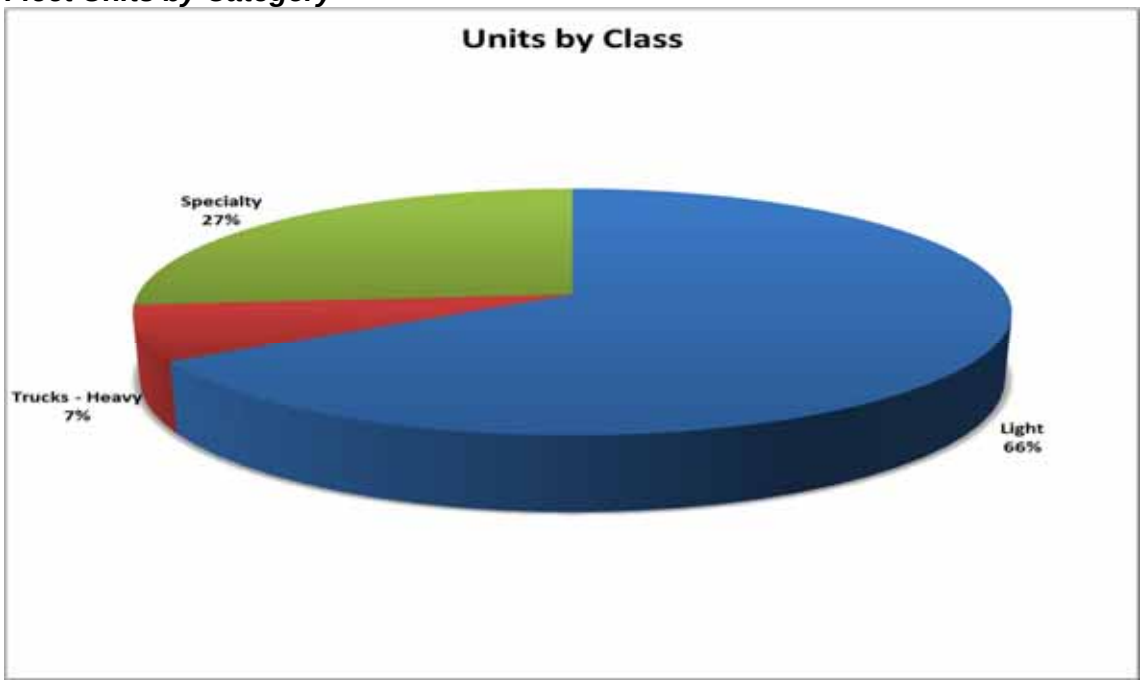
Service Request

Service request rate is determined by unscheduled work order hours, divided by total work order hours including unscheduled hours and preventative maintenance hours.

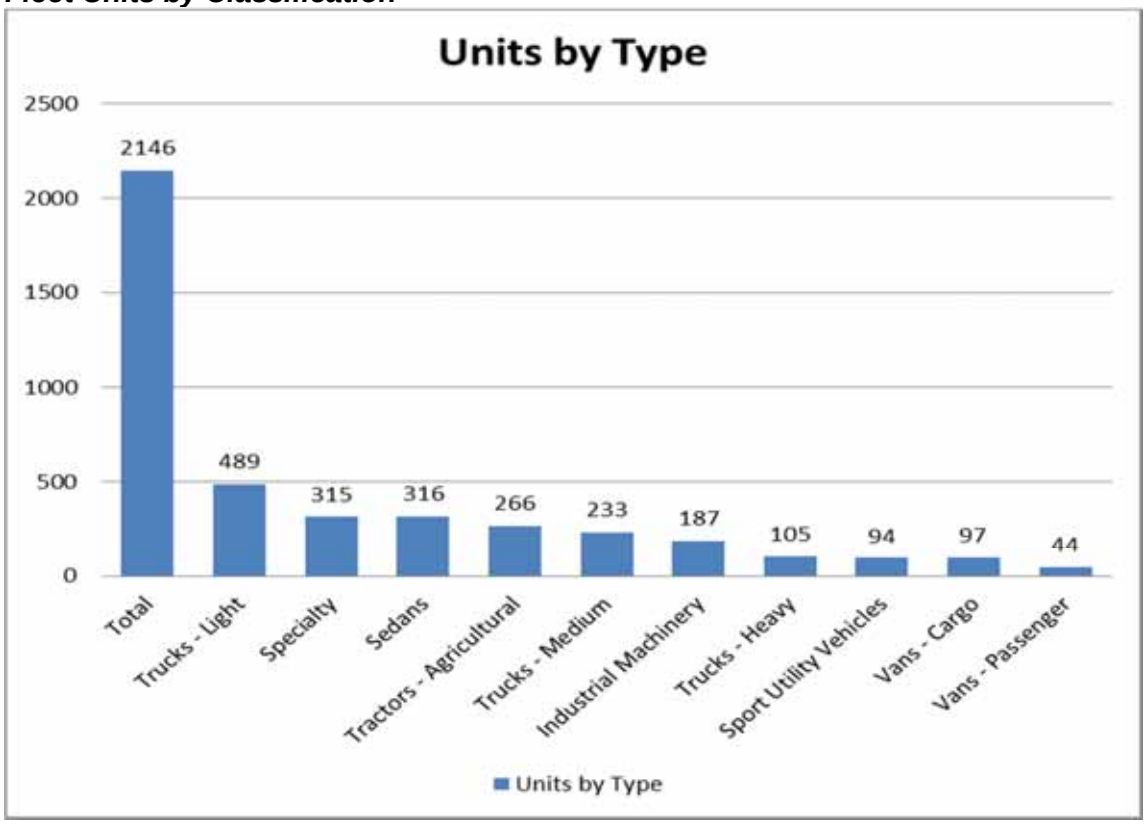
SERVICE REQUEST	2012	2013	2014
Service request rate	81%	84%	85%

2014 FLEET FACTS

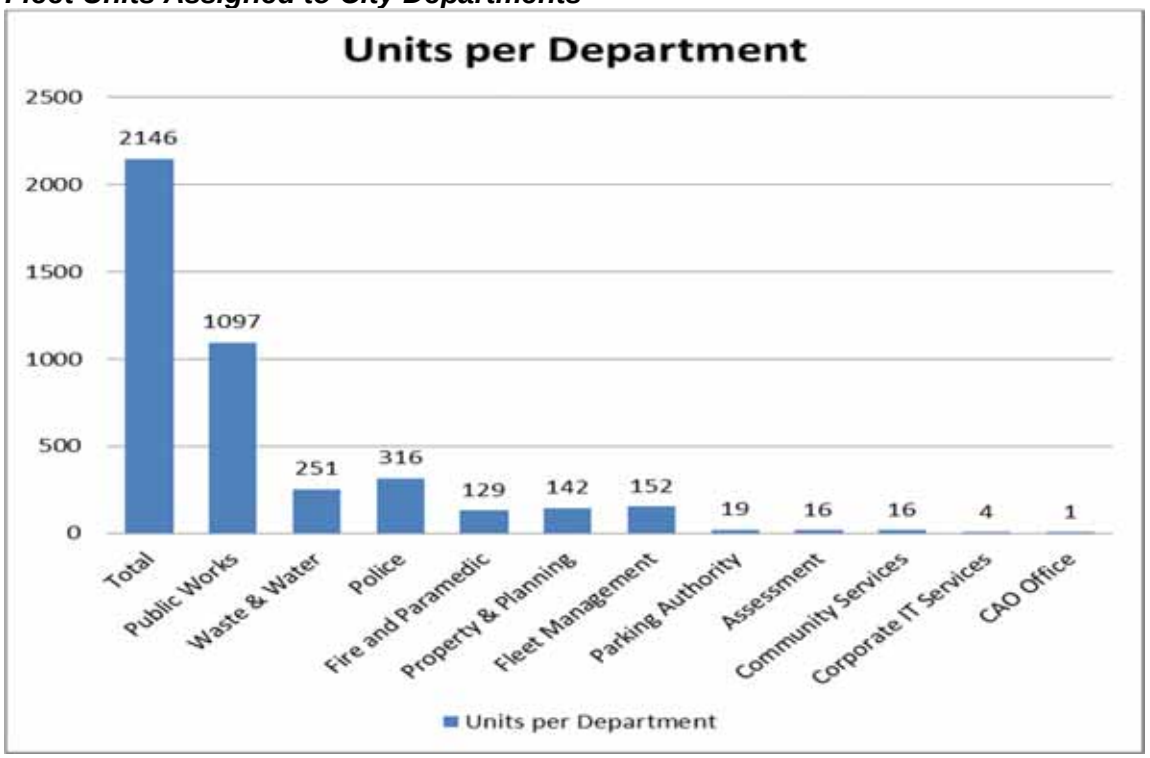
Fleet Units by Category



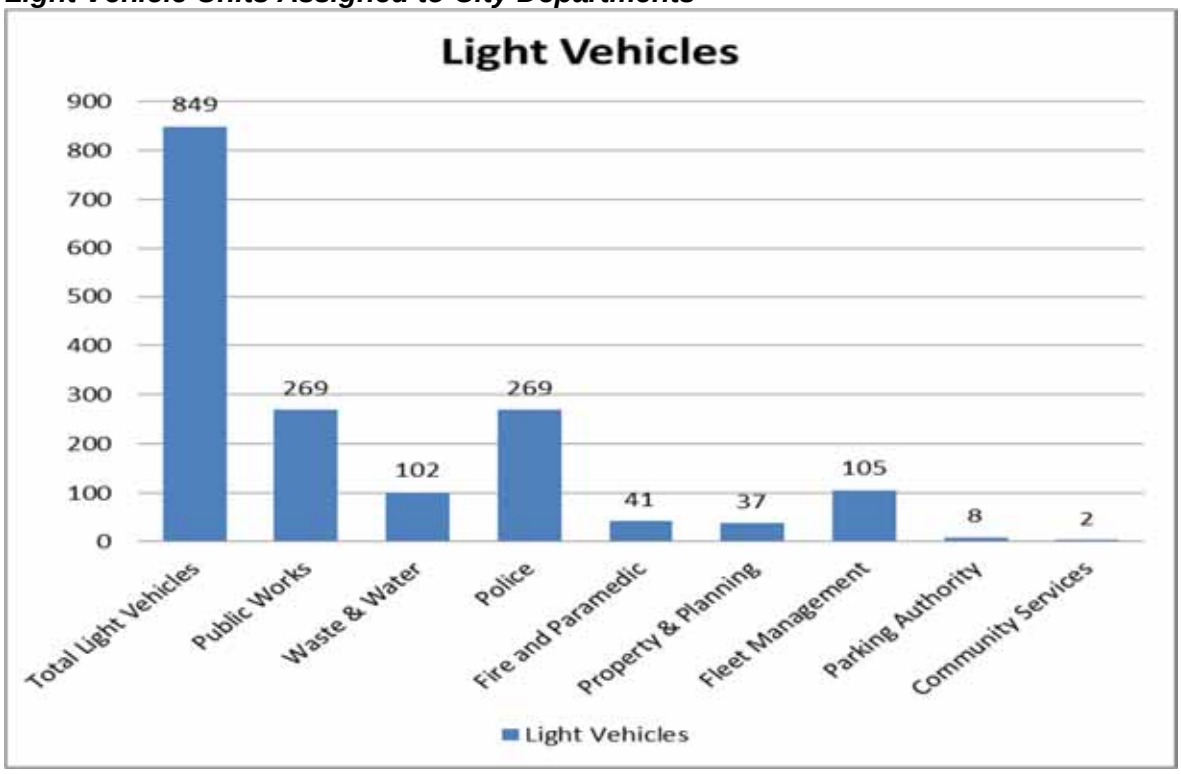
Fleet Units by Classification



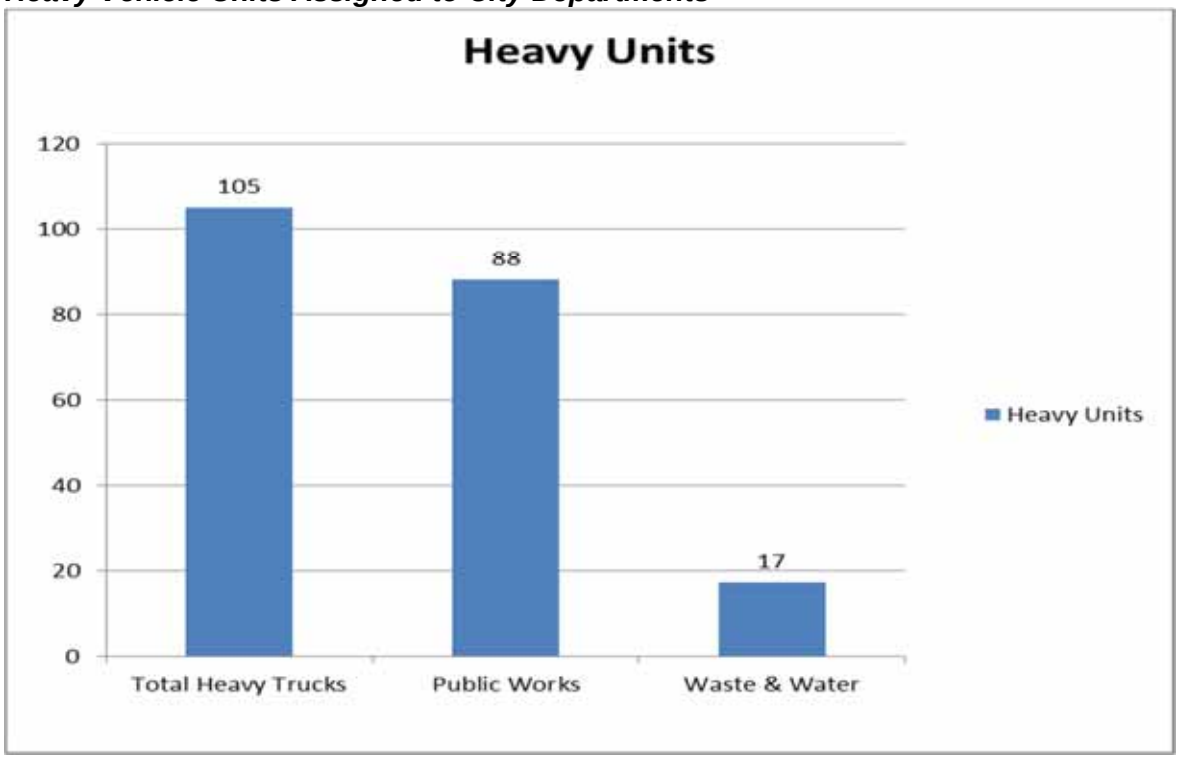
Fleet Units Assigned to City Departments



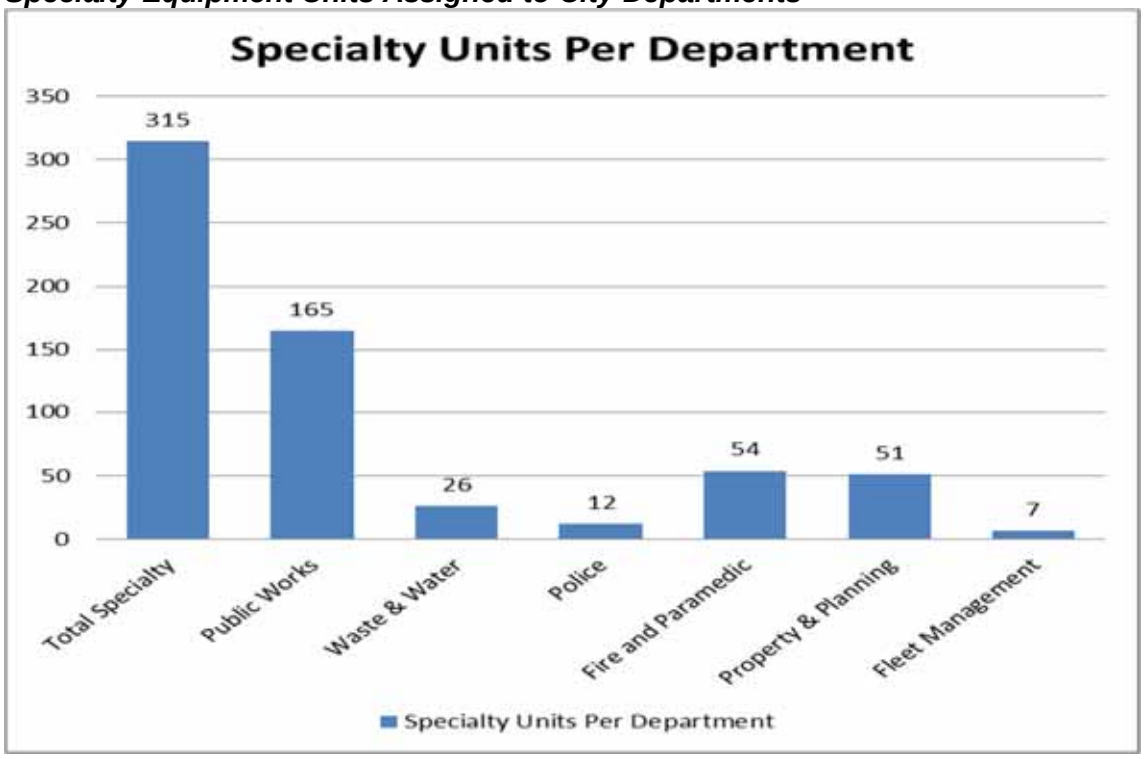
Light Vehicle Units Assigned to City Departments



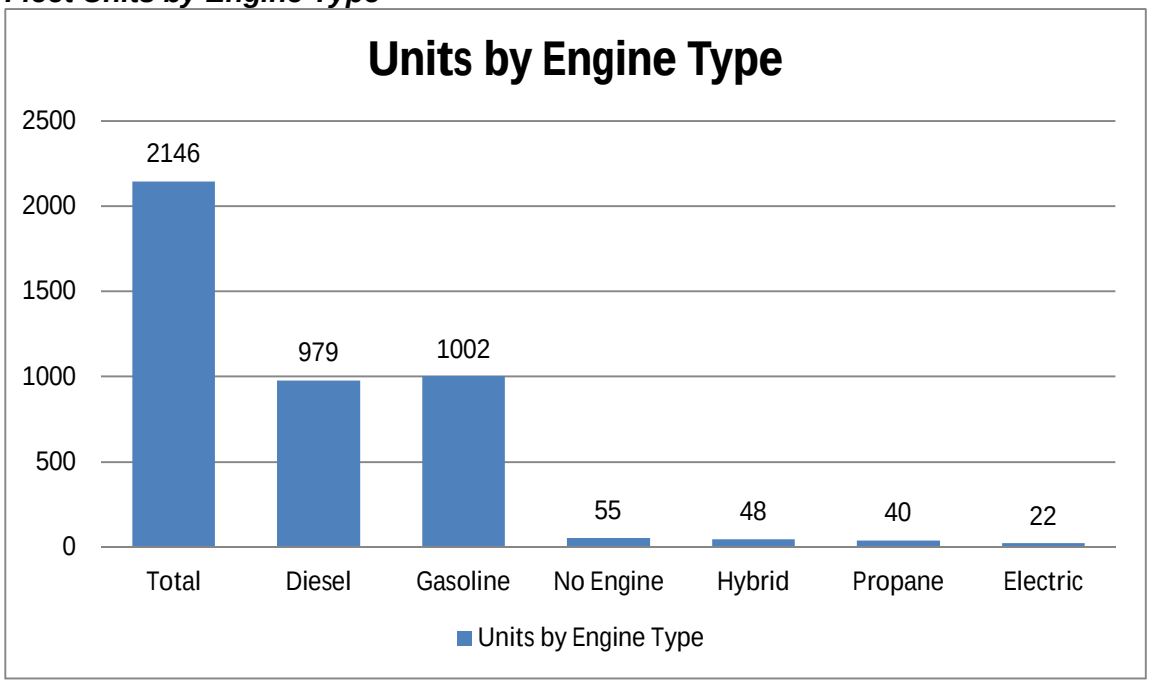
Heavy Vehicle Units Assigned to City Departments



Specialty Equipment Units Assigned to City Departments



Fleet Units by Engine Type



APPENDIX A-1

2016 to 2018 Projected Financial Statements and Notes



Appendix A-1 2016
Projected Statements

APPENDIX A-2

Automatic Vehicle Location System Report



Appendix A-2 -
Automatic Vehicle Loc

APPENDIX A-3

2014 Auditors' Report and Financial Statements



Appendix A-3 - 2014
Auditors' Report.pdf

APPENDIX A-4

Sale of Surplus Assets pilot project



Appendix A-4 -
Surplus Sales Busines