

# FLEET

## VALUE STATEMENT

*I expect the municipal fleet to be available and reliable, while being fiscally and environmentally responsible.*

## Fleet and Management Services

### What is this Service?

Fleet Services provides comprehensive fleet management services in a safe, efficient, fiscally and environmentally sustainable way to support the delivery of public programs and services.

### Objectives May Include:

The scope of services provided by Fleet Services is wide-ranging and varies across municipalities. Those services include, but are not limited to:

- Fleet Planning, Policy and Programs
- Short and Long-Term Strategy including Sustainable Fleet Initiatives
- Contract/Project, Procurement and Supply Chain Management
- Maintenance and Repair
- Safety and Training

### Influencing Factors:

1. **Costs Basis:** There may be differences in municipal budgets and in what is being captured in the cost of the vehicle for initial purchase (i.e., conversion costs, equipment costs, fuel and labour) and whether they are capitalized or not. These factors may impact on municipal operating costs.
2. **Fleet Mix and Usage:** Each municipality's fleet, the number of vehicles in each class and their usage will affect the costs, i.e. light vehicles will incur less cost than heavy, etc. Inclusion of transit vehicles (Ottawa and Sudbury only) could lead to high overall costs. The average age of each municipality's fleet, number of hours used, the use of various vehicles (pure City use vs. highway use) and the environment in which it is used will affect the amount required to be spent in maintenance.
3. **Organizational Form:** Some fleet groups are centralized, i.e. responsible for all fleet costs; and others are decentralized, i.e. other departments pick-up some of the fleet costs.
4. **Policy and Processes:** Some municipalities get chargebacks for all costs and others do not get charged back for such things as facilities, purchasing, IT, HR, etc.

### Extenuating Circumstances:

- **COVID-19 Pandemic:** Throughout 2020 and 2021, municipal fleet services maintained normal operations in support of municipal service delivery, including adherence to legislated maintenance protocols. However, a number of factors as a result of COVID-19 informed service delivery and decision-making and resulted in variations in performance results from 2019 across all municipalities. In 2020, these included:
  - a reduction in non-essential services resulting in decreased utilization of municipal light vehicles;

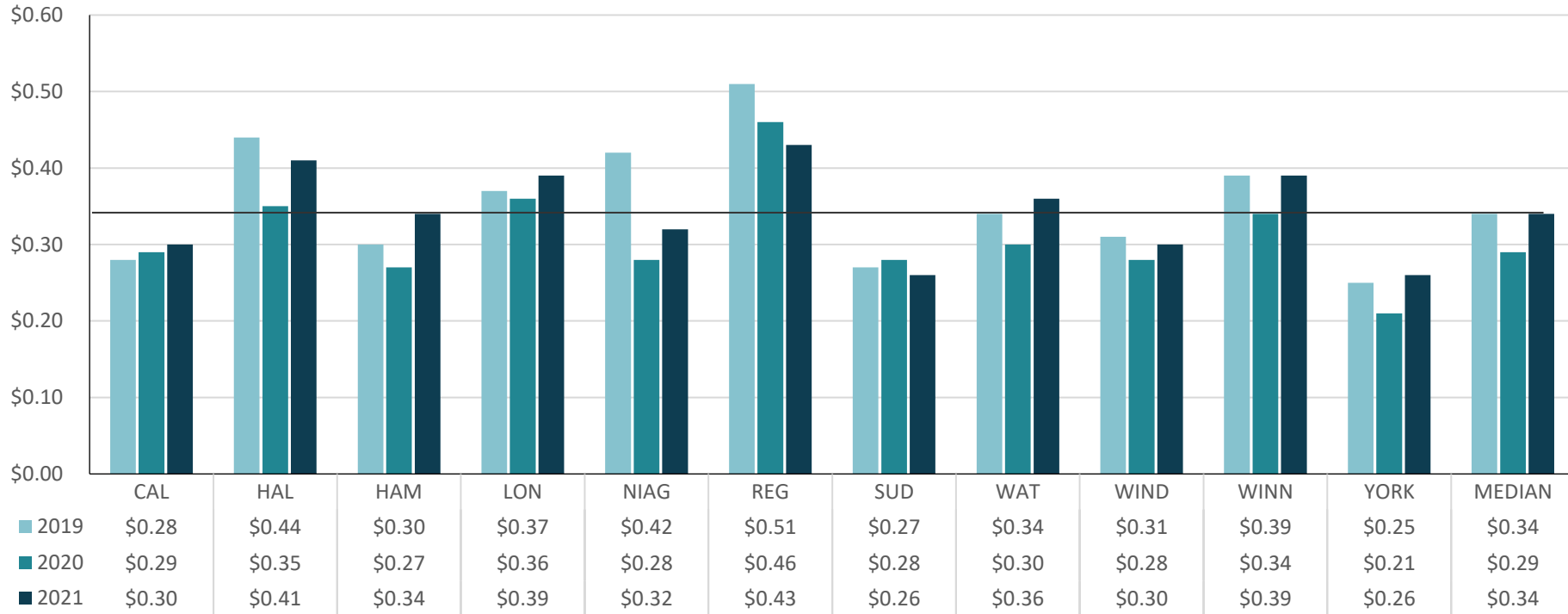
- decreases in the cost of fuel which impacted on the direct cost of light and medium vehicles;
- implementation of infection and control measures (e.g., personal protective equipment, additional cleaning, some vehicle modifications, physical distancing protocols) to ensure the health and safety of municipal staff;
- delay in the supply chain for parts to support vehicle maintenance and repair.

In 2021, municipalities experienced increases in the cost of fuel. In addition, continued supply chain issues impacted vehicle maintenance and repair as well as new vehicle procurement. Municipalities continued to maintain health and safety protocols for the protection of staff, although they also experienced staffing challenges due to COVID infections.

## Fleet and Management Services

### FLET327 - Direct Cost per Light Vehicle KM (Municipal Equipment)

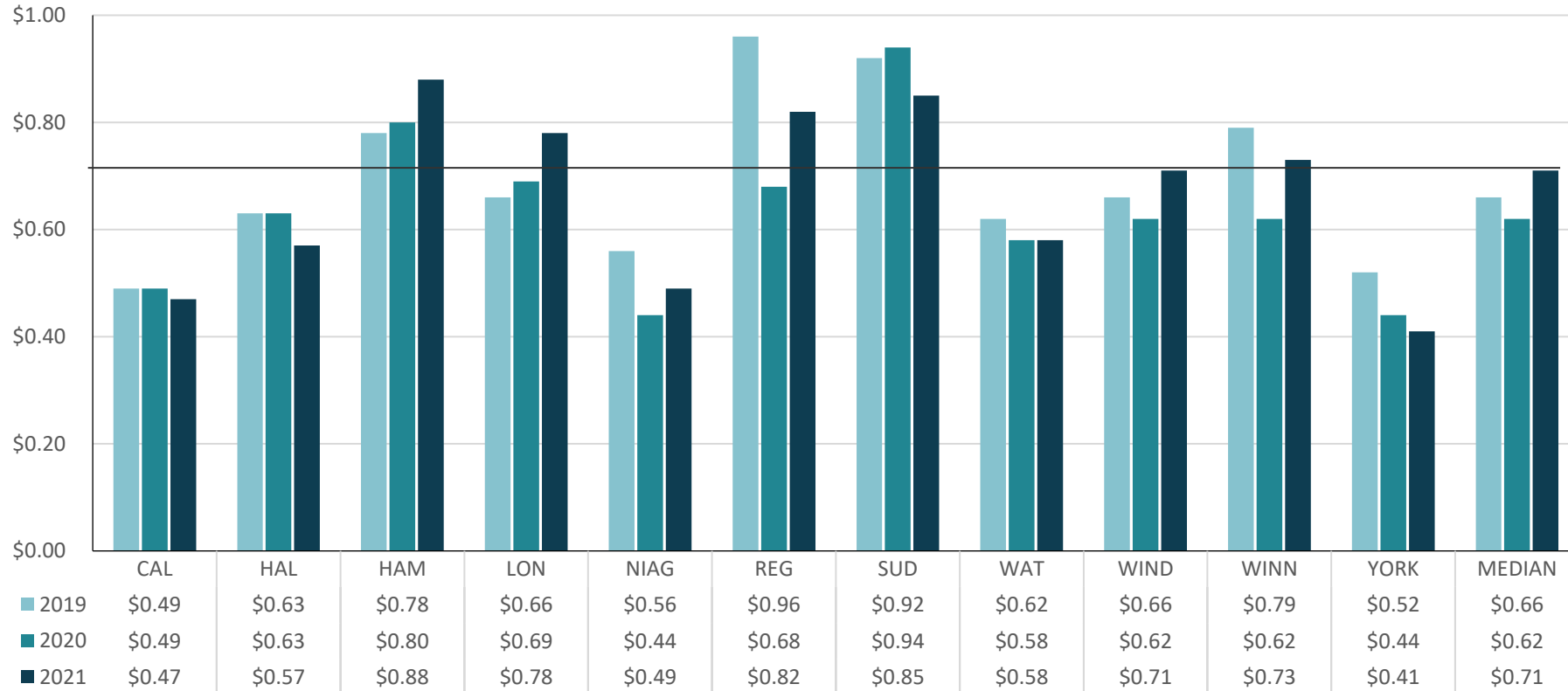
This measure represents the operating costs for maintaining light vehicles in the municipal fleet per vehicle km. Fuel costs and planned maintenance will impact the results causing fluctuations from year to year. NOTE: During 2020, most municipalities experienced a reduction in non-essential services as a result of COVID-19, which led to a general reduction in the use of light vehicles and contributed to a lower direct cost. In 2021, increases in fuel costs contributed to higher direct cost for light vehicles.



## Fleet and Management Services

### FLET328 - Direct Cost per Medium Vehicle KM (Municipal Equipment)

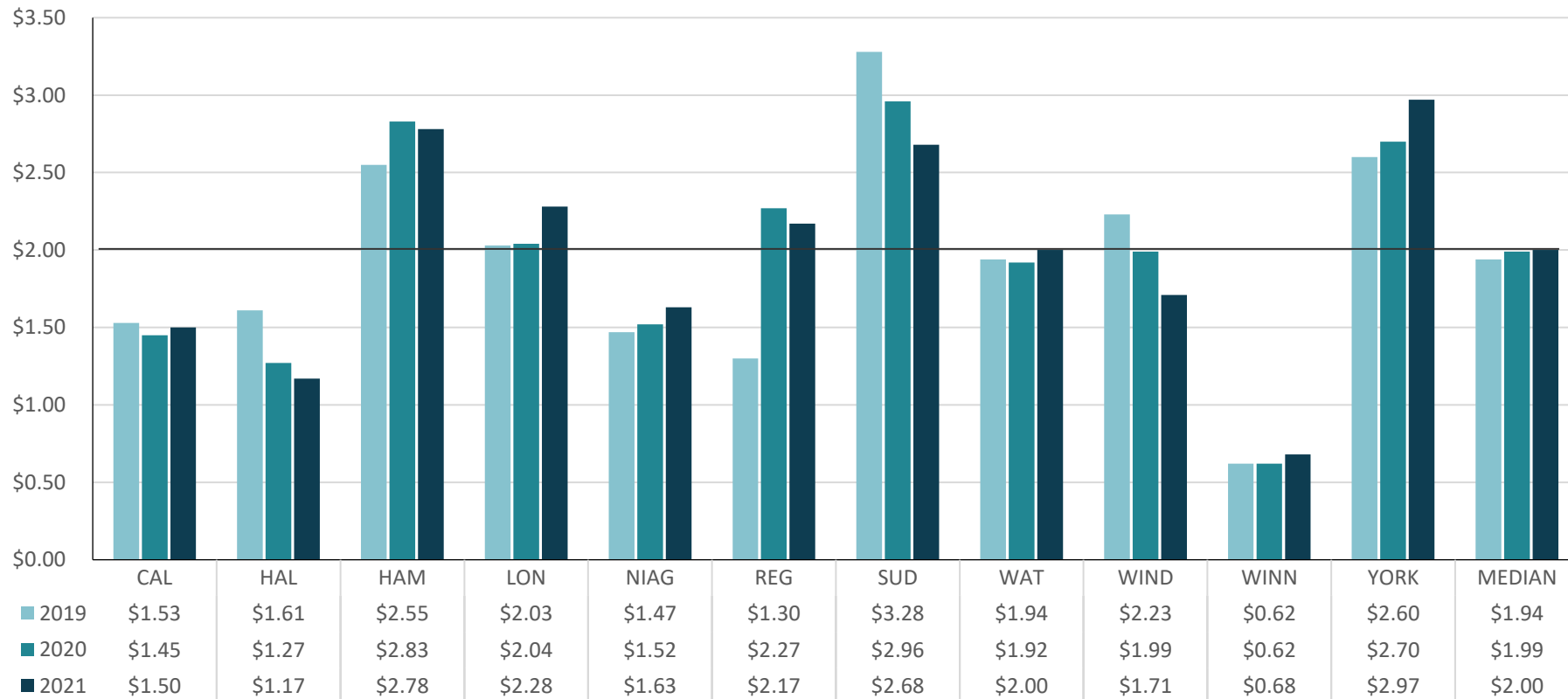
This measure represents the operating costs for maintaining medium vehicles in the municipal fleet. It is based on vehicle km only. Conversion rates may be used to calculate costs only where km information is not available. Conversion rates may vary yearly and may impact on comparability. In addition, fuel costs and planned maintenance will impact the results causing fluctuations from year to year. NOTE: A reduction in fuel costs in 2020, followed by significant increases in fuel costs in 2021 contributed to fluctuations in direct costs for both years.



## Fleet and Management Services

### FLET329 - Direct Cost per Heavy KM (Municipal Equipment)

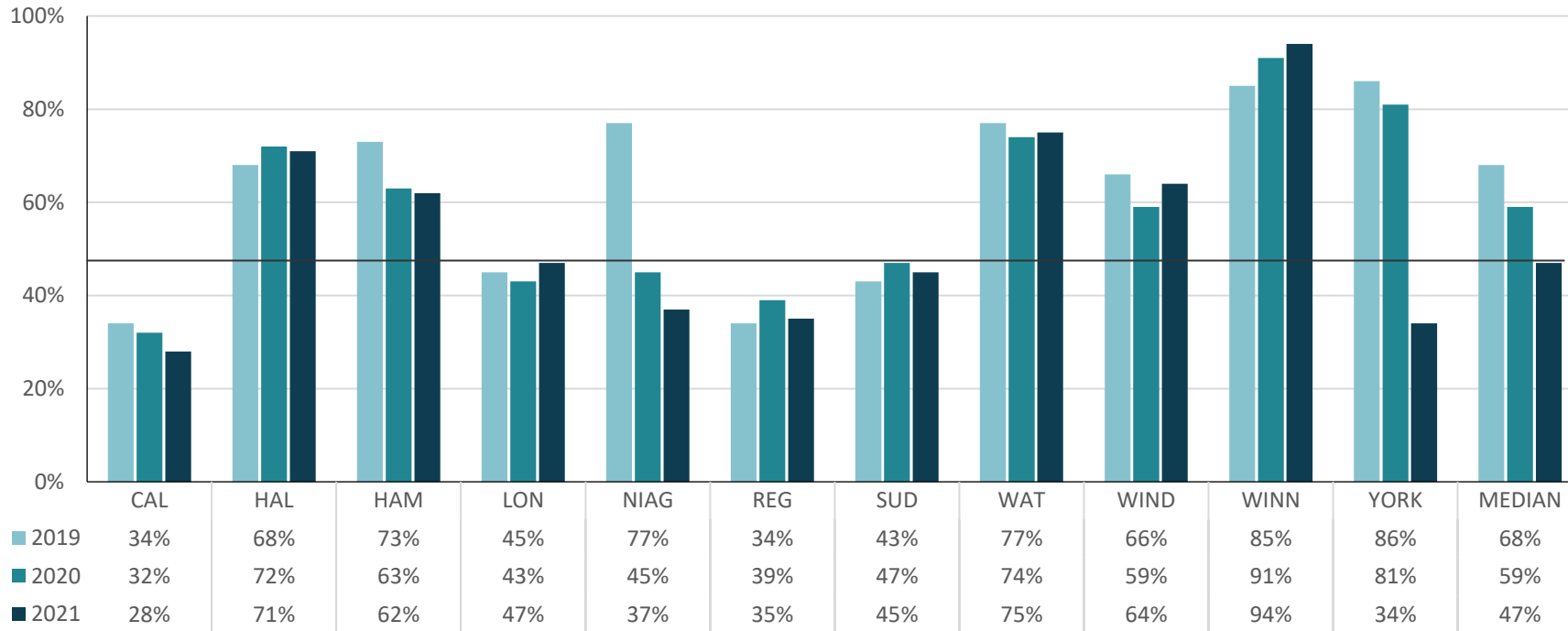
This measure represents the operating costs for maintaining heavy vehicles in the municipal fleet. It is based on vehicle km only. Conversion rates may be used to calculate costs only where km information is not available. Conversion rates may vary yearly and may impact on comparability. In addition, fuel costs and planned maintenance will impact the results causing fluctuations from year to year.



## Fleet and Management Services

### FLET415 - Percent of Unplanned Maintenance Work Order Hours

The measure represents the time a vehicle is being worked on in the shop for work related to any repairs, other than those associated with preventative maintenance work orders as a percentage of total work order hours. The variation between municipalities can be attributed to differences in maintenance system processes and ability to segregate repair activities/costs that were completed while the unit was in for a planned preventative maintenance cycle or separately as a stand-alone repair work order.



York: In 2021, Fleet Services evaluated and updated the methodology for tracking preventive and non-preventive related work through their vehicle maintenance coding of work orders.

## Fleet and Management Services

### FLET827, FLET828, FLET829 - Number of Light, Medium and Heavy Vehicles - Municipal Equipment

Each Municipality's fleet is comprised of a number of vehicles in each of these 3 classes:

- Light vehicles weigh less than 4,500 kg, e.g. cars, vans, or light pickups (FLET827)
- Medium vehicles weigh between 4,500 kg and 9,000 kg, e.g. heavy-duty pickups and medium size work trucks (FLET828)
- Heavy vehicles weigh greater than 9,000 kg, e.g. garbage trucks, tandem dump trucks, street sweepers, sewer flushing machines, etc. (FLET829)

The variation between Municipalities in heavy vehicle measures is largely due to whether a Municipality delivers a garbage pickup service internally or through outsourcing. Garbage pickup is generally a low km traveled, high fuel volume, high equipment maintenance/repair cost service and therefore explains the large variation between the participating Municipalities.

