



**Mid-Cycle Adjustments to the
2023-2026 Service Plans and Budgets**

Recommended Investments



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Executive Summary

Administration is recommending a select number of operating and capital investments to proceed in 2025 and 2026. Funding for these investments comes from user fee increases, reprioritization of previously approved operating and capital budgets, and property tax increases for the highest priorities that could not be covered by the first two funding strategies. Administration supports all the investments in this recommendation as top priorities and needed to maintain a safe, sustainable and resilient future.

Given the pressures and the changing needs of Calgarians, extraordinary population growth and inflation, combined with years of revenues not keeping pace with growth and inflation, Administration worked to identify \$121 million in operating budget capacity and \$135 million in capital relinquishments to accommodate new investments. This is a significant achievement but does not accommodate all highest priority needs. Administration has reviewed all needs across the organization and recommends a few investments that are beyond the Council direction to maintain the previously approved 3.6 per cent from existing properties (5.5% for residential and 1.4% for non-residential).

Calgary is quickly changing, and The City needs to respond. The proposed increases would result in a total overall increase to property taxes from existing properties of 4.5% per cent (6.4% for residential and 2.2% for non-residential). This means that these investments will require increasing property taxes beyond the Council direction.

Important note: Recommended adjustments requiring Council approval through this document have been identified by a black box outlining the area requiring approval. This includes any associated performance measure approvals relating to an investment item.

The investments and associated funding recommendations have been organized into five broad sections.

1. User fee supported investments

Maintaining critical infrastructure and accommodating for growth in The City is needed. The first section includes user fee rate-funded investments. Administration is proposing user fee increases that result in an increase of approximately \$5.09 per month (for a total of approximately \$141.61 per month) in 2025 for the typical residential household (based on metered water usage of 19m³) to invest in critical service delivery, maintenance, and risk management in the Water Utility (including Water, Wastewater and Stormwater) and Waste & Recycling. These investments are summarized in Table 1, with details found in Appendix A. These rate increases, along with additional dedicated funding from off-site levies also allow for the capital investments for the Water Utility and Waste & Recycling summarized in Table 2, with details in Appendix A.

2. Investments not requiring Corporate funding

The second section summarizes operating investments that can proceed without additional tax-supported funding, either by leveraging external and alternative sources such as grants, or reallocating budget within or between services to enable a higher-priority investment to be funded (Table 3). The funding strategies for these investments in 2025 and 2026 come with varying levels of risk to service delivery and City finances. Details on these investments are included in Appendix C.

3. Funding recommendations

On May 28, 2024, Council asked for a review of last year's budget and to plan for regular expenses in future budgets. Administration identified \$92 million in ongoing operating budget capacity for 2025 by reducing

budgeted expenditures and increasing budgeted revenue. Tables 4a and 4b in this section outline Administration's funding recommendations for both operating and capital investments.

4. Operating investments requiring corporate funding

Services reliant on property tax revenues need priority investments too. The fourth section includes the additional operating investments that Administration recommends for 2025-2026.

Table 5 provides the investments recommended to proceed with an increase in property taxes and other corporate revenue budgets and redirection of some corporate expenditures. Administration is directing financial capacity towards addressing emerging financial pressures to these items. Council approval is required for these investments to proceed. Details can be found in Appendix D.

5. Capital investments

Significant efforts were made within the organization to review capital investments and relinquish funding that can be allocated to high priority capital needs. The relinquishments have minimal service impacts. Additional funding was also identified from the Local Government Fiscal Framework and Franchise Fees to support these high priority investments.

The funding identified can be reallocated to capital cost escalations on previously approved projects, maintenance and critical asset repair, housing and community development and City funding required to match contributions from other levels of government or external parties. These investments are summarized in Table 6, with details included in Appendix D.

NOTE: This report provides information that was approved for the Green Line Stage 1 program decisions per report EC2024-0809. Until The City understands the next steps on the Green Line Stage 1 program, this document continues to reflect current Council decisions.

User fee supported investments

The service plans and budgets for user fee supported services as approved in 2022 November require adjustment above the previously approved rates to respond to current pressures since the setting of fees. This will address aging critical infrastructure, rapid population growth and growing demand for landfill capacity.

In 2022, no increase was approved for each year of the 2023-2026 cycle for Water Treatment & Supply and Stormwater Management, and Council approved a 2.5 per cent increase in each year of the 2023-2026 cycle for Wastewater Collection & Treatment. The recommended increases are in response to rising inflation and operating costs, aging critical infrastructure and rapid growth in both Calgary and surrounding region. In 2022, Council approved a 2.7 per cent increase in each year of the 2023-2026 cycle for Waste & Recycling residential charges. The recommended increases are to respond to growing demand for landfill capacity, capital project and contract cost escalation, vehicle supply chain and inflation challenges, and operational pressures at the Calgary Composting Facility.

A summary of the recommended annual fee increases for these services in 2025 and 2026 are contained in Table 1. Council approvals of all user fee adjustments are found in Attachment 8 – User Fee and Rate Adjustments.

Table 1: Recommended user fee supported adjustments

Page	Investment Name	Annual Rate Increase		Increase on Monthly Typical Residential Bill*	
		2025	2026	2024 - 2025	2025 - 2026
16	Water Treatment & Supply Rate Increases	6.2%	6.2%	+\$2.69	+\$2.88
18	Wastewater Collection & Treatment Rate Increases	4.5%	4.5%	+\$0.72	+\$0.73
20	Stormwater Management Rate Increases	4.3%	4.3%	+\$0.67	+\$0.70
22	Waste and Recycling Residential Charges	3.9%	4.3%	+\$1.01	+\$1.15
Total				+\$5.09	+\$5.46

*based on typical residential metered water usage of 19m³

Note: Detailed information on the items in Table 1 can be found in Appendix A

These fee increases will be used to support both operating and capital budgets, with operating investments approved through Attachment 6 – Operating Budget Adjustments with No Net Budget Impact and capital investments approved through Attachment 5 – 2024 Capital Budget Adjustments.

In addition to responding to operating pressures, these rate increases along with dedicated funding from off-site levies allow for new capital investments for the Water Utility and Waste & Recycling. This also includes the required capital utilities for the new communities being recommended. In addition to the capital budget request for the current business cycle, the Water Utility requires pre-approval of budgets for select long term projects where the delivery spans over multiple business cycles (e.g., North & South Water Servicing, Wastewater Treatment Plant Upgrades).

The City is actively responding to the feedermain break and have incorporated known capital and operating changes related to the response into these adjustments. Additional funding related to this response and future investments will follow in future adjustments and/or Service plans and budgets.

Table 2: Capital investments for Water Utility and Waste & Recycling

Page	Investment Name	Capital Costs (\$000)		
		Total New	2025-2026	2027+
24	Water Treatment Plant	146,697	87,197	59,500
25	Water Distribution Network	473,447	257,381	216,066
26	Wastewater Treatment Plants	621,709	109,163	512,546
27	Wastewater Collection Network	160,247	141,457	18,790
28	Drainage Facilities & Network	134,289	87,289	47,000
29	Waste & Recycling Services Landfill/Treatment Infrastructure	24,926	24,926	-
30	Waste & Recycling Services Facilities & Equipment	12,522	12,522	-
Total		1,573,837	719,935	853,902

Note: Detailed information for each item in Table 2 can be found in Appendix B. Additional capital will be requested for 2027-2030+ to complete these initiatives.

Investments not requiring corporate funding

Administration has taken a close look at our investment and funding priorities and applied multiple strategies to find efficiencies, rescope or reprioritize lower-priority work or access alternative funding sources to fund key priorities. As a result, we have been able to find funding sources for many important investments without seeking corporate funding such as taxes.

Table 3: Operating investments enabled without additional corporate funding

Page	Operating Investments
	<i>Enabled by leveraging external and alternative sources</i>
31	Clean Energy Improvement Program
32	Rezoning for Housing Resources
33	Increased 9-1-1 capacity to dispatch Transit Peace Officers
34	A Data Foundation for City Building: Exploring a New Civic Census
	<i>Enabled by reprioritizing budgets within and between services</i>
35	Continuing to fund The City's Equity Program to advance equitable delivery of City services
36	Implementing Downtown Safety Leadership Table recommendations <i>[partial]</i>
37	Bill 20 Local Authorities Election Act Changes for Municipal Elections
38	Plus 15 Inspection Program
39	Film Friendly Program Sustainment
40	Eligibility Resources for Calgary Transit Access
41	Playground and Amenity Safety Inspections and Sustainment
42	Improving Pavement Quality and the 5A Network
43	Additional 5A Network Improvement Plan

Note: The risks associated with progressing these investments through various funding strategies without additional corporate funding are detailed further in Appendix C.

Funding recommendations

On 2024 May 28, Council directed Administration to review the 2023 operating variances for recurring and non-recurring events and embed the recurring events into future budgets. In response, Administration reviewed our corporate financial capacity to identify \$92 million in ongoing operating budget capacity for 2025. This total is made up of both recommended decreases to our budgeted expenditures (e.g., efficiencies through corporate management of vacancies, and reducing corporate provisions to reflect a higher risk tolerance) as well as increases in our budgeted revenues (e.g., accounting for increased property taxes from development and redevelopment, and higher investment income). It is recommended that this \$92 million in additional corporate funding be put toward implementing previous Council decisions (i.e., responding to corporate inflationary pressures and preparing for Green Line).

Table 4a: For Approval: Funding Recommendations (Operating Investments)

Service	Description	Account Category	Ongoing (Base) Budget Impact (\$000's)		One-Time Budget Impact (\$000's)	
			2025	2026	2025	2026
Multiple (Refer to Appendix D Table 1)	Efficiencies through corporate management of vacancies	Expenditures	(9,948)	-	-	-
Planning and Development Services (Refer to Appendix D Table 2)	Adjustments to Planning and Development Services (PDS) to reduce tax supported budget and align PDS fee revenues with PDS services provided	Expenditures / Revenue	(4,756)	-	-	-
Corporate Programs (Corporate Costs)	Reduction in corporate provisions reflecting higher risk tolerance	Expenditures	(36,000)	-	-	-
Corporate Programs (Common Revenue)	Increase in budgeted revenue from investment income	Revenue	(5,296)	-	-	-
Corporate Programs (Common Revenue)	Increase in budgeted property tax revenue resulting from higher than projected new physical assessment base growth	Revenue	(16,000)	-	-	-
Corporate Programs (Common Revenue)	Increase in Franchise Fee Program 857 revenue budget to Council's approved target revenue	Revenue	(19,656)			
Corporate Programs (Common Revenue)	Fiscal Stability Reserve funding (based on estimated 2024 favourable operating budget variance)	Revenue	-	-	(25,059)	(3,984)
Corporate Capacity Identified			(91,656)	-	(25,059)	(3,984)
Corporate Programs (Common Revenue)	Increase in property tax revenue required to fund the balance of proposed base operating investments in Table 5	Revenue	(20,763)	(11,990)	-	-
Total Funding for Operating Investments			(112,419)	(11,990)	(25,059)	(3,984)

Table 4b: For Approval: Funding Recommendations (Capital Investments)

Funding Source	Description	New Investment Allocation (\$000s)
Various Corporate Reserves/Grants (Refer to Appendix D Table 3)	Capital capacity created by the organization reviewing previously approved capital investments and relinquishing funding that could be redirected to higher priority needs.	135,417
Reserve for Future Capital and Lifecycle Maintenance and Upgrade Merged Reserve	Capacity created by increasing the revenue budget in the Franchise Fee Program 857 and the contributions to the Reserve for Future Capital and Lifecycle Maintenance and Upgrade Merged Reserve	29,757
Unallocated Municipal Sustainability Initiative (MSI), Local Government Fiscal Framework (LGFF) and Canada Community-Building Fund (CCBF)	Grant funding not currently in the capital budget. LGFF allocation was higher than initially estimated (due to provincial revenue increasing) and interest income was earned on capital deposit balances.	63,736
Total Funding Allocated to Capital Investments		228,910

Operating investments requiring corporate funding

A summary of the recommended operating investments requiring corporate funding are presented in Table 5. Council approval for each item is through Appendix E. The total recommended amount is partially offset by the funding recommendation strategy, allowing Administration to implement Council's previous decisions on corporate inflationary pressures and preparing for Green Line without a tax increase. Administration also recommends one-time funding in 2025 for Low Income Transit Pass Sustainment, to enable the program to operate while advocacy to the province for ongoing funding continues. Funding the remaining recommended investments would have estimated tax impacts as set out in the table.

It is significant to note the funding for the four Growth Applications recommended for approval has a lower impact on the cost of servicing in the remainder of this cycle (2025 and 2026) but has very significant impacts from 2027 and beyond. The decision to approve new community growth is a long-term commitment that starts with relatively low costs but accelerates as the population grows and services such as transit are introduced. It is critical to understand the future impacts of the decision to move forward with these recommendations.

Table 5: Operating Investments recommended to proceed with additional tax and other corporate funding

Page	Investment Name	Base (\$000)		Tax Impact (%)		One-Time (\$000)		(\$000)
		2025	2026	2025	2026	2025	2026	2027+
	Investments implementing previous Council decisions							
46	Corporate Inflationary Pressures	48,000		N/A				
47	Preparing for Green Line Operations – allocation of additional tax growth from higher development and redevelopment in 2024					16,000	16,000	80,000
47	Preparing for Green Line Operations – additional corporate funding*	8,000	8,000	N/A	0.33			
49	Capital Funding from Local Access Fees					19,656	19,656	
	Corporate capacity identified to implement previous decisions**	(56,000)				(35,656)	(35,656)	
	* As approved in EC2024-0809, \$8 million in funding for 2025-2031 will come through reductions or efficiencies, other revenues, tax revenues or other sources. Funding for 2025 is identified in Table 4a.							
	**Base funding of \$91,656 identified in Table 4a used to fund both base/one-time impacts of previous Council decisions.							
	Priority proposed investments							
50	Public Transit Revenue Shortfall	13,000		0.55				
51	Aligning emergency response capabilities to meet rising service demand	4,700	1,900	0.20	0.08			
53	Policy framework for Boards, Commissions and Committees remuneration	109	1,100	0.00	0.04	274	274	
55	Implementing Downtown Safety Leadership Table recommendations	2,504		0.11		5,785	3,710	
57	Sustain tree service levels in response to significant grant to increase the urban canopy	400	400	0.02	0.02			
59	Bridge Management System	50	5	0.00	0.00			
60	Hotchkiss Growth Application Operating Costs		478		0.02			24,044
61	Prairiesong Growth Application Operating Costs		67		0.00			16,564
62	Belvedere (Liberty) Growth Application Operating Costs		40		0.00			2,228
	Open Business Cases in the Belvedere Area Structure Plan							8,309
63	Low Income Transit Pass Program Sustainment					19,000		
	Remaining proposed	20,763	11,990	0.89%	0.49%	25,059	3,984	
	Amount to be funded from estimated 2024 favourable operating variance					(25,059)	(3,984)	
	Estimated commitments required in future cycles (not for approval in 2024)							131,145

Capital investments

Table 67: Summary of Recommended Capital Investments

Significant efforts were made within the organization to review capital investments and relinquish funding that can be allocated to high priority capital needs. The relinquishments have minimal service impacts. Additional funding was identified from the Local Government Fiscal Framework and Franchise Fees to support these high priority investments.

The Total Capital Cost is the total cost of the investment including portion(s) funded by other parties, where applicable. Total City Request shows the anticipated capital cost for The City. Capital for Approval 2025-2026 outlines The City funding recommended for approval in the 2025-2026 budget cycle. In cases where the infrastructure is scalable, a lower amount may be recommended given limited funding capacity.

Detailed information for each item along with the required Council approvals can be found in Appendix F.

Page	Investment name	Capital Costs (\$000s)		
		Total Capital Cost	Total City Request	Capital for Approval 2025-2026
	Capital Cost Escalations			
64	Capital Cost Escalation Fund ¹	234,700	234,700	18,000
	Maintenance and Critical Repair			
66	Reinvesting In Our Annual Investment Programs	100,000	100,000	100,000
68	Beaverdam Flats Slope Stability Project	2,000	2,000	2,000
69	MacEwan Park View NW Slope Project	2,000	2,000	2,000
70	Enmax High Risk Task Transformer Relay Replacement ²	10,000	10,000	4,000
71	Retaining Wall Replacement Program	3,000	3,000	3,000
72	Timber Stair Replacement Program	3,000	3,000	3,000
73	Improving Pavement Quality on High-Speed Roads	20,000	10,000	10,000
	Housing and Community Development			
74	Country Hills Widening (Barlow Tr to 36 St SE)	16,100	16,100	16,100
75	City-Wide Transit Oriented Development ²	40,000	40,000	20,000
76	Transit Oriented Development – Design & Infrastructure Study	4,500	4,500	4,500
77	Public realm investments in Established Areas ²	7,000	7,000	2,500
78	Belvedere Related infrastructure (Stoney/Memorial flyover, design for Max Purple ²)	195,000	95,570	31,910 ⁴
	Matched Funding			
79	Blue Line – Additional Design and early works ³	160,000	10,000	10,000
81	Cowboys Park Capital Upgrade ²	6,000	6,000	1,900 ⁵
	Total	803,300	543,870	228,910

Notes: ¹ This funding will cover some but not all known cost escalations.

² Additional capital funding will be requested for 2027-2030+ to complete these initiatives.

³ Provincial match funding secured; Federal funding not secured.

⁴ City portion only (Off-site Levy not included but is in the Appendix F)

⁵ City portion only (Sponsorship agreement not included but is included in Appendix F)

Growth Application Investment Decision Record

The new community Growth Application process evaluates growth opportunities against the well-established factors of alignment with the Municipal Development Plan and Calgary Transportation Plan, balancing market supply and demand, and considering financial impacts for both The City and the broader economy.

New communities have been, and will continue to be, a significant source of housing supply in Calgary, often offering the most affordable market housing choices in the city. However, as they involve substantial costs, it is important to evaluate new community growth through the Growth Application process to ensure Calgary grows in a balanced, sustainable way.

For a Growth Application to be approved, capital and direct incremental operating investments necessary to initiate development must be approved by Council through The City's service plans and budgets (Step 6 in the Growth Application process – Figure 1).

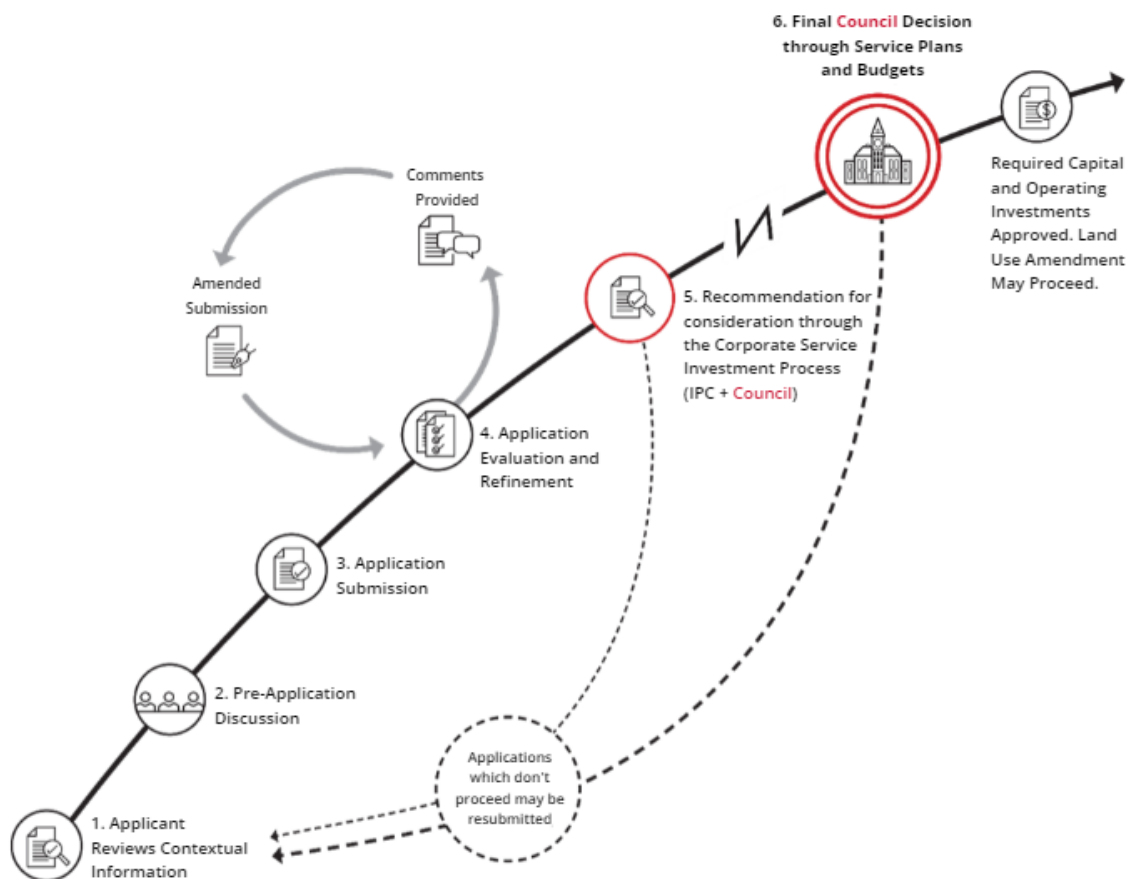


Figure 1: Redesigned Process for Growth Applications

On 2024 May 28, Administration was directed by Council to consider capital and direct incremental operating investments needed to enable four Growth Applications in the 2024 Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets ([IP2024-0461](#), [IP2024-0565](#), [IP2024-0567](#), and [IP2024-0568](#)). Locations of these Growth Applications are shown in Figure 2, along with other growth applications currently under review.

Since investments that enable new community growth range across six different service lines with various funding sources, these investments appear in multiple locations within the budget materials. This attachment serves as a navigator for the various approvals made through the 2024 Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets.

Based on the required investments included in the 2024 Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets, the following Growth Applications are deemed approved:

- 2022 Open Business Cases in the Belvedere Area Structure Plan (Ward 9), IP2024-0565
- Growth Application in the Belvedere Area Structure Plan (Ward 9), GA2024-001, IP2024-0568
- Growth Application in the Keystone Hills Area Structure Plan (Ward 3), GA2023-003, IP2024-0567
- Growth Application in the South Shepard Area Structure Plan (Ward 12), GA2023-004, IP2024-0461

New Community Growth Cost Summary

Both operating and capital costs are required to enable the Growth Applications identified above.

Direct incremental operating costs include transit, fire and emergency response, police officers, landscaping and park maintenance, paving inspections and lane markings, street lighting, and other services. For the four Growth Applications identified above, a small property tax increase (+0.02%) is proposed to fund required operating costs for 2025-2026. Approving these new community Growth Applications also telegraphs a commitment to future direct incremental operating costs totaling approximately \$51 million over the next 15 years, starting in 2027, as well to acknowledge the direct revenue impacts (property tax, franchise fees and transit) as the communities build out.

Capital costs include mobility, utility (water, sanitary, and stormwater), and fire stations and are proposed to be funded through a mix of tax revenues, utility rate revenues, and Off-Site Levy funds. Note that capital infrastructure investments may and often do benefit areas beyond an individual Growth Application and can enable development in previously approved or future areas.

Table 1 below summarizes the direct incremental operating and capital investments needed for each new community Growth Application. The recommendation before Council is for investments for 2025-2026, though additional operating and capital investments will be required in the 2027-2030 budget and beyond and will be brought forward by Administration at the appropriate time.

For further information and background on the New Community Growth Application process, please see Report [IP2023-0559](#).

Table 8: Summary of the 2025-2026 Direct Incremental Operating and Capital Investments Required to Enable the Four Growth Applications Identified for Consideration in the 2024 Mid-Cycle Adjustments.

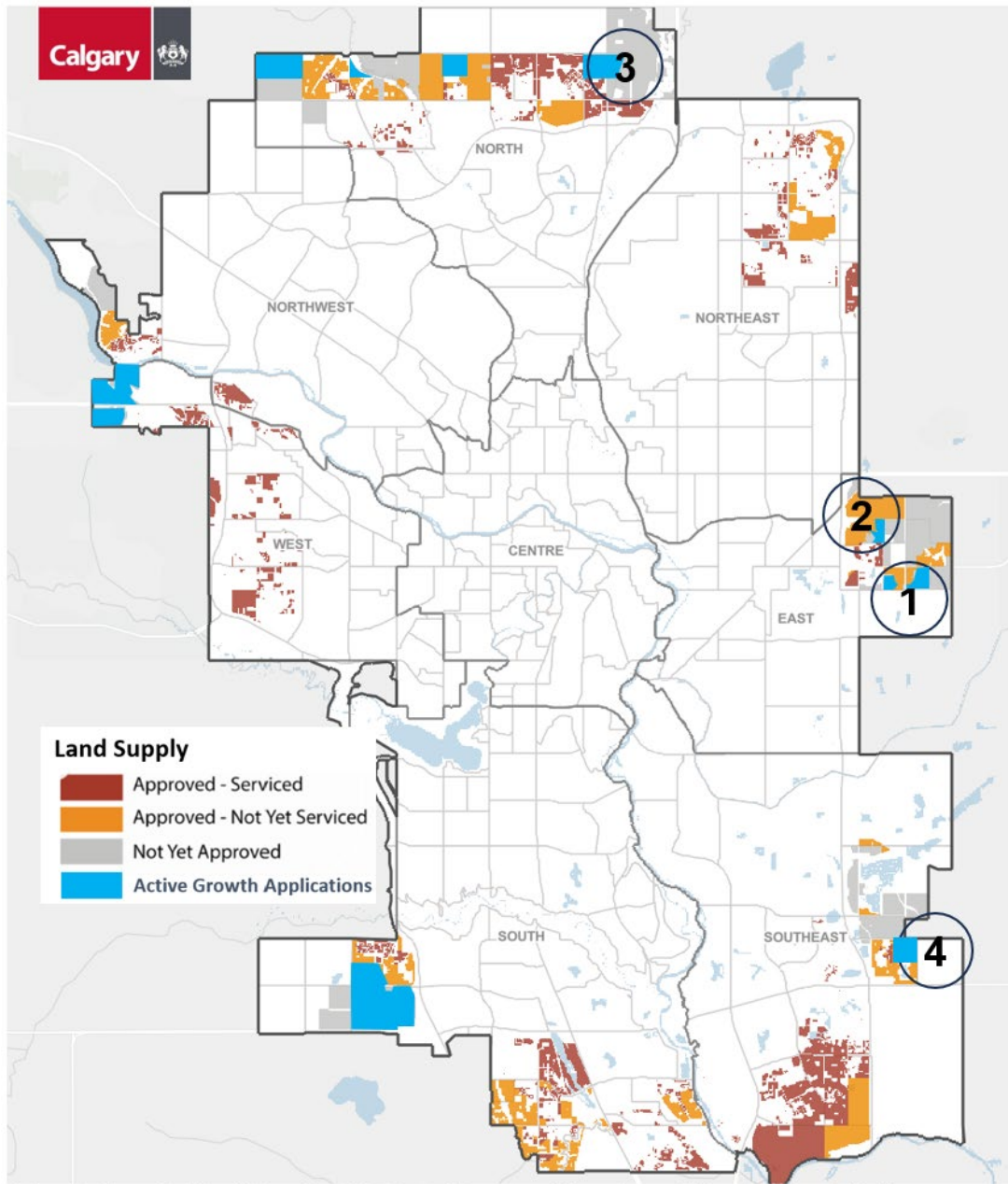
Note: All items listed are required for the approval of individual growth applications.

Growth Application		Investments Required to Enable Growth (\$000)		
		2025	2026	2027+
2022 Open Business Cases in the Belvedere Area Structure Plan (Ward 9), IP2024-0565				
	Direct Incremental Operating	-	-	8,309
Capital – Mobility	Belvedere Related Infrastructure ¹ - corporate sources (page 78)	3,000	28,910	63,700
Capital – Mobility	Belvedere Related Infrastructure ¹ - developer contributions (page 78)	-	33,090	66,340
Capital – Storm ²	Added to Drainage Facilities & Network (Program 897) (page 28)	4,000	4,000	47,000
Growth Application in the Belvedere Area Structure Plan (Ward 9), GA2024-001, IP2024-0568				
	Direct Incremental Operating (page 62)	-	40	2,228
Capital – Mobility	Belvedere Related Infrastructure ¹ - corporate sources (page 78)	3,000	28,910	63,700
Capital – Mobility	Belvedere Related Infrastructure ¹ - developer contributions (page 78)	-	33,090	66,340
Growth Application in the Keystone Hills Area Structure Plan (Ward 3), GA2023-003, IP2024-0567				
	Direct Incremental Operating (page 61)	-	67	16,564
Capital – Water ²	Added to Water Distribution Network (Program 892) (page 25)	500	4,000	
Capital – Sanitary ²	Added to Wastewater Collection Network (Program 895) (page 27)	700	3,000	3,000
Growth Application in the South Shepard Area Structure Plan (Ward 12), GA2023-004, IP2024-0461				
	Direct Incremental Operating (page 60)	-	478	24,044

¹ Belvedere Related Infrastructure, including the Max Purple BRT design and Stoney Trail/Memorial Drive Flyover are required for both Belvedere Growth Applications (IP2024-0565, IP2024-0568), and are also required independently should only one be approved. However, even though they appear twice in this table, they are only counted once in the overall Mid-Cycle Adjustments.

² These investments will be funded by self-supported debt to be repaid through off-site levies and/or user fees.

Figure 2: Map of Growth Application Locations



1. 2022 Open Business Cases in the Belvedere Area Structure Plan (Ward 9), IP2024-0565
2. Growth Application in the Belvedere Area Structure Plan (Ward 9), GA2024-001, IP2024-0568
3. Growth Application in the Keystone Hills Area Structure Plan (Ward 3), GA2023-003, IP2024-0567
4. Growth Application in the South Shepard Area Structure Plan (Ward 12), GA2023-004, IP2024-0461

Appendix A: Details of recommended user fee supported investments

Water Treatment and Supply Rate Increases

Description

Water Treatment and Supply requires an increase in rates to respond to rising inflationary costs and operational pressures, aging critical infrastructure and rapid growth in both the City of Calgary and Region. As Calgary's population continues to grow more rapidly than projected, there is a need to accelerate infrastructure required to support a growing City, build system redundancy as well as invest in renewal and upgrade of existing infrastructure.

Investments include: Advancement of north and south water feeder mains to build system redundancy; advancement of design for new water treatment plant to build redundancy and service a growing city; acceleration of water loss program to improve monitoring and detection of system leaks; increased capital maintenance at water treatment plants; increased asset management and condition assessment programs; short and medium term repair and rehabilitation needed for the south feeder main as well as increased operating budget due to inflation and rising costs in energy, chemicals, and fleet, as well as additional resources to manage and operate a growing and aging water system.

Recommended Water Rate Changes

Based on the required investments, the line of service is recommending a 6.20 per cent rate increase in each of 2025 and 2026, from 0 per cent increase previously approved.

The table below summarizes the monthly impact in 2025 and 2026 to the water portion of the residential customers' typical monthly utility bill.

	In 2024	In 2025	In 2026
Monthly Water Charges for Residential Metered (19m ³) usage	\$41.33	+\$2.69 to \$44.03	+\$2.88 to \$46.91

Benefits

The recommended rate increase and associated investments will contribute to providing increased water treatment capacity in response to cumulative growth within the city and region, preventing water loss in our distribution system and improving reliability to addressing single point of failure risks to reduce likelihood and impact of water service distribution disruption for customers.

Performance Impact: Customers expect safe, high quality drinking water that is reliable and available. Without these investments, it is anticipated that customers may experience an increase in water service disruptions, an increase in time to return to regular water service after a main break and an increase in severity of water restrictions.

Alignment to Council Priorities: Delivering & Improving Services Calgarians Rely On

Risks

Without additional investments, there is a significant risk of not being able to consistently meet growing customer water demand resulting in increased water restrictions, water service disruptions for Calgary and region and potential constraints to growth.

- As we have seen with the Bearspaw Feeder main, lack of redundancy has significant implications for our water system in times of infrastructure failure.

- The service is seeing growth at a rate more rapid than projected, meaning infrastructure plans are not keeping pace with growth and there is a risk of insufficient treatment and distribution capacity.

Rate increases are needed to address these risks as well as ensure compliance with the financial plan including the debt service coverage ratio and meeting the sustainment reserve balance by 2030.

Operating budget (\$000s) needed to achieve results

	2025			2026		
	Base	One-Time	Total	Base	One-Time	Total
Expenditures	36,023	-	36,023	27,208	-	27,208
Recoveries	(6,034)	-	(6,034)	(382)	-	(382)
Revenue	(29,989)	-	(29,989)	(26,827)	-	(26,827)
Net	-	-	-	-	-	-

Note: Figures may not add up due to rounding.

Service Leading this Investment: Water Treatment and Supply

Wastewater Collection and Treatment Rate Increases

Description

Wastewater Collection and Treatment requires an increase in rates to respond to rising inflationary costs and operational pressures, aging critical infrastructure, and rapid growth in both the City of Calgary and Region. As Calgary's population continues to grow more rapidly than projected, there is a need to accelerate infrastructure required to support a growing City and invest in renewal and upgrade of existing infrastructure to maintain current levels of service to meet regulatory requirements.

Investments include: Upgrades in sanitary trunks to support a growing city and reduce risk of customer sewage backups; investment in lift stations to improve reliability of aging infrastructure and address safety risks; rehabilitation of the sanitary system to maintain reliability; advancement of wastewater treatment plant upgrades and increased operating budget due to inflation and rising costs in energy, chemicals, and fleet, as well as additional resources needed to manage and operate a growing and aging wastewater system.

Recommended Wastewater Rate Changes

Based on the required investment increases, the line of service is recommending a 4.5 per cent rate increase in each of 2025 and 2026, from 2.5 per cent increase previously approved.

The table below summarizes the monthly impact in 2025 and 2026 to the wastewater portion of the residential customers' typical monthly utility bill.

	In 2024	In 2025	In 2026
Monthly Water Charges for Residential Metered (19m ³) usage	\$53.85	+\$0.72 to \$54.57	+\$0.73 to \$55.30

Benefits

The recommended rate increase and associated investments in the wastewater collection system will contribute to reducing the risk of customer sewage backups and mitigate risk of system failures. Investments in wastewater treatment will support our ability to meet the treatment capacity required of a growing city and region, while maintaining river health and continuing to meet environmental and safety regulatory requirements.

Performance Impact: Customers expect wastewater to be taken away from their residence or business, treated, and returned to the river in a way that protects river health. Without these investments, it is anticipated that customers may experience an increase in sewer backups and an increase in response times when they have a service disruption.

Alignment to Council Priorities: Delivering & Improving Services Calgarians Rely On

Risks

Without additional investments, there are significant risks associated with growth capacity, environmental impact and compliance, and employee safety.

- The service is seeing growth at a rate more rapid than projected, meaning infrastructure plans are not keeping pace with growth and there is a risk of insufficient collection and treatment capacity.
- There is an increased risk of sewage release to the environment resulting in environmental damage, regulatory non-compliance as well as risk to employee health and safety.

Rate increases are needed to achieve compliance with the financial plan including the debt service coverage ratio and meeting the sustainment reserve balance by 2030.

Operating budget (\$000s) needed to achieve results

	2025			2026		
	Base	One-Time	Total	Base	One-Time	Total
Expenditures	44,842	-	44,842	10,869	-	10,870
Recoveries	1,242	-	1,242	(121)	-	(122)
Revenue	(46,084)	-	(46,084)	(10,748)	-	(10,748)
Net	-	-	-	-	-	-

Note: Figures may not add up due to rounding.

Service Leading this Investment: Wastewater Collection and Treatment

Stormwater Management Rate Increases

Description

Stormwater Management requires an increase in rates to respond to rising inflationary costs and operational pressures. In addition, risks related to aging, critical infrastructure requires upgrades and maintenance to reduce the risk of flooding, ensure public and employee safety, while protecting property and river health. A changing climate, and increased frequency of short, intense rainfall highlights the need for these critical investments.

Investments include: Advancement of the Sunnyside flood barrier to mitigate localized flooding; cost escalations from ongoing and evolving investment in Community Drainage Programs and other capital programs; additional investments in lift stations to improve reliability and safety of aging infrastructure and additional resources required to manage a growing and aging stormwater system.

Recommended Stormwater Rate Changes

Based on the required investment, the line of service is recommending a 4.3 per cent rate increase in each of 2025 and 2026, from 0 per cent increase previously approved.

The table below summarizes the monthly impact in 2025 and 2026 to the stormwater portion of the residential customers' typical monthly utility bill.

	In 2024	In 2025	In 2026
Monthly Water Charges for Residential Metered (19m ³) usage	\$15.63	+\$0.67 to \$16.30	+\$0.70 to \$17.00

Benefits

The recommended rate increase and associated investments will allow the line of service to continue to focus on reducing risk of river and localized flooding, improving the resilience of the stormwater system and improve the reliability and safety of aging and critical infrastructure (e.g. lift stations). In addition, these investments will enhance river health by strengthening measures required to reduce risk of sediment release.

Performance Impact: Customers expect the City to manage stormwater to protect public safety and reduce damage to property and ensure our watersheds are healthy. Rate increases enable the service to continue to meet these expectations.

Alignment to Council Priorities: Delivering & Improving Services Calgarians Rely On

Risks

Without these investments, there are the following risks:

- Not being able to complete flood mitigation projects identified in the investment plan, limited improvements to service levels in established areas resulting in more property damage during localized flooding.
- Increased challenges in meeting customer expectations for localized flooding mitigation as the city experiences more frequent and intense stormwater events.
- River health decline due to pollution entering the river.

Rate increases are needed to achieve compliance with the financial plan including the debt service coverage ratio and meeting the sustainment reserve balance by 2030.

Operating budget (\$000s) needed to achieve results

	2025			2026		
	Base	One-Time	Total	Base	One-Time	Total
Expenditures	20,309	-	20,309	3,769	-	3,769
Recoveries	(5,453)	-	(5,453)	(254)	-	(254)
Revenue	(14,856)	-	(14,856)	(3,515)	-	(3,515)
Net	-	-	-	-	-	-

Note: Figures may not add up due to rounding.

Service Leading this Investment: Stormwater Management

Waste & Recycling Residential Charges

Description

Waste & Recycling is recommending amendments to the monthly residential charges approved for the current business cycle (2023-2026) to respond to rising service demand, inflationary pressures, and increasing financial and infrastructure risks. The main factors affecting operating and capital costs include growing demand for landfill capacity, capital project and contract cost escalation, vehicle supply chain and inflation challenges, and operational pressures at the Calgary Composting Facility.

Waste & Recycling rates and charges were held in the 2019-2022 business cycle to support Calgarians during the pandemic and subsequent cost of living challenges. Waste & Recycling has continued to minimize rate increases by leveraging other sources of funding and reserves, deferring non-essential infrastructure projects, and taking a less conservative approach to revenue and cost projections.

Recommended Monthly Residential Charges

Waste & Recycling is recommending increases to the previously approved Black Cart and Green Cart Program charges. Council previously approved an overall increase of \$0.70 to the total monthly residential charge in each of 2025 and 2026. Waste & Recycling is recommending an additional \$0.31 in 2025 and \$0.45 in 2026. The proposed changes would result in an overall increase to the total monthly residential charge of 3.9 per cent or \$1.01 for 2025 and 4.3 per cent or \$1.15 for 2026.

The implementation of Extended Producer Responsibility (EPR) in April 2025 is anticipated to reduce Waste & Recycling residential charges for Calgarians. Waste & Recycling is currently working through the transition process and will return to Council in Q1 2025 with information on the specific financial benefits for Calgarians.

Monthly charge	In 2024	In 2025	In 2026
Black Cart Program Charge	\$7.13	+\$0.26 to \$7.39	+\$0.32 to \$7.71
Blue Cart Program Charge (no change)	\$9.16	+\$0.18 to \$9.34	+\$0.18 to \$9.52
Green Cart Program Charge	\$9.41	+\$0.57 to \$9.98	+\$0.65 to \$10.63
Monthly residential total	\$25.70	+\$1.01 to \$26.71	+\$1.15 to \$27.86

No increases to landfill disposal rates and charges are recommended at this time.

Benefits

Waste & Recycling is focused on enabling Calgarians to reduce and manage their waste responsibly, now and into the future. The recommended increases to monthly residential charges will allow Waste & Recycling to continue delivering safe, reliable, and efficient services to Calgary's growing population and fulfill its commitment to its legislative and regulatory responsibilities, including protecting the environment, maintaining public safety, and minimizing the impacts of managing waste on residents.

The recommended monthly charges will reduce service delivery risk by allowing Waste & Recycling to build needed landfill cells and continue operating collection vehicles and the Calgary Composting Facility reliably. The proposed changes will also reduce the risk of higher increases to monthly charges in future business cycles.

Performance Impact: Adjustments to monthly charges will enable Waste & Recycling to deliver the reliable and sustainable service Calgarians expect, as measured through citizen satisfaction survey results.

Alignment to Council Priorities: Delivering & Improving Services Calgarians Rely On

Risks

The degree to which the economic turbulence of recent years will continue to affect projected costs, including capital delivery costs, is uncertain. There are also risks associated with achieving projected Waste Management Facility revenues, which can be affected by population change, economic volatility, customer choice, and other factors.

The adjusted monthly charges also consider the strategy to meet Waste & Recycling’s Sustainment Reserve target of 120 days of Operating and Maintenance (O&M) costs by 2030. Without the proposed increases, there is an increased risk that the Sustainment Reserve will not have sufficient funds to meet financial obligations through periods of revenue variability, unplanned operating expenses and fluctuating capital requirements.

Operating budget (\$000s)

	2025			2026		
	Base	One-Time	Total	Base	One-Time	Total
Expenditures	17,407	-	17,407	17,508	-	17,508
Recoveries	(3,169)	-	(3,169)	(434)	-	(434)
Revenue	(14,238)	-	(14,238)	(17,074)	-	(17,074)
Net	-	-	-	-	-	-

Note: Figures may not add up due to rounding.

Service Leading this Investment: **Waste & Recycling**

Appendix B: Details of self-supported capital investments

Water Treatment Plant (Program 891)

Investment Description:

Investment in capital maintenance, upgrades to pump stations, plant electrical upgrades, and plant capacity optimization. Funding is required to address additional budget needs in 2024-2026 as well as pre-approvals for 2027-2030.

Recommended Budget Impact

Financial Details		Total Cost	2025	2026	2027+
Capital Budget Request (\$000's)		146,697	19,434	67,763	59,500
Maintenance	Upgrade	Growth	New Service		
35%	3%	21%	41%		

Benefits

This investment will provide high-quality drinking water and minimize disruptions. As our city and communities expand, so does our demand for clean drinking water. This investment will ensure that The City is able to meet water demands of our growing city.

Investment Category:	Primary Alignment to Council's Priorities and Results Areas:
Program	Public Safety

Gross Output	Gross Domestic Product	Income	Employment (Person – Years)

GHG Emission Impact	Climate Risk/Impact
Potential to reduce GHG emissions or energy consumption	No clear adaptation benefit

Risks

Risk(s) of not proceeding with investment
Risk(s) of proceeding with investment

Ward(s)	Primary Service Line
All Wards	Water Treatment & Supply

Water Distribution Network (Program 892)

Investment Description:

Maintain the delivery of water in existing communities, extend services to new communities, and address capital maintenance needs. Funding is required to address additional budget needs in 2024-2026 as well as pre-approvals for 2027-2030.

Recommended Budget Impact

Financial Details	Total Cost	2025	2026	2027+
Capital Budget Request (\$000's)	473,447	78,418	178,963	216,066
Maintenance	Upgrade	Growth	New Service	
37%	5%	42%	16%	

Benefits

This investment will ensure the delivery of high-quality drinking water and minimize disruptions. The expansion of our water network is necessary to ensure the city can provide water to new communities and meet the needs of our growing city.

Investment Category:	Primary Alignment to Council's Priorities and Results Areas:
Program	Public Safety

Gross Output	Gross Domestic Product	Income	Employment (Person – Years)

GHG Emission Impact	Climate Risk/Impact
No clear impact on GHG emissions.	No clear adaptation benefit

Risks

Risk(s) of not proceeding with investment
Risk(s) of proceeding with investment

Ward(s)	Primary Service Line
All Wards	Water Treatment & Supply

Wastewater Treatment Plants (Program 894)

Investment Description:

Treatment capacity expansion to accommodate population growth, and investment to address capital maintenance needs to meet regulatory requirements. Funding is required to address additional budget needs in 2024-2026 as well as pre-approvals for 2027-2030.

Recommended Budget Impact

Financial Details	Total Cost	2025	2026	2027+
Capital Budget Request (\$000's)	621,709	40,718	68,445	512,546
Maintenance	Upgrade	Growth	New Service	
31%	27%	34%	8%	

Benefits

This investment will provide the foundation to a healthy and green city. Investing in our wastewater treatment plants will ensure public health and safety and the health of the rivers we draw our drinking water from. Funds will ensure that any service disruptions will be minimal, and The City is able to provide reliable services.

Investment Category:	Primary Alignment to Council's Priorities and Results Areas:
Program	Public Safety

Gross Output	Gross Domestic Product	Income	Employment (Person – Years)

GHG Emission Impact	Climate Risk/Impact
No clear impact on GHG emissions.	No clear adaptation benefit

Risks

Risk(s) of not proceeding with investment
Risk(s) of proceeding with investment

Ward(s)	Primary Service Line
All Wards	Wastewater Collection & Treatment

Wastewater Collection Network (Program 895)

Investment Description:

Maintain the delivery of wastewater services in existing communities, extend services to new communities, and address capital maintenance needs. Funding is required to address additional budget needs in 2024-2026 as well as pre-approvals for 2027-2030. This funding will address various sanitary trunks across the city.

Recommended Budget Impact

Financial Details	Total Cost	2025	2026	2027+
Capital Budget Request (\$000's)	160,247	49,363	92,094	18,790
Maintenance	Upgrade	Growth	New Service	
19%	1%	67%	13%	

Benefits

This investment will maintain and expand The City's ability to collect wastewater in new and existing communities.

Investment Category:	Primary Alignment to Council's Priorities and Results Areas:
Program	Public Safety

Gross Output	Gross Domestic Product	Income	Employment (Person – Years)

GHG Emission Impact	Climate Risk/Impact
No clear impact on GHG emissions.	No clear adaptation benefit

Risks

Risk(s) of not proceeding with investment
Risk(s) of proceeding with investment

Ward(s)	Primary Service Line
All Wards	Wastewater Collection & Treatment

Drainage Facilities & Network (Program 897)

Investment Description:

This investment will address additional budget needs to provide flooding resiliency and improve stormwater quality in 2024-2026. Major projects include Sunnyside Flood Barrier, Forest Lawn Creek Improvement, Pond Renewal Programs, and similar needs across Calgary. Funding is required to address additional budget needs in 2024-2026 as well as pre-approvals for 2027-2030.

Recommended Budget Impact

Financial Details		Total Cost	2025	2026	2027+
Capital Budget Request (\$000's)		134,289	19,385	67,904	47,000
Maintenance	Upgrade	Growth	New Service		
20%	16%	44%	20%		

Benefits

This investment will ensure The City has the adequate infrastructure in response to flood risks. This infrastructure will play a vital role in ensuring the safety of Calgarians, while protecting private and public property. This investment will also limit the sediment traveling to the river, promoting healthy rivers.

Investment Category:	Primary Alignment to Council's Priorities and Results Areas:
Program	Public Safety

Gross Output	Gross Domestic Product	Income	Employment (Person – Years)

GHG Emission Impact	Climate Risk/Impact
No clear impact on GHG emissions	Reduces climate risk

Risks

Risk(s) of not proceeding with investment

Risk of insufficient drainage in flooding conditions, resulting in damages.

Risk(s) of proceeding with investment

Risk of potential cost overruns due to unforeseen construction challenges or material price fluctuations, and the possibility of the implemented solutions not fully addressing future climate change impacts. Striking a balance with other pressing budgetary needs is also crucial, as dedicating resources to these projects may necessitate trade-offs in other areas.

Ward(s)	Primary Service Line
TBD	Stormwater Management

Waste & Recycling Services (Program 256 – Landfill/Treatment Infrastructure)

Investment Description:

The capital program ensures waste is managed in compliance with regulatory requirements to protect public health and the environment. Funding is required to address additional budget needs in 2024-2026. The 2024 allocations exceed the budget available for 2024-2026.

Recommended Budget Impact

Financial Details		Total Cost	2025	2026	2027+
Capital Budget Request (\$000's)		24,926	15,391	9,535	0
Maintenance	Upgrade	Growth	New Service		
6%	24%	68%	2%		

Benefits

This investment will ensure our waste and recycling services can meet the increasing demand of the growing city. This will ensure our communities are clean, protecting the environment and ensure compliance with regulatory requirements.

Investment Category:	Primary Alignment to Council's Priorities and Results Areas:
Program	Public Safety

Gross Output	Gross Domestic Product	Income	Employment (Person – Years)

GHG Emission Impact	Climate Risk/Impact
No clear impact on GHG emissions.	No clear adaptation benefit

Risks

Risk(s) of not proceeding with investment	
Risk of not meeting relevant regulatory requirements.	
Risk(s) of proceeding with investment	
Proceeding with this investment carries significant financial and operational risks, primarily due to the budget shortfall. These risks could lead to regulatory non-compliance, environmental damage, and public health concerns. The City must carefully weigh these risks against the potential benefits of improved waste management. Allocating additional funds to this project may mean diverting resources from other important City initiatives. This could result in missed opportunities or delayed progress in other areas.	
Ward(s)	Primary Service Line
All Wards	Waste & Recycling

Waste & Recycling Services (Program 258 – Facilities & Equipment)

Investment Description:

The capital program ensures waste management facilities are following regulatory requirements to support service delivery, diversion of waste materials, and protecting public health and the environment. Funding is required to address additional budget needs in 2024-2026. The 2024 allocations exceed the budget available for 2024-2026.

Recommended Budget Impact

Financial Details	Total Cost	2025	2026	2027+
Capital Budget Request (\$000's)	12,522	9,289	3,233	0
Maintenance	Upgrade	Growth	New Service	
8%	18%	38%	36%	

Benefits

This investment will ensure The City will have the necessary facilities and equipment to meet regulatory requirements while protecting public health and the environment.

Investment Category:	Primary Alignment to Council's Priorities and Results Areas:
Program	Public Safety

Gross Output	Gross Domestic Product	Income	Employment (Person – Years)

GHG Emission Impact	Climate Risk/Impact
No clear impact on GHG emissions.	No clear adaptation benefit

Risks

Risk(s) of not proceeding with investment

Risk of not meeting regulatory requirements.

Risk(s) of proceeding with investment

Proceeding with this investment carries significant financial and operational risks, primarily due to the budget shortfall. These risks could lead to regulatory non-compliance, environmental damage, and public health concerns. The City must carefully weigh these risks against the potential benefits of improved waste management. Allocating additional funds to this project may mean diverting resources from other important City initiatives. This could result in missed opportunities or delayed progress in other areas.

Ward(s)	Primary Service Line
All Wards	Waste & Recycling

Appendix C: Details of recommended operating investments proceeding without additional corporate funding

Clean Energy Improvement Program

Investment Description

The \$30 million investment will increase financing available for the Clean Energy Improvement Program (CEIP) to support about 750-800 residential projects and launch the commercial program. CEIP provides flexible financing for energy efficiency and renewable energy upgrades to save participants money and reduce GHGs. This investment will be financed by the Corporate Borrowing Strategy. Budget to cover program administration is already secured, and participants repay the upgrade cost and The City's cost of borrowing through their property taxes making this a zero-add investment over 20 years.

Enabled by leveraging external and alternative sources

	2025	2026
Expenditures (\$000)	10,000	20,000

Benefits

This investment will enable the continuation of the already successful residential CEIP program and to expand to offer a commercial CEIP program. CEIP helps Calgarians lower their energy use, utility bills, and greenhouse gas emissions.

CEIP is designed to support Calgary homeowners and commercial building owners to take action to reduce their GHGs. This directly aligns with the Climate Council Priority area and is aligned to the Community Indicator for the Climate Results Area of Community Emissions efforts by The City. Leading by example is important for The City, and enabling the community to also take action to reduce emissions shows progress towards our emissions goals. CEIP supports homeowners and businesses directly by providing investment for GHG reduction through building energy upgrades.

Investment Impact to Previously Approved Performance Measure: No

Alignment to Council Refined Priorities and result areas: Climate

Risk(s) of not proceeding with investment

Increased likelihood of not achieving goals outlined in the Calgary Climate Strategy and the 2023-2026 Climate Implementation Plan. CEIP is very popular, and there may be political and reputational risk if the program is cancelled.

Risk(s) of proceeding with investment

There is a risk of participants defaulting on repayments, and reputational risks of The City recouping those costs through the tax recovery process. There is also interest rate risk given the length of borrowing terms.

Rezoning for Housing Resources

Investment Description

Council approved Rezoning for Housing (CPC2024-0213) with twelve additional recommendations. One of the Motions Arising directed Administration to provide a summary of the budget, resources and workplan implications. The preliminary assessment of costs has been estimated at \$6 million.

Enabled by leveraging external and alternative sources

	2025	2026
Expenditures (\$000)	4,099	1,857

Benefits

This investment will help with the implementation of 12 recommendations and support the Rezoning for Housing initiative to increase housing supply.

Allowing low-scale multi-residential development across Calgary supports redevelopment in a manner that provides more choice for a variety of households and income levels.

Investment Impact to Previously Approved Performance Measure: No

Alignment to Council Refined Priorities and result areas: Housing

Risk(s) of not proceeding with investment

Not proceeding with this investment will impact the effectiveness of the recommendations in CPC2024-0213 and reduce their benefits for Calgarians to increase housing supply in a timely manner.

Risk(s) of proceeding with investment

Top risk is that this may put pressure on existing workplans, resulting in lower quality of projects underway and hindering the implementation of new processes.

Service Leading this Investment: **Development Approvals**

Increasing 9-1-1 capacity to dispatch Transit Peace Officers for emergency calls

Investment Description

Allocates resources in support of a public safety partnership for 19 new 9-1-1 positions to dispatch & monitor transit peace officers for emergency calls. The positions are pivotal in implementing the Public Transit Safety Strategy & the Peace Officer Alignment project to reach targeted response times, ensure deployment of the right service, to the right place, at the right time, and enhance partnerships with Calgary Police Service. Through 9-1-1 dispatch, transit peace officers & citizens will experience improved personal safety. This investment will provide critical resources for the work of 9-1-1 dispatchers, will align with recent fatality inquiries, and is essential to service delivery.

Enabled by leveraging external and alternative sources

	2025	2026
Expenditures (\$000)	1,500	1,000

Benefits

Advances integration with CPS, increases interoperability across all first responder organizations, contributes to achieving target response times to critical incidents, and improves the safety of riders, officers, and perception of safety on Transit.

There are no impacts on 911's existing headline performance measures. A new measure will be created to support successful implementation of Public Transit Safety Strategy.

This investment enables transit peace officers to be dispatched by Calgary 9-1-1 for priority 1 incidents so that transit customers will observe quicker arrival of officers at the scene. Additionally, the investment establishes a centralized dispatch system for peace officers, Calgary Police, and Calgary Fire, enabling a coordinated response to address harm, social disorder, and community safety issues. This coordinated effort will instill a greater sense of safety among transit customers on and around the transit system.

Investment Impact to Previously Approved Performance Measure: No

Alignment to Council Refined Priorities and result areas: Public Safety and Transit

Risk(s) of not proceeding with investment

9-1-1 can't undertake the additional workload of dispatching transit peace officers to meet response time targets. Several objectives outlined in the Council-approved transit safety strategy can't be achieved, including a delay in implementation timeline.

Risk(s) of proceeding with investment

There is some risk of not being able to recruit, train, and get staff up and running in the desired timelines. 9-1-1 will leverage an expedited training of new Emergency Communications Officers (ECOs) including recruiting of experienced dispatchers.

Service Leading this Investment: **Calgary 9-1-1**

A Data Foundation for City Building: Exploring a New Civic Census

Investment Description

Funding will be used to evaluate options and begin initiation of a new data collection tool in the model of a Civic Census. A data foundation like the previous Civic Census is needed to support data driven decision making about Calgary's growth and change, to monitor current population trends promptly, and to improve City service efficiency through monitoring. Other data sources, including Federal Census data, have proven insufficient to provide the accuracy and timeliness required to manage a rapidly growing city. Administration is currently working on acquiring funding support from Housing Accelerator Fund.

Enabled by leveraging external and alternative sources

	2025	2026
Expenditures (\$000)	1,000	0

Benefits

Supports data driven decisions, including for utility servicing, supporting vulnerable populations, and forecasting. Provides accurate and timely data on Calgary's population growth, including pace, location, and composition of change at any geography.

The precision and accuracy of existing performance measures is hindered by the lack of available population data by geography. This impacts measures related to local area plans, housing choice, and industrial area growth. The work of the City Planning & Policy service line delivers long-term benefits to Calgarians, quantified in various indicators and measures relative to population. A new Civic Census enables policy to be evaluated and implemented considering existing population at level of precision needed for investment decisions in specific communities and local areas, in support of particular land uses.

Investment Impact to Previously Approved Performance Measure: No

Alignment to Council Refined Priorities and result areas: Land-Use and Local Area Planning and Housing

Risk(s) of not proceeding with investment

Without a civic census, City planning, and operational data needs are limited to Federal Census population data, which is only collected every five years, with a two-year lag before detailed data is available, and can't be customized to Calgary's needs.

Risk(s) of proceeding with investment

A census program has a financial cost that will compete against other City priorities. Also, there is a risk of reputational loss by reinstating a program that was previously cancelled to save money.

Service Leading this Investment: **City Planning & Policy**

Continuing to fund The City’s Equity Program to advance equitable delivery of City services

Investment Description

Allocates continued funding for the Equity Program to advance equitable service delivery across City services as directed in the Social Wellbeing Policy and the Equity Action and Resourcing Plan (C2021-1436). The Program has made substantial progress in assessing the organization’s maturity in equitable service delivery and continues to support operations in removing barriers for all Calgarians. Sustained investment of \$1.1 million in base budget for program staff and \$950 thousand in one-time budget in the Equity in Service Delivery Fund would provide further support to City services to implement equity related initiatives.

Enabled by reprioritizing budgets within and between services

	2025	2026
Expenditures (\$000)	2,050	950

Benefits

Removal of systemic barriers in service delivery, improved quality of life, increased civic participation, social wellbeing and sense of belonging for all Calgarians. Increased corporate capacity to ensure equitable service delivery across service lines.

This investment will improve The City’s performance by increasing the Corporation’s ability to ensure equitable service delivery at all levels, including programs, services, operations and decision-making.

For example:

- Per cent of City staff participating in the equity program that have developed the level of knowledge and skills necessary to address service inequity;
- Per cent of City service lines participating in the equity program that use disaggregated data for decision-making;
- Per cent of Calgarians who agree The City delivers programs and services that remove barriers to participation for Calgarians who need it most.

Investment Impact to Previously Approved Performance Measure: No

Alignment to Council Refined Priorities and result areas: Social Equity and Public Safety

Risk(s) of not proceeding with investment

The absence of a systems-level corporate approach to ensure equitable service delivery would prevent Calgarians from accessing City services equitably and would pose a significant reputational risk to The City, resulting in loss of public trust.

Risk(s) of proceeding with investment

That the investment would be insufficient for The City to meet the needs of Calgarians for equitable services, caused by increased socio-economic pressure, changes to political will, and inability to adjust plans swiftly enough to meet growing need.

Service Leading this Investment: **Community Strategies**

[Partial funding] Implementing the recommendations from the Downtown Safety Leadership Table

Investment Description

The partially-internally funded component of this investment. The Downtown Safety Leadership Table brought together downtown community leaders to recommend immediate actions to address downtown safety concerns.

Enabled by reprioritizing budgets within and between services

	2025	2026
Expenditures (\$000)	1,350	1,350

Benefits

A more welcoming, vibrant and safer downtown with increased visitation to downtown businesses and public spaces and reduced social disorder. More targeted support for Calgarians at risk, experiencing homelessness and mental health and addiction issues.

Investment Impact to Previously Approved Performance Measure: No

Alignment to Council Refined Priorities and result areas: Public Safety and Downtown Revitalization

Risk(s) of not proceeding with investment

Social wellbeing and downtown economic growth is not improved and public safety issues may increase as the population increases. Not implementing recommendations could result in the loss of trust or future collaboration with the community on shared issues

Risk(s) of proceeding with investment

One-time requests could create service levels that need further investment to base operating budgets to sustain into the future.

Service Leading this Investment: **Community Strategies**

Bill 20 - Local Authorities Election Act Changes for Municipal Elections

Investment Description

Changes to the Local Authorities Election Act (LAEA) in Bill 20 contain legislated requirements that impact the operation of municipal elections, including the requirements to conduct hand counts and prepare a permanent electors register. The changes will affect processes, staffing, technology and performance metrics. Municipal Elections will require an increase to its one-time budget for 2025. The funding will be used to expand the number of voting stations on election day, increase the number of LTE staff required to implement and manage the permanent electors register, and acquire the technology and provide support to administer the permanent electors register at Advance vote stations.

Enabled by reprioritizing budgets within and between services

	2025	2026
Expenditures (\$000)	1,318	0

Benefits

This investment is required by legislation set by The Province. Benefits will include alignment with legislation and provincial direction. The additional voting stations will help mitigate the impact of a hand count on election results reporting.

The original target for this performance measure was set in 2022 prior to the LAEA changes eliminating the use of tabulators in municipal elections. It is expected that a hand count will increase the length of time it takes to report voting station results.

Investment Impact to Previously Approved Performance Measure: Yes

Current performance measure: Voting stations results reported within 60 minutes of the scheduled election day voting station closing time (per cent)

New performance measure: Voting stations results reported within 180 minutes of the scheduled election day voting station closing time (per cent)

Alignment to Council Refined Priorities and result areas: Delivering & Improving Services Calgarians Rely On

Risk(s) of not proceeding with investment

If this investment is not approved, The City will be at risk of not complying with Provincial legislation and requirements, set out in the LAEA.

Risk(s) of proceeding with investment

The top risk in proceeding with this investment is additional unanticipated changes introduced through regulations at a future date that may have operational impacts and costs.

Service Leading this Investment: **Municipal Elections**

Plus 15 Program Management (Inspections)

Investment Description

This investment support Engineering assessments on all Plus 15s. It also includes investment in Plus 15 Emergency Response, Plus 15 operational study, Plus 15 software (BMS), Plus 15 operations.

The breakout of this ask is as follows:

2025 & 2026 - Physical and Engineering assessment (~\$1.5M) (one-time)

2025 & 2026 - Operational study of the network strategy (~\$0.5M) (one-time)

Enabled by reprioritizing budgets within and between services

	2025	2026
Expenditures (\$000)*	750	1,250

*Note: There is an associated approval required for this item which is found in Attachment 5 - Capital Budget Adjustments

Benefits

Plus 15 policy requires engineering inspections every 5 years. Last round of engineering inspections were performed in 2020 so ALL plus 15 assets are due for new round of inspections.

The service feels that we need to make this adjustment to support the story being told to Council as part of mid-cycle adjustments around infrastructure - maintaining what we have, and increasing inspections to understand the current state of the Plus 15 assets.

Investment Impact to Previously Approved Performance Measure: No

Alignment to Council Refined Priorities and result areas: Public Safety and Downtown Revitalization

Risk(s) of not proceeding with investment

A lack of maintenance and monitoring of Plus 15 assets may lead to safety concerns, unexpected closures of the Plus 15 Network & surrounding roadways, and additional repair costs down the road. Also, The City's permit to practice with APEGA is at risk.

Risk(s) of proceeding with investment

This investment may find areas that would need maintenance/repair work to ensure public safety on the Plus 15 assets. Additional funding may be required to address the findings from the inspections.

Service Leading this Investment: **Infrastructure & Engineering**

Film Friendly Program Sustainment

Investment Description

The Film Friendly Program & market assessments completed in 2021-23 with Calgary Economic Development have shown the need for long-term resources & strategic goals. The Film Friendly Team manages the deployment of over 70 service activities, corporate and film specific process improvements, and economic growth of the film industry in partnership with CED. This team is in limited term and unbudgeted positions.

Investing in this program ensures service levels, positive customer experience, and supports film industry's growth.

This investment provides base funding, permanent FTEs for the team, development of a comprehensive Film Friendly Strategy, and programs to support the growing industry.

Enabled by reprioritizing budgets within and between services

	2025	2026
Expenditures (\$000)	860	0

Benefits

Ensure film service levels. Mitigate impacts to City, optimize skills, process, & comms for 11 BUs and 1 Civic Partner. Sustain \$460M industry spend & 140 projects in economy. Set strategic priorities, pricing strategy/fees.

CED reports to ELT & Council on Uplink Strategy. Two of five economic drivers identified Film and report KPI's .

1)Talent PRIORITY 3: Attract people who want to make a difference, create solutions and change the world. KPI #3: Jobs created 2022: 5,455, 2023: 4142.

2)Livability PRIORITY 4: Be known as an inviting city with year-round experiences for everyone to enjoy. KPI #4: Number of film and TV productions 2022:143, 2023: 141. While there are no specific film measures in the current Service Plans and budgets from Admin, the long term impacts of this investment may be seen in Calgarian's satisfaction with Arts & Culture in Calgary. (PM 4 in Arts and Culture Service Plans and Budget).

Investment Impact to Previously Approved Performance Measure: No

Alignment to Council Refined Priorities and result areas: Downtown Revitalization

Risk(s) of not proceeding with investment

Loss of economic activity/market share of investment from film industry. Disrupt 10 BU's core service. Loss of SME skill & ability to provide film service levels. Film projects go elsewhere. Impact Civic Partner operations.

Risk(s) of proceeding with investment

Funding this investment may mean a lack of funding for another service/program.

Service Leading this Investment: **Arts & Culture**

Eligibility Resources for Calgary Transit Access

Investment Description

Specialized Transit is requesting \$360,000 in base operating budget for three critical positions: (1) eligibility specialist, (1) senior eligibility specialist, and (1) administrative support. The Specialized Transit service is facing a critical staffing shortage exacerbated by a year over year surge in demand and applications due to increasing population. These positions will expedite application processing, enhance eligibility determinations, and streamline administrative tasks, ultimately improving the overall experience for customers. Failure to address the staffing shortfall risks further delays and wait times for customers.

Enabled by reprioritizing budgets within and between services

	2025	2026
Expenditures (\$000)	360	0

Benefits

There is currently a backlog causing delays in processing eligibility applications. These positions would reduce the average customer wait times from 10 weeks to 4 weeks. This would also help with increasing growing demands.

Number of applications processed; Average time to process an application.

Investment Impact to Previously Approved Performance Measure: No

Alignment to Council Refined Priorities and result areas: Social Equity and Transit

Risk(s) of not proceeding with investment

There is a trend in the increase in applications for Calgary Transit Access Eligibility, and Calgary's population is expected to increase year-over-year. This will impact new and existing customer wait times to access or use the service.

Risk(s) of proceeding with investment

Hiring and training of qualified staff in a timely fashion, to be able to take on the responsibilities associated with the eligibility of Calgary Transit Access function to meet the increasing demand.

Service Leading this Investment: **Specialized Transit**

Playground and Amenity Safety Inspections and Sustainment

Investment Description

This investment is for the Operating Cost of Capital portion of the "Parks and Playgrounds Upgrades" investment approved by Council as a part of 2024 Adjustments. This operating cost request includes ongoing inspection and maintenance of the sites and outfitting additional site amenities.

An investment in parks infrastructure will contribute to enhanced community safety and satisfaction. The investment would further progress towards imagineParks goals (e.g., Sustainable Management) and improve the condition of parks assets, which is linked to Council's Social Equity priority (C2024-0239). It supports equitable access to safe, inclusive and accessible parks and open spaces for all Calgarians.

Enabled by reprioritizing budgets within and between services

	2025	2026
Expenditures (\$000)	50	50

Benefits

It will improve the condition of existing parks infrastructure, ensuring long-term operational efficiency and enhanced public safety. It reflects our commitment to equity and community wellbeing by fostering vibrant and healthy spaces for all to enjoy.

There are no performance measures associated with this investment as it is to enable ongoing service delivery.

Investment Impact to Previously Approved Performance Measure: No

Alignment to Council Refined Priorities and result areas: Social Equity and Public Safety

Risk(s) of not proceeding with investment

Deterioration of park assets, leading to reduced safety, service levels and community wellbeing. Increased liability, higher future costs and inability to meet expectations and diverse needs of Calgarians may occur if the operating portion is unfunded.

Risk(s) of proceeding with investment

There could be competing demands for improvements from various community groups. The requests would need to be prioritized.

Service Leading this Investment: **Parks & Open Space**

Improving Pavement Quality and the 5A Network (Operating Cost of Capital 2025 and 2026)

Investment Description

This investment is requesting the Operating Cost of Capital for the "Improving Pavement Quality and the 5A Network" investment that Council approved in the 2024 Adjustments (Nov 22, 2023). The operating cost of capital is for 2025 and 2026 only; and are for snow and ice clearing for the 5A Network.
2025 - 60K | 2026 - 40K

Enabled by reprioritizing budgets within and between services

	2025	2026
Expenditures (\$000)	60	40

Benefits

This investment will ensure that the 2024 approved new investment is operationalized.

This investment will allow snow and ice clearing to take place on newly-paved stretches of the 5A network, ensuring they are in usable condition year-round.

Investment Impact to Previously Approved Performance Measure: No

Alignment to Council Refined Priorities and result areas: Delivering & Improving Services Calgarians Rely On and Public Safety

Risk(s) of not proceeding with investment

Not funding this investment would reduce levels of service to Calgarians by reducing the usability of the newly constructed 5A network to snow-free periods. This poses a safety risk for 5A users, a reputational risk to the City and a legal liability risk.

Risk(s) of proceeding with investment

None

Service Leading this Investment: **Streets**

Additional 5A Network Improvement Plan (Operating Cost of Capital 2025, 2026, 2027)

Investment Description

The capital investment was approved in the 2024 Adjustments. This investment ask is for the Operating Cost of Capital required in 2025, 2026 and 2027 for this investment. The operating costs requested are for snow and ice clearing for the 5A Network (additional sections 6-7km).
2025 - 27K | 2026 - 39K | 2027 - 52K.

Enabled by reprioritizing budgets within and between services

	2025	2026
Expenditures (\$000)	27	39

Benefits

This investment will ensure that the 2024 approved new investment is operationalized.

This investment will allow snow and ice clearing to take place on newly-built stretches of the 5A network, ensuring they are in usable condition year-round.

Investment Impact to Previously Approved Performance Measure: No

Alignment to Council Refined Priorities and result areas: Delivering & Improving Services Calgarians Rely On and Public Safety

Risk(s) of not proceeding with investment

Not funding this investment would reduce levels of service to Calgarians by reducing the usability of the newly constructed 5A network to snow-free periods. This poses a safety risk for 5A users, a reputational risk to the City and a legal liability risk.

Risk(s) of proceeding with investment

None

Service Leading this Investment: Sidewalks & Pathway

Appendix D: Details of recommended funding strategy

Table 1: Efficiencies generated through corporate management of vacancies (breakdown by service)

Service	Ongoing (Base) Operating Budget Impact (\$)
Bylaw Education & Compliance	(96,308)
Calgary 9-1-1	(274,107)
City Planning & Policy	(315,000)
Community Strategies	(95,000)
Corporate Governance	(10,360)
Corporate Security	(148,000)
Data, Analytics & Information Access	(73,000)
Executive Leadership	(144,000)
Facility Management	(128,000)
Financial Support	(188,000)
Fire & Emergency Response	(3,351,523)
Fire Inspection & Enforcement	(100,827)
Fire Safety Education	(14,650)
Human Resources Support	(195,000)
Infrastructure & Engineering	(41,440)
IT Solutions & Support	(305,000)
Legal Services	(80,000)
Mayor & Council	(143,000)
Organizational Health, Safety & Wellness	(63,000)
Parks & Open Spaces	(709,000)
Procurement & Warehousing	(138,000)
Property Assessment	(140,000)
Public Transit	(1,346,455)
Real Estate	(15,000)
Recreation Opportunities	(534,000)
Specialized Transit	(30,730)
Strategic Marketing & Communications	(194,000)
Streets	(984,400)
Taxation	(45,000)
Waste & Recycling	(45,200)
Total	(9,948,000)

Table 2: Adjustments to Planning and Development Services (PDS) to reduce tax supported budget and align PDS fee revenues with PDS services provided (figures in \$)

Service	Expenditures	Recoveries	Revenues	Total
City Planning & Policy	(3,900,000)			(3,900,000)
Parking	(22,391)		1	(22,390)
Parks & Open Spaces	(255,116)		22	(255,094)
Public Transit	(2,578)			(2,578)
Sidewalks & Pathways	(395,515)	3,500	328,634	(63,381)
Streets	(1,125,042)	31,500	581,448	(512,094)
Development Approvals	5,700,535	(35,000)	(5,665,535)	-
Total	(105)	-	(4,755,430)	(4,755,536)

Table 3: Capital capacity created from relinquishments

Funding Source	Amount (\$)
Corporate Grants	
Municipal Sustainability Initiative ¹	75,816,889
Canada Community-Building Fund	2,019,886
Corporate Reserves	
Reserve for Future Capital and Lifecycle Maintenance and Upgrade Merged Reserve ²	53,716,665
Fiscal Stability Reserve	3,863,475
Total	135,416,915

1. \$13.2M was generated through a funding switch rather than relinquishing the capital budget as a more restricted funding source could be used

2. \$2.3M was generated through a funding switch rather than relinquishing the capital budget as a more restricted funding source could be used

Appendix E: For Approval: Recommended investments proceeding with additional tax or other corporate funding

Corporate Inflationary Pressures

Investment Description

In recent years, costs have risen much faster than expected due to inflation, supply chain issues and rising labour costs. This investment will cover rising costs where actual inflation has been higher than budgeted. This is important to keep Administration budgets balanced as part of municipal financial responsibility.

Priority proposed investment

Financial Details	On-going Annual Amounts (Base) (\$000's)	One-Time (\$000's)
2025	48,000	0
2026	0	0
Service Line	Corporate Programs - Corporate Costs & Debt Servicing	Corporate Programs - Corporate Costs & Debt Servicing

Benefits

Calgarians will continue to see services delivered as planned. While some higher than anticipated inflation can be absorbed through contingencies and efficiencies, this level of inflation would require service reductions to make up.

There are no performance measures associated with this investment because it is intended to enable continued service delivery.

Investment Impact to Previously Approved Performance Measure: No

Are there any capital (current or future) impacts associated with this investment request? No

Alignment to Long-Term Plan: 2021-2032 Long Range Financial Plan Report

Alignment to Council Refined Priorities and result areas: Delivering & Improving Services Calgarians Rely On

Risk(s) of not proceeding with investment

Services may not receive sufficient inflationary increases to deliver service at the budgeted level resulting in potential service level impacts to Calgarians.

Risk(s) of proceeding with investment

None

Service Leading this Investment: Corporate Programs - Corporate Costs & Debt Servicing

Preparing for Green Line Operations

Investment Description

Council has approved a base operating budget of \$8 million per year from 2025 - 2031 to be transferred to the Green Line Fund at the beginning of each year as part of the municipal funding for the Green Line program. This funding stream will grow to the projected operating costs of Green Line opening day in 2032 and in the interim, will provide capital to contribute to building this phase of the Green Line.

An additional \$16 million of base operating budget for Corporate Programs in 2025 has been allocated to the Green Line Fund for 2025-2031 recognizing tax growth from the increase in development and redevelopment of properties in Calgary in 2024.

Enabled by reprioritizing budgets within services

Budget Impact

Financial Details	On-going Annual Amounts (Base) (\$000's)	One-Time (\$000's)
2025	8,000	0
2026	8,000	0
Service Line	Public Transit	Public Transit
2025	0	16,000
2026	0	16,000
Service Line	Corporate Programs - Corporate Costs & Debt Servicing	Corporate Programs – Corporate Costs & Debt Servicing
2025 Total	8,000	16,000
2026 Total	8,000	16,000

Benefits

This investment enables The City to proceed with the Green Line program.

Investment Impact to Previously Approved Performance Measure: No

Are there any capital (current or future) impacts associated with this investment request? Yes

Alignment to Long-Term Plan: Route Ahead - A Strategic Plan for Transit in Calgary

Alignment to Council Refined Priorities and result areas: Delivering & Improving Services Calgarians Rely On

Risk(s) of not proceeding with investment

Without the necessary financial backing from the City of Calgary, the Green Line would not be constructed. This would also lead to the loss of matching funds from both the provincial and federal governments.

Risk(s) of proceeding with investment

If budget is committed to funding Green Line capital program, Public Transit cannot build up transit services in the Green Line corridor and may face challenges in achieving the ridership levels necessary to justify sustaining long-term operations

Service Leading this Investment: Public Transit

Capital Funding from Local Access Fees

Investment Description

Council has approved the change in the calculation methodology for Local Access Fees (Franchise Fees) with a target revenue and specified funding for capital from this revenue stream.

Priority proposed investment

Financial Details	On-going Annual Amounts (Base) (\$000's)	One-Time (\$000's)
2025	0	19,656
2026	0	19,656
Service Line	Corporate Programs - Corporate Costs & Debt Servicing	Corporate Programs - Corporate Costs & Debt Servicing

Benefits

Calgarians will continue to see capital investment delivered as planned. While some higher than anticipated inflation can be absorbed through contingencies and efficiencies, the current level of inflation would require capital reductions to make up.

There are no performance measures associated with this investment because this one-time investment is intended to enable continued service delivery.

Investment Impact to Previously Approved Performance Measure: No

Are there any capital (current or future) impacts associated with this investment request? Council has directed this funding to be used for capital emerging and inflationary pressures.

Alignment to Long-Term Plan: 2021-2032 Long Range Financial Plan Report

Alignment to Council Refined Priorities and result areas: Delivering & Improving Services Calgarians Rely On

Risk(s) of not proceeding with investment

Inflationary increases in capital costs may require projects to scale back or be canceled, resulting in potential service level impacts to Calgarians.

Risk(s) of proceeding with investment

None

Service Leading this Investment: **Corporate Programs - Corporate Costs & Debt Servicing**

Public Transit Revenue Shortfall

Investment Description

Public Transit is requesting \$13 million in base operating funding to partially offset a projected \$33 million revenue shortfall in 2025. While transit ridership has surpassed pre-pandemic levels, revenue recovery continues to lag. This is in addition to the \$19 million one-time budget request for the Low-Income Transit Pass Program Sustainment.

Priority proposed investment

Budget Impact

Financial Details	On-going Annual Amounts (Base) (\$000's)	One-Time (\$000's)
2025	13,000	0
2026	0	0
Service Line	Public Transit	Public Transit

Benefits

Continue to provide Public Transit service at current levels while maintaining previously approved Council fare increases.

If the investment is approved, Public Transit will maintain current service levels and keep performance measures on track to meet targets.

Investment Impact to Previously Approved Performance Measure: No

Are there any capital (current or future) impacts associated with this investment request? No

Alignment to Long-Term Plan: Route Ahead - A Strategic Plan for Transit in Calgary

Alignment to Council Refined Priorities and result areas: Delivering & Improving Services Calgarians Rely On

Risk(s) of not proceeding with investment

Financial Risk: Actual revenues continue to be lower than budgeted. As a result, fares will increase, fare programs will be impacted, and service levels may be reduced.

Risk(s) of proceeding with investment

Financial Risk: There is a risk that revenue will recover in a few years, potentially reducing the urgency for immediate base operating budget.

Service Leading this Investment: **Public Transit**

Aligning emergency response capabilities to meet rising service demand

Investment Description

Primarily supports direct improvements to frontline service delivery with an immediate and visible impact on Calgarians, including:

- Staffing the remaining two aerials with 4-person crews to bring response time service levels closer to approved targets; and
- A new Community Safety Officer position to address the increasing need for fire and life safety education in communities experiencing vulnerabilities.

The investment also funds the necessary supports to sustain frontline operations to meet service demand, including Training, Health and Safety, Specialized Response (Hazmat), and leadership support.

Priority proposed investment

Budget Impact

Financial Details	On-going Annual Amounts (Base) (\$000's)	One-Time (\$000's)
2025	4,700	0
2026	1,900	0
Service Line	Fire & Emergency Response	Fire & Emergency Response

Benefits

Increasing the staffing on aerials from 2- to 4-person crews will improve the percentage of time that critical resources are assembled at serious and escalating fires within 11 minutes. According to historical data and National Fire Protection Association best practice guidelines, this is a strong indicator of improved outcomes and the preservation of life safety, property and the environment at emergencies.

An additional resource for Fire Safety Education provides increased capacity to deliver programs and services specifically for Calgarians experiencing vulnerabilities that expose them to higher risks of emergencies and poor outcomes, including children, older adults, and new Canadians. Support staff positions enable the service to maintain and sustain frontline service delivery operations as it expands to manage increasing emergency service demands in Calgary, for example, to sustain training programs for the large volume of recruits that will support the increased staffing on aerials.

This investment would allow the service to advance our abilities to meet current performance measures.

Investment Impact to Previously Approved Performance Measure: Yes

Previously-Approved Performance Measure Name	Previously-Approved Expected Performance by 2026
PM2: Arrival of two engines, one aerial unit and a minimum of 12 firefighters within 11 minutes at serious and escalating fires (per cent time target is achieved)	77
	Proposed Expected Performance by 2026
	74.4
<p>This recommended investment will allow for staffing of the remaining two aerial apparatuses and enable the system to have 11 aerial apparatus that meet minimum staffing requirements as approved by Council. The previously-approved expected future performance has been affected by recent incidents contributing to longer travel times due to community growth and increased service demand. With the complete investment, it is expected that performance will partially recover, including arrival of two engines, one aerial unit and a minimum of 12 firefighters within 11 minutes at serious and escalating fires will be at 74.4 per cent, 90 per cent of the time.</p>	

Previously-Approved Performance Measure Name	Previously-Approved Expected Performance by 2026
PM2: Number of Calgarians experiencing vulnerabilities that receive fire safety education	121,141
	Proposed Expected Performance by 2026
	60,000
<p>Additional community safety resources will help the service achieve almost a 100% improvement from the previous year. Through non-emergency initiatives, the service would contact approximately 60,000 Calgarians annually about fire prevention and life safety. The achievement of the original 2026 value expected functional support from the Fire and Emergency Response front-line resources would help to meet this objective. Due to increased call volumes, training obligations, and increasing sickness and accident levels in Fire and Emergency Response service members, the expected performance is revised.</p>	

Are there any capital (current or future) impacts associated with this investment request? No

Alignment to Long-Term Plan: CFD Service Levels and Response Time Targets

Alignment to Council Refined Priorities and result areas: Delivering & Improving Services Calgarians Rely On

Risk(s) of not proceeding with investment

Public Safety Risk: The service may not meet service level expectations and demand due to a lack of capacity and capability. The impact would be a higher probability of poor outcomes for life safety, property, and the environment at emergency incidents.

Risk(s) of proceeding with investment

Operational Risk: Insufficient resource availability to meet all service needs, increase in response time due to heightened focus on safety protocols, and lack of support positions, including those to recruit and train new members.

Service Leading this Investment: **Fire & Emergency Response**

Policy framework for the Remuneration and reimbursement of Expenses for Boards, Commissions and Committees

Investment Description

In response to Notice of Motion EC2022-1371, Council directed Administration to return to Executive Committee by Q1 2024 with a remuneration and expense policy applying to all Council-established BCCs that have Public Members appointed by Council. Report EC2024-0037 was presented at the 2024 March 19 Regular Meeting of Council. Administration was then directed to develop and present a budget submission to Mid-Cycle Adjustments to support the direct and indirect administration costs. This investment represents the year one costs of developing and implementing the program and includes the salaries and related costs of two limited term positions and one full-time position.

Priority proposed investment

Budget Impact

Financial Details	On-going Annual Amounts (Base) (\$000's)	One-Time (\$000's)
2025	109	274
2026	1,100	274
Service Line	Council & Committee Support	Council & Committee Support

Benefits

This investment supports the implementation of a Council policy that recognizes the contributions of Public Members of BCCs to civic decision-making and promotes equity and the reduction of barriers to participation.

Performance Measure 5: Boards, Commissions and Committees' leadership's rate of satisfaction with governance support.

Once fully implemented, the investment should have a positive impact on Performance Measure 5. Currently, this PM indicates an 85 percent positive satisfaction rate. Providing leadership with increased support, expense reimbursements and remuneration should result in a higher satisfaction rate.

Investment Impact to Previously Approved Performance Measure: Yes

Previously-Approved Performance Measure Name	Previously-Approved Expected Performance by 2026
PM5: Boards, Commissions and Committees' leadership's rate of satisfaction with governance support	TBD
	Proposed Expected Performance by 2026
	88%

Once fully implemented, the investment should have a positive impact on this performance measure. Currently, this measure indicates an 85 percent positive satisfaction rate. Providing leadership with increased support, expense reimbursements and remuneration should result in a higher satisfaction rate.

Are there any capital (current or future) impacts associated with this investment request? No

Alignment to Long-Term Plan: Council Priorities

Alignment to Council Refined Priorities and result areas: Delivering & Improving Services Calgarians Rely On

Risk(s) of not proceeding with investment

There is a risk that inequitable remuneration and expenses paid to public members appointed to Council-established Boards, Commissions and Committees will inhibit equity and impose barriers to participation in civic decision-making.

Risk(s) of proceeding with investment

The creation of new Boards, Commissions and Committees will result in cost increases over time.

Service Leading this Investment: **Council & Committee Support**

Implementing the recommendations from the Downtown Safety Leadership

Investment Description

The Downtown Safety Leadership Table brought together downtown community leaders to recommend immediate actions to address downtown safety concerns. Administration has transitioned quickly to implement all 28 recommendations; 20 align with work already underway & 8 require additional resources to increase: public realm maintenance, cleanliness and safety improvements, access to public washrooms, responsiveness to safety concerns across the Plus 15 network, daytime resource centres and other support for Calgarians at risk of or experiencing homelessness or other vulnerabilities, data sharing among first responders, social agencies and community partners, and events and programming activities.

Priority proposed investment

Budget Impact

Financial Details	On-going Annual Amounts (Base) (\$000's)	One-Time (\$000's)
2025	1,524	0
2026	0	0
Service Line	Community Strategies	Community Strategies
2025	500	0
2026	0	0
Service Line	Streets	Streets
2025	0	2,250
2026	0	2,250
Service Line	Economic Development & Tourism	Economic Development & Tourism
2025	350	1,940
2026	0	0
Service Line	Parks & Open Spaces	Parks & Open Spaces
2025	0	135
2026	0	0
Service Line	Corporate Security	Corporate Security
2025	0	1,200
2026	0	1,200
Service Line	Arts & Culture	Arts & Culture
2025	130	260
2026	0	260
Service Line	Emergency Management & Business Continuity	Emergency Management & Business Continuity
2025 Total	2,504	5,785
2026 Total	0	3,710

Benefits

A more welcoming, vibrant and safer downtown with increased visitation to downtown businesses and public spaces and reduced social disorder. More targeted support for Calgarians at risk, experiencing homelessness and mental health and addiction issues.

Implementation of the DSLT recommendations may support various performance measures for the Community Strategies service, as well as other related service lines, but it will be measured against the plan's desired outcomes and specific metrics.

Investment Impact to Previously Approved Performance Measure: No

Are there any capital (current or future) impacts associated with this investment request? No

Alignment to Long-Term Plan: Council Priorities

Alignment to Council Refined Priorities and result areas: Delivering & Improving Services Calgarians Rely On

Risk(s) of not proceeding with investment

Social wellbeing and downtown economic growth is not improved and public safety issues may increase as the population increases. Not implementing recommendations could result in the loss of trust or future collaboration with the community on shared issues

Risk(s) of proceeding with investment

One-time requests could create service levels that need further investment to base operating budgets to sustain into the future.

Service Leading this Investment: **Community Strategies**

Sustain tree service levels in response to significant grant to increase the urban canopy

Investment Description

This investment will support tree care for our urban canopy in response to increased tree assets being planted in alignment with capital funding received through a federal grant. Risk-based tree inspections and pruning will reduce public safety risks and improve lifespans for trees, which will further progress on urban canopy and climate adaptation goals. Additional staff and resources will sustain the urban forest gained from the capital grant.

This investment aligns with Council's Public Safety and Climate priorities and will support the Climate Strategy, Urban Forestry Strategic Plan, Municipal Development Plan and Stormwater Management Strategy.

Priority proposed investment

Budget Impact

Financial Details	On-going Annual Amounts (Base) (\$000's)	One-Time (\$000's)
2025	400	0
2026	400	0
Service Line	Urban Forestry	Urban Forestry

Benefits

Proactive tree assessment and pruning will sustain newly planted assets and increase public safety and customer service. Improved tree survivability and longevity will advance progress towards tree canopy goals and our response to the Climate Emergency.

This investment will ensure that the addition of new tree assets does not negatively impact (dilute) the service line's ability to implement our risk-based approach to tree care and pruning. The newly planted tree assets will receive the same level of service as existing trees. The number of trees assessed and/or pruned will increase, in alignment with the number of new tree assets planted, resulting in an increase for this performance measure.

Investment Impact to Previously Approved Performance Measure: Yes

Previously-Approved Performance Measure Name	Previously-Approved Expected Performance by 2026
PM1: Number of trees inspected and/or pruned.	68,000
	Proposed Expected Performance by 2026
	74,000
As a result of the investment proposed for this service the number of trees assessed and/or pruned will increase, in alignment with the number of new tree assets planted, resulting in an increase for this performance measure.	

Are there any capital (current or future) impacts associated with this investment request? Yes

Alignment to Long-Term Plan: Urban Forestry Strategic Plan

Alignment to Council Refined Priorities and result areas: Delivering & Improving Services Calgarians Rely On

Risk(s) of not proceeding with investment

Tree care for our expanding canopy will reduce, increasing public risk (tree failures) and decreasing tree lifespans. Newly planted tree assets require maintenance to properly establish and to increase the urban canopy to maximize climate benefits.

Risk(s) of proceeding with investment

None identified

Service Leading this Investment: **Urban Forestry**

Bridge Management System

Investment Description

The Bridge Management System supports operational asset management of critical bridge and structure assets. This request is to cover ongoing/annual licensing to ensure continuity of service.

Priority proposed investment

Budget Impact

Financial Details	On-going Annual Amounts (Base) (\$000's)	One-Time (\$000's)
2025	50	0
2026	5	0
Service Line	Infrastructure & Engineering	Infrastructure & Engineering

Benefits

Bridges and structures are critical infrastructure and the Bridge Management System ensures these assets are appropriately managed and maintained to support reliable service delivery and public safety.

This investment ensures that City bridge and structure assets are properly maintained and supported to enable continued service delivery and public safety.

Investment Impact to Previously Approved Performance Measure: No

Are there any capital (current or future) impacts associated with this investment request? No

Alignment to Long-Term Plan: Select the long-term plan that this investment best aligns to.

Alignment to Council Refined Priorities and result areas: Delivering & Improving Services Calgarians Rely On

Risk(s) of not proceeding with investment

The risk of not funding licensing is that The City will be left without a key software tool to manage critical infrastructure assets with potential impacts to public safety.

Risk(s) of proceeding with investment

This software system is already in place; there is minimal to no implementation risk

Service Leading this Investment: **Infrastructure & Engineering**

Hotchkiss Growth Application Operating Costs

Investment Description

To enable public transit and accessible transit services in the developing community of Hotchkiss. The operating costs are estimated as part of the Growth Application process, and respond to Council direction to introduce transit services into developing communities earlier in the community lifecycle than has been possible in the past. Public transit and accessible transit service costs were identified in report IP2024-0461 (GA2023-004).

Priority proposed investment

Budget Impact

Financial Details	On-going Annual Amounts (Base) (\$000's)	One-Time (\$000's)
2025	0	0
2026	478	0
Service Line	Public Transit	Public Transit

Benefits

Providing public transit and accessible transit services to residents of Hotchkiss offering mobility options and connecting the community to the rapid transit network.

Providing public transit to the growth application area will increase the number of Calgarians who have access to transit services.

Investment Impact to Previously Approved Performance Measure: No

Are there any capital (current or future) impacts associated with this investment request? Yes

Alignment to Long-Term Plan: Route Ahead - A Strategic Plan for Transit in Calgary

Alignment to Council Refined Priorities and result areas: Delivering & Improving Services Calgarians Rely On

Risk(s) of not proceeding with investment

The community of Hotchkiss will not receive public transit services until a later date.

Risk(s) of proceeding with investment

Additional operating costs and the associated tax increase may be incurred with the approval of this investment.

Service Leading this Investment: **Public Transit**

Prairiesong Growth Application Operating Costs

Investment Description

To enable public transit and accessible transit services in the developing community of Prairiesong. The operating costs are estimated as part of the Growth Application process, and respond to Council direction to introduce transit services into developing communities earlier in the community lifecycle than has been possible in the past. Public transit and accessible transit service costs were identified in report IP2024-0567 (GA2023-003).

Priority proposed investment

Budget Impact

Financial Details	On-going Annual Amounts (Base) (\$000's)	One-Time (\$000's)
2025	0	0
2026	67	0
Service Line	Public Transit	Public Transit

Benefits

Providing public transit and accessible transit services to residents of Prairiesong offering mobility options and connecting the community to the rapid transit network.

Providing public transit to the growth application area will increase the number of Calgarians who have access to transit services.

Investment Impact to Previously Approved Performance Measure: No

Are there any capital (current or future) impacts associated with this investment request? Yes

Alignment to Long-Term Plan: Route Ahead - A Strategic Plan for Transit in Calgary

Alignment to Council Refined Priorities and result areas: Delivering & Improving Services Calgarians Rely On

Risk(s) of not proceeding with investment

Residents in the growth application area will not receive transit services until a later date.

Risk(s) of proceeding with investment

Additional public transit operating costs and the associated property tax increase.

Service Leading this Investment: Public Transit

Belvedere (Liberty) Growth Application Operating Costs

Investment Description

To enable public transit and accessible transit services in the developing community of Belvedere Liberty Stage 2. The operating costs are estimated as part of the Growth Application process, and respond to Council direction to introduce transit services into developing communities earlier in the community lifecycle than has been possible in the past. Public transit and accessible transit service costs were identified in report IP2024-0568 (GA2024-001).

Priority proposed investment

Budget Impact

Financial Details	On-going Annual Amounts (Base) (\$000's)	One-Time (\$000's)
2025	0	0
2026	40	0
Service Line	Public Transit	Public Transit

Benefits

Providing public transit and accessible transit services to residents of the growth application area, offering mobility options and connecting the community to the rapid transit network.

Providing public transit to the growth application area will increase the number of Calgarians who have access to transit services.

Investment Impact to Previously Approved Performance Measure: No

Are there any capital (current or future) impacts associated with this investment request? Yes

Alignment to Long-Term Plan: Route Ahead - A Strategic Plan for Transit in Calgary

Alignment to Council Refined Priorities and result areas: Delivering & Improving Services Calgarians Rely On

Risk(s) of not proceeding with investment

The growth application area will not receive transit services until a later date.

Risk(s) of proceeding with investment

Increased operating costs and the impact to property taxes.

Service Leading this Investment: **Public Transit**

Low Income Transit Pass Program Sustainment

Investment Description

Public Transit projects a \$33 million revenue shortfall for the 2025 fiscal year. The cost of the Low Income Transit Pass program has increased to an estimated \$52 million in 2024, an increase of \$19 million since 2019. Costs are increasing year-over-year and represent a significant funding gap for the service. This is due to a higher number of people qualifying for the program. Public Transit has one time funding to cover the shortfall in 2024 but there is no funding for the \$19 million in 2025 and beyond.

Priority proposed investment

Budget Impact

Financial Details	On-going Annual Amounts (Base) (\$000's)	One-Time (\$000's)
2025	0	19,000
2026	0	0
Service Line	Public Transit	Public Transit

Benefits

This investment allows Public Transit to sustain the program, removing barriers for low income and equity-deserving Calgarians.

If the investment is approved, Public Transit will maintain current service levels and keep performance measures on track to meet targets.

Investment Impact to Previously Approved Performance Measure: No

Are there any capital (current or future) impacts associated with this investment request? No

Alignment to Long-Term Plan: Route Ahead - A Strategic Plan for Transit in Calgary

Alignment to Council Refined Priorities and result areas: Delivering & Improving Services Calgarians Rely On

Risk(s) of not proceeding with investment

Financial Risk: Actual revenues continue to be lower than budgeted. As a result, fares will increase, fare programs will be impacted, and service levels may be reduced.

Risk(s) of proceeding with investment

Financial risk: This funding is not sustainable or recurring, and the reliance on one-time funding is not a long-term solution for maintaining services levels and future growth of the service. Program demand may also increase beyond current projections.

Service Leading this Investment: **Public Transit**

Appendix F: For Approval: Details of recommended capital investment

For Council Approval

Capital Cost Escalation Fund

Investment Description:

November 2023 Council approved \$147 million for Capital Cost Escalations. This fund provides a flexible strategy to respond to cost escalations at the portfolio level and deliver Council approved investments in a timely and cost-effective manner. This funding will cover some but not all known cost escalations and enables the timely use of capital dollars. Without this funding, recipient projects may face significant delays, de-scoping or cancellation.

A variety of projects across all City Wards are experiencing cost escalations. A partial list of projects currently experiencing varying degrees of cost escalations include multi-use facilities with amenities such as fire stations, libraries, non-market housing, Recreation facilities, partner projects, and Transit asset replacements. It is anticipated that this investment will request additional funding in the 2027-2030 services plans and budget.

Recommended Budget Impact

Financial Details	Recommended	2025	2026	Total Capital Cost
Capital Budget Request (\$000's)	18,000	18,000	0	234,700
Budget ID:	A482154 - Capital Cost Escalations			
Service Line:	Infrastructure & Engineering			
Funding Source:	Fiscal Stability Reserve (\$3,863), Pay-As-You-Go (\$7,876), Reserve for Future Capital (\$6,261)			
Maintenance	Upgrade	Growth	New Service	
TBD	TBD	TBD	TBD	

Benefits

Calgarians benefit from the services and supports enabled by the timely delivery of capital investments. When projects are delayed, de-scoped or cancelled, the services that require the capital investments are degraded or remain inaccessible to residents and businesses.

The ability to deal with capital cost escalation at a portfolio level will speed up project delivery and make sure The City is seen as an owner who contractors want to work for. It will support retention of skilled labour in Calgary as project cancellations and delays erode Calgary as a good place to do business and invest. Calgary needs a healthy construction industry, to ensure that the industry remains competitive, can retain a highly skilled workforce, and continues to be a significant contributor to Calgary's economy.

Investment Category:	Primary Alignment to Council's Priorities and Results Areas:
Program	Managing Operational Risk

Gross Output	Gross Domestic Product	Income	Employment (Person – Years)
TBD	TBD	TBD	TBD

GHG Emission Impact	Climate Risk/Impact
Potential to reduce GHG emissions or energy consumption	Potential to reduce climate risk

Risks

Risk(s) of not proceeding with investment
Council approved projects may face cancellation or significant descoping, causing service level impacts to Calgarians resulting in deferred asset maintenance, decreased level and quality of existing service or inability to provide new service to more Calgarians.
Risk(s) of proceeding with investment
Risk of insufficient industry capacity to execute projects within the required timeframes which may have a negative impact on The City's reputation.

Ward(s)
All Wards

Reinvesting In Our Annual Investment Programs

Investment Description:

This investment will strengthen crucial Annual Investment Programs (AIPs) to support the services provided by our growing city. AIPs focus on maintaining and upgrading assets to preserve or improve existing levels of service. This fund will strengthen AIPs in priority areas such as Affordable Housing, Fire & Emergency Response, Transit, and other essential service areas. This fund is critical to ensure The City can continue to provide the necessary levels of service and strive towards more equitable outcomes.

Recommended Budget Impact

Financial Details		Recommended	2025	2026	Total Capital Cost
Capital Budget Request (\$000's)		100,000	50,000	50,000	100,000
Service Line	Budget ID	Budget ID Name	2025	2026	
Affordable Housing	A482001	Housing Lifecycle City owned	2,109	2,109	
Facility Management	A480775	Facility Climate Sustainment	1,859	1,859	
Facility Management	A480750	Asset Sustainment Program	8,292	8,292	
Facility Management	A480777	Workplace Planning Sustainment	2,718	2,718	
Fire & Emergency Response	P044_D02	Replace Emergency Units	2,163	2,163	
IT Solutions & Support	P741_100	IT-Enterprise Storage Units	1,924	1,924	
Parks & Open Spaces	A420185	Park Infrastructure LC	2,335	2,335	
Recreation Opportunities	A446551	Recreation Amenity LC	6,831	6,831	
Streets	P128_132	Pavement Rehabilitation	7,256	7,256	
Streets	P128_885	Bridge Rehabilitation and Protection	6,075	6,075	
Streets	P854_000	Major Road Reconstruction	2,194	2,194	
Streets	P128_100	Streetlight - Upgrade & Maintenance	2,700	2,700	
Public Transit	P564_002	Transit Customer Service Tech. (Lifecycle)	1,733	1,733	
Public Transit	P657_02W	LRV Refurbishment	1,811	1,811	
			50,000	50,000	
Funding Source:		Canada Community-Building Fund (\$11,225) Municipal Sustainability Initiative / Local Government Fiscal Framework (\$70,288) Lifecycle Maintenance & Upgrade Reserve (\$2,493) Pay-As-You-Go (\$6,791) Reserve for Future Capital (\$9,203)			
Maintenance		Upgrade	Growth	New Service	

TBD	TBD	TBD	TBD
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Benefits

Reinvesting into our AIPs allow for services to continue providing and enhancing the quality of essential services Calgarians use daily. This fund will go towards AIPs that are a priority for Calgarians such as LRV Refurbishment, Major Road Reconstruction, Affordable Housing, and Facility Sustainment.

Investment Category:	Primary Alignment to Council's Priorities and Results Areas:
AIP	Managing Operational Risk

Gross Output	Gross Domestic Product	Income	Employment (Person – Years)
TBD	TBD	TBD	TBD

GHG Emission Impact	Climate Risk/Impact
Potential to reduce GHG emissions or energy consumption	Potential to reduce climate risk

Risks

Risk(s) of not proceeding with investment

Decline in the quality and availability of essential services, a worsening housing affordability crisis, and potential negative impacts on both the quality of life and economic prospects for Calgarians.

Risk(s) of proceeding with investment

- While crucial for maintaining and improving essential services, there's a risk of cost overruns, project delays, and potential disruptions during implementation.
- Balancing this investment with other priorities and adapting to future needs will be critical.

Ward(s)
All Wards

Beaverdam Flats Slope Stability Project

Investment Description:

Recent assessments and site inspections which have shown a significant decline in the Beaverdam Slope stability located at 203 Lynnview Road SE. The investment will ensure the stability of the slope is addressed in a timely manner, significantly reducing the risk of slope failure. Failure of this slope would result in risks to Calgarians safety, private and public property, and the integrity of the Bow River Pathway.

Recommended Budget Impact

Financial Details	Recommended	2025	2026	Total Capital Cost
Capital Budget Request (\$000's)	2,000	2,000	0	2,000
Budget ID:	P129_145 - Slope Stabilization			
Service Line:	Streets			
Funding Source:	Lifecycle Maintenance & Upgrade Reserve			
Maintenance	Upgrade	Growth	New Service	
100%	0%	0%	0%	

Benefits

This investment ensures the safety of the property and roads located on top of the slope, preventing potential safety risks and costly emergency repairs. Addressing the stability of the slope will allow Calgarians to continue enjoying the Bow River Pathway for walking, biking, and other activities that promote physical and mental well-being. Additionally, keeping the pathway in good condition supports local tourism and businesses, fosters community pride, and protects the natural environment and wildlife along the pathway.

Investment Category:	Primary Alignment to Council's Priorities and Results Areas:		
Project	Public Safety		
Gross Output	Gross Domestic Product	Income	Employment (Person – Years)
3,620,838	1,597,679	1,147,478	10
GHG Emission Impact		Climate Risk/Impact	
No clear impact on GHG emissions		Some adaptation benefit	

Risks

Risk(s) of not proceeding with investment

Prolonging this investment will increase the risk to public safety, infrastructure damage, and escalated future costs.

The deteriorating slope condition will result in the temporary disruption to the Bow River Pathway over safety concerns. Slope failure may result in the loss of the pathway and surrounding recreational spaces.

Risk(s) of proceeding with investment

Potential requirement for land acquisition and associated costs.

Construction will cause a temporary increase to noise pollution within the community, and possible service disruptions and road closures.

Ward(s)
Ward 9

MacEwan Park View NW Slope Project

Investment Description:

This investment will address the recent assessments and site inspections which have shown a significant decline in the slope stability located from 38 to 62 MacEwan Park View NW. Addressing this slope will significantly reduce the risk of slope failure which poses great risk to public safety and the integrity of the utilities (gas, sewer, storm, water, phone cable) located within the MacEwan Park Slope.

Recommended Budget Impact

Financial Details	Recommended	2025	2026	Total Capital Cost
Capital Budget Request (\$000's)	2,000	2,000	0	2,000
Budget ID:	P129_145 - Slope Stabilization			
Service Line:	Streets			
Funding Source:	Lifecycle Maintenance & Upgrade Reserve			
Maintenance	Upgrade	Growth	New Service	
100%	0%	0%	0%	

Benefits

Addressing the slope at MacEwan Park View NW is crucial due to the important utility infrastructure it houses. Remediation will ensure that the surrounding community does not face any service disruptions and is safeguarded against potential safety risks like gas leaks or exposure to potable and sewage water in the event of a failure. Once the project is completed, residents will be able to park on the street above the slope again, restoring convenience and safety to the area.

Investment Category:	Primary Alignment to Council's Priorities and Results Areas:
Project	Public Safety

Gross Output	Gross Domestic Product	Income	Employment (Person – Years)
3,620,838	1,597,679	1,147,478	10

GHG Emission Impact	Climate Risk/Impact
No clear impact on GHG emissions	Some adaptation benefit

Risks

Risk(s) of not proceeding with investment
Prolonging this investment will increase the risk to public safety, infrastructure damage, and escalated future costs.
Slope failure poses a significant risk to rupturing the critical infrastructure located within the slope. Major service disruptions to water and natural gas are probable, while health and environmental concerns persist through spillage of wastewater and gas leaks.
Risk(s) of proceeding with investment
Construction will cause a temporary increase to noise pollution within the community, and possible service disruptions and road closures.

Ward(s)
Ward 3

Enmax High Risk Task Transformer Relay Replacement

Investment Description:

High Risk Task (HRT) is defined as any task performed in the streetlighting and electrical distribution system that, when an error occurs, could be life-altering or life-ending. Working on Normally Closed Relays (NCR) housed in ENMAX transformers as part of the City's streetlighting system has been identified as an HRT. These NCRs are city owned infrastructure and there are 450 NCRs requiring removal and replacement due to significant safety risks. Replacement with Normally Opened Relays (NOR) would prevent malfunctions that could cause risks of serious injury, electrical issues, and power outages. This investment will require additional funding of approximately \$6 million in the 2027-2030 service plans and budget.

Recommended Budget Impact

Financial Details	Recommended	2025	2026	Total Capital Cost
Capital Budget Request (\$000's)	4,000	2,000	2,000	10,000
Budget ID:	A481362 - SL XFMR Relay Replacement			
Service Line:	Streets			
Funding Source:	Pay-As-You-Go			
Maintenance	Upgrade	Growth	New Service	
50%	50%	0%	0%	

Benefits

This investment will help reduce the risk of malfunctions that could cause outages or serious injuries, ensuring a safer and more reliable streetlighting system for the community. Replacing the NCRs with energy efficient NORs will also reduce energy consumption and lower operational costs. NORs tend to have longer lifespans, meaning they require less maintenance over time.

Investment Category:	Primary Alignment to Council's Priorities and Results Areas:		
Project	Public Safety		
Gross Output	Gross Domestic Product	Income	Employment (Person – Years)
17,557,668	6,723,970	4,388,050	43
GHG Emission Impact		Climate Risk/Impact	
No clear impact on GHG emissions		No clear adaptation benefit	

Risks

Risk(s) of not proceeding with investment

Normally Closed Relays have an increased risk of fire and serious injury to nearby workers and pedestrians. These malfunctions have the potential to cause damage to the streetlight and surrounding private and public infrastructure.

Risk(s) of proceeding with investment

Possible risk of inability to acquire the necessary materials and contractors to complete the transition in the anticipated time frame.

This investment will require additional funding in the next service plan and budget.

Ward(s)
All Wards

Retaining Wall Replacement Program

Investment Description:

Recent assessments and site inspections have identified 15 retaining walls approaching the end of their design life that require replacement. Replacing these assets is critical to maintaining service along our various sidewalks, pathways, and roads and is critical for structural wall stability in The City's transportation network.

Recommended Budget Impact

Financial Details	Recommended	2025	2026	Total Capital Cost
Capital Budget Request (\$000's)	3,000	1,500	1,500	3,000
Budget ID:	A446557 - Retaining Wall Replacement			
Service Line:	Streets			
Funding Source:	Pay-As-You-Go			
Maintenance	Upgrade	Growth	New Service	
90%	10%	0%	0%	

Benefits

This upgrade will ensure the safety and stability of sidewalks and pathways, promoting sustainable transportation options for pedestrians and cyclists. Replacing the retaining walls will significantly enhance the surrounding area by creating a more visually appealing environment for Calgarians.

Investment Category:	Primary Alignment to Council's Priorities and Results Areas:
AIP	Public Safety

Gross Output	Gross Domestic Product	Income	Employment (Person – Years)
5,431,257	2,396,519	1,721,217	15

GHG Emission Impact	Climate Risk/Impact
No clear impact on GHG emissions	Some adaptation benefit

Risks

Risk(s) of not proceeding with investment

Unaddressed retaining walls may experience structural failure which could result in safety risks to nearby pedestrians, motorists, and property.

Prolonging this investment will increase the risk to public safety, infrastructure damage and escalated future costs.

Risk(s) of proceeding with investment

While proceeding with the investment carries risks associated with project delays, cost overruns, and potential disruptions, the consequences of inaction are far more severe. Delaying or inadequately addressing these critical infrastructure needs could lead to significant safety hazards, service disruptions, and financial losses for The City.

Ward(s)
TBD

Timber Stair Replacement Program

Investment Description:

Recent assessments and site inspections have identified 17 timber stairs approaching the end of their design life that require replacement. As a vital component in The City's transportation network, replacing these assets is critical to maintaining service along our various sidewalks and pathways.

Recommended Budget Impact

Financial Details	Recommended	2025	2026	Total Capital Cost
Capital Budget Request (\$000's)	3,000	1,500	1,500	3,000
Budget ID:	A446558 - Timber Stair Replacement			
Service Line:	Sidewalks & Pathways			
Funding Source:	Pay-As-You-Go			
Maintenance	Upgrade	Growth	New Service	
90%	10%	0%	0%	

Benefits

New stairs will reduce potential safety hazards due to failures, ensuring safer access for everyone. This investment promotes long-term durability and lower maintenance costs, enhancing the overall resilience and functionality of The City's infrastructure. Timber stairs help connect communities, support local businesses, and encourage sustainable transportation. Upgrading these stairs will enhance the visual appeal of our parks, sidewalks, and pathways, creating a more inviting environment for residents and visitors.

Investment Category:	Primary Alignment to Council's Priorities and Results Areas:
AIP	Public Safety

Gross Output	Gross Domestic Product	Income	Employment (Person – Years)
5,431,257	2,396,519	1,721,217	15

GHG Emission Impact	Climate Risk/Impact
No clear impact on GHG emissions	Some adaptation benefit

Risks

Risk(s) of not proceeding with investment

Declining asset conditions will require closure of the stairs to ensure public safety.

Risk(s) of proceeding with investment

While potential risks such as project delays, cost overruns, and public perception must be acknowledged, proactive planning and risk mitigation strategies can ensure successful project delivery. By investing in upgrading timber stairs, The City demonstrates a commitment to maintaining critical infrastructure, improving the quality of life for residents and visitors, and creating a more welcoming and resilient urban environment.

Ward(s)
TBD

Improving Pavement Quality on High-Speed Roads

Investment Description:

Additional funding required to rehabilitate or reconstruct high-speed arterial roadways (≥ 70 km/h) that are currently in "poor" condition to meet safety standards. This investment aims to reduce the risk to the public safety risk on the highest risk roads where deteriorating pavement conditions exist.

Recommended Budget Impact

Financial Details	Recommended	2025	2026	Total Capital Cost
Capital Budget Request (\$000's)	10,000	5,000	5,000	10,000
Budget ID:	P128_132 - Pavement Rehabilitation			
Service Line:	Streets			
Funding Source:	Municipal Sustainability Initiative / Local Government Fiscal Framework			
Maintenance	Upgrade	Growth	New Service	
100%	0%	0%	0%	

Benefits

Improving the quality of pavement in our road network will enhance safety and traffic flow for both the public and the good movement industry. This is especially important for critical services like Fire, Police and Ambulances. Proactive investments offer a better return by addressing repairs at the pavement surface and preventing the need for costly full road reconstruction due to severe deterioration.

Investment Category:	Primary Alignment to Council's Priorities and Results Areas:
Project	Public Safety

Gross Output	Gross Domestic Product	Income	Employment (Person – Years)
17,353,177	7,777,092	5,872,868	68

GHG Emission Impact	Climate Risk/Impact
No clear impact on GHG emissions	No clear adaptation benefit

Risks

Risk(s) of not proceeding with investment
Failure to meet the minimum Pavement Quality Index for pavement set forward in a Notice of Motion.
The deterioration of pavement assets poses a serious threat to public safety and corporate reputation due to hazardous roadway conditions. The risks include incidents, injuries, fatalities, property damage, and reduced service delivery that affect the public and the staff.
Risk(s) of proceeding with investment
Lane closures resulting in increased commute times.

Ward(s)
TBD

Country Hills Widening (Barlow Tr to 36 St NE)

Investment Description:

The reconstruction and widening of Country Hills Blvd between Barlow Tr NE - 36 St NE will align travel lane configurations along the corridor. All other sections of Country Hills Blvd have a 4-lane and 6-lane divided configuration, this investment will eliminate abrupt changes from 6-lanes to 2-lanes and back. Such inconsistencies have contributed to unsafe driving behaviors, including aggression and frustration, leading to more collisions. Advance to Shovel Ready funding of \$1.0M covering the design has been approved. The \$16.1M request includes construction of the roadway and necessary stormwater infrastructure. An associated \$3M feeder main will be covered by Utilities Delivery.

Recommended Budget Impact

Financial Details	Recommended	2025	2026	Total Capital Cost
Capital Budget Request (\$000's)	16,100	16,100	0	40,000
Budget ID:	A446559 - Country Hills Blvd Widening			
Service Line:	Streets			
Funding Source:	Municipal Sustainability Initiative / Local Government Fiscal Framework			
Maintenance	Upgrade	Growth	New Service	
10%	30%	50%	10%	

Benefits

The project will enhance safety for all road users, improve vehicular traffic flow (including goods movement), and facilitate greater accessibility and connectivity for walking and wheeling. The improved traffic flow will boost economic output and reduce the impact of vehicle emissions on adjacent lands. Additionally, fewer collisions will reduce societal costs (such as healthcare, insurance, and time) and allow emergency services to operate more efficiently.

Investment Category:		Primary Alignment to Council's Priorities and Results Areas:	
Project		Public Safety	
Gross Output	Gross Domestic Product	Income	Employment (Person – Years)
33,056,103	12,881,407	9,177,603	87
GHG Emission Impact		Climate Risk/Impact	
Some increase in GHG emissions or energy consumption		No clear adaptation benefit	

Risks

Risk(s) of not proceeding with investment

Funding/Resources wastage and duplication. Pavement improvements are planned in 2024 to extend the life cycle by 5 years but full reconstruction would still be required afterwards.

Risk(s) of proceeding with investment

The project may not be ready for construction next year.

Ward(s)

Ward 5

City-Wide Transit Oriented Development

Investment Description:

Leveraging existing transit infrastructure investments to advance comprehensive residential and commercial redevelopment of lands around existing C-Train stations. The funds will be used for planning and partial construction of Anderson, Southland and Fish Creek Transit Oriented Development (TOD) sites. The delivery model for this investment is still to be confirmed. Additional budget request(s) to complete these and other TOD sites will be made at next year's adjustments and future Service Plans and Budgets.

Recommended Budget Impact

Financial Details	Recommended	2025	2026	Total Capital Cost
Capital Budget Request (\$000's)	20,000	20,000	0	40,000
Budget ID:	P703_GTD – General TOD			
Service Line:	Land Development & Sales			
Funding Source:	Reserve for Future Capital			
Maintenance	Upgrade	Growth	New Service	
0%	0%	0%	100%	

Benefits

The investment will activate underutilized lands while increasing population density and diversifying housing, employment, and business opportunities. Promoting sustainable development and healthy lifestyles through improved walkability to C-Train stations are additional benefits.

Investment Category:	Primary Alignment to Council's Priorities and Results Areas:
Project	

Gross Output	Gross Domestic Product	Income	Employment (Person – Years)
29,751,075	17,589,173	12,428,927	128

GHG Emission Impact	Climate Risk/Impact
Reduces GHG emissions or energy consumption	Some adaptation benefit

Risks

Risk(s) of not proceeding with investment
New housing development at multiple locations throughout the city would not be realized.
Optimum land use potential of the lands would not be achieved.
A city shaping opportunity to create more walkable communities would not be implemented.
Risk(s) of proceeding with investment
Misalignment between the supply of TOD sites and market demand and absorption rate.
Adverse impact to transit ridership due to potential removal of park and ride opportunities.
The challenge of addressing interested parties' needs while maintaining a financially feasible project.

Ward(s)
TBD

Transit Oriented Development – Design & Infrastructure Study

Investment Description:

The City's Housing Strategy calls for more City-owned land to be made available for housing. This investment will fund design and infrastructure studies at nodes indicating a higher market readiness for redevelopment. These studies are needed to support future opportunities to advance planning and public space design to make land around several transit stations 'shovel-ready' for future investment and development of housing in proximity to Transit.

Recommended Budget Impact

Financial Details	Recommended	2025	2026	Total Capital Cost
Capital Budget Request (\$000's)	4,500	2,500	2,000	4,500
Budget ID:	A446457 - TOD Development Program			
Service Line:	City Planning & Policy			
Funding Source:	Municipal Sustainability Initiative / Local Government Fiscal Framework			
Maintenance	Upgrade	Growth	New Service	
0%	50%	50%	0%	

Benefits

This investment will contribute to Calgary's affordable housing initiatives and support Calgary Housing Strategy while improving public spaces. Investment in the surrounding areas of major public transit stations will lead to the attraction of business and promote equity across The City. TOD promotes the use of sustainable transportation methods such as public transit, walking, and cycling.

Investment Category:	Primary Alignment to Council's Priorities and Results Areas:		
AIP	Housing		
Gross Output	Gross Domestic Product	Income	Employment (Person – Years)
6,693,992	3,957,564	2,796,509	29
GHG Emission Impact		Climate Risk/Impact	
Potential to reduce GHG emissions or energy consumption		Some adaptation benefit	

Risks

Risk(s) of not proceeding with investment

City owned land will remain unoccupied, failing to capture opportunities for new housing and business attraction.

Risk(s) of proceeding with investment

While this investment aligns with The City's Housing Strategy and aims to accelerate housing development near transit, there are potential risks:

- **Financial Risk:** Upfront costs for planning and studies may not yield immediate returns, especially if development is delayed or doesn't materialize.
- **Opportunity Cost:** Allocating funds here may mean less for other priorities.
- **Infrastructure Strain:** Increased density could necessitate further infrastructure investments.

Ward(s)

TBD

Public Realm Investments in Established Areas

Investment Description:

The delivery of public realm investments in established area communities experiencing growth and change due to densification is essential to maintain or enhance the livability in these areas. This includes the enhancements, improvements or expansions of public spaces, including open spaces, public facilities and pedestrian infrastructure in areas such as South Shaganappi, North Hill, Greater Forest Lawn, Westbrook, and West Elbow LAP. This investment will require additional funding in the 2027-2030 service plans and budgets of approximately \$4.5 million.

Recommended Budget Impact

Financial Details	Recommended	2025	2026	Total Capital Cost
Capital Budget Request (\$000's)	2,500	1,500	1,000	7,000
Budget ID:	A446456 - Public Realm Investments			
Service Line:	Sidewalks & Pathways			
Funding Source:	Reserve for Future Capital			
Maintenance	Upgrade	Growth	New Service	
0%	50%	50%	0%	

Benefits

Expansions and upgrades to infrastructure in established communities will enhance the livability and economic vitality of these communities and contributes to building a more equitable city. These investments are crucial in supporting growth consistent with MDP/CTP goals and targets.

Investment Category:	Primary Alignment to Council's Priorities and Results Areas:
Program	Housing

Gross Output	Gross Domestic Product	Income	Employment (Person – Years)
12,672,934	5,591,878	4,016,174	34

GHG Emission Impact	Climate Risk/Impact
Potential to reduce GHG emissions or energy consumption	Potential to decrease climate risk

Risks

Risk(s) of not proceeding with investment

Decline in the livability, sustainability, and economic vitality of established communities undergoing densification.

Risk(s) of proceeding with investment

Investing in public realm improvements, though essential, carries risks: potential cost overruns, project delays, construction disruptions, and misalignment with community needs or long-term goals. Balancing densification with preserving community character, ensuring equity, and minimizing environmental impacts are key challenges.

Ward(s)
TBD

Belvedere Related Infrastructure

Investment Description:

This investment will provide further infrastructure necessary for the new community of Belvedere to continue growing. This includes construction of the Memorial Drive and Stoney Trail flyover (\$60M) and design work for future extension of the Max Purple BRT from Hubalta to 84th Street S.E. to provide new access and transit routes to Belvedere (\$5M). Without this investment, the city will need to limit the level of development in the community. The entire investment will be \$195M with additional funding to be requested in the 2027-2030 Service Plans and Budgets to implement the Max Purple BRT from Hubalta to 84th Street S.E. (\$46M). Additional funding will be requested in the 2031-2034 Service Plans and Budgets to extend the service to City limits (\$84M).

Recommended Budget Impact

Financial Details	Recommended	2025	2026	Total Capital Cost
Capital Budget Request (\$000's)	65,000	3,000	62,000	195,000
Budget ID:	A446560 - Max Purple (Public Transit) A481406 - Stoney Trail Improvements (Streets)			
Service Line:	Public Transit, Streets			
Funding Source:	Developer and Other Contributions (\$33,090) Municipal Sustainability Initiative (\$29,460) Pay-As-You-Go (\$2,450)			
Maintenance	Upgrade	Growth	New Service	
0%	0%	100%	0%	

Benefits

This investment will allow for the continuation of development within the community of Belvedere. The new flyover will allow easy access to the Blue Line LRT while supporting the movement of goods. Belvedere is currently underserved by Public Transit, extending Max Purple BRT ensures that adequate levels of service are provided to the community.

Investment Category:	Primary Alignment to Council's Priorities and Results Areas:		
Project	Transit and Housing		
Gross Output	Gross Domestic Product	Income	Employment (Person – Years)
TBD	TBD	TBD	TBD
GHG Emission Impact		Climate Risk/Impact	
N/A (unable to complete due to projects within investment having competing GHG emissions outcomes)		May increase climate risk	

Risks

Risk(s) of not proceeding with investment
Risk of limiting the amount of new growth in Belvedere without adequate infrastructure to access the community.
Risk of not providing adequate Public Transit services to the residents of Belvedere.
Risk(s) of proceeding with investment
Ward(s)
Ward 9

Blue Line Extension to 88 Ave NE – Additional Design and Early works

Investment Description:

This investment will advance the Blue Line extension from Saddletowne Station to 88th Ave NE to a shovel-ready state. This extension will bring LRT service to high-density northeast Calgary communities and industrial areas. This investment is also required to connect the Blue Line to the Calgary International Airport, via the Airport Transit Connection. This extension is one kilometre with one new station at 88 Avenue NE and will have an estimated daily ridership of 3,500 passengers.

This funding is necessary to secure funding from other orders of government. The Provincial Government has committed \$43 Million, this funding will signal to the Federal Government to commit \$53 Million that has been earmarked.

Recommended Budget Impact

Financial Details	Recommended	2025	2026	Total Capital Cost
Capital Budget Request (\$000's)	10,000	10,000		160,000
Budget ID:	A446555 - Blue Line Extension to 88 Ave NE			
Service Line:	Public Transit			
Funding Source:	Reserve for Future Capital			
Maintenance	Upgrade	Growth	New Service	
0%	0%	100%	0%	

Benefits

Businesses and communities in northeast Calgary will benefit by connecting employers and employees with mass rapid transit. This investment in northeast Calgary will also provide a positive signal to the urban development industry on the value proposition of private investments in the area.

The Calgary International Airport and its business partners are significant employers. The Blue Line extension to 88 Avenue NE is a necessary component, in tandem with the Airport Transit Connector, to unlocking the potential of an inland port.

Investment Category:	Primary Alignment to Council's Priorities and Results Areas:		
Program	Transit		
Gross Output	Gross Domestic Product	Income	Employment (Person – Years)
14,875,538	8,794,586	6,214,464	64
GHG Emission Impact		Climate Risk/Impact	
Reduces GHG emissions or energy consumption		May increase Climate Risk	

Risks

Risk(s) of not proceeding with investment

Risk of increased maintenance costs resulting from increased use of Saddletowne Station due to community growth.

Risk of not meeting provincial government's expectation to connect rail service to the airport.
Risk(s) of proceeding with investment
Risk of the federal government not committing to their portion of the matched funding. Requiring the City of Calgary to fund an extra \$53 Million of construction costs.

Ward(s)
Ward 5

Cowboys Park Capital Upgrade

Investment Description:

This investment will fund essential lifecycle upgrades to Cowboys Park. The park's lifecycle upgrades will prioritize the development of hard surfaces in the first year. Subsequent upgrades and repairs will include washrooms, potable water lines, improved park lighting and electrical supply, basketball and volleyball court upgrades, festival and events storage area, grey water disposal station, hardened walkways, loading lane, parks signage and display boards. These upgrades will allow the park to continue to hold various festivals and events, attracting business and tourists as part of Cowboy's sponsorship agreement for Millennium Park. This investment will require an additional request in the 2027-2030 service plans and budget of approximately \$1.9 million.

Recommended Budget Impact

Financial Details	Recommended	2025	2026	Total Capital Cost
Capital Budget Request (\$000's)	4,100	2,200	1,900	6,000
Budget ID:	P500_006 – Park Upgrades			
Service Line:	Parks & Open Spaces			
Funding Source:	Developer and Other Contributions (\$2,200) Reserve for Future Capital (\$1,900)			
Maintenance	Upgrade	Growth	New Service	
40%	60%	0%	0%	

Benefits

Upgrades will provide an enhanced space for users of the park through the new additions and improvements, supporting the revitalization of Downtown Calgary. Some improvements will have environmental benefits such as reducing the need for generators and improved grey water disposal. The upgraded park will allow for year-round events to be held, increasing generated revenue and tourist attractions. This investment will help position Calgary as a premier event-hosting hub, boosting the regional economy and offering residents and visitors unique experiences and opportunities.

Investment Category:	Primary Alignment to Council's Priorities and Results Areas:
Project	Downtown Revitalization

Gross Output	Gross Domestic Product	Income	Employment (Person – Years)
10,862,515	4,793,038	3,442,435	29

GHG Emission Impact	Climate Risk/Impact
Potential to reduce GHG emissions or energy consumption (through design)	May increase climate risk

Risks

Risk(s) of not proceeding with investment

Non-Compliance risk: If The City fails to complete the capital improvements, the Sponsor may terminate the agreement.

Inability for festivals to occur with the temporary closure to Olympic Plaza. Losing a potential funding source for the city.
Risk(s) of proceeding with investment
Costs are class 5 estimates and could be subject to escalation.
Additional capital request will be submitted in the next service plan and budget.

Ward(s)
Ward 7

Appendix G: Unfunded Investments

On 2024 June 25, Administration presented a list of high-priority unfunded operating and capital investments for Council's awareness. Through July and August, Administration worked to determine where existing budgets could be relinquished or reprioritized to fund the most important of these investments. The results of this process form Administration's recommended investments for 2025-2026 to come forward for Council consideration and approval at the Mid-Cycle Adjustments in November.

This appendix outlines investments from that list that will not be proceeding in the 2023-2026 Service Plans and Budgets cycle but may be considered in the 2027-2030 cycle. These are included for information only.

Operating Investments Not Proceeding

Below is a comprehensive list of 11 investments arranged alphabetically, along with their respective financial requirements. It's important to note that these operational investments are presently not recommended by administration due to fiscal capacity constraints. These unfunded investments will be considered in future service plans and budget cycles.

Table 1: List of Operating Investment Options Not Proceeding

Investment Name	Investment Description
Addressing Data Services	This investment aims to ensure sufficient funding for the corporate addressing function within the Collaboration, Analytics & Innovation (CAI) business unit. Despite an average 14% annual increase in workload since 2016 (with a remarkable 48% growth in 2023), staffing levels have decreased. Consequently, the service delivery of the corporate addressing function has become unsustainable.
Calgary Transit Night Network	<p>Public Transit is requesting \$10 million in base operating budget in 2025 to establish a 24-hour transit network through the creation a network of night bus services. This network will closely resemble our rapid transit system and essential crosstown routes.</p> <p>The network will be comprised of 12 night service routes with 30-minute headways. These routes would meet at "Night Hubs" to reduce customer wait times and enhance surveillance. This investment aims to offer round-the-clock transit options for residents and visitors, potentially enhancing their quality of life while supporting the downtown revitalization and continued growth and development of Calgary.</p>
Capital Planning Implementation Program	The Infrastructure Asset Planning system will require ongoing funding for licenses. An allocation of a total of \$300,000 of annual base operating funding is being requested in 2025, and an additional net \$20,000 is requested in 2026. The difference of \$20,000 is as a result of anticipated inflation and annual cost increases as experienced in previous years.
Corporate Communications	The service has adopted a new approach to corporate communications, focused on providing clearer, more cohesive and accessible communications about what The City is doing to address 7 priority areas of concern for Calgarians. This work has led to the formation of a new Corporate Communications team that requires funding for 3 existing supervisor positions currently funded through salary and wage variance. Budget is also required for an additional Advisor to support the execution and delivery of marketing tactics.
Downtown Service Level Enhancement	Programming events and activations downtown require internal resources from Calgary Parks, Mobility and other City business units to execute. This funding enables existing programming funds, such as where a downtown event is being hosted and the public space needs enhanced cleaning. Supporting Calgary's downtown revitalization efforts by enabling and supporting ongoing activation and programming activities that help to build culture and vibrancy. Investments will enable enhanced cleaning and maintenance making downtown an attractive destination for entertainment. Increased activity in Calgary's downtown also helps to revive the hotel and tourism industries.

Investment Name	Investment Description
Energy Equity and Affordability Initiatives	In March 2024, Council directed \$10M dollars to be allocated from excess Local Access Fees collected in 2024 and 2025 into energy equity and affordability initiatives. The initiatives would support Calgarians struggling to pay their energy bills through energy efficiency retrofits and affordability supports. This investment will provide relief to Calgarians struggling the most. For every \$1M invested, over 1000 households can be supported with utility affordability, energy efficiency education & upgrades to reduce their energy bill and GHG emissions. CEM has modest funding to develop an energy equity retrofit program, but without more funding no extra affordability supports are possible.
Hexagon Enterprise Asset Management Module Expansion	Hexagon Enterprise Asset Management tool is a corporate asset management tool used across the organization. The tool is continuously evolving with more functionality which requires the purchase of support & maintenance for new modules.
Marketing Services Sustainment	The global trend of rising negativity and dissatisfaction with government has significantly impacted the marketing landscape. The service has unfunded positions to address the increased demand to support the corporation with a coordinated approach to marketing City services and programs and a strategy to address mis/disinformation that high levels of political polarization and divisiveness have fueled. The interim funding is not sustainable and 4 permanent resources are needed.
Non-Residential Heritage Conservation Grant Program	This investment expands The City's existing Historic Resource Conservation Grant Program so that it can effectively support historic, non-residential buildings. The conservation grant program offers matching grants to restore, preserve or rehabilitate privately-owned, and legally protected buildings. Due to their size and complexity, non-residential buildings require significantly more financial support than residential buildings. Expanding the program by \$2M will enable The City to offer effective matching financial support to these property owners. This request has previously been considered by Council who supported a pilot program with one time funding. The pilot has been successful.
Third Party Recruiter for Boards, Commissions and Committees	At its 2023 Organizational Meeting, Council adopted a motion arising to engage a third-party recruiter to support recruitment for the Audit Committee, the Calgary Assessment Review Board, the Calgary Police Commission, the Calgary Planning Commission, and the Calgary Subdivision and Development Appeal Board. Pursuant to Section 5.11.13 of Council Policy CP2016-03 on the Governance and Appointments of Boards, Commissions and Committees, Council must "...approve funding to cover the costs of the [third-party recruiter]" when directing the use of a third-party recruiter.
Topping up of the Council Community Fund (CCF) and Council Innovation Fund (CIF)	The Council Community Fund provides funding for small scale community-based projects that deliver community benefits. The Council Innovation Fund provides funding for projects that have the potential to change city-wide policies and procedures upon implementation. Both funds serve as a discretionary source of funding for Council to use for emerging projects without going through the service planning and budgeting process.
Working with Community Partners on Emerging Technologies.	Funding to continue working with community partners in the areas of emerging technologies, such as Artificial Intelligence (AI).

Capital Investments Not Proceeding

These are unfunded capital Investments submitted as part of the Mid-Cycle Adjustments which cannot be accommodated **at this time** due to significant financial pressures and constraints. Funding an investment from this list would require the removal, descoping, or decoupling of an existing investment or a critical investment recommended for funding. These unfunded investments will be considered in future service plans and budget cycles or if additional funding becomes available.

The Total Capital Cost is the total cost of the investment including portion(s) funded by others, where applicable. Total City Request shows the anticipated capital cost for The City. The Total City Request is further broken down into 2025-2026 versus 2027+.

Table 2: List of Capital Investments Not Proceeding

Investment Name	Description	Total Capital Cost (\$000s)	Total City Request (\$000s)	2025-2026 City Request (\$000s)	2027+ City Request (\$000s)
Village Square Green & Accessible Retrofit project	Improvements to keep the facility accessible and current are vital to the community. This is a major retrofit project aimed to enhance the asset and increase efficiency and accessibility. Upgrading critical would decrease operating costs with more energy efficient systems.	49,000	21,000	21,000	0
Accessibility Strategy	Enhance infrastructure by incorporating accessibility features, improving lighting, and undertaking various initiatives to enhance the experience for individuals facing mobility challenges at train stations, bus shelters, and pedestrian crossings. These improvements align with regulatory requirements, commitment to inclusivity and ensuring equitable access to public transportation for all individuals, regardless of mobility challenges. By allocating resources to these vital infrastructure enhancements, the transit system will foster greater community engagement, enhance user satisfaction, and ultimately contribute to a more accessible and sustainable urban environment.	10,000	10,000	10,000	0
Major Partners Capital Program - Heritage Dry Dock	The Dry Dock used to raise and lower the SS Moyie from the Glenmore Reservoir seasonally has been in use since 1968 and is beyond its useful life. The increased winter capacity of the Glenmore Reservoir since the completion of the new gate system has accelerated the dry dock's aging process and deterioration and has become a health and safety issue. A	5,970	5,970	5,970	0

Investment Name	Description	Total Capital Cost (\$000s)	Total City Request (\$000s)	2025-2026 City Request (\$000s)	2027+ City Request (\$000s)
	new dock will be designed to withstand current ice and water levels and will seek to mitigate conditions that impact Glenmore Dam's spring operations.				
Grant Optimization Program – 2025/2026	Enable grant matching opportunities that arise during the 4-year service plan and budget cycle and leverage grant opportunities that require upfront investment from The City. Administration has responded to these opportunities in an ad hoc manner for years. This will provide a central fund to respond to grant opportunities.	40,000	40,000	40,000	0
Shouldice Park Washroom Redevelopment	Replacement of the existing washroom structure serving Shouldice Park. The current facility is nearing the end of its usable life cycle. The new facility will be moved as part of the River Access Strategy.	1,418	1,418	1,418	0
Arts Commons Transformation (Modernization)	The expansion and modernization of Calgary's premier performing arts centre. The request cash flow in 2025 and 2026 is to support completion of the design phase of the project.	536,000	63,000	18,859	44,141
Major Partners Capital Program - Telus Spark Modernization	Increase the budget to support Telus Spark in renovating 3 galleries and the vestibule. This will support Phase 2 of the Keep Calgary Curious Project and will increase capacity by 27% among completion.	39,000	2,400	2,400	0
Critical Lifecycle Upgrades	Equipment replacement and safety enhancements to support Transit operations. These critical upgrades will address ballast deterioration, poor drainage, fire sprinkler testing, and hoists used for bus maintenance.	14,100	14,100	14,100	0
Capital for Buses as part of RouteAhead Implementation Plan	Funding for 50 buses as part of the RouteAhead implementation, which includes purchasing of 540 new buses over the next 10 years to improve Transit service.	40,000	40,000	40,000	0
Major Partners Capital Program - Contemporary Calgary Renovation	Renovations to the entry pavilion, educational centre, and existing gallery spaces to improve site accessibility, address wayfinding challenges, improve the building envelope, increase attendance, and enhance physical accessibility.	108,340	20,840	20,840	0
Full Road Reconstruction	Reconstruction of three major roads with deterioration in pavement quality: 17 Ave SE from 84 St to City limit, McKnight Blvd from 4 St NW to 12 St NE, and Memorial Dr WB from 36 St to Marlborough Way. The anticipated increased use of	20,000	20,000	20,000	0

Investment Name	Description	Total Capital Cost (\$000s)	Total City Request (\$000s)	2025-2026 City Request (\$000s)	2027+ City Request (\$000s)
	electric vehicles poses a safety risk and further deterioration on these roads due to their weight.				
Peigan TR Widening - Barlow TR to Stoney TR SE	Widening of Peigan Trail between Barlow and Stoney Trail SE to support goods movement and improve traffic flow.	53,000	41,658	39,300	2,358
		925,828	289,386	242,887	46,499

