AGENDA
REGULAR MEETING

January 16, 2017
4:30 p.m.

ST. JOHN'S

MEMORANDUM

January 13, 2017

In accordance with Section 42 of the City of St. John's Act, the Regular Meeting of the St. John's Municipal Council will be held on **Monday, January 16, 2017 at 4:30 p.m.**

This meeting will be preceded by a Special Meeting to be held on the same day in Conference Room A at **3:00 p.m.**

By Order

Elaine Henley
City Clerk

AGENDA
REGULAR MEETING - CITY COUNCIL
January 16, 2017 – 4:30 p.m. – Council Chambers, 4th Floor, City Hall

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1. CALL TO ORDER

2. APPROVAL OF THE AGENDA

3. ADOPTION OF THE MINUTES

- Minutes of January 9, 2017

4. BUSINESS ARISING FROM THE MINUTES

Included in the Agenda:

Other Matters:

5. NOTICES PUBLISHED

6. PUBLIC HEARINGS

7. COMMITTEE REPORTS

a. Development Committee Report – January 10, 2017
b. Public Works Standing Committee Report – December 6, 2016

8. RESOLUTIONS

9. DEVELOPMENT PERMITS LIST

- January 5, 2017 – January 11, 2017

10. BUILDING PERMITS LIST

- January 5, 2017 – January 11, 2017

11. REQUISITIONS, PAYROLLS AND ACCOUNTS

- Week Ending January 11, 2017

12. TENDERS/RFPS

a. Tender 2016159 – Light Duty Tires

13. NOTICES OF MOTION, RESOLUTIONS QUESTIONS AND PETITIONS

14. OTHER BUSINESS

a. Decision Note dated January 10, 2017 from City Clerk re: Designation of ATIPP Head and Coordinator

b. Decision Note dated January 11, 2017 from Director of Economic Development, Culture & Partnerships Division

c. Economic Update – January 2017

15. ADJOURNMENT

MINUTES
REGULAR MEETING - CITY COUNCIL
January 9, 2017 – 4:30 p.m. - Council Chambers

Present Mayor D. O'Keefe
Deputy Mayor R. Ellsworth
Councillor T. Hann
Councillor A. Puddister
Councillor D. Breen
Councillor B. Tilley
Councillor S. Hickman
Councillor J. Galgay
Councillor D. Lane
Councillor S. O'Leary
Councillor W. Collins

Others Kevin Breen, City Manager
Lynnann Winsor, Deputy City Manager of Public Works
Jason Sinyard, Deputy City Manager of Planning, Engineering and Regulatory Services
Ken O'Brien, Chief Municipal Planner
Tanya Haywood, Deputy City Manager of Community Services
Derek Coffey, Deputy City Manager of Financial Management
Linda Bishop, Acting City Solicitor
Elaine Henley, City Clerk
Kenessa Cutler, Legislative Assistant

CALL TO ORDER/ADOPTION OF AGENDA

SJMC2017-01-09/1R
Moved – Councillor Collins; Seconded – Councillor O'Leary

That the agenda be adopted with the following additions:

- **Regional Fire Services Committee Report December 21, 2016**
- **Decision Note dated December 8, 2016 re: St. John's Local Board of Appeal**

CARRIED UNANIMOUSLY

ADOPTION OF MINUTES

SJMC2017-01-09/2R

Moved – Councillor Tilley; Seconded – Councillor Lane

That the minutes of December 12, 2016 be approved as presented.

CARRIED UNANIMOUSLY

BUSINESS ARISING FROM THE MINUTES

NOTICES PUBLISHED

Council considered the following notices published:

- A Discretionary Use application has been submitted by **Volcano Bakery** requesting permission to occupy a portion of **447 Newfoundland Drive** as an Eating Establishment for Café.

- A Discretionary Use application has been submitted requesting permission to occupy a portion of **129 Campbell Avenue** as a Home Occupation for a Catering Business. The proposed business will offer home cooked meals of the ethnic variety.

- A Discretionary Use application has been submitted requesting permission to convert the main floor (124 m^2) from the previous Commercial occupancy to Residential Use at **6 Wood Street**.

SJMC2017-01-09/3R
Moved – Councillor Puddister; Seconded – Councillor Lane

That the applications be approved subject to all applicable City requirements.

CARRIED UNANIMOUSLY

COMMITTEE REPORTS

Planning and Development Standing Committee Report - December 13, 2016

Council considered the above noted report.

SJMC2017-01-09/4R
Moved – Councillor Puddister; Seconded – Councillor Galgay

That the report and its recommendations be adopted as presented.

CARRIED UNANIMOUSLY

Economic Development Standing Committee Report – December 14, 2016

Council considered the above noted report.

SJMC2017-01-09/5R
Moved – Councillor Lane; Seconded – Councillor Tilley

That the report and its recommendations be adopted as presented.

CARRIED UNANIMOUSLY

Development Committee Report – January 3, 2017

Council considered the above noted report.

SJMC2017-01-09/6R
Moved – Councillor Puddister; Seconded – Councillor Tilley

That the report and its recommendations be adopted as presented.

CARRIED UNANIMOUSLY

DEVELOPMENT PERMITS LIST

Link to List

Council considered, for information, the above-noted for the period December 19, 2016 to January 9, 2017.

BUILDING PERMITS LIST

Link to List

Council considered the Building Permits list dated January 9, 2017.

SJMC2017-01-09/7R
Moved – Councillor Puddister; Seconded – Councillor Lane

That the building permits list dated January 9, 2017 be approved as presented.

CARRIED UNANIMOUSLY

REQUISITIONS, PAYROLLS AND ACCOUNTS

Link to Memo

Council considered the requisitions, payrolls and accounts for the weeks ending December 14, December 21, 2016 and January 4, 2017.

SJMC2017-01-09/8R
Moved – Councillor Puddister; Seconded – Councillor Lane

That the requisitions, payrolls and accounts for the weeks ending December 14, December 21, 2016 and January 4, 2017 be approved as presented totaling $6,361,894.63, $5,597,657.18, and $7,273,792.43 respectively.

CARRIED UNANIMOUSLY

TENDERS/RFPS

Request for Proposals – O'Leary Avenue at Leary's Brook Bridge Upgrade – Engineering Consulting Services Material

Council considered the above noted RFP.

SJMC2017-01-09/9R
Moved – Councillor Puddister; Seconded – Councillor Lane

Council awarded this RFP to CBCL Limited in the amount of $325,450.00 (HST included).

CARRIED UNANIMOUSLY

Request for Proposals – RFP2016013 – Regional Fire Services Committee

Council considered the above noted RFP.

SJMC2017-01-09/10R
Moved – Councillor Galgay; Seconded – Deputy Mayor Ellsworth

Council awarded this RFP to US Digital Designs in the amount of $267,004.98 US (plus taxes).

CARRIED UNANIMOUSLY

NOTICES OF MOTION, RESOLUTIONS QUESTIONS AND PETITIONS

OTHER BUSINESS

Decision Note dated December 21, 2016 re: E-Poll Ratification – Tender TP116015391

Council considered the above noted.

SJMC2017-01-09/11R
Moved – Councillor Galgay; Seconded – Councillor Hickman

That Council awarded this tender to the overall lowest bidder meeting specifications Brenntag Canada Inc. $ 836,011.00 as per the Public Tendering Act.

CARRIED UNANIMOUSLY

Decision Note dated December 21, 2016 re: Council approval for contract award without tender invitation – Econolite Canada Inc.

Council considered the above noted.

SJMC2017-01-09/12R
Moved – Councillor Hann; Seconded – Councillor Breen

That Council awarded this contract to Econolite Canada Inc. who is the sole supplier for the City's traffic controllers as per the attached Public Tendering Act Exception Report. The contract price is $76,130.25.

CARRIED UNANIMOUSLY

Decision Note dated January 3, 2017 re: Chairing Rotation of Councillors for 2017 Public Meetings 2017 (January – December)

Consideration was given to the above noted.

SJMC2017-01-09/13R
Moved – Councillor Hickman; Seconded – Councillor O'Leary

That the following rotation for chairing Public Meetings for 2017 be approved:

January	**Councillor O'Leary**
February	**Councillor Collins**
March	**Councillor Hann**
April	**Councillor Hickman**
May	**Councillor Lane**
June	**Councillor Puddister**
July	**Deputy Mayor Ellsworth**
August	**Councillor Breen**
September	**Councillor Galgay**
October	**Councillor Tilley**
November	**Councillor O'Leary**
December	**Councillor Collins**

CARRIED UNANIMOUSLY

Decision Note dated January 4, 2017 re: Travel – Councillor Danny Breen – Municipalities Newfoundland and Labrador (MNL)

Council considered the above noted.

SJMC2017-01-09/14R
Moved – Deputy Mayor Ellsworth; Seconded – Councillor Collins

That Council approved the travel and associated costs for Councillor Breen to attend the Urban Municipalities Committee Meeting being held in Bay Roberts, Newfoundland on February 3 and 4, 2017.

CARRIED UNANIMOUSLY

Decision Note dated January 4, 2017 re: Registration – Councillor Jonathan Galgay – Northern Exposures Conference & Trade Show 2017

Council considered the above noted.

SJMC2017-01-09/15R
Moved – Deputy Mayor Ellsworth; Seconded – Councillor Collins

That Council approved the registration costs for Councillor Galgay to attend the Northern Exposure 2017 Conference and Trade Show being held in St. John's from January 24 to 26, 2017.

CARRIED UNANIMOUSLY

Decision Note dated January 4, 2017 re: St. John's Transportation Commission – New Members

Council considered the above noted.

SJMC2017-01-09/16R
Moved – Councillor Lane; Seconded – Councillor O'Leary

That Council ratified the e-poll conducted on December 12, 2016 appointing Shawn Skinner and Colleen Galgay-Johnston as the two new members of the St. John's Transportation Commission effective 2017.

CARRIED UNANIMOUSLY

Decision Note dated January 5, 2017 re: Travel for the Mayor to Big City Mayor's Caucus meetings

Council considered the above noted.

SJMC2017-01-09/17R
Moved – Deputy Mayor Ellsworth; Seconded – Councillor Collins

That Council approved the travel and associated costs for Mayor O'Keefe to attend the Big City Mayor's Caucus meetings being held in Ottawa, ON from January 19 – 21, 2017.

CARRIED UNANIMOUSLY

Decision Note dated December 8, 2016 re: St. John's Local Board of Appeal

Council considered the above noted.

SJMC2017-01-09/18R
Moved – Councillor Hann; Seconded – Councillor Puddister

That Council approve the recommendation to reappoint Ms. Raelene Thomas and Mr. William Earle to the Local Board of Appeal for the period of January 7, 2017 – January 6, 2020.

CARRIED UNANIMOUSLY

ADJOURNMENT

There being no further business, the meeting adjourned at 5:35 p.m.

_____
MAYOR

_____
CITY CLERK

DEVELOPMENT PERMITS LIST
DEPARTMENT OF PLANNING, ENGINEERING AND REGULATORY SERVICES
FOR THE PERIOD OF December 8, 2016 TO January 4, 2017

Code	Applicant	Application	Location	Ward	Development Officer's Decision	Date
COM	Dewcor Inc.	Galway Development CP07A - Decorative Lighting	50 Danny Drive	5	Approved	16-12-08
COM	Dewcor Inc.	Galway Development CP07A – Roundabout 'C'	50 Danny Drive	5	Approved	16-12-09
COM	Dewcor Inc.	Galway Development CP07A – Regional Stormwater Pond	15 Duffett's Road	5	Approved	16-12-09
COM	WSP Canada Inc.	CargoJet Warehouse Facility	39 Aviation Court	1	Approved	16-12-12
COM	IDDEL	Building Extension & Renovations	544 Water Street	2	Approved	16-12-14
RES		Home Office for HR Consulting & Recruitment	49 Cypress Street	5	Approved	16-12-15
OT		Proposed Storage of Sea Containers	33 Tobin's Road	5	Rejected – Contrary to Section 10.38	16-12-16
RES		Demo/Rebuild for Single Family Dwelling	17 Vaughan Place	4	Approved	16-12-20
RES		Home Office for Holistic Nutritionist	30 Reid Street	3	Approved	16-12-20
OT	Eastlink	Site Plan for Cell Tower	140 Ridge Road	4	Approved	16-12-21
COM		Home Office for Off Site Sleep Consulting	44 Mark Nichols Place	5	Approved	16-12-22

* Code Classification:
RES - Residential
COM - Commercial
AG - Agriculture
OT - Other
INST - Institutional
IND - Industrial

** This list is issued for information purposes only. Applicants have been advised in writing of the Development Officer's decision and of their right to appeal any decision to the St. John's Local Board of Appeal.

Gerard Doran
Development Supervisor
Planning Division – PDR Department

Building Permits List
Council's December 19, 2016 Regular Meeting

Permits Issued: 2016/12/08 To 2016/12/14

Class: Commercial

64 Pippy Pl, Unit 1	Cr	Retail Store
336 Freshwater Rd	Ms	Restaurant
32 St. Clare Ave	Ms	Club
75-81 Harvey Rd	Cr	Eating Establishment
6 Cathedral St	Rn	Mixed Use
55 Stavanger Dr	Rn	Retail Store
260 Blackmarsh Rd	Rn	Retail Store
80 Hebron Way, Hatch, 1st. Fl.	Rn	Office

This Week $ 381,173.00

Class: Industrial

15 Mount Scio Rd	Rn	Accessory Building

This Week $ 4,000.00

Class: Government/Institutional

This Week $ .00

Class: Residential

3 Blackall Pl	Nc	Patio Deck
56 Blackwood Pl	Nc	Patio Deck
162 Diamond Marsh Dr., Lot 18	Nc	Single Detached Dwelling
119 Diamond Marsh Dr, Lot 129	Nc	Single Detached & Sub.Apt
139 Diamond Marsh Dr. Lot 119	Nc	Single Detached Dwelling
1 Glenlonan St	Nc	Accessory Building
6 Tullamore St, Lot 409	Nc	Single Detached Dwelling
25 Willenhall Pl, Lot 5	Nc	Single Detached Dwelling
29 Raleigh St	Co	Home Office
33 Eric St	Cr	Subsidiary Apartment
40 Henry St	Cr	Condominium
100 Barnes Road	Rn	Townhousing
12 Cashin Ave	Rn	Apartment Building
188 Cumberland Cres	Rn	Townhousing
159 Hamilton Ave	Rn	Single Detached Dwelling
13 Lucyrose Lane	Rn	Single Detached Dwelling
72 Macbeth Dr	Rn	Single Detached Dwelling
32 Palm Dr	Rn	Single Detached Dwelling
151 University Ave	Rn	Single Detached & Sub.Apt
9 Vickers Ave	Rn	Townhousing
11 Vickers Ave	Rn	Townhousing
13 Vickers Ave	Rn	Townhousing
15 Vickers Ave	Rn	Townhousing
17 Vickers Ave	Rn	Townhousing
19 Vickers Ave	Rn	Townhousing
21 Vickers Ave	Rn	Townhousing
23 Vickers Ave	Rn	Townhousing
25 Vickers Ave	Rn	Townhousing
27 Vickers Ave	Rn	Townhousing

29 Vickers Ave	Rn	Townhousing
31 Vickers Ave	Rn	Townhousing
33 Vickers Ave	Rn	Townhousing
35 Vickers Ave	Rn	Townhousing
37 Vickers Ave	Rn	Townhousing
39 Vickers Ave	Rn	Townhousing
1 Beech Pl	Sw	Single Detached Dwelling
30 Leslie Street	Sw	Semi-Detached Dwelling
49 Perlin St	Sw	Single Detached Dwelling

This Week $ 15,681,500.00

Class: Demolition

This Week $ .00

This Week's Total: $ 16,066,673.00

Repair Permits Issued: 2016/12/08 To 2016/12/14 $ 10,300.00

Legend

Co	Change Of Occupancy	Sw	Site Work
Cr	Chng Of Occ/Renovtns	Ms	Mobile Sign
Ex	Extension	Sn	Sign
Nc	New Construction	Cc	Chimney Construction
Oc	Occupant Change	Dm	Demolition
Rn	Renovations		

YEAR TO DATE COMPARISONS			
December 19, 2016			
TYPE	**2015**	**2016**	**% VARIANCE (+/-)**
Commercial	$129,331,321.00	$124,145,722.00	-4
Industrial	$0.00	$9,500.00	100
Government/Institutional	$16,013,276.00	$6,053,109.00	-62
Residential	$83,310,321.00	$90,860,955.00	9
Repairs	$4,153,916.00	$4,474,279.00	8
Housing Units (1 & 2 Family Dwelling)	230	246	7
TOTAL	**$232,808,834.00**	**$225,543,565.00**	-3

Respectfully Submitted,

Jason Sinyard, P. Eng., MBA
Deputy City Manger
Planning, Engineering & Regulatory Services

Building Permits List
Council's January 9, 2017 Regular Meeting

Permits Issued: 2017/01/01 To 2017/01/04

Class: Commercial

75-81 Harvey Rd., Olio	Sn	Eating Establishment
274 Kenmount Rd	Ms	Retail Store
300 Kenmount Rd	Sn	Retail Store
439 Kenmount Rd	Sn	Car Sales Lot
83 Thorburn Rd	Sn	Office
673 Topsail Rd, Omelette Wiz	Sn	Eating Establishment
Avalon Mall, Lids, Suite 2140	Cr	Retail Store

This Week $ 80,250.00

Class: Industrial

This Week $ .00

Class: Government/Institutional

This Week $ .00

Class: Residential

8 Ozark Pl	Nc	Fence
22 Beothuck St	Rn	Townhousing
24 Beothuck St	Rn	Townhousing
30 Beothuck St	Rn	Townhousing
32 Beothuck St	Rn	Townhousing
41 Beothuck St	Rn	Townhousing
43 Beothuck St	Rn	Townhousing
49 Beothuck St	Rn	Townhousing
51 Beothuck St	Rn	Townhousing
10 Catherine St	Rn	Semi-Detached Dwelling
69 Freshwater Rd	Rn	Single Detached Dwelling
17 Leslie St	Rn	Single Detached Dwelling
5 Regatta Terr	Rn	Townhousing
6 Regatta Terr	Rn	Townhousing
7 Regatta Terr	Rn	Townhousing
8 Regatta Terr	Rn	Townhousing
9 Regatta Terr	Rn	Townhousing
10 Regatta Terr	Rn	Townhousing
11 Regatta Terr	Rn	Townhousing
12 Regatta Terr	Rn	Townhousing
13 Regatta Terrace	Rn	Townhousing
14 Regatta Terrace	Rn	Townhousing
15 Regatta Terr	Rn	Townhousing
16 Regatta Terrace	Rn	Townhousing
17 Regatta Terr	Rn	Townhousing
18 Regatta Terrace	Rn	Townhousing
19 Regatta Terr	Rn	Townhousing
7 Stratford Pl	Rn	Single Detached Dwelling

This Week $ 613,885.00

Class: Demolition

This Week $ .00

This Week 's Total: $ 694,135.00

Repair Permits Issued: 2017/01/01 To 2017/01/04 $ .00

Legend

Co	Change Of Occupancy	Sw	Site Work
Cr	Chng Of Occ/Renovtns	Ms	Mobile Sign
Ex	Extension	Sn	Sign
Nc	New Construction	Cc	Chimney Construction
Oc	Occupant Change	Dm	Demolition
Rn	Renovations		

Year To Date Comparisons			
	January 9, 2017		
TYPE	**2016**	**2017**	**% VARIANCE (+/-)**
Commercial	$802,000.00	$80,250.00	-90
Industrial	$0.00	$0.00	0
Government/Institutional	$0.00	$0.00	0
Residential	$181,122.00	$613,885.00	239
Repairs	$2,500.00	$0.00	-100
Housing Units(1 & 2 Family Dwelling)	0	0	
TOTAL	**985,622.00**	**694,135.00**	-30

Respectfully Submitted,

Jason Sinyard, P. Eng., MBA
Deputy City Manger
Planning, Engineering & Regulatory Services

MEMORANDUM

Weekly Payment Vouchers
For The
Week Ending December 14, 2016

Payroll

Public Works	**$ 523,926.67**
Bi-Weekly Administration	**$ 816,395.44**
Bi-Weekly Management	**$ 955,528.06**
Bi-Weekly Fire Department	**$ 723,906.42**
Accounts Payable	**$3,342,138.04**

Total: $ 6,361,894.63

ST. JOHN'S
DEPARTMENT OF FINANCE
CITY OF ST. JOHN'S PO BOX 908 ST. JOHN'S NL CANADA A1C 5M2 WWW.STJOHNS.CA

MEMORANDUM

Weekly Payment Vouchers
For The
Week Ending December 21, 2016

Payroll

Public Works	**$ 504,913.96**
Bi-Weekly Casual	**$ 23,248.79**
Accounts Payable	**$5,069,494.43**
Total:	**$ 5,597,657.18**

ST. JOHN'S
DEPARTMENT OF FINANCE
CITY OF ST. JOHN'S PO BOX 908 ST. JOHN'S NL CANADA A1C 5M2 WWW.STJOHNS.CA

MEMORANDUM

Weekly Payment Vouchers
For The
Week Ending January 4, 2017

Payroll

Public Works	**$ 504,913.96**
Bi-Weekly Administration	**$ 775,196.96**
Bi-Weekly Management	**$ 883,560.76**
Bi-Weekly Fire Department	**$ 706,930.73**
Accounts Payable	**$4,403,190.02**
Total:	**$ 7,273,792.43**

ST. JOHN'S
DEPARTMENT OF FINANCE
CITY OF ST. JOHN'S PO BOX 908 ST. JOHN'S NL CANADA A1C 5M2 WWW.STJOHNS.CA

REPORTS/RECOMMENDATION

Development Committee

January 12, 2017 – 10:00 a.m. – Conference Room A, 4th Floor, City Hall

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1. 34 Cabot Avenue – Proposed Accessory Buiding – INT1600180

It is recommended by the Development Committee that Council approve the application for the Accessory Building at 34 Cabot Avenue.

2. 831 Fowler's Road – Crown land grant for extension of private property – CRW1600019

It is recommended by the Development Committee that Council approve the Crown Land Grant referral.

3. Fowler's Road – Crown Land for Road Realignment – CRW1600018

It is recommended by the Development Committee that Council approve the request to use the Crown Land for the Road Realignment.

Final approval of the road, as well as the proposed developments it would serve, would be subject to all Planning, Engineering & Regulatory Services requirements.

4. 965 Thorburn Road – Broad Cove Watershed – Proposed Extension to Dwelling and Construction of Accessory Bui8lidng in the Broad Cove Watershed – INT1600189

It is recommend by the Development Committee that Council approve the request to rebuild of the dwelling, and the construction of a 30m^2 accessory building subject to:

a. The submission, review and approval of the building plans by Development staff;
b. The removal of the existing accessory buildings, or a security paid to the City for their removal;
c. The demolition waste be taken to the Landfill.

5. 125 Water Street – Proposed Hotel – Groupe Germaine – ALT Hotel

It is recommend by the Development Committee that Council allow the permanent removal of the three (3) metered parking spaces and the developer contribute to the City a payment-in-lieu at $18,400.00 plus HST for each parking space that will be removed.

6. 1382-1386 & 1388-1394 Portugal Cove Road- Proposed French Drain in Watershed Zone – INT1600196

It is recommended by the Development Committee that Council reject the proposed French Drain as there is potential for soil and groundwater contamination on this property as a result of the adjacent property's use to store vehicles and the presence of a garage on the property.

Jason Sinyard
Deputy City Manager – Planning, Engineering & Regulatory Services
Chairperson

DECISION/DIRECTION NOTE

Title: Proposed Accessory Building
34 Cabot Avenue
INT1600180

Date Prepared: January 11, 2017 (Date of Next Meeting: January 16, 2017)

Report To: His Worship the Mayor and Members of Council

Councillor & Role: Councillor Art Puddister, Chair Planning and Development Committee

Ward: 2

Decision/Direction Required:
To seek approval for the construction an Accessory Building.

Discussion – Background and Current Status:
The property is situated in the Residential Battery (RB) Zone where an Accessory Building is permitted when it is accessory to a single detached dwelling located on the same property.

This property is also located in the Battery Development Guideline Study Area. The Footprint and Height Control Overlay in the study indicates that the property at 34 Cabot Avenue may not be increased vertically or horizontally. However, it is also stated that if an owner wishes to expand or build in excess of the Overlay, they must demonstrate through a Land Use Assessment Report (L.U.A.R.) that it is an acceptable development.

The applicant has submitted the LUAR in the form of photographs demonstrating the location and height of the proposed accessory building. The abutting property owned by Memorial University (former Battery Hotel) will be not impacted from this development. The owner of the homes at 178-184 Signal Hill Road do not object to the accessory building location.

Key Considerations/Implications:

1. **Budget/Financial Implications:** N/A

2. **Partners or Other Stakeholders:**
   Abutting property owners, Memorial University. Civic No.'s 178-184 Signal Hill Road.

3. **Alignment with Strategic Directions/Adopted Plans:**
   Battery Development Guideline Study

4. **Legal or Policy Implications:**
   Section 7.28 of the St. John's Development Regulations

5. **Engagement and Communications Considerations:** N/A
6. **Human Resource Implications:** N/A
7. **Procurement Implications:** N/A
8. **Information Technology Implications:** N/A
9. **Other Implications:** N/A

Recommendations:
It is recommended that Council approve the application for the Accessory Building at 34 Cabot Avenue.

Prepared by/Signature:
Gerard Doran – Development Supervisor

Signature: _____

Approved by/Signature:
Jason Sinyard, Deputy City Manager, Planning, Development and Engineering

Signature: _____

GD/dlm

DECISION/DIRECTION NOTE

Title:	Crown land grant for extension of private property at 831 Fowler's Road – CRW1600019
Date Prepared:	January 10, 2017 (Date of next meeting: January 16, 2017)
Report To:	His Worship the Mayor and Members of Council
Councillor & Role:	Councillor Art Puddister, Chair, Planning and Development Committee
Ward:	5

Decision/Direction Required:
To seek approval for a Crown Land Lease for 0.01 hectares of land.

Discussion – Background and Current Status:
The Provincial Department of Municipal Affairs has referred an application requesting a grant for a parcel of land comprising of an area of 0.01 hectares which is located in the Agricultural (AG) Zone. The proposed use of the land is an easement for a Newfoundland Power utility line.

Key Considerations/Implications:

1. **Budget/Financial Implications:** N/A
2. **Partners or Other Stakeholders:** N/A
3. **Alignment with Strategic Directions/Adopted Plans:** N/A
4. **Legal or Policy Implications:** N/A
5. **Engagement and Communications Considerations**: N/A
6. **Human Resource Implications:** N/A
7. **Procurement Implications:** N/A
8. **Information Technology Implications:** N/A
9. **Other Implications:** N/A

Recommendation:
It is recommended that the Crown Land Grant referral be approved.

Prepared by - Date/Signature:
Ashley Murray- Assistant Development Officer

Signature: _____

Approved by - Date/Signature:
Jason Sinyard, Deputy City Manager, Planning, Engineering & Regulatory Services

Signature: _____

AAM/dm

Attachments**:** N/A

DECISION/DIRECTION NOTE

Title: Crown Land for Road Realignment of Fowler's Road – CRW1600018

Date Prepared: January 10, 2017 (Date of Next Meeting: January 16, 2017)

Report To: His Worship the Mayor and Members of Council

Councillor & Role: Councillor Art Puddister, Chair, Planning and Development Committee

Ward: 5

Decision/Direction Required:
To seek approval from Council for permission to use 0.6 Hectares of Crown Land to accommodate a road realignment on Fowler's Road.

Discussion – Background and Current Status:
A Crown Land application was submitted to obtain permission to use Crown Land in order to realign and upgrade a portion of Fowler's Road. This upgrade has been imposed by the City of St. John's in order to meet the City Standard, and is required to be completed prior to the proposed redevelopment of the Teen Challenge Site at 729 Fowler's, as well as for the anticipated rezoning for a future commercial industrial park at 650 Fowler's Road.

Key Considerations/Implications:

1. **Budget/Financial Implications:** N/A
2. **Partners or Other Stakeholders:** Government of Newfoundland and Labrador, Crown Lands Division
3. **Alignment with Strategic Directions/Adopted Plans:** N/A
4. **Legal or Policy Implications:** N/A
5. **Engagement and Communications Considerations:** N/A
6. **Human Resource Implications:** N/A
7. **Procurement Implications:** N/A
8. **Information Technology Implications:** N/A
9. **Other Implications:** N/A

Recommendation:
It is recommended that Council approve the request to use the Crown Land for the Road Realignment.

Final approval of the road, as well as the proposed developments it would serve, would be subject to all Planning, Engineering & Regulatory Services requirements.

Prepared by - Date/Signature:
Andrea Roberts- Development Officer

Signature: _____

Approved by - Date/Signature:
Jason Sinyard, Deputy City Manager- Planning, Engineering & Regulatory Services
Signature: _____

AAR/dm

DECISION/DIRECTION NOTE

Title:	Proposed Extension to Dwelling and Construction of Accessory Building in the Broad Cove Watershed – 965 Thorburn Road – INT1600189 - **CORRECTOR**
Date Prepared:	January 11, 2017 (Date of Next Meeting: January 16, 2017)
Report To:	His Worship the Mayor and Members of Council
Councillor & Role:	Councillor Art Puddister, Chair, Planning and Development Committee
Ward:	Town of Portugal Cove – St. Philip's – Broad Cove River Watershed

Decision/Direction Required:
To seek approval by Council to construct an extension to a dwelling and to construct an accessory building in the Watershed.

Discussion – Background and Current Status:
Please note that this application was previously approved by Council on January 9, 2017, however there was an error in the recommendation section which has now been rectified.

An application was submitted requesting a $16m^2$ extension to the existing dwelling, and construct a $22.3m^2$ accessory building at 965 Thorburn Road, by the Town of Portugal Cove–St. Philip's. The property is located within the Broad Cove Watershed. Council may permit an extension of up to 50% as per Section 104 of the City of St. John's Act.

The floor area of the existing dwelling is $173m^2$, and the proposed extension is 9.2% of the existing floor area, which is within the 50% allowable expansion. The maximum floor area permitted for an accessory building in the Watershed is $30m^2$. The applicant must remove any existing accessory buildings, or a security must be submitted to the City of St. John's for their removal prior to Development approval.

Key Considerations/Implications:

1. **Budget/Financial Implications:** N/A
2. **Partners or Other Stakeholders:** Town of Portugal Cove-St. Philip's
3. **Alignment with Strategic Directions/Adopted Plans:** N/A
4. **Engagement and Communications Considerations:** N/A
5. **Human Resource Implications:** N/A

6. **Procurement Implications:** N/A

7. **Information Technology Implications:** N/A

8. **Other Implications:** N/A

Recommendations:
It is recommended by the Development Committee that Council approve the request for the 16m^2 extension and the construction of a 22.3m^2 accessory building subject to:

a. the submission, review and approval of the building plans by Development staff;
b. the removal of the existing accessory buildings, or a security paid to the City for their removal;
c. the demolition waste be taken to the Landfill.

Prepared by/Signature:
Andrea Roberts, Development Officer

Signature: _____

Approved by/Date/Signature:
Jason Sinyard, Deputy City Manager, Planning, Development and Engineering

Signature: _____

AAR/dm

DECISION/DIRECTION NOTE

Title: Proposed Hotel – Groupe Germaine-ALT Hotel
125 Water St.
DEV1500185

Date Prepared: January 10, 2017 (Date of Next Meeting: January 16, 2017)

Report To: His Worship the Mayor and Members of Council

Councillor & Role: Councillor Art Puddister, Chair, Planning and Development

Ward: 2

Decision/Direction Required:
To seek approval by Council regarding a cash-in-lieu payment for the permanent removal of three (3) metered parking spaces on Water Street.

Discussion – Background and current status:
Groupe Germain-ALT Hotels is developing a 148 room hotel at the above noted location. The development is quite advanced with occupancy slated for this year. The proponent has made a request to remove the three (3) metered parking spaces at the Water Street entrance in order to provide a drive-up access to this entrance. The applicant has not been able to provide three (3) parking spaces elsewhere in substitute for the metered spaces that need to be removed. Section 9.1.2(2) (IV)(i) of the St. John's Development Regulations allows Council to exercise its discretion and allow a developer to make a cash-in-lieu payment of part or all of the on-site, off-street parking space requirements. This payment is pursuant to the Applicable Downtown Parking Standard in the amount as established by resolution of Council.

Key Considerations/Implications:

1. **Budget/Financial Implications:**
   N/A

2. **Partners or other stakeholders:**
   N/A

3. **Alignment with Strategic Directions/Adopted Plans:**
   N/A

4. **Legal or Policy Implications:**
   Section 9.1.2(2) (IV)(i) of the St. John's Development Regulations.

5. **Engagement and Communications Considerations:**
   N/A

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6. Human Resource Implication:
N/A

7. Procurement Implications:
N/A

8. Information Technology Implications:
N/A

9. Other Implications:
N/A

Recommendation:
That Council allow the permanent removal of the three (3) metered parking spaces and the developer contribute to the City a payment-in-lieu at $18,400.00 plus HST for each parking space that will be removed.

Prepared by/Signature:
Gerard Doran, CET, Development Supervisor,
Department of Planning, Engineering & Regulatory Services

Signature: _____

Approved by/Date/Signature:
Jason Sinyard, Deputy City Manager - Planning, Engineering and Regulatory Services

Signature: _____

GD/dlm

Attachments:
N/A

DECISION/DIRECTION NOTE

Title:	Proposed French Drain in Watershed Zone -1382-1386 & 1388-1394 Portugal Cove Road- INT1600196
Date Prepared:	January 10, 2017 (Date of Next Meeting: January 16, 2017)
Report To:	His Worship the Mayor and Members of Council
Councillor & Role:	Councillor Art Puddister, Chair, Planning and Development Committee
Ward:	N/A

Decision/Direction Required:
Consideration for the construction of a French Drain in the Watershed Zone.

Discussion – Background and Current Status:
An application was submitted requesting permission to construct a French Drain in the Watershed for the purpose of redirecting storm water across the properties of 1382-1386 & 1388-1394 Portugal Cove Road by the Town of Portugal Cove- St. Phillip's. The French Drain is proposed to terminate less than 200m from Windsor Lake.

The property is situated in the Winsor Lake Watershed (W) Zone where Section 106 of the City Act prevents the potential of impairing the quality of water for the use of domestic purpose. Therefore, there is no provision in the City of St. John's Act to provide any consideration for such a development.

Key Considerations/Implications:

1. **Budget/Financial Implications:** N/A
2. **Partners or Other Stakeholders:** Town of Portugal Cove - St. Philip's
3. **Alignment with Strategic Directions/Adopted Plans:** N/A
4. **Legal or Policy Implications:** Section 106 of the City of St. John's Act
5. **Engagement and Communications Considerations:** N/A
6. **Human Resource Implications:** N/A
7. **Procurement Implications:** N/A
8. **Information Technology Implications:** N/A
9. **Other Implications:** N/A

Recommendation:
It is recommended by Development Committee that Council reject the proposed French Drain as there is potential for soil and groundwater contamination on this property as a result of the adjacent property's use to store vehicles and the presence of a garage on the property.

Prepared by - Date/Signature:
Ashley Murray, Assistant Development Officer

Signature: _____

Approved by - Date/Signature:
Jason Sinyard, Deputy City Manager, Planning, Development & Engineering

Signature: _____

AAM/dm

DECISION/DIRECTION NOTE

Title: Proposed Accessory Building
34 Cabot Avenue
INT1600180

Date Prepared: January 11, 2017 (Date of Next Meeting: January 16, 2017)

Report To: His Worship the Mayor and Members of Council

Councillor & Role: Councillor Art Puddister, Chair Planning and Development Committee

Ward: 2

Decision/Direction Required:
To seek approval for the construction an Accessory Building.

Discussion – Background and Current Status:
The property is situated in the Residential Battery (RB) Zone where an Accessory Building is permitted when it is accessory to a single detached dwelling located on the same property.

This property is also located in the Battery Development Guideline Study Area. The Footprint and Height Control Overlay in the study indicates that the property at 34 Cabot Avenue may not be increased vertically or horizontally. However, it is also stated that if an owner wishes to expand or build in excess of the Overlay, they must demonstrate through a Land Use Assessment Report (L.U.A.R.) that it is an acceptable development.

The applicant has submitted the LUAR in the form of photographs demonstrating the location and height of the proposed accessory building. The abutting property owned by Memorial University (former Battery Hotel) will be not impacted from this development. The owner of the homes at 178-184 Signal Hill Road do not object to the accessory building location.

Key Considerations/Implications:

1. **Budget/Financial Implications:** N/A

2. **Partners or Other Stakeholders:**
   Abutting property owners, Memorial University. Civic No.'s 178-184 Signal Hill Road.

3. **Alignment with Strategic Directions/Adopted Plans:**
   Battery Development Guideline Study

4. **Legal or Policy Implications:**
   Section 7.28 of the St. John's Development Regulations

5. **Engagement and Communications Considerations:** N/A

6. **Human Resource Implications:** N/A

7. **Procurement Implications:** N/A

8. **Information Technology Implications:** N/A

9. **Other Implications:** N/A

Recommendations:
It is recommended that Council approve the application for the Accessory Building at 34 Cabot Avenue.

Prepared by/Signature:
Gerard Doran – Development Supervisor

Signature: _____

Approved by/Signature:
Jason Sinyard, Deputy City Manager, Planning, Development and Engineering

Signature: _____

GD/dlm

DECISION/DIRECTION NOTE

Title:	Crown land grant for extension of private property at 831 Fowler's Road – CRW1600019
Date Prepared:	January 10, 2017 (Date of next meeting: January 16, 2017)
Report To:	His Worship the Mayor and Members of Council
Councillor & Role:	Councillor Art Puddister, Chair, Planning and Development Committee
Ward:	5

Decision/Direction Required:
To seek approval for a Crown Land Lease for 0.01 hectares of land.

Discussion – Background and Current Status:
The Provincial Department of Municipal Affairs has referred an application requesting a grant for a parcel of land comprising of an area of 0.01 hectares which is located in the Agricultural (AG) Zone. The proposed use of the land is an easement for a Newfoundland Power utility line.

Key Considerations/Implications:

1. **Budget/Financial Implications:** N/A
2. **Partners or Other Stakeholders:** N/A
3. **Alignment with Strategic Directions/Adopted Plans:** N/A
4. **Legal or Policy Implications:** N/A
5. **Engagement and Communications Considerations**: N/A
6. **Human Resource Implications:** N/A
7. **Procurement Implications:** N/A
8. **Information Technology Implications:** N/A
9. **Other Implications:** N/A

Recommendation:
It is recommended that the Crown Land Grant referral be approved.

Prepared by - Date/Signature:
Ashley Murray- Assistant Development Officer

Signature: _____

Approved by - Date/Signature:
Jason Sinyard, Deputy City Manager, Planning, Engineering & Regulatory Services

Signature: _____

AAM/dm

Attachments**:** N/A

DECISION/DIRECTION NOTE

Title: Crown Land for Road Realignment of Fowler's Road – CRW1600018

Date Prepared: January 10, 2017 (Date of Next Meeting: January 16, 2017)

Report To: His Worship the Mayor and Members of Council

Councillor & Role: Councillor Art Puddister, Chair, Planning and Development Committee

Ward: 5

Decision/Direction Required:
To seek approval from Council for permission to use 0.6 Hectares of Crown Land to accommodate a road realignment on Fowler's Road.

Discussion – Background and Current Status:
A Crown Land application was submitted to obtain permission to use Crown Land in order to realign and upgrade a portion of Fowler's Road. This upgrade has been imposed by the City of St. John's in order to meet the City Standard, and is required to be completed prior to the proposed redevelopment of the Teen Challenge Site at 729 Fowler's, as well as for the anticipated rezoning for a future commercial industrial park at 650 Fowler's Road.

Key Considerations/Implications:

1. **Budget/Financial Implications:** N/A
2. **Partners or Other Stakeholders:** Government of Newfoundland and Labrador, Crown Lands Division
3. **Alignment with Strategic Directions/Adopted Plans:** N/A
4. **Legal or Policy Implications:** N/A
5. **Engagement and Communications Considerations:** N/A
6. **Human Resource Implications:** N/A
7. **Procurement Implications:** N/A
8. **Information Technology Implications:** N/A
9. **Other Implications:** N/A

Recommendation:
It is recommended that Council approve the request to use the Crown Land for the Road Realignment.

Final approval of the road, as well as the proposed developments it would serve, would be subject to all Planning, Engineering & Regulatory Services requirements.

Prepared by - Date/Signature:
Andrea Roberts- Development Officer

Signature: _____

Approved by - Date/Signature:
Jason Sinyard, Deputy City Manager- Planning, Engineering & Regulatory Services
Signature: _____

AAR/dm

DECISION/DIRECTION NOTE

Title:	Proposed Extension to Dwelling and Construction of Accessory Building in the Broad Cove Watershed – 965 Thorburn Road – INT1600189 - **CORRECTOR**
Date Prepared:	January 11, 2017 (Date of Next Meeting: January 16, 2017)
Report To:	His Worship the Mayor and Members of Council
Councillor & Role:	Councillor Art Puddister, Chair, Planning and Development Committee
Ward:	Town of Portugal Cove – St. Philip's – Broad Cove River Watershed

Decision/Direction Required:
To seek approval by Council to construct an extension to a dwelling and to construct an accessory building in the Watershed.

Discussion – Background and Current Status:
Please note that this application was previously approved by Council on January 9, 2017, however there was an error in the recommendation section which has now been rectified.

An application was submitted requesting a $16m^2$ extension to the existing dwelling, and construct a $22.3m^2$ accessory building at 965 Thorburn Road, by the Town of Portugal Cove–St. Philip's. The property is located within the Broad Cove Watershed. Council may permit an extension of up to 50% as per Section 104 of the City of St. John's Act.

The floor area of the existing dwelling is $173m^2$, and the proposed extension is 9.2% of the existing floor area, which is within the 50% allowable expansion. The maximum floor area permitted for an accessory building in the Watershed is $30m^2$. The applicant must remove any existing accessory buildings, or a security must be submitted to the City of St. John's for their removal prior to Development approval.

Key Considerations/Implications:

1. **Budget/Financial Implications:** N/A
2. **Partners or Other Stakeholders:** Town of Portugal Cove-St. Philip's
3. **Alignment with Strategic Directions/Adopted Plans:** N/A
4. **Engagement and Communications Considerations:** N/A
5. **Human Resource Implications:** N/A

6. **Procurement Implications:** N/A

7. **Information Technology Implications:** N/A

8. **Other Implications:** N/A

Recommendations:
It is recommended by the Development Committee that Council approve the request for the 16m^2 extension and the construction of a 22.3m^2 accessory building subject to:

a. the submission, review and approval of the building plans by Development staff;
b. the removal of the existing accessory buildings, or a security paid to the City for their removal;
c. the demolition waste be taken to the Landfill.

Prepared by/Signature:
Andrea Roberts, Development Officer

Signature: _____

Approved by/Date/Signature:
Jason Sinyard, Deputy City Manager, Planning, Development and Engineering

Signature: _____

AAR/dm

DECISION/DIRECTION NOTE

Title: Proposed Hotel – Groupe Germaine-ALT Hotel
125 Water St.
DEV1500185

Date Prepared: January 10, 2017 (Date of Next Meeting: January 16, 2017)

Report To: His Worship the Mayor and Members of Council

Councillor & Role: Councillor Art Puddister, Chair, Planning and Development

Ward: 2

Decision/Direction Required:
To seek approval by Council regarding a cash-in-lieu payment for the permanent removal of three (3) metered parking spaces on Water Street.

Discussion – Background and current status:
Groupe Germain-ALT Hotels is developing a 148 room hotel at the above noted location. The development is quite advanced with occupancy slated for this year. The proponent has made a request to remove the three (3) metered parking spaces at the Water Street entrance in order to provide a drive-up access to this entrance. The applicant has not been able to provide three (3) parking spaces elsewhere in substitute for the metered spaces that need to be removed. Section 9.1.2(2) (IV)(i) of the St. John's Development Regulations allows Council to exercise its discretion and allow a developer to make a cash-in-lieu payment of part or all of the on-site, off-street parking space requirements. This payment is pursuant to the Applicable Downtown Parking Standard in the amount as established by resolution of Council.

Key Considerations/Implications:

1. **Budget/Financial Implications:**
   N/A

2. **Partners or other stakeholders:**
   N/A

3. **Alignment with Strategic Directions/Adopted Plans:**
   N/A

4. **Legal or Policy Implications:**
   Section 9.1.2(2) (IV)(i) of the St. John's Development Regulations.

5. **Engagement and Communications Considerations:**
   N/A

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6. Human Resource Implication:
N/A

7. Procurement Implications:
N/A

8. Information Technology Implications:
N/A

9. Other Implications:
N/A

Recommendation:
That Council allow the permanent removal of the three (3) metered parking spaces and the developer contribute to the City a payment-in-lieu at $18,400.00 plus HST for each parking space that will be removed.

Prepared by/Signature:
Gerard Doran, CET, Development Supervisor,
Department of Planning, Engineering & Regulatory Services

Signature: _____

Approved by/Date/Signature:
Jason Sinyard, Deputy City Manager - Planning, Engineering and Regulatory Services

Signature: _____

GD/dlm

Attachments:
N/A

Report to Council
Public Works Standing Committee
December 6, 2016, Conference Room A, Fourth Floor, City Hall

Present: Councillor Danny Breen, Chairperson
Deputy Mayor Ron Ellsworth (entered at 12:30 p.m.)
Councillor Tom Hann
Councillor Wally Collins
Councillor Sandy Hickman
Councillor Sheilagh O'Leary
Councillor Art Puddister
Councillor Dave Lane (retired at 12:58 p.m.)
Councillor Bruce Tilley
Lynnann Winsor, Deputy City Manager of Public Works
Tanya Haywood, Deputy City Manager of Community Development
Brendan O'Connell, Director of Engineering
Andrew Niblock, Director of Public Works
Brian Head, Manager of Parks & Open Spaces
Dave Crowe, Manager of Roads
Blair McDonald, Manager of Fleet Services
Stacey Fallon, Legislative Assistant

Report

1. Fleet Management Review – Final Report (KPMG presentation)

Ms. Kathy Favre, a Senior Manager of Advisory Services, with KPMG was in attendance to present the above noted report, a copy of which was included in the agenda. Discussion took place and questions were answered.

Moved – Councillor Hann; Seconded – Councillor Tilley

That the report be accepted as presented.

CARRIED UNANIMOUSLY

Councillor Danny Breen
Chairperson

DECISION/DIRECTION NOTE

Title:	**Fleet Management Review**
Date Prepared:	**January 10, 2017**
Report To:	**Mayor and Council**
Councillor and Role:	**Councillor Danny Breen, Committee Chair, Public Works Committee**
Ward:	**Not Ward Specific**

Decision/Direction Required:

To adopt the Fleet Management Review report.

Discussion – Background and Current Status:

In November of 2015, KPMG were awarded a Request for Proposal to conduct a review of the City of St. John's Fleet Services. The review was to cover all of Fleet Services activities with the intent to identify potential increases in efficiencies and productivity. The review took place in 2016 and concluded in the fall of 2016, with a presentation to the Public Works committee in December.

Key Considerations/Implications:

The report had several recommendations which staff are working on implementing as resources permit.

1. **Budget/Financial Implications**
   a. N/A
2. **Partners or Other Stakeholders**
   a. N/A
3. **Alignment with Strategic Directions/Adopted Plans**
   a. Effective Organization – Goal to increase efficiencies and customer support.

4. **Legal or Policy Implications**
   a. N/A
5. **Engagement and Communications Considerations**
   a. N/A
6. **Human Resource Implications**
   a. N/A
7. **Procurement Implications**
   a. N/A
8. **Information Technology Implications**

a. N/A

9. **Other Implications**
   a. N/A

Recommendation:

To adopt the Fleet Management Review report.

Prepared by/Signature: Blair McDonald, Manager Fleet Services.

Approved by/Date/Signature:

Lynnann Winsor, Dept. City Manager, Public Works.

Attachments:

KPMG

City of St. John's

Fleet Management Review

Final Report

September 19, 2016

Disclaimer

This document has been prepared by KPMG LLP ("KPMG") for the City of St. John's ("the City") pursuant to the terms of our engagement agreement with City dated December 2, 2015 (the "Engagement Agreement"). KPMG neither warrants nor represents that the information contained in this document is accurate, complete, sufficient or appropriate for use by any person or entity other than the City or for any purpose other than set out in the Engagement Agreement. This document may not be relied upon by any person or entity other than the City, and KPMG hereby expressly disclaims any and all responsibility or liability to any person or entity other than the City in connection with their use of this document.

Understanding this Document

Our role was to outline certain matters that came to our attention during our work and to offer our comments for the City's consideration. These comments, by their nature, may be critical as they relate solely to opportunities for change or enhancement and will not address the many strong features of the City's current activities and undertakings.

Our limited procedures consisted solely of inquiry, document review, comparison and analysis of City-provided information, and select publicly-available information provided by other jurisdictions. We relied on the completeness and accuracy of such information provided. Such work does not constitute an audit. Accordingly, we express no opinion on City's services, presented data, organization, or governance structure.

All estimates are clearly labelled as such. Readers are cautioned that the actual results realized will be based on future events, City decisions and implementation strategies by the City. As such, the actual results for the future periods covered will vary from the information presented and that these variations may be material.

Through normal City processes, the City will continue to perform the following functions in connection with this engagement: make all management decisions and perform all management functions (including the assessment of our observations, decisions to implement any findings and/or recommendations, and considering their impact); designate a competent employee, preferably within senior management, to oversee the services; evaluate the adequacy and results.

Contents

Appendices

1 Review Process

KPMG LLP (KPMG) was engaged to conduct a review of the City of St. John's (the City) Fleet Services (Fleet, or FS) with the assistance of CST Fleet Services (CST). The review was to cover all Fleet Services activities, including those assigned to and/or carried out by contractors.

It specifically excluded two aspects managed by Material Management rather than Fleet Services:

1. Vehicle fueling; and
2. Vehicle parts management (other than reviewing current initiatives to determine whether implementation will result in an adequate parts management system, and reviewing the communications process between Fleet Services and Materials Management).

The review included:

- Interviews with management within Public Works, including all management positions within Fleet Services;
- Interviews with representatives of the major Fleet Services customers (Roads & Traffic, Parks and Open Spaces, Waste & Recycling, and Water & Wastewater);
- Workshops with technicians on all five shifts (as scheduled during the winter);
- An interview with representatives of Finance;
- Review of documentation;
- Tour of facilities and observations of work underway;
- Download and analysis of data from the City's WennSoft Fleet Management Information System; and
- Comparison of the operation against Industry Leading practices. (The results are in Appendix A.)

The RFP listed a range of specific issues to be considered. Following the consultation process, the list was reviewed with members of the Steering Committee and a revised list developed. The issues identified were the focus of further analysis, and of this report.

2 Summary of Recommendations

The rationale for the recommendations is provided in the chapters that follow, however the recommendations have been collected here for ease of review and consideration.

4.1 Fleet Model

1. Develop Service Level Agreements (SLAs) with customer departments covering the topics outlined in the sample Table of Contents provided in Appendix B. The first agreement should be developed between Fleet Services and one or two key customers which can then be used as a "standard" agreement for other customers (with suitable modification as required). The provisions discussed below should be reflected in the agreement.
2. Develop a new billing process which should, at a minimum, provide monthly billing to each customer. The bill should indicate by unit (a vehicle or piece of equipment) how much is being charged for maintenance (labour, parts, and commercial repairs), fuel and depreciation.
    - Labour should be charged out at a standard "door rate" or an hourly charge sufficient to cover all Fleet costs not included in the other categories.
    - The cost of commercial repairs should be marked up to cover the costs of managing the process of arranging and paying for the repairs (10% to 30% is normal in the industry depending upon the administrative costs that are covered). The cost of parts could also be marked up to cover the costs of Material Management.
    - Continue to charge depreciation to customers so they have a full appreciation of the costs involved in having vehicles or equipment available and so full costs are included in the cost of services as reported to Council and the public. Depending upon the preferences of Finance, the depreciation collected could be collected for use in purchasing replacement vehicles in the current year or could be applied to repay debt associated with the initial purchase of the unit concerned.
3. The SLA should detail the influence customers will have on the process. Generally, this involves concurrence with the specifications for new vehicles and the right to approve (or prevent) repairs beyond some specified estimate ($5,000 is often used). The choice of new vehicles may be limited in instances where Fleet and Material Management have identified a "standard" solution to a vehicle requirement in order to save on both procurement and maintenance costs e.g. a standard sedan or a standard crew cab.

4.2 Staffing and Facilities

1. Fleet Services should review the job descriptions for all supervisory and management positions. The key roles and attributes to reflect in those job descriptions are the following:
    - Manager
        - Management and direction of Fleet Services; high level discussions with client departments including negotiation of SLAs and resolution of issues; relations with supporting departments (Finance, Human Resources, Materials Management, IT) and reporting to higher management concerning Fleet Services performance and requirements; and work with the Operations Supervisor to help develop the annual maintenance program and the routine and ad hoc reports to be developed.

- Operations Supervisor
    - Supervise, manage and coach the forepersons providing support and troubleshooting as required; developing policies and procedures to ensure consistent and appropriate decision-making; supervise and support the Fleet Support Specialists; work with the Manager to help develop the annual maintenance program and the routine and ad hoc reports to be developed; and participate in the annual evaluation of all direct reports providing input to evaluations of production staff.
- Foreperson
    - Supervise, manage and direct the work of technicians and other production staff; assigning work, assisting with troubleshooting, ensuring the monitoring and reporting on performance including chargeable hours and the value of achievements in the time charged; on any shift with 7 or fewer production staff or any shift where a Fleet Support Specialist is not available, receive requests for service from customers, obtain required information and prepare work orders; and participate in the annual evaluation of production staff.
- Fleet Support Specialist (FSS)
    - On any shift with 8 or more production staff (or when otherwise on duty), receive requests for service from customers, obtain required information and prepare work orders. The role be expanded as noted below.

2. The FSS position and role be expanded as follows:
    - One additional position be created;
    - Shifts be off-set during the non-winter to provide 12 hour coverage over the 2 shifts and 1 FSS be assigned to the second shift in the winter;
    - One FSS be focused on analytics providing both regular daily, weekly and monthly reports for use within Fleet and by customers (vehicle availability, technician chargeability and efficiency, vehicle abuse and neglect). Conducting ad hoc or planned reviews of specific issues (vehicle lifecycles, spare ratios, costs of in-house vs. contracted services, appropriate charge-out rate, vehicle utilization, etc.) with other duties as available;
    - One FSS be focused on IT systems with responsibility for interface with IT and for conducting any work not assigned to IT related to the assessment, procurement, updating and maintenance of diagnostic tools. This includes laptops required by production staff and the operation (directly or through a contractor as appropriate) of any computer network supporting Fleet that is not maintained by IT with other duties as available; and
    - One FSS be focused on short term work planning including identifying preventative maintenance (PM) and other upcoming scheduled work (e.g. annual and seasonal inspections and conversions) requirements, issuing work orders and communicating with customers and inputting any data (fuel data for instance) required to support these functions. They should also provide support to the Manager and/or Operations Supervisor in the development of the annual schedule.

3. No new technician positions should be created until the recommendations designed to improve efficiency have been implemented and it is still determined more technicians are required.
4. The Operations Supervisor and/or Fleet Manager should lead development of more documented processes and procedures to guide the work of the forepersons. This should involve all forepersons and consult widely as they are developed.
5. The Operations Supervisor and/or Fleet Manager should implement a performance measurement and management system with clear key performance indicators or KPIs including measures of technician chargeable time, fleet availability and downtime, and percent of planned preventative maintenance accomplished.
6. The Forepersons should spend more time working with the technicians on the floor, coaching and providing support to increase productivity. Providing the additional FSS is required for this to be possible.
7. Management should conduct regular consultation processes with technicians.

4.3 Winter Shift System

1. Fleet should conduct a dialogue with Roads and other customers, the technicians, forepersons, and the union to identify a new shift system to implement on a pilot basis next winter. The system should consider smaller overnight shifts, or staffing overnight hours with overtime on nights when Roads extends its shifts.
2. Over the coming winter, Fleet should collect data on the frequency of urgent requirements at night.

4.4 Fleet Asset Management

1. The vehicle lifecycles identified (tables in section 4.4.1) be adopted for planning purposes, subject to review and modification over time based on analysis using a cost-based model. Where vehicle procurement planning can accommodate, particular units should be retired earlier than the lifecycle if they experience much worse than average maintenance costs or face particularly large maintenance expenditures in the last year or two of their lifecycle. Particular vehicles can be retained longer than the planned lifecycle when they have much lower than average maintenance costs.
2. A vehicle replacement plan be developed, consistent with the findings above, to bring the fleet within lowest lifetime cost parameters.
3. The list of potentially underutilized vehicles be reviewed with the relevant departments to identify those that can be removed from the fleet and the alternative approaches that should be adopted (e.g. use of private vehicles, use of pool or shared vehicles, use of rented units, etc.).
4. The outsourcing of Light Duty vehicles continue until other issues are addressed regarding technician efficiency and facility space. Re-evaluate once this is achieved.
5. The loader leasing (with maintenance) program be examined further when complete information is available.

4.5 Preventative/Planned Maintenance

1. Develop an annual preventative maintenance (PM) schedule for each major customer, in consultation with the customers, which identifies how many units of each type are required

at various points through the year and the best time of year to conduct seasonal and annual maintenance requirements on each type of vehicle. This will ensure vehicles and equipment are available when needed and work is performed when assets are least needed.

2. Develop a monthly forecast of PM requirements to share each week with customers (identifying assets to be made available) and Materials Management (to ensure parts are available).

4.6 Fleet Management Information System

1. Fleet Services and IT Services identify key individuals to work collaboratively to clearly articulate identified needs, analyze, design, develop and implement solutions within the system on an ongoing basis.
2. One of the FSS (perhaps the new position) be designated to play the lead role in this process for Fleet Services, working with the Manager and Operations Supervisor.
3. A WennSoft user group be formed.

4.7 Tools

1. Fleet and IT each identify a resource to be the key contact for coordinating all requests, status of existing projects, problem-solving, etc. related to internet access and diagnostic tools.
    - Fleet to identify and establish a process for ongoing feedback from staff on internet access and the key contacts to arrange for prompt access to sites as required.
    - Fleet to identify and establish a process for ongoing feedback from staff on tools (e.g., new requirements, upgrade requirements, challenges with existing tools, opportunities for improvement, requirements, etc.).
    - Establish and maintain a regularly scheduled meeting of Fleet and IT to address ongoing challenges and potential solutions.
2. This process be evaluated after six months against the goal of minimizing delays in conducting Fleet repairs. If this goal cannot be achieved then other approaches, including establishment of an independent Fleet network, be considered.

4.8 Parts Ordering

1. Fleet forepersons should be given the authority to order parts from an outside vendor to an appropriate maximum cost, when there is no purchaser on staff and to arrange for their delivery or pick-up as appropriate.

3 Background

The City of St. John's is located in eastern Newfoundland, with a substantial port serving the Atlantic Ocean. The City's population was 106,172 according to the 2011 census, with the addition of about 20,000 students during the winter. The City is the core of a census metropolitan area with a population of 196,966. The population has been growing in recent years as the off-shore oil and gas production expanded. With the recent drop in oil prices, continued growth is uncertain.

The Fleet Services Division serves the vehicles used by all City departments except the Fire Department. It is responsible for:

- Acquisition of vehicles and equipment (by purchase, lease or rental), working with Materials Management;
- Lifecycle and replacement planning;
- Vehicle management including repair and maintenance of vehicles and equipment; and
- Accident investigation.

The Materials Management Division works very closely with Fleet Services and is responsible for vehicle acquisition (with Fleet and customer input), vehicle fueling, and acquisition and inventory of vehicle parts.

3.1 Fleet Composition

The City of St. John's has an active fleet of 809 vehicles and pieces of equipment included in the study, as follows:

User Group	Heavy	Light	Trailers, Attachments, Small Equipment	Total
ROADS	162	34	233	429
PARKS	26	35	76	137
WATER & W.WATER	7	54	21	82
WASTE & RECYCLING	38	4	7	49
FLEET	3	6	16	25
CITY BUILDINGS	1	15	7	23
TRAFFIC	0	4	8	12
PARKING	0	7	2	9
STREETS	1	1	7	9
RECREATION	0	3	5	8
ENG ADMIN	0	5	0	5
CONSTRUCTION	0	4	0	4
ENV	2	1	1	4
HUMANE SERVICES	0	2	0	2
IT	0	2	0	2
MATERIALS MGMT	0	1	1	2
WASTE MGMT	2	0	0	2
CORPORATE SER.	0	1	0	1
CORPORATE - MAIL	0	1	0	1
REG WATER	0	1	0	1
TOURISM	0	1	0	1
WASTEWATER	1	0	0	1
Totals	243	182	384	809

The largest users of fleet vehicles are, like Fleet Services, within the Public Works Department (Roads, Water and Wastewater, Waste and Recycling).

Roads and Traffic has the largest fleet in terms of the number of vehicles and generates substantial maintenance requirements. The requirements change with the season, and the maintenance of the winter road maintenance activities are significant enough to cause Fleet Services to change its shift structure and schedule mechanics 24/7 in the winter.

Waste & Recycling has a modestly sized fleet but it carries large loads and puts on significant mileage, resulting in extensive maintenance requirements year round. To minimize the number of spare vehicles required and ensure enough vehicles are ready for service each day, the evening shift that runs through the "non-winter" (sometimes referred to as "summer" although it also includes most of the spring and fall) was created to focus largely on these 49 vehicles (particularly the 28 packers listed below).

Parks & Open Spaces also has a large fleet (with a larger emphasis on smaller units) which generates significant maintenance requirements, primarily in the summer.

Most other departments or branches, including Water & Wastewater within Public Works, have a fleet that is predominantly light vehicles. The primary maintenance for Light Duty vehicles is outsourced so they deal less with Fleet Services on an ongoing basis.

The major categories of vehicles included in each of these vehicle types are as follows:

Heavy Vehicles

Garbage Trucks

MCC*	Description	Number of Vehicles	Avg. Purchase Price	Total Invested	Avg. Age
FG2	GARBAGE TRUCK SIDE LOAD-TANDEM	24	$252,813	$6,067,530	8
FG4	GARBAGE TRUCK SIDE LOAD-SINGLE	3	$203,414	$610,242	7
FG3	GARBAGE TRUCK REAR LOAD-SINGLE	1	$165,914	$165,914	8
	Total	28		$6,843,686	

* The Maintenance Class Code (MCC) is an industry standard means of categorizing vehicles.

The 24 side-loader garbage trucks are the basis of the solid waste collection program with the three side-loaders to complement them. The single axel rear loader is used by Parks.

Sanders

MCC	Description	Number of Vehicles	Avg. Purchase Price	Total Invested	Avg. Age
FST	TRUCK PLOW/SANDER (TANDEM)	36	$216,896	$7,808,274	8
FSS	TRUCK PLOW/SANDER (SINGLE)	11	$177,125	$1,771,254	9
	Total	47		$9,579,528	

The 36 tandem plow/sanders make up the most important part of the Roads winter maintenance fleet along with the 11 single axel plow/sanders.

Sidewalk Units

MCC	Description	Number of Vehicles	Avg. Purchase Price	Total Invested	Avg. Age
FTK	TRACKLESS	15	$121,327	$1,577,259	8
FBO	BOMBARDIERS	11	$145,506	$1,600,572	9
	Total	26		$3,177,831	

The 15 Trackless and 11 Bombardier units (tracked) are primarily sidewalk plows.

Other Heavy Vehicles (sorted by number of units)

MCC	Description	Number of Vehicles	Avg. Purchase Price	Total Invested	Avg. Age
FLD	LOADERS	28	$209,117	$5,789,399	10
FLD	LOADERS (Leased)	27	n/a	n/a	3
FLP	PAINT MACHINES	16	$35,148	$562,379	9
FAE	ASPHALT EQUIPMENT	8	$37,440	$187,204	8
FB1	SWEEPERS (STREET)	6	$262,850	$1,577,105	7
FAP	ASPHALT POTHOLE PATCHERS	6	$228,466	$1,370,796	8
FGR	GRADERS	6	$262,055	$1,572,335	9
FBH	BACKHOES	4	$70,270	$281,080	5
FDZ	DOZERS	3	$1,371,629	$4,114,888	6
FEX	EXCAVATORS	3	$84,601	$253,803	2
FCP	COMPACTORS	3	$877,332	$1,754,664	5
FMP	PUMPS	3	$0	$0	0
FDA	DUMP TRUCKS (ARTICULATE)	2	$400,000	$800,000	4
FDT	(NO DESCRIPTION PROVIDED)	2	$136,790	$136,790	12
FHW	HOIST/WRECKER TRUCKS	1	$136,341	$136,341	8
FRL	ROLLERS	1	$43,102	$43,102	5
	Total	119		$18,579,886	

The largest number of other heavy vehicles are the 55 loaders. 27 of these are leased under an agreement that makes the lessor responsible for maintenance costs. Two of the older loaders have been sold in 2016. There are a wide range of specialized units with smaller numbers that play an important role in the delivery of a wide range of City services.

Light Vehicles

MCC	Description	Number of Vehicles	Avg. Purchase Price	Total Invested	Avg. Age
FP4	PICKUPS (1 TON)	32	$31,107	$995,446	6
FP1	PICKUPS (1/2 TON)	29	$25,982	$727,507	6
FVS	VANS (PANEL, SERVICE)	24	$34,388	$825,318	7
FPS	PICKUP STAKE BODY	22	$55,413	$1,163,682	7
FHM	MOTORIZED HORTICULTURAL EQ	17	$14,393	$230,300	12
FVC	VANS (CUBE)	14	$56,593	$792,315	8
FPU	SPORT UTILITY VEHICLES	10	$34,405	$344,059	5
FRS	ROLLERS (SMALL, RIDEON)	9	$20,428	$183,860	10
FVM	VANS (MINI)	8	$30,595	$244,766	5
FPC	PICKUPS (COMPACT)	7	$26,554	$185,878	9
FCR	CARS	5	$22,012	$110,062	8
FPB	PICKUPS (WITH BOOM)	2	$117,853	$235,706	4
FGT	GARDEN TRACTORS	2	$72,497	$144,994	3
FVP	VANS (PASSENGER)	1	$38,435	$38,435	8
	Total	182		$6,802,983	

The light fleet includes a range of pick-ups, vans and sport utility vehicles (SUVs) that support inspectors, supervisors and workers in virtually all City departments. Most maintenance services on the light vehicles are outsourced.

Trailers, Attachments and Small Equipment

MCC	Description	Number of Vehicles	Avg. Purchase Price	Total Invested	Avg. Age
FBL	BLADES	172	$8,994	$215,866	10
FTR	TRAILERS	52	$8,861	$416,468	9
FMW	MOWERS (RIDE ON)	25	$16,049	$385,179	10
FBS		24	$23,046	$230,465	9
FWM	WELDING MACHINES	20	$4,050	$52,656	24
FES	EQUIPMENT (SMALL)	19	$15,075	$165,832	6
FEA	EQUIPMENT ATTACHMENTS	18	$25,260	$227,342	8
FMX	MOWING ATTACHMENTS	13	$22,997	$114,989	18
FB3	SWEEPER (ATTACHMENT)	12	$13,399	$147,394	10
FBU	LOADER BUCKETS	8	$0	$0	4
FHN	NON MOTORIZED HORTICULTURAL EQ	8	$4,509	$27,056	19
FCO	COMPRESSORS	6	$20,621	$123,728	15
FFK	FORKLIFTS	4	$37,519	$150,079	9
FSC	CATCH BASIN CLEANERS	3	$0	$0	13
	Total	384		$2,257,054	

The City endeavors to use as much of its equipment as possible for multiple uses. Salter/sanders are used as dump trucks in the summer. Trackless sidewalk plows may also cut grass in the summer. Loaders may plow or blow snow in winter and assist in construction activities in the summer. This requires a range of attachments (blades, trailers, buckets, sweeper attachments) that outfit the vehicles for these various functions. This category also includes some of the smaller equipment like ride-on mowers and the mobile welders.

3.2 Budget

The table below shows the budget and actual spending of Fleet Services in 2015 and the forecast budgets for 2016, 2017 and 2018.

Fleet Service Spending

	2015 Budget	2015 Actual	2016 Budget	2017 Forecast	2018 Forecast
Fleet Management					
Salaries & Wages	1,054,559	946,568	1,072,526	1,131,506	1,185,155
Other	351,160	322,019	406,507	393,814	402,436
Maintenance					
Salaries & Wages	3,952,903	3,851,185	4,104,917	4,261,660	4,425,958
Parts	1,797,500	2,352,842	1,691,498	1,840,000	1,986,500
Commercial Repairs	718,050	1,609,711	768,750	810,350	857,200
Fuel & Oil	2,547,650	2,129,273	2,664,944	2,756,000	2,897,500
Other	355,621	273,602	399,192	407,145	425,865
Total Costs	10,777,443	11,485,200	11,108,334	11,600,475	12,180,614
Recoveries	(10,939,622)	(9,714,162)	(10,305,889)	(10,305,419)	(10,305,419)
Net Cost	(162,179)	1,771,038	802,445	1,295,056	1,875,195

Fleet Services was substantially over budget in 2015 with higher than budgeted costs for purchases of parts and sending vehicles out for commercial repairs when they could not be completed on time, in-house. Spending was lower than budget for salaries and wages (vacant positions) and fuel (reduced prices).

Recoveries from customers were less than budgeted in 2015. Recoveries come largely from maintenance service charged to clients. The services are charged based on:

- The actual cost of fuel, parts and commercial repairs on user vehicles;
- The actual cost of labour repairing user vehicles, including overtime charges if work is done on overtime; and
- A mark-up on repairs calculated as two times the regular-time cost of labour hours spent on repairing the user's vehicles.

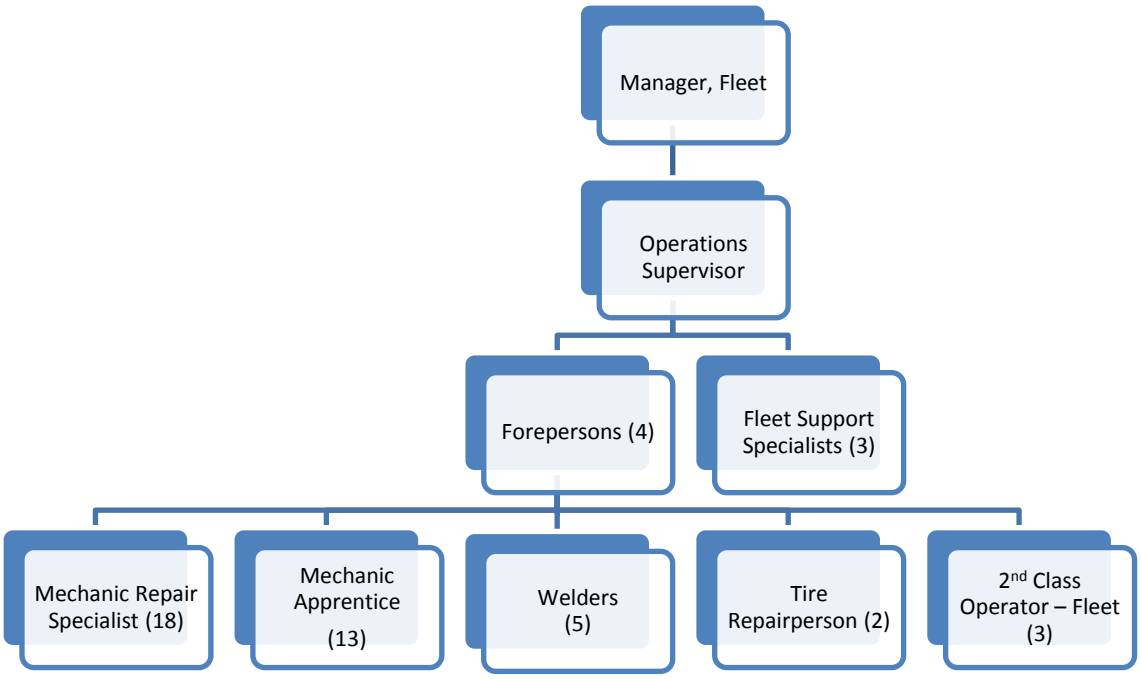
The mark-up is intended to cover the costs of the facilities and utilities, supervision and management, tools and shop supplies. In 2015 the mechanics billed fewer paid hours to user work orders than was expected, and there is no mark-up on the unusually large volume of work done by contractors. This resulted in the lower than expected recoveries.

The 2016 budget and 2017/2018 forecasts do not provide for the level of spending on parts and commercial repairs which actually occurred in 2015 as a result of efforts to meet customer requirements. However, the budget and forecasts do maintain staffing and fuel costs above actual expenditures in 2015 which is off-setting some of the challenge. The forecast recoveries are halfway between the 2015 budget and actual figures resulting in forecast "losses" (net costs that clients will not absorb that must be charged directly to property taxes). Fleet will have to increase efficiencies and the amount of work completed in-house to achieve the budget in 2016 and subsequent years.

The capital program includes $3.6M per year from 2016 to 2018 for the replacement of vehicles and equipment at the end of their lifetimes. Expenditures were below this amount for the period 2013-2015 due to budget reductions.

3.3 Fleet Structure and Staffing

Fleet Services is part of the Public Works department with the Fleet Manager reporting directly to the Deputy City Manager, Public Works.



The Operations Supervisor reports directly to the Fleet Manager. The incumbent recently retired and an experienced replacement has been assigned to fill the position on a temporary basis.

The department has 41 technician positions (43 FTEs with overtime) reporting through four forepersons that report in turn to the Operations Supervisor. The forepersons primarily provide work direction to the technicians, second shift work order administration, and second shift customer interaction.

During most of the year, Fleet Services has two shifts: 8:00 AM to 4:00 PM and 4:00 PM to 12:00 AM. The majority of staff are on the day shift with 6 technicians assigned on a rotating

schedule to the 2nd shift. Both shifts work Monday to Friday and Fleet Services is closed on weekends.

This has been effective with the 2nd shift crew primarily working on refuse equipment with the intent that the equipment will be ready for work in the morning.

During the winter season (an 18 week period from the end of November to the end of March), the shop operates on a 24/7 basis with most staff working a rotating 12 hour shift schedule, as follows:

- Shifts A to D work 12 hour shifts set up as 3 days on, 2 off, 2 on, 2 off, 2 on, and 3 off for one cycle. Each group will work one cycle from 8:00 AM to 8:00 PM with the following cycle being from 8:00 PM to 8:00 AM; and
- The remaining staff work the Day Shift: 8:00 AM to 4:00 PM, Monday to Friday.

There are 3 Fleet Support Specialists that report to the Operations Supervisor providing accident investigation, first shift work order management, WennSoft asset management administration, and additional fleet administration. WennSoft is the software used to manage the fleet. It integrates with the Great Plains software used by the City for financial reporting.

Parts management is not part of the fleet operation. It is managed and supported by the Materials Management Division. Four vehicle parts positions within Fleet Services were recently transferred to the Materials Management Division and are currently providing the counter service for mechanics.

3.4 Facilities

Most Fleet operations are located at the Blackler Depot which has:

- 56,146 sq. ft. (recently renovated);
- 24 vehicle repair bays;
- 4 welding bays;
- 1 wash bay;
- 1 tire shop; and
- Offices and work areas for managers, forepersons and Fleet Support Specialists.

Three new service trucks are being put into service to respond to needs for maintenance service in the field (not towing) - two are for operation by mechanics and one by a welder.

One mechanic is located at the Robin Hood Bay Landfill Site to work on the packers and landfill site equipment.

The Materials Management Division operates a storehouse at the Blackler Depot which supplies Fleet Services with parts, as required. This space is currently under renovation and will, when completed, allow for an expanded area for part storage and quicker access to parts for parts clerks serving the mechanics (hence reduced wait time for mechanics).

The parts held for Fleet Services at the time of this review had a value of $1.4M. The parts issued in 2014 were valued at $1.03M and in 2015 $1.55M which is, on average, a turn of less than 1.0 annually.

4 Opportunities Identified

There are many things Fleet Services is doing well. Most equipment is on the road and most customer needs are being met. There have been improvements in the rapport between management and staff, and there is much better communication between Fleet Services and its key customers on one hand and between Fleet Services and Materials Management on the other. The recent transfer of four staff from Fleet to Materials Management should improve efficiency for both groups and improve the service to mechanics. This list could go on but the prime focus of the review was to identify opportunities for further improvement. The consultation process clearly established that Fleet Services is unable to meet some customer needs and improvements are required.

At the beginning of the 2015-2016 winter season, seasonal preparations had not been completed. Fleet Services was struggling to provide the daily requirement of sanders, blowers, etc. to clear the roads even though there appeared to be plenty of spares.

The key issues contributing to these problems were investigated and are discussed in the sections that follow.

4.1 Fleet Model

There is no clear written outline of the current model for Fleet operations with very different, sometimes conflicting, understandings of how things work. The clearest differences were in relation to finance. Management in Fleet Services understands they have a budget and must stay within it. Customers understand that they contribute towards the operation of Fleet Services but most don't understand how the amounts are determined. However, Finance believes all Fleet costs should be allocated to customers and designed a model to have Fleet recover all its costs. Finance continues to exercise this model where they periodically (every three or six months) identify all costs (parts, fuel, purchased services, and labour costs) and transfer them by journal entry to the customer departments and credit recoveries in Fleet Services. Labour costs are charged at the rate paid (straight or overtime) which is then marked up by 200% to cover overhead, management costs, etc. This approach was set up some years ago in the expectation it would recover all Fleet costs.

The model should work but some issues have developed:

- The cost allocations occur by journal entry with no explicit reporting to either Fleet or the customers concerning the amounts or what the amounts represent. Journal entries are completed (at most quarterly) so there is little reflection on the costs of particular decisions based on the bills received.
- In the absence of written policies and procedures or a billing system that informs customers on a timely, comprehensive basis of their fleet costs, changes in leadership of Fleet and some customers have resulted in very little understanding of what the model is (or should be) including who should have authority or accountability for each decision.
- Fleet Services incurred a substantial deficit in 2015 because the technicians did not record sufficient hours spent on specific billable work orders which in turn meant that Fleet Services did not bill sufficient hours.

The overall intention of the Fleet Services model in St. John's is appropriate. Some adjustments are required to implement leading practices. Improved documentation is needed to ensure general understanding and compliance with the model as it continues into the future.

4.1.1 Recommendations

The following are recommendations for consideration:

1. Develop Service Level Agreements (SLAs) with customer departments covering the topics outlined in the sample Table of Contents provided in Appendix B. The first agreement should be developed between Fleet Services and one or two key customers which can then be used as a "standard" agreement for other customers (with suitable modification as required). The provisions discussed below should be reflected in the agreement.
2. Develop a new billing process which should, at a minimum, provide monthly billing to each customer. The bill should indicate by unit (a vehicle or piece of equipment) how much is being charged for maintenance (labour, parts, and commercial repairs), fuel and depreciation.
    - Labour should be charged out at a standard "door rate" or an hourly charge sufficient to cover all Fleet costs not included in the other categories.
    - The cost of commercial repairs should be marked up to cover the costs of managing the process of arranging and paying for the repairs (10% to 30% is normal in the industry depending upon the administrative costs that are covered). The cost of parts could also be marked up to cover the costs of Material Management.
    - Continue to charge depreciation to customers so they have a full appreciation of the costs involved in having vehicles or equipment available and so full costs are included in the cost of services as reported to Council and the public. Depending upon the preferences of Finance, the depreciation collected could be collected for use in purchasing replacement vehicles in the current year or could be applied to repay debt associated with the initial purchase of the unit concerned.
3. The SLA should detail the influence customers will have on the process. Generally, this involves concurrence with the specifications for new vehicles and the right to approve (or prevent) repairs beyond some specified estimate ($5,000 is often used). The choice of new vehicles may be limited in instances where Fleet and Material Management have identified a "standard" solution to a vehicle requirement in order to save on both procurement and maintenance costs e.g. a standard sedan or a standard crew cab.

4.2 Staffing and Facilities

In general, Fleet staff roles are not well understood. There is limited reporting and analytics capability and the limitations of WennSoft increases the problem. This makes it very difficult for staff to extract required data and add relevant analysis to their jobs. This results in a requirement for in-depth knowledge of the systems to conduct analysis, and Fleet staff do not have that knowledge.

The Operations Supervisor spends too much time on fleet administrative support instead of supervising the operations of Fleet Services (e.g. entering odometer readings and scheduling preventative maintenance appointments [PMs]).

The absence of Fleet Support Specialists (FSS) for second/weekend shifts means forepersons do more administration work and less supervising/coaching. This is a contributor to the current low chargeable labour percentage although the lack of routine measurement and reporting is likely a larger concern. The inconsistency in customer interface and work order management based on shift (FSSs for first shift and forepersons for second/weekend shifts and overtime) leads to both confusion and inconsistencies of operation particularly given the lack of documented procedures.

Four forepersons appears to be the right number for the size of the maintenance operation. However, inconsistency in the approach of the forepersons (in the absence of any clear policy or direction) reduces their effectiveness. They need to have more focus on assisting technicians to improve productivity and to deal with problems that arise. Both forepersons and technicians reported that forepersons do not spend enough time on the floor working with the technicians. This limits the opportunities for communication and understanding of decisions that are made.

The 3 Fleet Support Specialists provide the only clerical support available. They manage the customer interaction on the day shift, create the related work orders and handle accident investigations. They are the logical resource to take on the routine work done by the Operations Supervisor and to conduct the routine analytics and reporting required. They could also provide the extra support required to manage the diagnostic tools (unless there is a particular foreperson with the background and interest) and improve support to IT requirements (particularly access to information on the Internet). This will require an additional resource to accomplish. The cost should be more than offset by the improvement to technician productivity resulting from improved support, supervision and direction.

There are 18 mechanics and 13 apprentices (all of whom are qualified mechanics although not "double ticketed"), 5 welders, 2 tire technicians and three 2nd class operators primarily involved in ferrying vehicles in and out.

Productivity measurement and improvement is a difficult challenge. Fleets generally use two key measures:

1. The number of hours technicians charge to particular jobs on particular units (often as a percent of total paid hours), and
2. The actual time required to conduct particular common repair activities compared to the "book" hours suggested by manufacturer or industry standards.

The method used to record time in WennSoft makes the first calculation difficult on past activity. However, it can become a very important measure for Fleet Services in the future, both for managing individual mechanics and for measuring productivity as a whole.

The second approach is difficult in any smaller fleet. For example, WennSoft does not have the "book" hours suggested for particular repairs to generate reports comparing book to actual. It also requires careful attention to ensure each job is coded separately (rather than an "inspection" including all the repairs conducted when the inspection finds items that require repair, for example). However, this type of productivity can be measured, either for selected types of work where the data is valid and reliable, or by having the forepersons conduct reviews on a sample basis comparing actual time required to book time.

Some analysis was conducted based on the limited data available suggesting that productivity could be improved, however the analysis was limited by the data available. In that context, Fleet Services can focus on improving productivity with more work completed in house (while still meeting customer requirements) as improved performance measurement is developed.

4.2.1 Facilities

The ideal situation is to have each mechanic working on their own (unless performing a particular job that requires assistance or unless they are an apprentice that requires direct supervision) with each mechanic having two bays to work in. This allows one unit to sit in a bay awaiting parts while the mechanic carries on with work on another vehicle in the other bay.

The 2 tire repairpersons have one bay, which is appropriate. There are 4 identified welding bays. It appeared during our inspection that only one of these bays was dedicated to welding in practice, with other welding work being carried out on units that are in general purpose bays and being worked on by the mechanics as well. This leaves 24 vehicle repair bays and 2 or 3 of the welding bays available for mechanics.

During the "non-winter" there may be as many as 25 mechanics and apprentices on duty during the day shift, one of whom works at Robin Hood Bay. This leaves about one bay per technician, and they often work in teams of two (apprentice and supervisor) on work requiring heavy lifts, or work requiring testing of response to controls, or simply two persons working on different parts of one vehicle. However, the model may move towards more mechanics working on their own, particularly as apprentices gain experience. If there were only 6 "pairs" then that would result in 12 mechanics and 6 pairs of mechanics on the day shift. Ideally, each mechanic or team of mechanics would have two bays available - one they are working on; and one for a vehicle awaiting parts, or thawing out, or left by the other shift part way through a job for the other shift to finish. This could potentially require 36 bays for peak efficiency compared to the 26 or 27 bays available now.

There are a variety of approaches to resolving this issue. A larger or second facility could be one approach which would be a desirable long term solution. Expanding the second shift could be another approach that would improve the ability to provide optimal space for each mechanic, although it does reduce the access to parts from outside suppliers during the same shift. Another option could involve getting by with 1 1/2 bays per mechanic for some period of time, which is not unusual, but does reduce mechanic efficiency, requiring more shuttling of vehicles and leading to more waiting for parts.

4.2.2 Recommendations

The following are recommendations for consideration.

1. Fleet Services should review the job descriptions for all supervisory and management positions. The key roles and attributes to reflect in those job descriptions are the following:
    - Manager
        - Management and direction of Fleet Services; high level discussions with client departments including negotiation of SLAs and resolution of issues; relations with supporting departments (Finance, Human Resources, Materials Management, IT) and reporting to higher management concerning Fleet Services performance and requirements; and work with the Operations Supervisor to help develop the annual maintenance program and the routine and ad hoc reports to be developed.
    - Operations Supervisor
        - Supervise, manage and coach the forepersons providing support and troubleshooting as required; developing policies and procedures to ensure consistent and appropriate decision-making; supervise and support the Fleet Support Specialists; work with the Manager to help develop the annual

maintenance program and the routine and ad hoc reports to be developed; and participate in the annual evaluation of all direct reports providing input to evaluations of production staff.

- Foreperson
  - Supervise, manage and direct the work of technicians and other production staff; assigning work, assisting with troubleshooting, ensuring the monitoring and reporting on performance including chargeable hours and the value of achievements in the time charged; on any shift with 7 or fewer production staff or any shift where a Fleet Support Specialist is not available, receive requests for service from customers, obtain required information and prepare work orders; and participate in the annual evaluation of production staff.
- Fleet Support Specialists (FSS)
  - On any shift with 8 or more production staff (or when otherwise on duty), receive requests for service from customers, obtain required information and prepare work orders. The role be expanded as noted below.

2. The FSS position and role be expanded as follows:
   - One additional position be created;
   - Shifts be off-set during the non-winter to provide 12 hour coverage over the 2 shifts and 1 FSS be assigned to the second shift in the winter;
   - One FSS be focused on analytics providing both regular daily, weekly and monthly reports for use within Fleet and by customers (vehicle availability, technician chargeability and efficiency, vehicle abuse and neglect). Conducting ad hoc or planned reviews of specific issues (vehicle lifecycles, spare ratios, costs of in-house vs. contracted services, appropriate charge-out rate, vehicle utilization, etc.) with other duties as available;
   - One FSS be focused on IT systems with responsibility for interface with IT and for conducting any work not assigned to IT related to the assessment, procurement, updating and maintenance of diagnostic tools. This includes laptops required by production staff and the operation (directly or through a contractor as appropriate) of any computer network supporting Fleet that is not maintained by IT with other duties as available; and
   - One FSS be focused on short term work planning including identifying PM and other upcoming scheduled work (e.g. annual and seasonal inspections and conversions) requirements, issuing work orders and communicating with customers and inputting any data (fuel data for instance) required to support these functions. They should also provide support to the Manager and/or Operations Supervisor in the development of the annual schedule.
3. No new technician positions should be created until the recommendations designed to improve efficiency have been implemented and it is still determined more technicians are required.
4. The Operations Supervisor and/or Fleet Manager should lead development of more documented processes and procedures to guide the work of the forepersons. This should involve all forepersons and consult widely as they are developed

5. The Operations Supervisor and/or Fleet Manager should implement a performance measurement and management system with clear key performance indicators or KPIs including measures of technician chargeable time, fleet availability and downtime, and percent of planned preventative maintenance accomplished.

6. The Forepersons should spend more time working with the technicians on the floor, coaching and providing support to increase productivity. Providing the additional FSS is required for this to be possible.

7. Management should conduct regular consultation processes with technicians.

4.3 Winter Shift System

Currently, technicians work 12 hour shifts in the winter to provide 24/7 activity in the garage in response to needs expressed by Roads. Roads has indicated it prefers that Fleet Services is working whenever Roads is conducting winter operations which can happen at any time during the winter, although Roads does not operate 24/7 except during winter maintenance events.

The consultation process indicated, and experience from other fleets confirms, that these 12 hour shifts are not productive or effective. The same number of technicians will get more done working 8 hours (even if there is occasional overtime) than they will working 12 hour shifts, and will get more done working days or evenings than they will working nights. However, no alternative has been proposed to meet the customer needs.

During consultations with Fleet staff it was reported that:

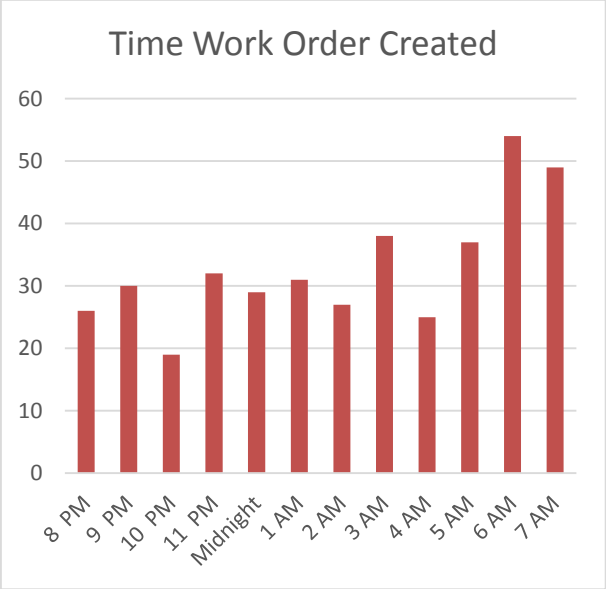
- Most nights they are asked to work on routine maintenance that could be conducted at any time of day;
- During winter events, the largest requirement for Fleet Services support is during the first 1 to 1.5 hours of each Roads shift as equipment is started and tested;
- Most defects that occur during the Roads shifts are reported at the end of the shift when operators bring their equipment in; and these defects are generally minor, in that they do not prevent the vehicle from operating safely; and
- Immediately repairable defects are sometimes brought in and fixed which allows the vehicle to return to service that shift, but this is rare during a night time winter event.

Items Received During Night Shift and Returned to Service, Potentially the Same Shift	
Blade	58
Blower	2
Blower Attachment	14
Dump Truck	22
Grader	7
Loader	42
Salter	200
Sidewalk Blower	6
Sidewalk Plow	43
Snowblower	1
Trailer	2
Grand Total	**397**

These anecdotal reports were tested through analysis of records of work done on the night shift over the past winter (to March 20, 2016). There were 761 work orders opened between 8 pm and 8 am over the past winter. It appears that work orders are generally created on the shift the vehicle comes in, however they may be created in batches, not necessarily at the time the vehicle comes in, so the analysis is subject to a margin of error. A few of these dealt with light vehicles or assets from other departments, leaving 704 work orders that clearly related to winter operations. Of these work orders, 413 were completed the same day (or, for work that came in after 8 pm, the same day or the following calendar day). While some of these may have been completed too late for the Roads night shift to use them (this was not confirmed) but 16 work orders that

came in between 8 pm and midnight were completed by midnight – hence could have been completed with a two shift system just as quickly. The balance of this analysis will assume the remaining 397 work orders provided some value for Roads, potentially returning the vehicle for further use on the same shift.

The majority of the items repaired were salt trucks, a potentially crucial part of operations. There were also a significant number of repairs to plow blades, loaders and sidewalk plows which are all required for snow operations.



The chart at left shows when the equipment was provided to Fleet for repairs. It does show a surge after 6 am, as vehicles return at the end of the shift. It does not show a big boost between 10 pm and midnight even though 25 of the incidents were vehicles that would not start presumably at the beginning of the late shift. It is very unlikely that vehicles coming in for repair at 6 am went back out for work on the nightshift. Therefore, these 100 events might be excluded from this analysis except that they might well have been available for use by the day shift because mechanics were on duty when they came in.

The rest of the repair requirements covered a wide range of descriptions. About 50 mentioned some kind of hydraulic issue, 45 some kind of issue with lights, and about 15 each had to do with brakes, tires, and salt dispensers.

The work orders were not randomly distributed by night. There were 115 nights in the period reviewed with an average of 3.45 work orders per night. 30 days had one or fewer repairs completed while 6 nights had 8 or more repairs completed. Thus, there were 24 shifts, about one-fifth of the shifts, where more than five units came in for repair. Most of the work on other nights would be the work that could be done on day or evening shifts.

Number of Work Orders per Night	
W/O per Night	Nights
0	7
1	23
2	18
3	14
4	18
5	11
6	13
7	5
8	1
9	3
10	1
11	1

Although this analysis does suggest that there are relatively few days where the night shift is required to support night time operations, there is concern that the time recorded on a work order may not accurately reflect when the unit came in. Therefore, Fleet may want to consider a focus on data collection this coming winter to provide a solid basis for final consideration of new shift structure options.

Fleet does need to provide support to Roads, when required, in order to support operations. However, the current approach provides substantial Fleet resources at times when Roads has no operations in progress and the resources are only called upon to provide support during Roads operations at specific intervals. The result is a substantial reduction in the productivity of many staff resulting in less work getting done for Roads and other customers.

There needs to be a consultative process to design an alternative shift system based on some informed consultation between management, the technicians, the union, and key customers, particularly Roads. It would appear that a two shift system (like the summer) with one or more of the following options would provide greater productivity and support to both Road and other customers:

- Stagger the day and evening shifts so some staff are working on weekends; and
- When Roads has a night shift conducting major snow salting or plowing operations:
  - Extend an appropriate number of evening shift technicians by 2 hours (or more if required) to assist with the start of the Roads shift ensuring all vehicles start and any small defects reported are dealt with including completing any minor repairs reported before midnight; and
  - Bring an appropriate number of day shift technicians and perhaps a Fleet Support Specialist in at 6 am to receive reports from Roads staff completing their shift and conduct any quick repairs required to make vehicles available for the day shift.
- Or, for a more intensive response during snow events:
  - Extend an appropriate number of evening shift technicians to 12 hours (until 4 am) and day shift technicians to 12 hours (in early at 4 am) to provide 24 hour coverage when Roads is running 24 hours a day; and
  - Ensure mobile units are available when required during operations.

It may be appropriate to tie the extended Fleet shifts to the Roads overtime status. This would result in Fleet extending shifts when Roads has extended its shifts to 12 hours which is generally an indication major operations are underway or planned.

There may be other options that will respond to the actual needs of Roads. A final determination should be made in time for implementation next winter. The decision-making process should involve consultation with the technicians, the union, and Roads.

4.3.1 Recommendations

The following is a recommendation for consideration.

1. Fleet should conduct a dialogue with Roads and other customers, the technicians, forepersons, and the union to identify a new shift system to implement on a pilot basis next winter. The system should consider smaller overnight shifts, or staffing overnight hours with overtime on nights when Roads extends its shifts.
2. Over the coming winter, Fleet should collect data on the number and timing of urgent requirements at night.

4.4 Fleet Asset Management

Life Cycles, Vehicle Scoring, Utilization and Capital Planning

Capital planning for stable fleets is a relatively simple process in which vehicles are planned to be rotated based on a known set of life cycles or standard service lives. There will be variations where some vehicles need to be replaced early and others can be carried over due to condition of the equipment but these usually can be managed with overall spending being close to the

expected. Developing a plan when the fleet service lives are out of balance and a significant percentage of the fleet is in "Poor" condition can be problematic.

This is the current state of the St. John's fleet. To analyze the issues, we applied three models - Life Cycle Analysis, Vehicle Condition Model and Utilization Model. Results from all of these should be considered in further depth to develop a capital plan that will both balance out the purchases while bringing the fleet into a more efficient set of life cycles.

4.4.1 Life Cycles or Suggested Service Life

The tables below shows the current status of the City's fleet including the recommended lifecycle for each type of unit and the number of units that are currently beyond their recommended life cycle or suggested service life. The Suggested Service Life field has been established based on suggestions by the customer departments and modified based on a review of the maintenance history of the equipment. The tables below, broken down by equipment categories, show 223 units that are beyond the existing service life and should be considered for replacement (includes units planned for replacement this year). The total cost of replacing these units would be about $23.6M based on their original purchase price, so costs will likely be higher at today's costs. $3.5M is being spent in 2016 for capital replacements.

Garbage Trucks

MCC	Description	Number of Vehicles	Avg. Age	Suggested Service Life	Number That Exceed Suggested Service	Cost to Replace
FG2	GARBAGE TRUCK SIDE LOAD-TANDEM	24	8	6	20	$6,665,167
FG4	GARBAGE TRUCK SIDE LOAD-SINGLE	3	7	6	2	$517,811
FG3	GARBAGE TRUCKREAR LOAD-SINGLE	1	8	6	1	$219,007
	Total	28			23	$7,401,985

A major replacement program for the garbage truck fleet is required.

Sanders

MCC	Description	Number of Vehicles	Avg. Age	Suggested Service Life	Number that Exceed Suggested Service	Cost to Replace
FST	TRUCK PLOW/SANDER (TANDEM)	36	8	10	11	$3,416,851
FSS	TRUCK PLOW/SANDER (SINGLE)	11	9	10	2	$353,049
	Total	47			13	$3,769,900

The planned acquisition of nine sanders in 2016 will resolve most of this requirement. The reduced maintenance requirement of new units may allow a reduction in the number of spare units, allowing all 11 units that have exceeded the suggested life to be retired.

Sidewalk Units

MCC	Description	Number of Vehicles	Avg. Age	Suggested Service Life	Number that Exceed Suggested Service	Cost to Replace
FTK	TRACKLESS	15	8	8	6	$799,793
FBO	BOMBARDIERS	11	9	10	4	$746,482
	Total	26			10	$1,546,275

The sidewalk plowing units have been particularly problematic for winter road maintenance. Some of this relates to the age of the machines and replacement of some may be warranted. The tracked Bombardier units do not receive much summer usage and may be considered for a longer service life, however without better data on downtime that is hard to evaluate.

Snow Blowers

MCC	Description	Number of Vehicles	Avg. Age	Suggested Service Life	Number that Exceed Suggested Service	Cost to Replace
FSA	SNOWBLOWER (ATTACHMENTS)	16	12	10	14	$3,963,087
FSB	SNOWBLOWERS (SELFPROPELLED)	6	11	15	2	$833,030
	Total	22			16	$4,796,117

Availability of the snowblower attachments has been a major problem in the past. Even the 10 year suggested service life may be too long but in any case, a substantial replacement program is required urgently, with 14 of the 16 units exceeding the suggested service life. The self-propelled snowblowers also have experienced availability problems, related at least in part to parts availability. Fleet should work with its customer to determine whether replacement self-propelled units are warranted or whether the available funds should be focused on the snowblower attachments for loaders.

Sweepers

MCC	Description	Number of Vehicles	Avg. Age	Suggested Service Life	Number that Exceed Suggested Service	Cost to Replace
FB1	SWEEPERS (STREET)	6	7	10	2	$629,539
	Total	6			2	$629,539

Some sweepers have exceeded the suggested service live and replacements will be considered in the capital plan.

Other Heavy Vehicles

MCC	Description	Number of Vehicles	Avg. Age	Suggested Service Life	Number that Exceed Suggested Service	Cost to Replace
FLD	LOADERS	55	7	20	2	$647,894
FLP	PAINT MACHINES	16	9	10	6	$196,618
FAE	ASPHALT EQUIPMENT	8	8	15	0	$0
FAP	ASPHALT POTHOLE PATCHERS	6	8	10	3	$869,162
FGR	GRADERS	6	9	20	0	$0
FBH	BACKHOES	4	5	10	0	$0
FDZ	DOZERS	3	6	15	0	$0
FEX	EXCAVATORS	3	2	10	0	$0
FCP	COMPACTORS	3	5	12	0	$0
FMP	PUMPS	3	0	15	0	$0
FDA	DUMP TRUCKS (ARTICULATE)	2	4	12	0	$0
FDT	0	3	12	8	2	$186,035
FHW	HOIST/WRECKER TRUCKS	1	8	12	0	$0
FRL	ROLLERS	1	5	12	0	$0
	Total	114			13	$1,899,709

The average age of the loaders is relatively low because of the lease program and the replacement requirements are low given the long life suggested.

Light Vehicles

MCC	Description	Number of Vehicles	Avg. Age	Suggested Service Life	Number that Exceed Suggested Service	Cost to Replace
FP4	PICKUPS (1 TON)	32	6	8	8	$370,335
FP1	PICKUPS (1/2 TON)	29	6	8	8	$222,526
FVS	VANS (PANEL, SERVICE)	24	7	8	8	$380,138
FPS	PICKUP STAKE BODY	22	7	8	8	$477,354
FHM	MOTORIZED HORTICULTURAL EQ	17	12	12	9	$207,244
FVC	VANS (CUBE)	14	8	8	6	$496,047

MCC	Description	Number of Vehicles	Avg. Age	Suggested Service Life	Number that Exceed Suggested Service	Cost to Replace
FPU	SPORT UTILITY VEHICLES	10	5	8	3	$177,899
FRS	ROLLERS (SMALL, RIDEON)	9	10	12	5	$133,017
FVM	VANS (MINI)	8	5	8	1	$37,974
FPC	PICKUPS (COMPACT)	7	9	8	5	$177,009
FCR	CARS	5	8	8	3	$94,213
FPB	PICKUPS (WITH BOOM)	2	4	8	0	$0
FGT	GARDEN TRACTORS	2	3	6	0	$0
FVP	VANS (PASSENGER)	1	8	8	0	$0
	Total	182			64	$2,773,756

Even with relatively generous life cycles, more than one-third of the light vehicles should be replaced.

Trailers, Attachments, Small Equipment

MCC	Description	Number of Vehicles	Avg. Age	Suggested Service Life	Number that Exceed Suggested Service	Cost to Replace
FBL	BLADES	172	10	20	15	$0
FTR	TRAILERS	52	9	20	6	$53,840
FMW	MOWERS (RIDE ON)	25	10	6	18	$332,811
FBS	0	24	9	15	1	Unknown
FWM	WELDING MACHINES	20	24	20	12	$51,001
FES	EQUIPMENT (SMALL)	19	6	10	2	$97,888
FEA	EQUIPMENT ATTACHMENTS	18	8	15	4	Unknown
FMX	MOWING ATTACHMENTS	13	18	8	10	$81,711
FB3	SWEEPER (ATTACHMENT)	12	10	15	2	$18,400
FBU	LOADER BUCKETS	8	4	20	0	Unknown
FHN	NON MOTORIZED HORTICULTURAL EQ	8	19	15	6	$21,073
FCO	COMPRESSORS	6	15	15	2	$70,400
FFK	FORKLIFTS	4	9	12	1	$56,547

MCC	Description	Number of Vehicles	Avg. Age	Suggested Service Life	Number that Exceed Suggested Service	Cost to Replace
FSC	CATCH BASIN CLEANERS	3	13	12	2	Unknown
	Total	384			81	$783,761

There are some particular unit types that require some replacement units soon. The table below provides a summary of the replacement vehicle requirements for the fleet as a whole, by equipment category.

Equipment Category`	Units	At or Beyond Life*	Cost to Replace
Garbage	28	23	$7,401,985
Sanders	47	13	$3,769,900
Sidewalk Units	26	10	$1,546,275
Snow Blowers	22	16	$4,796,117
Sweepers	6	2	$629,539
Other Heavy Vehicles	114	13	$1,899,709
Light Vehicles	182	64	$2,773,756
Trailers, Attachments, Small Equipment	384	81	$783,761
Total	**809**		**$23,601,042**

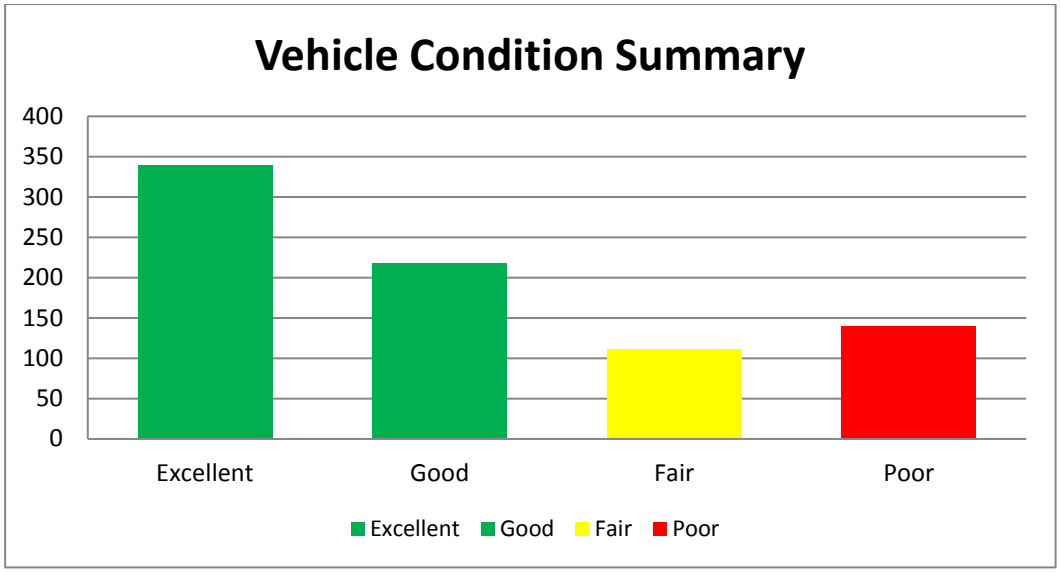
- Includes all vehicles due for replacement in 2016

4.4.2 Vehicle Condition Model

In addition to looking at age, the project team developed a St. John's specific Condition model using the following factors:

- Utilization;
- Age;
- Maintenance and fuel costs; and
- Number of shop visits per year.

The results of the scoring model, shown in the graph below, reveal that 140 of the units are in "poor" condition meaning that regardless of age they are costing too much to maintain in service.



Many of the "poor" units are among those identified above as being beyond the suggested service life. When considering which vehicles to replace the "Poor" vehicles should be considered first to help reduce both the overall fleet cost as well as the maintenance workload for the fleet.

The vehicles currently rated in poor condition are listed in Appendix C. Additional analysis, looking at the condition of the vehicles by type, is included in Appendix E.

4.4.3 Utilization Model

One issue commonly seen in municipal fleets is the city owning and operating more vehicles than needed, increasing the overall cost of the fleet. The project team grouped the units into two categories for utilization analysis, those tracked by kilometer and those tracked by hours of use. Based on those categories (352 had no utilization data and were treated for the balance of this analysis as being in the Targeted Utilization range), 161 units were found to be Underutilized or Very Underutilized. Many of these units will be required even though they have low utilization as they have unique capacities or are required to respond to emergencies even though they happen infrequently, or because they carry equipment (e.g. a generator) that may be required on-site. In CST's experience, once these are reviewed with user departments, it will be found that the City will have about 30% of the underutilized or very underutilized vehicles (48 units) that could be removed from the fleet with no impact on operations. The

balance are generally required but show low usage due to infrequent use of very specialized or unique equipment, use in an isolated location, or simply errors in the data. However, a review of these units with each of the user departments will need to be conducted to determine the exact number that could be removed from the fleet and which specific units are not needed. This analysis will have to look at opportunities to share vehicles between users with low volume requirements, opportunities to compensate employees for use of their own vehicles for low usage applications, and opportunities to rent equipment or vehicles for infrequent uses. The percentage of low use vehicles that can be eliminated from the fleet may be lower than the 30% due to the seasonal nature of some of the City's equipment but this should provide a barometer against which to gauge the size of the City's fleet. However any elimination of low use vehicles would contribute to reducing the capital requirements.

Annual Utilization Vehicle Groupings

Groupings are determined by how much the vehicles have been utilized over their life compared to the annual targeted utilization.

Annual Utilization Targets	% of Target	Vehicles
Very Underutilized	25%	62
Underutilized	75%	99
Targeted Utilization	125%	489
High Utilization	>=125%	159
		809

The vehicles currently rated Underutilized or Very Underutilized are listed in Appendix D.

4.4.4 Capital Planning Process

The capital planning process relies heavily on the implementation of standard life cycles and right sizing of the fleet through utilization analysis while taking the vehicle condition scores into consideration.

Once life cycles are defined and right sizing of the fleet has occurred, a capital plan can be put in place that provides a sustainable fleet and allows the City to better manage both its capital spending and expected maintenance costs. The capital plan should be updated yearly to take into account budget considerations and changes in both operations of the departments as well as changes to the makeup of the fleet, as other initiatives are implemented.

During the fleet review, there were a number of challenges found that need to be resolved to build a long term capital plan.

The challenges identified during the fleet review were:

- In practice, vehicles are replaced when funds are available. Budgets are usually set at the amount of depreciation charged to customers, but this amount has been reduced in the budgetary process some years, which is not an industry leading practice. Keeping a vehicle past its life cycle is usually more costly than replacing it on time when maintenance and downtime are considered;
- Severe St. John's winter weather greatly reduces effective life cycles of vehicles meaning that industry standard life cycles will not always be cost effective;
- Equipment is kept too long leading to "survival mode" with increased maintenance costs and overall fleet workload which is not an industry leading practice;

- Increased maintenance requirements and increased downtime for the older vehicles increases the required spare ratio (number of vehicles) and leads to conflict with customers over repairs (e.g.," I need the vehicle", "It's not worth fixing");
- There is a need for effective life cycles for the vehicles to develop a capital plan and associated operational budgets to maintain the fleet. Life cycles should be analyzed and adjusted on an annual basis based on actual costs incurred. This process will take into consideration both the changes in utilization as your fleet model changes as well as the environmental impacts from year to year;
- The City has a wide variety of makes and models of equipment even within the same equipment types causing issues keeping parts in stock and having proper training/ diagnostic tools for the technicians. Reducing the number of vehicle types will facilitate parts ordering, maintenance planning and reduced operating costs. The public tendering requirements make standardization more difficult, but creative planning such as grouping purchases (as currently underway for salt trucks) can reduce variations; and
- There are 223 vehicles and pieces of equipment that are past their life cycles. Over $23.6 million would be needed to replace these vehicles at one time, while only $3.6M has been budgeted.

Looking at the capital need for through 2022, it is estimated that the City would need to spend an average of $6.6 million per year to bring the fleet within life cycle compliance. Smoothing the spending this way may be a much better option than trying to immediately bring the fleet into compliance with the standards; and would allow some adjustment of fleet size based on utilization rates, reduced spare ratios where appropriate and adjustment of lifecycles based on actual downtime figures over the catch up process.

Capital Need by Year	
Year	Capital $
2016	$23,600,963
2017	$4,664,854
2018	$1,534,988
2019	$1,976,454
2020	$4,938,748
2021	$2,778,443
2022	$4,306,407
Avg.	**$6,257,265**

As seen in the table below, the major snow and refuse equipment have a high percentage of spare vehicles at 42%. With improved life cycle management and more efficient maintenance it should be possible to reduce this over time to about 20%. This would equate to a reduction of approximately 13 units, reducing both the amount of capital required to sustain the fleet and maintenance costs for the equipment.

Vehicles	Assigned	Required Daily	Spares	Spare %
Roads Division				
Loaders	46	39	7	18%
Single Axle Sander	9	6	3	50%
Tandem Sander	32	22	10	45%
Sidewalk Equipment	21	7	11	157%
Self-Contained Snow Blower	4	2	2	100%
Snow Blower Attachment	16	10	6	60%
Sanitation				
Side Loaders	27	21	6	29%
Totals	155	107	45	42%

Maintenance and Operating Costs Reductions Due to Right Sizing

Reduced maintenance and operating costs will not be immediately noticeable but can be achieved over time as the fleet grows smaller and younger. Experience indicates that overall maintenance costs should eventually be reduced by about half of the percentage of the fleet

reduction. So, if the City can reduce the fleet by 8% then the maintenance costs reduction associated with the right sizing can be estimated at about 4% of the overall maintenance budget or about $360,000. As the table below shows, keeping some of the major equipment categories within the recommended lifecycles could reduce annual maintenance costs by approximately $500K.

Description	# of Vehicles	Suggested Life Cycle	# within Life Cycle	Avg. 2015 Maint Cost	# Beyond Life Cycle	Avg. 2015 Maint Cost	Potential Savings per Vehicle	Total Potential Savings
GARBAGE TRUCK SIDE LOAD-TANDEM	24	6	4	45819	20	52,827	(7,008)	(140,155.55)
GARBAGE TRUCK SIDE LOAD-SINGLE	3	6	1	23763	2	27,772	(4,009)	(8,018)
ASPHALT EQUIPMENT	8	15	8	2531	0	-	-	-
ASPHALT POTHOLE PATCHERS	6	10	3	16801	3	23,335	(6,534)	(19,602)
PICKUPS (1/2 TON)	29	8	21	2508	8	4,985	(2,477)	(19,817)
VANS (PANEL, SERVICE)	24	8	16	1693	8	3,559	(1,866)	(14,925)
MOTORIZED HORTICULTURAL EQ	17	12	8	3449	9	3,968	(518)	(4,665)
SNOWBLOWER (ATTACHMENTS)	16	10	2	1631	14	15,158	(13,526)	(189,370)
SNOWBLOWERS (SELFPROPELLED)	6	15	4	4330	2	8,933	(4,603)	(9,207)
SWEEPERS (STREET)	6	10	4	22284	2	56,599	(34,314)	(68,628)
MOWERS (RIDE ON)	25	6	7	4797	18	5,356	(559)	(10,054)
Total	164				86			(484,442)

4.4.5 Outsourcing Approaches

Fleet is using 2 models to provide loaders for the City. Some loaders are leased with maintenance by the lessee and other are owned by the City with Fleet Services providing maintenance. Roads is the primary user of the loaders and has indicated it is very happy with the higher rate of availability of the leased loaders. It is not entirely clear whether this is primarily due to the lower average age of the leased loaders or due to the maintenance practices of the lessee, and no data is available concerning the actual downtime experienced. Additional information is required to conduct a financial analysis of the relative advantages of these two approaches, but this should be conducted before any future direction is set.

St. John's also outsources maintenance of its light vehicles. Our preliminary analysis comparing the costs of this arrangement with standard government personal vehicle utilization rates does not confirm that this approach is saving money, however there are no similar vehicles being maintained in-house to provide a direct comparison. In addition, the in-house operation does not have capacity currently to expand its activities. However as efficiencies improve, it would be worth having some light vehicles added to the fleet maintained in house in order to facilitate an "apples to apples" cost comparison and determine the most economical long term strategy.

4.4.6 Recommendations

The following are recommendations for consideration.

1. The vehicle lifecycles identified above (tables in section 4.4.1) be adopted for planning purposes, subject to review and modification over time based on analysis using a cost-based model. Where vehicle procurement planning can accommodate, particular units should be retired earlier than the lifecycle if they experience much worse than average maintenance costs or face particularly large maintenance expenditures in the last year or two of their lifecycle. Particular vehicles can be retained longer than the planned lifecycle when they have much lower than average maintenance costs.
2. A vehicle replacement plan be developed, consistent with the findings above, to bring the fleet within lowest lifetime cost parameters.
3. The list of potentially underutilized vehicles be reviewed with the relevant departments to identify those that can be removed from the fleet and the alternative approaches that should be adopted (e.g. use of private vehicles, use of pool or shared vehicles, use of rented units, etc.).
4. The outsourcing of Light Duty vehicles continue until other issues are addressed regarding technician efficiency and facility space. Re-evaluate once this is achieved.
5. The loader leasing (with maintenance) program be examined further when complete information is available.

4.5 Preventative/Planned Maintenance

All vehicles and most equipment requires preventative maintenance (PM). The heavy vehicles and equipment maintained by Fleet Services also requires annual inspections (and associated repairs) to meet provincial requirements primarily related to safety. Many of the heavy units also require a "seasonal" inspection. This generally involves ensuring it is ready for winter or summer service and often involves converting the unit from a summer configuration to a winter configuration or vice versa.

There are currently significant problems in ensuring key vehicles and equipment are ready for use. Some of this relates to vehicles out of service awaiting repairs but much of it is a result of seasonal preparations not being complete on time which often results in breakdowns that in turn require repair. In addition to hindering operations, failure to conduct proper preventative maintenance (including annual and seasonal inspections) contributes to decreased vehicle lifecycle which results in continually increasing repair requirements and earlier replacement.

In addition, when Fleet does start a cycle of seasonal work on a type of equipment, parts availability can be a major issue primarily due to lack of planning. Fleet Services does not advise Materials Management of upcoming work therefore Materials Management cannot update inventory based on planned work. Also, it does not have a system to vary inventory min/max levels by season.

There are some substantial challenges to doing this well. Many units are used summer and winter which leaves a short window for the seasonal conversion, and the window tends to be the same for many types of equipment. Many units are used intensely in season making it difficult to withdraw them for preventative maintenance.

However, the seasons do tend to repeat themselves and the related maintenance requirements are pretty much the same each year. It should be possible to develop a schedule

that identifies all the preventative (annual and seasonal) maintenance requirements and determines the best time to accomplish each. The initial draft will identify the problem areas where requirements exceed resources (taking into account expected breakdown repair requirements) and where there is surplus capacity. Some issues may be overcome by shifting the timing of some work, others may require outsourcing some work where requirements cannot be shifted. Where work must be outsourced, contractors will likely be more responsive if the requirements are identified and negotiated in advance.

The annual schedule needs to be developed in consultation with the major customer departments and branches. This will ensure their needs are reflected in the plan and they are aware of any limitations that remain. The annual schedule should contribute to a monthly schedule that will include: items from the annual schedule; anticipated routine PM inspections; anticipated "campaigns"; and any known major repair issues. The monthly schedule can be rolled forward, week by week, to incorporate any changes in requirements. Both schedules must be shared with Materials Management so they can identify the likely parts requirements of planned work and ensure parts are in stock before the work is started.

Improvements in the capacity of the Fleet Management Information System (FMIS) would help in this planning process.

4.5.1 Recommendations

The following are recommendations for consideration.

1. Develop an annual preventative maintenance (PM) schedule for each major customer, in consultation with the customers, which identifies how many units of each type are required at various points through the year and the best time of year to conduct seasonal and annual maintenance requirements on each type of vehicle. This will ensure vehicles and equipment are available when needed and work is performed when assets are least needed.
2. Develop a monthly forecast of PM requirements to share each week with customers (identifying assets to be made available) and Materials Management (to ensure parts are available).

4.6 Fleet Management Information System

WennSoft (now called Key2Act[1]) is an enterprise-level software solution (which integrates with Microsoft's Dynamics GP ERP or Enterprise Resource Planning system). The software has been in the market since 1995.

The City of St. John's has been using WennSoft to perform the tasks related to fleet management since January 1, 2010. Historic data remains in their old system (i.e. AS400) for archive and access, as needed.

Fleet management software is dedicated to managing/completing tasks and recording/tracking information related to fleet vehicles, equipment, and maintenance. The ability to monitor, report and export information from the system are key features needed for decision-making regarding fleet utilization, replacement, fueling and maintenance.

As an integrated, COTS (Commercial off-the-shelf) application of the GP financial system for the City, WennSoft does not contain all of the potential features of a customized or COTS

[1] http://www.key2act.com/

standalone fleet management system. This being said, the City's system has capabilities and functionality which can be configured and deployed to improve on what is currently available for Fleet Services.

As it is configured and used presently, the system is not providing effective support for Fleet operations. Some of the key deficiencies are:

- PM management is inadequate as the current system does not recognize and forecast multiple PM requirements (e.g. km based, seasonal based, provincial requirements);
- Work order forecasting is limited;
- The system does not categorize assets in multiple modes (e.g. categorized as part of a particular class of sanders, part of a class of all sanders, part of a class of winter maintenance vehicles, and part of a class of heavy vehicles) which limits reporting options;
- Pre-defined reports do not cover management requirements (e.g. data for monitoring lifecycle performance, monitoring technician efficiency, monitoring low use vehicles, compare in-house and contracted etc.);
- Fuel data is entered manually;
- There is no way to measure downtime; and
- The system is not configured to calculate standard Key Performance Indicators (KPIs).

However, many of these issues derive from the ways WennSoft is currently used more than from limitations of the system itself. Some of these issues could be resolved with further development of the system and further training of the users within Fleet. Some of the capabilities and functionality which can be analyzed, designed, configured and deployed are noted below.

- There are a limited number of additional fields available in the system which can be user-defined for Fleet Services to record and track additional data required.[2]
- Assets have the ability to add additional attributes to allow for further categorizing.
- Information can be exported from the system in many standard forms (e.g. Microsoft Word, Excel, etc.) with the ability to then further analyze and report with the flexibility to meet the custom needs of Fleet Services.
- Smartlists, available within the system, combine Excel reporting capabilities with advanced functionality to create and manage a wide variety of reports in multiple formats (e.g. SSRS or SQL Server Reporting Services reporting).
- The system has a third-party software application for reporting and analysis called the Smartlist Builder Suite. This suite of tools contains the Smartlist Builder, Excel Report Builder, Navigation List Builder, and Drillback Builder. These tools are user-friendly with wizards which guide the user through identifying the information they need for analysis or reporting. Training will maximize utility of these tools for Fleet Services. Advanced users of the system should be able to learn to use these tools with a minimal number of hours of training by the IT Department.

[2] Before adding any user-defined fields, consideration will have to be given to other City departments who are users of the system and any potential impacts.

- Preventative maintenance management can be achieved by utilizing a number of existing fields and setting value targets (e.g. Kilometers, dates, timeframes) combined with exporting and reporting for forecasting.
- Using the advanced reporting capabilities, noted above, reports can be defined and created to meet management requirements.
- Key Performance Indicators (KPIs), once defined by Fleet Services, can be used in collaboration with IT Services to further modify current system fields, where possible, and incorporate into Fleet Services custom reports.

The functionality required for Fleet Services currently, and as new requirements are identified in the future, could be addressed through the existing system capabilities noted above and the City's IT Services Division processes. IT Services can engage business analysts to work with Fleet Services to articulate the needs and requirements and then put together a plan for design, configuration, implementation and training.

IT Services must consider all user potential impacts for any changes to any of their enterprise systems. WennSoft users, outside of the Fleet department, can be consulted for potential impacts before changes are made to the system. The formation of a WennSoft user group would be valuable to discuss common issues and enhancement requests for the system.

An investment of both time and resources will be required to achieve maximum benefit. Key Fleet Services and IT Services resources will have to be identified and engaged to work collaboratively to clearly articulate identified needs, analyze, design, develop and implement within the system on an ongoing basis.

Additionally, there is a need for an ongoing commitment to training as it is a key element of increasing productivity and maximizing the ability for Fleet users to effectively use the GP/WennSoft system on a daily basis. Refresher training for those users already using the system and new user training for new employees are critical to productively using any software application. This would include training on any of the new features, fields and reports discussed above.

Effective software training in today's organizations can take many forms. Working in collaboration with the City's IT Services Division, Fleet could explore the use of multiple training modes including:

- How-to videos created by capturing how to complete a specific task by capturing screens in a step-by-step, short format with audio to direct the user. These could be created by IT Services and/or expert users of the system on an ongoing basis using tools such as Techsmith's Snagit[3];
- Peer-to-peer coaching (expert users receive advanced system training and then provide one-on-one coaching/training to other users) and user group collaboration;
- Online pre-packaged courses; and
- Group sessions (only when deemed the most effective and efficient).

[3] https://www.techsmith.com/snagit.html - The City's IT Department currently uses this tool and it is deployed throughout to all user desktops.

4.6.1 Recommendations

The following are recommendations for consideration.

1. Fleet Services and IT Services identify key individuals to work collaboratively to clearly articulate identified needs, analyze, design, develop and implement solutions within the system on an ongoing basis.
2. One of the FSS (perhaps the new position) be designated to play the lead role in this process for Fleet Services, working with the Manager and Operations Supervisor.
3. A WennSoft user group be formed.

4.7 Tools

Vehicle maintenance has moved to the electronic age. Initially it was light vehicles that adopted computer chips to operate motors and plug-ins for diagnostic computers. Now, the heavy vehicles are the same with computers involved in not just the engines, but also the transmissions, the control mechanisms, the lights, the salt spreaders, the GPS reporting, etc. It is very difficult to diagnose and correct many vehicle faults without diagnostic tools most of which are simply software on laptop computers with custom plugs to attach to the vehicle. The software is often designed to update itself as upgrades are available and sometimes to pull information from manufacturer websites as part of the diagnostic process. Fleet Services has acquired many diagnostic tools which are often part of a vehicle purchase process. However, this has not always occurred and Fleet has had difficulty keeping its devices up to date. This function is generally handled by IT and can take some time which occasionally results in tools that don't work after the latest corporate image has been installed on the laptop.

The other key source of information is manufacturers' maintenance handbooks. These are generally not provided in hardcopy anymore. Instead, they are provided on the web where they can be updated over time. The City has a policy of limited access to web from locations on the City network, both to minimize the opportunity for infection of the network and to prevent unauthorized use of the internet for personal and/or inappropriate purposes. IT does authorize the use of specific sites when they are requested and have a valid work purpose. This process does take some time and is not accommodated outside work hours. Even when a specific manufacturer's site is approved, travelling to any site with a graphic (a key element of any instruction or maintenance manual) results in a new blockage that must be individually authorized. The process is laborious and many technicians reported that they have simply given up and begun using their personal phones to examine manuals – often not the best screen for a detailed graphic.

These two problems contribute to the productivity issue making it more difficult to make a repair in a timely way (i.e. you wait for parts, you wait for manuals, you defer repair to the next shift, etc.) and adding to the frustration level of technicians.

Industry leading practice is to provide the tools and access to information required to complete repairs as expeditiously as possible. Fleets generally identify and budget for specific tools required on a yearly basis and have someone dedicated to acquiring and maintaining these tools. They also provide less restrictive access to the internet by blocking specific sites or content types rather than unblocking sites once the requirement is reviewed.

IT Services and Fleet Services recently met to discuss potential solutions to address some of the problems recently reported related to tools. This has resulted in a number of actions which will positively impact Fleet Services' productivity, including:

- Three data drops will be installed in the designated room where Fleet stores its three laptops currently. Docking stations and monitors will be provided so the laptops can remain on with batteries charged allowing remote updates to be completed. Fleet staff would be responsible for ensuring all laptops are placed back in the docking station after each use;
- Fleet has requested three ruggedized laptops for use in the trucks in the field. IT has agreed to work with Fleet to identify requirements and purchase one for testing to validate it will meet Fleet requirements;
- IT Services has requested a list of Internet sites and plug-ins required by Fleet so they can allow the requested Internet access. This will allow IT to maintain the City's security protocols and provide the access Fleet requires. As new sites are identified, Fleet can forward to IT to allow access;
- IT Services will provide Fleet with an existing large format printer allowing the ability to print 11 by 17 to assist in the printing of diagrams for review. If Fleet requires any larger format printing capabilities then they can connect with the City contacts provided by IT Services to request a large format print job on one of the City's plotter printers; and
- Initial discussions took place regarding training where IT has requested Fleet provide a list of the types of training they are requesting so they can work with them to identify how best to access the most effective and efficient training to meet their needs.

4.7.1 Recommendations

The following are recommendations for consideration.

1. Fleet and IT each identify a resource to be the key contact for coordinating all requests, status of existing projects, problem-solving, etc. related to internet access and diagnostic tools.
    - Fleet to identify and establish a process for ongoing feedback from staff on internet access and the key contacts to arrange for prompt access to sites as required.
    - Fleet to identify and establish a process for ongoing feedback from staff on tools (e.g., new requirements, upgrade requirements, challenges with existing tools, opportunities for improvement, requirements, etc.).
    - Establish and maintain a regularly scheduled meeting of Fleet and IT to address ongoing challenges and potential solutions.
2. This process be evaluated after six months against the goal of minimizing delays in conducting Fleet repairs. If this goal cannot be achieved then other approaches, including establishment of an independent Fleet network, be considered.

4.8 Parts Ordering

Materials Management holds inventory and provides parts for Fleet Services. The role was split, with Fleet staff identifying the parts and then Materials Management providing the parts. One recent key change has been the transfer of the 4 parts clerks from Fleet to Materials Management. In that location, they are serving as the prime interface with the mechanics and are preparing the parts list. Given their experience with Fleet operations, this should improve service levels and it has eliminated one step of the parts provisioning process.

There are now regular meetings between Fleet, Materials Management and Roads. This is an important step in improving communications and will be helped further when the preventative maintenance plans are prepared. These plans will enable Materials Management to anticipate parts requirements more effectively. This could also lead to more "kitting", where Materials Management would prepare the parts expected to be required for planned maintenance in advance, further reducing wait times for parts.

The nature of the rotating shifts and 24/7 operations in winter means parts suppliers are not open and/or City parts purchasers are not readily available during many of the shop's operational hours for the winter season. This is another factor to consider related to the shift structure.

The requirement that every parts purchase go through a purchaser and be picked up by a driver makes weekend purchasing prohibitively expensive and delays maintenance procedures unnecessarily. At present, if a part is required on a Saturday, when many suppliers are open, the Fleet foreperson must call in a purchaser, who comes to work and receives the minimum call in pay even if only one call is required to order the part. If it needs to be picked up, a driver is called in and charges their minimum call-in hours to do the pick-up. These processes need to change by giving Fleet forepersons the authority to order parts when there is no purchaser on staff and authorizing the pick-up of parts by any staff available (and licensed to drive) on such shifts.

4.8.1 Recommendations

The following is a recommendation for consideration.

1. Fleet forepersons should be given the authority to order parts from an outside vendor, to an appropriate maximum cost, when there is no purchaser on staff and to arrange for their delivery or pick-up as appropriate.

A Leading Practice Review

Fleet Management (FM) Industry Accepted and Leading Edge Practices (LEP)				
1.0	**General Fleet Management-Finance and Customer Relations**			
Overview of Category - The segment of the FM business related to administration, budgets, chargebacks and customer relations. FM does the following:				
	1.1	Produces an annual business plan complete with mission statement, review of previous year, budget / financial goals and service performance goals for internal customers.	N	Annual budget is available but no mission statement or goals in place.
	1.2	Has the ability to track YTD capital and operational expenses relative to budget.		YTD expenses are tracked in WennSoft however, IT is having to develop a query to extract data required from the database.
	1.3	Has a customer department fleet liaison in place for all major departments who is responsible for coordination of vehicle assignments, repair activity and all issues between FM and the customer department.	N	Done primarily by the FM foremen and fleet support specialists.
	1.4	Has customer agreed to chargebacks in place with automated billing and efficient internal processes for department billing.	N	Each department has a designated line item in budget for fleet services. No chargebacks are done for maintenance costs.
	1.5	Has a policy in place for segregating and tracking repairs which are due to department operator abuse or neglect as well as accident repairs.	N	Not tracked.
	1.6	Has fully burdened labour rate in place which is reviewed annually.	Y	Burdened labour is calculated.
	1.7	Has burdened parts mark up in place which is reviewed annually. This overhead includes the charging of 'minor - non- inventoried' parts.		
	1.8	Has burdened fuel mark up in place and reviewed annually	NA	
	1.9	Has burdened commercial charge mark up in place which is reviewed annually.	N	

	1.10	Has customer accepted Service Level Agreements (SLA) in place and reviewed at least annually with department customers.	N	SLAs are not in place. Daily vehicle availability needs are known.
	1.11	Has vehicle availability goals and metrics in place for customer departments to review through fleet management system in real time.	P	Availability goals and metrics are produced and provided to major departments via spreadsheets.
	1.12	Has well defined and current organizational chart in place with lines of responsibility designated.	Y	Organizational chart was provided.
	1.13	Has well defined job descriptions in place for all FM personnel with accountability defined.	Y	
	1.14	Offers customer department operators a waiting room at primary maintenance facilities with service status review board posted.	N	
	1.15	Offers PM and other vehicle maintenance activities via a scheduling portal for department customers.	N	PM notifications are done by email created by Operations Supervisor.
	1.16	Inter-governmental agreements in place with local municipal fleets for maintenance, fuel, towing or other services.	N	
	1.17	Has regularly scheduled customer surveys on FM performance.	N	
	1.18	Builds and analyzes fleet level key fleet metrics for the operation relative to industry standards, such as vehicle life cycles, vehicle to mechanic ratios, etc.	N	
2.0	Fleet Management Systems - General			
Overview of Category - The segment of the FM business related to software and fleet management systems (FMS). (Detailed FMS application requirements are available through CST Fleet Services as well as detailed list of metrics for maintenance and fuel management). The following represents a high level list of application areas and features which are at minimum accepted practices in the industry. FMS does the following:				
	2.1	Is operational with minimal system downtime and all vehicle ownership information/costs are stored in a central data base.	Y	WennSoft is an enterprise financial system, not an FMS. Data is stored but not readily available for analysis. Taken over a month for IT to produce basic LTD cost data.
	2.2	Utilizes and is compatible with VMRS 2000.	N	No, but first 4 digits of vehicle number do indicate type of equipment based on standard NAFA equipment types.

	2.3	Tracks vehicle detailed specifications, activity, assignment, and detailed vehicle specifications.	N	Vehicle specifications not tracked. Mileage and department assignment are.
	2.4	Tracks all vehicle purchase date, ownership costs and depreciation.		
	2.5	Tracks vehicle maintenance costs and incidents of repair, inclusive of repair frequency, detailed parts charges, detailed labor charges, and outside repair costs.	Y	
	2.6	Tracks all vehicle maintenance and fuel activity and charges in real time.	N	Odometer readings entered by hand from report from fuel system.
	2.7	Offers the option of all data entry through barcoded labels or posted bar coded charts.	N	
	2.8	Offers real time metrics which are available at multiple levels which are definable by FM and optionally presented in a dashboard oriented visual.	N	
	2.9	Offers metrics which are may be trended over time.	N	
	2.10	Offers an interface to the asset in-vehicle data links such as OBD-II, J1587, J1939, etc. for use in generating requests for repair as well as vehicle on-road maintenance diagnostics/component problems.	N	
	2.11	Offers ad-hoc and custom report generation with a report save feature and scheduling / distribution option.	N	IT is having to develop queries to provide basic LTD and fiscal year data for maintenance $, WO count and fuel $ (quantity not available) by vehicle.
	2.12	Provides standard reports with email capability to customer departments.	N	
	2.13	Provides PM scheduling with repair notices sent to customer departments via email.	N	PM scheduling done in system. Emails sent by hand.
	2.14	Offers a parts inventory management system.	Y	
	2.15	Tracks direct and indirect labor with calculated percentages to total labor time.	N	
	2.16	Tracks shop labor in real time on the shop floor at terminals, recording shop tradesmen repair times for each job and work accomplished.	N	Work orders generated by Fleet Support Specialists during day shift otherwise by the foreman. They

				interface with parts module, put parts on work order then the work order is closed by the foreman.
	2.17	Tracks the issue of all direct parts to work orders and indirect parts to department or indirect parts codes.	Y	
	2.18	Offers a fuel management system with transactional updates in real time.		Separate fuel management system with no interface to WennSoft.
	2.19	Offers the interface to fuel commercial 'point of sale' transactions and updates activity into the FMS on a regular basis.	N	
	2.20	Offers a telematics interface to a GPS or in-vehicle location system with mapping.		
	2.21	Tracks and can segregate all road call repair data including reason for repair, parts and labor.	N	Treated as standard work order.
	2.22	Offers shop floor personnel with portable hand held devices for entering shop labor activity from floor in real time.	N	
3.0	Vehicle Asset Management			
Overview of Category - The segment of FM business related to the vehicle as an asset and the life of the asset, including procurement/disposal, life cycle fixed costs, life cycle maintenance / operational costs, and the effectiveness of the vehicle to the department customer. FM has the following in place:				
	3.1	FM is organized such that a 'fleet steering committee, chaired by the fleet manager with members from finance, procurement and key customer departments, have oversight as to vehicle asset purchases, specifications, assignments and disposal.	N	
	3.2	FM can track the complete life cycle of each vehicle asset, segregated by fixed costs, maintenance costs and operational costs.	N	
	3.3	FM can track vehicles by their assigned customer department and accurately and timely review vehicle utilization.	N	
	3.4	FM performs an annual utilization study and fleet wide right sizing evaluation of all vehicle assets each year.	N	

	3.5	FM has a vehicle asset life cycle replacement / capital plan in place based upon accurate asset life cycle costs.	N	FM provided vehicle budget each year for vehicle replacement. Unknown how it is generated but it is not based on FM analytics.
	3.6	FM can monitor vehicle downtime and availability for all vehicles, relative to targets set and agreed to by FM and the customer departments.	N	Done by hand in spreadsheet on daily basis. System does not provide an availability report.
	3.7	FM has in place and utilizes an operational status of a vehicle asset from the time it is purchased, through its life cycle: procurement, to in-service prep, to in service and assigned, to tagged for disposal, to disposed.	N	
	3.8	FM has effective and timely in-service preparation procedures and capital costs are appropriately recorded where applicable.	N	
	3.9	FM provides short term lease and rental contracts from an outside vendor for customer departments.		Customer departments set up some of these. Some leasing (loaders) managed by FM.
	3.10	FM offers customer departments the services of an internal motor pool operated by FM with shared vehicles.	N	
	3.11	FM offers customer departments an option for reserving FM motor pool vehicles on-line.	N	
	3.12	FM can accurately determine through analysis, the most cost effective vehicle: own vs. lease vs. rent vs. motor pool assignment.	N	
	3.13	FM allocates funds, (possibly capital) for diagnostic tools required by new vehicles and components.	N	Lack of diagnostic tools including internet access to on-line troubleshooting sites is a major issue acknowledged by all members of FM and their customers.
	3.14	FM has a written vehicle tire policy for usage of new and recap tires, specific to vehicle type and /or wheel position.	Y	Not written but a pseudo policy is in place.
	3.15	FM has new vehicle and component warranty period and terms documented; warranty repairs are performed by appropriate vendors or claims filed for repairs performed by FM shops; all warranty repairs can be tracked as such in FMS.		Warranty repairs are not tracked as such in WennSoft. Technicians stated that they perform repairs in some cases that should be under warranty. No process in place to recover that. Warranty work is sent out to dealer in most cases.

	3.16	FM has an in-vehicle GPS system in place with mapping and tracking options for department customers.	N	City has gone to the HiTech AVL system but it was purchased and is managed by customer. FM gets no data from it at this point.
	3.17	FM has the ability to initiate repair or capital improvement campaigns through FMS to selected assets or groups of assets.	N	Everything is done in WennSoft via individual pieces of equipment.
4.0	Asset Maintenance			
Overview of Category - The segment of FM business related to all aspects of vehicle maintenance. Due to the detail required for this category, the overview is provided for each subcategory.				
	4.1	Shops and Facilities		
	Overview of Category - The portion of the FM facilities dedicated to maintenance, including vehicle flow through the facility and processes related to general repair and maintenance. The FM maintenance facilities has the following in place:			
	4.1.1	FM has written policies and procedures in place that include current and establish duties for shop personnel, all maintenance processes as well as lines of authority for facility maintenance and management of all FM shops.	N	
	4.1.2	FM has detailed written policies in place for maintenance work flow in the shop.	N	
	4.1.3	FM has a written procedure in place with customer departments for a vehicle department operator to request repair or maintenance; this may be a follow up from a driver vehicle condition report (DVCR).	N	
	4.1.4	FM has written policy for repair estimates and expected repair completion time for department customers; this may include only major repairs with cost in excess of stated estimate.	N	
	4.1.5	Facility has adequate space for vehicles being repaired; shop is organized for mechanic activities and parts accessibility, and is clean.		23 Bays, inadequate lifts, no safety issues other than lack of cranes or lifts.
	4.1.6	Facility parking space and yard are organized for work flow; this includes down vehicles waiting for repair, vehicles ready for service, vehicles tagged as out of service; all have dedicated parking locations.		Designated areas but not really optimized.

	4.1.7	Shop facility has dedicated repair areas for vehicle class (light duty (LD) vs. heavy duty (HD)) and special equipment.		Shop does HD and specialty only. LD is sent out.
	4.1.8	Facility has dedicated PM lane.		Pit in place, but it is not currently a designated lane. This is being changed.
	4.1.9	Facility has a process in place for receipt and review of all driver vehicle condition reports which make request of repair or maintenance; information is available in real time through FMS.		VCRs are done electronically and generate a defect email that is used to create WO.
	4.1.10	Facility has procedure for vehicle release of shop responsibility to the customer department; the driver or operator must check in with shop office and sign for the vehicle prior to removal of vehicle from the facility.		Shop notifies customer when vehicle is ready via email but no sign out process.
	4.1.11	FM has the ability to track vehicle downtime and rules for recording downtime are understood for all shops and the customer departments.	N	
	4.1.12	FM tracks excessive downtime and the reason is recorded with the work order; this includes lack of space, lack of parts, lack of manpower, etc.	N	
	4.1.13	FM tracks repair comebacks and rework maintenance is recorded as such in FMS.	N	
	4.1.14	Diagnostic tools are available for floor mechanics for all applicable repairs.	N	This is an ongoing issue that FM is working to resolve.
	4.1.15	FM has processes in place for road call towing / maintenance and the recording into FMS of all maintenance activity in the field including parts and labor.	Y	
	4.1.16	Facility has dedicated shop space for vehicle tire repair or tire repair contractor.	Y	Tires done in-house. 2 tire guys working in designated area.
	4.2	Preventive Maintenance		
	Overview of Category - The processes for FM to schedule, manage and perform preventive maintenance for all vehicles under the responsibility of FM. FM has the following in place:			

	4.2.1	FM has the ability to schedule all PM's for all vehicles and utilize a PM scheduling in FMS for projecting PM's due by vehicles for each shop location.	P	PMs can be keyed by odometer, hours or date but only for a single type of PM. Multiple PM types have to be manually tracked.
	4.2.1	All vehicles have an assigned maintenance shop for PM's.	Y	
	4.2.2	All vehicle customer departments receive a notification in advance of PM due via email.	P	Sent by staff, not generated by system.
	4.2.3	PM policies, procedures and checklists are well documented for all levels of PM's for all vehicles and PM checklists are available to the mechanics performing the repair.		Checklists in place but no written procedures.
	4.2.4	PM follow up repairs and maintenance are categorized as such and the maintenance facility has the ability to defer non-safety related PM follow up repairs to a future occurrence of downtime via the FMS.	N	
	4.2.5	FM has the ability to track the quality of PM's, such as average labor hours and/or average part dollars for a specific level of PM for a specific class of vehicle.		Tracked but no way to report on it.
	4.2.6	FM has the ability to store non-crucial DVCR repair requests and provide these requests at the upcoming occurrence of a PM.	P	Work order can be created with equipment status of "Snow - Operational" meaning that repair will be done when vehicle is not needed but can be used at this time.
	4.2.7	Diagnostic tools are available to the mechanic performing the PM.	N	
	4.3	Parts Management - In House		
	Overview of Category - The segment of the FM business related to procuring, stocking / managing inventory for parts required for maintenance and repair of the vehicles. (Section 4.3 is oriented towards part management accomplished through in-house FM parts inventory ownership; Section 4.4 is oriented towards parts management accomplished, owned and controlled through a strategic dedicated parts partner).			

	4.3.1	FM operates a complete part management system with traditional inventory management functionality in place for all FM maintenance locations for which parts are stocked; this parts management system functions in real time as parts are issued to the mechanics requesting parts for FM maintained vehicles. The system either managing the parts procurement process or interfaces in real time to the government wide procurement system.		Parts management was moved out of FM and is part of Supply Chain for the City. FM parts employees were moved to that department. Uses standard City procurement system with a real time interface into the work order system.
	4.3.2	All FM parts rooms are secured; policies and procedures are maintained for the management, acquisition, inventory, issuance and return of parts to/from mechanics.	Y	
	4.3.3	The FM parts management system tracks and monitors the percentage of parts immediately available to the mechanic upon request. This metric is monitored on a regular basis as is the excessive vehicle downtime due to lack of parts.	N	
	4.3.4	FM has the ability to track parts failures and premature parts failure occurrences are submitted through parts warranty if applicable.	N	
	4.3.5	Indirect parts, when applicable are charged to customer departments or indirect parts codes in FMS.	N	
	4.3.6	Parts inventory is taken on a regular basis, no less than annually, and parts slippage is monitored, valued and charged off according to FM accounting rules.	Y	Very little slippage, less than $5000 annually.
	4.3.7	FM has the ability to track inventory turn rates for all facility parts rooms for which inventory is managed; goals are set for this metric.	N	
	4.3.8	FM has the ability to track parts usage trends of inventoried parts and isolate parts classified as obsolete.	N	
	4.3.9	FM has in place an efficient process for the acquisition of parts provided by ab outside vendor and not placed into inventory; such parts and pricing are charged against the work order in FMS.		All parts come through the procurement/inventory system and charged against the work order. No one in FM is authorized to purchase parts.

	4.3.10	FM has the ability to establish parts lists for 'standard jobs' which are repetitive and when initiated automatically request parts list for the parts room when the vehicle repair is scheduled.	N	
	4.4	Parts Management - Dedicated Partner		
	Overview of Category - Parts management through the dedicated services of a strategic vehicle parts partner (SVPP) vendor operating the FM parts rooms on site.			
	4.4.1	FM has a strategic vehicle parts partnership (SVPP) agreement in place that covers all aspects of the partnership including parts inventory ownership or partial ownership.	N/A	
	4.4.2	FM has a plan for carry parts procurement and management activity forward if the agreement is terminated or comes to maturity.	N/A	
	4.4.3	All parts data for all repairs and maintenance are updated in FMS in real time by the SVPP vendor.	N/A	
	4.4.4	All parts issued to FM by the SVPP vendor are on valid work orders for FM maintained vehicles; all indirect parts charged are authorized by appropriate FM shop management.	N/A	
	4.4.5	FM has the ability to reconcile invoices from the SVPP through an automated process between FMS and the SVPP management system.	N/A	
	4.4.6	FM has the ability to track the percentage of parts immediately provided to mechanics on request; this part availability percentage is tracked as a metric and the target percentage is measured and set as a goal in the agreement between FM and the SVPP. This metric is monitored on a regular basis as is the excessive vehicle downtime due to lack of parts.	N/A	

	4.4.7	The SVPP maintains the responsibility of providing all parts for all vehicle repairs, whether the parts are stocked by the SVPP or not; the SVPP has contracts in place for outside provided parts. Issuance of such parts is updated to the work order in FMS in real time as the parts are issued.	N/A	
	4.5	Labor Management		
	Overview of Category - The segment of the FM business related to the management of personnel (labor) managed by FM related to the FM vehicle maintenance function. This is inclusive of the personnel used in the direct maintenance function as well as the personnel indirectly supporting the maintenance process.			
	4.5.1	FM manages and interfaces with formal labor organizations (unions), if applicable to FM, in accordance with the policies and procedures set forth by the government agency for which FM is a part.	Yes	Technicians union is strong and the CBA is not conducive to providing flexibility in managing personnel. CBA is also a problem for the "Apprentice" technicians.
	4.5.2	Direct labor hours are charged against work orders in FMS in accordance with VMRS in real time.	N	All work order data put in system after the fact.
	4.5.3	Indirect labor is charged to the FM shop location in FMS in accordance with VMRS in real time.		Only 1 shop location.
	4.5.4	FM has the ability to monitor the percentage of charged time (direct and indirect) to paid / shift time, and this metric (both at the mechanic level and shop level) is monitored on a regular basis with targets set for each FM shop location..	N	
	4.5.5	FM has a base of established 'standard' jobs for repetitive repairs. The standard jobs may include task checklists or instructions. Labor time at the mechanic level and shop level is measured against these standard jobs.	N	
	4.5.6	FM has goals and targets established for mechanics at each shop including a recognition process such as a 'wall of fame' for high performance.	N	
	4.5.7	FM has the ability to monitor the effectiveness of mechanic performance including rework repairs.	N	

	4.5.8	FM offers incentives for high performance by mechanics.	N	
	4.5.9	FM utilizes interns or mechanic assistant programs in possible partnership with local community colleges or higher educational institutions.	Y	FM uses the Province's Apprenticeship Program although this is not going to be used in the future. Administration of this program and its effectiveness are not ideal.
	4.5.10	FM has an established criteria for mechanic certification or at minimum encourages and supports mechanic certification programs.	Y	All mechanics, except those grandfathered in, need to have 1 Red Seal Ticket, preferably the Heavy Duty. Until recently to be hired as a full technician they needed both their Light Duty and Heavy Duty tickets.
	4.5.11	FM has a procedure in place and allocates time and/or budget for mechanic training curriculum either in-house by vendors, on-line by vendors or at vocational schools.	P	New in the past year, the City pays the technicians in the Apprenticeship program, 95% of their salary when they are attending the provincial apprenticeship training school. Other training is hit and miss.
	4.6	Maintenance Outside Services		
	Overview of Category - The segment of FM business related to the processes for procuring, engaging and monitoring outside maintenance services from local providing vendors.			
	4.6.1	FM regularly evaluates the performance of inside maintenance services and performance as compared to local outside repair and maintenance vendors; this may be for selected services such as rebuilds, body-shop etc.	N	At this point, the data is not easily available for this analysis.
	4.6.2	FM has a process for acquiring repair estimates for repairs above an estimated threshold of costs.	Y	
	4.6.3	FM has ample repair and maintenance contracts in place with reputable outside vendors.	Y	
	4.6.4	All outside maintenance and repair work is entered into the FMS on a timely basis either as a work order or attached to a work order as outside repair services; this data can be isolated in FMS for reporting purposes.	Y	The data is entered but difficult to report on.
5.0	Asset Fuel			
	5.1	Fuel Management		

	Overview of Category - The segment of the FM business dedicated to the procurement, security, dispensing, tracking and monitoring of fuel for FMS vehicles. FM has the following in place.			
	5.1.1	FM maintains up to date and current fuel contracts for on time delivery of fuel to FM sites at a negotiated rate; FM has emergency procedures in place.	N/A	Done by purchasing.
	5.1.2	FM manages automated fuel sites which only dispense fuel to operators and vehicles authorized by either entered data or machine readable card / key fob devices; this authorization activates fuel dispensing via a pump controller.	N/A	
	5.1.3	The FM automated fuel site controllers either receives the meter reading wirelessly or edits the operator entered meter reading for accuracy.	Y	All odometers from fuel system are hand entered into WennSoft.
	5.1.4	FM has an in ground fuel tank inventory management system that monitors in ground fuel levels at each fuel site for each bulk tank; this system monitors tanks with leak detection warnings and water content warnings.	N/A	
	5.1.5	A process (audit) for reconciling fuel received at FM sites, as compared to fuel dispensed, is routinely implemented; follow up investigation is taken if necessary.	N/A	
	5.1.6	Vehicle fuel consumption (MPG or GPH) is monitored and tracked with targets by vehicle and vehicle type.	N	
	5.1.7	FM maintains and operates a portable fuel delivery truck for emergency vehicles in the field or for remote stationary vehicles. The inventory for this vehicle is managed in FMS.	N/A	
	5.1.8	FM vehicles are equipped with in vehicle computers which communicate with the fuel site controllers via RF, and transmit utilization as well as diagnostic data posted to the in vehicle data links (OBD-II, J 1587, J 1922, etc.).	N/A	

	5.1.9	If fuel us purchased by operators while in route, via a commercial fuel point-of-sale (POS) system, the POS transactions are updated to the vehicle fuel information in FMS in real time or in a timely manner.	N/A	
	5.2	Green (Fuel) Initiatives		
	Overview of Category - The segment of the FM business which sets goals for environmental sustainability through 'green' fuel initiatives which utilize alternative fuels. FM has the following in place:			
	5.2.1	FM has a program in place that routinely calculates the carbon footprint of the vehicle asset fleet and has established goals for the annual percent reduction of greenhouse gases.	N/A	
	5.2.2	FM has programs for testing and/or implementing alternative fuels.	N/A	
	5.2.3	FM has programs for testing and/or implementing electric powered vehicles.	N/A	
	5.2.4	FM has access to grant writing initiatives with the goal of achieving capital or operational dollars for alternative fuels.	N/A	
	5.2.5	FM has an infrastructure in place for dispensing alternative fuels and selling the fuel to the public or other government agencies.	N/A	
6.0	Employee Safety			
	Overview of Category - The segment of the FM policies which is dedicated to personnel safety, operator safety and accident procedures.			
	6.1	FM has written safety policies in place for all FM facilities, shops and FM personnel.	N	
	6.2	FM has prepared or approved customer department operator safety polices for all vehicle vehicles.	N	
	6.3	FM has vehicle accident policies and procedures in place.	Y	
	6.4	All accident repairs are recorded as such in FMS.	Y	

B Service Level Agreement (SLA)

Table of Contents

The following is a list of the standard sections of a bi-directional SLA between a Fleet Management Department and its Customer Departments. Each section should describe the expectations, assignments, responsibilities and metrics for success as they apply to both departments. In the case that Fleet is not providing a particular function for the department need, a statement should be included under that section describing how that need is being met.

1. Statement of Agreement

   Describes the purpose of the document, what is included, what is excluded and roles for each group.

2. Maintenance Management
   - Describes maintenance roles of each group (fleet and the using department).
   - Defines Preventive Maintenance (PM) versus Repairs.
     - It indicates how client will be notified of scheduled PM work, process for changing appointments, where vehicle will be left at scheduled time.
     - It indicates how client will report repair requirements in various circumstances (in the field, in the yard, perhaps major/minor) and how Fleet will respond.
     - It indicates how Fleet will report vehicle ready for service and where the vehicle is located.
   - Describes how (if) Fleet will report suspected instances of abuse/neglect and how the operating department will handle them.
   - Describes what maintenance decisions may Fleet make, that repairs/expenditures require prior client approval.

3. Financial Management
   - Describes billing and notification process.

4. Fleet Administration
   - Describes admin duties, record keeping and admin protocol.

5. Vehicle Acquisition, Replacement, and Disposal
   - Describes process of specifying, purchasing, placing into service, retirement and disposal of equipment.
   - Outlines responsibilities, authorities of Fleet, Materials Management and Client.
   - Outlines responsibilities for providing capital funding for replacement and new vehicles.

6. Fuel Management
   - Describes fueling options and responsibilities (including billing) of each group (Fleet, Materials Management and the using department).

7. Performance Metrics & Goals
   - Describes agreed upon metrics (including presentation method i.e. report, gauge, graph, etc.) to track each group's responsibilities (fleet and the using department).

8. Customer Satisfaction

- Describes how customer satisfaction is measured and tracked.

9. Dispute Resolution

- Describes how disputes will be resolved (escalation?).

10. Appendix A -List of vehicles covered

- List of vehicles covered in this agreement and their assigned usage.
- Usage Categories Examples:
  - Assigned to a Person
  - Take Home Vehicle
  - Assigned to a Route
  - Department Pool Vehicle
  - City Wide Motor Pool
  - Special Assignment
  - Spare

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C Vehicles in Poor Condition

Based on the data available, the following units were identified as likely to be in poor condition. Individual units should be reviewed before a decision on replacement is made to ensure the data is correct and there are no other factors that warrant retention.

Vehicle	Description	Age	LTD Utilization	Maintenance & Fuel Cost per Utilization	Work Orders Per Year	Condition
0111-5609	1975 LOADER FRONT BLADE (DUAL)	41	0	$76,832.00	9	Poor
0116-0103	2001 VOHL DV4000 SNWBLR ATTACH	15	2349	$ 114.96	68	Poor
0116-0177	2001 VOHL DV4000 SNWBLR ATTACH	16	1730	$ 122.26	56	Poor
0116-0201	2001 VOHL DV4000 SNWBLR ATTACH	15	172	$ 1,590.64	60	Poor
0116-0202	2001 VOHL DV4000 SNWBLR ATTACH	15	1704	$ 122.55	74	Poor
0116-0203	2001 VOHL DV4000 SNWBLR ATTACH	15	1460	$ 151.44	67	Poor
0116-0401	2004 VOHL DV4000 SNWBLR ATTACH	13	1279	$ 130.02	81	Poor
0116-0501	2005 VOHL DV4000 SNWBLR ATTACH	11	1488	$ 114.99	68	Poor
0116-0502	2005 VOHL DV4000 SNWBLR ATTACH	11	1718	$ 94.85	71	Poor
0116-0614	2005 VOHL DV4000 SNWBLR ATTACH	11	1554	$ 107.36	66	Poor
0123-4235	FIELD DRAG	32	0	$32,458.45	26	Poor
0123-4243	FIELD DRAG	32	0	$68,816.30	47	Poor
0126-4250	JACOBSEN GANG MOWER ATTACHMENT	22	0	$ 159,192.74	40	Poor
0126-5516	1995 TRACKLESS MOWER ATTACHMENT (ROTARY)	21	0	$32,994.87	24	Poor
0126-7223	1987 TRACKLESS MOWER ATTACHMENT (ROTARY)	29	0	$43,822.44	20	Poor
0126-8197	1988 TRACKLESS MOWER ATTACHMENT (ROTARY)	28	0	$40,873.45	27	Poor
0126-8205	1988 TRACKLESS MOWER ATTACHMENT (FLAIL)	28	0	$25,523.96	13	Poor
0126-9171	1989 TRACKLESS MOWER ATTACHMENT (FLAIL)	27	0	$24,347.12	9	Poor
0126-9187	1988 TRACKLESS MOWER ATTACHMENT (FLAIL)	28	0	$26,623.34	6	Poor
0130-8830	1988 TRACKLESS PICKUP SWEEPER	28	0	$ 62.14	1	Poor
0200-0303	2003 WACHS UTILITY VAC	14	220	$ 80.52	35	Poor
0222-0318	2003 INGERSOL RAND COMPRESSOR	13	981	$ 22.82	25	Poor
0515-5702	1975 MILLER WELDER (ELECTRIC)	41	0	$ 520.18	2	Poor
0515-7402	1977 AIRCO WELDER (ELECTRIC)	39	0	$ 306.43	1	Poor
0515-7614	1977 AIRCO WELDER (ELECTRIC)	39	0	$ 933.07	1	Poor
0610-0139	2000 TORO GREENS MOWER	16	1	$19,505.12	19	Poor
0630-0552	1990 BRUSH BANDIT BRANCH SHREDDER	26	1185	$ 81.99	54	Poor
0640-9905	1999 RAYCO STUMP GRINDER	17	1	$25,569.03	30	Poor
0690-0138	2000 LESCO RENOVATOR	16	1	$ 7,614.87	10	Poor

Vehicle	Description	Age	LTD Utilization	Maintenance & Fuel Cost per Utilization	Work Orders Per Year	Condition
0690-0140	2000 BILLY GOAT SWEEPER	16	1	$ 6,309.22	13	Poor
0690-9815	1998 RYAN SOD CUTTER	19	1	$22,897.32	24	Poor
1212-1110	2011 KUBOTA TURF UTILITY VEHICLE	5	1290	$ 23.28	29	Poor
1213-0737	2007 JOHN DEERE GATOR	9	2229	$ 25.71	45	Poor
1216-9001	1990 YAMAHA BIG BEAR ATV	26	0	$ 2,409.87	1	Poor
1421-0808	2008 CHEV VAN (PANEL)	9	174154	$ 0.18	76	Poor
1428-0834	2008 DODGE GRAND CARAVAN (MINI)	9	145900	$ 0.20	77	Poor
1531-0804	2008 FORD SERVICE TRUCK C/W BOOM	9	258235	$ 0.28	80	Poor
1531-1260	2012 DODGE RAM 3500- UTILITY	4	173644	$ 0.32	100	Poor
2511-0603	2006 FORD PICKUP 1 TON	11	253498	$ 0.24	83	Poor
2511-0606	2006 FORD PICKUP (1 TON)	11	184781	$ 0.25	74	Poor
2511-0609	2006 FORD PICKUP (1 TON)	11	222222	$ 0.31	104	Poor
3423-0531	2006 CHEV VAN (CUBE)	11	218667	$ 0.52	101	Poor
3423-0619	2006 CHEVROLET VAN (CUBE)	10	183880	$ 0.31	83	Poor
7771-0116	2001 FRTLNR (JOHNSTON) SWEEPER	15	98651	$ 7.81	330	Poor
8760-9901	1999 INTERNATIONAL SHU-PAK	18	215486	$ 0.07	28	Poor
8762-0515	2005 INTERNATIONAL LABRIE	12	113713	$ 3.61	404	Poor
8762-0517	2005 INTERNATIONAL LABRIE	12	133971	$ 3.64	469	Poor
8762-0638	2006 INTERNATIONAL SHU-PAK	10	70844	$ 5.27	282	Poor
8762-0639	2006 INTERNATIONAL SHU-PAK	10	81764	$ 3.63	300	Poor
8762-0932	2009 INTERNATIONAL LABRIE	8	93071	$ 2.56	428	Poor
8762-1035	2010 INTERNATIONAL LABRIE	6	82241	$ 3.53	461	Poor
8770-3534	1993 FRTLNR POTHOLE PATCHER	23	166080	$ 1.37	55	Poor
8779-0152	2002 VOLVO SANDER/PLOW	16	201410	$ 3.40	151	Poor
8779-0235	2002 INTERNATIONAL SANDER/PLOW	14	161181	$ 1.61	159	Poor
8779-8083	1998 INTERNATIONAL SANDER/PLOW	19	219070	$ 2.87	38	Poor
9310-0311	2003 TOYOTA FORKLIFT	13	2135	$ 13.98	33	Poor
9400-3592	1993 VOHL BLOWER	23	2778	$ 97.87	51	Poor
9423-0832	2008 ALITEC COLD PLANER	8	0	$46,057.35	33	Poor
9442-0305	2003 COMPAC VIBRATORY ROLLER (RIDE-ON)	13	5075	$ 10.47	27	Poor
9612-0097	1999 KUBOTA MOWER	16	0	$26,056.48	24	Poor
9612-0122	2001 JACOBSEN MOWER	15	2567	$ 86.47	66	Poor
9612-0156	2001 KUBOTA MOWER	15	1715	$ 39.33	51	Poor
9612-0225	2002 KUBOTA MOWER	14	162	$ 262.19	48	Poor
9612-0226	2002 KUBOTA MOWER	14	49016	$ 0.65	42	Poor
9612-0227	2002 KUBOTA MOWER	14	120	$ 264.57	37	Poor
9612-0228	2002 KUBOTA MOWER	14	251	$ 124.18	40	Poor
9612-0505	2004 KUBOTA MOWER	11	749	$ 52.08	30	Poor
9612-0506	2004 KUBOTA MOWER	11	348	$ 81.34	19	Poor
9612-0507	2004 KUBOTA MOWER	11	152	$ 164.15	35	Poor

Vehicle	Description	Age	LTD Utilization	Maintenance & Fuel Cost per Utilization	Work Orders Per Year	Condition
9612-0508	2004 KUBOTA MOWER	11	470	$ 103.03	47	Poor
9612-0509	2004 KUBOTA MOWER	11	528	$ 52.93	34	Poor
9612-0510	2004 KUBOTA MOWER	11	1843	$ 27.71	49	Poor
9612-0511	2004 KUBOTA MOWER	11	187	$ 192.68	51	Poor
9612-0621	2004 KUBOTA MOWER	12	26	$ 1,148.76	37	Poor
9612-0733	2007 KUBOTA MOWER	9	1	$36,291.81	36	Poor
9612-1239	2012 KUBOTA RIDE ON LAWN MOWER	4	0	$14,441.68	23	Poor
9890-1324	1989 SKYJACK SCISSOR LIFT	27	0	$ 5,003.23	6	Poor

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D Low Utilization Vehicles

Note the list below provides vehicles that may be underutilized. However particular circumstances (e.g. unique capabilities) may require retention of the particular units regardless of utilization level.

Vehicle	Description	Age	Targeted Utilization	LTD Utilization	Utilization per Year	Utilization Category
0500-0541	2005 BAGELA ASPHALT RECYCLER	11	2000	2125	193	Very Underused
1321-1420	2015 MERCEDES SMART CAR	1	20000	1016	1,016	Very Underused
1322-0952	2010 SUZUKI	7	20000	29188	4,170	Very Underused
1421-1506	2014 CHEV C1500 EXPRESS VAN	2	15000	2259	1,130	Very Underused
1428-1128	2012 DODGE CARAVAN	5	15000	10358	2,072	Very Underused
1428-1223	2012 DODGE GRAND CARAVAN(7 PASSENGER)	5	15000	9914	1,983	Very Underused
1428-1331	2012 FORD TRANSIT CONNECT	4	15000	10500	2,625	Very Underused
1612-0747	2008 SUZUKI GR.VITARA(SPORT/UTILITY)	9	20000	26402	2,934	Very Underused
1612-1318	2013 JEEP PATRIOT	3	20000	14325	4,775	Very Underused
1612-1525	2015 EQUINOX AWD	1	20000	2007	2,007	Very Underused
2411-0857	2008 FORD VAN (WINDOW)	8	15000	12373	1,547	Very Underused
8779-0742	2008 INTERNATIONAL ANIT-ICING TRUCK	9	15000	16528	1,836	Very Underused
8779-1504	2015 NEW WESTERN STAR -FREIGHTLINER -RHB	1	15000	2723	2,723	Very Underused
9110-1501	2015 BOBCAT SKID-STEER LOADER	1	500	87	87	Very Underused
9142-1532	2015 CASE BACKHOE	1	750	144	144	Very Underused
9442-1232	2008 MULTIQUIP RIDE ON ROLLER	8	250	215	27	Very Underused
9442-1265	2012 AMMANN RIDE ON ROLLER	4	250	245	61	Very Underused
9442-1266	2012 AMMANN RIDE ON ROLLER	4	250	250	63	Very Underused
9612-0225	2002 KUBOTA MOWER	14	200	162	12	Very Underused
9612-0227	2002 KUBOTA MOWER	14	200	120	9	Very Underused
9612-0228	2002 KUBOTA MOWER	14	200	251	18	Very Underused
9612-0507	2004 KUBOTA MOWER	11	200	152	14	Very Underused
9612-0511	2004 KUBOTA MOWER	11	200	187	17	Very Underused

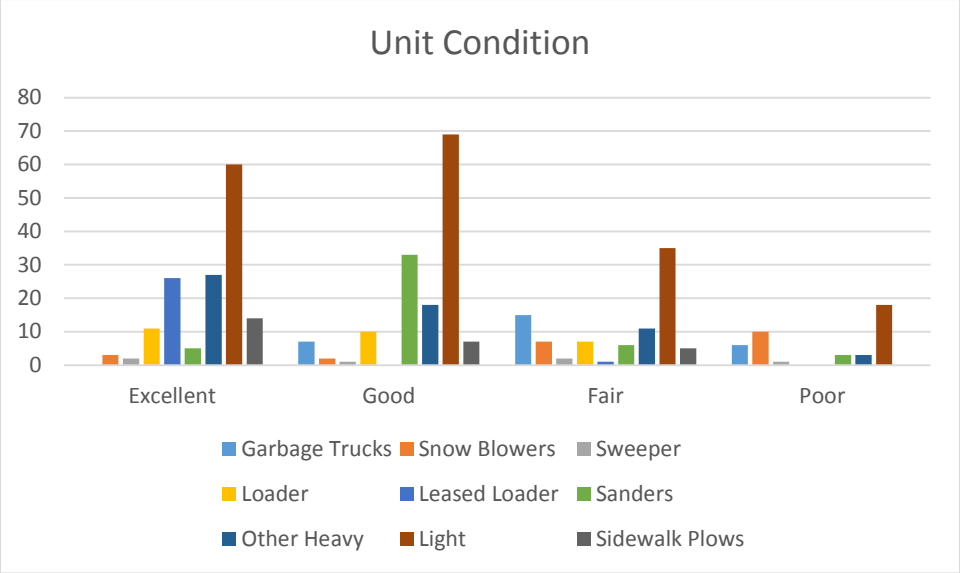
Vehicle	Description	Age	Targeted Utilization	LTD Utilization	Utilization per Year	Utilization Category
9612-1112	2010 CUB CADET RIDE ON MOWER	6	200	183	31	Very Underused
0116-0176	2001 VOHL DV4000 SNOWBLOWER ATTACHMENT	15	100	366	24	Underutilized
0116-0201	2001 VOHL DV4000 SNOWBLOWER ATTACHMENT	15	100	172	11	Underutilized
0323-0126	2001 INGERSOL RAND COMPRESSOR	15	50	76	5	Underutilized
0323-0239	2002 INGERSOL RAND COMPRESSOR	14	50	125	9	Underutilized
1212-0417	2004 CUSHMAN TRUCKSTER	12	25	59	5	Underutilized
1322-0695	2007 SUZUKI	10	20000	82551	8,255	Underutilized
1322-0698	2007 SUZUKI	10	20000	58251	5,825	Underutilized
1322-0699	2007 SUZUKI	10	20000	34376	3,438	Underutilized
1421-0906	2008 FORD VAN	8	15000	28644	3,581	Underutilized
1421-1327	2013 CHEV PANEL VAN (SECURE)	3	15000	22412	7,471	Underutilized
1428-0980	2010 FORD TRANSIT CONNECT	7	15000	47000	6,714	Underutilized
1428-1222	2012 GRAND CARAVAN	5	15000	25460	5,092	Underutilized
1428-1332	2012 FORD TRANSIT CONNECT	4	15000	26026	6,507	Underutilized
1428-1520	2015 DODGE GRAND CARAVAN	1	15000	4987	4,987	Underutilized
1512-0748	2008 FORD RANGER PICKUP (COMPACT)	9	15000	33616	3,735	Underutilized
1512-0847	2008 FORD RANGER PICKUP (COMPACT)	9	15000	63384	7,043	Underutilized
1512-0954	2009 FORD RANGER PICKUP (COMPACT) 4X4	7	15000	59128	8,447	Underutilized
1521-0604	2006 FORD PICKUP (4X4)	11	15000	49939	4,540	Underutilized
1521-0612	2006 FORD PICKUP (1/2 TON)	11	15000	39890	3,626	Underutilized
1521-0827	2008 FORD PICKUP (1/2 TON)	9	15000	38650	4,294	Underutilized
1521-0828	2008 FORD F-150 PICKUP	8	15000	39694	4,962	Underutilized
1521-0852	2009 FORD PICKUP (1/2 TON)	8	15000	29952	3,744	Underutilized
1521-0854	2009 FORD PICKUP (1/2 TON)	8	15000	26000	3,250	Underutilized
1521-0856	2009 FORD PICKUP (1/2 TON)	8	15000	26115	3,264	Underutilized
1521-1002	2010 FORD F-150 PICKUP	7	15000	67209	9,601	Underutilized
1521-1050	2010 FORD F-150 PICKUP	6	15000	49094	8,182	Underutilized
1521-1126	2012 CHEVROLET 1/2 TON PICKUP	5	15000	27792	5,558	Underutilized
1521-1253	2013 GMC SIERRA PICKUP	4	15000	36707	9,177	Underutilized
1521-1255	2013 GMC SIERRA PICKUP	4	15000	23517	5,879	Underutilized
1521-1257	2013 GMC SIERRA 4X4 PICK-UP	4	15000	30572	7,643	Underutilized
1521-1328	2013 DODGE 1500 QUAD CAB (4 X 4)	3	15000	17730	5,910	Underutilized
1531-1211	2012 FORD 1 TON PICKUP	5	15000	34490	6,898	Underutilized
1531-1256	2012 FORD F-250 PICKUP	4	15000	15538	3,885	Underutilized
2413-0818	2008 FORD VAN (PASSENGER)	8	15000	67110	8,389	Underutilized
2421-1206	2012 CHEV VAN (PANEL)	5	15000	45094	9,019	Underutilized
2421-1208	2012 CHEV VAN (PANEL)	5	15000	33735	6,747	Underutilized
2421-1209	2012 CHEV VAN (PANEL)	5	15000	33987	6,797	Underutilized
2421-1325	2013 FORD VAN	3	15000	33250	11,083	Underutilized
3423-1053	2010 CHEV LIGHT DUTY CUBE VAN	6	15000	55022	9,170	Underutilized
3423-1054	2010 CHEV CUBE VAN	6	15000	43133	7,189	Underutilized
3423-1055	2010 CHEV CUBE VAN	6	15000	34462	5,744	Underutilized

Vehicle	Description	Age	Targeted Utilization	LTD Utilization	Utilization per Year	Utilization Category
3423-1202	2012 CHEVROLET CUBE VAN	5	15000	55103	11,021	Underutilized
3514-0905	2009 DODGE PICKUP (STAKE BODY)	8	15000	56848	7,106	Underutilized
3514-1303	2012 DODGE STAKE DUMP	4	15000	43200	10,800	Underutilized
3514-1307	2012 DODGE COMPRESSOR TRUCK	4	15000	35600	8,900	Underutilized
3514-1404	2014 FORD STAKEBODY TRUCK	3	15000	27987	9,329	Underutilized
5711-0535	2006 CHEV PICKUP (STAKE BODY)	11	15000	62775	5,707	Underutilized
5743-1301	2012 FORD AERIAL TRUCK	4	15000	20772	5,193	Underutilized
5743-1302	2012 FORD AERIAL TRUCK	4	15000	44164	11,041	Underutilized
7771-1043	2009 ISUZU/JOHNSON STREET SWEEPER	7	6000	24918	3,560	Underutilized
7777-1268	2013 INTERNATIONAL POTHOLE PATCHER	4	20000	58374	14,594	Underutilized
7777-1269	2012 INTERNATIONAL POTHOLE PATCHER	4	20000	43298	10,825	Underutilized
7777-1530	2015 STERLING POTHOLE PATCHER	0	20000	11030	-	Underutilized
8770-0909	2009 INTERNATIONAL SANDER/PLOW	7	15000	64843	9,263	Underutilized
8770-0983	2010 FREIGHTLINER SANDER/PLOW	7	15000	50993	7,285	Underutilized
8770-1221	2012 FREIGHTLINER SINGLE AXLE SANDER/PLOW	5	15000	52847	10,569	Underutilized
8770-1224	2012 FREIGHTLINER SINGLE AXLE SANDER	5	15000	52036	10,407	Underutilized
8770-1226	2012 FREIGHTLINER SINGLE AXLE SANDER	5	15000	49468	9,894	Underutilized
8779-1102	2011 WESTERN STAR TANDEM/TANDEM SANDER	5	15000	42457	8,491	Underutilized
8779-1105	2011 WESTERN STAR TANDEM/TANDEM SANDER	5	15000	41230	8,246	Underutilized
9110-9932	1999 JCB SKID STEER LOADER	17	500	1796	106	Underutilized
9132-1422	2015 JCB LOADER 417HT	1	500	219	219	Underutilized
9133-0972	2009 CATERPILLAR LOADER	7	500	1820	260	Underutilized
9133-0975	2009 CATERPILLAR LOADER 938H	7	500	1543	220	Underutilized
9133-1334	2013 JOHN DEERE 624K LOADER (MAINT. FREE LEASE)	3	500	1002	334	Underutilized
9133-1335	2013 JOHN DEERE 624K LOADER (MAINT. FREE)	3	500	703	234	Underutilized
9133-1336	2013 JOHN DEERE 624K LOADER (MAINT. FREE)	3	500	693	231	Underutilized
9133-1337	2013 JOHN DEERE 624K LOADER (MAINT. FREE)	3	500	866	289	Underutilized
9133-1338	2013 JOHN DEERE 624K LOADER (MAINT. FREE)	3	500	850	283	Underutilized
9133-1339	2013 JOHN DEERE 624K LOADER (MAINT. FREE)	3	500	765	255	Underutilized
9133-1340	2013 JOHN DEERE 624K LOADER (MAINT. FREE)	3	500	912	304	Underutilized
9133-1341	2013 JOHN DEERE 624K LOADER (MAINT. FREE)	3	500	837	279	Underutilized
9133-1342	2013 JOHN DEERE 624K LOADER (MAINT. FREE)	3	500	892	297	Underutilized
9133-1343	2013 CAT LOADER 950H	3	500	789	263	Underutilized
9133-1344	2013 950H CAT LOADER	3	500	810	270	Underutilized
9133-1345	2013 950H CAT LOADER	3	500	825	275	Underutilized
9133-1347	2013 950H CAT LOADER	3	500	1007	336	Underutilized
9133-1349	2013 950H CAT LOADER	3	500	826	275	Underutilized
9133-1350	2013 950H CAT LOADER	3	500	514	171	Underutilized
9133-1352	2012 950 H CAT LOADER	3	500	938	313	Underutilized
9133-1353	2013 950H CAT LOADER	3	500	1122	374	Underutilized
9133-1354	2013 950 H CAT LOADER	3	500	997	332	Underutilized
9133-1355	2013 950H CAT LOADER	3	500	1035	345	Underutilized

Vehicle	Description	Age	Targeted Utilization	LTD Utilization	Utilization per Year	Utilization Category
9133-1356	2013 950H CAT LOADER	3	500	1107	369	Underutilized
9133-1357	2013 950H CAT LOADER	3	500	1078	359	Underutilized
9133-1358	2013 950H CAT LOADER	3	500	899	300	Underutilized
9200-0714	2006 CAMOPLAST	10	250	949	95	Underutilized
9200-1129	CAMOPLAST SIDEWALK PLOW	8	250	740	93	Underutilized
9200-1243	2012 PRINOTH SIDEWALK PLOW	4	250	449	112	Underutilized
9230-0841	2008 JOHN DEERE DOZER	8	2000	6760	845	Underutilized
9250-1359	2013 CASE MINI EXCAVATOR	3	750	1108	369	Underutilized
9250-1518	2015 MINI EXCAVATOR BOBCAT	1	750	333	333	Underutilized
9413-0115	2001 SMITHCO TURF SWEEPER	15	25	99	7	Underutilized
9442-1108	VOLVO DUAL DRUM VIBRATORY ROLLER	5	200	583	117	Underutilized
9442-1267	2012 AMMANN RIDE ON ROLLER	4	250	368	92	Underutilized
9442-8184	1998 STONE VIBRATORY ROLLER (RIDE-ON)	15	250	929	62	Underutilized
9442-8192	1998 STONE VIBRATORY ROLLER (RIDE-ON)	15	250	451	30	Underutilized
9612-0505	2004 KUBOTA MOWER	11	200	749	68	Underutilized
9612-0506	2004 KUBOTA MOWER	11	200	348	32	Underutilized
9612-0508	2004 KUBOTA MOWER	11	200	470	43	Underutilized
9612-0509	2004 KUBOTA MOWER	11	200	528	48	Underutilized
9612-0734	2007 KUBOTA MOWER	9	200	401	45	Underutilized
0116-1544	2016 LARUE DETACHABLE SNOWBLOWER	0	100	0	-	No Data
0912-1423	2014 YAMAHA SNOWBLOWER	2	100	0	-	No Data
1212-0930	2009 BUSH HOG TH4400	8	25	0	-	No Data
1212-1521	2015 KUBOTA UTILITY VEHICLE	1	25	0	-	No Data
1213-0709	2007 KAWASAKI MULE	10	25	0	-	No Data
9141-1516	2015	1	750	1	1	No Data
9612-0097	1999 KUBOTA MOWER	16	200	0	-	No Data
9612-0621	2004 KUBOTA MOWER	12	200	26	2	No Data
9612-0733	2007 KUBOTA MOWER	9	200	1	0	No Data
9612-0929	2009 KUBOTA MOWER	7	200	0	-	No Data
9612-1114	KUBOTA RIDE ON MOWER	5	200	0	-	No Data
9612-1123	2011 JACOBSEN R311 MOWER	5	200	11	2	No Data
9612-1239	2012 KUBOTA RIDE ON LAWN MOWER	4	200	0	-	No Data
9612-1240	2012 KUBOTA RIDE ON MOWER	4	200	0	-	No Data
9612-1417	2014 KIOTI TRACTOR	2	200	0	-	No Data
9612-1418	2014 KIOTI TRACTOR MOWER	2	200	0	-	No Data

E Vehicle Condition

The chart below shows the condition level of the various categories of equipment within the City of St. John's fleet.



The table below shows the data related to the above graph. It is important to note that the condition assessment is based on an assessment taking into consideration the age, usage level, operating costs (including repairs) and frequency of repairs of particular units. Information concerning downtime is usually included in this analysis but was not available.

Note that the assessment process does not take into account seasonal use which makes some equipment categories (e.g. sidewalk plows) appear better than they actually are. For example, the sidewalk plows are generally assessed as fair or better (not poor) because their usage levels and repair frequency are high in the winter, but seem low when considered over the course of the year.

	Excellent	Good	Fair	Poor	Grand Total
Garbage Trucks		7	15	6	28
Snow Blowers	3	2	7	10	22
Sweeper	2	1	2	1	6
Loader	11	10	7		28
Leased Loader	26		1		27
Sanders	5	33	6	3	47
Other Heavy	27	18	11	3	59
Light	60	69	35	18	182
Sidewalk Plows	14	7	5		26
Grand Total	**148**	**147**	**89**	**41**	**425**

The table below shows the percentage of each equipment type included in each condition report level.

	Excellent	Good	Fair	Poor
Garbage Trucks	0%	25%	54%	21%
Snow Blowers	14%	9%	32%	45%
Sweeper	33%	17%	33%	17%
Loader	39%	36%	25%	0%
Leased Loader	96%	0%	4%	0%
Sanders	11%	70%	13%	6%
Other Heavy	46%	31%	19%	5%
Light	33%	38%	19%	10%
Sidewalk Plows	54%	27%	19%	0%

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DEVELOPMENT PERMITS LIST
DEPARTMENT OF PLANNING, ENGINEERING AND REGULATORY SERVICES
FOR THE PERIOD OF January 5, 2017 TO January 11, 2017

Code	Applicant	Application	Location	Ward	Development Officer's Decision	Date
RES		Home Office for Event Planner	55 Long's Hill	2	Approved	17-01-05
COM		Home Office – Plumbing Contractor	7 Legacy Place	1	Approved	17-01-09
COM		Change of Occupancy for Retail of Seafood Products	288 Main Road	5	Approved	17-01-11

* Code Classification:
RES - Residential
COM - Commercial
AG - Agriculture
OT - Other
INST - Institutional
IND - Industrial

** This list is issued for information purposes only. Applicants have been advised in writing of the Development Officer's decision and of their right to appeal any decision to the St. John's Local Board of Appeal.

Gerard Doran
Development Supervisor
Planning Division – PDR Department

Building Permits List
Council's January 16, 2017 Regular Meeting

Permits Issued: 2017/01/05 To 2017/01/11

Class: Commercial

191 Kenmount Rd., Starbucks	Sn	Eating Establishment
282 Torbay Rd	Sn	Service Shop
58 Kenmount Rd	Rn	Retail Store
15 George St	Rn	Tavern
673 Topsail Rd Omelette Wizard	Cr	Restaurant
Avalon Mall, Nl Chocolate Co.	Rn	Retail Store
430 Topsail Rd, Charm Unit #53	Rn	Retail Store
328 Paddy's Pond Rd	Nc	Other
39 Kelsey Dr, B	Rn	Service Shop
330 Portugal Cove Pl	Rn	Office

This Week $ 1,838,500.00

Class: Industrial

This Week $ .00

Class: Government/Institutional

This Week $ .00

Class: Residential

60 Galway Blvd	Nc	Single Detached Dwelling
1 Willenhall Pl, Lot 44	Nc	Single Detached Dwelling
2 Bulrush Ave., Lot 62	Cr	Subsidiary Apartment
3 Cornwall Ave	Cr	Subsidiary Apartment
63 Guy Street	Cr	Subsidiary Apartment
132 Bay Bulls Rd	Rn	Single Detached & Sub.Apt
80 Boulevard, Unit 416	Rn	Apartment Building
36 Bristol St	Rn	Single Detached Dwelling
40 Circular Rd	Rn	Single Detached Dwelling
135 Diamond Marsh Dr., Lot 121	Rn	Single Detached Dwelling
20 Grenfell Ave	Rn	Single Detached & Sub.Apt
16 Laurier St	Rn	Single Detached Dwelling
1 Alderdice Pl	Sw	Single Detached Dwelling

This Week $ 598,550.00

Class: Demolition

372 Duckworth St	Dm	Mixed Use
171 Kenmount Rd	Dm	Other

This Week $ 60,000.00

This Week's Total: $ 2,497,050.00

Repair Permits Issued: 2017/01/05 To 2017/01/11 $ 103,000.00

Legend

Co	Change Of Occupancy	Sw	Site Work
Cr	Chng Of Occ/Renovtns	Ms	Mobile Sign
Ex	Extension	Sn	Sign
Nc	New Construction	Cc	Chimney Construction
Oc	Occupant Change	Dm	Demolition
Rn	Renovations		

Year To Date Comparisons

January 16, 2017

Type	**2016**	**2017**	**% Variance (+/-)**
Commercial	$983,195.00	$1,978,750.00	101
Industrial	$0.00	$0.00	0
Government/Institutional	$0.00	$0.00	0
Residential	$960,422.00	$1,212,435.00	26
Repairs	$2,500.00	$103,000.00	4020
Housing Units(1 & 2 Family Dwelling	3	2	
Total	**$1,946,117.00**	**$3,294,185.00**	69

Respectfully Submitted,

Jason Sinyard, P. Eng., MBA
Deputy City Manger
Planning, Engineering & Regulatory Services

MEMORANDUM

Weekly Payment Vouchers
For The
Week Ending January 11, 2017

Payroll

Public Works	**$ 621,294.01**
Bi-Weekly Administration	**$ 978,906.79**
Bi-Weekly Management	**$ 888,802.27**
Bi-Weekly Fire Department	**$ 723,998.84**
Accounts Payable	**$3,108,125.38**
Total:	**$ 6,321,127.29**

ST. JOHN'S
DEPARTMENT OF FINANCE
CITY OF ST. JOHN'S PO BOX 908 ST. JOHN'S NL CANADA A1C 5M2 WWW.STJOHNS.CA

NAME	CHEQUE #	DESCRIPTION	AMOUNT
RBC GLOBAL SERVICES/RBC INVESTOR SERVICES	105813	PAYROLL DEDUCTIONS	1,096,084.64
HEALTH CARE FOUNDATION	105814	PAYROLL DEDUCTIONS	12.00
ILLUMINATED ELECTRONICS	105815	PROFESSIONAL SERVICES	293.83
NEWFOUNDLAND POWER	105816	ELECTRICAL SERVICES	12,461.20
BELL ALIANT	105817	TELEPHONE SERVICES	59,617.31
HARRY SUMMERS LTD.	105818	VEHICLE MAINTENANCE	52,997.06
THE WORKS	105819	MEMBERSHIP FEES	445.20
NAPE	105820	PAYROLL DEDUCTIONS	720.00
CUPE LOCAL 569	105821	PAYROLL DEDUCTIONS	28,648.11
RECEIVER GENERAL FOR CANADA	105822	PAYROLL DEDUCTIONS	1,001.72
SUPREME COURT OF NEWFOUNDLAND AND LABRADOR	105823	SUPREME COURT FILING FEE	13.00
IAP2 CANADA	105824	MEMBERSHIP FEES	157.50
ELIZABETH STRANGE	105825	LEGAL CLAIM	1,570.62
WHITE, LESLIE	105826	TRAVEL REIMBURSEMENT	143.78
ROBYN DOBBIN	105827	NEW YEARS EVE SUPPLIES	1,035.00
BELL MOBILITY INC.	105828	CELLULAR PHONE USAGE	20,149.39
CANCELLED	105829	CANCELLED	0.00
HARRIS & ROOME SUPPLY LIMITED	105830	ELECTRICAL SUPPLIES	1,004.40
PIK-FAST EXPRESS INC.	105831	BOTTLED WATER	96.60
PINNACLE OFFICE SOLUTIONS LTD	105832	PHOTOCOPIES	109.87
DICKS & COMPANY LIMITED	105833	OFFICE SUPPLIES	88.98
VOKEY'S JANITORIAL SERVICE	105834	JANITORIAL SERVICES	1,079.85
THYSSENKRUPP ELEVATOR	105835	ELEVATOR MAINTENANCE	322.43
ENCON GROUP INC.	105836	HEALTH PREMIUMS	329.12
BELL MOBILITY INC.	105837	CELLULAR PHONE USAGE	363.00
BELL ALIANT	105838	TELEPHONE SERVICES	1,335.28
CANADA POST	105839	POSTAL BOX RENEWAL	255.30
RCAP	105840	OFFICE EQUIPMENT RENTAL	196.12
TYCO INTEGRATED SECURITY CANADA, INC.	105841	PROFESSIONAL SERVICES	327.75
SHORELINE	105842	PROMOTIONAL ITEMS	235.00
REARDON CONSTRUCTION & DEVELOPMENT LTD.	105843	REFUND SECURITY DEPOSIT	7,000.00
CAREW SERVICES LTD.	105844	FLAGSTONE	36,143.35
ROCKWATER PROFESSIONAL PRODUCT	105845	CHEMICALS	15,932.45
ROGERS COMMUNICATIONS CANADA INC.	105846	DATA & USAGE CHARGES	17,513.35
MDI CONTRACTING	105847	PROGRESS PAYMENT	4,610.91
NEWFOUNDLAND POWER	105848	ELECTRICAL SERVICES	48,998.30
CITY OF ST. JOHN'S	105849	REPLENISH PETTY CASH	158.88
PUBLIC SERVICE CREDIT UNION	105850	PAYROLL DEDUCTIONS	5,100.86
WAYNE COADY	105851	NEW YEARS EVE FIREWORKS	16,500.00
HURLEY, ANNETTE	105852	RAILWAY TRAVEL REIMBURSEMENT	601.28
JMJ HOLDINGS	105853	PROGRESS PAYMENT	67,854.12
MONA WATTS	105854	REFUND OVERPAYMENT OF RENT	1,250.00
WILLIAM BUTLER & JENNIFER FRIESEN	105855	REFUND RENT SECURITY DEPOSIT	201.14
DANIELLE KNUSTGRAICHEN	105856	ENTERTAINMENT FOR NATIONAL CHILD DAY	150.00
ADEL AKTAIBI	105857	REFUND RENT SECURITY DEPOSIT	250.00

NAME	CHEQUE #	DESCRIPTION	AMOUNT
ACKLANDS-GRAINGER	105858	INDUSTRIAL SUPPLIES	2,921.15
THE UPS STORE #169	105859	COURIER SERVICES	59.59
AVALON FORD SALES LTD.	105860	AUTO PARTS	301.15
BABB SECURITY SYSTEMS	105861	PROFESSIONAL SERVICES	125.35
CANCELLED	105862	CANCELLED	0.00
RDM INDUSTRIAL LTD.	105863	INDUSTRIAL SUPPLIES	615.54
ROBERT BAIRD EQUIPMENT LTD.	105864	RENTAL OF EQUIPMENT	3,715.04
STAPLES THE BUSINESS DEPOT - MP	105865	OFFICE SUPPLIES	2,309.20
VERMEER CANADA INC.	105866	REPAIR PARTS	1,739.96
TOWN OF CONCEPTION BAY SOUTH	105867	GARBAGE COLLECTION	200.00
SMS EQUIPMENT	105868	REPAIR PARTS	100.28
CABOT PEST CONTROL	105869	PEST CONTROL	363.98
CANADIAN BROADCASTING CORP.	105870	RENTAL OF TOWER SPACE	529.16
EASTERN FARMERS CO-OP SOCIETY	105871	CORN FOOD - DUCKS	356.50
ROCKWATER PROFESSIONAL PRODUCT	105872	CHEMICALS	542.18
STANTEC CONSULTING LTD. (SCL)	105873	PROFESSIONAL SERVICES	498.46
BLACK & MCDONALD LIMITED	105874	PROFESSIONAL SERVICES	6,110.53
CLASS C SOLUTIONS GROUP	105875	REPAIR PARTS	2,030.18
RICOH	105876	OFFICE SUPPLIES	706.10
BRENKIR INDUSTRIAL SUPPLIES	105877	PROTECTIVE CLOTHING	16,223.05
CANSEL SURVEY EQUIPMENT INC.	105878	REPAIR PARTS	5,485.50
JLG TRANSPORTATION LTD.	105879	TAXI SERVICES	302.50
WESTERN HYDRAULIC 2000 LTD	105880	REPAIR PARTS	3,286.84
FLAGHOUSE INC	105881	RECREATIONAL SUPPLIES	1,121.41
AMEC FOSTER WHEELER ENVIRONMENT & INFASTRUTURE	105882	PROFESSIONAL SERVICES	30,853.35
THE OUTFITTERS	105883	PROTECTIVE CLOTHING	229.99
FAIRVIEW INVESTMENTS LTD	105884	REFUND SECURITY DEPOSIT	63,412.74
CITY OF MOUNT PEARL	105885	GYM MEMBERSHIP	500.00
ATLANTIC TRAILER & EQUIPMENT	105886	REPAIR PARTS	10,925.00
STAPLES THE BUSINESS DEPOT - STAVANGER DR	105887	STATIONERY & OFFICE SUPPLIES	1,226.23
LEVITT SAFETY	105888	SAFETY SUPPLIES	287.50
CHESTER DAWE CANADA - O'LEARY AVE	105889	BUILDING SUPPLIES	1,179.36
CANADA POST CORPORATION	105890	POSTAGE SERVICES	36.88
CANAVAN'S AUTO APPRAISERS LTD.	105891	PROFESSIONAL SERVICES	500.13
HISCOCK'S SPRING SERVICE	105892	HARDWARE SUPPLIES	1,618.68
DAVE CARROLL	105893	BAILIFF SERVICES	77.00
THOMSON REUTERS CANADA	105894	SUBSCRIPTION RENEWALS	1,873.12
COASTAL DOOR & FRAME LTD	105895	DOORS/FRAMES	351.90
KENT	105896	BUILDING SUPPLIES	334.52
WALMART 3093-MERCHANT DRIVE	105897	MISCELLANEOUS SUPPLIES	449.68
CANADIAN RED CROSS	105898	CPR RECERTIFICATION	3,006.36
COLONIAL GARAGE & DIST. LTD.	105899	AUTO PARTS	690.00
BMC SOFTWARE	105900	SOFTWARE SUPPORT MAINTENANCE	10,345.84
CONSTRUCTION SIGNS LTD.	105901	SIGNAGE	50.60
SCARLET EAST COAST SECURITY LTD	105902	TRAFFIC CONTROL	8,338.51

NAME	CHEQUE #	DESCRIPTION	AMOUNT
JAMES G CRAWFORD LTD.	105903	PLUMBING SUPPLIES	793.40
ENVIROSYSTEMS INC.	105904	PROFESSIONAL SERVICES	27,310.20
HETEK SOLUTIONS INC.	105905	REPAIR PARTS	6,968.22
THOMAS ECONOMY GLASS	105906	PROFESSIONAL SERVICES	188.61
FASTENAL CANADA	105907	REPAIR PARTS	358.35
LONG & MCQUADE	105908	REAL PROGRAM	419.00
KENDALL ENGINEERING LIMITED	105909	PROFESSIONAL SERVICES	15,987.30
AUTO TRIM DESIGN	105910	REPAIR PARTS	90.85
CREDIT RECOVERY 2003 LIMITED	105911	CREDIT COLLECTIONS	1,868.46
CRAWFORD & COMPANY CANADA INC	105912	ADJUSTING FEES	209.00
DICKS & COMPANY LIMITED	105913	OFFICE SUPPLIES	15,865.11
DOMINION STORES #922	105914	MISCELLANEOUS SUPPLIES	353.99
DOMINION RECYCLING LTD.	105915	PIPE	1,671.18
RUSSEL METALS INC.	105916	METALS	362.25
CANADIAN TIRE CORP.-HEBRON WAY	105917	MISCELLANEOUS SUPPLIES	373.70
CANADIAN TIRE CORP.-MERCHANT DR.	105918	MISCELLANEOUS SUPPLIES	146.92
CORE ENGINEERING INCORPORATED	105919	PROFESSIONAL SERVICES	425.50
EAST CHEM INC.	105920	CHEMICALS	1,040.98
ECONOMY DRYWALL SUPPLIES	105921	BUILDING SUPPLIES	389.86
ELECTRONIC CENTER LIMITED	105922	ELECTRONIC SUPPLIES	615.25
EMCO SUPPLY	105923	REPAIR PARTS	-2,375.37
ENVIROMED ANALYTICAL INC.	105924	REPAIR PARTS AND LABOUR	607.20
HOME DEPOT OF CANADA INC.	105925	BUILDING SUPPLIES	165.42
EATON INDUSTRIES (CANADA) COMPANY	105926	PROFESSIONAL SERVICES	5,087.95
EMERGENCY REPAIR LIMITED	105927	AUTO PARTS AND LABOUR	15,710.21
EXECUTIVE TAXI LIMITED	105928	TRANSPORTATION SERVICES	25,212.60
ST. PAT'S BOWLING ALLEYS	105929	REAL PROGRAM	124.02
FRESHWATER AUTO CENTRE LTD.	105930	AUTO PARTS/MAINTENANCE	2,873.71
IMPACT SIGNS AND GRAPHICS	105931	SIGNAGE	17.26
COASTLINE SPECIALTIES	105932	REPAIR PARTS	11,115.90
GLOBALSTAR CANADA SATELLITE CO	105933	SATELLITE PHONES	183.94
STELLAR INDUSTRIAL SALES LTD.	105934	INDUSTRIAL SUPPLIES	132.25
ATLANTIC CRANE & MATERIAL	105935	PROFESSIONAL SERVICES	783.17
HARVEY & COMPANY LIMITED	105936	REPAIR PARTS	3,276.13
A HARVEY & CO. LTD.	105937	ROAD SALT	500,319.94
HARVEY'S OIL LTD.	105938	PETROLEUM PRODUCTS	104,329.56
HEATING PRODUCT 1978 LTD.	105939	PROFESSIONAL SERVICES	4,393.00
GRAYMONT (NB) INC.,	105940	HYDRATED LIME	21,072.03
HOLDEN'S TRANSPORT LTD.	105941	RENTAL OF EQUIPMENT	2,541.50
FLEET READY LTD.	105942	REPAIR PARTS	1,830.35
TTI SALES & SERVICES INC.,	105943	REPAIR PARTS	124.11
ARIANNA CONSTRUCTION INC	105944	SNOW CLEARING	4,887.50
INFINITY CONSTRUCTION	105945	PROFESSIONAL SERVICES	3,415.50
CLEAN SWEEP PROPERTY MAINTENANCE	105946	PROFESSIONAL SERVICES	12,742.00
IRC NEWFOUNDLAND LTD.	105947	REPAIR PARTS	259.89

NAME	CHEQUE #	DESCRIPTION	AMOUNT
IMPRINT SPECIALTY PROMOTIONS LTD	105948	PROMOTIONAL ITEMS	1,559.40
CREIGHTON ROCK DRILL	105949	REPAIR PARTS	5,196.23
UNIVERSAL HELICOPTERS NFLD. LTD.	105950	TRAINING PROGRAM	10,437.17
XYLEM WATER SOLUTIONS CANADA	105951	REPAIR PARTS	171.35
CENTINEL SERVICES	105952	REPAIR PARTS	2,348.30
STAPLES ADVANTAGE	105953	OFFICE SUPPLIES	1,346.48
DOCU GUARD/SHRED GUARD	105954	PROFESSIONAL SERVICES	87.01
JJ MACKAY CANADA LTD.	105955	REFUND SECURITY DEPOSIT	71,157.00
HAYWARD GORDON ULC	105956	REPAIR PARTS	25,512.75
FRANKLIN EMPIRE	105957	REPAIR PARTS	809.89
CAMPBELL'S COMPLETE RENTALS	105958	RENTAL OF EQUIPMENT	34.50
WAJAX INDUSTRIAL COMPONENTS	105959	REPAIR PARTS	22.91
NEWFOUNDLAND HARDWOODS DIV. OF STELLA-JONES INC.,	105960	REPAIR PARTS	373.75
ARIVA	105961	PAPER PRODUCTS	2,631.43
GCR TIRE CENTRE	105962	TIRES	7,931.72
CW PARSONS LIMITED	105963	CONTRACT SERVICE RENEWAL	52,702.71
RIDEOUT TOOL & MACHINE INC.	105964	TOOLS	606.79
ST. JOHN'S TRANSPORTATION COMMISSION	105965	CHARTER SERVICES	3,910.00
BIG ERICS INC	105966	SANITARY SUPPLIES	1,084.10
SANSOM EQUIPMENT LTD.	105967	REPAIR PARTS	146.63
SCALE SHOP 1985 LTD.	105968	SCALES	246.68
SMITH STOCKLEY LTD.	105969	PLUMBING SUPPLIES	374.11
AETTNL	105970	MEMBERSHIP RENEWALS	276.00
TULKS GLASS & KEY SHOP LTD.	105971	PROFESSIONAL SERVICES	278.42
WALMART 3092-KELSEY DRIVE	105972	MISCELLANEOUS ITEMS	693.07
DR. PAUL WALSH	105973	MEDICAL EXAMINATION FEE	20.00
BROOKFIELD PLAINS INC.	105974	REFUND OVERPAYMENT OF TAXES	15,880.23
INSTITUTE OF MUNICIPAL ASSESSORS	105975	WEBINAR FEES	50.00
PRINCE OF WALES SKATING CLUB	105976	REAL PROGRAM	35.65
HUNGRY HEART CAFE	105977	PASTRY TRAYS	131.45
STAPLES THE BUSINESS DEPOT - KELSEY DR	105978	OFFICE SUPPLIES	554.41
ACE CLEANING COMPANY	105979	PROFESSIONAL SERVICES	19,483.58
A HOLDING PLACE	105980	PROFESSIONAL SERVICES	312.80
PRIMMUM INSURANCE COMPANY	105981	LEGAL CLAIM	2,296.44
MEMORIAL UNIVERSITY	105982	SPONSORSHIP FOR MUN'S WINTER WELCOME	2,000.00
SOBEYS ROPEWALK LANE	105983	MISCELLANEOUS SUPPLIES	306.65
ST. JOHN AMBULANCE NEWFOUNDLAND & LABRADOR COUNCIL	105984	HONORARIUM	450.00
ERIN SKINNER	105985	REFUND OVERPAYMENT OF TAXES	638.48
BEST BUY CANADA LIMITED	105986	COMPUTER SUPPLIES	6,301.96
ROY LANGMEAD	105987	EMERGENCY RESPONSE TRAINING	600.00
LARRY MERCER	105988	REFUND SECURITY DEPOSIT	100.00
KATHERINE SHIPLEY	105989	REFUND SECURITY DEPOSIT	100.00
KIM SNELGROVE	105990	REFUND SECURITY DEPOSIT	100.00
JIM DUNN	105991	REFUND SECURITY DEPOSIT	100.00
STEPHEN CLARKE	105992	REFUND SECURITY DEPOSIT	7,500.00

NAME	CHEQUE #	DESCRIPTION	AMOUNT
JENNIFER BRETT	105993	REFUND OVERPAYMENT OF TAXES	1,074.00
JAMES SQUIRES	105994	REFUND OVERPAYMENT OF TAXES	771.08
DORIS MCDONALD	105995	REFUND OVERPAYMENT OF TAXES	529.95
CHRISTOPHER AND NANCY DALY	105996	REFUND APPEAL BOARD FEES	115.00
ALEX AYLWARD	105997	REFUND SECURITY DEPOSIT	724.80
PETER FURLONG	105998	REFUND SECURITY DEPOSIT	16.55
EMPOWER - THE DISABILITY RESOURCE CENTRE	105999	ADVERTISING	300.00
ROGERS ROGERS MOYSE	106000	LEGAL CLAIM	345.00
MCDONALD, HEATHER	106001	MILEAGE	34.92
STOYLES, LESTER	106002	CLOTHING ALLOWANCE	114.99
SHERRIFFS, KAREN	106003	MILEAGE	154.69
ROSE, TRISHA	106004	MILEAGE	20.09
MAUREEN DWYER	106005	INSTRUCTOR FEE	176.00
RYAN, LEANN	106006	MILEAGE	85.97
O'BRIEN, LESLIE	106007	PEG NL MEMBERSHIP RENEWAL	312.11
WILLIAMS, NICOLE	106008	MILEAGE	29.26
MCGRATH, JENNIFER	106009	MILEAGE	66.85
KRISTA BABIJ	106010	MILEAGE	39.89
JAMES LENNON MATCHIM	106011	CLOTHING ALLOWANCE	103.49
KRISTA GLADNEY	106012	MILEAGE	28.46
CLIFF RICE	106013	VEHICLE BUSINESS INSURANCE	62.35
JAMIE HUNT	106014	MILEAGE	37.99
RAMAN BALAKRISHNAN	106015	VEHICLE BUSINESS INSURANCE	381.95
IRVING OIL MARKETING GP	106016	GASOLINE & DIESEL PURCHASES	3,068.84
ST. JOHN'S CONVENTION CENTRE	106017	ROOM RENTAL	3,335.00
STELLA BURRY COMMUNITY SER.	106018	REFUND OVERPAYMENT OF RENT	665.00
HOLLAND NURSERIES LTD.	106019	WREATHS	996.25
KIRKLAND BALSOM & ASSOC.	106020	REFUND COURT OF APPEAL	400.00
CAN-AM PLATFORMS & CONSTRUCTION LTD.	106021	PROGRESS PAYMENT	348,443.10
THE ESTATE OF BRUCE BRAZIL	106022	REFUND RENT SECURITY DEPOSIT	300.00
BARRY & SUSAN HAND	106023	REFUND OVERPAYMENT OF TAXES	300.00
MACDONALD, WILLIAM	106024	TRAVEL REIMBURSEMENT	24.22
PEACH, JERRY	106025	CANADIAN ASSOCIATION OF FIRE CHIEFS MEMBERSHIF	311.65
GARDINER, STEVEN	106026	REFUND COURT OF APPEAL	60.00
KELLOWAY CONSTRUCTION LIMITED	106027	CLEANING SERVICES	474.71
KELLOWAY CONSTRUCTION LIMITED	106028	CLEANING SERVICES	9,012.79
		Total:	**$ 3,108,125.38**

MEMORANDUM

Date: January 10, 2017

To: Mr. Kevin Breen, Mr. Rick Squires, Ms. Elaine Henley

From: Sherri Higgins– Buyer

Re: Council Approval - Tender 2016159 Light Duty Tires

The results of Tender 2016159 Light Duty Tires are stated below:

Light Duty Tires	
TENDER #2016159 – Dec 2, 2016 - 11:00 AM	
GCR Tire Centre – Submission 1	$46,477.33
Tirecraft	$47,633.00
OMB Parts & Industrial Ltd.	$52,010.02
Complete Tire Sales and Service	$52,080.97
Tire Mart Limited	$53,561.73
GCR Tire Centre – Submission 2	$55,625.25
GCR Tire Centre – Submission 3	$61,229.92

It is recommended to award this Tender to the lowest bidder meeting all specifications, GCR Tire Centre, as per the Public Tendering Act.

This contract is for a one year period with the option to extend for two additional one year periods.

Taxes (HST) extra to price quoted

Sherri Higgins
Buyer

DECISION/DIRECTION NOTE

Title: ATIPPA Legislation – Designation of "Head" and "Coordinator"

Date Prepared: 2017/01/10

Report To: Regular Meeting of Council – January 16, 2017

Councillor and Role: N/A

Ward: N/A

Decision/Direction Required: Seeking approval from Council to designate the City Clerk as "Head" and the Supervisor of Legislative Services as "Coordinator" under The Access to Information and Protection of Privacy Act.

Discussion – Background and Current Status:

- At a Regular Meeting held September 10, 2004, Council approved the City Clerk as the Head of the local public body (City) and the Manager, Corporate Secretariat as Coordinator. At that time, Neil Martin was the City Clerk and Phyllis Bartlett was the Manager, Corporate Secretariat.

The amended Act (June 1, 2015) requires the following:

Designation of head by local public body

109. (1) A local public body shall, by by-law, resolution or other instrument, designate a person or group of persons as the head of the local public body for the purpose of this Act, and once designated, the local public body shall advise the minister responsible for this Act of the designation.

(2) A local government body or group of local government bodies shall

(a) by by-law, resolution or other instrument, designate a person or group of persons, for the purpose of this Act, as the head of an unincorporated entity owned by or created for the local government body or group of local government bodies; and

(b) advise the minister responsible for this Act of the designation.

Designation and delegation by the head of a public body

110. (1) The head of a public body shall designate a person on the staff of the public body as the coordinator to

(a) receive and process requests made under this Act;

(b) co-ordinate responses to requests for approval by the head of the public body;

(c) communicate, on behalf of the public body, with applicants and third parties to requests throughout the process including the final response;

(d) educate staff of the public body about the applicable provisions of this Act;

(e) track requests made under this Act and the outcome of the request;

(f) prepare statistical reports on requests for the head of the public body; and

(g) carry out other duties as may be assigned.

(2) The head of a public body may delegate to a person on the staff of the public body a duty or power of the head under this Act.

- We recommend that the position of City Clerk be designated as the Head and the position of Supervisor of Legislative and Office Services be designated as the Coordinator. Elaine Henley is currently the City Clerk and Karen Chafe is currently the Supervisor of Legislative and Office Services.
- All Access for Information requests under this legislation are currently processed through the Office of the City Clerk.

Key Considerations/Implications:

1. **Budget/Financial Implications**
   N/A

2. **Partners or Other Stakeholders**
   The Government of Newfoundland and Labrador

3. **Alignment with Strategic Directions/Adopted Plan**

   ☐A City for All Seasons
   ☒A Culture of Cooperation
   ☒Effective Organization
   ☐Fiscally Responsible
   ☐Neighbourhoods Build our City
   ☒Responsive and Progressive

4. **Legal or Policy Implications**
   The Access to Information and Protection of Privacy Act

5. **Engagement and Communications Considerations**
   N/A

6. **Human Resource Implications**
   N/A

7. **Procurement Implications**

N/A

8. **Information Technology Implications**
   N/A

9. **Other Implications**
   N/A

Recommendation: It is recommended that the City Clerk be designated as the Head of the local public body for the purpose of the Act and the Supervisor of Legislation and Office Services be designated as the Coordinator.

Prepared by: Elaine Henley, City Clerk

Approved by: Kevin Breen, City Manager

Attachments:

DECISION/DIRECTION NOTE

Title: Hosting of the FCM Sustainable Communities Conference in 2020

Date Prepared: January 11, 2017

Report To: Special Meeting of Council January 16, 2017

Ward: N/A

Decision/Direction Required:

To consider if the City of St. John's should submit an application to become the host city for the Federation of Canadian Municipalities (FCM) Sustainable Communities Conference being held in October of 2020.

Discussion – Background and Current Status:

Starting in 2018, FCM is re-launching its annual Sustainable Communities Conference, which will be held every second year. This is the premier event focused on Sustainability and Climate Change Adaptation for municipal government in Canada.

The deadline for receipt of a completed bid proposal is February 10, 2017.

The event attracts over **400 delegates**, over **25 exhibitors** (private sector and government departments), senior federal government elected officials, and opinion makers from across Canada. The event provides the opportunity for municipal leaders to learn from colleagues and experts, share their own knowledge and experiences and participate in local study tours that showcase innovation and successes in **Sustainability and Sustainable Community Development** from across Canada.

In the application process, in addition to identifying how we can meet logistical requirements, the host city must describe the municipal commitment and demonstrated leadership in sustainable municipal practices.

This activity supports the direction set in the Corporate Strategic Plan and would provide an economic benefit.

Key Considerations/Implications:

1. **Budget/Financial Implications:**
   While FCM pays the host municipality a per capita grant for each delegate ($86 in 2015), there are significant costs associated with being the host city for this conference. These include, but are not limited to:
   - Participation in the 2018 (preceding) conference with an exhibit as a promotional activity

- Some information and services must be available in both official languages
- The host city must cover all costs related to a daily breakfast (3), a Mayor's welcome reception, closing luncheon, and any other social events.
- Costs related to local transportation, specifically shuttle transportation among hotels and conference venue, study tours, and for those with special needs.
- The development and execution of a study tour program that highlights the municipality's sustainability programs, projects, products and/or services in or around the municipality.
- Total estimated cost (hosting requirements) are in the range of $126,000.

2. Partners or Other Stakeholders:

There are none at this time but discussions could be held with other municipalities or agencies for potential collaboration or support.

Destination St. John's will provide assistance with the development of the bid application.

3. Alignment with Strategic Directions/Adopted Plans:

Strategic Plan 2015-2018 Strategic Direction: Responsive and Progressive

Goal 6.5 is to *identify/deliver strategic projects, strategies, and programs*

The general direction is to *explore options to host significant national events* with a specific initiative being *seek opportunities to host municipal government related events.*

4. Legal or Policy Implications:

A certified copy of the resolution by Council offering to host this event is necessary as part of the submission. There may be additional contracts or agreements needed.

5. Engagement and Communications Considerations:

Assistance from the Marketing and Communications Division would be needed for this major event.

6. **Human Resource Implications:**

There is a significant human resource component involved in the hosting of this event. Staffing resources would be needed in the planning and development phases until the event in 2020.

There would need to be a dedicated person for the activity for a minimum of six months. This could be an existing employee or a contractual resource. It is estimated that this cost could in the range of $40,000.00.

The municipality must provide FCM with a minimum of 10 volunteers during the conference in addition to personnel needed to deliver the city specific activities such as social events and study tours.

Staff from across the organization may be needed, for example, to provide assistance in the development and execution of sustainability focused study tours of interest to a national audience as they relate to municipalities.

7. **Procurement Implications:**
   Some products and services would need to be acquired for this event and because of the nature of this conference, sustainable sourcing may have to be considered. For example, use of green facilities, local sourcing or fair trade food or products.

8. **Information Technology Implications:**
   Not at this time.

9. **Other Implications:** N/A

Recommendation:

Submit an application to be the host city for the Federation of Canadian Municipalities (FCM) Sustainable Communities Conference being held in the fall of 2020.

Prepared by/Signature:

Heather Mills Snow, Strategic and Economic Development Officer, Economic Development, Culture & Partnerships Division

Approved by/Date/Signature:

Elizabeth Lawrence, Director, Economic Development, Culture & Partnerships Division, Department of Community Services

ECONOMIC UPDATE
JANUARY 2017

Visit us at
www.stjohns.ca/st-johns-e-updates
to receive this newsletter in your inbox.

www.facebook.com/CityofStJohns

www.twitter.com/CityofStJohns

ECONOMIC INDICATORS

The New Housing Price Index for St. John's Metro was 151.5 in October 2016 down -0.1%*

The Consumer Price Index for St. John's Metro was 133.8 in November 2016 up 3.8%*

Retail trade for Newfoundland and Labrador was unchanged at $754.7 million in October 2016*.

* same month in the previous year.

LABOUR FORCE CHARACTERISTICS

St. John's Metro, (seasonally adjusted, three-month moving average)

	Nov. 16	Chg.*
Labour Force	127,500	3.4%
Unemployment Rate	9.2%	2.9 pt
Employment Rate	63.5%	-1.0 pt
Participation Rate	69.9%	1.1 pt

* same month in the previous year.

BUSINESS BRIEFS

Buy Local tool - Guide to the Good

In response to a survey that shows people in St. John's metro would buy more locally if they knew what was available and how to access it, the non-profit thegreenrock.ca launched a social enterprise that makes choosing local easier. Guide to the Good – **www.guidetothegood.ca** - is a searchable hub that profiles local businesses, entrepreneurs, social enterprises and organizations so people can access the cool and amazing things and resources that are being grown, created, made, and sold by our local community. Alongside 'local', the Guide to the Good features choices that are green, community-building, fun and informative and bring benefits to individual lives, our communities and our planet. Guide to the Good is piloting in the Northeast Avalon.

YMCA Business Planning Program has moved to a new location!

The YMCA Business Planning Program has moved to a new location at 139 Water Street, Suite 8 in Staging Ground, a project by Common Ground Coworking. All client meetings will be held at the new offices but the Y-Spark program and training sessions will be still be held at the Ches Penney YMCA located at 35 Ridge Rd. The new inquiries number is **709-631-3875** or you can email **enterprise@ymcanl.com** for further details on the Y's business planning program.

Head Start Program - Business Association of NL

The Business Association of Newfoundland and Labrador (BANL) Head Start program provides mentoring for post-secondary students and new businesses. BANL members are willing to give quality time to a student who plans to open a business after graduation. Whether over lunch or a cup of coffee, students can meet with a BANL member each month throughout their final academic year. Students and new businesses can learn from small business owners and industry leaders who share advice, experience, and stories about life in business. To apply to the Head Start program visit: **http://www.businessassociationnl.ca/head-start-program/**

Business Approvals

Water botttling facility
10 Searose Ave.

R and S Screen Printers Ltd.
61 James Lane

Restaurant
310 Water Street

New Home - Based Businesses

Office for a Matchmaking Service
37 Patrick Street

Total 2016	**131**
Regular	74
Home-based	57

City Building Permits (Year-to-date as of December 31, 2016)

Type	2015	2016	% Variance
Commercial	$131,780,580	$131,142,990	0
Industrial	$0	$9,500	0
Government/Institutional*	$16,513,276	$6,053,109	-63
Residential	$84,681,617	$93,743,809	11
Repairs	$4,235,916	$4,457,079	6
Total	$237,211,389	$235,423,687	-1

* Government/institutional data doesn't include the full range of permit activity undertaken by the provincial government and its agencies.

Upcoming Events

The Future of Evaluation in 2025: An interactive debate	Jan. 17	canadianevaluationsociety@gmail.com
Business Innovation Agenda Focus Group	Jan. 17	http://oceansadvance.net
Employee Retention Strategies	Jan. 18	www.mun.ca/gardinercentre
Board of Trade luncheon with Danny Williams	Jan. 19	www.bot.nf.ca
Income Tax for Freelance Artists	Jan. 30	https://businessandartsnl.com
Grant Writing for Individual Artists nd Arts Groups	Jan. 30	https://businessandartsnl.com
2017 Business Development Summit	Feb. 9	www.bot.nf.ca

CITY INITIATIVES

Business and Development Activity for 2016

In 2016, the City of St. John's approved 131 new businesses, 43.5% (or 57) of those were home-based compared to 145 new business approvals in 2015. In addition, the City recorded more than $235 million in building permits, a slight decrease of 1% over 2015. The value of residential building permits increased 11% to almost $94 million in 2016. Some of the private major construction projects approved in 2016 included:

Galway and Glencrest Development, Phase One	$102 million
Alt Hotel, 123 Water St.	$35 million
St. John's Harbour Upgrade project, Irving Oil	$20 million

ST. JOHN'S

348 Water Street
City of St. John's, P.O. Box 908
St. John's, NL A1C 5M2
(709) 576-8107
business@stjohns.ca