

10-year Capital Infrastructure Plan - Tax-supported Services

The values presented reflect identified capital needs and have been rounded to the nearest million for presentation purposes. These capital needs have not received approved budget and will be considered for future business cycles. All values are presented in 2025 dollars, with estimates prepared as of January 2026. Further refinements and adjustments are expected through the development of the 2027-2030 Budget.

Critical Assets in Poor / Very Poor Condition	
Severe Consequence of Failure	
High Consequence of Failure	

10-year Capital Infrastructure Needs (\$millions)	Primary Service	Council Priority	Priority	Primary Driver	Previously Approved 2027+	Unfunded Needs 2027-2035+	2027	2028	2029	2030	2031	2032	2033	2034	2035+
Required Investments															
Peace Officer Equipment Lifecycle	Bylaw Education & Compliance	Safe City	Required	M	-	31	3	3	3	3	3	3	3	3	3
Peace Officer Equipment Modernization	Bylaw Education & Compliance	Safe City	Required	S	-	22	3	6	4	1	2	2	2	2	2
Portland Animal Shelter	Bylaw Education & Compliance	Reliable & Sustainable Infrastructure	Required	S	-	35	9	18	9						
911 Critical Infrastructure	Calgary 9-1-1	Safe City	Required	M	-	32	1	7	4	5	1	1	1	2	11
911 Critical Technology and Modernization	Calgary 9-1-1	Safe City	Required	M	-	68	1	1	7	15	7	8	5	5	19
911 Facility Continuity	Calgary 9-1-1	Safe City	Required	G	2	84	1	1	6	11	13	40	9	1	1
Cyber Security Program	Corporate Security	Safe City	Required	S	-	11	1	3	4	3					
Canada Task Force 2	Emergency Management & Business Continuity	Safe City	Required	M	-	7	1	1	1	1	1	1	1	1	1
Disaster Preparedness	Emergency Management & Business Continuity	Safe City	Required	M	-	18	3	2	2	2	2	1	1	2	3
Emergency Services Training Facility	Emergency Management & Business Continuity	Safe City	Required	G	-	30			5	5	3	3	3	3	7
Technology and Equipment Lifecycle and Maintenance	Emergency Management & Business Continuity	Safe City	Required	M	-	11	1	4				1			5
Technology Modernization	Emergency Management & Business Continuity	Safe City	Required	M	-	4			1						1
Municipal Complex Upgrades	Facility Management	Reliable & Sustainable Infrastructure	Required	M	-	271	30	30	30	30	30	30	30	30	30
Prairie Economic Gateway - Emergency Response Needs	Facility Management	Safe City	Required	T	-	43	2	2	1	34			3		
Public Building Exterior Inspections	Facility Management	Reliable & Sustainable Infrastructure	Required	M	-	3									
Public Building Exterior Repairs	Facility Management	Reliable & Sustainable Infrastructure	Required	M	-	59	2	2	15	15	15	10			
Workplace Continuity Management	Facility Management	Trusted & Collaborative Government	Required	M	-	3									
Belvedere Emergency Response Station	Fire	Safe City	Required	G	-	36					5	9	15	8	
Downtown Core Fire Station Replacement	Fire	Safe City	Required	M	14	35		13	12	10					
Downtown Emergency Response Station (Stampepe/East Beltline)	Fire	Safe City	Required	G	-	45	3	3	3	3					35
Fire Training Academy	Fire	Safe City	Required	G	-	81		1	20	20	20	20			
Glacier Ridge Emergency Response Station	Fire	Safe City	Required	G	24	7									
Keystone Emergency Response Station	Fire	Safe City	Required	G	4	27		6	8	13					
New Growth Emergency Response Stations - Temporary	Fire	Safe City	Required	G	-	16					8				
NW (Arbour Lake) Emergency Response Station	Fire	Safe City	Required	S	-	25	5	4	9	7					
Prairiesong (Hose Creek) Emergency Response Station	Fire	Safe City	Required	G	-	31	4	2	2	2		7			4
Rangview Emergency Response Station	Fire	Safe City	Required	G	-	31	7	2	8	15			10		
Sustain Service Performance	Fire	Safe City	Required	S	-	27	5	3	3	3	2				12
Yorkville Emergency Response Station	Fire	Safe City	Required	G	13	7			4	3					
Industrial Control Systems Security Enhancements	GM - Operational Services	Safe City	Required	M	-	62	8	8	8	8	8	5	5	5	10
HR Software Improvements	Human Resources Support	Trusted & Collaborative Government	Required	M	-	15	1	2	3	3	2	2	2		
Critical Infrastructure Annual Investment Plan	Infrastructure & Engineering	Reliable & Sustainable Infrastructure	Required	M	-	11				2	2	2	2	2	2
Calgary City Net	IT Solutions & Support	Trusted & Collaborative Government	Required	M	-	49	9	5	5	4	3	7	6	5	3
Client Access	IT Solutions & Support	Trusted & Collaborative Government	Required	M	-	15	4			1	4			1	5
Communications Infrastructure	IT Solutions & Support	Trusted & Collaborative Government	Required	M	-	15	2	2	2	2	2	2	2	2	2
Data Centre Environmentals (Lifecycle Replacement)	IT Solutions & Support	Trusted & Collaborative Government	Required	M	-	8	5								
Enterprise Info Management	IT Solutions & Support	Trusted & Collaborative Government	Required	M	-	6		1	1	1	1	1	1	1	1
Enterprise Servers	IT Solutions & Support	Trusted & Collaborative Government	Required	M	-	12	2	1	1	2	2	1	2	1	1
Enterprise Storage Units	IT Solutions & Support	Trusted & Collaborative Government	Required	M	-	24	1	2	4	1	5	2	1	4	4
Fibre Optics	IT Solutions & Support	Trusted & Collaborative Government	Required	M	-	27	3	3	3	3	3	3	3	3	3
Network Infrastructure	IT Solutions & Support	Trusted & Collaborative Government	Required	M	-	7	1	1	1	1	1	1	1	1	1
Peoplesoft HCM	IT Solutions & Support	Trusted & Collaborative Government	Required	M	-	7	1	1	2	2	2				
Peoplesoft HCM	IT Solutions & Support	Trusted & Collaborative Government	Required	M	-	7	1	1	2	2	2				
Service Resiliency and Disaster Recovery	IT Solutions & Support	Trusted & Collaborative Government	Required	M	-	5	1	1	1	1	1	1	1	1	1
Software Lifecycle Replacement	IT Solutions & Support	Trusted & Collaborative Government	Required	M	-	47	4	4	5	5	5	6	6	6	6
Equipment and Tools Maintenance	Police Services	Safe City	Required	M	-	30	3	1	1	1	9	12	1	1	1
Facilities Critical & Urgent Maintenance	Police Services	Reliable & Sustainable Infrastructure	Required	M	-	38	16	13	6	2					
Fleet Growth	Police Services	Safe City	Required	G	-	37	3	4	4	4	4	4	4	4	4
IT Communication System Maintenance	Police Services	Safe City	Required	M	-	56	4	4	3	3	8	10	7	8	8
IT Growth	Police Services	Safe City	Required	G	-	78	5				28	20	13	13	
IT Systems and Hardware Maintenance	Police Services	Safe City	Required	M	-	63	7	7	7	6	7	7	7	7	8
Bridge Rehab and Protection	Roads & Pathways	Reliable & Sustainable Infrastructure	Required	M	-	440	65	60	125	40	30	30	30	30	30
Hillside Program - Slope Remediation	Roads & Pathways	Safe City	Required	M	-	104	22	26	18	15	8	3	3	3	4
New Levy Funded Traffic Signals / Development Infrastructure - Arterial Development	Roads & Pathways	Balanced Growth & Evolving Neighbourhoods	Required	G	-	90	10	10	10	10	10	10	10	10	10
New Traffic Signals and Pedestrian Signals	Roads & Pathways	Safe City	Required	S	-	35	4	4	4	4	4	4	4	4	7
Prairie Economic Gateway - 114 Avenue SE Grade Separation at Canadian Pacific Kansas City (CPKC)	Roads & Pathways	Functional Transportation Network	Required	T	-	38	6	24	7						
Prairie Economic Gateway - Glenmore Trail East - Widening from 84 Street SE to 116 Street (Stoney Trail)	Roads & Pathways	Functional Transportation Network	Required	T	-	75			2	10	39	25			
Prairie Economic Gateway - Missing Interchange at Glenmore and RR283	Roads & Pathways	Functional Transportation Network	Required	T	-	73			1	10	48	14			
Prairie Economic Gateway - Missing Link between 114 Av & Glenmore Tr	Roads & Pathways	Functional Transportation Network	Required	T	-	28			1	6	16	5			
Prairie Economic Gateway - Missing Link between 114 Avenue SE CPKC rail grade separation and Stoney	Roads & Pathways	Functional Transportation Network	Required	T	-	8			2	4					
Prairie Economic Gateway - Primary East-West Link via 114 AV SE - Canadian Pacific Kansas City (CPKC)	Roads & Pathways	Functional Transportation Network	Required	T	-	20	6	13	2						
Prairie Economic Gateway - Primary East-West Link via 114 Avenue	Roads & Pathways	Functional Transportation Network	Required	T	-	32	7	22	3						
Prairie Economic Gateway - Secondary East-West Link via Glenmore Tr	Roads & Pathways	Functional Transportation Network	Required	T	-	49			1	6	22	20			
Railway Crossings	Roads & Pathways	Safe City	Required	M	-	10	1	1	1	1	1	1	1	1	2
Retaining Wall Replacement Program	Roads & Pathways	Safe City	Required	M	1	58	6	6	6	6	6	6	6	6	12
Shepard Snow Storage Site	Roads & Pathways	Reliable & Sustainable Infrastructure	Required	M	-	25	10	12	3						
Signal Communications	Roads & Pathways	Safe City	Required	M	-	15	2	2	2	2	2	2	2	2	3
Transformer Relay Safety Replacement - High Risk Task Program	Roads & Pathways	Safe City	Required	M	-	40	4	5	7	9	3	3	3	3	5
Stoney Transit Facility - P3 Annual Payment	Functional Transportation Network	Required	G	-	63	13	6	6	6	6	6	6	6	6	6
Tax System Modernization	Taxation	Trusted & Collaborative Government	Required	M	-	2			1						
Prioritized Investments															
Facility Asset Sustainment Annual Investment Program	Facility Management	Reliable & Sustainable Infrastructure	1	M	-	880	98	98	98	98	98	98	98	98	98
Fleet Lifecycle	Police Services	Safe City	2	M	-	123	13	13	14	14	13	13	14	14	14
Emergency Services Vehicles Lifecycle	Fire	Safe City	3	M	-	127	14	8	14	16	16	18	15	14	13

Facility Inspections Programs	Facility Management	Reliable & Sustainable Infrastructure	93	S	-	30	3	3	3	3	3	3	3	3	6
Housing Lifecycle City Owned	Housing	Reliable & Sustainable Infrastructure	94	G	-	47	5	5	5	5	5	5	5	5	5
Silvera for Seniors Lodge Lifecycle	Housing	Reliable & Sustainable Infrastructure	95	G	-	70	12	10	7	7	7	7	7	7	7
Indigenous Housing Lifecycle	Housing	Reliable & Sustainable Infrastructure	96	M	-	3	1	1	1						
Housing Lifecycle CH Owned	Housing	Reliable & Sustainable Infrastructure	97	M	-	11	3	3	3	3					
11 Street SW Canadian Pacific Rail Underpass	Roads & Pathways	Functional Transportation Network	98	M	-	50				28	18				
12 Ave SE Redevelopment Plan supporting the Event Centre	Roads & Pathways	Functional Transportation Network	99	G	-	20	5	15							
Centre Street North Roads & Pathwayscape	Roads & Pathways	Functional Transportation Network	100	G	-	50			25	25					
Coordinated Deerfoot Crossing Improvements at 32 Ave N	Roads & Pathways	Safe City	101	S	-	20	1	1	2	5	7	4	1	1	
Country Hills Boulevard Widening (Coventry Blvd to Barlow Trail)	Roads & Pathways	Functional Transportation Network	102	S	-	135	34	34	34	34					
Deerfoot Trail Downstream Impacts Program	Roads & Pathways	Functional Transportation Network	103	G	-	25	6	6	6	6					
Fare Technology and Payment Systems Upgrade	Transit	Functional Transportation Network	104	G	-	90	26	25	9	1					30
Growth Triggered Pathways (Established Areas)	Roads & Pathways	Balanced Growth & Evolving Neighbourhoods	105	S	-	66		1	1	4	4	5	4	6	42
Growth Triggered Pathways (Greenfields)	Roads & Pathways	Balanced Growth & Evolving Neighbourhoods	106	G	-	58	6	6	6	6	6	6	6	6	17
Peigan Trail Widening (Barlow Trail to Stoney Trail SE)	Roads & Pathways	Functional Transportation Network	107	G	1	69	32	34	1	2					
Symons Valley Transit Centre Construction	Transit	Functional Transportation Network	108	S	-	10		5	5						
Capital Project Map Integration & Planning	Infrastructure & Engineering	Trusted & Collaborative Government	109	M	-	21	4	6	6	5					
Training Equipment Lifecycle	Fire	Safe City	110	S	-	18	4	3	3	5		1	1		2
Tribunal Case Management System	Appeals & Tribunals	Trusted & Collaborative Government	111	M	-	3	1	2							
IT Service Enhancement Projects 1	Police Services	Safe City	112	M	-	7	5				28	20	13	13	
194 Avenue S and Macleod Trail Interchange	Roads & Pathways	Functional Transportation Network	113	S	-	129	32	32	32	32					
Glenmore Trail and 52 Street SE Interchange	Roads & Pathways	Functional Transportation Network	114	S	-	109	27	27	27	27					
128 Avenue NE (Deerfoot Trail to Stoney Trail) (Segment B - 128 Ave NE to west of Deerfoot Trail)	Roads & Pathways	Functional Transportation Network	115	M	-	18		6	12						
128 Avenue NE Extension (Deerfoot Trail to Stoney Trail) (Segment A - Stoney Trail to 15 Street NE)	Roads & Pathways	Functional Transportation Network	116	G	-	116					29	29	29	29	
128 Avenue NE Interchange (Deerfoot Trail to Stoney Trail) (Segment C - Stoney Drive NE to Barlow Trail)	Roads & Pathways	Functional Transportation Network	117	G	-	131									131
16 Avenue NE Interchanges at Barlow Trail and 19 Street NE	Roads & Pathways	Functional Transportation Network	118	G	-	72	18	18	18	18					
Airport Trail Widening (60 St to 68 St NE)	Roads & Pathways	Functional Transportation Network	119	M	-	25	6	6	6	6					
Downtown Amenity Fund	City Planning & Policy	Balanced Growth & Evolving Neighbourhoods	120	S	-	45	5	5	5	5	5	5	5	5	5
Future Land Acquisition Program	Roads & Pathways	Balanced Growth & Evolving Neighbourhoods	121	G	5	50	5	5	5	5	5	5	5	5	10
Glenmore Trail and Barlow Trail SE Interchange	Roads & Pathways	Functional Transportation Network	122	M	-	44	11	11	11	11					
Highway 1 and 133 Street NW Half Interchange	Roads & Pathways	Functional Transportation Network	123	S	-	74	7	26	36	5					
Workplace Planning Sustainment Annual Investment Program	Facility Management	Trusted & Collaborative Government	124	M	-	240	27	27	27	27	27	27	27	27	27
Major Mobility Planning	Infrastructure & Engineering	Functional Transportation Network	125	M	-	4									
Sustainment and Optimization: Engineering Systems Enablement Program	Data, Analytics & Information Access	Reliable & Sustainable Infrastructure	126	M	-	3	1	1	1	1					
50 Avenue SE Extension: Blackfoot Connector to 11 Street SE	Roads & Pathways	Functional Transportation Network	127	M	-	20			20						
New Pedestrian Bridge Program	Roads & Pathways	Safe City	128	G	-	193	10	16	28	23	50	45	18	3	
Facilities & Equipment Lifecycle	Fleet Management	Reliable & Sustainable Infrastructure	129	M	-	49	4	5	5	5	5	6	6	6	6
Natural Infrastructure Investments to reduce physical climate and environmental risk	Climate & Environmental Management	Reliable & Sustainable Infrastructure	130	G	-	8	2	2	2	2					
Peace Officer Technology Modernization	Bylaw Education & Compliance	Safe City	131	S	3	40	5	5	3	3	5	5	5	5	5
Facility Data and Technology Annual Investment Program	Facility Management	Trusted & Collaborative Government	132	S	-	16	2	2	2	2	2	2	2	2	2
210 Avenue S / Macleod Trail Interchange	Roads & Pathways	Functional Transportation Network	133	S	-	110					27	27	27	27	
8th Street SW	City Planning & Policy	Functional Transportation Network	134	S	-	35	2	6			28				
Citywide Growth – Established Area Public Realm Enhancements	Roads & Pathways	Balanced Growth & Evolving Neighbourhoods	135	M	17	90	18	5	18		18		18		18
Haysboro Garage Expansion	Transit	Functional Transportation Network	136	M	-	10	5								
Macknight Boulevard and 12 Street NE Improvements	Roads & Pathways	Functional Transportation Network	137	M	-	4		2	2						
Critical Continuity & Digital Infrastructure	Strategic Marketing & Communications	Trusted & Collaborative Government	138	S	-	102	11	10	10	10	12	12	12	12	12
Land Acquisition for Facilities Program	Facility Management	Balanced Growth & Evolving Neighbourhoods	139	M	-	125	13	13	13	13	13	13	13	13	25
Customer Service Modernization	Taxation	Trusted & Collaborative Government	140	M	-	3	1	1	1	1					
HR Software Learning Management System	Human Resources Support	Trusted & Collaborative Government	141	M	-	1									
Election Management System	Municipal Elections	Trusted & Collaborative Government	142	G	-	2	1	1							
Council/Committee Meeting Management System	Council & Committee Support	Trusted & Collaborative Government	143	G	-	2		1							
Green Fleet	Fleet Management	Reliable & Sustainable Infrastructure	144	G	-	47	1	3	1	1	7	8	8	9	9
Facilities Growth	Police Services	Safe City	145	M	23	17	4	6	5	2					
1 Street SE	City Planning & Policy	Functional Transportation Network	146	G	-	28	6	6			8	8			
East Riverside and 12 Street NE Transportation Upgrades	Roads & Pathways	Functional Transportation Network	147	S	-	6		1	5						
Riverwalk West	City Planning & Policy	Community Livability & Well-being	148	M	-	43	5	17			12	9			
Various Street Improvements	Roads & Pathways	Functional Transportation Network	149	M	-	5	1	1	1	1	1	1	1	1	1
Timber Stair Replacement	Roads & Pathways	Safe City	150	M	1	30	3	3	3	3	3	3	3	3	6
Project Management Single Source Architecture (ProMIS)	Infrastructure & Engineering	Reliable & Sustainable Infrastructure	151	M	-	1									
Next Generation P3M: Portfolio, Program & Project Management Platform	Infrastructure & Engineering	Trusted & Collaborative Government	152	M	-	21	4	6	6	5					
Business Applications and Technology Upgrades	Procurement & Warehousing	Trusted & Collaborative Government	153	S	1	2									
P2M Enhancement: Program & Project Management Platform Enhancement	Infrastructure & Engineering	Trusted & Collaborative Government	154	S	-	3									1
Asset Management (AM) Architecture Update	Infrastructure & Engineering	Trusted & Collaborative Government	155	M	-	2									
Indigenous Housing Capital Funding	Housing	Balanced Growth & Evolving Neighbourhoods	156	M	-	745	83	83	83	82	83	83	83	83	83
Housing Subsidaries Capital Funding	Housing	Balanced Growth & Evolving Neighbourhoods	157	M	-	649	67	93	93	53	69	69	69	69	69
Non-Market Housing Capital Funding	Housing	Balanced Growth & Evolving Neighbourhoods	158	S	-	2,025	225	225	225	225	225	225	225	225	225
Asset Management (AM) Systems/Technology	Infrastructure & Engineering	Trusted & Collaborative Government	159	M	-	15	1	1	1	2	2	2	2	2	2
Expand Real Estate Footprint to Accommodate Employee Growth	Facility Management	Trusted & Collaborative Government	160	M	-	260	29	29	29	29	29	29	29	29	29
Better Value for City Assets (BVCA) Framework	Infrastructure & Engineering	Trusted & Collaborative Government	161	M	-	5	1	1	1	1	1	1	1	1	1
HR Service Improvements	Human Resources Support	Trusted & Collaborative Government	162	M	-	4	1	1	1	1					
Facility Energy Management Annual Investment Program	Facility Management	Reliable & Sustainable Infrastructure	163	S	-	20	2	2	2	2	2	2	2	2	2
Discovery Ridge Emergency Access Improvements (Placeholder)	Roads & Pathways	Functional Transportation Network	164	M	-	4	4								
Road Upgrading Program	Roads & Pathways	Functional Transportation Network	165	M	-	70	7	7	7	7	7	7	7	7	14
CFD Facility General Lifecycle	Fire	Reliable & Sustainable Infrastructure	166	M	-	4	1	1	1	1					
Capital Conservation Grant (CCG) Program	Facility Management	Reliable & Sustainable Infrastructure	167	G	-	230	26	26	26	26	26	26	26	26	26
Recreation Capital Annual Investment Program	Recreation	Reliable & Sustainable Infrastructure	168	S	30	55	17	23	5	3	2	1	1	1	1
Corporate Coordinated Operations and Maintenance Program	Facility Management	Trusted & Collaborative Government	169	S	-	10	1	1	1	1	1	1	1	1	1
Recreation Technology Solution	Recreation	Trusted & Collaborative Government	170	M	-	14	1	4	5	2					
Corporate GIS Upgrades	IT Solutions & Support	Trusted & Collaborative Government	171	M	-	24	2	2	2	2	3	3	3	3	4
Civic Partner Infrastructure Grant	Economic Development & Tourism	Reliable & Sustainable Infrastructure	172	M	11	258	29	20	22	19	19	39	43	19	49
Recreation Machinery and Equipment	Recreation	Reliable & Sustainable Infrastructure	173	S	-	7	1	1	1	1	1	1	1	1	1
Finance Point of Sale/eCommerce	Financial Support	Trusted & Collaborative Government	174	S	-	2	2								
Corporate Imagery Program	IT Solutions & Support	Trusted & Collaborative Government	175	S	-	17	2	2	2	2	2	2	2	2	2
Airport Trail and 60 Street Northeast Interchange Improvements	Roads & Pathways	Functional Transportation Network	176	S	-	154					51	51	51		
Ditch Reconstruction	Roads & Pathways	Reliable & Sustainable Infrastructure	177	M	-	3									1
East Riverside Promenade Upgrades	Roads & Pathways	Functional Transportation Network	178	G	-	2				2					
Rocky Ridge Boardwalk Decking Replacement	Roads & Pathways	Reliable & Sustainable Infrastructure	179	M	-	2	2								
Calgary Public Library Lifecycle	Library Services	Reliable & Sustainable Infrastructure	180	M	-	100	11	14	8	10	8	8	12	10	18
Foothills Aquatic Centre Rebuild	Recreation	Reliable & Sustainable Infrastructure	181	M	-	180			9	14	31	72	54		

Calgary TELUS Convention Centre Lifecycle and Maintenance	Economic Development & Tourism	Reliable & Sustainable Infrastructure	271	M	-	158	15	20	21	13	8	14	12	13	42
Cultural Landscape Conservation	Parks & Urban Forestry	Community Livability & Well-being	272	M	-	5	1	1	1	1	1	1	1	1	1
MAX Orange Line Station Enhancements	Transit	Functional Transportation Network	273	S	-	40					2	2	9	9	18
Lessons Learned and Risk Management Program	Infrastructure & Engineering	Trusted & Collaborative Government	274	S	-	1	1	1							
Public Art Collection Annual Investment Program	Arts & Culture	Community Livability & Well-being	275	M	1	6					1	1	1	1	1
Glenmore Trail and 68 Street SE Interchange	Roads & Pathways	Functional Transportation Network	276	M	-	120					30	30	30	30	
52 Street SE Widening: Peigan Trail to 17 Avenue SE	Roads & Pathways	Functional Transportation Network	277	S	-	6									6
Brentwood Station and Crowchild Trail Interchange Improvements	Roads & Pathways	Functional Transportation Network	278	G	-	10					10				
Operational Service Delivery	Strategic Marketing & Communications	Trusted & Collaborative Government	279	M	-	1									
City Network of Things and Robotic Process Automation (RPA)	IT Solutions & Support	Trusted & Collaborative Government	280	G	-	10	1	1	1	1	1	1	1	1	1
15 Avenue and 68 Street NE Interchange	Roads & Pathways	Functional Transportation Network	281	M	-	90									90
Business Intelligence	IT Solutions & Support	Trusted & Collaborative Government	282	S	-	15	2	2	2	1	2	1	2	2	2
West Bow Bus Rapid Transit (BRT) / Route 305 West	Transit	Functional Transportation Network	283	G	-	82			2	2	10	10	10	10	39
Partner Project Fund	Recreation	Reliable & Sustainable Infrastructure	284	G	0	23	3	3	3	3	3	3	3	3	3
Smart Calgary	IT Solutions & Support	Trusted & Collaborative Government	285	G	-	11	1	1	1	1	1	1	1	1	1
Beddington Trail Widening (Stoney Tr to Country Hills Blvd)	Roads & Pathways	Functional Transportation Network	286	G	-	24					6	6	6	6	
Stoney Trail / 130 Avenue SE Half Interchange	Roads & Pathways	Functional Transportation Network	287	G	-	85					28	28	28		
North Cemetery	Parks & Urban Forestry	Community Livability & Well-being	288	G	-	60		1	1	1		5	20	33	
Blue Line Light Rail Transit (LRT) Extension (88 Ave to Country Hills Boulevard)	Transit	Functional Transportation Network	289	G	-	410			15	15	41	41	41	68	187
Highway 22X and 53 Street SW Interchange	Roads & Pathways	Functional Transportation Network	290	G	-	145		4	9		33	33	33	33	
Valley Ridge - Greenwich Flyover	Roads & Pathways	Functional Transportation Network	291	M	-	28					7	7	7	7	
North East Stoney Crossing at 64 Ave NE	Roads & Pathways	Functional Transportation Network	292	G	-	72					18	18	18	18	
Parks Technology Annual Investment Program	Parks & Urban Forestry	Community Livability & Well-being	293	M	-	5	1	1	2	1					
Glenmore TR SE/Stoney TR SE Interchange (Ultimate)	Roads & Pathways	Functional Transportation Network	294	G	-	260					65	65	65	65	
Confederation Park Golf Course Clubhouse Upgrade	Parks & Urban Forestry	Community Livability & Well-being	295	G	-	4									
Cemeteries Land Fund	Parks & Urban Forestry	Community Livability & Well-being	296	S	-	30	4								20
MAX Teal Bus Rapid Transit (BRT) Extension (In-Street) to 68 St SE	Transit	Functional Transportation Network	297	S	-	15				1	1	6	6		
162 Avenue SW Transitway	Transit	Functional Transportation Network	298	S	-	129					4	4	20	20	83
144 Ave North Bus Rapid Transit (RouteAhead)	Transit	Functional Transportation Network	299	M	-	103					3	3	10	10	78
Brentwood Bus Terminal Upgrades	Transit	Reliable & Sustainable Infrastructure	300	G	-	7							1	6	
GamePlan Wave 2+ - Fieldhouses	Recreation	Community Livability & Well-being	301	S	-	86						3	11	21	51
C-Law Software Enhancements	Legal Services	Trusted & Collaborative Government	302	S	-										
MAX Bus Rapid Transit (BRT) Infill Station Investments	Transit	Functional Transportation Network	303	S	-	40	5	5	5	5	5	5	5	5	5
NW HUB: UCalgary & Foothills Hospital	Transit	Functional Transportation Network	304	S	-	49		2	2	11	11	11	11		
Park Site Event Upgrades	Parks & Urban Forestry	Community Livability & Well-being	305	S	-	10	5	5	1						
Shaganappi Bus Rapid Transit (BRT)	Transit	Functional Transportation Network	306	G	-	59					4	4	17	17	17
194 Avenue Bus Maintenance Storage Facility	Transit	Functional Transportation Network	307	T	-	600								200	400
Franklin Terminal Reconstruction	Transit	Reliable & Sustainable Infrastructure	308	M	-	18			9	9					
Heritage Terminal Reconstruction	Transit	Reliable & Sustainable Infrastructure	309	M	-	18			9	9					
Westbrook Terminal Reconstruction	Transit	Reliable & Sustainable Infrastructure	310	M	-	18			9	9					
Marlborough Terminal Reconstruction	Transit	Reliable & Sustainable Infrastructure	311	S	-	18			9	9					
MAX Purple Extension - Downtown to Bow River	Transit	Functional Transportation Network	312	G	-	217							8	8	201
Hydrogen Bus Procurement Placeholder	Transit	Functional Transportation Network	313	M	-										
Sponsorship Portal	Infrastructure & Engineering	Trusted & Collaborative Government	314	G	-	1	1								
Workstation Reconfiguration for Mobile Work Environment	Procurement & Warehousing	Trusted & Collaborative Government	315	S	-	1			1						
Saddletowne Terminal Expansion	Transit	Reliable & Sustainable Infrastructure	316	G	-	2		2							
Community Space/Meeting Room	Procurement & Warehousing	Trusted & Collaborative Government	317	M	-	1									
New Office Chairs for Desks and Meeting Rooms	Procurement & Warehousing	Trusted & Collaborative Government	318	M	-										
Meeting Room Technology Upgrades	Procurement & Warehousing	Trusted & Collaborative Government	319	M	-										
McKnight Boulevard Corridor Improvements (John Laurie Blvd to Deerfoot Trail)	Roads & Pathways	Functional Transportation Network	320	S	-	89					22	22	22	22	
Richmond Road and Sarcee Trail SW Interchange	Roads & Pathways	Functional Transportation Network	321	S	-	106		27	27	27					
Metis Trail Widening (North of 64 Avenue NE to Stoney Trail)	Roads & Pathways	Functional Transportation Network	322	G	-	5									5
Total Capital Infrastructure Needs - Tax-supported services						40,643	3,269	3,787	4,257	3,974	4,473	3,898	4,081	3,666	9,237

ICS: Unrestricted

10-year Capital Infrastructure Plan - Utilities (Stormwater Management)

The values presented reflect identified capital needs and have been rounded to the nearest million for presentation purposes. These capital needs have not received approved budget and will be considered for future business cycles. All values are presented in 2026 dollars, with estimates prepared as of April 2026. Further refinements and adjustments are expected through the development of the 2027-2030 Budget.

<i>Critical Assets in Poor / Very Poor Condition</i>	
<i>Severe Consequence of Failure</i>	
<i>High Consequence of Failure</i>	

10-year Capital Infrastructure Needs (\$millions)	Department	Council Priority	Priority	Primary Driver	Previously Approved 2027+	Unfunded Needs 2027-2035+	2027	2028	2029	2030	2031	2032	2033	2034	2035+
Required Investments															
9th Ave Downtown Underpass Stormwater Lift Station + Drainage Study	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		90	3	15	15	17					
Albert Park (CDI - New Drainage Improvement)	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		6	6								
Bow Bottom Trail Storage (CDI)	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		6	6								
Community Drainage Improvement Phase 4	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		177	1	1	1	1	35	35	35	35	35
Confederation Park (CDI - New Drainage Improvement)	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		36	1	2	15	19					
Dam Safety Management	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		2									
Deer Ridge Storm Trunk Diversion (CDI)	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		6	6								
Deerfoot 32 Avenue Drainage Improvement (CDI - New Drainage Improvement)	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		11					4	4	4		
Discovery Ridge (Dam Removal and Landscape Design)	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M		6	1	3	3						
Duck Pond Restoration	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		2	2								
East Belvedere (Cooperative Stormwater Management Initiative)	Planning & Development Services	Balanced Growth & Evolving Neighbourhoods	Required	G	47	10							10		
Hanson Ranch Wetland	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		3	2								
Lift Stations (AIP)	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M		12	4	3	4	2					
Local Drainage Improvements (CDI)	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M		12	1	1	1	1	1	1	2	2	2
Low Impact Development Rehabilitation (CDI)	Operational Services	Reliable & Sustainable Infrastructure	Required	M		1									
MacLeod Trail Meadowview Park (CDI)	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		6	6								
New Pond Dam Safety Project	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M		28	2	2	2	2	4	4	4	4	4
Northwest Inner City Capital Hill D Pond (CDI)	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S											
Northwest Inner City Kensington (CDI)	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S											
Northwest Inner City 14 St NorthWest (CDI)	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		14	14								
Northwest Inner City Hillhurst Storm Lift Station (CDI)	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		24	10	14							
Palliser Oakridge (CDI)	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		17	9	9							
Pineridge (CDI)	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		8	8								
Pipe Condition Assessments for CDI Phase 4	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M		1									
Prairie Economic Gateway Storm Trunk to Shepard Ditch	Planning & Development Services	Balanced Growth & Evolving Neighbourhoods	Required	T		40	15	22	3						
R T Alderman Dry Pond (CDI)	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		8	7	1							
Ramsay (CDI - New Drainage Improvement)	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		17			2	4	6	6			
Storm Lift Station Condition Assessment	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M		4	1	1	1	1	1	1	1	1	1
Storm Main Rehabilitation Program	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M		11	1	1	1	1	1	1	1	1	1
Storm Outfall 85 Oil and Grit Separator	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S											
Storm Pipe Assessments	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M		9	1	1	1	1	1	1	1	1	2
Storm Pond Repairs/Upgrades	Operational Services	Reliable & Sustainable Infrastructure	Required	M		9	1	1	1	1	1	1	1	1	1
Storm Pond Safety Program	Operational Services	Reliable & Sustainable Infrastructure	Required	S		10	1	1	1	1	1	1	1	1	1
Stormwater Monitoring System (Rain Gauges)	Planning & Development Services	Reliable & Sustainable Infrastructure	Required	M											
Stormwater Collection Road Access Upgrade	Operational Services	Reliable & Sustainable Infrastructure	Required	M		4									
Stormwater Lift Stations	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M		75	1	1	1	1	18	18	19	19	1
Stormwater Management Facility Dam Safety Program (AIP)	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		8	1	1	1	1	1	1	1	1	1
Stormwater Outfall G19 Replacement/Upgrades	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S											
Stormwater Outfall Upgrades	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M		2									
Stormwater Process Control Systems	Operational Services	Reliable & Sustainable Infrastructure	Required	M		5	1	1	1	1	1	1	1	1	1
Stormwater System Capital Maintenance	Operational Services	Reliable & Sustainable Infrastructure	Required	M		20	5	4	3	5	2				
Western Headworks Canal Outfall Assessment	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M		5	1	1	1	1	1	1	1	1	1

Prioritized Investments												
Flood Mitigation	Planning & Development Services	Reliable & Sustainable Infrastructure	1	S								
Bank Protection & Stream Health Program	Planning & Development Services	Reliable & Sustainable Infrastructure	2	S	19	2	2	2	2	2	2	2
Pond Renewal Program	Infrastructure Services	Reliable & Sustainable Infrastructure	3	S	26	2	2	2	2	4	4	4
Stormwater Monitoring System (Flow Monitoring)	Planning & Development Services	Reliable & Sustainable Infrastructure	4	M	1							
Stormwater Monitoring System (Quality Monitoring)	Operational Services	Reliable & Sustainable Infrastructure	5	M	3							
Storm Pond Sediment Management	Infrastructure Services	Reliable & Sustainable Infrastructure	6	M	10	3	7					
Riparian Restore Plant Program	Planning & Development Services	Reliable & Sustainable Infrastructure	7	S	13	1	1	1	1	1	1	1
Stormwater Lift Station Fibre Roll-Out	Operational Services	Reliable & Sustainable Infrastructure	8	S	1							
Green Stormwater Infrastructure Program	Planning & Development Services	Reliable & Sustainable Infrastructure	9	M	30	1	2	3	4	4	4	4
River Infrastructure Management	Planning & Development Services	Reliable & Sustainable Infrastructure	10	S	2							
Master Drainage Plan	Planning & Development Services	Balanced Growth & Evolving Neighbourhoods	11	G	1							
Stormwater Redevelopment Program	Planning & Development Services	Balanced Growth & Evolving Neighbourhoods	12	G	28	3	3	3	3	3	3	3
Stormwater Main Extension	Planning & Development Services	Balanced Growth & Evolving Neighbourhoods	13	G	18	2	2	2	2	2	2	2
Storm Main - Extension Replacement	Infrastructure Services	Reliable & Sustainable Infrastructure	14	S	9	1	1	1	1	1	1	1
Providence Storm Trunk Stages 3 & 4	Planning & Development Services	Balanced Growth & Evolving Neighbourhoods	15	G	20			10	10			
Stormwater Onsite Storage in Established Areas	Planning & Development Services	Balanced Growth & Evolving Neighbourhoods	16	G	9	1	1	1	1	1	1	1
Saatohtsi Storm Trunk and Outfall	Planning & Development Services	Balanced Growth & Evolving Neighbourhoods	17	G	2	2						
New Community Growth Storm Linear Extensions	Planning & Development Services	Balanced Growth & Evolving Neighbourhoods	18	G	50					10	10	10
Other Previously Approved Investments												
Total Capital Infrastructure Needs					906							

ICS: Unrestricted

10-year Capital Infrastructure Plan - Waste & Recycling

The values presented reflect identified capital needs and have been rounded to the nearest million for presentation purposes. These capital needs have not received approved budget and will be considered for future business cycles. All values are presented in 2026 dollars, with estimates prepared as of April 2026. Further refinements and adjustments are expected through the development of the 2027–2030 Budget.

10-year Capital Infrastructure Needs (\$millions)	Department	Council Priority	Priority	Primary Driver	Previously Approved 2027+	Unfunded Needs 2027-2035+	Critical Assets in Poor / Very Poor Condition											
							2027	2028	2029	2030	2031	2032	2033	2034	2035+			
Required Investments																		
Caps & Drainage System Maintenance	Operational Services	Reliable & Sustainable Infrastructure	Required	M		10	1	1	1	1	1	1	1	1	1	1	1	1
Cell Capping - Landfill Gas Control (Multiple Locations)	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		2		1				1						1
Collections Growth Management	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G		7	1	1	1	1		1	1	1	1	1	1	1
Community Recycling Depot Expansions/Leases	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G		2												
Composting Facility - Environmental and Capacity Upgrade Equipment	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		59	11	24	9	6		2	2	2	2	2	2	2
Composting Facility - Operational Upgrades	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		7	1	2	3	1								
Composting Facility - Process Infrastructure and Odor Control	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		20	1	3	12	4								
Culvert & Ditch Improvements	Operational Services	Reliable & Sustainable Infrastructure	Required	S		1		1										
East Calgary - Phase 7 (Cell 12 North & 1/2 Cell 11)	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G		20							20					
East Calgary - Cap Remediation (Phase 3-5)	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		7												7
East Calgary - Capping Cells 8-9, 10-12S	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		8		8										
East Calgary - Landfill Gas Flare Replacement	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		1												1
East Calgary - Perimeter Road Paving	Operational Services	Reliable & Sustainable Infrastructure	Required	S		4							4					
East Calgary - Phase 6 Landfill Gas Expansion (Cells 7-8)	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		2			2									
East Calgary - Phase 7 (Cell 10 North & 1/2 Cell 11)	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G		18	18											
East Calgary - Phase 7 (Cell 10-11NS Capping)	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		7												7
East Calgary - Ring Header	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G		1			1									
East Calgary - Stormwater Improvements	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M		2		2										
East Calgary - Vertical Landfill Gas	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		9			4									4
East Calgary Waste Management Facility Master Plan	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		1												1
Horizontal Landfill Gas Collection Program	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		11	2	1	1	1	1	1	2	2	2	2	2	1
IT Project Implementation	Operational Services	Reliable & Sustainable Infrastructure	Required	M		4	1	1										
Landfill Gas System Maintenance	Operational Services	Reliable & Sustainable Infrastructure	Required	M		7	1	1	1	1	1	1	1	1	1	1	1	1
Landfill Infrastructure Maintenance	Operational Services	Reliable & Sustainable Infrastructure	Required	M		6	1	1	1	1	1	1	1	1	1	1	1	1
Leachate Treatment	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		20	2	4	2	2	2	2	2	2	2	2	2	2
Shepard - Asbestos Cell	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G		17	5			1	6							6
Shepard - Cap Restoration (Phase 4-5)	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G		6						6						
Shepard - Capping	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		4				3								
Shepard - Cell 12/13 Berm	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G		1												1
Shepard - Cell 13/14 West	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G		14		14										
Shepard - Cell 13-14W Closure	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		4												4
Shepard - Cell 14W Slope Closure	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		4												4
Shepard - Cell 2S	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G		16												16
Shepard - Cells 10-14E Slope Closure Construction	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		6												6
Shepard - Cells 10-14E Slope Closure Design	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		1												
Shepard - Landfill Gas Flare	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		1			1									
Shepard - Landfill Gas Ring Header	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G		1						1						
Shepard - Phase 5 Landfill Gas Expansion (Cells 10-12)	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		1												1
Shepard - Stormwater Improvements	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M		2				2								
Shepard - Surface Water/Compost Pad	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		3		3										
Shepard Waste Management Facility Master Plan	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		1												1
Soil Management Program	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G		1												
Spyhill - Cells 4-7 Slope Closure	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		11				5								5
Spyhill - LFG Phase 1 to Soil Vapour Extraction Facility	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		1	1											
Spyhill - Overburden Excavation	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G		9	2	3	2	2			1					
Spyhill - Phase 3 (Cell 8 East Phase 1)	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G		8	8											
Spyhill - Phase 3 (Cell 8 East Phase 2)	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G		5		5										
Spyhill - Phase 3 (Cell 8 West)	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G		8								8				
Spyhill - Phase 3 (Cell 9 East)	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G		7				7								
Spyhill - Phase 3 Cell 4 Berm	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G		2						1			1			
Spyhill - Phase 3 Cell 8 Access Road	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		2	2											
Spyhill - Pond C Catch Basin Improvement	Operational Services	Reliable & Sustainable Infrastructure	Required	S														
Spyhill - Pond D Inlet Oil, Grit, Separator Installation	Operational Services	Reliable & Sustainable Infrastructure	Required	S														
Spyhill - Staged Master Drainage Plan	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M														
Spyhill - Stormwater Improvements	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M		2				2								
Spyhill - Temporary Capping	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		3						2						
Spyhill - West Access Road to Active Lift	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		1	1											
Spyhill Waste Management Facility Master Plan	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		1												
Stormwater Pond Sediment Maintenance	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M		5	1	1	1	1	1	1	1	1	1	1	1	1
Waste & Recycling - Technology Planning	Operational Services	Balanced Growth & Evolving Neighbourhoods	Required	G		2												
Waste & Recycling Building Condition Assessments	Operational Services	Balanced Growth & Evolving Neighbourhoods	Required	G		3												
Waste & Recycling Building Maintenance	Operational Services	Reliable & Sustainable Infrastructure	Required	M		7	1	1	1	1	1	1	1	1	1	1	1	1
Waste & Recycling Fencing Upgrade & Maintenance	Operational Services	Reliable & Sustainable Infrastructure	Required	M		4												
Waste & Recycling Records Maintenance	Operational Services	Reliable & Sustainable Infrastructure	Required	S		2												
Waste & Recycling Roads Alterations & Signage	Operational Services	Reliable & Sustainable Infrastructure	Required	S		3												

Waste Management Facilities - Operational Support Spaces	Operational Services	Reliable & Sustainable Infrastructure	Required	S														
Waste Management Facilities - Road & Pad Maintenance	Operational Services	Reliable & Sustainable Infrastructure	Required	M	10	1	1	1	1	1	1	1	2	1	1			1
Waste Management Facilities - Road Upgrades	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S	9	1	1	1	1	1	1	1	1	1	1			1
Prioritized Investments																		
Composting Facility - Program Improvements	Infrastructure Services	Reliable & Sustainable Infrastructure	1	S	12		2	3	7									
Compost Facility Expansion	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	2	G	116											58		58
East Calgary - Multi Service Facility (Enabling Work/Shared Space)	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	3	G	12	6	6											
East Calgary - Multi Service Facility (Regional Pathway)	Infrastructure Services	Reliable & Sustainable Infrastructure	4	M	2								1					
East Calgary - Multi Service Facility (WRS Truck Storage/Admin)	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	5	G	60			12	36		12							
Spring Gardens - Building B Renovations	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	6	G	5			1	2		2							
Spring Gardens - New Warehouse	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	7	G	12			2	5		5							
Spring Gardens - Site Improvements & Upgrades	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	8	G	3				1		1							
Spring Gardens OWC - Building Upgrades	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	9	G	2				1		1							
Spyhill - New Depot (Administration)	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	10	G	30			6	18		6							
Spyhill - New Depot (Enabling Works/Site Prep)	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	11	G	29		26	1			2							
Spyhill - New Depot (Vehicle Storage #1)	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	12	G	43						16		19		9			
Spyhill - New Depot (Vehicle Storage #2)	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	13	G	42										15	18		8
Spyhill - Phase 3 LFG Expansion (Cells 4-5)	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	14	G	2		2											
Eco Centres Construction (SW, W, NE Servicing)	Operational Services	Balanced Growth & Evolving Neighbourhoods	15	G	31		1	15	15									
East Calgary - Vertical Well Remediation	Infrastructure Services	Reliable & Sustainable Infrastructure	16	M	2						2							
Shepard - Vertical Well Remediation	Infrastructure Services	Reliable & Sustainable Infrastructure	17	M	2											2		
South West Eco Centre - Building Upgrades	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	18	G	4								2					2
Nose Creek Vapour Management System Expansion	Infrastructure Services	Reliable & Sustainable Infrastructure	19	S	5		4											
East Calgary - Phase 1 Landfill Gas System	Infrastructure Services	Reliable & Sustainable Infrastructure	20	S	2						2							
Spyhill - Vertical Landfill Gas	Infrastructure Services	Reliable & Sustainable Infrastructure	21	S	4			1	3									
Shepard Stormwater Master Drainage Plan	Infrastructure Services	Reliable & Sustainable Infrastructure	22	M	1													
Spyhill - Landfill Gas Ring Header	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	23	G	1													
Shepard - Header Connection Landfill to Composting	Infrastructure Services	Reliable & Sustainable Infrastructure	24	S	2								2					
Blackfoot - Stormwater Improvements	Infrastructure Services	Reliable & Sustainable Infrastructure	25	M	2			2										
Blackfoot to Spring Bank Landfill Gas Line	Infrastructure Services	Reliable & Sustainable Infrastructure	26	S	2								2					
Blackfoot - Staged Master Drainage Plan	Infrastructure Services	Reliable & Sustainable Infrastructure	27	M	1													
Shepard - Perimeter Road Paving	Operational Services	Reliable & Sustainable Infrastructure	28	S	4		4											
Spyhill - Perimeter Road Paving	Operational Services	Reliable & Sustainable Infrastructure	29	S	2								2					
Spyhill - Permanent Power Installation	Operational Services	Reliable & Sustainable Infrastructure	30	S	1		1											
Spyhill - New Power Poles	Infrastructure Services	Reliable & Sustainable Infrastructure	31	S	1			1										
Shepard Solid Waste Management Plan	Infrastructure Services	Reliable & Sustainable Infrastructure	32	S	1													
Leachate Collection SCADA Monitoring	Infrastructure Services	Reliable & Sustainable Infrastructure	33	S	1			1										
Feasibility Study - Eco Centre Throw and Go Upgrade	Infrastructure Services	Reliable & Sustainable Infrastructure	34	S	1													
East Calgary - Solar Upgrades	Infrastructure Services	Reliable & Sustainable Infrastructure	35	S	3			1	1									
Spyhill - Solar Upgrades	Infrastructure Services	Reliable & Sustainable Infrastructure	36	S	3			1	1									
Shepard - Solar Upgrades	Infrastructure Services	Reliable & Sustainable Infrastructure	37	S	3	2	1											
Spyhill - Landfill Gas to Electricity Facility	Infrastructure Services	Reliable & Sustainable Infrastructure	38	S	7	6	2											
Other Previously Approved Investments																		
Total Capital Infrastructure Needs					869													

ICS: Unrestricted

10-year Capital Infrastructure Plan - Utilities (Water Treatment)

The values presented reflect identified capital needs and have been rounded to the nearest million for presentation purposes. These capital needs have not received approved budget and will be considered for future business cycles. All values are presented in 2026 dollars, with estimates prepared as of April 2026. Further refinements and adjustments are expected through the development of the 2027-2030 Budget.

<i>Critical Assets in Poor / Very Poor Condition</i>	
<i>Severe Consequence of Failure</i>	
<i>High Consequence of Failure</i>	

10-year Capital Infrastructure Needs (Millions)	Department	Council Priority	Priority	Primary Driver	Previously Approved 2027+	Unfunded Needs 2027-2035+	Year									
							2027	2028	2029	2030	2031	2032	2033	2034	2035+	
Required Investments																
Advanced Meter Infrastructure	Operational Services	Reliable & Sustainable Infrastructure	Required	M	14	231	42	41	39	38	25	11	11	11	11	
Airdrie 600mm Water Meter Chamber Relocate	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G												
Bearsapaw Arc Flash Studies for Electrical Safety	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M		1		1								
Bearsapaw Power Utility - Raw III Option 1/2	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M		7			1	2	5					
Bearsapaw Power Utility - Standby Generators	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M		9			1	4	4					
Bearsapaw Power Utility Feeders	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M		5					4					
Bearsapaw Power Utility Plan	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M		18	2	8	8							
Bearsapaw Power Utility Upgrades	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M		1		1								
Bearsapaw Standby Generators Replacement	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		7	5	1								
Bearsapaw Water Treatment Plant Capital Maintenance	Operational Services	Reliable & Sustainable Infrastructure	Required	M		77	9	9	9	9	9	9	9	9	9	
Bearsapaw Water Treatment Plant Operational Improvement	Operational Services	Reliable & Sustainable Infrastructure	Required	M		65	5	6	6	7	7	8	8	9	9	
Catholic Protection	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M		32	4	4	4	4	4	4	4	4	4	
Control Systems & Electrical	Operational Services	Reliable & Sustainable Infrastructure	Required	S		2										
Copper-Lead Service Replacement	Operational Services	Reliable & Sustainable Infrastructure	Required	M		90	10	10	10	10	10	10	10	10	10	
Country Hills Boulevard Crosstie Feedermain	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G	21	39	9	30								
Dead End Mains	Operational Services	Reliable & Sustainable Infrastructure	Required	S		17	4	3	3	2	1	1	1	1	1	
Distribution Valve Replacement	Operational Services	Reliable & Sustainable Infrastructure	Required	S		18	3	3	3	3	1	1	1	1	1	
District Metering and System Monitoring	Operational Services	Reliable & Sustainable Infrastructure	Required	S		3										
Electrical Upgrade for Glenmore Water Treatment Plant	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		25	15	8	2							
Expansion and Growth Operations Workplace Centre	Operational Services	Reliable & Sustainable Infrastructure	Required	M		7	2	2								
Feedermain Catholic Protection	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M		2										
Feedermain Leak Detection	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M		5	1	1	1	1	1	1	1	1	1	
Feedermain Relief Valve Upgrades	Operational Services	Reliable & Sustainable Infrastructure	Required	S		5	1	1	1	1	1	1	1	1	1	
Feedermain Replacements	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M		140	10	10	10	10	20	20	20	20	20	
Glenmore - Bearsapaw Control System Improvement	Operational Services	Reliable & Sustainable Infrastructure	Required	S		30	3	3	3	3	3	3	3	3	3	
Glenmore Bearsapaw DeltaV Control Systems Modernization	Operational Services	Reliable & Sustainable Infrastructure	Required	S		12	2	2	2	2	1	1	1	1	1	
Glenmore Dam Safety Regulatory Program	Planning & Development Services	Reliable & Sustainable Infrastructure	Required	S		1										
Glenmore Water Treatment Plant Capital Maintenance	Operational Services	Reliable & Sustainable Infrastructure	Required	M		54	6	6	6	6	6	6	6	6	6	
Glenmore Water Treatment Plant Chemical Boiler Upgrade	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M		6	1	4	2							
Glenmore Water Treatment Plant High Lift Pump Station & Clearwell	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		155	2	22	51	51	29					
Glenmore Water Treatment Plant Filter Recommissioning	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G		11	8	3								
Glenmore Water Treatment Plant Operational Improvement	Operational Services	Reliable & Sustainable Infrastructure	Required	M		54	4	5	5	5	6	6	7	7	8	
Glenmore Water Treatment Plant Raw Water Pump Station Capacity Upgrade	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G		5	5									
Hydrant Installations	Operational Services	Reliable & Sustainable Infrastructure	Required	S		10	3	2	1	1	1	1	1	1	1	
Hydrant Main Valve Maintenance	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M		9	1	1	1	1	1	1	1	1	1	
Large WTR Valve Replacement	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		36	4	4	4	4	4	4	4	4	4	
Lead Service Replacement Contract	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		2	1	1	1	1						
Main Extensions	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G		18	2	2	2	2	2	2	2	2	2	
Main Replacement City Internal Crews	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M		9	1	1	1	1	1	1	1	1	1	
Main Replacement Outside Contractor	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M		295	35	35	35	35	35	35	35	35	35	
Main Replacement Special Projects	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M		10	1	1	1	1	1	1	1	1	1	
Mechanical Equipment & Electrical Upgrades	Operational Services	Reliable & Sustainable Infrastructure	Required	M		24	2	2	2	2	3	3	3	3	3	
New Water Treatment Plant	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G	43	2,227	9	39	60	353	353	353	353	353	353	
North Calgary Energy Recovery Station	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		6	1	3	2	1						
Northridge Feedermain Phase Two	Planning & Development Services	Balanced Growth & Evolving Neighbourhoods	Required	G		20							10	10		
Northridge Reservoir	Planning & Development Services	Balanced Growth & Evolving Neighbourhoods	Required	G		2		2								
Prairie Economic Gateway Feedermain A	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	T		63		15	20	28						
Proactive Leak Detection Contract	Operational Services	Reliable & Sustainable Infrastructure	Required	M		5	1	1	1	1	1	1	1	1	1	
Pump Station Refurbishment	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M		60	8	8	8	8	8	8	8	8	8	
Raw 1 and Raw 2 Water Intake	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G	17	190	4	4	54	54	56	16				
Raw III Ice Boom	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		1										
Raw Water Intake (Raw 3)	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G		244			8	59	59	59	59			
Reservoir Condition Assessment	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M		2										
South Calgary Water Service Energy Recovery Station	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		6		1	2	2	1					
South Calgary Water Servicing Feedermain	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G		355	7	7	118	111	111					
Technology Equipment Lifecycle and Upgrades	Operational Services	Reliable & Sustainable Infrastructure	Required	M		10	2	2	1	1	1	1	1	1	1	
Tools and Equipment Asset Data Management (Maximo)	Operational Services	Reliable & Sustainable Infrastructure	Required	S		4	2	2								
Tools and Equipment Asset Data Management (OGIS)	Operational Services	Reliable & Sustainable Infrastructure	Required	S		2	1	1								
Tools and Equipment Drinking Water Distribution	Operational Services	Reliable & Sustainable Infrastructure	Required	M		5	1	1	1	1	1	1	1	1	1	
Tools and Equipment Repair and Maintenance	Operational Services	Reliable & Sustainable Infrastructure	Required	M		4										
Tools and Equipment Wastewater Stormwater Collection	Operational Services	Reliable & Sustainable Infrastructure	Required	M		1										
Tools and Equipment Water Sanitary	Operational Services	Reliable & Sustainable Infrastructure	Required	M		3										
Top Hill Feedermain	Planning & Development Services	Balanced Growth & Evolving Neighbourhoods	Required	G		23								10	13	
Transmission Capital Maintenance	Operational Services	Reliable & Sustainable Infrastructure	Required	M		36	4	4	4	4	4	4	4	4	4	
Transmission SCADA Comms Modernization	Operational Services	Reliable & Sustainable Infrastructure	Required	S		5	1	1								
Valve Installations	Operational Services	Reliable & Sustainable Infrastructure	Required	S		63	7	7	7	7	7	7	7	7	7	
Water Distribution Network Valve Replacement Program	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M		9	1	1	1	1	1	1	1	1	1	
Water Infrastructure Access Road Construction	Operational Services	Reliable & Sustainable Infrastructure	Required	S		5	1	1	1	1	1	1	1	1	1	
Water Quality and Regulatory Assurance Laboratories Capital Equipment	Operational Services	Reliable & Sustainable Infrastructure	Required	M		5	1	1	1	1	1	1	1	1	1	
Watermain Research	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M		32	4	4	4	4	4	4	4	4	4	

Prioritized Investments												
Billing Improvements	Operational Services	Reliable & Sustainable Infrastructure	1	S	6	3	3					
Bearsaw Raw Meter Relocation	Infrastructure Services	Reliable & Sustainable Infrastructure	2	S	1	1						
Water Centre Building Upgrades	Operational Services	Reliable & Sustainable Infrastructure	3	M	9	4	3	1				
Water Distribution Network Monitoring	Infrastructure Services	Reliable & Sustainable Infrastructure	4	S	23	3	3	3	3	3	3	3
AI Initiatives and New Emerging Tech	Operational Services	Reliable & Sustainable Infrastructure	5	S	16	2	2	2	2	2	2	2
Downtown Upgrades	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	6	G	3							
Water Redevelopment Program	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	7	G	36	4	4	4	4	4	4	4
Software Lifecycle and Upgrade	Operational Services	Reliable & Sustainable Infrastructure	8	S	26	3	3	3	3	3	3	3
Energy Audit Pump Stations	Infrastructure Services	Reliable & Sustainable Infrastructure	9	S	1							
Bearsaw Treatment Plant - Admin Space Upgrades	Operational Services	Reliable & Sustainable Infrastructure	10	S	3	1	1	1				
Valley Ridge Pump Station 041	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	11	G	6							
West View Crestmont Feedermain Phases 1 and 2 and Crestmont Zone Feedermain Phases 2 and 3	Planning & Development Services	Balanced Growth & Evolving Neighbourhoods	12	G	17	9	8					
Providence Westview Feedermain Ph 1 (STN056-STN049)	Planning & Development Services	Balanced Growth & Evolving Neighbourhoods	13	G	26							
Providence Westview Feedermain Ph 2 (162 AV SW & TUC Alignment)	Planning & Development Services	Balanced Growth & Evolving Neighbourhoods	14	G	10			13	13			
Providence Westview Pump Station Station 056	Planning & Development Services	Balanced Growth & Evolving Neighbourhoods	15	G	3							
Providence Westview Reservoir Storage Cell 1	Planning & Development Services	Balanced Growth & Evolving Neighbourhoods	16	G	12			6	6			
Starlight Feedermain Phase 2 154 AV SW between 37 and 54 ST SW	Planning & Development Services	Balanced Growth & Evolving Neighbourhoods	17	G	12							
Starlight Feedermain Phase 3 South of 162 AV SW	Planning & Development Services	Balanced Growth & Evolving Neighbourhoods	18	G	13							
Starlight Pump Station #49	Planning & Development Services	Balanced Growth & Evolving Neighbourhoods	19	G	34			15	19			
Starlight Reservoir Land Acquisition	Planning & Development Services	Balanced Growth & Evolving Neighbourhoods	20	G	2	2						
Belvedere Feedermain Phase 3	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	21	G	30						15	15
Ogden Feedermain Phase 2	Planning & Development Services	Balanced Growth & Evolving Neighbourhoods	22	G	14							14
Other Previously Approved Investments												
Bearsaw South Feedermain Short and Long Repair	Infrastructure Services				5							
North Calgary Water Servicing - Linear & Facilities	Infrastructure Services				417							
Total Capital Infrastructure Needs					5,226							

ICS: Unrestricted

10-year Capital Infrastructure Plan - Utilities (Wastewater)

The values presented in this table are for presentation purposes. These capital needs have not received approved budget and will be considered for future business cycles.

All values are presented in 2026 dollars, with estimates prepared as of April 2026. Further refinements and adjustments are expected through the development of the 2027-2030

Critical Assets in Poor / Very Poor Condition

Severe Consequence of Failure	
High Consequence of Failure	

10-year Capital Infrastructure Needs (\$millions)	Department	Council Priority	Priority	Primary Driver	Previously Approved 2027+	Unfunded Needs 2027-2035+	2027	2028	2029	2030	2031	2032	2033	2034	2035+
Required Investments															
10 Avenue SW Sewer Upgrades	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G		13							1	6	5
5 ST SW/71-75 Ave Sanitary	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S											
9 Avenue SW Sewer Upgrades	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		3					2				
Altadore Sewer Upgrades	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		1	1								
Arbour Estates Trunk	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S											
Belvedere Lift Station	Planning & Development Services	Balanced Growth & Evolving Neighbourhoods	Required	G		7								7	
Belvedere Sanitary Trunk East Basin	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G		15	15								
Blackfoot Sanitary Trunk	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		6		1	3	2					
Bonnybrook Center & Control Building Upgrade	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S	69	133	12	43	78						
Bonnybrook Dewatering Facility	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		1	1								
Bonnybrook Integrated Resource Recovery Study Peak Flow Management	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G	40	1,251	33	96	152	108	76	166	251	231	139
Bonnybrook New Head Works	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G		156	3	5	8		35	62	42		
Bonnybrook Solid Stream Upgrade/Expansion	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G		116	3	5	29	37	19	23			
Bonnybrook Wastewater Treatment Plant - Plant D Expansion	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G		159	10	4	5	65	67	7			
Bonnybrook Wastewater Treatment Plant Fermenter/Thickener	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		76	6	10	25	25	10				
Bonnybrook Wastewater Treatment Plant Plant E Expansion Study	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G											
Bow Bottom Trunk Sewer Upgrades	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		6		1	5						
Bowness Collector Trunk Upgrades	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G		2			2						
Bowness Lift Station influent sewer	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G											
Bowness Sanitary Flow Diversion	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S											
Control Systems	Operational Services	Reliable & Sustainable Infrastructure	Required	S		23	3	3	3	3	3	3	3	3	3
Control Systems & Electrical Upgrades	Operational Services	Reliable & Sustainable Infrastructure	Required	M		6	1	1	1	1	1	1	1	1	1
East Calgary Lift Station	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		11	4	5	2						
Elbow Drive Trunk Upgrades	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		4	3								
Fish Creek to Bonnybrook Transfer Force-main	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M		13	13								
Fish Creek Wastewater Treatment Plant Heating System Upgrade	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		5	4	1							
Fish Creek Wastewater Treatment Plant Upgrade	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S	395	168	92	38	4	33					
Glamorgan Sewer Upgrades	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S											
Heritage/Elbow Sewer	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		1		1							
Killarney Sewer Upgrades	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		1									1
Lakeview Sewer Upgrades	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		2					2				
Lift Station Capital Maintenance	Operational Services	Reliable & Sustainable Infrastructure	Required	M		28	7	3	4	4	4	1		1	2
MacLeod Sanitary Trunk	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		4	4								
Nose Creek Sanitary Trunk	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G											
Nose Creek Sanitary Trunk north of 128 Ave Northeast	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G		1									1
Nose Creek Sanitary Trunk north of Beddington Trail Northeast	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		2						2			
Nose Creek Sanitary Trunk south of 128 Ave Northeast	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G		3						2			
Nose Creek Trunk Extension North of 144 AV NE	Planning & Development Services	Balanced Growth & Evolving Neighbourhoods	Required	G		51	25	17	9						
Overflow Sewer on Colleen Crescent Southwest	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S											
Penbrooke Sanitary Trunk Upgrades	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G	16	19	8	10							
Pine Creek Existing and Second Utility Feeder Capacity Upgrades	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G		5					3				
Pine Creek Major Electrical Upgrade	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		16		1	8	7					
Pine Creek Power Management and Control Systems	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S											
Pine Creek Standby Power Upgrades	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S											
Pine Creek Wastewater Treatment Plant Lighting Upgrade	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S											
Pine Creek Wastewater Treatment Plant Stage 2 Expansion	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G	8	965	22	118	182	264	182	136	62		
Prairie Economic Gateway Lift Station	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	T		22	8	9	4						
Prairie Economic Gateway Sanitary	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	T		11	6	5							
Ramsay Sewer Upgrades	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G		1		1							
Replacements Extension Extend Contracts	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M		152	9	10	11	15	17	20	23	24	25
Richmond Sewer Upgrades	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		12			1	5	6				
Rosscarrock Sewer Upgrades	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		3		2							
Roxboro/Erilton/Mission Trunk	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		5	2	3							
San Lift Station Condition Assessment	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M		2									
Sanitary Critical Infrastructure Replacements	Operational Services	Reliable & Sustainable Infrastructure	Required	M		16	2	2	2	2	2	2	2	2	2
Sanitary Lift Station Replacement	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		102	2	13	13	13	13	13	13	13	13
Sanitary Main Candidates for Replacement	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M		33	4	4	4	4	3	3	4	4	4
Sanitary Trenchless Rehabilitation	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M		130	8	8	10	11	15	18	21	21	21
Service Replacements City	Operational Services	Reliable & Sustainable Infrastructure	Required	M		27	3	3	3	3	3	3	3	3	3
Service Replacements Outside Contractors	Operational Services	Reliable & Sustainable Infrastructure	Required	M		7	1	1	1	1	1	1	1	1	1
Shepard Energy Centre Reclaimed Water Main Upgrades	Operational Services	Reliable & Sustainable Infrastructure	Required	S		3	3								
Shepard Trunk Twinning	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G		71	1	2	8	30	30				
Shouldice West Memorial Trunk upgrades	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		26						3		10	5
Siphon Upgrades	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		345	45	60	60	60	60	15	15	15	15
Symons Valley Lift Station	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S		1									1
Trans Canada Sanitary Trunk	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G		5	3	1							
Varsity Sub Trunk	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	S											

Wastewater Cathodic Protection	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M											
Wastewater Collection Network Condition Assessment	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M	36	3	4	4	4	4	4	4	4	4	4
Wastewater Downtown Upgrades	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G	3										
Wastewater Infrastructure Access Road Construction	Operational Services	Reliable & Sustainable Infrastructure	Required	M	1										
Wastewater Main Replacement/Upgrade	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M	84	2	4	14	16	24	12	12			
Wastewater Treatment Plant - Sludge Pot	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	Required	G	6	1	5								
Wastewater Treatment Plant Condition Assessment	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M	1										
Wastewater Treatment Plant Distributed Control Systems Modernization	Operational Services	Reliable & Sustainable Infrastructure	Required	M	33	5	5	4	4	3	3	3	3	3	3
Wastewater Treatment Plant Equipment	Operational Services	Reliable & Sustainable Infrastructure	Required	M	225	25	25	25	25	25	25	25	25	25	25
West Pine Creek Sanitary Trunk	Planning & Development Services	Balanced Growth & Evolving Neighbourhoods	Required	G	95	3		20	26	20	26				
WWTP - Bonnybrook Electrical Upgrades (600V MCC Upgrade Phase 2)	Infrastructure Services	Reliable & Sustainable Infrastructure	Required	M	1	1									
Prioritized Investments															
Sanitary Lift Station Fibre Roll Out	Operational Services	Reliable & Sustainable Infrastructure	1	S	4	1	1			1	1	1			
Bonnybrook Heat Recovery	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	2	G	20				3	3	5	5	5	5	
Established Area Linear Levy Pilot Sanitary into Program	Planning & Development Services	Balanced Growth & Evolving Neighbourhoods	3	G	14	2	2	2	2	2	2	2	2	2	2
Sanitary Redevelopment Program	Infrastructure Services	Balanced Growth & Evolving Neighbourhoods	4	G	18	2	2	2	2	2	2	2	2	2	2
Wastewater Treatment - Emission Reduction	Infrastructure Services	Reliable & Sustainable Infrastructure	5	S	8					1	1	1	1	1	1
Wastewater Treatment Plant - Solar & Wind Energy	Infrastructure Services	Reliable & Sustainable Infrastructure	6	S	3	1	2			1					
AEPA City Wide Stormwater Loading Model Update	Planning & Development Services	Balanced Growth & Evolving Neighbourhoods	7	G											
ACWA Research Facility	Operational Services	Reliable & Sustainable Infrastructure	8	M											
Providence Sanitary Trunk	Planning & Development Services	Balanced Growth & Evolving Neighbourhoods	9	G	30				15	15					
New Community Growth Sanitary Linear Extensions	Planning & Development Services	Balanced Growth & Evolving Neighbourhoods	10	G	23					10			3	10	
Other Previously Approved Investments															
East Keystone Sanitary Trunk Extension	Infrastructure Services				3										
Total Capital Infrastructure Needs					4,851										

ICS: Unrestricted

10-year Capital Infrastructure Plan - Real Estate & Development

The values presented reflect identified capital needs and have been rounded to the nearest million for presentation purposes. These capital needs have not received approved budget and will be considered for future business cycles. All values are presented in 2025 dollars, with estimates prepared as of January 2026. Further refinements and adjustments are expected through the development of the 2027-2030 Budget.

<i>Critical Assets in Poor / Very Poor Condition</i>	
<i>Severe Consequence of Failure</i>	
<i>High Consequence of Failure</i>	

10-year Capital Infrastructure Needs (\$millions)	Department	Primary Service	Council Priority	Priority	Primary Driver	Previously Approved 2027+	Unfunded Needs 2027-2035+	<i>Critical Assets in Poor / Very Poor Condition</i>								
								2027	2028	2029	2030	2031	2032	2033	2034	2035+
Prioritized Investments																
Land Acquisition Civic (P695)	Infrastructure Services	Real Estate	Community Livability & Well-being	1	S		135	15	15	15	15	15	15	15	15	15
Land Development (P697)	Infrastructure Services	Land Development & Sales	Reliable & Sustainable Infrastructure	2	G		520	25	22	41	125	63	61	61	61	61
Misc Land Improvements (P698)	Infrastructure Services	Real Estate	Balanced Growth & Evolving Neighbourhoods	3	M		66	10	8	7	7	7	7	7	7	7
Mixed Use Redevelopment (P705)	Infrastructure Services	Land Development & Sales	Community Livability & Well-being	4	G		43	7	7	7	12	6	1	1	1	2
Land Acq-Industrial Lands (P699)	Infrastructure Services	Land Development & Sales	Balanced Growth & Evolving Neighbourhoods	5	G		23	3	3	3	3	3	3	3	3	3
Total Capital Infrastructure Needs							785									

ICS: Unrestricted

10-year Capital Infrastructure Plan - Calgary Parking Authority

The values presented reflect identified capital needs and have been rounded to the nearest million for presentation purposes. These capital needs have not received approved budget and will be considered for future business cycles. All values are presented in 2025 dollars, with estimates prepared as of January 2026. Further refinements and adjustments are expected through the development of the 2027–2030 Budget.

Critical Assets in Poor / Very Poor Condition	
Severe Consequence of Failure	
High Consequence of Failure	

10-year Capital Infrastructure Needs (\$millions)	Department	Primary Service	Council Priority	Priority	Primary Driver	Previously Approved 2027+	Unfunded Needs 2027-2035+	Critical Assets in Poor / Very Poor Condition											
								2027	2028	2029	2030	2031	2032	2033	2034	2035+			
Prioritized Investments																			
Parking Technology	Operational Services	Parking	Trusted & Collaborative Government	1	M	-	37	3	3	3	7	5	5	5	5	5	3		
Parking Facilities	Operational Services	Parking	Reliable & Sustainable Infrastructure	2	M	-	117	8	25	19	3	5	16	20	8	15			
Parking Fleet	Operational Services	Parking	Functional Transportation Network	3	M	-	5	1		1	1	1	1	1	1	1			
Total Capital Infrastructure Needs							159	11	28	22	10	10	21	26	13	18			

ICS: Unrestricted