

Capital budget needed to deliver service

Council Approved

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
414450	V&E Replacement	66,000	54,000	41,000	38,000	-	199,000
414350	V&E Growth	3,700	4,400	1,700	2,600	-	12,400
Program(s)							
480810	Facility/Equipment Lifecycle	2,700	2,600	900	700	-	6,900
480800	Data & systems improvements	1,250	1,250	-	-	-	2,500
414470	Green Fleet Strategy	2,500	4,500	4,000	4,000	-	15,000
Projects(s)							
Sub-Total (New Budget Requests)							
		76,150	66,750	47,600	45,300	-	235,800
Previously Approved Budget Remaining							
		25,385	-	-	-	-	25,385
Total Capital Investment							
		101,535	66,750	47,600	45,300	-	261,185

Explanation of capital budget requests

Annual Investment Program(s)

Activity 414450: V&E Replacement

Capital budget request for \$199M (funding from self-supported debt) for the replacement of vehicles and equipment. The City's fleet currently has 25 per cent of the assets nearing replacement requirements to continual provide essential services to Calgarians.

Funding From: Self-supported Debt (\$199,000 thousand)

Contributing Services: None

Operating Impact: None

Activity 414350: V&E Growth

Capital budget request for \$12.4 (funding from self-supported debt) for additional vehicles and equipment purchases. This request will ensure The City's fleet will reflect any changes in operational service levels for the next business cycle.

Funding From: Self-supported Debt (\$12,400 thousand)

Contributing Services: None

Operating Impact: None

Program(s)

Activity 480810: Facility/Equipment Lifecycle

Capital budget request of \$6.9M for the replacement of critical equipment and facility lifecycle upgrades to support essential services. This request maintains legislative, regulatory compliance and ISO standards. It is critical to safety, business continuity, and service delivery.

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$3,605 thousand) Self-supported Debt (\$3,295 thousand)

Contributing Services: None

Operating Impact: None

Activity 480800: Data & systems improvements

Capital budget request for \$2.5M for critical technology and information system automation and integration. This investment will ensure reliable and accurate data to support operational, tactical, and evidence-based strategic decisions.

Funding From: Pay-As-You-Go (\$1,750 thousand) Self-supported Debt (\$750 thousand)

Contributing Services: None

Operating Impact: None

Activity 414470: Green Fleet Strategy

Capital budget request of \$15M to implement the Green Fleet Strategy and support the procurement of green vehicles, technology and infrastructure. The Green Fleet Strategy supports corporate Green House Gas emissions reduction targets by reducing the environmental impact of The City's fleet.

Funding From: Municipal Sustainability Initiative (\$15,000 thousand)

Contributing Services: Public Transit

Operating Impact: None

ISC: UNRESTRICTED

Critical Data Improvements and Systems Integration

Executive Summary	This program improves fleet management by providing City employees with reliable and accurate data to support evidence-based strategic decisions. Vehicle and equipment data is critical to the planning and delivery of essential services. Improved systems integration and automation of existing processes will decrease manual data inputs; improve accuracy; and in the case of the Common Telematics Operating System integration, improve operator safety; reduce capital costs; and minimize The City's carbon footprint.
Program Components	Critical technology and information systems automation and integration of a Common Telematics Operating System and Learning Management System (LMS) - \$2,500,000
Other Contributing Services	None

Expected Key Benefits:

Economic Resilience	Improve the accessibility and integration of vehicle and equipment data from various facilitating data retrieval and processing, and increasing operational performance and productivity.
Social Resilience	Decrease manual inputs, improve accuracy, and ensure staff have access to reliable and accurate data to support evidence-based strategic decisions that are critical to the planning/delivery of essential services.
Climate Resilience	Ensure information systems and IT integration of a Common Telematics Operating System for The City resulting in vehicle and maintenance insights for all City vehicles and equipment that will inform green fleet initiatives.

Service	Fleet Management	Department	Operational Services
Budget ID	TBD	Activity #	480800
Investment Category	Program	Wards	All Wards
Primary Alignment to Council's Foundation	Economic Resilience	Primary Alignment to Capital Infrastructure Investment Drivers	Build an adaptable, resilient and smart city
Primary Alignment to Shared Strategic Agenda	Modernizing government	Secondary Alignment to Shared Strategic Agenda	

	Total	2023	2024	2025	2026	2027+
Recommended Capital Funding (\$)	\$2,500,000	\$1,250,000	\$1,250,000			
Operating Impact of Capital (\$)	\$ 0					
Funding Status	Recommended					
Funding Source(s)	Pay-As-You-Go (\$1,750 thousand) Debt (\$750 thousand)					

Economic Impacts of 2023-2026 Recommended Funding	Gross Output \$		Gross Domestic Product \$	Income \$	Employment (Person-Years)
		\$3,637,202		\$2,221,759	\$1,609,122
MUGS Classification	Maintenance		Upgrade	Growth	New Services
	30%		30%	0%	40%
Impact of this capital investment on GHG emissions			Possible GHG reduction depending on design		
Magnitude of the increase or decrease in GHG emissions			N/A		

Facility and Equipment Lifecycle Requirement

Executive Summary	Facility and equipment lifecycle replacement maintains legislative and regulatory compliance for Fleet Management's facilities, including quality, environmental, and safety standards. Investments in critical equipment including hoists; an emergency generator; and a plasma table are required to run operations and ensure business continuity. This includes maintenance of critical vehicles and equipment.
Program Components	Lifecycle Replacement of Critical Equipment \$3,123,000, Essential Facility Lifecycle Upgrades \$1,027,000, Emergency Generator \$1,000,000, Lifecycle Upgrades \$1,000,000, Parts Warehouse \$750,000
Other Contributing Services	None

Expected Key Benefits:

Economic Resilience	The equipment replacement and lifecycle upgrades outlined in this request will support the safe and efficient maintenance of critical vehicles and equipment, and support the availability of vehicles required to provide essential City services.
Social Resilience	This request will foster a culture of collaboration, promote learning and improve productivity while ensuring the safety of Fleet Management staff. The lifecycle upgrades are critical to the long-term sustainability of Training & Compliance operations.
Climate Resilience	This request maintains legislative and regulatory compliance for Fleet Management's facilities, including quality, environmental, and safety standards.

Service	Fleet Management	Department	Operational Services
Budget ID	TBD	Activity #	480810
Investment Category	Program	Wards	All Wards
Primary Alignment to Council's Foundation	Economic Resilience	Primary Alignment to Capital Infrastructure Investment Drivers	Support the delivery of City of Calgary service
Primary Alignment to Shared Strategic Agenda	Modernizing government	Secondary Alignment to Shared Strategic Agenda	

	Total	2023	2024	2025	2026	2027+
Recommended Capital Funding (\$)	\$6,900,000	\$2,700,000	\$2,600,000	\$900,000	\$700,000	
Operating Impact of Capital (\$)	\$ 0					
Funding Status	Recommended					
Funding Source(s)	Lifecycle Maintenance & Upgrade Reserve (\$3,605 thousand) Debt (\$3,295 thousand)					

Economic Impacts of 2023-2026 Recommended Funding	Gross Output \$		Gross Domestic Product \$	Income \$	Employment (Person-Years)
		\$11,973,692	\$5,366,193	\$4,052,279	47
MUGS Classification	Maintenance	Upgrade	Growth	New Services	
	45%	44%	0%	11%	
Impact of this capital investment on GHG emissions			Possible GHG reduction depending on design		
Magnitude of the increase or decrease in GHG emissions			N/A		

Vehicle and Equipment Growth 2023 - 2026

Executive Summary	Service lines requires vehicles and equipment to deliver critical programs and services to citizens. This request will ensure The City's fleet reflects any changes in operational service levels for the 2023-2026 business cycle. All new vehicle and equipment purchases are reviewed to assess the requirements for the new vehicles and equipment and are evaluated for necessity and overall impact on service delivery and the environment.
Program Components	None
Other Contributing Services	None

Expected Key Benefits:

Economic Resilience	Fleet Management's capital Asset Management Plan ensures an effective fleet plan for controlling performance including vehicle sustainability, availability, reliability, safety, environmental impacts, and total cost of ownership.
Social Resilience	An accurate asset projection plan, in partnership with Fleet Service's customers, will improve The City's Service level and Calgarian's trust.
Climate Resilience	Fleet Management's Capital Asset Management Plan will reduce greenhouse gas emissions by incorporating low to zero-emission vehicles in the City's fleet in accordance with the corporate Green Fleet Strategy.

Service	Fleet Management	Department	Operational Services
Budget ID	TBD	Activity #	414350
Investment Category	Annual Investment Program	Wards	All Wards
Primary Alignment to Council's Foundation	Economic Resilience	Primary Alignment to Capital Infrastructure Investment Drivers	Enhance the long-term value of City assets
Primary Alignment to Shared Strategic Agenda	Modernizing government	Secondary Alignment to Shared Strategic Agenda	

	Total	2023	2024	2025	2026	2027+
Recommended Capital Funding (\$)	\$12,400,000	\$3,700,000	\$4,400,000	\$1,700,000	\$2,600,000	
Operating Impact of Capital (\$)	\$ 0					
Funding Status	Recommended					
Funding Source(s)	Debt (\$12,400 thousand)					

Economic Impacts of 2023-2026 Recommended Funding	Gross Output \$		Gross Domestic Product \$	Income \$	Employment (Person-Years)
		\$23,830,316		\$10,001,278	\$6,646,473
MUGS Classification	Maintenance		Upgrade	Growth	New Services
	0%		0%	100%	0%
Impact of this capital investment on GHG emissions			Possible GHG reduction depending on design		
Magnitude of the increase or decrease in GHG emissions			N/A		

Vehicle and Equipment Replacement 2023 - 2026

Executive Summary	The City's fleet currently has 25 percent of the assets in this critical category and is scheduled for replacement through the 2023-2026 business cycle. These vehicles and equipment are critical for operations to provide essential services to Calgarians. Fleet Management calculates the remaining life expectancy of the Corporate fleet vehicles and equipment by using the age and average kilometres driven by the asset. A fleet vehicle or equipment given a critical rating means the asset is nearing replacement and is included in the four year capital forecast for 2023-2026.
Program Components	
Other Contributing Services	None

Expected Key Benefits:

Economic Resilience	Fleet Management's capital Asset Management Plan ensures an effective fleet replacement plan for controlling fleet performance including vehicle sustainability, availability, reliability, safety, environmental impacts, and total cost of ownership.
Social Resilience	An effective asset replacement plan improves employee efficiency, productivity, effectiveness, and safety associated with asset availability, confidence, and reliability levels.
Climate Resilience	Fleet Management's Capital Asset Management Plan and replacement schedule will reduce greenhouse gas emissions by incorporating low to zero-emission vehicles in the City's fleet in accordance with the corporate Green Fleet Strategy.

Service	Fleet Management	Department	Operational Services
Budget ID	TBD	Activity #	414450
Investment Category	Annual Investment Program	Wards	All Wards
Primary Alignment to Council's Foundation	Economic Resilience	Primary Alignment to Capital Infrastructure Investment Drivers	Enhance the long-term value of City assets
Primary Alignment to Shared Strategic Agenda	Modernizing government	Secondary Alignment to Shared Strategic Agenda	

	Total	2023	2024	2025	2026	2027+
Recommended Capital Funding (\$)	\$199,000,000	\$66,000,000	\$54,000,000	\$41,000,000	\$38,000,000	
Operating Impact of Capital (\$)	\$ 0					
Funding Status	Recommended					
Funding Source(s)	Debt (\$199,000 thousand)					

Economic Impacts of 2023-2026 Recommended Funding	Gross Output \$	Gross Domestic Product \$	Income \$	Employment (Person-Years)
	\$382,438,129	\$160,504,376	\$106,665,170	0
MUGS Classification	Maintenance	Upgrade	Growth	New Services
	100%	0%	0%	0%
Impact of this capital investment on GHG emissions		Possible GHG reduction depending on design		
Magnitude of the increase or decrease in GHG emissions		N/A		

Green Fleet Strategy Program

Executive Summary	The City has identified an immediate need to reduce greenhouse gases (GHG) to mitigate the effects of climate change; improve air quality; and reduce its carbon footprint. The transportation sector accounts for one-third of Calgary's GHG emissions, making electric vehicle adoption one of the greatest opportunities to reduce emissions, and the environment impact of The City's fleet. The City has developed a Green Fleet Strategy that will modernize, innovate, educate and procure more green vehicles. Included are funds for the associated (required) charging stations for electric vehicles.
Program Components	\$6M for the incremental capital cost to replace up to 300 light-duty vehicles with battery-electric vehicles; \$5M to create a capital funding program for charging infrastructure; \$4M to support the testing, evaluation, and adoption of alternative fuels and technologies in medium- and heavy-duty vehicles.
Other Contributing Services	Infrastructure & Engineering, Public Transit

Expected Key Benefits:

Economic Resilience	Electric vehicles have far fewer moving parts than conventional internal combustion engine vehicles. The battery, motor and electronics require no regular maintenance. No oil changes are needed. Brakes on electric vehicles require less maintenance.
Social Resilience	The Green Fleet Strategy will result in several social benefits including improved human health, air quality, and the environment.
Climate Resilience	The Green Fleet Strategy and actions will dramatically reduce greenhouse gas emissions by The City. It will support a climate-resilient Calgary and the transition to a low-carbon economy by modernizing municipal fleet vehicles and equipment.

Service	Fleet Management	Department	Operational Services
Budget ID	TBD	Activity #	414470
Investment Category	Program	Wards	All Wards
Primary Alignment to Council's Foundation	Climate Resilience	Primary Alignment to Capital Infrastructure Investment Drivers	Build an adaptable, resilient and smart city
Primary Alignment to Shared Strategic Agenda	Modernizing government	Secondary Alignment to Shared Strategic Agenda	

	Total	2023	2024	2025	2026	2027+
Recommended Capital Funding (\$)	\$15,000,000	\$2,500,00	\$4,500,00	\$4,000,00	\$4,000,000	
Operating Impact of Capital (\$)	\$ 0					
Funding Status	Recommended					
Funding Source(s)	Municipal Sustainability Initiative \$15,000 (thousand)					

Economic Impacts of 2023-2026 Recommended Funding	Gross Output \$		Gross Domestic Product \$	Income \$	Employment (Person-Years)
	Maintenance	Upgrade	Growth	New Services	
	\$28,826,995	\$12,098,320	\$8,040,088	0	
MUGS Classification	0%	0%	0%	100%	
Impact of this capital investment on GHG emissions	Reduce GHG Emissions				
Magnitude of the increase or decrease in GHG emissions	High				