

10.6 – HOW DOES THE AMOUNT OF REACTIVE (UNPLANNED) VEHICLE MAINTENANCE IN TORONTO COMPARE TO OTHER MUNICIPALITIES?

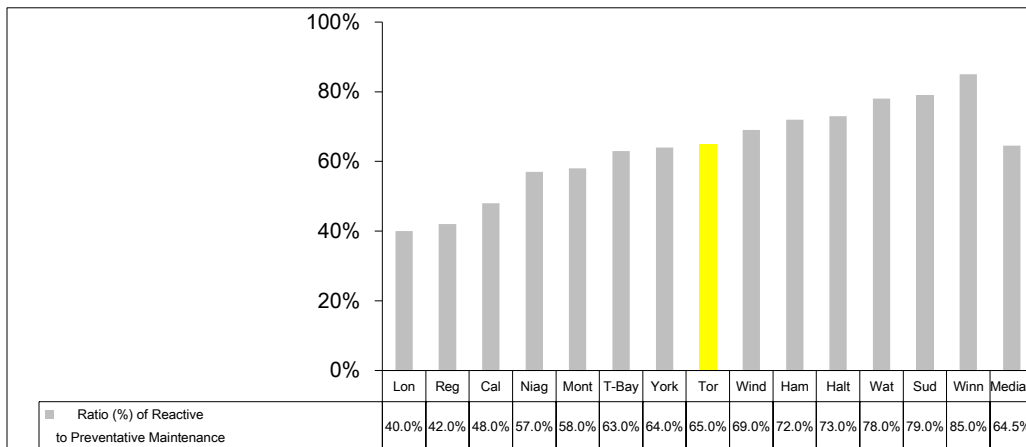


Chart 10.6 compares Toronto's 2016 result to other municipalities. Toronto ranks slightly above the median (third quartile) with a higher rate of unplanned reactive vehicle maintenance.

Chart 10.6 (MBNC 2016) Reactive (Unplanned) Vehicle Maintenance as a Percentage of all Vehicle Maintenance

EFFICIENCY

Vehicle operating costs for this report include the costs of work orders (labour and parts), maintenance work done by external firms plus the cost of fuel. It excludes depreciation, transfers to reserve funds and allocations of program support costs.

MBNC defines light-duty vehicles as less than 4,500 kg, medium-duty vehicles as less than 9,000 kg but higher than 4,500 kg and heavy-duty vehicles as greater than 9,000 kg.

10.7 –WHAT DOES IT COST IN TORONTO TO OPERATE A FLEET VEHICLE PER KM?

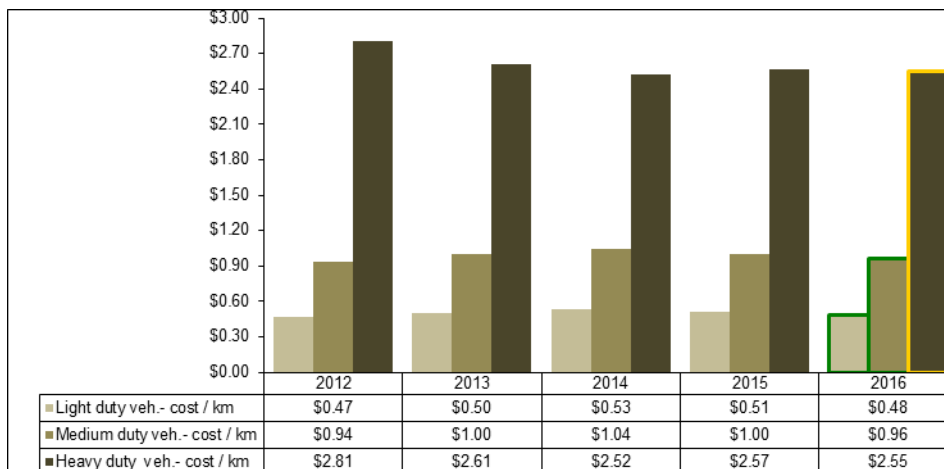


Chart 10.7 shows Toronto's 2016 operating cost per vehicle km by vehicle class. It also shows decreased costs in 2016 for light and medium duty vehicles, but a relatively stable costs for heavy duty vehicles.

Chart 10.7 (City of Toronto) Operating Cost (by Vehicle Class) per Vehicle km

As noted earlier, Toronto's urban form, with much higher population densities, traffic congestion and starts and stops, leads to higher fuel consumption. It can also lead to more frequent maintenance; therefore, higher costs.

10.8 –HOW DOES TORONTO'S COST TO OPERATE A FLEET VEHICLE PER KM COMPARE TO OTHER MUNICIPALITIES?

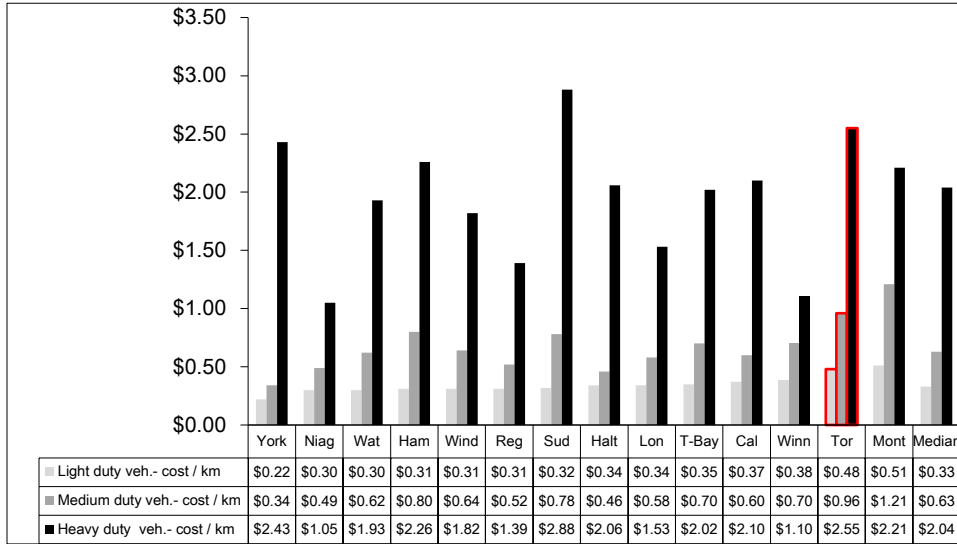


Chart 10.8 compares Toronto to other municipalities in terms of the lowest cost per vehicle km by vehicle class. Toronto ranks:

Chart 10.8 (MBNC 2016) Operating Cost (by Vehicle Class) per Vehicle km

In 2016, Toronto ranks:

- Light duty vehicles – thirteenth of fourteen (fourth quartile);
- Medium duty vehicles – thirteenth of fourteen (fourth quartile); and
- Heavy duty vehicles – thirteenth of fourteen (fourth quartile)

An alternative way of examining efficiency, less influenced by urban form, is to consider the annual cost to operate a vehicle.

10.9 –WHAT DOES IT COST TO OPERATE A FLEET VEHICLE IN TORONTO?

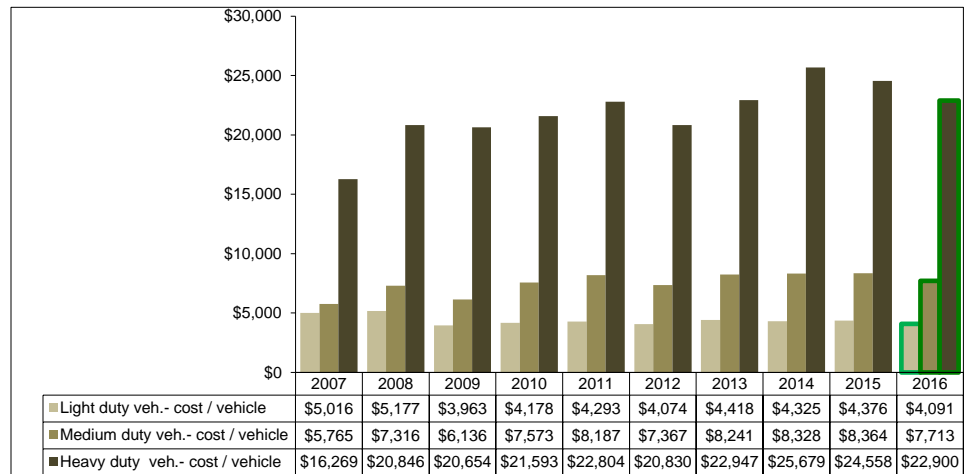


Chart 10.9 shows the annual cost to operate a vehicle in Toronto. In 2016, Toronto's operating cost per vehicle decreased for light, medium, and heavy duty vehicles.

Chart 10.9 (City of Toronto) Annual Operating Cost (by Vehicle Class) per Vehicle

10.10 –HOW DOES THE ANNUAL COST TO OPERATE A FLEET VEHICLE IN TORONTO COMPARE TO OTHER MUNICIPALITIES?

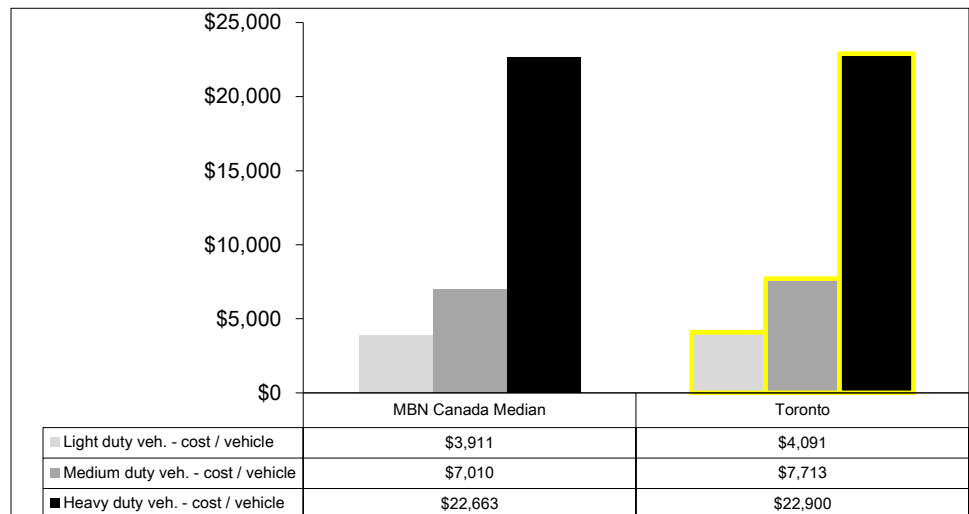


Chart 10.10 compares Toronto's results to the MBNC median. In terms of the lowest cost to operate a fleet vehicle, Toronto;
Has slightly above the median costs for light duty vehicles;
Has slightly above the median costs for medium duty vehicles; and
Has slightly above the median costs for heavy duty vehicles.

Chart 10.10 (MBNC 2016) Annual Operating Cost (by Vehicle Class) per Vehicle

2016 ACHIEVEMENTS AND 2017 PLANNED INITIATIVES

The following initiatives have improved or are expected to further improve the efficiency and effectiveness of the Fleet Services:

2016 Initiatives Completed/Achievements

- Developed and obtained Council approval of an alternate service delivery model for all preventative maintenance and repairs for non-specialized class 1-2 vehicles. For Class 1-2 vehicles, this reliability centered maintenance approach will reduce vehicle downtime by 67% at the end of the 5 year phased-in implementation. These changes will result in improved service delivery and reduced city-wide costs.
- Developed and received approval for a new chargeback/operating cost model that will help to drive efficiencies and fleet optimization through improved transparency and accountability.
- Implemented the City's first car share program for use by all Divisions.
- Integrated the fueling of over 500 TTC assets at Fleet Services Division (FSD) Fuel sites
- Completed the integration of all Fire Services vehicles to FSD fuel sites.
- Completed of fuel site upgrades & closures. Fleet now utilizes 1 software & hardware program to manage 23 City-wide fuel sites that fuel over 13,000 assets. All sites now have above ground fuel storage tanks that reduce soil contamination, combined with technology that allows for secure, real-time, fuel and data management.
- Through leadership in city-wide Fleet Shared Services, continued to leverage procurement leadership to provide TTC, TPA, Toronto Fire Services, Toronto Paramedic Services, Exhibition Place and the Toronto Zoo the ability to procure vehicles or equipment based on existing FSD specifications.
- Completed the upgrade and closure of fuel sites to meet strategic and emergency requirements by 2016 year-end, which will reduce infrastructure costs, and minimize potential environmental risks. As a result, three Parks, Forestry & Recreation fuel sites will be upgraded and oversight transferred to Fleet Services and one low utilized site will be closed.
- Oversaw the delivery of 54 new Compressed Natural Gas (CNG) Collections vehicles. The CNG units support the City's consolidated green fleet plan, in choosing vehicles that emit less GHGs and air pollution, while meeting the City's operational requirements.

2017 Initiatives Planned

- Provide a full-range of fleet management services for City Divisions and Agencies.
- Direct the lifecycle management of the City's fleet including the acquisition, maintenance and disposal of vehicles and equipment based on lifecycle and operational analysis.
- Ensure compliance with Provincial legislation and City policies and guidelines.
- Provide safety training, testing and certification to approximately 11,000 City employees who are required to operate City vehicles and equipment.
- Oversee and direct the City's fuel management operations, including, safety and compliance management, staff training and the associated management of fueling stations and the fueling of over 13,000 assets.

- Work closely with client Programs to optimize fleet size through ensuring that all vehicles are required and fully utilized.
- Provide leadership in reducing environmental impact of the City's fleet operations through the City's 2014 - 2018 Consolidated Green Fleet Plan.

Factors Influencing the Results of Municipalities

The results of each municipality included in this report can be influenced to varying degrees by factors such as:

- Fleet Mix - The average age of each municipality's fleet, the mix of vehicles in each fleet category, and the number of hours they are in use.
- Urban Form - The urban form of a municipality (congested city streets vs. highway use) will impact the number of kilometres travelled and the level of wear and tear (example constant acceleration and braking) can influence the amount of maintenance required and associated costs.