



Fire

10-year Capital Infrastructure

Needs Assessment

March 2026

1. Service Overview

The Calgary Fire Department (CFD) contributes to a more resilient economy and safe communities for all Calgarians by providing service in three key areas: fire and emergency response, fire inspection and enforcement and fire safety education.

Fire and emergency response provides essential emergency response services to fire, rescue and critical medical incidents to protect lives and prevent and reduce damage to property and the environment. The service provides life safety and fire protection services at emergency incidents. This includes basic life support, fire suppression, specialized technical rescues including rope / high-angle, aquatic, heavy / structural, confined space and hazardous materials response, large-scale emergency response and a wide range of related, non-emergency public services and community engagement. Ensuring life safety and property and environmental protection contributes to a more resilient economy and resilient and safe communities for all Calgarians. Since insurance rates are determined by the level of municipal fire protection and water supply, fire and emergency response also improves insurance evaluations which benefits Calgarians and the economy.

Fire inspection and enforcement provides fire inspections of commercial, industrial and multi-family residential occupancies, fire code consultations and technical services to enhance public safety, ensure compliance with legislation, minimize fire-related risks and protect lives, property and the environment. The service delivers fire inspections, permits, fire warden training, flammable tank inspections, special event inspections, inspections for major events, safety inspections for multi-family residential buildings, fire safety plan reviews and responds to reported fire safety concerns and complaints. The service also enforces the Safety Codes Act and investigates the origin and cause of fires, identifying trends and advocating for code changes and product changes to support community risk reduction efforts.

Fire safety education provides fire prevention and life safety education to reduce community risk levels, including risks to Calgarians, property and the environment. The service develops and delivers educational programs and materials tailored to address specific risks to diverse populations experiencing vulnerabilities that may put them at greater risk of harm from fire and related emergencies. The service also develops programming and training to assist firefighters with general outreach including school fire drills, the home safety visits program and fire station tours. The service is responsible for CFD's public engagement programs to improve community safety and resiliency.

2. Strategic Alignment

CFD's capital investments support Council and corporate priorities for safe, resilient communities. Investments are aligned to meet or maintain Council approved service level response time targets.

- **Citywide Growth Strategy**

In growth areas, planning aligns with the Citywide Growth Strategy to address service gaps and infrastructure needs. These investments also reflect broader city strategies, including *Municipal Development Plan*, *Home is Here: The City of Calgary's Housing Strategy*, *Greater Downtown Plan* and *Calgary Climate Strategy - Pathways to 2050* to ensure fire services are integrated with urban growth, housing, climate resilience and infrastructure renewal.

3. Service Risks

- **Fires in buildings:** Fires today spread faster, burn hotter, cause more property damage and pose a higher risk to firefighters and Calgarians due partly to changes in building design and construction. Risk is increasing due to several factors including reduced maintenance on building life safety systems following the economic downturn and the pandemic, the increased vacancy rate, aging infrastructure, fire-prone business activities and careless behaviors that increase the risk of fires (i.e. careless cooking and smoking).
- **Code compliance:** Harmonization of provincial codes with the National Fire and Building Codes is anticipated to increase the workload for the service.
- **Community risk levels:** The number of emergency incidents occurring annually continues to rise. The number of residential fires and critical medical incidents is trending upward and population demographics suggest a need to address risks for groups experiencing a higher degree of vulnerabilities.
- **Supply chain disruptions, cost escalations and inflation:** These external pressures affect both operating and capital budgets. Rising costs, material delays and inflationary costs can impact project timelines, quality and delivery.
- **Asset risk:** CFD assets are essential to protecting the lives of Calgarians and the safety of emergency personnel, yet 18 per cent of these assets are in poor to critical condition and another 42 per cent are rated as Fair, highlighting a significant portion of infrastructure that is ageing or at risk of failure. As CFD responds to rapid urban growth, asset reliability becomes a matter of public safety rather than just operational efficiency.

4. Service Objectives

Service Customer Commitments

CFD's response performance is measured through the Council-established and approved service level and response time targets, ensuring that every Calgarian receives an adequate and equitable level of service.

The Service Level and Response Time Targets focused on response performance include:

- First-in engine/unit emergency response shall be within 7 minutes at fire and rescue incidents and within 6 minutes and 30 seconds at critical medical incidents, 90 per cent of the time.
- The total response time for the arrival of the initial effective response force (ERF) to fire suppression incidents, comprised of two engines, an aerial apparatus and 12 firefighters, shall be within 11 minutes, 90 per cent of the time.
- Flame spread shall be limited to within the room of origin in 65 per cent of CFD building and structure fire suppression incidents.

Asset Condition Targets

The service requires mission-critical assets to support its ongoing service levels. The following levels of service support acceptable conditions of assets to achieve the mission.

Vehicles

- Zero per cent of fleet assets be in poor/critical condition.

Machinery and Equipment

- 100 percent correct equipment is available for response and training.
- 100 percent of personal protective equipment complies with national and international safety standards (e.g., NFPA, CSA, OSHA, or ISO).
- 100 percent of (building) electrical and mechanical systems be in fair or better condition.
- 100 percent of training equipment be in fair or better condition.

Buildings

- 100 percent spaces are optimized to ensure effective and efficient response operations.

5. Previously Approved and Capital Infrastructure Needs

Table 1: Previously Approved and Capital Infrastructure Needs (\$ millions)

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031-2035	Total
Previously approved	9	19	14	22	16	48	56	51	-	-	-	-	235
Capital Infrastructure Needs	-	-	-	-	-	-	-	74	73	122	136	462	866

A listing of previously approved investments has been provided in **Appendix A** for 2026+. A listing of capital infrastructure needs has been provided as **Appendix B**. Note that programs have been broken down into projects where possible.

Figure 1: Summary of Capital Infrastructure Needs by Investment Driver

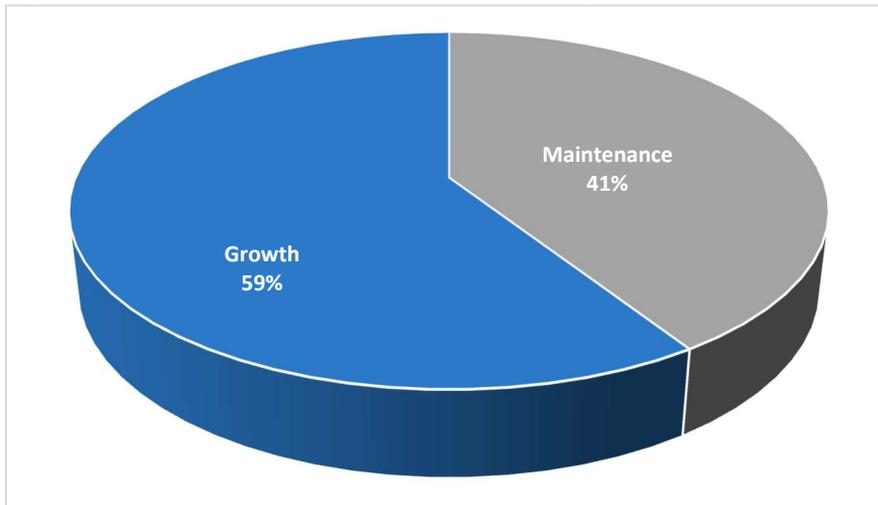


Table 2: Summary of Operating Cost of Capital for Capital Infrastructure Needs by Year (\$ millions)

	2027	2028	2029	2030	2031-2035	Total
Total	13	20	38	56	404	531

Appendix A: Previously Approved Capital

The values presented reflect planned investments in the last year of the approved 4-year business cycle, as well as pre-approved budget for the 2027-2030 business cycle. These values have been rounded to the nearest million for presentation purposes.



Previously Approved Capital (\$millions)	Total											
	2026-2035+	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035+
Maintenance - Primary Driver												
Calgary Fire Department Technology Lifecycle	8											
Downtown Core Emergency Response Stations Repla	14											
Application Software Lifecycle	1											
Lifecycle Maintenance - Facility	1											
Personal Protective Equipment	11											
Light Fleet Lifecycle	0											
Replace Emergency Units	28											
Fire Equipment Lifecycle	2											
Service Enhancement - Primary Driver												
Facilities Privacy Renovations	3											
Transit Signals Priority System Upgrade	0											
Growth - Primary Driver												
Livingston Emergency Response Station	4											
Belvedere Emergency Response Station	5											
New Emergency Response Stations	18											
NE Industrial Emergency Response Stations	16											
East Macleod Emergency Response Station	16											
Cornerstone Emergency Response Station	10											
West Macleod Emergency Response Station	16											
Haskayne Emergency Response Station	3											
Total Previously Approved Capital - Fire	155											

Appendix B: Capital Infrastructure Needs

The values presented reflect identified capital needs and have been rounded to the nearest million for presentation purposes. These capital needs have not received approved budget and will be considered for future business cycles.

Legend (% of capital \$ per opportunity item)

1% ~ 10%	
11% ~ 25%	
25% +	

Capital Infrastructure Needs
(\$millions)

Priority (H / M / L)	Total 2027-2035+	2027	2028	2029	2030	2031	2032	2033	2034	2035+
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Maintenance - Primary Driver

Downtown Core Emergency Response Station	H	35								
Facility General Lifecycle	H	3								
Replace Support Vehicles	H	11								
Emergency Units	H	129								
Technology & Innovation	H	31								
Equipment - General	H	33								
Equipment - Personal Protective Equipment	H	80								
Equipment - Fire Training	H	18								
Stations Privacy Enhancement	M	2								
Healthy and Safety Improvements	M	6								

Growth - Primary Driver

New Growth Emergency Response Stations - Temporary	H	6								
Keystone Emergency Response Station	H	27								
Yorkville Emergency Response Station	H	10								
Rangeview Emergency Response Station	H	31								
Downtown Emergency Response Station (Stampede/East Beltline)	H	45								
Incident Command Improvements	H	1								
Fire Training Academy	H	81								
Sustain Service Performance	H	27								
Improve Medical Response Performance	H	0								
Glacier Ridge Emergency Response Station	M	7								
Hidden Valley Emergency Response Station	M	24								
Prairesong (Nose Creek) Emergency Response Station	M	31								
NW Emergency Response Station	M	25								
SE Emergency Response Station	M	25								
Specialty Team Improvement	M	6								
Belvedere Emergency Response Station	L	36								
Haskayne Emergency Response Station	L	22								
StoneGate (NE Industrial) Emergency Response Station	L	15								
Hotchkiss (South Shepard) Emergency Response Station	L	25								

Providence Emergency Response Station	L	25	
Saatohtsi Emergency Response Station	L	25	
Naato'siyinnipi Emergency Response Station	L	25	
Total Capital Infrastructure Needs - Fire		866	
