



Fleet Services Division Overview

Lloyd Brierley, General Manager

General Government and Licensing Committee

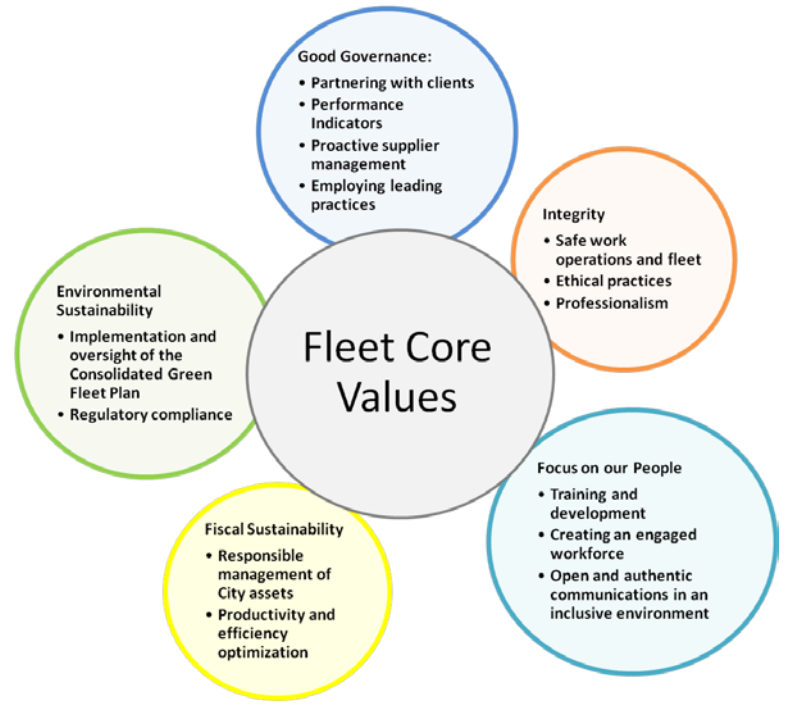
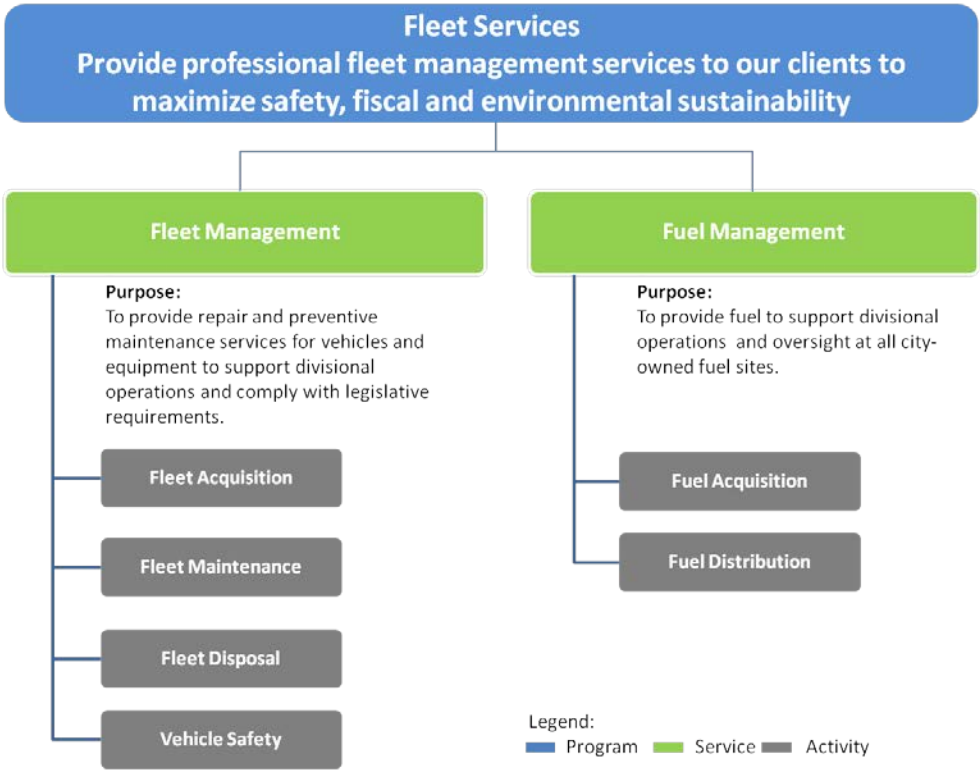
October 7, 2019



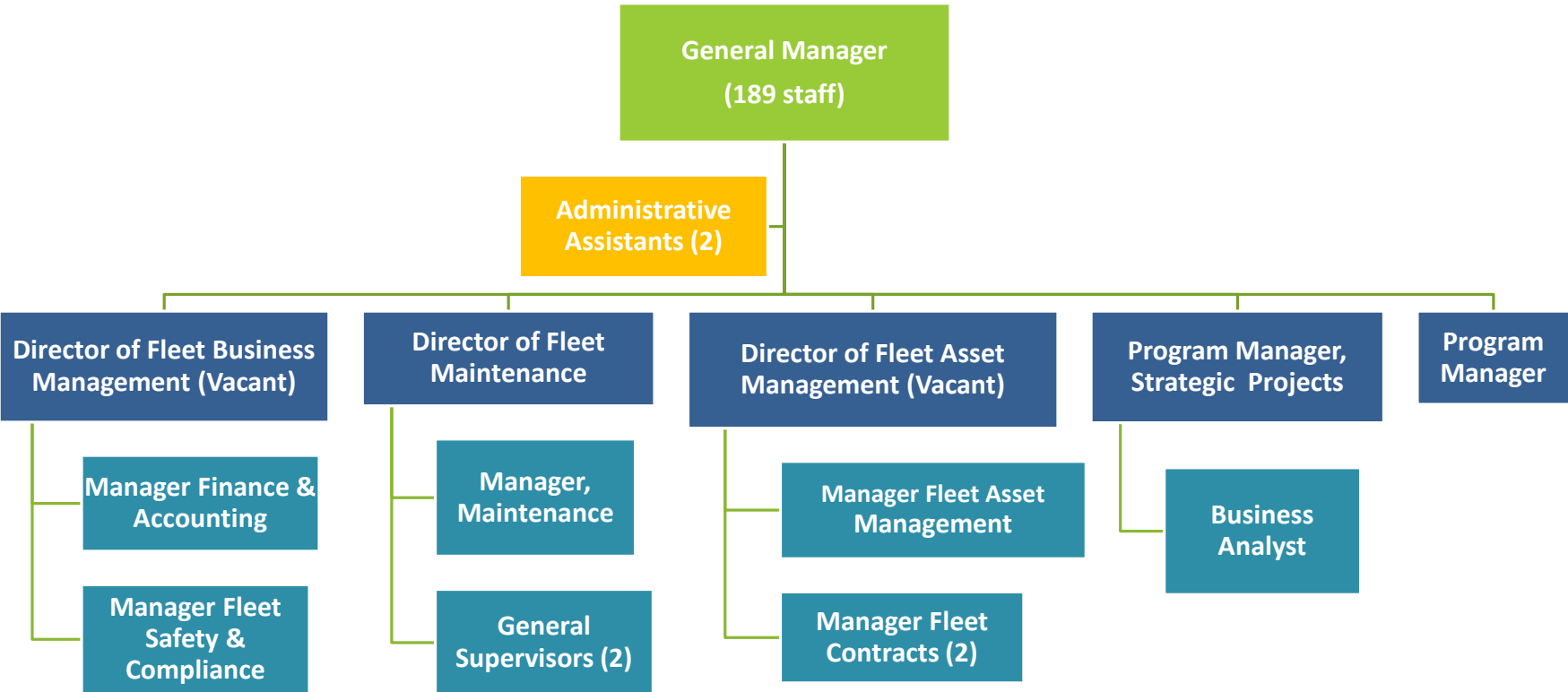
About Us



The City of Toronto has the largest municipal fleet in Canada and one of the most complex Fleets in North America. Fleet Services Division (FSD) is recognized in North America as a centre of excellence in municipal fleet management.



Organizational Structure



City-wide Fleet Composition



Vehicle Class	Number of Vehicles*
Light (sedans, pickups)	1,987
Medium (dump trucks, cube vans)	578
Heavy (garbage trucks, sweepers)	727
Off-road (loaders, tractors)	1,475
Other (various grounds & facilities maintenance equipment)	1,015
Total	5,782

*As of June 2019.



FSD Services



Manage vehicle and equipment engineering, acquisition and disposal.

2018: 482 New vehicles & Equipment procured



Manage and oversee 23 fuel sites that provide fuel to 7,100 vehicles and equipment, 24/7/365 days a year.

2018: 16 Million Litres of Fuel Distributed



Manage the maintenance and repair of the City's fleet while ensuring compliance with legislative requirements.

2018: 26,400 Work Orders Completed



Manage safety training, testing, certification and compliance oversight of City employees required to operate City vehicles and equipment.

2018: 11,000 City Staff Drivers trained



Manage provision of goods and services provided through external suppliers.

2018: 22,000 Invoices processed and 21,000 Interface transactions processed

Key Performance Measures



Percentage of Fleet over Expected Life

FSD Target: 10%

2016 = 22%
2017 = 28%
2018 = 32%
2019 = 33%

**Fleet Availability
(% of total fleet available for use)**

FSD Target: 92%

2016 = 85%
2017 = 85%
2018 = 85%
2019 = 85%

Operating Cost Per KM – light duty (excluding fuel)

FSD Target: \$0.28

2016 = \$0.31
2017 = \$0.32
2018 = \$0.30
2019 = \$0.29

Commercial Vehicle Operator's Rating – CVOR (a lower % is better)

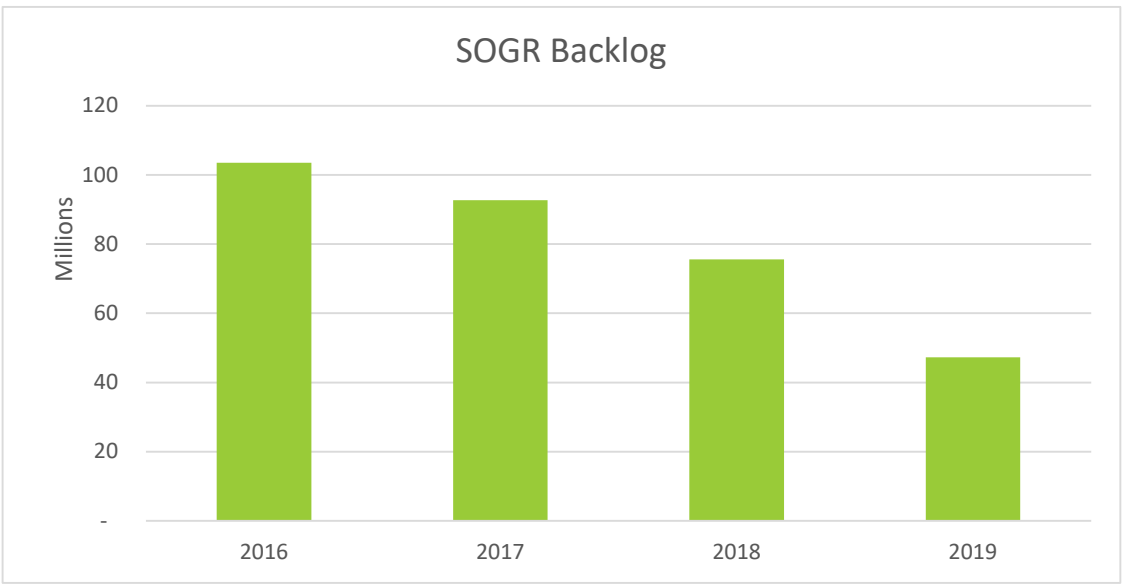
FSD Target: 34%

2016 = 38%
2017 = 36%
2018 = 30%
2019 = 33%

State of Good Repair Backlog



- In 2019, \$60 million is being spent on the State of Good Repair (SOGR) of the City's fleet through the replacement of vehicles.
- Between 2019 and 2028, \$734.5 million in SOGR projects will be required to replace existing vehicles and equipment.
- SOGR backlog dropped from \$103.5 million in 2016 to \$47 million in 2019. Reduction efforts continue.



Strategic Objectives



Operational Optimization:

- Improved internal and external maintenance capacity and service delivery to reduce vehicle downtime.
- Align efforts to improve the lowest total cost of ownership by increasing collaboration for total lifecycle planning.
- Improve data capture, data integrity and data-driven decision making.

Organizational Transformation:

- Continue actions to standardize fleet assets and improve asset utilization and reduce SOGR backlog.
- Maintain development opportunities, training and apprenticeship programs to attract and retain fully qualified and knowledgeable staff.
- Reduce the number of makes and models within the City-wide Fleet.

Systems Building:

- Lead innovative solutions for asset management and procurement in cooperation with internal and external partners.
- Create a consistent customer experience.
- Improve internal maintenance capacity and readiness.

Innovation:

- Procure an environmentally-friendly fleet, Green Fleet.
- Explore the use of blockchain to improve efficiency and transparency for payment and reporting.
- Pilot Fleet Share to reduce low vehicle utilization vehicles and asset cost.



Innovation: Green Fleet

- Pathway to Sustainable City of Toronto Fleets (The Plan) plan will be presented to City Council in October 2019
- The Plan is a "living" document that will be updated every 4 years, with the first update scheduled for 2023 (coincides with Council terms)
- The Plan includes approximately 98% of all City-owned vehicles and equipment, managed and operated by the following City Divisions and Agencies:
 - Fleet Services Division (FSD)
 - Toronto Community Housing (managed by FSD);
 - Toronto Public Library (managed by FSD).
 - Toronto Transit Commission (TTC);
 - Toronto Police Service;
 - Toronto Fire Services;
 - Toronto Paramedic Services;
 - Exhibition Place;
 - Toronto Zoo;
 - Toronto Parking Authority.



Innovation: Green Fleet Goals



Sustainable, climate resilient, low-carbon City Fleet

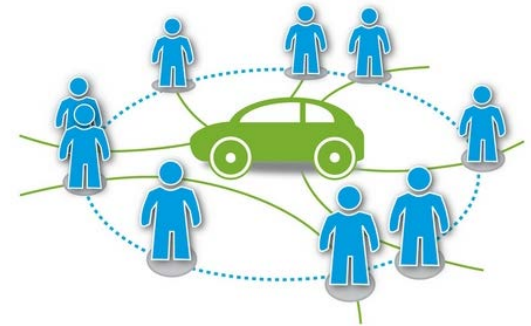
	Goals	Timeline	Status
1	30% GHG Reduction by 2020	2020	Exceeded by 4.3% in 2018
2	Transition 45% of City-owned fleet to low-carbon vehicles compared to 1990 levels	2030	22%
3	65% greenhouse gas reduction by 2030 compared to 1990 levels	2030	34.3%
4	80% greenhouse gas reduction by 2050 compared to 1990 levels	2050	34.3%

Innovation: Fleet Share



Purpose: To test the use of car sharing technology on City owned vehicles and to assess the viability of City wide implementation.

Goal: To reduce the number of underutilized vehicles and financial costs by creating an inter-divisional pool of City-owned assets that are accessible to City staff when required.



Council approved a 1 year pilot from May 2019 to May 2020.

Pilot highlights:

- A variety of Class 1 and 2 pool vehicles available.
- Vehicles can be booked online by any division and picked up at a City location.
- Chargeback only for time the vehicle was reserved/used.

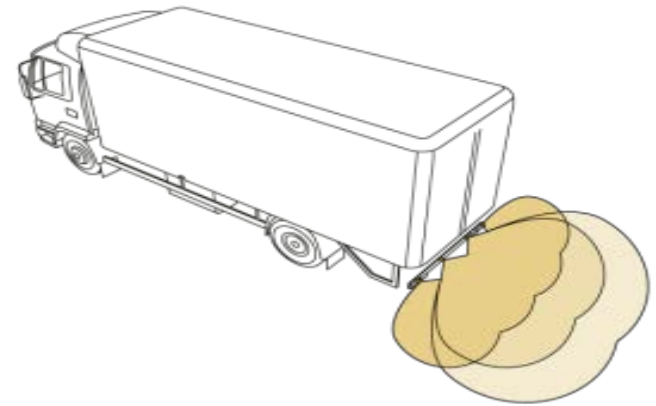


Vision Zero Support



To help achieve the goals set out in Vision Zero, Fleet Services is:

- Designing safer City vehicles and procuring municipal-leading technology:
 - Industry-leading vehicle designs;
 - 360 degree cameras on large trucks;
 - Ultrasonic Back up sensors;
 - Telematics; and
 - Exploring electronic pre-trip inspection.
- Designing asset specific and behavioural-based training.
- In 2019, Fleet Safety conducted over 150 safety talks and over 700 spot checks on City vehicles for compliance.





Fleet Services Recognition

2018 Business Innovation Award and the 2018 EPIC Canadian Procurement Award to Fleet and PMMD.

- 1st municipality in Canada to develop the use of contracts through a North American-wide co-operative approach.
- **Result:** 2019 expected \$\$ savings of ~36% per vehicle and a 50% - 70% improvement in procurement to delivery time.

2018 City Manager Award - Automated Fuel System Innovation

- FSD has been recognized as an innovative fleet leader throughout North America for the implementation of an automated, data capture solution for fuel management. The solution has significantly improved fuel management capability and produced citywide efficiencies.
- **2017 Dr. Sheela Basrur Occupational Health and Safety Award** for achieving significant injury reduction and health and safety program improvements through joint management and labour efforts.



Questions?

