



FLEET MANAGEMENT

PREPARED FOR:



SAULT STE. MARIE

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FLEET SYNOPSIS | CITY OF SSM

THE SITUATION

Current fleet age is negatively impacting the overall budget and fleet operations

- 59 vehicles or 45% of the light duty fleet is currently 10 years or older
- 93 vehicles or 71% of the light duty fleet is currently 5 years or older and out of manufacturer warranty
- 9-10 years is the current average age of the fleet
- 19 years – time it would take to cycle the entire fleet at current acquisition rates
- Older vehicles have higher fuel costs, maintenance costs and tend to be unreliable, causing increased downtime and loss of productivity.

THE OBJECTIVES

Identify an effective vehicle life cycle that maximizes potential equity at time of resale

creating a conservative savings of over \$1,125,820 in 10 years while replacing multiples of current acquisition rates

- Shorten the current vehicle life cycle from 15+ years to about 5 years
- Provide a lower sustainable fleet cost that is predictable year over year
- Replace 10 vehicles in year 1 for less annual capital than current acquisition plan for 2.5 vehicles
- Significantly reduce Maintenance to an average monthly cost to \$53.00 vs. current \$193.92
- Reduce the overall fuel spend through more fuel-efficient vehicles
- Benchmark carbon emissions and through right-typing vehicle classes we can significantly reduce carbon emissions
- Leverage an open-ended lease to maximize cash flow opportunities and recognize equity.

Increase employee safety with newer vehicles

- 33 vehicles predate Electronic Stability Control standardization (2012)
ESC is the most significant safety invention since the seatbelt
- 74 vehicles predate standardization of back up camera (2018)

Local Authority Services (LAS/AMO/Canoe) awarded RFP #030122-EFM that addresses the following:

- Access to all fleet management services as applicable to the needs of the city
- Supports the city's need for fleet evaluation on a quarterly basis assessing costs and reviewing best practices



ENTERPRISE FLEET MANAGEMENT

BC AB SK MB ON NB PE NS NL YT NT NU

efleets.ca

- Fleet management services
- Open end leases
- Maintenance management programs
- Managed fuel card programs
- Commercial vehicle leasing
- Telematics
- Vehicle performance data reporting
- Vehicle tracking technology
- Driver safety programs
- Vehicle accident management solutions
- Fleet planning technology
- License, title, and registration services

Contract: 030122-EFM

Contract Valid Until: 14 Apr 2026

Invoiced Direct Through Supplier

Contract Documents:

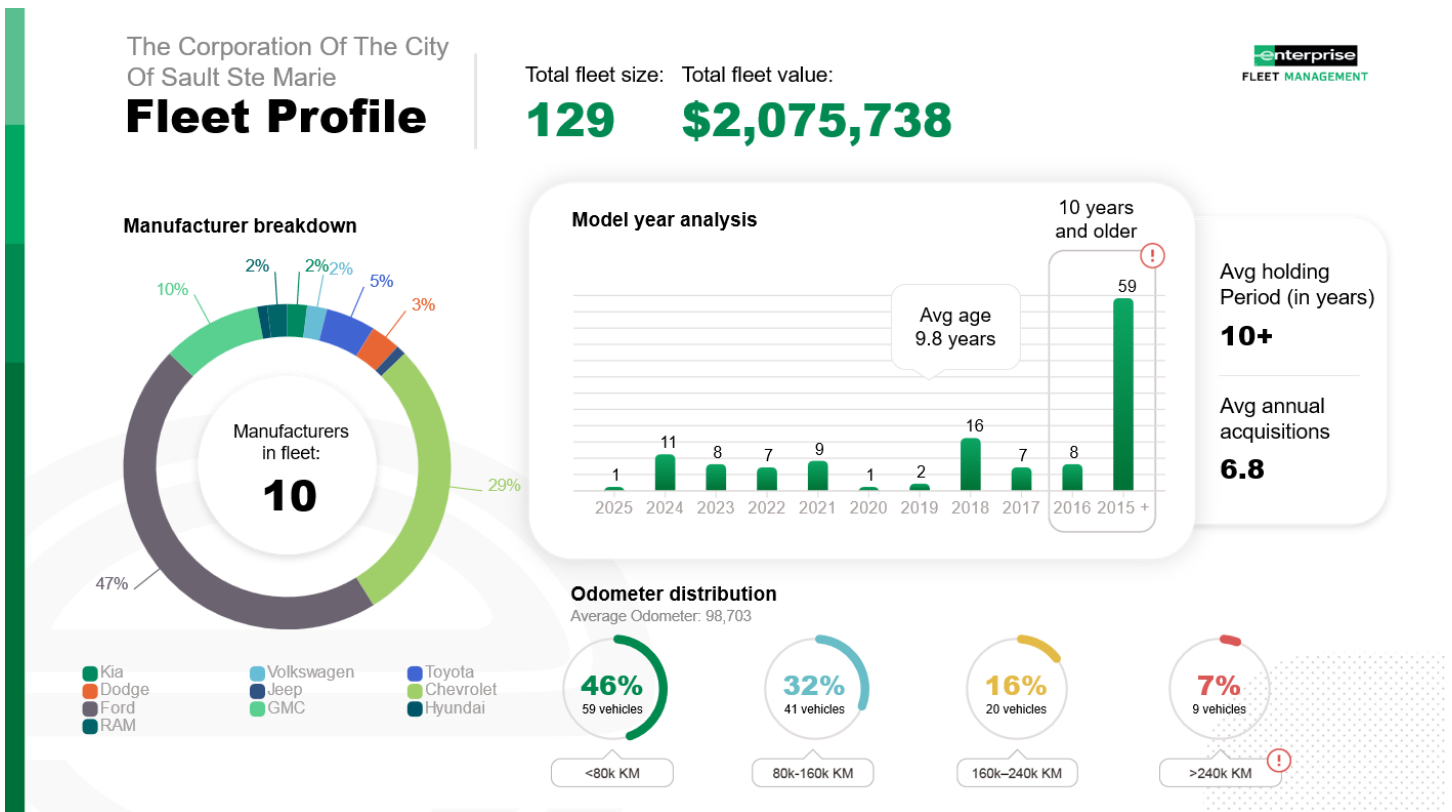
[RFP](#) | [Contract](#) | [Evaluation Summary](#)



THE RESULTS

By partnering with Enterprise Fleet Management, City of SSM will be better able to leverage its buying power, implement a tighter controlled resale program to lower total cost of ownership and in turn minimize operational spend. City of SSM will reduce fuel costs by about 20% and reduce monthly maintenance costs from \$193.92 on average to \$53.00 per unit. Leveraging an open-end lease maximizes cash flow and recognizes equity from vehicles sold creating an internal replacement fund. Furthermore, City of SSM will leverage Enterprise Fleet Management's ability to sell vehicles at an average of 109% above Black Book value. By shifting from reactively replacing inoperable vehicles to proactively planning vehicle purchases.

FLEET STATISTICS | CITY OF SSM



VEHICLE COMPARISON | CITY OF SSM

	2025 Chevrolet Silverado 1500 Work Truck 4x2 Regular Cab 6.6 ft. box 126.5 in. WB CC10703	2025 Ford F-150 XL 4x2 Regular Cab 6.5 ft. box 122 in. WB F1K	2025 Chevrolet Silverado 1500 Work Truck 4x4 Crew Cab 6.6 ft. box 157 in. WB CK10743	2025 Ford F-150 XL 4x4 SuperCrew Cab 6.5 ft. box 157 in. WB W1L	2025 RAM 1500 Tradesman 4x4 Crew Cab 144.5 in. WB DT6L98
Vehicle Type	1/2 Ton Pickup	1/2 Ton Pickup	1/2 Ton Pickup	1/2 Ton Pickup	1/2 Ton Pickup
Engine	2.7L TurboMax	5.0L V8	2.7L TurboMax	3.5L V6 EcoBoost	3.6L Pentastar VVT V6 w/eTorque
L/100 km City	13	14	14	14	12
L/100 km Highway	11	10	12	10	10
Acquisition Cost	\$44,184	\$48,761	\$44,506	\$49,665	\$53,815
Total Actual Depreciation	\$15,909	\$18,190	\$10,937	\$14,800	\$22,700
Total Fuel Cost	\$5,984	\$5,834	\$6,250	\$5,761	\$5,321
Total Maintenance Cost	\$1,894	\$1,144	\$1,144	\$1,144	\$1,144
Holding Period	3 Years	3 Years	3 Years	3 Years	3 Years
Annual Kilometers	10,750	10,750	10,750	10,750	10,750
Cost per km	\$1.00	\$1.06	\$0.83	\$0.96	\$1.21
RBV at Term	\$12,372	\$13,653	\$12,462	\$13,906	\$15,068
Expected Sales Price at Holding End	\$28,275	\$30,571	\$33,569	\$34,865	\$31,115
Estimated Equity at Term	\$15,904	\$16,918	\$21,107	\$20,959	\$16,046

GAS vs Hybrid vs EV

	2025 Ford F-150 XL 4x4 SuperCrew Cab 6.5 ft. box 157 in. WB W1L	2025 Ford F-150 XL Hybrid 4x4 SuperCrew Cab 6.5 ft. box 157 in. WB W1F	2025 Ford F-150 Lightning Pro All-Wheel Drive SuperCrew Cab 5.5 ft. box 145 in. WB W1B	2026 Chevrolet Equinox LT 4dr Front-Wheel Drive 1PT26	2025 Chevrolet Equinox EV LT 4dr 1MB48
Vehicle Type	1/2 Ton Pickup	1/2 Ton Pickup	Electric	SUV	Electric
Engine	3.5L V6 EcoBoost	3.5L PowerBoost Full-Hybrid V6	Dual eMotor - Standard Battery	1.5L Turbo DOHC 4-Cylinder SIDI VVT	None
L/100 km City	14	10	3	10	2
L/100 km Highway	10	10	3	8	3
Acquisition Cost	\$51,807	\$55,763	\$57,058	\$31,821	\$48,224
Total Actual Depreciation	\$20,045	\$21,984	\$29,038	\$15,355	\$25,404
Total Fuel Cost	\$9,232	\$7,578	\$2,145	\$6,831	\$1,348
Total Maintenance Cost	\$2,929	\$2,929	\$2,461	\$2,929	\$2,461
Holding Period	5 Years	5 Years	5 Years	5 Years	5 Years
Annual Kilometers	11,000	11,000	11,000	11,000	11,000
Cost per km	\$0.85	\$0.87	\$0.89	\$0.62	\$0.76
RBV at Term	\$9,843	\$10,595	\$10,841	\$6,046	\$9,163
Expected Sales Price at Holding End	\$31,762	\$33,779	\$28,020	\$16,466	\$22,820
Estimated Equity at Term	\$21,918	\$23,184	\$17,179	\$10,420	\$13,657

FLEET PLANNING ANALYSIS | CITY OF SSM

FLEET ANALYSIS

Assumptions

Fleet Analyzed 97
 Current Cycle 13.86
 Current Maintenance \$193.92
 Maint. Cents Per KM \$0.26

Fleet Growth 0.00%
 Annual KM 9,100
 Current L/100KM 15.5
 Price/Liter \$1.50

Proposals

Proposed Fleet 97
 Proposed Cycle 5.00
 Proposed Maintenance \$53.00

Fiscal Year	Fleet Mix				Fleet Cost						Annual	
	Fleet Size	Annual Needs	Owned	Leased	Purchase	Lease*	Equity (Owned)	Equity (Leased)	Maintenance	Fuel	Fleet Budget	Net Cash
Average	97	7.0	97	0	350,000	0	-10,718	0	225,723	205,228	770,232	0
Year 1 (*26)	97	20	77	20	0	148,152	-75,125	0	191,902	196,765	461,694	308,538
Year 2 (*27)	97	18	59	38	0	279,456	-202,600	0	161,463	189,148	427,467	342,765
Year 3 (*28)	97	18	41	56	0	542,624	-312,496	0	131,025	181,531	542,684	227,549
Year 4 (*29)	97	20	21	76	0	725,753	-267,329	0	97,204	173,068	728,696	41,536
Year 5 (*30)	97	21	0	97	0	918,908	-192,092	-208,932	61,692	164,182	743,758	26,474
Year 6 (*31)	97	20	0	97	0	918,908	0	-192,513	61,692	164,182	952,269	-182,037
Year 7 (*32)	97	18	0	97	0	918,908	0	-402,351	61,692	164,182	742,431	27,801
Year 8 (*33)	97	24	0	97	0	918,908	0	-303,362	61,692	164,182	841,421	-71,189
Year 9 (*34)	97	20	0	97	0	918,908	0	-356,488	61,692	164,182	788,294	-18,063
Year 10 (*35)	97	22	0	97	0	918,908	0	-208,932	61,692	164,182	935,850	-165,619

Projected Fleet Equity Analysis						
YEAR	2026	2027	2028	2029	2030	Under-Utilized
QTY	20	18	18	20	21	0
Est \$	\$3,756	\$11,256	\$17,361	\$13,366	\$9,147	\$0
TOTAL	\$75,125	\$202,600	\$312,496	\$267,329	\$192,092	\$0
\$1,049,641						
Estimated Current Fleet Equity**						

* Lease Rates are conservative estimates

**Estimated Projected Fleet Equity is based on the current fleet "light unseen" based on replacement year

and can be adjusted after physical inspection and may change based on market factors, these are not guaranteed values

Lease Maintenance costs are exclusive of tires unless noted on the lease rate quote.

ANALYSIS IS BASED ON ORIGINAL RECOMMENDATIONS FOR CONCEPTUAL SAVINGS AND MAY CHANGE BASED ON FINAL PROPOSAL, CHANGES TO THE MARKET AND OTHER FACTORS

Prepared on 7/30/2025

SAVINGS

10 Year Savings* \$1,125,820

*includes total unrealized equity of \$588,064

Key Objectives

Lower average age of the fleet

48% of the current light and medium duty fleet is over 10 years old
 Resale of the aging fleet is significantly reduced

Reduce operating costs

Newer vehicles have a significantly lower maintenance expense
 Newer vehicles have increased fuel efficiency with new technology implementations

Maintain a manageable vehicle budget

Challenged by inconsistent and underfunded yearly budgets

The Corporation Of The City Of Sault Ste Marie

FLEET PROFILE

Fleet Replacement Schedule

Vehicle Type	# of Type	Average Age (years)	Average Annual Mileage	Fleet Replacement Schedule						Under-Utilized	Excluded
				2026	2027	2028	2029	2030			
Vehicle Type(s)	101	10.1	9,400	20	18	18	20	21	0	4	
Sedan	19	14.1	6,992	9	5	3	1	1	0	0	
Minivan	1	15.7	6,136	1	0	0	0	0	0	0	
Passenger Van	1	7.5	5,973	0	0	0	1	0	0	0	
Cargo Van	1	18.7	6,205	0	0	1	0	0	0	0	
Compact SUV	5	6.1	6,833	1	3	1	0	0	0	0	
Mid SUV	3	8.9	14,711	1	2	0	0	0	0	0	
Full SUV	3	11.3	22,763	1	0	0	0	0	0	2	
1/2 Ton Pickup	48	9.2	10,376	5	8	2	15	18	0	0	
3/4 Ton Pickup	18	7.7	7,875	2	0	11	3	2	0	0	
Cab Chassis	2	19.2	5,311	0	0	0	0	0	0	2	

Replacement Criteria

* Fiscal Year 2026 = 20 years old and older, or odometer over 170,000

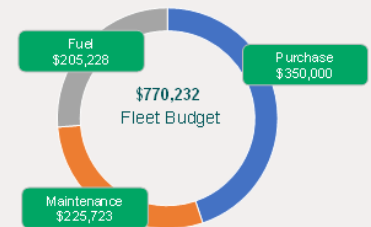
* Fiscal Year 2027 = 18 years old and older, or odometer over 150,000

* Fiscal Year 2028 = 16 years old and older, or odometer over 130,000

* Fiscal Year 2029 = 14 years old and older, or odometer over 110,000

* Underutilized = Annual Mileage less than 10,000

Vehicle Type	Quantity	Avg Age	Avg Annual Mileage
TRUCK	68	9.1	9,565
CAR	19	14.1	6,992
SUV	11	8.3	13,326
VAN	3	13.9	6,105
Totals/Averages:	101	10.1	9,388



MODEL YEAR ANALYSIS



CASE STUDY | CLEARVIEW TOWNSHIP



Clearview Township replaces vehicles and saves \$200,000 on acquisition costs.

Stayner, ON, Canada • Government | Township • 39 vehicles

THE CHALLENGE

Clearview Township needed to improve the management of their aging fleet vehicles and reduce costs. The pandemic presented budgeting constraints impacting the township's ability to replace vehicles.

THE SOLUTION

Clearview Township partnered with Enterprise Fleet Management, which was referred by an affinity program with the LAS and the Canoe Procurement Group. The Enterprise team presented a proactive vehicle replacement plan to build fleet equity, also incorporating a vehicle maintenance program to reduce administrative strain on the township.

KEY RESULTS

Average fleet age improved by
7 YEARS

OVER
\$125K
VEHICLE RESALE VALUE

OVER
\$200K
IN ACQUISITION SAVINGS



When the Enterprise Fleet Management program was introduced to the Township of Clearview, there was some skepticism on my part, *'how can we turn our entire light duty fleet over in just 1 year?'* Our Enterprise team has strategically demonstrated how the fleet program works and its impact to the township. Faced with vehicles at various ages and high mileage, this was an easy way to modernize our fleet and lower maintenance and capital costs. The township now has a long-term plan to continually modernize the fleet to provide excellent service to our community."

— Dan Perreault, Dep. Director of Public Works



THE RESULTS

Through the Enterprise Fleet Management plan, Clearview Township was able to recognize over \$200,000 in acquisition savings while also unlocking over \$120,000 in vehicle resale equity. Because vehicles are replaced more frequently, the average age of the fleet has improved by 7 model years, and the average odometer reading improved by 90%. Enterprise's proactive strategy long-term will help the township improve cash flow and provide peace of mind for their employees and vehicles through the effective management of maintenance, fuel, and depreciation costs.

WE HAVE OVER 100 CLIENT SUCCESS STORIES. VISIT [EFLEETS.COM/CASE-STUDIES](https://efleets.com/case-studies) TO DISCOVER MORE.

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PROGRAM RESOURCES | CITY OF SSM

SAFETY

SAFETY
Benefits and effects of crash avoidance technologies

Forward Collision Warning plus Autobrake - 2018

- ▼ 50% Front-to-rear crashes
- ▼ 56% Front-to-rear crashes with injuries
- ▼ 24% Claim rates for injuries to other people in vehicles
- ▼ 14% Claim rates for damage to other vehicles

Blind Spot Detection - 2018

- ▼ 14% Lane-change crashes
- ▼ 23% Lane-change crashes with injuries

Rear Automatic Braking - 2016

- ▼ 78% Backing crashes (when combined with rearview camera and parking sensors)
- ▼ 29% Claim rates for damage to other vehicles

Lane Departure Warning - 2012

- ▼ 11% Single-vehicle, sideswipe and head-on crashes
- ▼ 21% Injury crashes of the same type

Source: Insurance Institute for Highway Safety, Highway Loss Data Institute

KEY OBSERVATIONS

- 73 vehicles predate standardization of back up camera (2018) 72% of Total Fleet
- 48 vehicles predate Rear Automatic Braking (2016) 48% of Total Fleet
- 31 vehicles predate Electronic Stability Control standardization (2012) 31% of Total Fleet
- 7 vehicles predate Anti-Lock Brake standardization (2007) 7% of Total Fleet

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enterprise
FLEET MANAGEMENT

ACCOUNT MANAGEMENT

The City of SSM will have a dedicated, local account team to proactively manage and develop your fleet while delivering the highest level of customer service to facilitate your day-to-day needs.

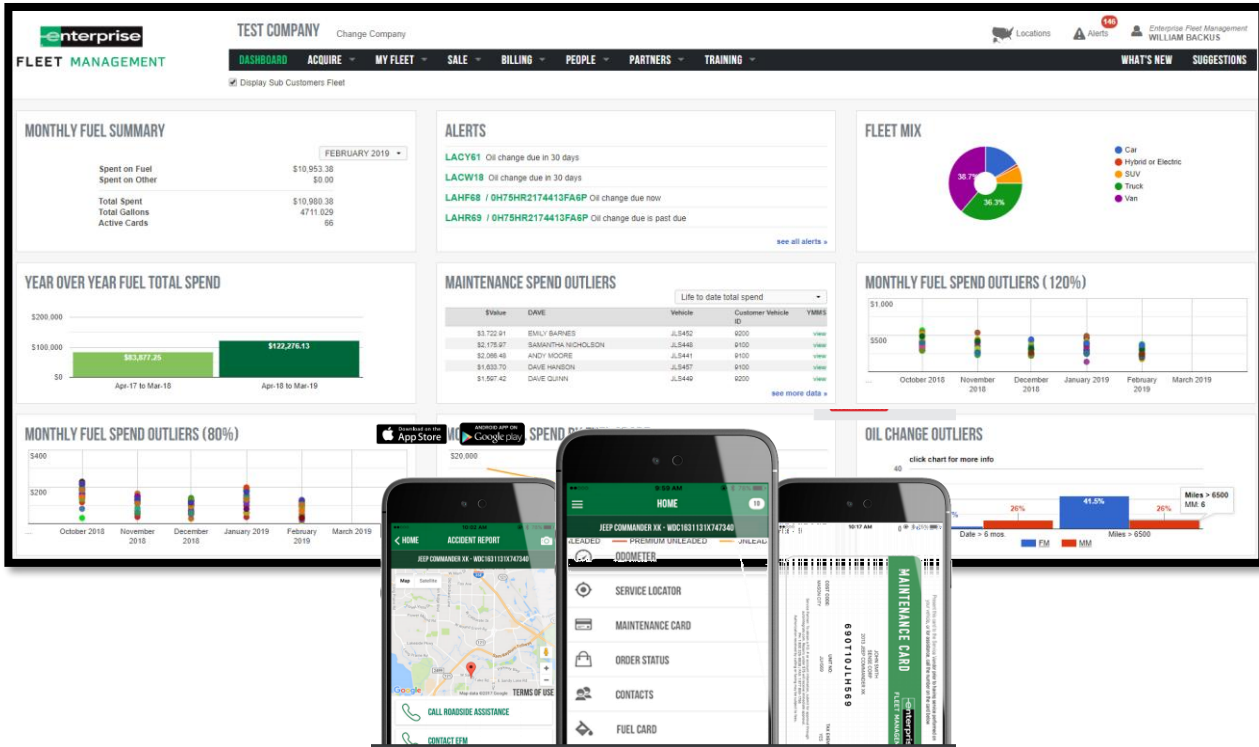
- Your dedicated Account Manager meets with you 3-4 times a year for both financial and strategic planning.
- Your Account Manager will provide on-going analysis – this will include most cost-effective vehicle makes/models, cents per km, total cost of ownership, and replacement analysis.

TECHNOLOGY

Enterprise Fleet Management’s website provides vehicle tracking, reporting, and metrics. Our website can be customized to view a wide range of data so that you may have a comprehensive and detailed look at all aspects of your fleet and the services provided. Our Mobile App gives drivers all of the convenience and functionality they need.

- **Consolidated Invoices** - Includes lease, maintenance, and any additional ancillaries
- **Maintenance Utilization** - Review the life-to-date maintenance per vehicle
- **Recall Information** - See which units have open recalls
- **License & Registration** - See which plate renewals are being processed by Enterprise and view status
- **Alerts** - Set customizable alerts for oil changes, lease renewals, license renewals, and billing data

- **Lifecycle Analysis** - See data regarding all transactions for the lifecycle of the entire fleet, with drill-down capability to any specific lease or transaction



REFERENCES | CITY OF SSM

CURRENT PARTNERS

- Clearview Township
- City of Temiskaming Shores
- Municipality of Meaford
- City of Vaughan
- Municipality of Greenstone
- Town of Elliot Lake
- Town of Parry Sound
- City of Kingston
- Town of Orangeville
- Town of Hawkesbury
- Town of Smith Falls
- Town of Carleton Place
- Town of Tillsonburg
- Town of Blue Mountains

REFERENCE

Below is a list of two client references including company name, contact person, and telephone number.

Township of Clearview – Partner for 4+ Years

Business Phone #: 705-424-0140 ex. 606

Contact Person: Dan Perreault, Director of Public Works

Town of Carleton Place – Partner for 3+ Years

Business Phone #: (613) 257 6255

Contact Person: Diane Smithson– CAO

COOPERATIVES

- LAS/AMO – CANOE PROCUREMENT GROUP OF CANADA
- SOURCEWELL