

**Infrastructure Services Report to
Infrastructure and Planning Committee
2025 September 03**

**ISC: UNRESTRICTED
IP2025-0685**

Update on The City's 10-Year Capital Investment Plan

PURPOSE

The purpose of this report is to provide Council with an update on the process and timing to build a 10-year Capital Investment Plan and share the preliminary 10-Year capital initiative list for Public Transit as an example.

PREVIOUS COUNCIL DIRECTION

On 2025 May 27, Council approved a Notice of Motion directing Administration begin work to formalize a rolling 10-year capital plan with the goal of improving the long-term planning and visibility of capital needs and funding. Administration was directed to bring a preliminary 10-year capital plan prior to the 2026 November Budget Adjustment reflecting the highest capital needs to be considered by Council. This direction was refined to focus on the process, with a preliminary 10-year capital investment list for Public Transit being used as a proof of concept.

RECOMMENDATION(S):

That the Infrastructure and Planning Committee recommend that Council receive this report for the Corporate Record.

CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

Infrastructure Services General Manager, Michael Thompson supports the contents of this report.

HIGHLIGHTS

- 10-year capital investment plans provide insight into the funding required to achieve a service's current objectives and performance targets. This offers transparency for Calgarians and industry into the planning and budgeting process and helps with informed decision-making.
- These plans are building blocks to creating a coordinated, sequenced and prioritized 10-year City-wide capital investment plan which will inform the 2027-2030 business plan and budget.
- Preliminary 10-year capital investment plans are being developed for The City's most capital-intensive services. The investment list for Public Transit is being shared as part of today's report.
- The full City-wide capital investment plan is intended to be a rolling 10-year view of capital needs, updated annually.

DISCUSSION

Background

The City is refining its capital investment planning to deliver a coordinated, city-wide 10-year plan that aligns departmental investments to maximize service delivery and value for Calgarians. By establishing a consistent method for departments to submit capital requirements based on shared assumptions, The City can better prioritize funding toward infrastructure,

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reliable services, and sustainable growth. This coordinated approach ensures taxpayer dollars are spent where it matters the most to enhance the quality of life for all Calgarians.

Capital investment plans will be the primary inputs to the capital prioritization process and represent the investments needed to enable service delivery. The plans are informed by guiding documents, such as the Municipal Development Plan, Imagine Calgary, long-range strategic plans (e.g. RouteAhead for Public Transit, or GamePlan for Recreation) and other Council or Corporate priorities (such as Calgary's Greater Downtown Plan and Home is Here: The City of Calgary's Housing Strategy). These strategies and objectives guide infrastructure needs to support growth, enhance service, maintain existing assets, and continue to keep Calgary as a world-class city. These infrastructure needs in turn inform the capital investment plans. The outputs from the capital prioritization process include a 10-year capital investment plan and 4-year capital investment plan, which inform the business plan and budget process and a Council-approved capital budget. The plans will be rolling and iterative documents, updated on an annual basis to inform the annual budget adjustments process.

Capital Intensive Services

The initial focus for the capital investment plans are capital intensive services which together represent most of the capital investment at The City, including services such as Transit, Affordable Housing, Mobility, Recreation, and Fire.

An integrated City-wide plan considering inputs from all areas will be completed in Q2 2026 to inform the 2027-2030 budget deliberations.

Capital investment plans components

The individual components of the capital investment plans have been informed by research into best practices within other municipalities and orders of government for similar types of planning documents. For the initial iteration of the plans, services were asked to focus on the asset overview, service objectives, proposed capital investments and performance forecast sections with the aim of informing the 2025 adjustments process. For this initial iteration, the proposed capital investments have not been constrained by anticipated financial and delivery capacity. The plans reflect the needs for the service to fulfil their identified objectives and performance measures. The remaining sections are expected to be completed by the end of 2025.

Preliminary 10-year capital investment plan – Public Transit

The preliminary capital investment list from Public Transit's preliminary capital investment plan has been provided in its draft form as a proof of concept to facilitate feedback. This plan has been developed to include investments from a maintenance, service enhancement, growth and transformative lens. It represents a collaborative effort from asset management, planning, development, and delivery teams from across the corporation. Many of the investments within this plan have already been identified through RouteAhead and are now being aligned with the consistent approach to capital planning being facilitated through this process.

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EXTERNAL ENGAGEMENT AND COMMUNICATION

- | | |
|--|---|
| <input type="checkbox"/> Public engagement was undertaken | <input type="checkbox"/> Dialogue with interested parties was undertaken |
| <input type="checkbox"/> Public/interested parties were informed | <input checked="" type="checkbox"/> Public communication or engagement was not required |

IMPLICATIONS

Social

Enhanced clarity and transparency in service planning process for Calgarians contributes to building trust with the community.

Environmental

No immediate environmental impacts.

Economic

This report provides transparency into planning efforts by The City, which is intended to assist industry with their own planning efforts. It supports coordination with private investment partners by providing preliminary timing and cost information for projects. This work is also intended to be leveraged in advocacy efforts for priority funding needs with other organizations.

Service and Financial Implications

No anticipated financial impact

RISK

Transparency and insight into the capital planning process is a key component to creating and improving trust with Calgarians. The 10-year capital plan contributes to mitigating the Reputation Principle Corporate Risk.

The plan reduces the risk of unexpected costs in future budget cycles, which will improve financial sustainability.

The *Municipal Government Act*, RSA 2000, c. M-26, and *Municipal Corporate Planning Regulation*, Alta Reg 192/2017 (collectively, the “**MGA**”) require that municipalities prepare 5-year rolling capital plans which are to be reviewed and updated by Council annually. The work outlined in this report ensures ongoing compliance with the MGA.

This preliminary 10-year capital investment plan for Public Transit is a work in progress with investments identified which are required to meet existing service objectives and performance measures. This version of the plan has been developed without a financial and delivery constraint. As the plan continues to be refined, prioritized and sequenced, the order of the initiatives will change, and some initiatives may be pushed out of the 10-year window based on considerations such as the ability for the work to be delivered. These changes may create a reputational risk with the public reading the document who may perceive this plan as a commitment to deliver specific projects within a certain timeframe, rather than a building block for consideration into the 2027-2030 Business Plan and Budget.

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As financial and delivery constraints are introduced within the plan, there is a risk that these parameters will incentivize a 'business as usual' approach in terms of priority for type of work (maintenance, service enhancement, growth) and service area.

ATTACHMENT(S)

1. Preliminary Public Transit 10-year capital initiative list
2. Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Michael Thompson	Infrastructure Services	Approve
Doug Morgan	Operational Services	Approve
Ryan Vanderputten	Infrastructure Services	Approve
Sharon Fleming	Operational Services	Approve

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