



STAFF REPORT ACTION REQUIRED

Division designation on City-owned vehicles

Date:	June 2, 2014
To:	Government Management Committee
From:	Director, Fleet Services Division
Wards:	All
Reference Number:	P:\2014\Internal Services\Fleet\GM14004Fleet - (AFS19494)

SUMMARY

This report responds to City Council's direction (April 1-3, 2014), that the City Manager report on the feasibility of adding either permanent or temporary labeling on Fleet vehicles to indicate the division they represent.

The fundamental principle and objective of this report's recommendation is to maintain a recognizable and unified corporate identity for the City of Toronto vehicles in accordance with the City of Toronto Identity Policy and the City's Corporate Identity Program.

The research and analysis conducted by Fleet Services indicates that adding either permanent or temporary division designation labeling for Fleet vehicles would result in additional costs. It also indicates that this would add complexity to vehicle reassignments or sharing between divisions, reducing overall vehicle utilization and efficiency.

RECOMMENDATIONS

The Director, Fleet Services Division recommends that:

1. The Government Management Committee receive this report for information.

Financial Impact

There are no additional financial impacts associated with approval of this report.

The Deputy City Manager and Chief Financial Officer has reviewed this report and agrees with the financial impact information.

DECISION HISTORY

City Council, on April 1, 2 and 3, 2014, directed the City Manager to report to the June 16, 2014 meeting of Government Management Committee on the feasibility of adding either permanent or temporary labeling on Fleet vehicles to indicate the division they represent.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.MM50.1>

ISSUE BACKGROUND

In May 1998, City Council adopted a Corporate Logo to identify the newly amalgamated City (Clause 5, Report No. 8 of the Strategic Policies and Priorities Committee as amended by Council at its meeting held on May 13, 14 and 15, 1999). This Logo was subsequently registered as an Official Mark of the City of Toronto.

In June 2000, Council approved the Corporate Identity Principles (Clause 5, Report No. 14 of the Administration Committee adopted without amendment by Council at its meeting held on July 4, 5 and 6, 2000).

In October 2008, the City Manager approved the City of Toronto Identity Policy. The Policy provides an overall framework to guide the application of the City's Corporate Identity Program (CIP). It ensures a clear and consistent visual identity for the public to easily recognize and access City facilities, programs, and services. This includes the City of Toronto's large fleet of vehicles and equipment. The CIP vehicle markings standard allows for use of the Toronto logo, Call 311 identifier, and vehicle number. Division names are applied to emergency vehicles only. The current vehicle marking system reinforces the City brand.

The Strategic Communications Division manages the City of Toronto Corporate Identity Program and its application in all aspects regarding the City's corporate image.

COMMENTS

The City of Toronto's corporate image and brand is one of its most valuable assets. It shapes the way the City is perceived and understood by the public.

Fundamental steps in building this image are the creation and implementation of the City's corporate identity program and the development of technical specifications. One of the most important aspects of the program is a comprehensive identity system for the City's large fleet of vehicles and equipment. The fleet's visual identity markings are key components of the Corporate Identity Program as the City's vehicles are in our neighbourhoods each day, providing service to the public.

The identity system for fleet vehicles has been developed by the Strategic Communications Division, in collaboration with the City Manager, Design Services, City Divisions, and the Fleet Services Division, and is applied to all new rolling stock. The CIP vehicle markings standard allows for the use of the Toronto logo as a primary identifier, Call 311 identifier, and vehicle number. Division names are applied to emergency vehicles only. The CIP is now in place for all City vehicles and a standard City image and brand have been achieved.

In response to the Council's direction to assess the feasibility of adding either permanent or temporary labeling on Fleet vehicles to indicate the division they represent, Fleet Services Division has analyzed the issue. As a result, four different options were considered: 1) the status quo, 2) additional labels using internal staff resources, 3) additional labels using external staff resources, and 4) temporary labels (magnetic decals or interior dashboard signs).

Table A, below, summarizes the options including description, pros, cons and estimated cost associated with the implementation of each option:

Table A: Costs and Benefits of Division Designation on City-owned Vehicles

Additional Vehicle Decals	Option 1 No additional label (Recommended)	Option 2 Permanent label, internal resources		Option 3 Permanent label, external resources	Option 4 Temporary label
		Option 2(a)	Option 2(b)		
Description	<ul style="list-style-type: none"> Maintain the current Corporate Identity Program; No additional labeling with division names to be installed on City Fleet vehicles. 	<ul style="list-style-type: none"> Install additional labeling (permanent) with divisional names on all City Fleet vehicles <p>*(Note 1)</p>	<ul style="list-style-type: none"> Install additional labeling (permanent) with divisional names on required City Fleet vehicles <p>*(Note 2)</p>	<ul style="list-style-type: none"> Amend the current Corporate Identity Program; Install additional labeling (permanent) with divisional names on City Fleet vehicles; Installation to be performed by an external vendor. 	<ul style="list-style-type: none"> Amend the current Corporate Identity Program;; Install additional labeling (temporary) with divisional names on City Fleet vehicles.
Pros	<ul style="list-style-type: none"> No additional cost; Leading practice; Ability to easily reassign vehicles from one division to another; Recognizable and unified corporate identity for the City of Toronto vehicles is maintained and reinforced. 	<ul style="list-style-type: none"> Aids residents in identifying divisional staff working in their neighbourhood. 		<ul style="list-style-type: none"> Aids residents in identifying divisional staff working in their neighbourhood. 	<ul style="list-style-type: none"> Aids residents in identifying divisional staff working in their neighbourhood.

<p>Cons</p>	<ul style="list-style-type: none"> Residents have to call 311 if they wish to know the divisional staff working in their neighbourhood 	<ul style="list-style-type: none"> Estimated \$193,000 in additional costs. *(Note 1) 	<ul style="list-style-type: none"> Estimated \$165,000 in additional costs. *(Note 2) 	<ul style="list-style-type: none"> Estimated \$228,000 in additional costs for material and labour; Additional cost associated with vehicle down time; Additional cost and complexity to vehicle reassignment or sharing between divisions; Added complexity and difficulty for maintaining and enforcing unified corporate identity for the City of Toronto; Division focused vs. City focused corporate identity. Additional cost associated with vehicle down time; Additional cost and complexity to vehicle reassignment or sharing between divisions; Added complexity and difficulty for maintaining and enforcing unified corporate identity for the City of Toronto. Division focused vs. City focused corporate identity. 	<ul style="list-style-type: none"> Estimated \$280,000 for magnetic decals in additional costs for materials; Magnetic decals can trap moisture damaging/fading vehicle's paint; Estimated \$35,000 for interior dashboard signs in additional costs for materials; Interior dashboard signs are a safety concern if in place while driving - can impede view or move and distract driver. They can also restrict air flow, fog windows and potentially affect air bag deployment; Drivers may not consistently place interior sign in view at every stop; All temporary labels have additional cost associated with vehicle down time;
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				<ul style="list-style-type: none"> • Temporary labels may be lost, removed or used for inappropriate purposes on private vehicles; • The finished product could appear as an afterthought; • Division focused vs. City focused corporate identity.
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Note 1: Includes approximately 3,500 City vehicles

Note 2: Includes approximately 3,047 City vehicles (3,500 City vehicles noted above excluding 289 packers, 131 street cleaners, and 33 ice resurfacers – as Divisional "ownership" is self-explanatory by function)

Fleet Services research also shows that the majority of Government fleets in Canada and the US are using the same approach to vehicle identification as the City of Toronto, and are not identifying individual divisions or departments. The Government of Ontario, and Cities of Philadelphia, Sacramento, Rochester, and Halifax are a few examples of the Government fleets that do not identify divisions or departments on their fleet vehicles.

The current City of Toronto Corporate Identity Program remains unchanged, and no permanent or temporary labeling is permitted on Fleet vehicles to indicate the division they represent.

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