



10-year Capital Infrastructure Needs Assessment Overview

March 2026

1. Purpose and Value

The City is advancing its capital investment planning practice to deliver a coordinated, City-wide 10-year Capital Infrastructure Plan that integrates and sequences all potential capital investments to maximize service delivery and value for Calgarians. By establishing a consistent method for services to identify capital needs based on common assumptions, The City can better prioritize funding toward infrastructure that enables reliable services.

Individual 10-year Capital Infrastructure Needs Assessments are one of the primary inputs to the capital prioritization process and represent the investments needed to enable service delivery. The assessments are informed by guiding documents, such as the Municipal Development Plan, Imagine Calgary, long-range strategic plans (e.g. RouteAhead for Transit, GamePlan for Recreation, or Connect: Calgary's Parks Plan for Parks) and other Council or Corporate priorities (such as Calgary's Greater Downtown Plan and Home is Here: The City of Calgary's Housing Strategy). These strategies and objectives guide infrastructure needs to support growth, enhance service, maintain existing assets, and continue to enhance Calgary as a world-class city.

The individual Capital Infrastructure Needs Assessments identified by 13 capital intensive services are key building blocks for the integrated City-wide 10-year Capital Infrastructure Plan as these services represent over three quarters of The City's overall capital portfolio. The 13 individual documents provide insight into the infrastructure and timing required to achieve a service's current objectives and performance targets. The total aggregate need for these services currently stands at approximately \$49 billion. This number will increase as non-capital-intensive services complete their assessments. Information is being collected from the remaining services with capital to provide a fulsome picture of The City's capital needs to Council in May 2026.

The following capital service needs are now available on the City's website at Calgary.ca/capitalneeds:

- Facilities Management
- Fire
- Fleet
- Housing
- Information Technology
- Parks & Urban Forestry
- Roads & Pathways
- Recreation
- Transit
- Water Utilities (Stormwater Management)
- Water Utilities (Water Treatment & Supply)
- Water Utilities (Wastewater Treatment & Collection)
- Waste & Recycling

The City-wide 10-year Capital Infrastructure Plan will be a rolling 10-year view of capital needs. The individual assessments, as well as the City-wide plan, will be updated annually to reflect refined cost estimates and new priorities and opportunities. Many projects on the lists, especially those included towards the latter part of the 10 years, are at a high level of uncertainty in terms of their cost estimates (both operating impacts and capital costs) and will see updates throughout the project development process. The current capital funding available to The City does not match the aggregate needs identified in these Assessments. A strategy to fund these needs will need to be developed as we enter the 2027 – 2030 budget cycle.

2. Alignment

Individual 10-year Capital Infrastructure Needs Assessments are aligned with top-level City strategies, including:

- Imagine Calgary
- Municipal Development Plan (MDP)
- Calgary Transportation Plan (CTP)

Corporate Asset Management Plan

The Corporate Asset Management Plan (CAMP) is The City of Calgary's long-term, strategic framework for managing its diverse infrastructure portfolio. It consolidates information from all asset owning business units to provide a corporate level view of asset inventory, condition, risk, levels of service, and improvement priorities. The CAMP aligns service, risk, and lifecycle decisions with corporate priorities and ISO 55000 principles to ensure reliable, sustainable services for Calgarians. The 2026 CAMP will be presented to Infrastructure Priorities Committee (IPC) in May, 2026.

Individual 10-year Capital Infrastructure Needs Assessments are aligned to the customer and technical levels of service for the assets as detailed out in the CAMP.

Long-range Financial Plan

The 2024-2040 Long-Range Financial Plan (LRFP) illustrates the impact of rapid population growth and aging infrastructure pressures and assesses the current challenges and opportunities The City faces from a financial standpoint. It projects the operating needs out to 2040, including 10 years beyond the upcoming 2027-2030 budget cycle and outlines capital needs and priorities for the next decade. Multiple scenarios are modelled to guide The City in developing strategies and tactics to navigate the long-term financial pressures and demands.

The 2024-2040 LRFP will be available publicly in Q2, 2026. This document will quantify the total cumulative funding gap for 2026-2035, which will be based on currently available information on capital needs identified through the 10-year Capital Infrastructure Needs Assessments from maintenance, growth, service enhancement and transformative perspectives.

3. Prioritization

Individual 10-year Capital Infrastructure Needs Assessments have been prioritized according to each service's specific objectives and performance targets. This prioritization is done at the portfolio level, prioritization within programs is not reflected in these lists. This initial prioritization reflects the service's ideal investment level and timing over the next 10 years and differs based on the service. Services using an established prioritization methodology have detailed it in their service strategies, with some using the Corporate Capital Prioritization Framework and customizing it to suit their needs. Some services were able to prioritize at a more granular level, and this has been included where available.

The City-wide 10-year Capital Infrastructure Plan will be prioritized through the Corporate Capital Prioritization Framework. The City uses a rigorous and transparent prioritization framework to ensure capital investments deliver the greatest value for Calgarians. This framework has been utilized in the last two 4-year budget cycles, and regular updates to the framework are made to ensure that the evaluation methodology remains current. The prioritization process integrates the quantitative approach provided by the framework with Council's priorities, helping to build an aligned and integrated 10-year plan.

The City recently engaged an external consultant to help update the Corporate Capital Prioritization Framework ahead of the upcoming business cycle to better support evidence-based decision making. With billions in investment needs, it is crucial that we have a robust methodology to prioritize the right opportunities and make sound investment decisions.

As part of this Framework, all capital initiatives are evaluated through a two-stage prioritization process. Services first assess their own capital needs. This can be done using the corporate prioritization framework or using criteria tailored to their portfolios. Next, in the corporate prioritization stage, we apply a formal multi-criteria prioritization (MCP) approach that evaluates benefit criteria across four target outcome areas: service performance, risk management, operational efficiency and economic, social and environmental outcomes. This method allows us to systematically compare diverse capital requests across departments, balancing short-term needs with long-term strategic goals. This approach is combined with an understanding of Council's priorities, which provide a broader understanding of citizen needs and expectations.

Multi-criteria prioritization is a common and formal approach used to support decision-making by systematically evaluating multiple options against multiple, often conflicting, criteria and objectives. This process involves identifying alternatives, defining criteria for evaluation, assigning weights to these criteria based on their importance, scoring each alternative against the criteria, and then combining these scores to rank the options and facilitating a reasoned choice. This approach is valuable for dealing with mixed qualitative and quantitative data and can involve multiple key interested parties, providing a structured way to balance complex trade-offs.

The framework includes a “Required” pathway for extremely high-risk investments that must proceed regardless of their criteria scores. This allows critical opportunities to bypass the multi-criteria process for funding.

As part of this process, investments are grouped into categories (Maintenance & Replacement, Service Enhancement, Growth and Transformative) to facilitate conversations around tradeoffs, funding strategies and timing.

While the priority of capital initiatives in the individual service 10-year Capital Infrastructure Needs Assessments informs the City-wide 10-year Capital Infrastructure Plan, the relative priority of these investments will change through the corporate prioritization process and as Council priorities are integrated into administration’s recommendation.

4. Economic Forecasts & Assumptions

The economic and demographic assumptions used in the 10-year Capital Infrastructure Needs Assessments are based on The City’s latest forecasts and citywide growth projections. These shared forecasts establish a consistent foundation across all City services and business units for evaluating future demand, capacity needs and long-term investment requirements. All costs are presented in 2025 dollars to ensure consistency in how investment needs are compared across the plan horizon.

Population projections were developed using the most recent Corporate Economics outlook as the baseline. A range of growth scenarios were reviewed to assess how different future conditions may influence long-lead capital requirements. This sensitivity analysis helps identify where adjustments to project timing or sequencing may be required to maintain service levels, manage risk and support Calgary’s long-term development patterns. A projection was also developed for Full-time Equivalent (FTE) positions based off the anticipated population growth. This helps enabling services to anticipate their capital needs and ensure they can provide sufficient support to internal partners.

This standardized approach ensures that all areas apply a common set of corporate assumptions while considering how they relate to their specific assets, lifecycle needs and service delivery requirements.

5. Updated Investment Categories

The City is transitioning to new capital investment groupings: Maintenance/Replacement, Service Enhancement, Growth, Transformative. Investment Groupings provide a method to allow The City to effectively discuss and communicate different forms of investments to Council and other interested parties across The City. Many opportunities span multiple capital investment groupings. For the purposes of the Needs Assessments, a primary alignment has been indicated for each potential opportunity to help with planning and budget allocation.

Maintenance/Replacement

Maintenance and Replacement investments support the sustainment of existing infrastructure that is in place today to the agreed upon level of service and adherence to legislation. This covers the full breadth of capital renewal and sustainment opportunities undertaken by The City and includes activities such as rehabilitation, renewal, and replacement.

Service Enhancement

Service Enhancement projects are investments in new assets or in improvement to an existing asset that enhances the level of service. These investments are often driven by changes in public needs, risk tolerance, agreed upon service quality, or technologies. They result in improved functionality, reliability, or compatibility of existing services.

Growth

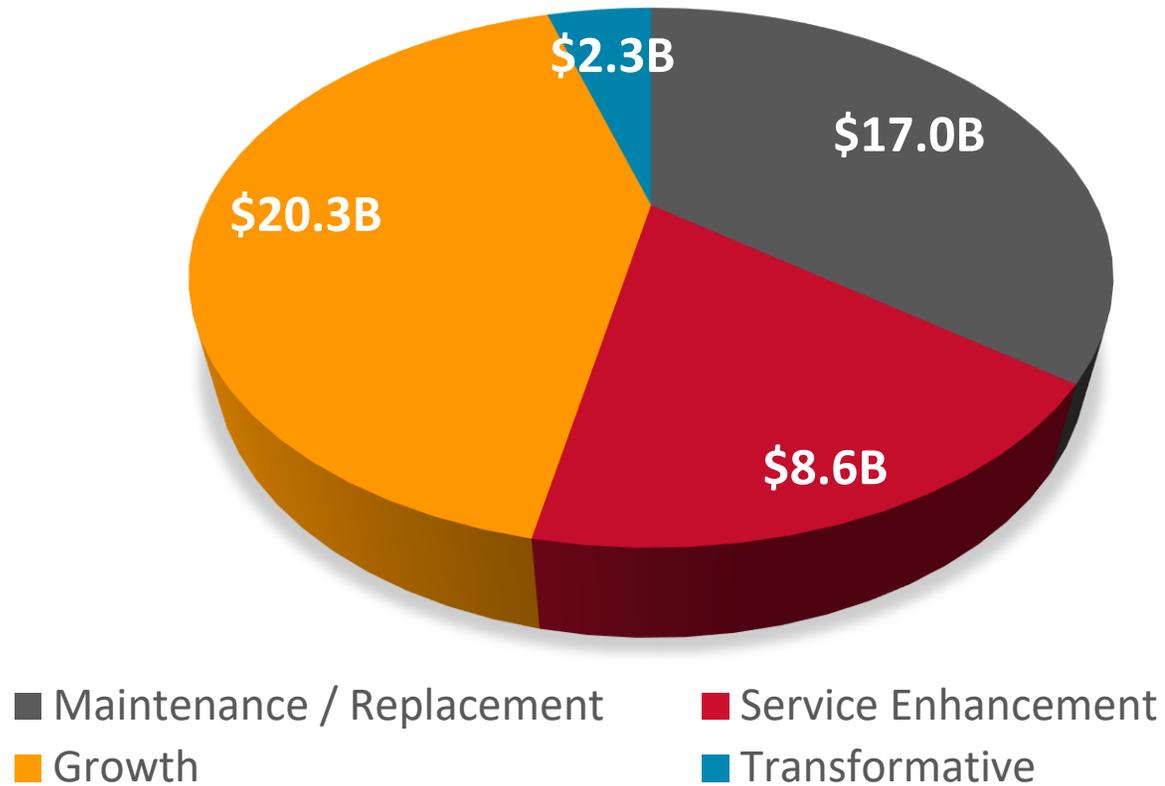
Growth projects are investments in infrastructure to service Calgary's development and growth. This includes growth in both population and area, demographic changes, and economic expansion. These investments can include newly developed areas in The City and densification of established and industrial areas.

Transformative

Transformative projects are unique initiatives that are typically broader in scope, scale, and impact than standard initiatives and are crucial in shaping The City and the lives of the individuals that live in it. These projects are commonly referred to as "Major Infrastructure Projects" and include initiatives such as the Werklund Centre Transformation, Green Line Light Rail Transit project, and Prairie Economic Gateway.

For the 13 capital intensive services, a total of approximately \$49 billion over 10 years in capital infrastructure needs have been identified. This total will rise moderately as non-capital-intensive services complete their assessments.

Figure 1: 10-year Capital Infrastructure Needs for capital intensive services by category



Note: Existing funding that has already been approved for projects in the Transformative category (e.g. Green Line LRT - SE Project, BMO Centre Expansion) are not included as part of the future needs assessment.

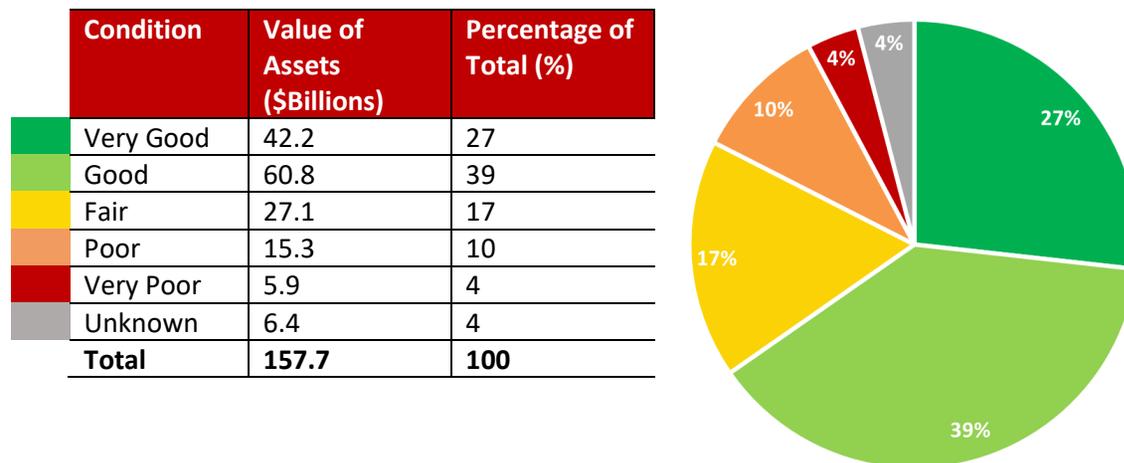
6. Risk Pressures

The City faces internal and external pressures which manifest themselves in the specific individual service risks identified as part of the 10-year Capital Infrastructure Needs Assessments. The impact of these pressures on the service will differ based on their objectives, asset base, customers, and risk tolerance. Some of the most significant pressures resulting in service risks include:

Infrastructure

According to the 2026 CAMP, Calgary’s infrastructure portfolio is valued at approximately \$160 billion (see Figure 2 for condition breakdown), reflecting decades of investment in water systems, transportation networks, transit, parks, facilities, and technology. Overall, the majority of the City’s assets are rated as Fair or better. Approximately \$17 billion of the assets have been classified as critical to business unit operations based on The City’s new Consequence of Failure framework. Investments that mitigate risks associated with these assets have been highlighted in the needs assessments, and total approximately \$7.5 billion over the next 10 years. Most services have identified an aging asset base and declining asset conditions as a risk that would impact service delivery.

Figure 2: City-wide Condition Distribution by Current Replacement Value



Population Growth

Calgary has experienced unprecedented growth over the last few years. While this is expected to decrease in 2026, accommodating this recent population growth has put pressure on service delivery. Many services have flagged that without additional investment there is a significant risk of service level impacts.

Driving to Provide Certainty

These 10-year Capital Infrastructure Needs Assessments have identified initiatives which are required to meet existing service objectives and performance measures for capital intensive services. As we continue to work with the remaining services as well as refine, prioritize and sequence the initiatives, the order will change, and some initiatives may be pushed out of the 10-year window based on considerations such as the ability for the work to be delivered. These changes may create a reputational risk with the public reading the document who may perceive it as a commitment to deliver specific projects within a certain timeframe, rather than a building block for consideration into the 2027-2030 Business Plan and Budget.

7. Summary

Table 1: 10-year Capital Infrastructure Needs by Service

| Service | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035/2036+ | Total |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|-------------------|---------------|
| Facility Management | 583 | 809 | 996 | 809 | 547 | 528 | 512 | 369 | 1,892 | 7,044 |
| Fire | 74 | 73 | 122 | 136 | 66 | 80 | 65 | 67 | 185 | 866 |
| Fleet Management | 171 | 157 | 137 | 134 | 145 | 154 | 164 | 174 | 185 | 1,419 |
| Housing | 396 | 420 | 417 | 375 | 389 | 389 | 389 | 389 | 389 | 3,551 |
| Information Technology | 52 | 40 | 43 | 42 | 60 | 75 | 44 | 45 | 48 | 450 |
| Parks & Urban Forestry | 160 | 181 | 156 | 195 | 177 | 145 | 151 | 161 | 190 | 1,517 |
| Roads & Pathways | 726 | 848 | 902 | 783 | 1,386 | 1,078 | 968 | 808 | 1,275 | 8,775 |
| Recreation | 140 | 151 | 229 | 327 | 302 | 322 | 401 | 276 | 687 | 2,834 |
| Transit | 489 | 546 | 667 | 821 | 779 | 629 | 914 | 1,089 | 4,474 | 10,409 |
| Water Utilities (Stormwater Management) | 114 | 84 | 128 | 133 | 107 | 99 | 110 | 95 | 77 | 947 |
| Water Utilities (Wastewater Treatment & Collection) | 423 | 362 | 515 | 597 | 454 | 395 | 412 | 467 | 360 | 3,985 |
| Water Utilities (Water Treatment & Supply) | 817 | 367 | 502 | 872 | 756 | 563 | 570 | 581 | 523 | 5,551 |
| Waste & Recycling Services | 122 | 106 | 75 | 119 | 108 | 62 | 20 | 132 | 83 | 827 |
| Total | 4,266 | 4,143 | 4,888 | 5,342 | 5,276 | 4,519 | 4,719 | 4,653 | 10,368 | 48,174 |