#	Recommendations:	Project Champion(s)	Implementation Target
1	Centralize fleet operations by creating a municipal-wide fleet asset management, maintenance, and safety program. All requests for fleet will come to one manager to avoid multiple managers competing for fleet assets. Ensure that the individual appointed to oversee fleet activities receives appropriate training.	City Manager

Service Review Ad Hoc Committee | Completed |
| 2 | Update of Mileage Policy for Staff – Encourage use of personally owned vehicles. Support this initiative with the appropriate Income tax considerations (CRA Form T2200) | Human Resources | Shared vehicles initiative added |
| 3 | Incorporated the vehicle needs of the City of Owen Sound Police Service into one complete replacement schedule and Fleet Reserve forecast budget. Utilize the residual value of Police vehicles by transferring them to other corporate service areas following frontline police service.
Example: Frontline Police F150 cruiser will be transferred to seasonal Grass cutting crews following service with Police. | Corporate Fleet Advisory Team

Police Service Board | Working with OSPS to re purpose vehicles at end of OSPS |

4	Create a 25-year fleet replacement schedule to include accurate fleet needs of all departments. Update the schedule annually with the most accurate values and include an amendable coefficient for annual inflation of future replacement values.	Corporate Fleet Advisory Team Finance Staff	Ongoing
5	Explore the benefits of purchasing fleet assets with the use of a Municipal Purchasing Group. And /or the Ontario Police Cooperative Purchasing Group (PCPG) . Look for partnerships with municipalities currently utilizing Purchasing Groups.	Corporate Fleet Advisory Team Police Staff Finance Staff	Ongoing
6	Identify opportunities to "Green" the fleet wherever economically feasible.	Corporate Fleet Advisory Team All Users	Konas being shared. Propose to pilot 2 Pick up EVs in fleet
7	Right size the fleet based on annual needs analysis – Target 95% of Needs. This means that there will always be a 5% need not met. This additional need drives efficiency in our fleet and will encourage sharing of assets.	Corporate Fleet Advisory Team All Users	Ongoing
8	Design Fleet replacement schedules on usage data, fuel efficiency data and the cost of maintenance. Service Review Project 1D.2-1D.4 – Extending Automatic Vehicle Locator (AVL) to all applicable vehicles for logging and data collection. This data will be used	Corporate Fleet Advisory Team Service Review Ad Hoc Committee	Ongoing – Expanded dashboard and user logins for the GeoTabs in our fleet

	to shape more cost-effective replacement schedules. Currently most of our replacements are based exclusively on the age of the vehicle.		
9	Establish Total Cost of Ownership concepts for all Fleet Assets. (Include annual operational expenses and projected Net Capital costs. Integrate the total cost of ownership of the fleet in the Corporate Asset Management Plan. Produce accurate corporate summaries of all associated fleet costs annually. Report total cost of ownership and total operating costs for all fleet assets annually. Include fleet-related costs of: 1. Insurance 2. Parts & Repairs 3. MTO Licensing 4. Fuel Consumption 5. Depreciation – End value of the Asset	Corporate Fleet Advisory Team	Each vehicle has a Worktech number to identify where repairs are billed, fuel billed to each Worktech
10	Evaluate the implementation and benefits of "idle right" systems in high usage vehicles . Vehicle idling wastes fuel and pollutes the environment. Complete cost vs. benefit analysis.	Corporate Fleet Advisory Team	Increase use of AVL existing system to monitor idling practices and locations with audible alarm capabilities.

11	Update Corporate Procurement Policy to better accommodate opportunities to purchase used or Demonstrator fleet assets in a timely manner when cost savings can be demonstrated . Evaluate the benefits of approving a 3 year fleet budget to maximize purchasing opportunities .	Corporate Fleet Advisory Team Finance Staff	Q2 2025
12	Consider Corporate baseline Green House Gas (GHG) targets when replacing fleet assets. These targets are ambitious but realistic, and will enable the City to meet the Canadian Net-Zero Emissions Accountability Act's goal of reaching net-zero emissions by 2050. The City's emissions reduction targets can be seen below: Year & City of Owen Sound Corporate Targets; 2026: 20% 2030 : 35% 2035 : 50% 2040 : 65% 2045 : 80% 2050 : Net-Zero	Corporate Fleet Advisory Team	Planned to Pilot two EV Pick ups in the fleet
13	Explore Provincial and Federal funding opportunities to assist in reducing GHG emissions by "Greening" the fleet.	Corporate Fleet Advisory Team Finance Staff	Ongoing

14	Establish achievable & sustainable goals for improving total fuel efficiency. Benchmark the current total fuel efficiency of the fleet as well as individual units Evaluate the implementation and benefits of fuel reduction initiatives .	Corporate Fleet Advisory Team	Ongoing
15	Establish 4 new Fleet Guidelines and supporting checklists for use by all departments: 1. Putting a new vehicle into service – Fleet Commissioning Guideline (Checklist) . 2. Moving a vehicle to another department or assigned service area – Fleet Transitioning Guideline (Checklist) . 3. Refurbishment of a vehicle to extend lifecycle of the asset. (Cost vs. Savings Analysis) 4. Disposal, Sale or Donation of a Surplus Vehicle - Fleet Decommissioning Guideline (Checklist) .	Corporate Fleet Advisory Team	Moved vehicles from departments and sharing vehicles across departments
16	Explore partnerships with the County of Grey to cost share, co-own or co-lease vehicles. Example: the City of Owen Sound requires additional vehicles for summer students during peak summer season, while Grey County Highways requires additional vehicles during winter highway patrol.	Corporate Fleet Advisory Team Grey County Staff	Ongoing – Draft agreement is in the works with neighbouring Municipalities. Agreement already in place during emergencies

17	Evaluate the benefits of Vehicle Standardization – 1- Determine if cost effective to purchase all assets from one manufacturer, 2 - standardizing accessories and operation of the vehicle. Buying quantities of the same vehicle provides greater purchasing power with vendors . Standardized vehicles also mean fewer dissimilar parts to keep in stock and a shortened learning curve for our mechanics and drivers	Corporate Fleet Advisory Team Seek outside advice from larger municipal fleet users. Possibly London, Barrie, Ottawa.	Proposed sharing of vehicles to maximize usage, 5 of the 2025 proposed vehicles are all very similar set u to allow for movement between departments
18	Members of the Corporate Fleet Advisory Team should complete a Fleet Management course. Ontario Good Roads offers an overview of best practices related to municipal fleet management, procurement, equipment maintenance programs, and regulatory compliance. Course #CSA05	Corporate Fleet Advisory Team	Completed – City Lead Mechanic completed in spring 2025
19	Annually a Member(s) of the Corporate Fleet Advisory Team should attend a Municipal Fleet Management Conference / Seminar or training opportunity to stay up to date on industry best practice.	Corporate Fleet Advisory Team Fleet Manager	Completed Head Mechanic attended course

20	Further evaluate Municipal vehicle leasing programs available for Light-duty and Mid-duty vehicles. Once collected over a period of time, provide usage data to the leasing companies for evaluation.	Corporate Fleet Advisory Team I.T.	Completed
21	Explore opportunities to purchase Used or Demonstrator fleet assets when appropriate. The refurbishment of assets should also be considered when it is found to be cost effective.	SLT Finance Staff	Completed 2 purchase of Grey County Trucks
22	Re-evaluate the replacement schedules of all equipment annually & adjust replacement values to market actuals ensure appropriate funding is allocated based on actuals and not projected costs.	Corporate Fleet Advisory Team	Ongoing
23	Identify the most fuel-efficient vehicles in our fleet and ensure they are being used in the highest demand service areas.	Corporate Fleet Advisory Team	Propose pilot of two EV pick ups. One for the highest mileage vehicle in the fleet. Konas at City Hall being shared by staff in all departments and Tom Thomson staff
24	Evaluate the benefits of constructing additional storage building(s) to park and store vehicles in maximizing lifespan and value of the asset. The shelter of a building keeps vehicles in a higher state of readiness, protects the vehicles, minimizes staff time at the	Corporate Fleet Advisory Team SLT	Q4 2025

	beginning of a shift, prolongs vehicle service life and maximizes resale value. Consider storage of all Fleet Assets in buildings year-round.		
25	Consider implementing Employee Driving Awards – Exemplary safe driving by employees should be recognized when appropriate. (Example: safe driving certificates for milestones around vehicle safety or for accident-free Kilometers driven).	SLT Health & Safety	Q4 2025
26	Ensure all vehicles receive an annual Corrosion Protection application for the duration of ownership. Undercoat (Rust Check, Crown, or similar product) all vehicles before putting them into service and annually thereafter.	Mechanics	Completed for most vehicles – OSPS not completing on cruisers
28	Implementation of existing Automated Fuel Management system for all fleet users. Ensure the Fuel Management system integrates fully with future Fleet Management software.	Corporate Fleet Advisory Team Fire / Police	Q2 2025
29	Consider the purchase and trial of a Low Speed Vehicle LSV for seasonal staff use within the City of Owen Sound. Assess the value in joining the Provincial Government's pilot project for LOW SPEED VEHICLE (LSV) use in Ontario . The project is intended to evaluate the use of LSVs over a 10-year period (2017 – 2027)	Corporate Fleet Advisory Team Police	Q4 2025

	to examine their ability to safely integrate with other vehicle types and determine whether existing rules of the road are adequate		
30	Evaluate introducing biodiesel into the fuel source. Biodiesel is a non-toxic and biodegradable fuel produced through a process called transesterification. Sources for biodiesel include vegetable oils, waste cooking oil, animal fats or tall oil . This is a highly desirable fuel as it needs little to no engine modification.	Public Works Mechanics Fire Mechanics	Completed – PW did a test and does not support moving forward
31	Develop an approval procedure for adding new units to the fleet. Ensure future additions to the fleet be approved by City Manager or Council. Approval to be considered based upon one of two methods: 1. Additional Staff request – STAFF POSITION REQUISITION FORM (new staff position needs a vehicle) 2. Additional Service / Need – SERVICE LEVEL CHANGE REQUEST FORM (new service needs equipment to deliver the service)	H.R. I.T.	Q2 2025
32	Acquisition of an updated Fleet Management Information System (Software) for the fleet program . Fleet management software should be fully integrated with existing Asset Management and Vehicle Maintenance software currently in service . It is estimated a well configured fleet	Corporate Fleet Advisory Team I.T. Managers & Users HR	59 vehicles in the fleet equipped with Automatic Vehicle Locator (AVL) to track utilization. City Policy HR008 updated to speak to

management system can save as much as 10% of annual operating budget . Modern fleet management information systems (FMIS) can extract key data elements by equipment type, user department, or functional area, and can easily track performance and cost in a number of ways. Real- time access to vehicle repair histories and inventory records enables fleet management organizations to plan, direct, and control service delivery activities with a degree of precision and efficiency never before possible. Information systems that are specifically designed for fleet management have become one of the most important tools for delivering fleet management and maintenance services cost effectively.		the AVL's.