

Infrastructure Services Report to
Infrastructure and Planning Committee
2026 May 07

ISC: UNRESTRICTED
IP2026-0251

Advancing Calgary's Infrastructure Priorities

PURPOSE

The purpose of this report is to bring forward the **2026 Corporate Asset Management Plan** and the **10-year Capital Infrastructure Plan** to provide Council with a comprehensive, integrated view of The City's infrastructure assets, associated risks, service objectives, as well as short- and long-term investment needs supporting both the next 4-year budget cycle and the long-range 10-year plan. Together, these plans are designed to help make informed, transparent decisions by linking asset conditions and risks to capital investment priorities. This will ensure infrastructure continues to provide safe and reliable services for Calgarians. Presenting both plans at once allows Council to consider long-term capital pressures and tradeoffs within the broader budget and financial planning context, and to provide strategic direction ahead of the 2027-2030 Business Plans and Budgets cycle.

PREVIOUS COUNCIL DIRECTION

On 2025 May 27, Council approved a Notice of Motion (EC2025-0509) 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.

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, concurs with the contents of this report.

HIGHLIGHTS

- The 2026 Corporate Asset Management Plan provides a City-wide, consolidated view of City owned infrastructure, bringing asset data from across business units into one corporate framework to support informed decision making, serving as a key input into the City-wide 10-Year Capital Infrastructure Plan. This maximizes the value of investments by transitioning to a more proactive and sustainable approach that maximizes the value of public infrastructure and minimizes infrastructure and public safety risk, while linking asset conditions and risk to long term capital planning, supporting future budget decisions
- Overall, the majority of The City's assets are rated as Fair or better. Approximately \$20.3B of the assets have been classified as critical to business unit operations based on The City's new Consequence of Failure framework

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- A total of \$54B of unfunded needs in infrastructure investments has been identified over 10 years, with 35% required for Maintenance, 19% needed for Service Enhancement, 42% for Growth, and 4% for Transformative.
- Some of the key infrastructure areas within the 10-year Capital Infrastructure Plan are:
 - Water and wastewater treatment
 - Water distribution
 - Wastewater collection
 - Stormwater management
 - Roads & Pathways
 - Fire
 - Police
 - Facility Management
 - Calgary 9-1-1
- The 2026 Corporate Asset Management Plan and the 10-Year Capital Infrastructure Plan inform the 2027–2030 Business Plans and Budgets, helping Council consider long-term implications of capital decisions in a growing and changing city.

DISCUSSION

Background

The City manages a diverse and extensive portfolio of infrastructure assets that are critical to delivering safe, reliable, and sustainable services to Calgarians. These assets, ranging from transportation and water systems to civic facilities and parks, require long-term, coordinated planning to ensure they continue to meet service expectations while balancing affordability, reliability, and sustainability.

The 2026 Corporate Asset Management Plan provides The City's overarching framework for how infrastructure assets are planned, managed, and renewed over their full lifecycle. The Corporate Asset Management Plan brings together asset information from across business units to establish a consistent, City-wide approach to asset management, aligned with Council direction, legislative requirements, and recognized best practices. It emphasizes evidence-based decision making, transparency, and a focus on managing risk and service levels over time.

The Corporate Asset Management Plan informs and supports the City-wide 10-Year Infrastructure Plan. Asset condition, performance, and risk data compiled through the Corporate Asset Management Plan underpin how capital investment needs are identified and prioritized. This ensures that proposed capital projects are aligned to proactive lifecycle requirements and long-term service objectives while minimizing short-term or reactive pressures.

The City-wide 10-Year Infrastructure Plan uses this asset-based evidence to identify needs related to infrastructure renewal, growth, and service enhancement. By linking the Corporate Asset Management Plan directly to the capital planning process, The City strengthens its ability to prioritize investments that protect existing assets, address critical risks, and deliver the greatest value to Calgarians.

Together, the 2026 Corporate Asset Management Plan and the City-wide 10-Year Infrastructure Plan provide Council with a clearer line of sight for high and severe consequence of failure

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assets and infrastructure priorities. This integrated approach supports prudent stewardship of public infrastructure, improves consistency across departments, and enhances Council's ability to make better-informed, transparent investment decisions, while mitigating service disruption

EXTERNAL ENGAGEMENT AND COMMUNICATION

- | | |
|--|---|
| <input type="checkbox"/> Public engagement was undertaken | <input checked="" 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 |

Administration was engaged over the course of approximately a year for both the City-wide 10-year Infrastructure Plan and the 2026 Corporate Asset Management Plan.

IMPLICATIONS

Social

Enhanced clarity and transparency in The City's service planning process supports positive social outcomes by strengthening trust with Calgarians and improving understanding of how infrastructure investment decisions are made, including informing the planning process and deciding what to invest in, and when. The City's infrastructure assets deliver significant social value, supporting public safety, community wellbeing, and cultural life across Calgary. The Corporate Asset Management Plan provides a clear, citywide view of where infrastructure investments have occurred and where additional investment may be required, helping ensure resources are directed to sustain services that matter most to communities.

Environmental

The Corporate Asset Management Plan has identified natural infrastructure, including urban wetlands, grasslands and forest, as a component of the overall infrastructure picture that contributes to resiliency and the well-being of residents. While full quantification of natural assets is not complete, this work is ongoing.

Economic

This work supports positive economic outcomes by improving transparency in the City's long-term capital planning. By providing early, high-level information on potential project timing and costs, it supports coordination with industry and Civic partners. The Corporate Asset Management Plan further supports economic resiliency by providing a summary-level view of asset information to inform where future investments are most needed.

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Service and Financial Implications

No anticipated financial impact

RISK

Key risk areas are:

1. Non-standard and inconsistent information across business units could affect decision-making regarding level of investment requirements to sustain service levels and acceptable condition of infrastructure.
2. Lack of resource availability may hinder the speed of adoption of the asset management practice and overall capabilities. This could impact quality of decision-making with respect to investments in infrastructure assets.
3. Lack of investment in infrastructure assets could result in deteriorating or failing infrastructure with potential impacts including, but not limited to, the inability to provide appropriate level of service, injury and/or death, lack of alignment with sustainability objectives and financial viability.
4. The interplay of the Corporate Asset Management Plan, the 4-year, and the 10-year plans, and how Administration reflects updated risk profiles.

These risks are mitigated through:

1. The development and implementation of standardized, City-wide frameworks for asset condition, risk, and level-of-service reporting to improve consistency, comparability, and reliability of information across business units. This will include the adoption of common definitions, City-wide risk assessment methodologies, and standardized data and reporting templates. In parallel, the Strategic Asset Management Plan will be used and updated to establish a direct "line of sight" between corporate objectives and day-to-day asset management activities.
2. Advancing Asset Management maturity through a phased and prioritized implementation approach, focusing on progressing roadmap actions and capability enhancements for business units that have already completed maturity assessments. This approach will ensure available resources are directed toward initiatives with the highest readiness and impact. In parallel, The City will increase targeted investment in Asset Management training and capacity-building at both the corporate and business unit levels to strengthen skills, consistency, and long-term sustainability of asset management practices.
Relaunching the City-wide Asset Management Champions Working Group to promote awareness, share best practices, and reinforce asset management principles across the organization.
3. Using a risk-informed investment approach to support timely and targeted infrastructure funding decisions. By systematically identifying critical assets and those in poor or very poor condition, Administration and Council will be better positioned to prioritize investments that address the highest service, safety, environmental, and financial risks, while supporting service expectations, regulatory compliance, and long-term financial sustainability. This will be enabled through the establishment of a consistent, City-wide asset criticality and risk framework, ensuring comparable and defensible prioritization across business units. In addition, Asset Management Plans will be developed and

Advancing Calgary's Infrastructure Priorities

maintained in alignment with corporate long-term strategic and financial plans, strengthening the linkage between asset risks, investment needs, and organizational objectives. Asset Management Plans will also be used to increase visibility and awareness of asset criticality and risk, informing the appropriate frequency of data collection, condition assessment, and ongoing data updates to support proactive decision-making.

4. The Corporate Asset Management Plan will serve as the foundational, City-wide asset management document linking the 4-year budget cycle and the 10-year infrastructure and financial plans. Updated asset condition, criticality, and risk information captured in the Corporate Asset Management Plan will inform capital prioritization, funding scenarios, and long-term planning assumptions, supporting informed decision-making by Administration and Council.

Alignment between Asset Management Plans and corporate long-term financial planning processes will be maintained to ensure infrastructure risks and investment needs are consistently reflected across planning horizons. During capital planning and financial forecasting, a City-wide asset criticality analysis will be applied to budget allocation, including mapping critical assets in poor or very poor condition to infrastructure needs assessments.

ATTACHMENT(S)

1. Presentation
2. The 2026 Corporate Asset Management Plan and Appendix A
3. 2026 Corporate Asset Management Plan Appendix B
4. 2026 Corporate Asset Management Plan Appendix C
5. The City-wide 10-year Capital Infrastructure Plan Executive Summary
6. The City-wide 10-year Capital Infrastructure Plan

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Michael Thompson	Infrastructure Services	Approve
Ryan Vanderputten	Infrastructure Services	Approve
Les Tochor	Corporate Planning & Financial Services	Inform
Doug Morgan	Operational Services	Inform
Katie Black	Community Services	Inform