

Best Practice

Fire and Transit Fleet Funding Stabilization and Equipment Modernization Strategy

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Project Date: 2010 (Ongoing)

THE PRACTICE

In 2002, Fleet Services at the City of Regina implemented a five year renewal strategy for its civic fleet. This resulted in a 20% reduction in the size of the fleet and moving from a fleet where half of the vehicles and equipment were beyond their expected life to less than 5%, resulting in \$1 million savings in maintenance costs. In 2010, a three phase strategy was developed to centralize Fire and Transit fleet management and maintenance under the Fleet Services Department and apply the asset management practice across the entire City of Regina fleet. Previously, the Fire and Transit fleets were managed and maintained by their respective departments. The first phase of the strategy was to address immediate and urgent Transit and Fire fleet issues by centralizing management of all City fleet assets and develop short and long-term funding plans. The result was the Fire and Transit Fleet Funding Stabilization and Equipment Modernization Strategy.

THE PROCESS

In September 2009 hired a consulting firm to conduct a strategic review of the delivery of fleet services and to recommend a service delivery model that would improve the efficiency and effectiveness of the delivery of fleet services across the organization. Consultation occurred with stakeholders to determine current and future states, and best practice research was also conducted. In January 2010, City of Regina administration approved a Fleet Centralization Project to implement the consultant's recommendations. The project consisted of three phases. In order to achieve the Fire and Transit fleet financial sustainability and modernization goals, a number of funding ideas were discussed and considered. A funding model was then developed.

THE RESULTS

The Fleet Services Department Fleet Operations Branch has taken responsibility for Fire and Transit asset management functions. Fire and Transit fleet long-term replacement plans and reserve funding have been established and structured along with the existing Civic fleet reserves under a general Fleet Replacement Reserve. Fire and Transit fleet modernization plans and short-term financing have been developed and implemented.

LESSONS LEARNED

There were several lessons learned coming out of this project. The project team noted the importance and value of using a formal project management methodology. Also mentioned, was the importance of a change management plan. Finally, the level of leadership involvement can affect the success of a project.