



## REPORT

To: Mayor and Council  
From: Chief Administrative Officer  
Subject: For Your Decision: Service Delivery Review - Non-Emergency Fleet  
Date: December 11, 2023

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### Issue

Service Delivery Review - Non-Emergency Fleet

### Facts

- According to the 2020 Asset Management Plan, the Municipality currently has an annual funding gap of \$5.6 million between what should be spent to maintain assets and what is currently spent. This is the equivalent of \$2,156 per household, or more than double the current annual average levy on each house. The number is considered on the lower end of reality as it does not include all asset classes. Furthermore, inflation has increased significantly since the plan was developed, especially for Municipal infrastructure.
- By July 2025, Asset Management Planning legislation requires municipalities to determine current and future levels of service, the costs associated with that level of service and a plan to fund it. The legislation will, in essence, require municipalities to "live within their own means" by setting levels that are affordable and attainable long term. Not being compliant with this requirement will affect Municipal transfer funding.
- Grant funding programs have been shifting to take into account a Municipality's strategy in closing the asset gap and current state of funding their assets (i.e. the more the Municipality is addressing the deficit, the more likely a funding is to be approved. The less a Municipality is working to close the gap, the less likely they are to be approved for funding)
- Council directed staff to undertake Service Delivery Reviews (SDR) on all Municipal services. This is an evaluation process in which a specific municipal service is systematically reviewed to determine the most appropriate way to

provide it. The SDR process focuses on setting priorities and, where possible, reducing the cost of delivery (to the Municipality) while maintaining or improving services and service levels. At times, service levels may have to be cut.

- A part of SDR process is to consider how to enhance services through greater efficiency or process changes without added costs to the Municipality. In many cases however, Council will either need to reduce costs or increase revenues (fees & charges or levy) significantly to address the infrastructure gap and plan for the future. While doing so, the increased complexity of operating services needs to be taken into account. Therefore, it is only possible to reduce costs to the level required by reducing services and/or assets that Greenstone maintains.

## **Analysis**

Please see the attached Non-Emergency Fleet Service Delivery Review Report.

### **How does this tie to the Strategic Plan?**

#### **1.0 Build Financial Capacity**

To create the financial capacity to invest in capital infrastructure and equipment to meet service level expectations and statutory requirements, and to allow flexibility to enhance existing and future service delivery options.

1.1 Service Delivery Review (SDR): Council has approved the commencement of a service delivery review. The SDR will look at current and future levels of service for program delivery and asset maintenance. With the completion of each SDR, develop business plans to ensure that the services meet the strategic service level objectives of Council in a fiscally prudent manner.

## **Recommendation**

1. THAT the draft Municipal Vehicle Use Policy be adopted via by-law.

2. THAT the draft Fleet Management Policy be adopted via by-law.

3. THAT staff be directed to obtain a quote for fleet management services for light duty vehicles via the Fleet Management Program offered by Canoe Procurement (a group purchasing organization), and that Council be presented the proposed Service Agreement for consideration.

4. THAT all 2024 Capital Budget light-duty fleet procurement remain on hold until Council has reviewed a proposed Fleet Management Service Agreement.

5. THAT corporate software for fleet and fuel management be implemented in 2024.

<b>DATE</b>	<b>MONDAY, DECEMBER 11, 2023</b>
<b>SUBJECT</b>	<b>SERVICE DELIVERY REVIEW – NON-EMERGENCY FLEET MANAGEMENT</b>
<b>REPORT NO.</b>	<b>SDR-11</b>

## RECOMMENDATION

That Council of the Municipality of Greenstone approve the following:

1. THAT the draft Municipal Vehicle Use Policy be adopted via by-law.
2. THAT the draft Fleet Management Policy be adopted via by-law.
3. THAT staff be directed to obtain a quote for fleet management services for light duty vehicles via the Fleet Management Program offered by Canoe Procurement (a group purchasing organization), and that Council be presented the proposed Service Agreement for consideration.
4. THAT all 2024 Capital Budget light-duty fleet procurement remain on hold until Council has reviewed a proposed Fleet Management Service Agreement.
5. THAT corporate software for fleet and fuel management be implemented in 2024.

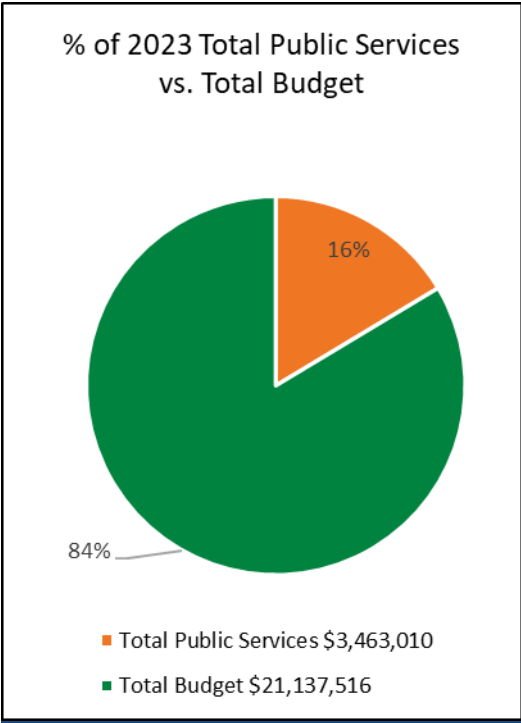
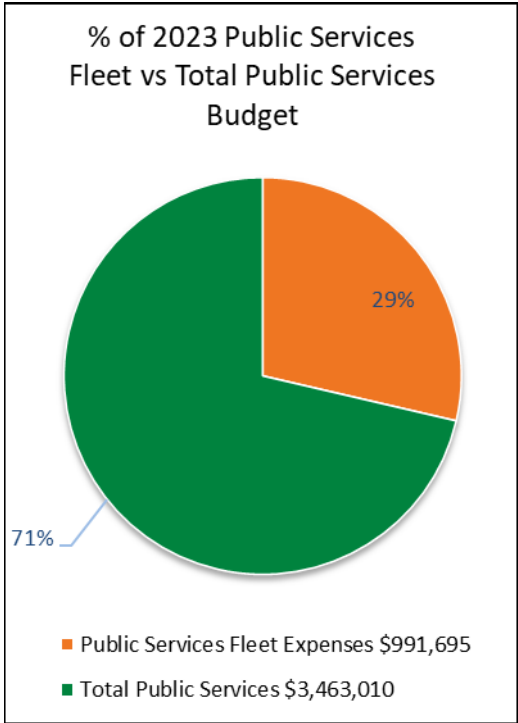
## SERVICE SUMMARY

SERVICE	NON-EMERGENCY FLEET MANAGEMENT
<b>DEPARTMENT</b>	All departments except Fire Department.
<b>SUMMARY</b>	Provision of general maintenance, cleaning and minor repairs of all light-duty and heavy equipment fleet excluding Fire and Emergency Management. Provision of fleet procurement, fuel procurement, licensing and permits, vehicle/equipment parts, lubricants, etc.
<b>MANDATORY</b>	No. Alternatively, all work could be outsourced.
<b>LEGISLATION</b>	Highway Traffic Act - Ontario (various regulations) Key regulations are: <ul style="list-style-type: none"> <li>• Commercial Vehicle Operator's Registration (CVOR) 424/97</li> <li>• Ministry of Labour (MOL) <ul style="list-style-type: none"> <li>○ Employment Standards Act, 2000</li> <li>○ Workplace Safety and Insurance Board (WSIB)</li> </ul> </li> </ul> Occupational Health and Safety Act

	Technical Standards and Safety Authority (TSSA)
<b>BY-LAWS</b>	By-law 22-54 Purchasing of Goods, Services and Construction Policy By-law 22-70 Reserve and Reserve Fund Policy By-law 22-82 Disposal of Municipal Assets Policy RES 15-75 Municipal Vehicle Use Policy RES 17-23 No Smoking in Municipal Vehicles, Buildings and Equipment Policy (Annual) Fees and Charges By-law
<b>FEES/CHARGES</b>	Custom Work Fees where vehicles charges apply. (Schedule D, Public Works) Vehicle Leases with third parties (if applicable)

**2023 BUDGET SUMMARY**

**2023 Expenditures:** \$991,675  
**2023 Revenues:** -\$0.00  
**Net Budget:** \$991,675



The above budget information is for the Public Services area only and does not include costs for Community Services, Planning/Building, Corporate Services or Fire Services. The analysis within the report does include all fleet except for Fire Services.

## STAFFING

Human Resources and areas of responsibility with respect to fleet within the Public Services Department are outlined as follows. Other internal departments manage their fleet independently from Public Services.

### **FLEET CARE – STAFF RESPONSIBILITIES**

#### **Director of Public Services:**

Oversees maintenance and replacement of Airports fleet. Approves fleet specifications for procurement for all Public Services department divisions.

#### **Manager of Public Works:**

1. Oversees the maintenance of Public Works fleet, equipment, supplies, storage and repair areas.
2. Oversees the management of the contracted mechanics and/or repair shops and ensure coordination of vehicle repair, refurbishing and retrofitting. As required assists with, compiling quotes, specifications and tenders for fleet vehicles and equipment. Monitor vendor's adherence to contracts and specifications, provide technical advice to resolve vehicle deficiencies with suppliers and manufacturers.
3. Oversees and ensures all vehicles are carrying proper documentation required by current or proposed regulatory or legislated requirements, including insurance slip, vehicle registration, CVOR certificate and inspection booklets, emissions certification, annual license renewals, etc.
4. Develop short and long term Public Works fleet plans relating to vehicle acquisitions, refurbishing, retrofitting, and disposition.
5. Prepare lifecycle costing statistics, including making recommendations concerning disposal of vehicles, equipment, etc. Evaluate alternatives to enhance life cycle of assets.

#### **Management of all other Corporate Fleet:**

Ensures the coordination of divisional fleet maintenance.

This includes:

- Manager of Parks & Recreation
- Manager of Facilities
- Director of Community Services
- Director of Corporate Services
- Director of Planning & Protective Services

**Employees:**

Perform circle checks, routine maintenance, follow operating procedures.

The organizational structure includes two (2) Mechanic/Operator positions; the two long-term employees who fulfilled these duties in the Longlac and Geraldton Wards have since left the organization. Recruitment efforts to date have not been successful for these positions, requiring fleet servicing to be outsourced.

**Contracted Services**

Fleet analysis by qualified fleet managers/technicians is provided on a limited scale through the Fleet Preventative Maintenance programs initiated in 2023 for new heavy equipment. (The local presence of specialized service technicians is a result of local industry demand.)

**Staff Training**

The Health & Safety Review which is included as a 2024 Budget item, may identify the need for standard operating procedures and training programs. Additionally, the Municipality should review and consider training modules currently available through organizations such as the Ontario Good Roads Association to support employee training and development.

**Corporate Policies**

The current Municipal Vehicle Use Policy can be improved by detailing expectations for staff to reference. A draft to update the existing policy is presented for consideration.

In the absence of a Fleet Management Policy, staff have drafted one to formalize Council's overall approach to fleet services, as there is no one staff member tasked with regulating the municipal fleet in accordance with an approved strategy. The approval of the SDR recommendations in this report may influence the Fleet Management Policy presented.

**SERVICE BACKGROUND**

For the purpose of the Service Delivery Review exercise, the municipal fleet inventory is categorized into 2 reports: Emergency and Non-Emergency Fleet. Emergency Fleet will be addressed by the Service Delivery Review prepared by Fire Services (SDR-12). This report for Non-Emergency Fleet includes units utilized by all departments, including Public Services (Public Works and Parks & Recreation), Community Services, and Administration. Fleet units are further categorized by light-duty use (i.e. passenger vehicles), heavy equipment and miscellaneous fleet (i.e. trailers).

The fleet is currently managed and administered by each department independently with maintenance work being carried out utilizing in-house staff for some departments and different outsourced vendors for others.

Table 1. Municipality of Greenstone Fleet by Department

DEPARTMENT	FLEET TYPE	NUMBER OF UNITS
<b>Chief Building Officer</b>	Passenger Vehicle	1
<b>Corporate Services</b>	Passenger Vehicle	1
<b>Community Services</b>	Passenger Vehicle	1
<b>PS Dept. Administration</b>	Passenger Vehicle	4
<b>Airport (Nakina)</b>	Passenger Vehicle	1
	Heavy Duty Vehicle	1
	Heavy Equipment	1
	Other Equipment	3
<b>Airport (Geraldton)</b>	Passenger Vehicle	1
	Heavy Duty Vehicle	2
	Heavy Equipment	2
	Other Equipment	3
<b>Parks &amp; Recreation</b>	Passenger Vehicle	8
	Other Equipment	4
	Trailers	5
<b>Public Works</b>	Passenger Vehicle	13
	Heavy Duty Vehicle	11
	Heavy Equipment	17
	Trailers	7
Total Passenger Vehicles		30
Total Heavy Duty Vehicles		14
Total Heavy & Other Equipment		30
Total Trailers		12
<b>Total Active Fleet Units</b>		<b>86</b>

Service gaps are increasingly apparent as the overall condition of the ageing fleet continues to deteriorate. The Municipality does not have the tools or resources to conduct formal fleet analysis from which financial and fleet optimization strategies are developed.

Functional areas of fleet operations include:

- Policy and governance
- Acquisition and disposition
- Maintenance and repair
- Replacement and lifecycle management
- Technology
- Cost recovery and rates
- Facilities and shop equipment
- Fuel operations
- Fleet assignment and utilization

The present fleet management process involves primarily the examination of repair and maintenance costs of a unit. Units that are experiencing high repair costs and impact service delivery during down-time are priority capital budget items for replacement. Despite these budget proposals, the trend in capital fleet investments has been to delay asset replacement, the effects of which continue to plague operations. A formal Fleet Replacement Strategy would emphasize adherence to fleet budget requirements. The asset management plan will further emphasize the consequence of underfunding this asset group.

Other fleet management strategies the PS Dept has applied include:

- Downsizing fleet where work coordination across the Wards was determined to be feasible (i.e. graders)
- Repurposing fleet through reassignment to other departments (i.e. airport equipment to public works)
- Changing equipment types for service delivery (i.e. garbage trucks replaced with trailers)

## KEY PERFORMANCE INDICATORS

Fleet management KPIs are a performance measurement that demonstrates the effectiveness of the fleet management strategy. The most common fleet management benchmarks are used to boost efficiency, enhance safety or control costs. Leveraging fleet computerized maintenance management systems (CMMS) would allow the Municipality to monitor fleet metrics in real time. At this time, the Municipality does this only through the Preventative Maintenance Agreements executed in 2023 for select new heavy equipment. There are further opportunities to expand fleet analysis, as identified.

**Time-Based Utilization** - measures the percentage of time a vehicle is being exploited versus the time it is idle. For instance, if a vehicle is in use for 90 days in a year its utilization rate would be 25% for that year.

This metric is currently being analyzed for new heavy equipment units through preventative maintenance agreements with Caterpillar and John Deere.

**Fuel Efficiency** - a fundamental KPI as it directly correlates with the operational costs of a fleet. A vehicle with higher fuel efficiency requires less fuel to travel the same distance as compared to a vehicle with lower fuel efficiency. It's important to note that fuel efficiency can be influenced by the vehicle's model, the driver's driving behaviour, vehicle maintenance practices, route selection, vehicle load, and more.

This metric can be analyzed through the adoption of fuel management software.

**Preventative Maintenance Compliance** - measures the percentage of scheduled preventative maintenance tasks (PM intervals) that are completed on time. This refers to regular, scheduled service tasks designed to prevent unexpected breakdowns and failures, thus improving vehicle safety, reliability, and lifespan.



This metric can be analyzed through the adoption of fleet management software.

**Average Vehicle Downtime** - the average length of time that vehicles in the fleet are unavailable due to maintenance, repairs, or other unexpected issues. This downtime can significantly impact fleet operations, leading to missed deadlines, lower productivity, and increased costs. A lower Average Vehicle Downtime is generally desirable as it means that vehicles are available and operational for a larger percentage of the time. However, reducing downtime often requires a proactive approach to maintenance, including a strong preventive maintenance program, swift response to reported issues, and potentially investing in more reliable vehicles or parts.

This metric can be analyzed through the engagement of a fleet management service provider and is recommended to manage light-duty fleet.

**Repair Costs** - refers to the total expenses incurred to keep the fleet's vehicles in good working order which includes the price of parts, labor charges for technicians, and any associated expenses like towing or temporary vehicle replacement costs. This KPI is critical because it directly impacts the total operational costs of the fleet. High repair costs can signal several possible issues, such as aging fleet, a lack of preventive maintenance or driver behavior (aggressive driving habits can lead to more wear and tear on vehicles, resulting in higher repair costs).

This metric is currently only monitored through the accounts for the specific units. Light duty vehicles could be analyzed through the engagement of a fleet management service provider and is recommended to manage light-duty fleet.

**Safety Incidents Rate** - quantifies the frequency of safety-related incidents, such as accidents, violations, and near misses involving fleet vehicles within a specific period.

## ASSET USE

The Municipality of Greenstone has a non-emergency fleet inventory of **86** vehicles and pieces of equipment with a current replacement value of more than **\$17 million** at the end of 2023.

The primary cost drivers for any organization that operates vehicles is the size and composition of the fleet. The more vehicles an organization owns, the higher the annual cost, because there are costs associated with ownership and operation of every asset in the fleet. Even under-utilized vehicles consume fuel and maintenance resources each year. More importantly, these units also lose value every day even if they are older and are fully depreciated in the books.

Time and effort are also required to maintain appropriate licences, registrations, tags, fleet inventory records, insurance, fuel cards, AVL equipment, radios, etc.

A good fleet management program starts with recognition that an organization does not have to own all the units necessary to conduct its business. It simply must have access

to the equipment when it is needed, at reasonable cost. This can be accomplished several ways, such as buying a unit and permanently assigning it to an operating department; buying a unit and assigning it to a motor pool for shared use; renting a unit on an as-needed basis; or reimbursing employees for using their personal vehicle. A good fleet utilization management program will consider the risks and benefits of each option and uses a combination of all these methods.

Greenstone must develop processes to analyze data on the utilization of vehicles to pinpoint opportunities to optimize fleet size, composition, and deployment. Fleet centralization could assist in this area.

Chart 1 and 2 depict fleet types and ages of fleet owned by the Municipality. As represented, **50%** of the fleet consists of heavy equipment/vehicles and approximately **38%** of the overall fleet should be replaced immediately. Table 2 provides replacement costs for the types of fleet units.

Chart 1. Fleet Inventory

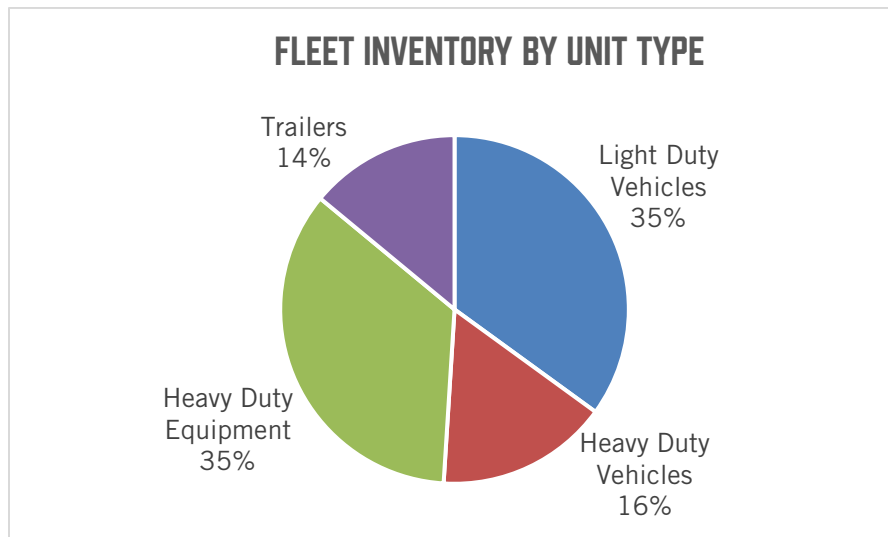


Chart 2. Fleet Age

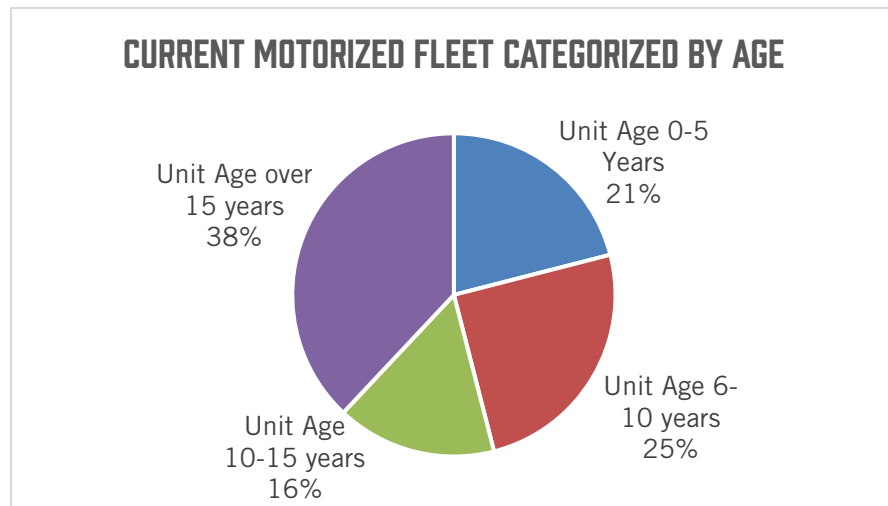


Table 2. Replacement Values & Inventory for Fleet Unit Types

<b>FLEET UNIT TYPES</b>	<b>CURRENT REPLACEMENT COST PER UNIT</b>	<b>NUMBER OF UNITS OWNED</b>
Pickup Truck	\$70,000	27
Mobility Van	\$80,000	1
SUV	\$45,000	2
Tandem Truck	\$330,000	1
Triaxle Truck	\$330,000	1
Plow/Sander Combo Truck	\$430,000	6
Sidewalk Plow	\$250,000	2
Toolcat	\$110,000	1
Loader	\$425,000	6
Rubber Tire Backhoe	\$300,000	3
Grader	\$650,000	4
Street Sweeper	\$280,000	1
Excavator	\$425,000	2
Vac Truck	\$700,000	1
Garbage Packer Truck	\$325,000	2
Landfill Compactor	\$650,000	1
Bulldozer	\$320,000	1
Ice Resurfacers	\$120,000	4
Fuel Bowser (Airport)	\$400,000	1
Tractor (Airport)	\$75,000	2
Snowblower (Airport)	\$60,000	3
Sweeper (Airport)	\$50,000	2
*Trailers not included.		

The Municipality's fleet, particularly the Public Works and Airports fleet is large in comparison to municipalities of similar population. It is difficult to consolidate fleet operations given the vast geography between Public Works headquarters in the Beardmore, Geraldton, Longlac and Nakina Wards.

Future service delivery will influence the type of fleet units required.

## ANALYSIS

### Options:

#### 1. **Maintain current practices.**

Current practices are unsustainable and are strongly recommended to be discontinued. The Municipality can no longer operate without a Fleet Replacement Strategy that secures Capital Funds annually for fleet replacement.

Of note, the process of procuring fleet is lengthy. Acquisition may involve a 1-2 year wait time for some fleet units under current supply trends.

#### 2. **Contract out as many services as possible to reduce the fleet. (Garbage collection, snow removal, water/wastewater systems maintenance...)**

This option involves a number of management considerations that impact service delivery and cost, such as limited contractor availability, contractor pricing that may or may not be competitive, reduced control on service delivery timelines, and the potential for insecurity in service delivery. If the Municipality is faced with contracting out the delivery of a core service, a major effort in the examination of details would be conducted on a project scale. For the purposes of this specific Service Delivery Review, this is not a recommendation being put forward. Contracting out service delivery may be a viable option to consider in upcoming operationally related Service Delivery Review reports which would directly affect the organization of the municipal fleet.

#### 3. **Assess the Light-Duty Fleet.**

A third-party assessment of the municipal fleet would provide Council with a professional opinion on fleet recommendations. A specialized fleet management service provider can provide a detailed analysis of our operational fleet, current fleet administrative processes and maintenance practices for recommendations on ways to achieve operational efficiency, lean the process of acquisition and resale, and keep the municipal fleet expenses such as fuel costs to a minimum.

The AMO-LAS/Canoe Procurement Group offers a Fleet Management Program. A contracted service provider can complete an initial no-cost or commitment analysis of a municipal fleet which provides ample information surrounding program benefits. The program offers ongoing evaluation by a highly qualified team using analytics to pinpoint opportunities to continually improve fleet, based on the Municipality's needs. Evaluations involve all vehicle analysis, acquisition, outfitting, maintenance and final sale of the vehicle.

In the event that a fleet management program is implemented, any necessary policies or procedures for leased units would be addressed, specifically with respect to the proposed Municipal Vehicle Use and Fleet Management policies. These policies are required at this time to establish directives that are not otherwise in place.

#### **4. Lease fleet.**

The option to lease vehicles should be considered to assist with fleet replacement where current units are no longer cost-effective to keep in service. Leasing at the very least, is a short-term solution to improve the financial situation presented by the existing fleet. In the case of light-duty vehicles, leasing may prove to be a superior solution, as some other municipalities have found.

Leasing light duty fleet is an option that the LAS Fleet Management Program would take into account. The 2024 Municipal Budget includes capital items for the replacement of several light-duty vehicles. These budget items need to remain, as the fleet assessment by a leasing organization, if authorized by Council, will not be known for several months. Should Council decide not to proceed with a fleet management agreement, staff would proceed with the direct purchase of capital fleet items. Alternatively, if a fleet management agreement is executed, capital funds for light-duty fleet could be redirected for this purpose.

Leasing Heavy Equipment fleet is not recommended as long-term contracts are lease-to-own and would not prove cost effective in the municipal scenario. Short-term leasing is also not cost effective for the Municipality.

#### **5. Implement Fleet Management Systems designed to reduce down time, management staffing costs, manage parts/supplies inventories and extend the useful life of the assets.**

There are a number of technologies available that support and enhance fleet management. The following are recommended for implementation:

- i) Fleet management software: tracks physical fleet data and interprets recommendations through modelling including preventative maintenance programs, maintenance reminders, etc.
- ii) Fuel management software: tracks fuel usage and mileage to provide timelines for preventative maintenance.

## **Cost Avoidance: Operating Costs and Capital Investments:**

Two areas need focused attention for cost savings:

- 1) a commitment to fleet replacement, and
- 2) improved fuel management processes.

The Municipality does not have a fleet replacement policy which would, if implemented, provide direction to budget for the scheduled replacement of fleet units.

The cost of mechanical breakdowns for aging heavy equipment can typically exceed \$50,000 and involves significant downtime for units that in turn impact service delivery. Aging units often require significant work before Annual Safeties can be certified. Some recent examples include:

- Bulldozer - undercarriage repair \$75,000
- Landfill Compactor - repair \$115,000
- Garbage Truck - transmission replacement \$20,000
- Public Works Snorkle Lift - various safety repairs \$12,000

Asset Management principles involves finding optimal replacement timelines (capital purchases) to offset escalating costs associated with maintaining aging assets. Adhering to optimal replacement timelines facilitate responsible long-term financial planning. In other words, there are increased cost savings to be realized by making capital investments at the right time in the lifecycles of assets. For Greenstone's fleet, significant capital investment and/or alternative fleet management in the immediate future is crucial to adjusting the average age of the inventory and improving the overall condition and cost-effectiveness of the fleet, as well as reducing the downtime of fleet units essential for operations. Despite these initial investments coming at a high cost in respect of the overall capital budget, the overall financial position of the Municipality will be improved through the elimination of assets past their lifecycle.

Concerning fuel operations, the Municipality operates 10 above ground fuel storage tanks to support municipal fleet operations. The Municipal storage tanks are aging and should be replaced. The estimated replacement cost (pump and tank) for one unit is \$6,000.

Table 3. Bulk Fuel Tank Inventory

<b>BULK TANK INVENTORY FOR FLEET FUELING (PUBLIC WORKS AND AIRPORT EQUIPMENT ONLY)</b>			
<b>Location</b>	<b>Ownership</b>	<b>Type of Fuel</b>	<b>Condition</b>
Beardmore Public Works	Municipal	Clear	Needs Replacement
Beardmore Public Works	Municipal	Dyed	Needs Replacement
Beardmore Public Works	Commercial	Gasoline	
Geraldton Public Works	Commercial	Clear	
Geraldton Public Works	Commercial	Dyed	
Geraldton Airport	Municipal	Dyed	Needs Replacement
Longlac Public Works	Commercial	Clear	
Longlac Public Works	Commercial	Dyed	
Nakina Public Works	Municipal	Diesel	Needs Replacement
Nakina Airport	Municipal	Dyed	Needs Replacement

A variety of processes are used for fuel tracking depending on where fuel is obtained, including manual record keeping, cardlock system, or vendor. Costs are either allocated to individual fleet units or, in the case of bulk fuel, to an inventory account. There is limited ability to manage fuel costs under the current tracking system. Investing in fuel infrastructure to automate fuel sites is an option to improve accountability and inventory control. Investigation into costs associated with this system is recommended.

#### **Enhancing and Expanding Service Levels:**

Service delays do occur as unplanned repairs impact operations. To minimize service delivery impacts, improvements to scheduled fleet maintenance can be made for aging fleet units and light-duty vehicles, further to those that are already in place for new heavy equipment units.

A well-designed and executed preventative maintenance (PM) program is the cornerstone of effective fleet maintenance. The objective of a PM program is to minimize equipment failure by maintaining a constant awareness of the condition of equipment and correcting defects before they become serious problems. A PM program minimizes unscheduled repairs by causing most maintenance and repair activities to occur through scheduled inspections. An effective PM program pays dividends not only in improved equipment safety and reliability, but also financially, by extending the life of the equipment, minimizing the high cost of breakdowns, and reducing lost employee productivity

resulting from equipment downtime.

Compliance with fleet unit maintenance schedules across municipal departments varies. Public Works performs preventative maintenance on heavy equipment through a combination of practices that include in-house work completed by competent Public Works operators, contract mobile mechanics, and local mechanic shops. All light-duty fleet maintenance is performed by licensed local mechanic shops. All work required to meet annual safeties or requirements to be signed off by licensed mechanics is completed in local and regional commercial garages.

Some fleet units are equipped with GEOTAB tracking units used to track a vehicle's geographic movement. This type of device is commonly used as a risk management tool to demonstrate dates and timelines associated with movement, and are very useful in a Municipality's defence in legal claims, health & safety investigations, and general complaints.

The Operational Budget includes a subscription for 34 GEOTAB units. This subscription would evolve in alignment with the fleet and tracking needs. Some municipalities link their geographic tracking units to their website on platforms like "Where's My Plow". While this is a nice feature to offer residents, it is not a recommended priority for service delivery.

The GEOTAB system can also be equipped with sensors to record vehicle functions that can record, for example, the activation of sand/salt spreaders and position of plow blades. This technology is relied upon in legal claims, such as slip and falls, or vehicle accidents. This option will be explored during the development of winter plowing routes in 2024.

### **New Revenues:**

There are minimum revenues generated, the fees and charges bylaw includes fees that could be charged if the Municipality contracted out our fleet and employees for other uses. Currently fleet and operator availability does not allow for revenue generation without impacting normal service delivery.

### **Alternative Service Delivery Including Shared Services or Contracting Out:**

The Municipality has a long-standing practice of engaging contractors to support Public Works Operations due to the limited resources of the department (in both staff and equipment).

It is most likely that operations **will soon** need to be supported further through the coordination of Service Contracts in order to achieve service delivery. This is a direct result of the ability to retain an adequate number of staff in combination with the overall unreliable condition of the fleet.

Foremost considerations in the future may include contracted support for winter road



maintenance and year-round waste management services. The outcome of the Municipality's Service Delivery Review process may have implications for the Municipal Fleet.

### **Service Structure and Staffing Realignment:**

It would be highly beneficial to engage the services of fleet management specialists to assist staff with right-sizing fleet (selecting appropriate fleet units for their assigned tasks) and managing the assets to maximize cost-effectiveness by replacing them on a rotational schedule customized for the Municipality's operational practices and needs.

## **FINANCIAL IMPACT**

### **Cost Avoidance**

Replacing fleet on a schedule of 10 years for light duty, 12 years for heavy duty and 15 years for major equipment (a common approach for municipalities) will ensure that the Municipality has reliable equipment that will not incur substantial down time for major repairs. More importantly, the annual fleet maintenance budget, currently at \$991K for 2023, would see significant reductions over time once all fleet are replaced and maintained within the best practice replacement window. The long-term budget may project an even further reduction to this budget line item if fleet were replaced before they were well past the intended life. As illustrated in Chart 2, a minimum of 38% of all motorized fleet units are currently past this best practice replacement timeframe. It is recognized that this equipment is incurring more cost and down time annually than newer fleet.

### **New Software**

The 2024 draft budget includes \$25,000 for each of the fuel management and fleet management software implementation projects. It is expected that these software packages which combined, will help to manage preventive maintenance schedules which will reduce overall repair costs and downtime.



MUNICIPALITY OF  
**GREENSTONE**

**Municipality of Greenstone Policy Manual**

<b>Subject:</b> Fleet Management Policy	
<b>Number:</b>	<b>Section:</b> Public Services
<b>Original Effective Date:</b>	<b>Last Revised/Approved Date:</b>
<b>Approval Authority:</b> Council	

**Purpose:**

To establish efficient and effective delivery of municipal services by providing Municipal departments with safe, reliable, economical and environmentally sound transportation and related support services that are responsive to their needs and that prolong vehicle use and value and maximize equipment investment returns.

**Application:**

This policy applies to all employees of the Municipality of Greenstone, including volunteers or employees of other agencies performing work for Greenstone that operate or are involved in the management and oversight of Municipal Fleet Assets and their Operators.

**Policy Statement/s:**

The Fleet Management Policy will provide a consistent approach for the management of the fleet of vehicles and equipment throughout the organization. This includes the operation, maintenance, repair and ultimately the replacement of the assets through the Purchasing of Goods, Services and Construction Policy.

The Policy is intended to facilitate and instill accountability, the ongoing monitoring of utilization and related costs, provide internal controls for the proper use of Municipality owned assets and to serve as a management tool to assist with sound decisions regarding timing of initial purchase and/or replacement vehicle requirements and financial planning initiatives to ensure adequate replacement funding is available when needed.

## Definitions:

**“Vehicle and Equipment”** means municipally-owned and managed vehicles and equipment which have been classified as follows:

1. **Commercial Motor Vehicles** – licensed vehicles with a RGWV rating over 4,500 kg. (approximately 10,000 lbs.) and buses or vans, operated on a highway for the purpose of transporting disabled persons. The vehicle’s gross weight rating is shown on the ownership papers. Commercial vehicles are subject to commercial vehicle CVOR legislation.
  - a. Although considered commercial motor vehicles, fire apparatus and vehicles to transport the disabled are exempt from CVOR legislation.
2. **Light Duty Vehicles** – licensed vehicles with a RGWV rating of 4,500 kg. or less include light pick-up trucks, vans and automobiles. These vehicles are exempt from CVOR legislation.
3. **Off Road Vehicles** - non-licensed vehicles and/or equipment such as street sweepers, loaders, graders, tractors, etc., used for construction work.
4. **Equipment** - handheld or stationary equipment such as chainsaws, trimmers, push mowers, pumps, generators, etc. or self propelled equipment such as ride-on mowers, garden tractors, ice maintenance equipment, etc.

## Policy:

### Requirements

Vehicles and equipment are assigned to the various departments to be used to achieve their operational mandates. It is the responsibility of the department to ensure that the vehicles are operated by qualified and properly trained individuals in accordance with Municipal policies and procedures.

Operating departments are expected to manage the use of their assigned equipment in a manner that shall maximize the benefit of having the asset within the fleet. It is expected that the operating division, in concert with recommendations from the Public Services Department, will reassign from high use activities to lower use activities within its existing operations. This shall ensure that their operational requirements are met and that the vehicle reaches the end of its useful life.

### Procurement of Fleet

The actual acquisition and disposal of vehicles shall be undertaken according to the Municipality of Greenstone corporate Purchasing of Goods, Services and Construction Policy and procedures.

At the time of procurement, replacement of the asset shall take into consideration appropriateness for required task(s) as well as environmental considerations. Greening of the fleet shall consider available technology i.e. anti-idling, hybrid vehicles etc. as appropriate for intended use within the division.

## **Additional Attachments**

The cost will be detailed within the capital budget project detail sheets such that it reflects the base unit description (e.g. 4 WD Crew Cab ½ Ton pick-up), as well as listing the priced attachments to arrive at the total purchase value before taxes.

Replacement costs will be revisited annually by the respective manager.

## **Vehicle Colour**

All pick-up trucks, vans and other passenger vehicles with the exception of Fire Services shall be purchased in the colour of "Bright White".

All service trucks (cab and chassis) shall be purchased in the colour of "Bright White".

All large trucks (single and tandem axle) shall be purchased "Bright White".

## **Decaling Requirements**

Municipal Logo:

- All Municipal vehicles including trucks of all sizes, vans, machinery equipment shall have two Municipal logos displayed of the appropriate size relating to the unit. The logo shall be in full colour on white vehicles, and black on other vehicles.
- One logo shall be placed on both the left and right sides of the vehicle.
- For all trucks, vans and other passenger vehicles, the logo shall be placed on the front door panels.

Vehicle/Unit Number:

- All Municipal vehicles including trucks of all sizes, vans, machinery and equipment shall have displayed on each side of the vehicle or unit a three digit designated unit number.

## **Fleet Maintenance**

The repair of equipment shall be managed by the appropriate Department. Only authorized personnel or approved external vendors are permitted to repair, alter or modify Municipality vehicles and equipment as authorized by the appropriate Department. The goal of vehicle and equipment maintenance practices is to keep vehicles and equipment in sound operating condition. Preventive maintenance routines and intervals followed are based on local driving conditions and manufacturer's recommendations for each type of vehicle or equipment and each type of service activity.

Maintenance costs represent a significant portion of the total cost to own and operate a vehicle or piece of heavy equipment and tend to increase as a vehicle or equipment ages. Escalating maintenance costs are a key factor in determining when to replace a fleet vehicle. In addition to the added cost of maintenance as a vehicle ages, there is an additional cost to the Municipality when a vehicle is in the garage receiving maintenance and not available for use. Preventive maintenance is the key to avoiding the repair or replacement of costly major vehicle components such as engines, transmissions and drive trains.

Adjustments to the manufacturer's recommendations may be required based on the specific vehicle's use. For example, when an engine idles it incurs wear and tear that will require future maintenance. The maintenance schedule for a vehicle that runs at idle 50 percent of the time may be as frequent as that of a comparable one that is driven more miles. Overly frequent or delinquent preventive maintenance intervals are counterproductive to controlling costs.

Repair and replacement of all two-way radio equipment is the responsibility of the appropriate Department. Vehicles are not authorized to carry any radio or communications equipment that is not specifically approved for use by that department. Under no circumstances shall radio and communication equipment be repaired, altered, or modified in any way by anyone except personnel authorized by the appropriate department.

Municipality of Greenstone staff must constantly and consistently present an image of professionalism and pride in the manner in which taxpayer assets are maintained and cared for. All vehicle and equipment operators are expected to maintain their assigned vehicles in a clean and orderly fashion; exteriors washed on a regular basis; interiors kept free of trash and debris. Vehicle operators will report damaged decals, peeling paint and rusted exteriors to their Supervisor and make arrangements to have any deficiencies repaired.

## **Records**

Accurate and complete vehicle maintenance records are a key tool for making fleet management decisions. Vehicle maintenance costs are variable and distinct to each vehicle. Pertinent records maintained for each vehicle are:

- vehicle maintenance logs
- CVOR where applicable
- fuel usage logs
- Cumulative costs of parts, labor, and overhead by a vehicle over its life
- Annual Condition Assessment

Accurate records of maintenance, repairs or alterations are to be kept at the vehicle department's home site for the lifetime of the vehicle.

When additions are made to the fleet, asset details are to be forwarded by the Department Manager to Corporate Services for addition to the Asset Management Program and to the Fleet Insurance coverage policy.

## **Fuel**

All fuel will be purchased and dispensed as per the Municipal Vehicle use Policy. Occasions may arise where an employee is authorized to take a Municipal vehicle out of the Municipality for municipal business. In these cases, fuel expenses shall be reimbursed according to the corporate purchasing policy, and the Municipal Vehicle use Policy. All fuel receipts as a result of these charges shall be recorded with the employee name, unit number of the vehicle for which the fuel was purchased and a mileage reading for the vehicle at the time of fill up.

## **Vehicle Replacement**

Costs associated with a vehicle are to be monitored and analyzed on an ongoing basis to identify the point when a vehicle is reasonably depreciated but not yet incurring significant maintenance costs. By replacing vehicles at this point, escalating maintenance costs can be avoided and optimization of vehicle resale value can be realized. The four criteria to be considered when establishing the vehicle replacement schedule are: Vehicle Mileage; Age; Use and; Condition Assessment. Given the unique utilization of the Municipality's vehicle fleet, a universal management guide does not exist that can be applied. Circumstances will vary between service areas / departments and will impact the actual replacement strategy for every asset. Even within departments a vehicle is maintained and replaced on a different schedule based on its service level and working environment:

Vehicles deteriorate differently depending on factors such as quality of manufacture and the severity of usage. The Fleet Management Policy is not intended to be a stringent set of rules that does not allow for the flexibility needed for asset management. Departments must track operating and repair costs and recommend units for replacement through the annual budget process when units become inefficient or ineffective due to escalating repair costs or change of use requirements.

Major vehicle repair should always be made, with two exceptions:

1. Major expenditures for repair should not be made when the cost of the repair plus the vehicle salvage in un-repaired condition exceeds its wholesale value in repaired condition.
2. Major deferrable expenditures should not be made when a vehicle is in the final six months of its retention cycle. During this period the penalty for early replacement is small and, therefore, the vehicle should be replaced rather than repaired.

## **Condition Assessment**

Fleet and equipment will be evaluated by six criteria; Age, Kilometers/Hours, Type of Service, Reliability, Maintenance and Repair Costs, and Condition.

A baseline is set for each criteria and points are assigned. The rates are low, base (equal to standard) high and extreme. Points are assigned as follows 1- low, 2 base, 3 high, and 4 extreme.

Any point total equal or exceeding 23-27 indicates that the vehicle should be considered for replacement. The point total is used to rank replacement priority and the larger number the higher the replacement priority theoretically should be.

The priority ranking is intended to serve as a guide and should no way be interpreted as a substitute for division evaluation and recommendation.

Type	Age	Usage
Pick Up Trucks, Vans, SUV	10 Years	200,000 kms
Dump/Plow Truck	12 Years	250,000 kms/10,000 Hours
Motor Grader	20 Years	10,000 Hours
Excavator	15 Years	10,000 Hours
Garbage Truck	10 Years	10,000 Hours
Backhoe	12 Years	7,500 Hours
Loader	12 Years	7,500 Hours
Ice Resurfacers	8 Years	3,000 Hours
Sidewalk Machine	8 Years	5,000 Hours
Vacuum Truck	10 Years	7,000 Hours
Landfill Compactor	12 Years	10,000 Hours
Trailer (Heavy)	15 Years	N/A
Trailer (Light Duty)	10 Years	N/A

Factor	Points
<b>Age</b>	One point for each year of chronological age, based on in-service data
<b>Kilometers / Hours</b>	Vehicles One point for each 20,000 km Large Equip. 600 hours = 1 Point Small Ride on Landscaping Equip. 300 hours = 1 point
<b>Type of Service</b>	1, 3 or 5 points are assigned based on the type of service that vehicle receives. For instance, a Roads patrol truck would be given a 5 because it is in severe duty service. In contrast, an administrative SUV would be given a 1.
<b>Reliability</b>	Points are assigned as 1, 3, or 5 depending on the frequency that a vehicle is in the shop for repair. A 5 would be assigned to a vehicle that is in the shop two or more times per month on average, while a 1 be assigned to a vehicle in the shop an average of once every six months or less.

Factor	Points
<b>Maintenance &amp; Repair Costs</b>	1 to 5 points are assigned based on total life M&R costs (not including repair of accident damage). A 5 is assigned to a vehicle with life M&R costs equal to or greater than the vehicle's original purchase price, while a 1 is given to a vehicle with life M&R costs equal to 20% or less of its original purchase cost.
<b>Conditions</b>	This category takes into consideration body condition, rust, interior condition, accident history, anticipated repairs, etc. A scale of 1 to 5 points is used with 5 being poor condition.

### Point Ranges

<b>Under 18 points</b>	Condition I	Excellent
<b>18 to 22 points</b>	Condition II	Good
<b>23 to 27 points</b>	Condition III	Qualifies for replacement
<b>28 points and above</b>	Condition IV	Needs immediate consideration

### Disposition of Fleet & Equipment

The vehicle/equipment should be made ready for sale in as good condition as possible without incurring unnecessary expense in order to maximize revenues to the Municipality including removal of all Municipal identification and decals. Vehicles are also to be washed and cleaned ready for auction or disposal through other opportunities in compliance with the Disposal of Municipal Assets Policy.

Once the new vehicle has been acquired and put into service the old vehicle must be disposed of in a short and reasonable time. It is not permitted that a replaced vehicle remains in the fleet for a delayed period of time as it had been deemed ineffective in order to be approved for replacement.





MUNICIPALITY OF  
**GREENSTONE**

**Municipality of Greenstone Policy Manual**

<b>Subject:</b> Municipal Vehicle Use Policy	
<b>Number:</b> 15-75	<b>Section:</b> Administration
<b>Original Effective Date:</b> March 23, 2015	<b>Last Revised/Approved Date:</b>
<b>Approval Authority:</b> Council	

**Purpose:**

This policy outlines how vehicles are assigned, who can drive a Municipal vehicle, and the responsibilities and obligations of operating a Municipal vehicle.

This policy ensures compliance with the Smoke Free Ontario Act, 2017 enacted as part of Bill 174, Cannabis, Smoke Free Ontario and Road Safety Statute Law Act, 2017.

This policy ensures that all Municipal employees are aware of their responsibilities in the use and safeguarding of Municipal vehicles and associated equipment as outlined in the Highway Traffic Act.

**Application:**

This policy applies to any and all Municipal employee, Council members or Volunteer Fire Fighter who uses or is required to use a Municipal-owned or supplied vehicle. General volunteers or anyone not employed by the Municipality are prohibited from driving Municipal vehicles.

**Policy Statement/s:**

The Corporation of the Municipality of Greenstone is committed to ensuring the effective and efficient use of the Municipality of Greenstone fleet services through the delivery of safe, reliable, economical and environmentally sound transportation.

**Amendments:**

Repeal of Municipal Vehicle Use Policy, RES 15-75

## Definitions:

**"Accident"** refers to a mishap whereby a Municipal-owned vehicle/equipment has come into contact with another vehicle/equipment, person, or object regardless of damage or injury, or accident with or without contact that results in injury to a person, property, vehicle or equipment.

**"Cellular/Wireless Device"** for the purposes of this policy, refers to devices that use two-way radio-spectrum frequencies to communicate within the public telephone system or other public telecommunications systems, including, but not limited to, cellular telephones, portable radios, pagers, smart phones, tablets and other wireless devices.

**"Coloured Fuel"** is a fuel to which a specific type and quantity of red dye has been added in accordance with the *Fuel Tax Act* and regulations.

**"Dedicated Vehicle"** refers to a vehicle that has been assigned to a department or division on an annual basis, or as determined through the budgetary process.

**"Electronic Cigarette (or E-cigarette)"** is a handheld electronic device that simulates the feeling of smoking. It works by heating a liquid to generate an aerosol, commonly called a "vapor", that the user inhales.

**"Licensed Motor Vehicle"** refers to any motor vehicle to which a number plate is attached as required under the *Highway Traffic Act, 1990*.

**"Shared Vehicle"** refers to any Municipal vehicle that is, at the time of the request, not being utilized by a Municipal department or staff and can be requested for use on occasion by employees conducting Municipal business.

**"Substances"** in this policy refer to alcohol, cannabis, depressants, hallucinogens, inhalants, opiates and stimulants.

**"Substance Abuse"** for the purpose of this policy refers to the use of alcohol and other drugs or substances, including cannabis, illegal substances or prescribed and over the counter medications that may impair performance, safety at work or the ability to drive safely.

**"Municipal Vehicle"** refers to any licensed or unlicensed automobiles, trucks, vans, or other self-propelled equipment owned, rented, or leased by the Municipality of Greenstone.

**"Vaping"** refers to inhaling and exhaling the vapor produced by an electronic cigarette or similar device.

## **Policy:**

### **1.0 GENERAL CONDITIONS**

#### **1.1 Use of a Municipal Vehicle**

1.1 Under no circumstances shall Municipal vehicles be used for personal matters, unless authorized in advance by the CAO and the use is in the best interest of the Municipality.

1.2 Vehicles are to be used only for Municipal business during work hours or for periods where the vehicle is assigned for use.

1.3 Employees operating Municipal vehicles shall obey all applicable traffic and parking regulations, ordinances, and laws.

1.4 Vehicles are not permitted outside the limits of the Municipality of Greenstone without prior authorization from the employee's immediate supervisor.

1.5 Vehicles shall not be used for the transportation of any persons other than Municipality of Greenstone employees or person engaged in Municipality of Greenstone business without prior authorization from the department Director.

1.5.1 Passage in a Municipal vehicle by non-employees may be granted in exceptional or emergency situations.

a. These situations shall be reviewed beforehand and approved in advance by the department Director, wherever possible.

1.5.2 This section does not apply where the passenger is transported on a vehicle operated by the Municipality as part of its Council-approved Transportation Programs

1.6 Employees are required to keep assigned vehicles clean and contain only those items for which the vehicle is designed.

1.7 Employees shall report any vehicle malfunction or damage to their immediate supervisor at their first opportunity.

1.8 All employees must wear seatbelts during the operation of the vehicle, regardless of whether the employee is the driver or a passenger.

1.9 Employees will not, under any circumstances, operate Municipal vehicles under the influence of cannabis, alcohol, illegal drugs, or prescription drugs/medication which may interfere with effective and safe operation of the vehicle.

- 1.9.1 If an employee has been prescribed drugs/medication by a medical professional and that employee's roles and duties involve the operation of a Municipal vehicle, the employee must notify their immediate supervisor to ensure proper accommodations are made.
- 1.10 Employees are responsible to ensure that any and all materials or equipment being transported in their vehicle is secure at all times.
- 1.11 Employees are responsible for removing ice and snow build up prior to vehicle use to ensure the safety of other motorists and the general public.
- 1.12 Employees are to ensure they take every precaution to avoid a collision while operating a Municipal vehicle.
- 1.13 Employees will be personally responsible for any and all traffic/parking violations or other fines incurred during their use of a Municipal vehicle.
- 1.14 If the suspension of an employee's driver's licence occurs while driving a Municipal vehicle, and if the Municipal vehicle is impounded or towed, any and all costs incurred to obtain the release of the Municipal vehicle, as well as any and all legal costs, may be the responsibility of the employee.
- 1.15 Employees who are issued citations for any offence while using a Municipal vehicle must notify their supervisor within twenty-four (24) hours of the incident.
- 1.16 Smoking and/or vaping while accessing or using a Municipal vehicle is prohibited.
- 1.17 No modifications are permitted to a Municipal vehicle by the operating employee.
- 1.18 Employees shall be duly instructed on the effective and appropriate operation of Municipal vehicles prior to use.
- 1.19 Employees driving Municipal vehicles represent the morals and values of the Corporation. Employees shall not conduct themselves in any manner that would jeopardize the reputation of the Municipality, while operating a Municipal vehicle.

## **2.0 Environmental Sustainability**

2.1 In accordance with the Municipality's by-laws and policies, idling of town vehicles and equipment is prohibited unless required for operational needs. Further, in the interests of promoting environmental sustainability, accessing drive-through restaurants while using a Municipal vehicle is not recommended. In addition it is expected that Municipal vehicles and equipment will be used in a fuel efficient and environmentally responsible manner.

### **3.0 Safe Driving Techniques**

3.1 Drivers are expected to employ safe driving techniques at all times while operating Municipal vehicles, or while operating personally owned vehicles on Municipal business.

3.2 Examples of safe driving techniques include, but are not limited to:

3.2.1 Maintaining a safe following distance between vehicles, using the 3-6 second rule, depending on vehicle length, or chevron road markings if present.

3.2.2 Checking blind spots and signaling in advance before changing lanes.

3.2.3 Driving in compliance with the posted speed limit at all times.

3.2.4 Operating the vehicle at speeds that are safe for the conditions, recognizing that, in some circumstances (eg. rain, fog) this may be lower than the posted speed limit.

3.2.5 Avoid risk taking or engaging in "road rage" activities, stunt driving, or aggressive driving.

3.2.6 Conducting the appropriate vehicle Circle Checks prior to operating any Municipal vehicle, as required.

3.2.7 Employees shall not continue to use Municipal vehicles if the continued use of said vehicle could result in injury to the employee, other drivers, or result in further detriment to the vehicle.

3.2.8 Employees shall not bypass any implemented safety systems provided in a vehicle to protect the driver, or as required by law (ie. seatbelts).

3.2.9 Employees driving Municipal vehicles must maintain safe and legal operation of the vehicle, as indicated in the guidelines of the Highway Traffic Act, at all times.

### **4.0 Distractions**

4.1 Use of Mobile Devices

4.1.1 Any and all employees who are operating a Municipal vehicle, or a personal vehicle on Municipal business, must not talk, text, type, dial, browse or email using a hand-held cell phone or other hand-held communications and entertainment device.

4.1.2 Drivers are permitted to use hands-free communication devices such as a cell phone with an earpiece, headset or Bluetooth using voice dialing or while being plugged into a vehicle's sound system.

4.1.3 Employees are not permitted to eat while operating a Municipal vehicle or a personal vehicle on Municipal business.

#### 4.2 Global Positioning System (GPS)

4.2.1 Global Positioning Systems may be used only if the device is properly secured to the dashboard or windshield and is programmed at the beginning of the trip before the driver leaves the parking area and updated as needed when the vehicle is stationary.

#### 4.3 The Smoke Free Ontario Act Prohibitions

4.3.1 The Smoke-Free Ontario Act prohibits a person from doing the following in a motor vehicle:

- a. Smoking tobacco or having lighted tobacco where another person less than 16 years old is present.
- b. Using an electronic cigarette or having an activated electronic cigarette where another person who is less than 16 years old is present.
- c. Smoking medical cannabis, having lighted medical cannabis, using an electronic cigarette containing medical cannabis or having an activated electronic cigarette containing medical cannabis, consuming a prescribed product or substance, in a prescribed manner, or having a prescribed product or substance.

### **5.0 Assignment of a Municipal Vehicle to a Department**

5.1 Assignment of vehicles will be based upon the needs and requirements of the department and is subject to review through the budget process.

5.1.1 As part of the budget process, departments shall rationalize their assigned vehicles for possible consolidation or elimination.

### **6.0 Assignment of a Municipal Vehicle to a Position and/or Specific Employee**

6.1 Vehicles assigned to a position and/or a specific employee will be based on the following criteria:

6.1.1 Working conditions (ie. off road driving, construction sites, etc.)

6.1.2 Bona-fide job requirements and responsibilities.

6.1.3 Requirement of a vehicle for frequent emergency availability.

6.1.4 Availability of emergency or other equipment contained in the vehicle.

6.2 Assignment of a Municipal vehicle may be revoked.

## **7.0 24-Hour Use of Municipal Vehicle**

7.1 Except where specifically required, Municipal vehicles are not to be taken home without the permission of the CAO.

7.1.1 Permission shall be granted for urgent/emergency response.

7.1.2 Permission may be granted if it is most practical for the vehicle to be taken home to accommodate the employee's required travel period or is otherwise in the Municipality's best interest.

a. This shall only be granted if this situation does not prohibit the Municipality from its usual standard of care due to lack of vehicle availability.

7.2 After an employee's working hours, Municipal vehicles shall only be used to respond to situations within the scope of the employee's duties, or for pre-approved Municipal-related business, and for no other purpose.

7.3 CRA- Taxable benefit of personal use.

7.3.1 The personal driving of a Municipal vehicle for purposes not related to his/her employment is a taxable benefit for an employee.

7.3.2 The taxable benefit shall be calculated as outlined by the Canadian Revenue Agency (CRA) subject to amendment.

## **8.0 Vehicles for Work-Related Business**

8.1 Marked Municipal vehicles, where available, may be used for business purposes where the employee must travel for work-related purposes.

8.2 Use of Municipal vehicles for out-of-town business travel shall be accommodated wherever possible to limit mileage reimbursements to staff using personal vehicles for Municipal-related use.

8.2.1 Employees are to use personal vehicles for Municipal-related travel only where accommodation cannot be made for the use of a Municipal-owned vehicle, or where it has been deemed by the department Director as impractical.

8.3 Occasional use of a Municipal vehicle by an employee not regularly assigned the use of a Municipal vehicle will only be arranged if it does not disrupt operations of the department to which the vehicle is assigned.

## **9.0 Accidents**

9.1 Pursuant to the *Highway Traffic Act, 1990*, motor vehicle collisions meeting any one of the following criteria outlined below, must be reported to the appropriate police jurisdiction in which the accident has occurred:

9.1.1 Accidents resulting in injury or death.

9.1.2 Accidents involving suspected criminal activity, including failure to remain, impaired driving and/or stolen vehicles.

9.1.3 Accidents causing damage to public property or motor vehicles.

9.1.4 Accidents involving hazardous materials and/or conditions.

9.1.5 Accidents occurring in Community Safety Zones.

9.1.6 Accidents involving unlicensed/uninsured/suspended drivers.

9.1.7 Disturbances between involved persons.

9.1.8 A vehicle damaged in an accident rendering it unfit to drive.

9.1.9 Major traffic congestion as a result of the collision.

9.1.10 A person present at the scene demands police attendance.

9.1.11 There is reason to believe a driving offence has been committed against federal, provincial or municipal legislation where charges may be appropriate.

9.2 All employees and others involved in an accident shall obtain appropriate medical attention.



9.3 All employees must also report the accident to their immediate supervisor at their earliest opportunity.

9.4 All employees must request that involved parties and property remain at the scene of the accident until the accident investigation is completed, if applicable.

9.5 All employees must refrain from making statements regarding the accident with anyone other than the investigating officer, municipal officials, or municipal insurance company representatives.

9.5.1 Where and if statements are to be made, they are to be confined only to factual observations.

## **10.0 Change in Employee Driver's Licence Status**

10.1 All employees, including students and part-time employees, who operate, or are required to operate at one point or another, a Municipal vehicle, must have a valid Ontario Driver's Licence.

10.1.1 All employees shall provide a copy of their valid driver's licence(s) to the Manager of Human Resources.

10.2 An employee whose job description requires that they carry a valid driver's licence must report any change in the status of their driver's licence which has resulted in the loss and/or suspension of the licence required to do his/her job. This may include, but is not limited to, the following charges:

10.2.1 Impaired driving conviction.

10.2.2 Failure or refusal to provide breath sample.

10.2.3 90-day administrative driver's licence suspension.

10.2.4 *Criminal Code* conviction other than impaired driving.

10.2.5 *Highway Traffic Act* conviction.

10.2.6 Demerit point suspension.

10.2.7 Medical downgrade.

10.2.8 Any and all convictions and/or suspensions in regards to operating a motor vehicle.

10.3 An employee must report in writing to their immediate supervisor upon learning of any change in their driver's licence status.

10.3.1 The report will explain the nature of the change in the driver's licence status.

10.4 Failure to report any changes in the status of a driver's licence will result in disciplinary action up to, and including, dismissal.

10.5 The Municipality reserves the right to verify an employee's driver's licence with the Ministry of Transportation, provided the employee is required to drive a Municipal vehicle as part of their job duties.

10.6 The Municipality reserves the right to examine, at any time, the driving record of an employee whose job description requires that they drive a Municipal vehicle.

## **11.0 Parking of Municipal Vehicles**

11.1 When an employee is finished with a Municipal vehicle, it must be returned to a safe and appropriate location on Municipal property, as assigned by the employee's supervisor.

11.2 Vehicles are to be locked when not in use.

11.3 Keys must not be left unattended in Municipal vehicles.

## **12.0 Fueling of Municipal Vehicles**

12.1 Employees who use a Municipal vehicle are responsible for ensuring that the vehicle has an adequate fuel supply.

12.2 Employees are to fuel Municipal vehicles at assigned locations which are one of the following:

- a. an approved commercial gas station with whom the Municipality has a vendor account.
- b. an approved commercial gas station with a cardlock with whom the Municipality has a vendor account.
- c. Municipal bulk fuel depots located at Public Works work yards.

12.2.1 In the event an employee cannot access an assigned fueling location, (ie. due to travel outside of the Municipality), the fuel purchase slip/receipt must accompany either:

- a. A travel expense claim for reimbursement of fuel costs incurred.

b. The applicable corporate credit card statement for accounting purposes.

12.3 Coloured fuel is available for off road equipment only.

12.3.1 The use of coloured fuel in a licenced motor vehicle is prohibited and the driver may be liable to penalties and fines under the *Provincial Offences Act* or the *Fuel Tax Act*.

## **13.0 Responsibilities**

13.1 **The Chief Administrative Officer (CAO)** has the authority and responsibility to:

13.1.1 Support this policy and ensure compliance and adherence by Municipal departments.

13.1.2. Assign Municipal vehicles to employee positions.

13.1.3. Review mileage and related financial information annually, and determine continued eligibility for vehicle assigned to a specific position.

13.2 **The Manager of Human Resources** has the authority and responsibility to:

13.2.1 Maintain copies of valid driver's licences of current Municipal employees whose duties require the use/potential use of a Municipal vehicle.

13.2.2. Obtain a copy of a valid driver's licence of prospective drivers for the purpose of completing a Drivers Abstract Report and complete Drivers Abstract searches on all active Municipal drivers to ensure the validity of driver's licences as required.

13.3 **The Treasurer/Director of Corporate Services** has the authority and responsibility to:

13.3.1 Calculate taxable benefits and mileage reimbursements based on information received from employees.

13.3.2 Annually review the mileage reimbursement of employees and vehicle financial information and report the amount annually to the CAO.

13.3.3 Ensure all Municipal vehicles used in the undertaking of Municipal business activity are properly insured.

13.3.4 Receive and file all accident/incident reports.

13.3.5 Investigate and assess all vehicle accidents/incidents as necessary.

13.3.6 Facilitate communication with insurance companies in case of injury and/or property damage and obtain appropriate recoveries.

13.3.7 Respond to staff inquiries as they pertain to insurance coverage of Municipal owned/leased vehicles and equipment.

13.3.8 Review situations where passage is requested for passengers who are non-employees and provide decisions that are within the best interests of the Municipality.

13.4 All **Managers and Directors** have the authority and responsibility to:

13.4.1 Provide and communicate applicable policy, procedure and protocol pertaining to the use of Municipal vehicles and equipment to employees.

13.4.2 Ensure that employees receive appropriate training in the safe use of vehicles and equipment where required.

13.4.3 Regularly monitor the use of Municipal vehicles to ensure proper and safe usage.

13.4.4 Issue discipline for misuse of a Municipal vehicle or for violations of the rules, regulations or conditions of its use.

13.4.5 Advise employees of the appropriate contacts in the event of an accident.

13.4.6 Complete and submit to Human Resources and the Treasurer, all accident/incident reports within 48 hours.

13.5 All **Employees** have the authority and responsibility to:

13.5.1 Comply with legislation in relation to the *Highway Traffic Act, 1990*, Commercial Vehicle Operator's Registration (CVOR) regulations, federal and provincial Income Tax Acts and related Municipality of Greenstone by-laws, policies and procedures as they relate to the use of Municipal Vehicles.

13.5.2 Employees driving Municipal vehicles must possess and maintain an appropriate driver's licence for the class of vehicle being operated.

### **Legislative Requirements:**

Smoke Fee Ontario Act

Highway Traffic Act  
Provincial Offences Act  
Fuel Tax Act

**Interpretations**

Any reference in this policy to any statute or any section of a statute shall, unless expressly stated, be deemed to be a reference to the statute as amended, restated, or re-enacted from time to time. Any references to a by-law or Municipal policy shall be deemed to be a reference to the most recent passed policy or by-law and any replacements thereto.

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