How does this service contribute to the results identified in the City of London Strategic Plan?

<table>
<thead>
<tr>
<th>A strong economy</th>
<th>A vibrant and diverse community</th>
<th>✓ A green and growing City</th>
<th>✓ A sustainable infrastructure</th>
<th>A caring community</th>
</tr>
</thead>
</table>

Fleet (Management) Services has a primary role to provide a full range of vehicle and equipment services for internal municipal programs. These services include acquiring, remarketing and disposing of the fleet assets, maintaining and servicing a fleet of over 1,250 units, licensing and inspecting all vehicles and equipment. Fleet Services operates in a highly regulated Commercial Vehicle Fleet environment. The program includes off-season equipment preparation and tear downs and providing fuel services inclusive of managing the fuel storage and dispensing facilities. In addition, Fleet Services provides a variety of services to a broader group of clients including Libraries, Animal Control, Tourism London, Fire and Police.

Fleet vehicles and equipment are one of the critical building blocks supporting the services provided to Londoners. Our Fleet model is committed to partner with the service areas to provide a reliable, environmentally friendly and technologically effective solution to their transportation and equipment needs.

Our Fleet Maintenance Teams provide 16 hour daily coverage to ensure vehicles and equipment are inspected, repaired and serviced in a manner that optimizes the asset operational time and reduces any downtime of our operational crews. The maintenance team also manages four major fuel storage and dispensing facilities with 2.5 million litres of fuel dispensed annually.

Our Fleet Planning and Utilization Teams support our Fleet sustainability activities by ensuring we are maximizing our asset value. The team achieves this by managing optimum life cycles, implementing vehicle and equipment analysis/modelling, developing annual and ten year capital replacement budget forecasts, managing the vehicle and equipment reserve fund projects and procuring and disposing of fleet assets in a transparent and knowledgeable manner.

Our Fleet Asset Management Team works closely with Finance and provides a model that meets financial targets, creates flexibility for changing business plans, and supports a planned and sustainable approach to managing the Fleet. This model is aligned with best practices in Corporate Asset Management including evaluating levels of service, asset condition and managing risk.
Name the main activities done to provide this service:

<table>
<thead>
<tr>
<th>Name The Activities Done To Provide This Service</th>
<th>How Much Did We Do? (optional)</th>
<th>Is The City Mandated To Provide This Service?</th>
<th>Can The Level Of Service Be Changed?</th>
</tr>
</thead>
</table>
| 1. Fleet Administration, Utilization and Asset Management | • Completed the Price Waterhouse Cooper (PWC) Audit process and reported back on 18 recommendations  
• Continued participation in the Corporate Asset Management State of the infrastructure process  
• Established rental rates that meet financial targets  
• Supported green projects | Yes, a number of our customers are either “essential” services or highly regulated under Provincial authority | Yes |
| 2. Fleet Planning – Acquisitions and Disposal | • Replacement of over $4 million in fleet asset that had reached optimum life  
• Introduced specifications and conditions that examine full cost of ownership  
• Brand standardization to maximize efficiencies and manage cost  
• Provided opportunities to suppliers to introduce green and right fit choices | Yes, same as above | Yes |
| 3. Fleet Maintenance, Repairs and Analysis | • Repairs, service and inspection of over 1,250 fleet and equipment assets  
• Licensing  
• Reduction in operating costs | Yes, same as above and specifically Commercial Vehicle Operator in the Province of Ontario | Very unlikely |
| 4. Fuel Supply, Storage, and Dispensing Equipment | • Handled 2.5 million litres of fuel  
• Annual cost 3 million  
• Over 800,000 litres of Biodiesel  
• All light vehicles using ethanol blended fuel E10  
• Buying consortium with local partners to maximize best prices | Only if there is a significant change to fleet utilization |
What is the current state of this service?

- Fleet Services strives to provide a planned and proactive approach to fleet maintenance services to ensure reliability and performance
- Focus on Fleet maintenance cost containment
- Maximize synergies with other departments, agencies, boards and commissions (Police, Fire, Libraries, Tourism, Animal Control)
- Managing fuel costs
- Introduced a fleet utilization model that provides more accountability for vehicle and equipment utilization
- Engaging service contracts in areas that make sense and are cost effective (ie; Tires, Body Work and Paint, exhaust work, custom hydraulic work)
- Environmentally responsible practices like recycled water wash facility, waste oil recycling
- Fleet Administration and Planning continues to promote and manage the Fleet Assets in terms of sustainability both in terms of optimum life cycles, full cost of ownership, and managing vehicle and equipment reserve fund model
- Technologically advanced equipment and vehicles, maximizing end user participation to acquire the best fit transportation and equipment solution for their purpose
- Allowing vendors the flexibility to introduce value added options into the bidding process to maximize disposal proceeds and introduce environmental technologies
- Introduced the first Plug in Electric Vehicle (EV) into the City’s Fleet
- Partnered with other divisions to introduce three public EV charging stations as an investment in alternative sustainable energy solutions and provide growth, education and opportunities in emerging technologies
- Continued development of the Green Fleet Plan that aligns with best practices of top Canadian Fleets and Fleet Challenge Ontario
- Introduced a pilot program of on-board vehicle tracking that provides comprehensive data regarding equipment performance, driver behaviours, location, route optimization, and utilization
- Introduced Co-Op partnership agreement with Fanshawe College and Local 107 for Apprenticing Truck and Coach Technicians

What is the future direction of this service?

- Continue to explore alternative fuel sources. In particular look at expanding our current use of natural gas (GNG)
- Continue to reduce our carbon footprint by using Biodiesel fuels and ethanol blended fuels
- Further examine synergies and providing services to agencies such as EMS and London Hydro
- Introduction of an ant-idling and driver behaviour plan
- Expand our program of On Board vehicle navigation and vehicle tracking devices
- Continue and enhance fleet utilization model (using best practice model) that provides more accountability for vehicle and equipment utilization
- Upgrade to AJT west shop for legislative compliance, maximize shop bays, eliminate redundant lube bay, upgrade lighting and doors to maximize energy savings and increase productivity
- Continue to partner with Fleet Challenge Ontario to achieve an E3 Fleet Rating (Energy, Environment, Excellence)
What do you plan to do?

2014

• Investigate expanding the natural gas fuel program beyond just arena facilities to the heavy truck fleet in particular Solid Waste collection vehicles
• Increase the availability and blends of biodiesel fuels and ethanol blended fuels
• Discuss potential synergies with EMS and London Hydro around fleet maintenance and fuelling services we can offer within existing facilities
• Establish an anti-idling policy and introduce driver performance training and feedback from data collected by the on-board tracking systems. Introduce “smart” anti-idling technologies to provide a hard control to excessive idling vehicles
• Introduce on-board vehicle navigation and vehicle tracking devices on 30 units
• Establish utilization categories for 2014 light vehicles Fleet Rates that provides more accountability for vehicle and equipment utilization
• Work closely with Corporate Asset Management in determining the state of fleet infrastructure

2015 – 2018

• Continue to implement Fleet best practices and continuous improvement philosophy
• Initiate succession planning for senior fleet position
• Continue to support development programs for skilled trades
• Evaluation of fleet staffing levels and facilities based on growth and operational changes
• Consultant 5 year review of vehicle and equipment reserve fund and rental rate system
• Growth of emerging technologies that maximize environmental benefit
• Reduce carbon footprint associated with operating a large fleet
• Continue to Benchmark against other municipalities and participate in OMBI Fleet Expert Panels to refine measures
• Ensuring optimization and rationalization of internal vehicles and equipment
• Sustainable planned approach to managing the fleet assets
<table>
<thead>
<tr>
<th>Description of measure</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>How Much?</td>
<td></td>
<td></td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>1. Total Number “Off Road” Equipment (# of units)</td>
<td>158</td>
<td>158</td>
<td>158</td>
<td>158</td>
<td>158</td>
<td>158</td>
<td>158</td>
</tr>
<tr>
<td>(OMBI Measure 230)</td>
<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>2. Total Number of Municipal Vehicles (# of units)</td>
<td>534</td>
<td>530</td>
<td>530</td>
<td>530</td>
<td>530</td>
<td>530</td>
<td>530</td>
</tr>
<tr>
<td>(OMBI Measure 240)</td>
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<tr>
<td>How Well?</td>
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<td></td>
</tr>
<tr>
<td>3. Operating Cost per Equipment Hour</td>
<td>$24.26</td>
<td>$24.50</td>
<td>$24.00</td>
<td>$24.00</td>
<td>$24.00</td>
<td>$24.00</td>
<td>$24.00</td>
</tr>
<tr>
<td>All Off Road Equipment (OMBI Measure 330)</td>
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<tr>
<td>4. Operating Costs per vehicle KM (OMBI measure 326)</td>
<td>$0.86</td>
<td>$0.86</td>
<td>$0.86</td>
<td>$0.87</td>
<td>$0.87</td>
<td>$0.87</td>
<td>$0.87</td>
</tr>
</tbody>
</table>