



Generating Green Fleet Buy-In

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FCM Enviro-Fleets Workshop



Generating Green Fleet Buy-In

Who is City of Vancouver Equipment Services?

- Shared Service for Fleet
- Procurement, outfitting, maintenance, repairs, budgeting, analysis, fuel, design
- IT, Engineering, Garage, Shops, Stores, Finance
- 220 Staff, 4 locations, 5000 units, \$165m in assets

Generating Green Fleet Buy-In

Historically, green fleet initiatives and programs at the City of Vancouver were initiated case by case

- First hurdle was operational compatibility
- Primarily approved on a cost basis
- Included environmental impacts based on GHG savings and associated dollar savings
- Support could be either easy or difficult to get
- Did not have a long-term green fleet strategy in place that defined our future goals and direction

Generating Green Fleet Buy-In

In early 2009 two new foundation plans were put into place for the City of Vancouver:

1. Greenest City Action Plan
2. Corporate Strategic Business Plan

Fleet practices did not fully align with these plans; therefore we were not able to generate buy-in for the decisions that we were making.

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As a result Equipment Services began drafting a Green Fleet Plan to better align our fleet goals with City direction.

- Calculated GHG reductions associated with cost-neutral technological and operations based initiatives - 10 yr view
- Proposed additional cost plus initiatives that would result in additional GHG reductions
- Drafted a 10 yr plan that included fleet summary, green fleet goals and strategies for GHG reduction and the expected reduction associated with each initiative
- Received feedback that we needed to further align with City direction and provide clear simple talking points

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Went back to first principles and asked:

- Who is the audience for this plan?
- How do we align with other City and external plans?
- What are we trying to achieve with this plan?

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Who is the audience for this plan?

- Corporate Management Team
- City Council
- Staff
- Taxpayer and the general public
- Other Fleets

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What Plans do we need to align with?

- Corporate Plans
- Council Priorities
- Engineering Services Strategic Plan
- Equipment Services Strategic Plan
- Other fleet plans

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How are we aligning with other Plans?

- Language
- Format
- Style
- Content (priorities, strategies)
- Communication Strategy
- Keep it clear and simple

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What are we trying to achieve with this plan?

- Development of fleet goals and implementation strategies for achieving those goals in support of corporate objectives
- A means of communicating fleet goals and strategic direction
- Demonstrate leadership and inspire innovation

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After answering these questions we went back and started working on a new document that would better focus on the following:

- Alignment with stakeholder inputs
- Concise communication of goals and the strategies for achieving them
- Less focus on background data

A draft plan has been completed and is currently being reviewed by internal stakeholders.

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What are the benefits of getting buy-in on green fleet strategies:

1. Ensures alignment with Corporate goals, potentially helping to reduce decision making time.
2. Inspires innovation internal and external to the City.
3. Provides City departments with a corporate fleet direction to help them make greener fleet choices.

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Questions