

RouteAhead Annual Status Report

2025

May 7, 2026



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Executive Summary



Transit is the backbone of Calgary’s best future. It drives the city’s economy by strengthening economic competitiveness and connecting people to school, jobs, businesses and daily essentials. Transit helps address Calgary’s housing needs and affordability by attracting more types of housing near existing and future transit lines and stations. Increasing transit service improves access for Calgarians and visitors, supporting thriving, safe communities and a vibrant downtown.

RouteAhead is Calgary Transit’s 30-year plan that outlines a vision for transit as a preferred transportation choice. When fully realized, Calgarians will experience reliable, frequent, safe and accessible transit service, anchored in the 10-minute fast and frequent network connecting major destinations across the city.

This report provides an annual progress update towards achieving the vision of RouteAhead. In 2025, Calgary Transit continued building a safe, reliable and frequent transit service to meet the needs of Calgarians.

- Safety improvements for customers, operators, motorists and others who interact with transit.
- Technological and network updates improved reliability and efficiency.
- Infrastructure projects advanced, supporting the buildout of the transit network.

These achievements were made possible through strategic investments from Council that benefit the system today while paving the way for future enhancements.

While progress was made in 2025 to improve transit service, the city is still served by a limited transit system. Only 10% of Calgarians live within walking distance of 10-minute fast and frequent service on the two CTrain lines. Our infrastructure and fleet are aging, and Calgary Transit continues to face a widening gap between demand and available resources to serve a growing population. Investment has not matched the original RouteAhead implementation plan, causing the timeline to extend beyond 10 years. To close the funding gap and realize the vision of RouteAhead, Calgary Transit requires significant operating and capital investments.

Calgary Transit remains committed to continuously improving transit service and maximizing available resources to position Calgary as a globally competitive city. However, transit can only meet those goals if there is sustainable and predictable funding from all orders of government.

Transit by the numbers



RouteAhead outlines key performance measures in three main categories: **customer experience**, **network planning** and **financing transit**. Together, these provide a high-level view of Calgary Transit's overall performance. By focusing on these areas and implementing the associated strategies, Calgary Transit ensures that public transit remains a viable and attractive option for residents.

Customer experience

Calgary Transit regularly reviews and improves its services to keep up with changing customer needs and expectations. Feedback collected from customers offers insights into evolving needs and preferences and is utilized to assess and improve these services.

Calgary Transit recently modernized its process for counting riders by installing automated passenger counting technology on CTrains, similar to the technology used on buses since 2023. This new technology uses automated sensors at each door to capture when people board vehicles. By adopting this new methodology, Calgary Transit ensures future ridership data will more precisely reflect usage and better support data-driven service planning.

Using the updated approach, 2025 ridership totaled 93.1 million trips. 2024 ridership, re-stated to align with the new methodology, totaled 93.7 million trips. The 0.6% decrease in trips can be attributed to specific events such as an extreme cold event in February, workforce shortages during the fall that required select route cuts, and the October 2025 teacher strike.

Table 1 presents a comparison of customer experience indicators between 2024 and 2025, highlighting areas of relative stability and improvement within Calgary Transit's service delivery.

Table 1: RouteAhead annual reporting customer experience measures

Indicator	2024	2025	Target (2032, 2042, 2052)	Description
Ridership	93.7 million trips	93.1 million trips	Benchmark	Total annual number of conventional transit trips (includes CTrain, bus, and On Demand)
Customer satisfaction	78%	77%	85%, 87%, 90%	Annual customer survey results
Reliability	84%	85%	90%, 93%, 95%	On-time performance
Safety	74%	74%	80%, 85%, 90%	Annual customer survey results

Customer commitment

Table 2 presents the six essential service qualities that inform Calgary Transit’s initiatives to improve customer experience for riders. Each of these qualities is evaluated through satisfaction scores derived from annual customer surveys. These scores serve as important indicators for assessing the effectiveness of service improvements and identifying areas of strength or consistency.

The satisfaction levels related to most service qualities have remained steady compared to 2024 and we saw slight increases to the “informative” and “clean” qualities of transit service.

Table 2: Customer Commitment Scores (%) 2024 and 2025

Commitment	2024	2025	Description
Safe	74%	74%	Calgary Transit will plan, design, and operate a safe transit system
Reliable	85%	85%	Calgary Transit will provide a dependable transit service by minimizing delays
Helpful	80%	80%	Calgary Transit will provide service that is friendly and helpful
Informative	78%	79%	Calgary Transit will provide customers accurate, consistent, and timely information
Easy to use	66%	66%	Calgary Transit will make it easy to get around the city
Clean	71%	72%	Calgary Transit will keep vehicles, stops and stations clean

Network planning

Transit network planning, another core principle of RouteAhead, emphasizes expanding transportation options by strengthening the Primary Transit Network (the fast and frequent network) to connect Calgary’s growing communities. With the city projected to reach nearly 1.7 million residents by 2030, ongoing investment in fast, frequent and reliable transit is essential to ensure affordable, convenient mobility that supports access to everyday essentials.

Calgarians’ access to the Primary Transit Network is essential to measuring progress towards the future state of the transit network. The **planned** Primary Transit Network provides 47 per cent of residents with access within 400 metres, and this figure has remained the same over the last three years.

Table 3: RouteAhead annual reporting network measures

Indicator	2024	2025	Target (2032, 2042, 2052)	Description
Access to Primary Transit Network	47%	47%	50%, 55%, 60%	Percentage of population within 400 m of the <u>planned</u> Primary Transit Network.
Bus service hours to fulfill Primary Transit Network	52%	53%	90%, 100%, 100%	Percentage of service hours allocated to Primary Transit Network bus service over total number of service hours required.
CTrain service hours to fulfill Primary Transit Network	100%	100%	100%, 100%, 100%	Percentage of service hours allocated to Primary Transit Network CTrain service over total number of service hours required.
Greenhouse gas emissions	1,288	1,305	TBD	Kilograms of CO2 per 1,000 kilometres of bus service.
Service hours/capita	1.88	1.87	TBD	Total annual number of budgeted transit service hours (includes CTrain, bus, On Demand) divided by the current population of Calgary.

Financing transit

Calgary Transit’s operations are funded from two main sources: operating and capital funding. Operating funding supports day-to-day operations and comes from a combination of transit fares, municipal taxes, and non-fare revenue such as parking and advertising. Capital funding is allocated for the construction of new infrastructure and maintaining our assets to ensure they remain in a state of good repair. The capital budget is funded through federal and provincial grants, City of Calgary funding, and off-site levies.

Table 4: RouteAhead annual financing transit reporting measures

Indicator	2024	2025
Operating cost	\$490.3 million	\$517.0 million
Operating revenue	\$162.4 million	\$168.8 million
Ridership	93.7 million	93.1 million
Operating cost per trip	\$5.23	\$5.55
Revenue cost ratio	33%	33%
Municipal contribution per capita	\$208	\$216

Table 5: RouteAhead annual financing transit reporting measures – operating cost per trip and municipal tax per capita

Indicator	Service	2024	2025
Operating cost/trip	Conventional	\$5.23	\$5.55
	Specialized	\$40.00	\$41.35
Municipal tax/capita	Total	\$235	\$245

In 2025, operating costs increased by \$26.6 million from 2024 (+5.4%), while operating revenues increased by \$6.4 million (+3.9%). Despite decreased trips of 595,000 (-0.6%), fare revenues increased by \$6.0 million (+4.3%), while other revenue increased by \$430,000 (+1.9%). The increased costs and reduced trips in 2025 results in an operating cost per trip of \$5.55.

Operating revenues covered 33% of operating costs in 2025, with the remaining costs paid from municipal sources, representing a municipal contribution per capita of \$216 in 2025.

Improving transit service in 2025



In 2025, Calgary Transit focused on enhancing transit services by prioritizing what matters most to Calgarians: **safety**, **reliability**, and **frequency**. Engagement with customers through surveys, focus groups and direct feedback revealed that these are key drivers of transit use and confidence in service delivery.

Safety

Safety remains an important factor for Calgarians in deciding when, where, and whether to use transit services. It continues to stand out as the most dominant and emotionally charged aspect of riders' experiences, as riders expect the

transit system to ensure their protection and provide a sense of security while commuting. Recognizing its significance, improving safety and security for riders remains a top priority for Calgary Transit.

Calgary Transit's efforts to improve safety include expanding and deploying transit peace officers across the transit network, ongoing upgrades to CTrain pedestrian crossings, and installing bus operator shields to protect bus drivers and reduce altercations.

Transit peace officers



Following Council's approval of the Public Transit Safety Strategy, Emergency Management & Community Safety transitioned to a service model focused on safety across the transit network. In 2025, the expansion to five-district deployment model enabled the deployment of 185 transit peace officers across five district offices to ensure equitable service inclusive of downtown, north (east and west) and

south (east and west). This district-based approach places officers closer to where service is delivered to support seven to 10-minute target response times, increased presence, improved coordination with Calgary Police Service and other partners, and more consistent coverage across Calgary’s transit system. This approach is now embedded into everyday operations and aims to create a safer, more welcoming and reliable transit system for all customers.

Additionally, the Safety Engagement Team, dedicated to operator safety, fare evasion, large events and specialized operations, was implemented to assist in operator touch points and fare enforcement. In 2025, Council approved one-time funding to deploy transit peace officers and pilot an increased security presence on select platforms. Ten platforms are now staffed with security from 4:00 PM to 8:00 PM.

Bus operator barriers



The Driver Protection Systems project was initiated in 2025 with the primary goal of enhancing the safety of bus operators and reducing conflicts or confrontations between customers and operators. To achieve this, Calgary Transit committed to installing protective systems on all 40-foot and 60-foot buses within its fleet. These barriers are designed to prevent direct access to the operator while the bus is in motion or parked, thereby providing a safer working environment for operators and supporting a more secure transit experience for everyone.

Following a successful request-for-proposal process, a preliminary design has been approved. A demonstration phase launched in Q2 2026, testing four units over 90 days. If this design meets expectations, fleet-wide installation is planned for Q3 2026, with completion targeted for Q2 2027.

Crossing safety enhancement



In 2025, Calgary Transit completed two pedestrian crossing safety enhancement projects and is currently progressing toward the completion of the third. Each project focused on addressing specific safety concerns at some of the busiest transit crossings. These projects introduced modern infrastructure, improved accessibility, and advanced warning systems, all designed to enhance the safety and overall experience of Calgarians using the transit system.

Sunnyside pedestrian crossing: Upgraded from swing gates to automatic pedestrian gate arms to improve safety and control over pedestrian movement. It also included improvements such as emergency swing gates, wider and accessible crossing surfaces for wheelchairs, cane-detectable features, LED indicators, enhanced lighting and security camera coverage.

58 Avenue S.W. crossing: Transformed the mixed crossing between CTrain and Canada Pacific Rail by replacing old barriers with automatic gate arms on all sides, installing advanced warning devices, new lighting, wider approach paths, upgraded infrastructure and cane-detectable features.

Deerfoot Trail and Memorial Drive N.E. crossing: To address a history of collisions and near misses at this crossing, the project was split into two phases. Phase 1, completed in Q3 2025, focused on providing separate traffic pre-emption outputs to traffic signals, making it possible to adjust traffic signals during various situations. Phase 2, to be completed Q4 2026, will add flashing lights for southbound traffic, a camera detection and warning system, and further coordination with traffic signals to boost safety at the crossing.

Bridgeland station convenience store



The Bridgeland storefront is a convenience store operated by INS Market at Bridgeland/Memorial station, which opened in October 2025. The store is located inside the station at the top of the stairs leading to and from the platform and offers a variety of drinks, snacks, personal items, lottery tickets and gift cards for sale to transit customers, the surrounding community and pathway users.

In addition to generating revenue for Calgary Transit, the store makes the station more welcoming and inviting, providing natural surveillance that enhances safety and comfort for riders and Calgarians. Transit riders are greeted by the warm and friendly staff as they pass by the storefront, contributing to a safer environment at the station.

Reliability

Calgary Transit is committed to making transit service more reliable and predictable for all customers. To deliver on this commitment, several initiatives were undertaken in 2025 to address common challenges and ensure that transit vehicles are well-equipped for optimal, year-round operation. These efforts aim to reduce service interruptions, enhance communication with customers and improve overall travel time and consistency.

Three Peak Mountain Snowflake tires

All-Season Tire



Three Peak Mountain Snowflake (3PMSF) rated Tire



The Three Peak Mountain Snowflake tire initiative was designed to improve bus performance during winter conditions by equipping all 40-foot and 60-foot buses with tires certified for severe snow service. The main objective of this project is to reduce the frequency of buses getting stuck in winter weather, deliver better customer experience, ensure

greater service reliability, and reduce operational costs related to bus recovery and service disruptions.

To inform this initiative, Calgary Transit conducted a study evaluating how tire selection affects bus performance in winter conditions. Based on the findings, Calgary Transit initiated a transition from previously used all-season tires to the recommended tires which carry the Three Peak Mountain Snowflake certification. These tires offer enhanced winter traction, longer tread life at temperatures below 7°C, and a practical, year-round solution, all without additional cost. As of Q2 2026, 30% of the fleet is now equipped with the Three Peak Mountain Snowflake tires. It is expected that all 40-foot and 60-foot buses will be fully equipped with all-weather tires by 2029.

Technology improvements



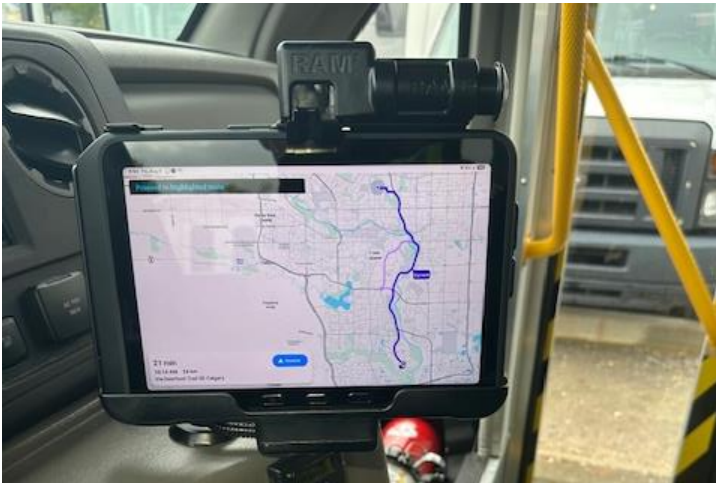
At more than 14 years old, Calgary Transit's existing Computer Aided Dispatch/Automatic Vehicle

Location/Advanced Passenger Information System (CAD/AVL/APIS) technology is being upgraded.

The project to replace this technology across the fixed route bus fleet started in 2024 and went through its proof of concept in 2025. As part of the testing phase, 20 buses received new operator and passenger screens. An additional 70 buses will be tested in summer 2026 before implementing the technology across the full fleet, estimated to be completed by Q1 2027.

Once installed fleet-wide, the new system will benefit both customers and operators. Customers will have more reliable information with on-screen announcements and real-time route information, including location of nearby buses for transferring. For operators, the system will provide detailed information about incidents and up-to-date construction detours, and support streamlined dispatch and operational processes.

Calgary Transit Access tablet replacement



Mobile Data Terminals (also called tablets) are critical for Calgary Transit Access operators to navigate to their pick-up and drop-off locations. The tablets were becoming outdated and often failing, forcing operators to rely on paper and radio communications. As a result, service was dispatched manually, placing strain on dispatchers, controllers and third-party service providers. Life cycling this technology was critical for effective operations and reliable service.

In 2025, Calgary Transit, in collaboration with Infrastructure Technology, completed the installation of nearly 200 touch screen tablets across the Calgary Transit Access fleet and contracted provider vehicles. This work has significantly improved on-time performance.

Frequency

RouteAhead emphasizes fast, frequent and direct service by strengthening connections between local bus routes and the fast and frequent network. By reducing route duplication and streamlining alignments, resources can be reallocated to improve service frequency across the city.

Service optimizations and improvements

Through four major seasonal route change periods, Calgary Transit implemented adjustments to bus stops and routes to support RouteAhead. This included introducing service to growth areas, discontinuing inefficient or duplicative routes, and enhancing the fast and frequent network. Together, these changes contribute to a faster, more connected transit network.

A summary of the changes is provided below in Table 5, with detailed ridership and population analyses for selected routes included in Attachment 5.

Table 6: Route changes

Seasonal service update	Route and stop adjustments	Service to new growth areas	Route Cancellations	Fast and frequent network improvements
Mar. 2025		New Route 80 – Homestead Route 167 extension into Walden and Legacy		Stop addition on MAX Purple Stop optimization 9 Avenue SE with Routes 1, 302 MAX Purple Stop optimization on 4 Street SW with Routes 3, 17, 449
Jun. 2025	Route realignment on Route 79	Route 194 extended into Wolf Willow	Route 69 – Deerfoot Centre Express	
Sept. 2025	Route realignment on Route 78	New Route 63 – Alpine New Route 137 – Livingston		Route realignment on Route 302 Route 301 converted into MAX Green
Dec. 2025	Routes 30, 106 and 449 consolidated into Route 15 Routes 74 and 174		Route 70 – Valley Ridge Express Route 95 – Palliser	

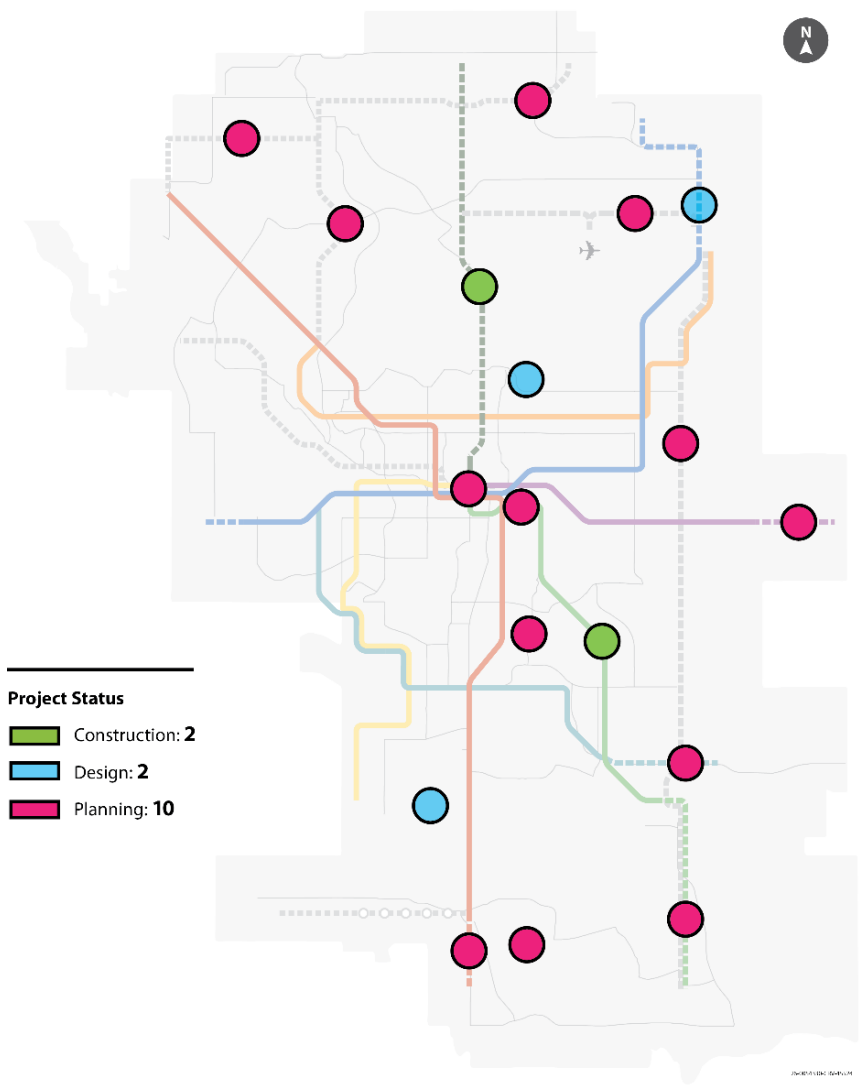
	consolidated into Route 74 Route realignment on Route 26, 81 and 136 Stop addition on Route 108			
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MAX Green



In 2025, Calgary Transit expanded its MAX lines, with the implementation of MAX Green along the Centre Street North corridor. Bus stations were upgraded with more comfortable shelters, and the streets were improved to increase safety for pedestrians and allow for faster and more reliable transit service. In the coming years, MAX Green will continue to advance into its next phase, bringing further improvements to the corridor.

Advancing the transit network infrastructure



Calgary Transit is actively advancing several key infrastructure projects to ensure our transit network can accommodate increasing demand driven by a rapidly growing population. These projects are essential for enhancing mobility and connecting communities across Calgary. The highlighted investments are fundamental to expanding our transit network to serve a larger and more dynamic city, while also fostering economic development and improving the quality of the commuting experience. The timing of design and construction for these projects is dependent on future funding approvals.

Capital projects

To advance the fast and frequent network, Calgary Transit has identified and prioritized investments in specific capital projects, designed to support network integration, reduce congestion, provide a sustainable alternative to driving, and help The City achieve long-term mobility and climate goals.

Green Line LRT

The Green Line LRT is an important part of Calgary's transportation system and reflects a long-term commitment to Calgary's future. The project covers 17.2 kilometers of Calgary's next light rail transit route, designed to expand transit options for Calgarians. Construction will proceed in phases as funding is secured. Phase 1, covering the downtown segment and southeast segment, has received approval and secured \$6.248 billion in funding commitments from The City of Calgary, the Province of Alberta, and the Government of Canada.

Downtown segment: The functional plan for the downtown segment focused on design parameters, cost estimates, potential impacts to infrastructure and public engagement, is currently underway. This plan builds on the Government of Alberta’s proposed alignment and concept, using 10 Avenue and 2 Street SW as the principal corridor.

Southeast segment: Construction on the southeast segment, extending from Shepard to the future Event Centre/Grand Central Station, started in June 2025. This segment is anticipated to deliver the first 10 stations and 16 kilometers of track, with plans to link up to the future downtown segment and integrate with the existing Red and Blue LRT lines.

144 Avenue North bus rapid transit

The 144 Avenue North bus rapid transit project was developed to establish a key east-west crosstown link in north Calgary, connecting emerging communities with key LRT lines, including the Red Line, future Green Line, and future Blue Line extensions with the planned Symons Valley Transit Terminal. A functional planning study to confirm route alignment, station locations, and transit-priority measures was initiated and completed in 2025 for Phase 1 (west) and feasibility study for Phase 2 (east). A functional study was started for Phase 2 (east) and is scheduled to be completed by Q4 2026. Design and construction are pending funding and future area development.

Shaganappi Trail bus rapid transit

The Shaganappi Trail bus rapid transit (BRT) project will establish a major north–south transit corridor in the west. The

core corridor will connect the future Symons Valley Transit Terminal to Brentwood LRT Station. The study will explore north and south extensions and recommend the ultimate terminus. The project will enhance mobility in northwest Calgary by providing faster, more reliable bus service, improved stations, transit-priority measures, and enhanced pedestrian access. A transit study is underway to identify the preferred BRT concept, alignment, station locations and infrastructure for the corridor. The feasibility study was completed in 2025 and functional planning for the ultimate corridor is anticipated to conclude in Q2 2027.

52 St East bus rapid transit

As a critical north-south link for Calgary's east side, the 52 Street East bus rapid transit (BRT) project will establish a high-capacity transit corridor connecting Saddletowne Terminal in the north to Seton Terminal in the south, linking multiple communities along the way.

The project will upgrade existing bus service to higher-capacity BRT standards, improving reliability, travel times, and cross-city mobility, with direct connections to multiple rapid transit routes including LRT and MAX routes. The corridor also serves some of Calgary's busiest 24/7 industrial areas in the southeast, as well as key community destinations including high schools, recreation centres, and YMCAs, making it an important link for both commuters and residents. Early corridor improvements, such as queue jumps, were completed in 2022 and a corridor study is underway to identify the preferred BRT concept, alignment, and station locations. The functional planning study is expected to be completed in Q2 2026, with design and

construction timelines dependent on future funding and area growth.

MAX Purple east extension

To support rapid growth in east Calgary and new developments towards Chestermere, the MAX Purple east extension project will extend Calgary Transit's existing MAX Purple BRT corridor east along 17 Avenue SE, from 54 Street SE to near 116 Street SE, reaching the eastern city limits. The extension will improve transit service for east Calgary communities, strengthen connections to major destinations and integrate with the broader rapid transit network, including LRT and other MAX routes. A functional planning study confirms the station locations, station designs & amenities, and the transit-priority measures and was completed in 2025 with a preliminary design to 104 Street SE currently underway.

MAX Teal extension

The MAX Teal extension will link the existing South Crosstown BRT terminus at Douglas Glen to the future 52 Street East BRT, creating a critical east-west link in southeast Calgary. Using an alignment along 144 Avenue SE to 52 Street E, the project prioritizes directness, efficient transfers, and improved access to major industrial and employment areas. This extension will allow passengers from Westbrook, Mount Royal University, and Rockyview General Hospital to access the north-south 52 Street East BRT network seamlessly. This project is integrated into the 52 Street East BRT Functional Planning Study, and the preferred alignment selection is scheduled to be completed

in Q1 2026. Due to its smaller scale and use of existing right-of-way, the project is considered a high-readiness candidate for the 5 to 10 year investment window and supports Calgary's connective grid strategy and long-term mobility goals.

MAX Green

Previously named MAX 301 North, the MAX Green bus rapid transit (BRT) project has brought improvements to transit services along the Centre Street North corridor. In 2025, MAX stations, transit signal priorities, and intersection improvements were completed. Further improvements are being designed and anticipated in the coming years. The upgrades will decrease travel times on this MAX line, improving station access and amenities for customers.

Red Line south extension

The Red Line, Calgary's busiest CTrain line, plays an important role in supporting the rapid growth of south Calgary. The Red Line LRT south extension will expand Calgary Transit's existing Red Line by approximately 4 km, extending the tracks from Somerset-Bridlewood Station to 210 Avenue South. This project includes two new stations at Silverado and 210 Avenue South, along with a new maintenance and storage facility at 210 Ave S. The extension is projected to serve an estimated 90,000 residents by 2048, improving transit connectivity for southern communities with high-capacity rail service, enhanced station facilities, integrated pathway and bikeway connections, and potential for future park-and-ride access. The final recommended plan and functional planning study report are expected in Q2

2026, positioning the project for preliminary and detailed design.

Blue Line NE extension

The Blue Line NE LRT extension will expand from Saddletowne to the future Country Hills Boulevard Station. This project will be delivered in two stages, from Saddletowne to 88 Avenue N.E. and from 88 Avenue N.E. to Country Hills Boulevard. In 2025, detailed design for the first stage began, and design completion is anticipated for 2027. The extension will improve access to rapid transit for communities in northeast Calgary. It will also enable a rail connection to Calgary International Airport with the Airport Transit Connection.

Airport Transit Connection

The Airport Transit Connection will link the future Green Line and Blue Line northeast extension to Calgary International Airport. This project is dependent upon the extension of the Blue Line to 88 Avenue northeast station. In 2025, a study was completed and refined the alignment for the Airport Transit Connection, and a detailed design for the segment from the airport to the Blue Line is anticipated for summer 2026. Once implemented, this project will connect travelers and employees to and from Calgary International Airport. It will also support Calgary's economy with enhanced access between downtown, airport and the region.

Bus electrification

The bus electrification project is part of a program that includes the procurement of battery electric buses and

infrastructure upgrades to Calgary Transit's facilities. In 2025, procurement was completed and a construction manager was hired, with planned infrastructure upgrades anticipated to start in summer 2026.

Maintenance and storage facilities

To ensure sufficient maintenance and storage capacity for Calgary Transit's growing fleet, the City undertook an analysis of long-term population projections, the proposed Primary Transit Network buildout, and planned service expansion. The purpose of this analysis was to understand how the city is growing and how transit service must expand alongside it, as an input to forecasting long-term fleet and facility requirements. Based on current fleet size and facility capacity, bus storage utilization is approximately 92 per cent. As fleet requirements increase, additional maintenance and storage facilities will be required to maintain operational flexibility and remain within practical storage limits.

For buses, it is expected that within the next 10 years Calgary Transit will require one new facility to replace the Victoria Park facility being decommissioned, as well as an additional facility to accommodate system growth and service expansion to the south.

For LRT, current utilization already exceeds 100 per cent, with some train cars stored outdoors. LRT maintenance and storage solutions, including the addition of the 210 Avenue facility and expansions to existing facilities, are currently being advanced to address these capacity constraints and support future fleet growth.

South Central

The South Central maintenance and storage facility is being advanced to support growth and replace Victoria Park following its planned demolition. Current planning indicates that the initial buildout would provide capacity for approximately 300 to 350 buses, while supporting additional long-term service growth.

194 Avenue South

As transit services expand to support population growth and network development in south Calgary, additional capacity will be required to accommodate fleet growth. The 194 Avenue South maintenance and storage facility is being advanced to support these long-term needs. A feasibility study has been completed, and the project is currently in the master planning phase. Project timelines will be confirmed as planning progresses.

Implementing the approved RouteAhead vision



RouteAhead envisions a transit system where Calgarians can show up and go without having to look at a schedule, giving them the freedom to conveniently move around the city. We still have a long way to go to implement this vision, and full implementation will require significant effort and funding. In November 2025, Council approved additional investments in transit to help address these needs. However, even with this new investment, there remains a significant funding gap.

New funding approved by Council in 2025

In November 2025, as part of the 2026 budget adjustments, Council approved an additional **\$21.5 million** in base operating and **\$29.75 million** in capital to maintain and grow transit service.

The new funding to maintain transit service includes:

- Operating investment: **\$1.5 million** for CTrain power systems maintenance and repairs.
- Capital investment: **\$18.5 million** for state-of-good-repair and maintenance, which includes fleet maintenance, lifecycle asset management, buildings and CTrain infrastructure.

The new funding to grow transit service includes:

- Operating investments:
 - **\$5 million** to increase service on the base network, providing increased service during midday/evenings and weekends in select routes and adding more service in a few routes during peak times.
 - **\$15 million** to increase service on key routes of the fast and frequent network, accounting for approximately 127,500 additional hours of service.
- Capital investments: **\$11.25 million** for bus procurement.

Operating investments have already started to be implemented and are expected to be fully realized by Q1

2027. Capital maintenance activities are being actioned, and the procurement of new buses has begun.

Finally, an additional **\$25 million** in one-time operating funding was approved for the low-income transit pass to continue supporting affordability for Calgarians.

Funding gap



Despite new funding in 2026, Calgary Transit continues to face a funding gap. This gap is limiting our ability to maintain and grow transit service for customers and achieve the vision in RouteAhead. There are five key components to the funding gap: **maintaining service, increasing service, enhancing safety, growing the network** and **reducing barriers to access**.

Maintaining service

Some parts of the transit system are over 50 years old, and funding for maintenance has not kept pace with the rate at

which our assets age. Asset management programs are crucial to maintaining service levels, and funding is required to maintain, upgrade and replace our aging assets, infrastructure and facilities – this includes buses, CTrain vehicles, stations, rail infrastructure and facilities.

Some key funding gaps in this category include:

- **\$2.3 billion** over 10 years to maintain assets in a state of good repair (as outlined in the Corporate Asset Management Plan report IP2026-0102). This investment would ensure that Calgary Transit can catch up on repairing assets in poor condition and take steps to prevent future decline.
- **\$765 million** to replace the Victoria Park maintenance and storage facility, which is being decommissioned. The new facility is also needed to provide some additional capacity for bus storage, which can help accommodate RouteAhead growth.

Increasing service

To implement RouteAhead, we need to add over 1 million transit service hours to our fast and frequent network. This would ensure half of Calgary's population has convenient access to reliable public transit. At the same time, we need to invest in our base service that enables all Calgarians to access the fast and frequent transit network from wherever they live.

In 2023, Calgary Transit presented a 10-year implementation plan, which outlined operating and capital investments

required to achieve the vision in RouteAhead. Since then, only a portion of the implementation costs have been funded.

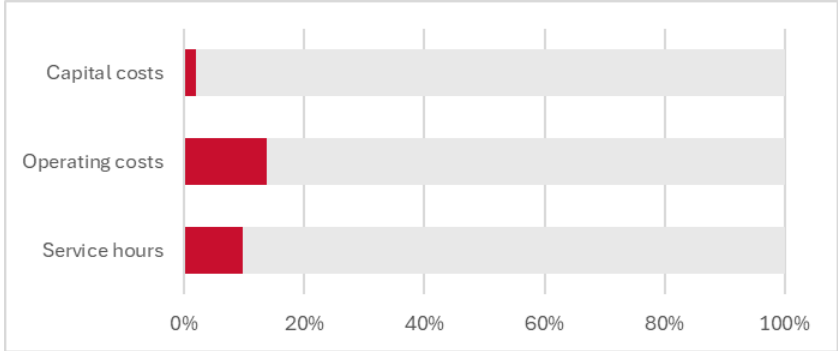
It would now be difficult to achieve the same results on the original 10-year timeline, due to procurement schedules and the need to gradually scale-up operations.

Table 7 outlines the RouteAhead funding that has been approved by Council since the implementation plan was first presented in 2023, and Figure 1 shows how far this funding gets us towards the total amount required.

Table 7: Approved RouteAhead implementation funding since 2023

Approved RouteAhead implementation (in millions)	2024	2025	2026	Total
Operating – service hours (fast and frequent service)	\$2.6	-	\$15	\$17.6
Operating – service hours (base service)	-	-	\$5	\$5
Capital – new growth buses (fast and frequent service)	-	-	\$11.25	\$11.25
Capital – new growth buses (base service)	-	-	-	-
Capital – new maintenance and storage facility (194 Ave)	-	-	-	-

Figure 1: RouteAhead implementation progress since 2023



Updated RouteAhead implementation plan

Below, in Table 8, is a new implementation plan for RouteAhead, starting in 2027. These numbers have been updated since last year’s RouteAhead annual report to reflect previous Council investments, an extended implementation timeline, inflation and bus procurement timelines. Based on Council feedback, it also includes funding requirements to add over 300,000 service hours to the base transit network, as the previous RouteAhead implementation plan only focused on the Primary Transit Network (the fast and frequent network).

New growth buses are the most time-sensitive factor in achieving this updated implementation plan. With our existing bus fleet, we are very limited in how many service hours can be added at peak times, when it is needed most. Given procurement timelines, investments in new buses now will take two years before seeing new service on the road for customers.

Table 8: Updated RouteAhead implementation plan

RouteAhead implementation plan (in millions)	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Operating – service hours (fast and frequent service)	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$135
Operating – service hours (base service)	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$45
Capital – new growth buses (fast and frequent service)	\$75	\$75	\$75	\$75	\$65	\$65	\$65	-	-	\$495
Capital – new growth buses (base service)	\$15	\$15	\$15	\$15	\$15	\$15	\$15	-	-	\$105
Capital – replacement for Victoria Park garage (South Central)	\$29	\$29	\$105	\$105	\$105	\$105	\$258	\$29	-	\$765
Capital – new maintenance and storage facility (194 Ave)	-	-	-	-	-	-	-	\$200	\$400	\$600

Growing the network

As Calgary grows to a population of 2 million, the transit network needs to grow with it. This includes projects such as the Green Line, Blue Line expansion and airport connection, and continued expansion of our bus rapid transit network. These projects are underway at different stages and will require additional funding to take them to completion. They will also result in increased operating costs once completed.

Some key funding gaps in this category include:

- **\$1.8 billion** to extend the Blue Line and connect to the airport
- **\$800 million** to extend bus rapid transit lines

Enhancing safety

There is an ongoing need to expand safety efforts while identifying emerging risks across the transit system. As both the population and transit system grow, further investment in transit peace officers is required to maintain a safe environment for all.

Ideally, 45 transit peace officers, including Community Outreach Team and Safety Engagement Team members, would be out on the system on any given day ensuring security, enforcement, integrated response and connecting support services across 46 CTrain platforms and 6,097 bus stops. Currently, an average of 30 transit peace officers are on the system at any given time. Additional funding will be necessary to maintain safety levels for Calgarians and improve fare compliance.

Reducing barriers to access

The low-income transit pass supports low-income Calgarians with affordability and the high cost of living. It enables more people to access daily essentials like work, school and their community. Demand for this program has continued to grow, with over 600,000 monthly passes sold in 2025. While municipal funding is secured for 2026, additional funding is required to ensure the program's long-term sustainability.

- The total estimated financial impact of the low-income transit pass is about **\$58 million** in foregone revenue.
- The Province has recently confirmed \$6.2 million annual grant funding for the low income transit pass. This one-time funding will expire in March 2027. Calgary is seeking a multi-year funding framework with The Province to ensure sustainable and predictable funding.
- To help cover increasing revenue shortfalls as demand for the program grew, Council approved one-time funding of \$19 million in 2025 and \$25 million in 2026. There is currently no funding commitment beyond this.

Next steps

As we prepare for the 2027-2030 budget deliberations, Calgary Transit will prepare options to begin closing these funding gaps in the next four years for Council's consideration. Funding public transit aligns with Council's priorities for 2027-2030 but will need to be considered against other fundings requirements, priorities and

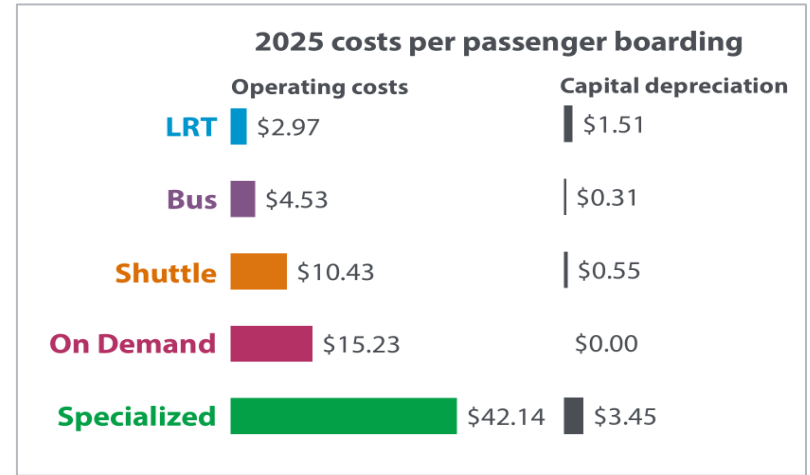
pressures. Additionally, partners in Emergency Management and Community Safety and Infrastructure Services will also be preparing transit-related budget submissions to advance projects and enhance safety across the system.

Transit service efficiencies

To help address the funding gap and make transit investments go further, we have been focused on finding efficiencies internally. These span across multiple areas and are aimed at improving operations through efficiency reviews. Some of the efficiency initiatives in 2025 include:

- Reduced overtime spending in our fleet maintenance and operations areas. This was achieved through improved staff management in fleet maintenance and strategic service reductions in operations.
- Began implementing an emergency response model called the Transit Tactical Operations Centre, as part of the Business Continuity and Emergency Management program. The initial roll-out focused on proactive operations coordination for severe winter weather events. The result has been less stuck buses, improved customer communication, and increased protection of transit infrastructure. In 2026, the Transit Tactical Operations Centre will broaden scope to include response to other hazards.
- Leveraged automated passenger counter technology on CTrains to more accurately estimate ridership. This supports data-driven decisions and more efficient use of resources when planning service for customers.

- Developed a refined cost-of-service model that will better forecast funding needs as service grows and strengthens financial transparency and accountability. Most of the cost model development was completed in 2025 and will be fully implemented by Q3 2026.



- Installed platform validators at CTrain stations to increase fare compliance.



- Reorganized to better align functions within Calgary Transit. In December 2025, Calgary Transit went from five divisions to four, better aligning teams by functions.

Looking ahead



Calgary's transit system must continue to grow to meet the needs of a rapidly expanding city. Sustained investment is required to expand service, strengthen the network and respond to increasing demand. RouteAhead calls on The City to advocate to provincial and federal governments for permanent operating funding to maintain and improve service.

Investing in public transit benefits all Calgarians. It drives Calgary's economy, elevating our national and global position as a livable and thriving city, it contributes to an affordable city and helps address Calgary's housing needs, and it supports safety and equity.

As Calgary grows toward two million residents, transit will play a bigger role in how the city is built and how people move around.

Today, fast and frequent service only operates on our two CTrain lines, and only 10 per cent of Calgarians live within walking distance of this service. Ridership is climbing, reaching more than 93 million trips in 2025. An additional \$20 million in annual operating funding per year over the next decade would expand fast and frequent transit access to 50 per cent of Calgarians while improving local service across the base network.

In 2026, Calgary Transit will strengthen advocacy efforts. Part of this work will include developing and sharing key messages and launching a new Transit Champions Network. We will also collaborate while strengthening external connections, sharing our story with partners and other orders of government.