

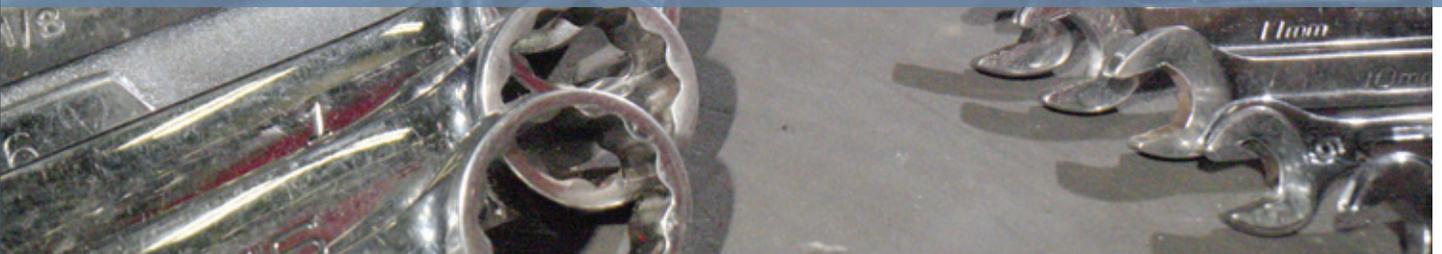
The logo for the City of Edmonton, featuring the word "Edmonton" in white text on a blue rectangular background.

2025/2026

CITY OPERATIONS

FLEET AND FACILITY SERVICES

2025/2026 Annual Service Plan



LAND ACKNOWLEDGMENT



Fleet and Facility Services acknowledges that our City lies within the traditional land of Treaty 6 Territory. We acknowledge this land as the traditional territory of many First Nations such as, the Nehiyaw (Cree), Dene, Nakota Sioux (Stoney), Anishinaabe (Saulteaux) and Niitsitapi (Blackfoot). We also acknowledge this as the Métis homeland and the home of one of the largest communities of Inuit south of the 60th parallel.

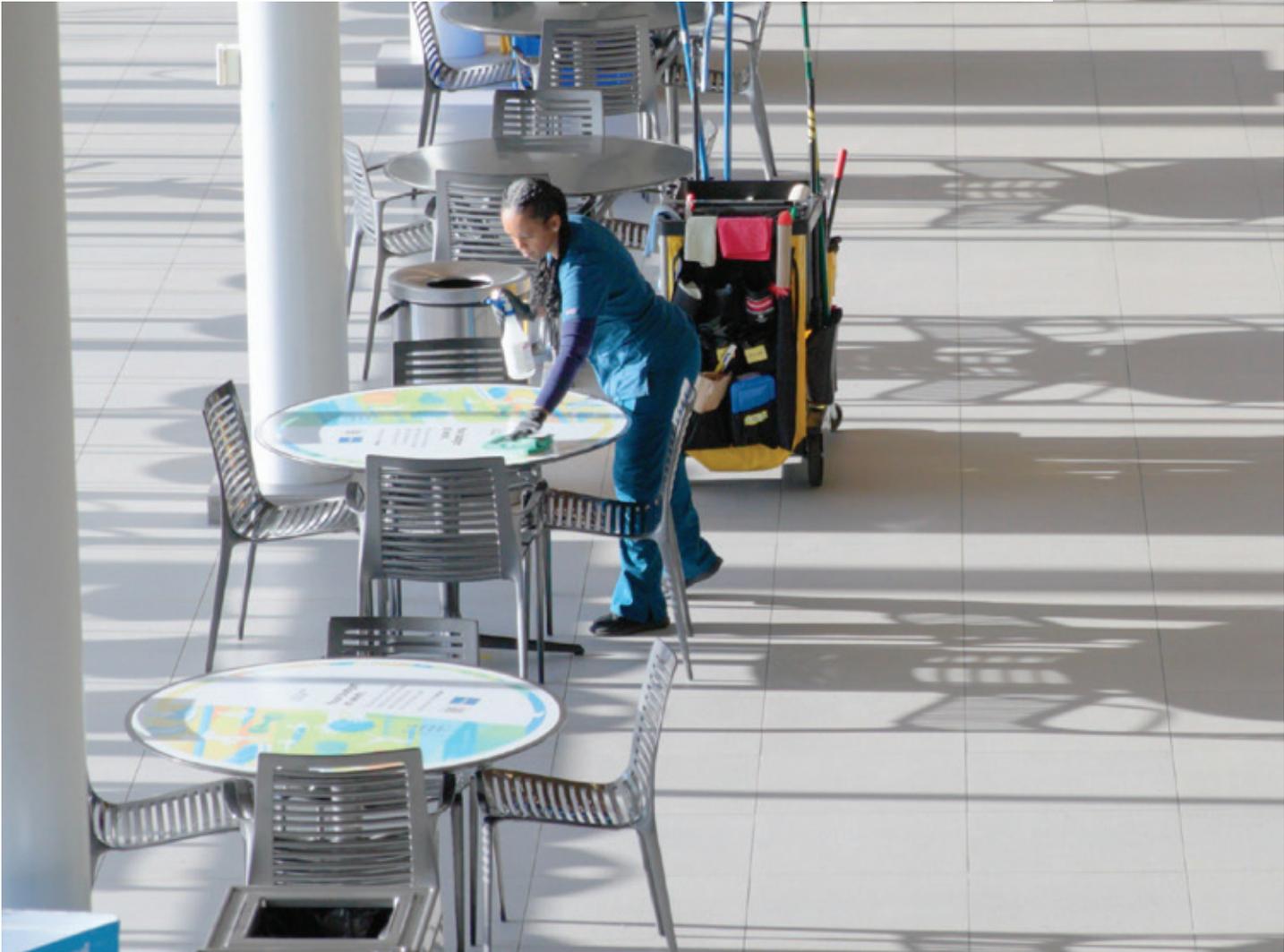
The City of Edmonton owes its strength and vibrancy to these lands and the diverse Indigenous Peoples whose ancestors' footsteps have marked this territory. Settlers from around the world continue to be welcomed here and call Edmonton home.

Together, we call upon all our collective honoured traditions and spirits to work in building a great city for today and future generations.

Heart Beat of a Nation
Brad Crowfoot

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INTRODUCTION

STRATEGIC ALIGNMENT

This plan outlines priority actions that align with Edmonton's City Plan and help advance the four strategic goals of ConnectEdmonton, Edmonton's Strategic Plan 2019–2028, to achieve our vision of:



HEALTHY CITY

Edmonton is a neighbourly city with community and personal wellness that embodies and promotes equity for all Edmontonians.



REGIONAL PROSPERITY

Edmonton grows prosperity for our metro region by driving innovation, competitiveness and relevance for our businesses at the local and global level.



URBAN PLACES

Edmonton neighbourhoods are more vibrant as density increases, where people and businesses thrive and where housing and mobility options are plentiful.



CLIMATE RESILIENCE

Edmonton is a city transitioning to a low-carbon future, has clean air and water and is adapting to a changing climate.

We advance these goals through the three corporate objectives described in the 2023–2026 Corporate Business Plan:

Making Transformational Impacts

We plan for opportunities that urban growth, a changing climate and prosperous region will bring.

Delivering Excellent Services

We respond to the current needs of Edmontonians and the work we do allows people to live their best lives here.

Managing the Corporation

We continuously pursue new ways of building our capabilities, knowledge, processes and procedures to provide excellent services and value for tax dollars. This important work ensures the City of Edmonton can meet the evolving needs of the people and communities we serve.

CITY OPERATIONS DEPARTMENT

As the City of Edmonton's largest department, City Operations delivers a wide range of core services to help keep Edmontonians working, moving and thriving. The department's employees span four branches – Edmonton Transit Service; Fleet and Facility Services; Parks and Roads Services; and Waste Services.

Staff are dedicated to delivering their best as they operate buses and trains; collect and process waste; manage Eco Stations; clear snow; maintain roads and bike lanes; care for parks and trees; maintain City facilities; service City vehicles, including buses, waste collection trucks, snow plows and emergency service vehicles; and much more.

On February 20, 2026, City Council voted to establish a new set of Council priorities and principles.

The City Operations department is committed to aligning our work to the direction of Council.

Council Priorities and Actions

Economic Development: Support business start-ups and growth; Increase industrial and business investment; Leverage arts, culture and sports as economic and tourism drivers; Increase downtown vibrancy.

Growth Management: Increase new residential and employment in nodes and corridors; Enhance mobility networks; Focus on renewal while supporting strategic growth; Ensure fiscal resilience and design for redeveloping and developing areas.

Quality Services: Deliver services that respond to growth and public input; Innovate systems; Build and foster civic pride.

Safety: Ensure safety in public spaces; Support violence prevention and community safety; Continue action on housing options; address problem properties; ensure safety on our roadways.

Council's Guiding Principles

Fiscal Sustainability: We ensure strong governance that secures our financial position now and into the future.

Affordability: We support affordability through City programs, services, policy and infrastructure.

Relationship Driven: We foster trust and transparency to better serve Edmontonians, our partners and our staff.

Supporting a Strategic Shift to Loss Prevention

The City's Occupational Health and Safety (OHS) program undergoes an independent Certificate of Recognition (COR) Audit every three years, and recently completed its 2025 assessment. This audit, along with the newly approved *Roadmap to Loss Prevention*, highlighted key areas for improvement and set a new strategic direction for the organization. This includes cultivating a proactive safety culture where safety is a core belief; empowering business

areas to identify and address root causes of safety incidents; implementing proactive, data-driven approaches to loss prevention; developing targeted injury reduction tools, programs and processes to address risks proactively.

Leadership plays a foundational role in our safety culture while the responsibility for health, physical and psychological safety and wellness is shared by all employees.

This Annual Service Plan demonstrates our commitment to excellence as we maintain and operate City infrastructure and assets, and strive to deliver services that are accessible, inclusive and safe. We hope it will provide greater insight into the important work our teams will deliver in 2026.

MESSAGE FROM THE BRANCH MANAGER



ARJAN SHARMA
BRANCH MANAGER

Fleet and Facility Services (FFS) helps keep Edmonton running by ensuring City teams have safe, reliable vehicles, specialized equipment and well-maintained facilities to deliver services residents count on every day.

As we move into 2026, we're excited to continue advancing best practices in asset management across the organization. Our focus is on strengthening the fundamentals while modernizing how we plan, maintain and invest in the City's fleet and facilities. Key priorities this year include implementing the remaining recommendations from the Facility Maintenance Services audit; improving consistency in service delivery through updated standards and procedures; and continuing to build out our fleet strategy and governance work to ensure fleet decisions are more transparent, data-informed and aligned with service needs.

Safety and operational excellence remain non-negotiable. Our strong results in the 2025 COR Audit reflect the commitment our teams bring to doing the

work the right way, every time. We will keep building on that momentum by improving how we identify risk, follow preventive maintenance requirements and deliver dependable day-to-day service for our internal clients and the public.

Alongside this core work, we will continue supporting the City's climate and energy transition through practical steps that improve resilience and reduce emissions, where it makes sense for our operations.

None of this is possible without our employees. I'm proud of the expertise, care and professionalism our teams bring every day, and I want to thank them for the work they do to support Edmontonians and each other.

BRANCH OBJECTIVES



SAFETY

Foster a proactive safety and problem-solving culture for City employees and ensure City facilities and fleet are safe and reliable.



CLIMATE ACTION AND ENERGY TRANSITION

Drive innovative and transformational resilience actions to help mitigate the impacts of changing climate conditions on service delivery.



OPERATIONAL EXCELLENCE

Using a customer-centric approach to enhance processes, optimize resource use and ensure effective service outcomes.



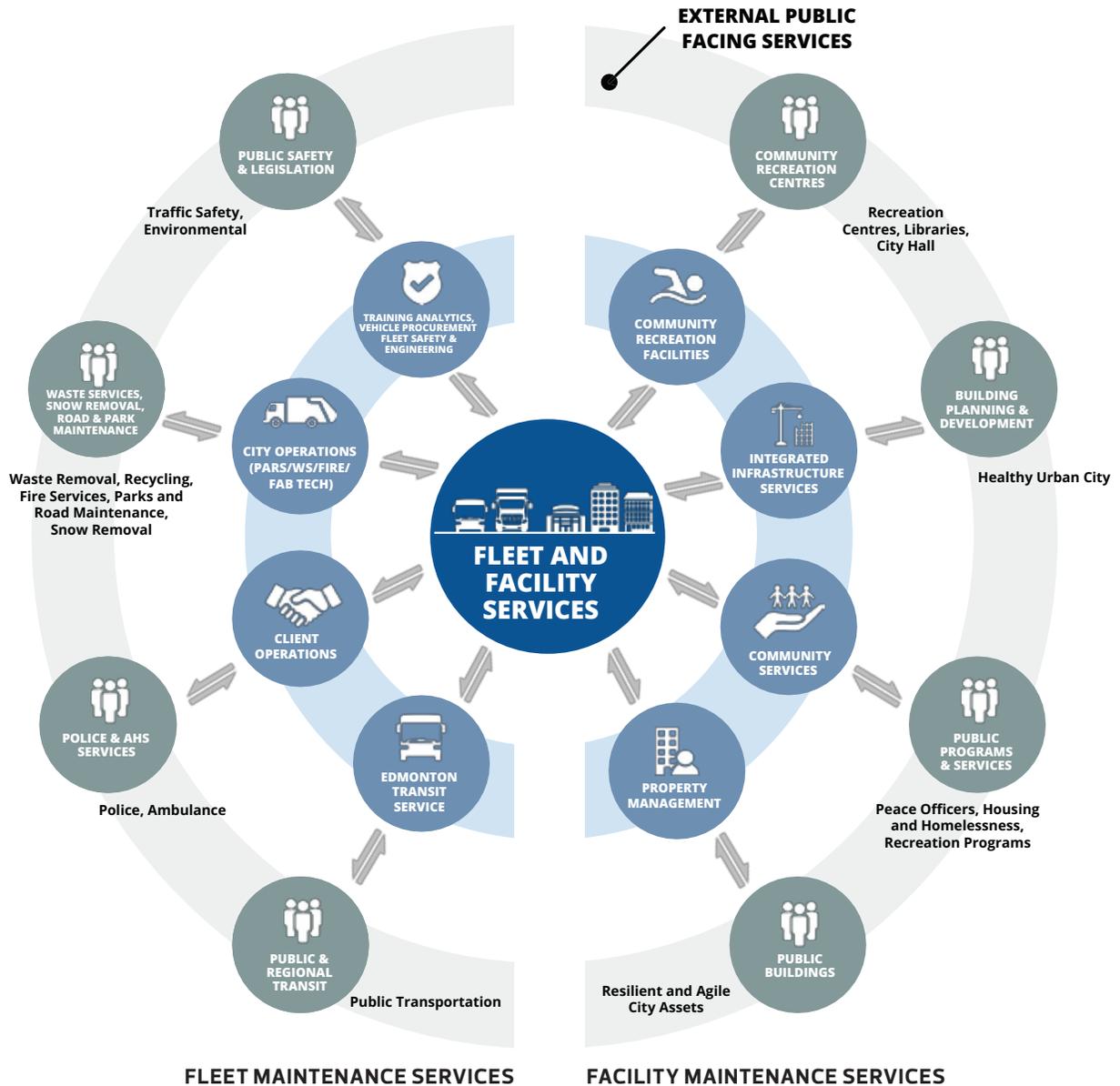
RELATIONSHIP-BASED CITY

Collaborate and partner to enable critical programs and services that keep Edmontonians living, moving and thriving.

BRANCH STRUCTURE



WHEEL OF SERVICE



The way Fleet and Facility Services (FFS) integrates and works with the other branches across the City of Edmonton and external partners can be visualized as a wheel of service delivery. FFS has touch points across every branch in the City; the team is the centre hub for fleet maintenance and facility maintenance for the organization, with spokes

connected to each area. The first layer is internal support to City branches and partners, in addition to external clients who then, in turn, provide programs and services for Edmontonians; for example, ambulance, police, fire, waste collection, buildings, libraries, recreation centres and more.

SERVICE OVERVIEW

	SERVICE DESCRIPTION	SUBSERVICES	SERVICE DRIVERS	FUNDING MODEL
FLEET MANAGEMENT AND MAINTENANCE	Provides maintenance and support services for City-owned and leased fleet and equipment.	<ul style="list-style-type: none"> » Fleet Procurement and Fuel » Municipal Fleet Maintenance » Transit Fleet Maintenance 	<ul style="list-style-type: none"> » Business needs » Service agreements » Fleet composition and use » Legislative and preventative maintenance 	<ul style="list-style-type: none"> » Tax levy » Full cost recovery model - 100% recoverable » External revenue
FACILITY MANAGEMENT AND MAINTENANCE	Provides maintenance and support services for City-owned buildings, infrastructure amenities and external clients.	<ul style="list-style-type: none"> » Facility Maintenance Services » Facility Maintenance Custodial Services 	<ul style="list-style-type: none"> » Legislative and preventative maintenance » Custodial services (demand and requirements for cleaning and upkeep services) » Asset characteristics » Emerging service demand 	<ul style="list-style-type: none"> » Tax levy » External revenue



BRANCH OVERVIEW BY THE NUMBERS



1,200+ EMPLOYEES

16 different trades across the branch

MAINTAINS **900+** CITY-OWNED BUILDINGS

Recreation Centres, City Hall, LRT Facilities, Libraries, Office Towers, Waste Management Facilities, Fire Halls and EPS Facilities



MANAGES AND MAINTAINS:

>5,000



VEHICLES AND PIECES OF EQUIPMENT

4,100+ municipal vehicles

1,087 buses and DATS vehicles



21 operational facilities dedicated to FFS employees

185

BUILDINGS WITH DIGITAL BUILDING AUTOMATION

ANNUALLY, FFS COMPLETES APPROXIMATELY:



100,000 fleet work orders

67,000+

FACILITY WORK ORDERS



Mechanical and body midlife refurbishment of **80+** buses per year



600+ road tests and support and training for City drivers



42.3 million

LITRES OF FUEL DISPENSED

2025 YEAR IN REVIEW

Connecting at events: retirements, BBQs and the long service breakfast

421 peer-to-peer recognition submissions

42 expressions of interest
17 interviews conducted

3 TEAM CULTURAL COMMITMENT AWARD WINNERS

115 team & individual nominations

CREATION OF CARE TEAM ACTION PLAN & CATEGORIES
Communication & Visibility, Career Progressions & Pathways and Employee Support

CULTURE & ENGAGEMENT

\$24K IN OPERATIONAL COSTS MITIGATED DUE TO NEW DI-ELECTRIC OIL SAMPLE TESTING PROCEDURE

87 police vehicles
34 waste units
17 dump/sander/plow units
4 trailers refurbished

REPAIR AUTHORIZATION OVERHAUL

61 automated arms reinforced on curbside waste units

RAP STUDENT PROGRAM SUPPORT

SNOW AND ICE CONTROL

217 SEASONAL REPAIRS
FIELD & TOW SERVICE SUPPORT WITH A RAPID RESPONSE

1,742 upgrades, modifications and recalls (campaigns)

3,538 tows & boosts
5,567 minor inspections & oil changes
6,394 re-torques
35,442 major inspections & correctives
72,151 running repairs

103 GEOTAB GPS INSTALLATIONS ON FIRE UNITS
245 GPS INSTALLS ON MUNICIPAL UNITS

NEW FIELD SERVICES PAPERLESS WORKLOAD ASSIGNMENT

210 Pre-Delivery Inspections (PDIs)
228 Commercial Vehicle Inspections

MUNICIPAL FLEET MAINTENANCE

238 total transit training sessions for **865** participants

31 new 40-foot New Flyer buses into revenue service

\$50K in annual costs mitigated using existing ECM on engine replacements

32 CAPITAL MECHANICAL BUS LIFE EXTENSIONS
24 AUTOBODY MIDLIFE REFURBISHMENTS

INTRODUCTION OF 3-PEAK MOUNTAIN SNOWFLAKE TIRES TO THE BUS FLEET

DUAL FUEL AND HYDROGEN BUSES INTO REVENUE SERVICE

3,908 ADDITIONAL BUSES FOR CHARTERS & CITY EVENTS

96.8% BOOKOUT COMMITMENT ACHIEVED

18 employees internally promoted
36 employees on-boarded

80 ENGINE OVERHAULS
130 TRANSMISSION OVERHAULS
441 BRAKE OVERHAULS

1,170 tows & boosts

89,791 running repairs
3,844 re-torques
32,205 major inspections and correctives
1,616 upgrades, modifications and recalls (campaigns)
6,232 accident repair hours
677 minor inspections

TRANSIT FLEET MAINTENANCE

25 NEW DASHBOARDS DEVELOPED
89 engineering projects
142 failures investigated

\$1.8M IN FUNDING FOR ZERO EMISSION VEHICLE (ZEV) PROJECTS

33 new procurement contracts
137 existing contracts supported

5,700 M5 INQUIRIES PROCESSED

HYDROGEN EARLY ADOPTER AWARD WINNER

\$3M annual savings through fuelling contract renegotiation

\$1.1M rental unit cost avoidance
660 units placed into service
872 units decommissioned

737 courses delivered
\$2.1M operational costs mitigated through Fleet Growth Framework pilots

ALBERTA'S FIRST HYDROGEN FUELING STATION

71 Carrier Profile collisions successfully appealed
610 road tests performed
1,055 collision investigations

154 new employees on-boarded
\$1.69M WARRANTY RECOVERY
2,899 facility maintenance tickets managed at **36** facilities

BUSINESS INTEGRATION

89% 2025 COR AUDIT SCORE
1,370 INSPECTIONS COMPLETED

12 Branch Health & Safety Committee meetings

97% OF INCIDENT FOLLOW-UP ACTIONS CLOSED
93% OF INSPECTION ACTIONS CLOSED

165 ENVIISO INSPECTIONS/SITE VISITS
7 City-owned facilities BOMA 4.1 certified

RECYCLED:
162,195 L of oil
125,412 L of coolant
1,487 kg of oil containers
681 drums of aerosol cans
393 drums of oil filters
221 drums of electrical waste

SAFETY & ENVIRONMENT

12,151 Automated Work Requests processed
17,800 purchase transactions entered and reconciled
80,000 work orders audited

AV SUPPORT FOR MULTIPLE EVENTS ACROSS THE CITY

25 NEW FACILITIES ADDED TO THE SERVICE PORTFOLIO

ENTERPRISE COMMONS PLANT MAINTENANCE PREPARATION AND TESTING

76 RESTORATION PROJECTS MANAGED

Start-up and winterization of:
127 domestic water systems
79 spray parks
75 irrigation systems
29 decorative fountains

MAINTENANCE SHUTDOWNS:
10 ARENAS
6 OUTDOOR POOLS
5 AQUATIC FACILITIES
136 ELECTRICAL SHUTDOWNS

HELPED BUILD THE MEDICINE WHEEL AT CITY HALL

\$400K IN MITIGATED COSTS BY SWITCHING FROM A READY-TO-USE TO CONCENTRATE DISINFECTANT

205 overhead door fire drop tests
3,631 CORRECTIVES
5,881 SERVICE REQUESTS
30,579 INSPECTIONS
24,846 BREAKDOWN REPAIRS

5,000 on-street waste bins serviced

FACILITY MAINTENANCE SERVICES

RESULTS FROM 2025



OBJECTIVE: SAFETY

Foster a proactive safety and problem-solving culture that ensures City facilities and fleet are safe and reliable.

ACTIONS IMPLEMENTED

Certificate of Recognition (COR) Audit Readiness

- » Guided by our Cultural Commitments and to promote a proactive approach to employee health and safety, the City participates in a voluntary Partnerships in Injury Reduction (PIR) program by maintaining a Certificate of Recognition (COR). Receiving a COR establishes that the City's 10 Elements of the Health and Safety Program have been evaluated by an external certified auditor and meet or exceed legislative requirements. The 2025 External COR Safety Audit ran from March 3 – April 17, 2025.
- » The overall score for the Fleet and Facility Services branch was 89%. With top scores obtained in three elements: 100% in 'other parties at or in the vicinity of the worksite', 95% in 'hazard controls' and 94% in 'program administration'. The three lowest scoring elements will be prioritized for focus in the next COR Audit Performance Process (CAPP) cycle to further reduce workplace risk and support safer, more reliable City services for Edmontonians.

Enhancing Health and Safety Committees

- » Health and Safety Committees (HSC) at the branch and section level meet monthly to engage in a variety of discussions centered around preventing workplace injuries and illnesses and promoting a safe work environment. Key initiatives included: developing contractor orientation videos for our facilities, creating digital inspection forms applicable across various corporate areas and working with vendors to achieve greater consistency across the branch. In 2025, committee membership was diversified across roles and seniority levels, strengthening decision-making and engagement.

Improving Safety Inspections

- » As part of the safety investigation findings, the branch initiated monthly inspections of all hoists located across 26 facilities in 2025. Approximately 2,400 inspections were conducted on all 206 hoists. This has led to significant findings in small repairs, allowing for proactive maintenance and timely correction of minor defects before they escalate into major safety hazards or operational failures.

Improving Safety Training

- » FFS Training researched and delivered “Workplace Violence Prevention and Safety De-escalation Training” to 170 frontline operational staff with Facility Maintenance Services. The training aims to equip employees with the confidence and practical skills for safely managing conflict with clients and citizens, including verbal abuse and threats. It is designed to change workers' perceptions and responses to escalating behaviors and potential violence, encouraging a proactive approach to personal safety.
- » In addition, the Fleet Hazardous Energy Isolation (Lockout-Tagout) Training program was developed with subject matter experts and the OH&S team to standardize procedures, training and devices for Municipal and Transit Fleet Maintenance employees. Rolled out in two phases (people leaders in 2024 and operational staff via eLearning in 2025), the program ensures compliance with OH&S requirements and protects employees from hazardous energy (electrical, mechanical, hydraulic, pneumatic, chemical etc.) releases and incidents, with supporting video training to accommodate all shifts.

Improving Incident Investigation:

- » Incident Reduction and Proactivity: The total number of incidents has fallen substantially, with notable decreases in property damage and employee injury. Encouragingly, near miss reporting has remained relatively strong, suggesting that employees are continuing to proactively identify and report potential hazards.
- » Investigation Closures: The branch has experienced a significant decline in the speed of incident investigations and closures. The closure rate dropped from 95% in 2024 to 76% in 2025, indicating a need to address a growing operational backlog. In 2026, all HSC will prioritize improving safety culture by focusing on this measure. A strong safety culture is evident when employee concerns and incidents are treated seriously and addressed promptly.

Reporting on Safety Performance

- » In 2025, FFS effectively managed a high reporting volume, with 72% of incidents classified as minor and resolved immediately, achieving a strong safety performance outcome.

Hydrogen Fuelling Station

- » The branch collaborated with the manufacturers (Bennett and Azolla), Alberta Boilers Safety Association and both the City of Edmonton and the Alberta provincial gas authorities to bring online a hydrogen production and dispensing station (Ellerslie Facility). FFS along with OH&S, obtained full certification and secured all required permits, allowing the initiation of fuel dispensing operations—a first in Alberta. Notably, this certification was achieved despite a lack of applicable legislation specific to hydrogen, requiring the use of legislation for natural gas and best engineering practices to demonstrate adequate site safety.





SAFETY PERFORMANCE MEASURES

PERFORMANCE MEASURE	TARGET	RESULTS
<p>Legislated Preventive Maintenance Compliance</p> <p>Compliance with legislated preventive maintenance helps to ensure the safety of the public and City staff, while operating the City-owned and leased:</p> <ul style="list-style-type: none"> » Municipal fleet » Transit fleet » Flagship buildings (publicly used with a high level of activity) 	100%	<p>Municipal fleet  POSITIVE</p> <p>Transit fleet  POSITIVE</p> <p>Flagship buildings  NEUTRAL</p>



SERVICE OBJECTIVE: OPERATIONAL EXCELLENCE

Using a customer-centric approach to enhance processes, optimize resource use and ensure effective service outcomes.

ACTIONS IMPLEMENTED

Implement Facility Maintenance Services Audit Recommendations

- » Three out of the five audit recommendations have been successfully closed and signed-off by the auditor, with the remaining two on track for completion in 2026.
- » Negotiated two new service level agreements (SLAs) and renewed existing contracts with clients. These were integrated into cross-departmental performance plans for better strategy and accountability.
- » A new City Standard was drafted to replace Policy A1403A, aligning capital maintenance, renovations and replacements with asset management best practices; client engagement and final ratification are scheduled for 2026.
- » Standard Operating Procedures have been updated, establishing clear guidelines for documenting and completing work orders with staff training planned in 2026 to ensure full adoption. These improvements are designed to drive clarity, consistency and efficiency across all operations.
- » The audit recommendation regarding workload capacity, accepted by the City Auditor's Office in December 2025, has been completed. New service and completion dashboards were developed that track adherence to SLAs regarding arrival times and Key Performance Indicators (KPIs) for work completion providing measurable data on workload constraints, allowing us to optimize the allocation of staff, tools and contractors and make informed decisions regarding service request work acceptance.
- » Employees, including forepersons and contract inspectors, are now equipped with a new process, including mobile apps and tools that track location and hours, enhancing oversight, accountability, daily logistics and staff safety.



Review and Analyze the Implications of Aging Infrastructure and Renewal (Operating Impacts of Capital)

- » Monthly reports for work orders larger than \$3,000 are reviewed to differentiate between regular maintenance and items more capital in nature (e.g. full system replacements, support for capital projects, etc.), supporting accurate forecasting of long-term operating costs and capital renewal planning. Data is compiled into an annual dashboard; as the inaugural year, results establish a baseline for future comparison, with trends to be assessed as additional years of data become available.

On-Street Waste Strategy

- » Custodial Services focused on standardizing the management and maintenance of public litter containers. This initiative focuses on developing and implementing consistent location and design criteria for public litter containers and improving business maturity for the teams responsible for managing these containers to ensure a consistent, high-quality public experience.
- » Collaborated with groups from the Integrated Infrastructure Services (IIS) department to ensure Custodial Services is involved in the planning stages of new projects. This early engagement helps determine the appropriate quantity and style of litter containers needed. A Steering Committee between IIS and FFS was established for stronger collaboration during the planning stages of new projects.
 - Created a Standard Operating Procedure in order to have a standard approach for litter container placement which will assist future litter container inquiries.
- » Regular route audits are being conducted and measures such as the frequency of overflowing cans, 311 complaints and burnt/damaged containers are being tracked to ensure data-driven decisions are made related to frequency and efficient service scheduling.
- » In terms of optimizing litter removal and service delivery, Custodial Services has conducted an audit on existing assets which has resulted in the following:
 - Asset Relocation: Moving existing assets to strategic locations to minimize additional charges associated with litter removal.
 - Inventory Review: Analyzing received inventory to streamline processes and eliminate service duplication.
 - Inter-Departmental Collaboration: Partnering with ETS (Edmonton Transit Service) to enhance the efficiency of litter removal efforts between departments.
- » In 2025, 5,000 on-street containers were serviced a total of 600,000 times and 2,700 bus shelters were serviced 260,000 times.



OPERATIONAL EXCELLENCE PERFORMANCE MEASURES

PERFORMANCE MEASURE	TARGET	RESULTS
<p>Scheduled Preventive Maintenance Adherence</p> <p>A successful Preventive Maintenance Program is expected to reduce unplanned breakdowns, improving reliability and overall cost containment for the City's:</p> <ul style="list-style-type: none"> » Municipal fleet » Transit fleet » Flagship buildings 	90%	<p>Municipal fleet  POSITIVE</p> <p>Transit fleet  NEGATIVE</p> <p>Flagship buildings  NEGATIVE</p>



SERVICE OBJECTIVE: RELATIONSHIP-BASED CITY

Collaborate and partner to enable critical programs and services in a collective manner to keep Edmontonians living, moving and thriving.

ACTIONS IMPLEMENTED

Over the course of the Fleet Governance project, the branch made significant progress toward establishing a consistent, data-driven and strategically aligned corporate approach to fleet management. The work completed to date has resulted in measurable progress across all Annual Service Plan commitments and has laid the foundation for long-term organizational success.

Standardize Fleet Governance

» A unified governance model has been established, creating consistent expectations, decision pathways and processes across all departments. This includes clearer accountability, standardized workflows and alignment with corporate policy, which has strengthened internal coordination and improved confidence in fleet-related decisions.

Implement the Fleet Growth Approvals Framework

» A flexible, systematic framework is now in place to support decisions around fleet growth, replacement and scope changes. This work simplifies annual budgeting, creates transparency for business areas and enables adaptable financing options such as rentals, leases and phased acquisitions.

Align Fleet with Established Service Levels

» Fleet planning is now directly linked to service-level expectations for the City's critical heavy fleet, ensuring that core operational vehicles and equipment are right-sized and aligned with defined service delivery requirements. This work has improved resource allocation and reduced mismatches between demand and capacity for high-impact service areas.

» Further work is planned to extend this approach to the light fleet, ensuring full corporate alignment across all asset classes.



Enhance Data-Driven Decision-Making

- » Data governance, reporting improvements and analytical tools have been introduced to support transparent and consistent decision-making. Fleet utilization, maintenance trends and replacement timing can now be assessed with improved accuracy, promoting accountability and enabling evidence-based recommendations.

Optimize Fleet Lifecycle Management

- » With GPS reliability for maintenance logs significantly improved and the repair approval process standardized, fleet utilization, maintenance trends and replacement timing can now be assessed with greater accuracy. These foundational improvements position the branch to advance the next phase of work in 2026, including the Fleet Condition Assessment Project and the development of a more robust procurement and lifecycle management ecosystem that fully leverages M5 capabilities to support end-to-end fleet oversight.

Centralize the Rentals Program

- » The branch strengthened and centralized the City's rentals and leases program, providing a single access point with standardized forms, workflows and governance. Significant improvements in contract management delivered meaningful cost avoidance through stronger oversight and negotiated efficiencies, while enhanced lease-vs-buy analysis generated savings and more strategic asset decisions across departments. These improvements were supported by new utilization and cost dashboards and a motorpool pilot that identified opportunities to reduce external rentals, resulting in more consistent processes, improved financial accountability and optimized rental outcomes.

Support Initiatives for Long-Term Project Success

- » The GPS Stabilization and Sustainment Project delivered major reliability improvements, increasing GPS communication reliability to 97% (up 11.7%) and improving utilization data accuracy by 10.7%, supported by new SOPs, RACIs, training and monitoring tools now fully embedded across all garages.
- » The Repair Option Approval & Authorization work streamlined decision-making and eliminated non-value administrative steps, resulting in an 80% reduction in client-approval dwell time, a 30% reduction in internal foreperson delays and faster turnaround on 80% of repair work.
- » The Fleet Condition Assessment project is positioned to advance in 2026, with scope, impacts and best-practice benchmarking ready as the repair approval project reaches completion.



RELATIONSHIP-BASED CITY PERFORMANCE MEASURES

PERFORMANCE MEASURE	TARGET	RESULTS
<p>Municipal Bookout Measures the percentage of bookouts met for the critical fleets and shows whether the operational areas have adequate fleet numbers to meet their operational requirements.</p>	90%	 POSITIVE
<p>Municipal Maintenance Cost (per km) Identifies the cost of ownership of the fleet, using the maintenance costs and the usage, over a set period of time. This information helps to budget for units and can be an early indicator of poor fleet performance.</p>	Heavy Duty – \$1.55 Light Duty – \$0.37	 Heavy Duty – cost savings POSITIVE  Light Duty NEUTRAL
<p>Transit Maintenance Cost (per km) This measure adheres to the non-legislated preventive maintenance schedule. Proper preventive maintenance is expected to reduce unplanned breakdowns, improving reliability and overall cost containment.</p>	\$1.52	 POSITIVE
<p>Flagship Buildings Maintenance Cost per Square Foot This measure identifies the cost of ownership of City-owned flagship buildings. These buildings account for the majority of maintenance expenditures and represent key high foot traffic buildings.</p>	\$3.00	 POSITIVE





SERVICE OBJECTIVE: CLIMATE ACTION AND ENERGY TRANSITION

Drive innovative and transformational resilience actions to prepare for the impacts of changing climate conditions on service delivery.

ACTIONS IMPLEMENTED

Strategic Policy & Safety Leadership:

In 2025, the City moved from isolated pilots to a unified strategy. This ensures that facility upgrades and fleet transitions happen in lockstep.

- » ZEV Charter Development: Established a comprehensive roadmap for Zero Emission Vehicles (ZEV), partial ZEV and retrofits through 2030, aligning fleet procurement with the City's Climate Action Plan.
- » National Safety Standards: Collaborated with the CSA Group to develop the CSA B401.3 and B401.4 codes, creating the national safety roadmap for hydrogen and high-voltage vehicle maintenance and workforce training.
- » Infrastructure Integration: Formalized EV charging design standards into the official Consultant Manual, mandating ZEV readiness for all future facility renovations.

Hydrogen Innovation & Asset Decarbonization

The City of Edmonton solidified its position as a national leader in hydrogen adoption, focusing on immediate emissions reductions for heavy-duty assets.

- » Alberta Zero Emissions Fleet Fuelling (AZEFF) Project Success: Launched Alberta's first mobile hydrogen fuelling station (Azolla Biodrome) at the Ellerslie Facility, enabling on-site H₂ production and dispensing.
- » Dual-Fuel Retrofits: Retrofitted waste collection trucks, transit buses and semi-trucks with hydrogen-diesel technology, allowing for immediate decarbonization of the existing fleet.
- » Award-Winning Delivery: Honoured with the Hydrogen Early Adopter Award at the 2025 Canadian Hydrogen Convention, recognizing the City's role in setting national benchmarks for hydrogen project delivery.



Renewable Energy & Grid Resilience

Work in 2025 focused on “behind-the-metre” solutions to manage energy costs and bypass local grid capacity constraints.

- » Microgrid & Storage: At the Kathleen Andrews Garage, a Battery Energy Storage System (BESS) and a 1.5MW solar array was installed. This system offsets energy demand and bypasses grid capacity limits that are expected to persist until 2031.
- » Carbon-Neutral Facilities: Piloted solar canopy projects (Westwood Facility) to offset the energy load of EV charging infrastructure, moving toward truly carbon-neutral fleet operations.



Data-Driven Research & Partnerships

Leveraging academic and federal partnerships, the City is using advanced data to inform future investment decisions.

- » Machine Learning Integration: Partnered with the University of Alberta and Natural Sciences and Engineering Research Council of Canada to use AI and neural networks to optimize Hydrogen Engine Control Units (ECUs).
- » Lifecycle & Emissions Testing: Deployed Portable Emissions Measurement Systems (PEMS) to collect live GHG data and initiated full lifecycle carbon intensity assessments for light and heavy-duty vehicles.
- » Workforce Development: Secured the federal Zero Emission Transport Grant to establish technician training partnerships with institutions like NAIT, ensuring the workforce is ready for high-voltage and hydrogen systems.



CLIMATE ACTION AND ENERGY TRANSITION PERFORMANCE MEASURES

PERFORMANCE MEASURE	TARGET	RESULTS
<p>Greenhouse Gas Emissions Generated by City Assets*</p> <p>Corporate Greenhouse Gas (GHG) emissions for the City of Edmonton represent the total GHG output generated by the infrastructure maintained and services provided by the City. Corporate emissions are categorized into six main sectors: buildings and facilities, streetlights and traffic signals, vehicle fleet, transit fleet, waste management facilities and landfills.</p> <p><i>*Assets managed by FFS include building and facilities, vehicle fleet and transit fleet.</i></p>	<p>This measure will be replaced in 2026.</p>	<p>In 2024, the City's building and facilities sector was the largest contributor to gross corporate GHGs at 47%. Vehicles and transit fleet were responsible for 30% of the total gross corporate GHG emissions.</p> <p>It is challenging to establish specific year-over-year reduction targets for the sectors managed by FFS due to several variables. However, all of FFS's current initiatives and pilots are strategically focused on decreasing emissions from City buildings, transit and vehicle fleets.</p>

SERVICE PLAN 2026



OBJECTIVE: SAFETY

Foster a proactive safety and problem-solving culture that ensures City facilities and fleet are safe and reliable.

ACTIONS

2025 COR Audit Recommendations Implementation

Hazard Assessments

» To enhance the quality of risk mitigation, the branch will focus on strengthening hazard assessment processes.

Enhancing Health and Safety Committees

» To enhance their effectiveness and engagement, health and safety representatives and committees will focus on enhancing communication, increasing visibility of safety initiatives and formalizing the review process for safety data.

Improving Safety Inspections

» Process and oversight will be strengthened to enable safety inspections and correct deficiencies throughout the year.

National Safety Code (NSC) Audit Readiness

Prepare for a comprehensive internal audit to be held in 2027/28 of all business units operating NSC vehicles to verify full compliance with legislative requirements using the Province's audit methodology.

Equipment Certification

Providing evaluation and certification for existing shop/yard equipment that requires certification to meet OH&S requirements to remain in use. Including custom racking and fabrication throughout the City of Edmonton's portfolio.

PERFORMANCE MEASURE	TARGET
Legislated Preventive Maintenance Compliance Compliance with legislated preventive maintenance helps to ensure the safety of the public and City staff, while operating the City-owned and leased: » Municipal fleet » Transit fleet » Flagship buildings	100%



SERVICE OBJECTIVE: OPERATIONAL EXCELLENCE

Using a customer-centric approach to enhance processes, optimize resource use and ensure effective service outcomes.

ACTIONS

Implement Final Two Facility Maintenance Services Audit Recommendations

- » Publish a new compliance-oriented standard to replace Policy A1403A – Maintenance of City Owned Facilities. This standard will reflect asset management best practices and provide clear and consistent direction for capital maintenance work, such as replacement and renovation projects.
- » Update and enhance existing Standard Operating Procedures (SOPs) to provide clear guidelines for documenting and completing work orders promoting clarity, consistency and efficiency across operations.

Municipal Fleet Maintenance Audit

- » The Office of the City Auditor is undertaking an internal audit of the Municipal Fleet Maintenance (MFM) business area. This review, which focuses on the effectiveness and efficiency of fleet maintenance, will include data analysis. The fieldwork is projected to take place from late January through to March 2026. This internal audit is expected to yield benefits such as stronger systems and processes, improved efficiency, assured compliance and reduced risk.
- » The implementation of the Auditor's recommendations is anticipated to commence later in 2026.

Bio Oil Conversion

MFM will be converting the City's turf maintenance mower fleet to a bio-hydraulic oil which will lower overall environmental impacts by reducing environmental contamination and costly land remediation efforts in the event of a spill.

Waste Collection Baskets

Fleet Engineering will develop attachments ("baskets") for use on automated side loaders to allow them to easily and quickly convert to simpler manual collection for recycling. This improvement is beneficial because it increases service flexibility and resilience, allowing crews to quickly adapt to challenging collection areas or equipment failures, ensuring service continuity. It also enhances operational efficiency by maximizing the utility of the existing fleet and supports safety by enabling a switch to controlled manual collection in high-risk areas. This project is currently in the design phase, with implementation anticipated sometime in 2026.



OutSystems Project: Consolidated Driver Files & Corporate ID

Fleet Safety is working with Open City and Technology in migrating driver records from the interim Public One Stop Service database to a centralized OutSystems platform. This initiative consolidates all driver administration, including the migration of Corporate Security's ID card management into a single, unified solution. This initiative drives operational excellence by eliminating data silos and streamlining administrative workflows through a single, unified source of truth for driver and corporate security records.

Procurement and Lifecycle Integration

The branch will continue to strengthen the fleet procurement and lifecycle ecosystem by leveraging the M5 management system to improve forecasting, replacement planning, repair approvals and end-to-end asset oversight.

Fleet Governance and Strategic Oversight

Governance structures will be further enhanced to support strategic fleet decision-making, including the continued use of the Fleet Advisory Committee to provide corporate oversight, clarify decision rights and align fleet investments with service needs.

Client Experience and OneCity Fleet Web Page

Client experience will be strengthened through enhancements to OneCity Fleet tools, simplified processes and clearer guidance for fleet users.

PERFORMANCE MEASURE	TARGET
<p>Scheduled Preventive Maintenance Adherence</p> <p>A successful Preventive Maintenance Program is expected to reduce unplanned breakdowns, improving reliability and overall cost containment for the City's:</p> <ul style="list-style-type: none"> » Municipal fleet » Transit fleet » Flagship buildings 	<p>Municipal fleet: 90%</p> <p>Transit fleet: 75%*</p> <p>Flagship buildings: 75%*</p> <p><i>*Targets for Transit Fleet and Flagship buildings were adjusted in 2025/26 to reflect more achievable measures based on year-over-year data analysis.</i></p>



SERVICE OBJECTIVE: RELATIONSHIP-BASED CITY

Collaborate and partner to enable critical programs and services in a collective manner to keep Edmontonians living, moving and thriving.

ACTIONS

Corporate Fleet Management Standard Implementation

In 2026, the Fleet Strategy and Governance Project will focus on continued implementation of the Corporate Fleet Management Standard across all branches to ensure consistent, transparent and accountable fleet management practice.

Data Governance and Performance Reporting

The project will also improve data governance and reporting capability to support accurate utilization reviews, maintenance trend analysis and evidence-based capital planning.

Fleet Condition Assessment and Lifecycle Planning

Advancement of the Fleet Condition Assessment Program will establish reliable and consistent asset health information to strengthen lifecycle planning and replacement prioritization.

Fleet Utilization, Right-Sizing and Standardization

Efforts will continue to optimize fleet utilization, right-sizing, rental reduction and standardization to ensure fleet assets are used efficiently and aligned with service level requirements.

GPS Stabilization and Operational Integration

The branch will continue to sustain and enhance GPS capabilities across the fleet to support operational reliability, usage and lifecycle decision-making.

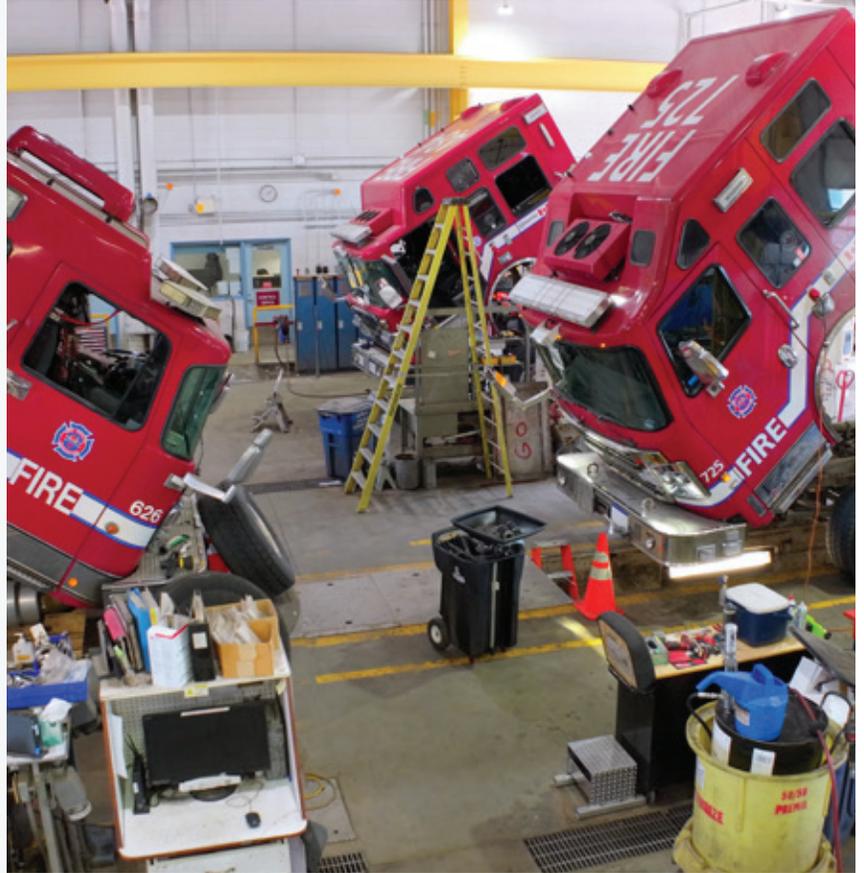
Future-Ready Fleet Transition Planning

The branch will support long-term, future-ready fleet planning by assessing readiness for zero- and low-emission vehicle adoption, identifying pilot opportunities and aligning future infrastructure needs with capital planning.

Transit Fleet and Facility Growth

FFS, in collaboration with City Operations and Integrated Infrastructure Services partners, will support transit fleet and facility growth by contributing to design discussions, leveraging past experience and builds, integrating lessons learned and proactively identifying potential needs and challenges.





PERFORMANCE MEASURE	TARGET
<p>Municipal Bookout</p> <p>Measures the percentage of bookouts met for the critical fleets and shows whether the operational areas have adequate fleet numbers to meet their operational requirements.</p>	90%
<p>Municipal Maintenance Cost (per km)</p> <p>Identifies the cost of ownership of the fleet, using the maintenance costs and the usage, over a set period of time. This information helps to budget for units and can be an early indicator of poor fleet performance.</p>	Heavy Duty – \$1.55 Light Duty – \$0.37
<p>Transit Maintenance Cost (per km)</p> <p>Identifies the cost of ownership of the fleet, using the maintenance costs and the usage, over a set period of time. This information helps to budget for units and can be an early indicator of poor fleet performance.</p>	\$1.52
<p>Flagship Buildings Maintenance Cost per Square Foot</p> <p>This measure identifies the cost of ownership of City-owned flagship buildings. These buildings account for the majority of maintenance expenditures and represent key high foot traffic buildings.</p>	\$3.00



SERVICE OBJECTIVE: CLIMATE ACTION AND ENERGY TRANSITION

Drive innovative and transformational resilience actions to prepare for the impacts of changing climate conditions on service delivery.

ACTIONS

Decarbonization of City Fleet & Energy Transition Plan

- » Transition Strategy: Advance the transition of bus, light-duty and heavy-duty fleets using AZEHT/AZEFF data for lifecycle and Total Cost of Ownership (TCO) studies.
- » Alternative Fuels: Deploy additional dual-fuel and fuel-cell vehicles; evaluate hybrids and plug-in hybrids for specific fleet applications.
- » Specialized Training: Partner with NAIT and the University of Alberta to develop technician training for hydrogen/high-voltage systems and machine learning applications for heavy-duty hydrogen engines.
- » Driver Efficiency: Modernize the "Fuel Sense" curriculum with Waste Services to include EV and hydrogen-specific efficiency training.

Resilient Infrastructure & Grid Integration

- » Solar & Charging: Advance solar canopy and EV charging projects at Westwood, Engineering Services and City Hall.
- » V2G & Microgrids: Complete the Kathleen Andrews Transit Garage microgrid (1.5MW solar + BESS) and explore Vehicle-to-Grid (V2G) applications to support facility power.
- » Smart Energy Management: Develop automated charging systems integrated with fleet management software to monitor real-time energy usage.
- » Supercharging for vehicles: Install five superchargers at two or three sites to appraise vehicle and charger performance for our maintenance vehicle fleet.



Safety, Codes & Standards

- » Regulatory Leadership: Finalize the CSA B401.4 (Battery Powered Maintenance Facility Code) to standardize future facility designs. Collaborate with CSA to develop lithium battery incident response plans.
- » Facility Upgrades: Enhance maintenance bays to be "technology-agnostic," meeting B401 codes for hydrogen and electric vehicle servicing and apply learnings to develop better strategies against lithium fires, especially indoors.
- » Safety Requirements: Define advanced fire control and mitigation strategies in coordination with the CSA and implement updated fire detection and suppression requirements for indoor parking and maintenance of large-scale eBus fleets (up to 430 units).
- » Hydrogen Safety: Conduct indoor parking suitability assessments for hydrogen buses at ETS garages per B401.3 standards.

Measurement, Validation & Pilot Programs

- » Performance Optimization: Partner with U of A (MITACS) to implement Measurement and Verification (M&V) programs using PhD-led research to maximize system efficiency.
- » Hydrogen Infrastructure: Pilot a second hydrogen refuelling station and utilize lessons from the Ellerslie project to guide future site technical choices.

PERFORMANCE MEASURE	TARGET
Lower and Zero Emission Vehicle Count Total number of lower and zero emission vehicles in the City's light and heavy duty fleet.	Year over year this figure should trend upwards as the City looks to decarbonize its fleet.





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