



Emergency Management 10-year Capital Infrastructure Needs Assessment

May 2026

1. Service Overview

The emergency management and community safety business unit brings together the services of the 9-1-1, emergency management, and peace officers for community, business, and transit public safety, in an integrated approach to support citizen and community safety. These services are referred to as emergency management for the purposes of this needs assessment.

Emergency management supports public safety by delivering reliable 9-1-1 emergency responses under growing demand and increasing complexity and improves safety and addresses social disorder through peace officers and vulnerable persons teams. Emergency management provides services to prepare for and respond to disasters and emergencies such as flooding, wildfires, or infrastructure failure.

2. Strategic Alignment

Emergency management's proposed capital investments included in this needs assessment are directly influenced by Council approved strategies, corporate priorities and legislative acts that guide infrastructure planning and service delivery across Calgary.

- **Municipal Development Plan (MDP)**
Investments in Canada Task Force 2 and Calgary Emergency Management Agency supports the plan's environment, economy, and people goals. It enhances The City's capacity to respond to and recover from the "new normal" of more frequent and high-complexity disasters.
- **Home is Here: The City of Calgary's Housing Strategy 2024-2030**
Expansion of Animal Services shelter enables The City to meet the needs of a growing population and provide essential animal services that support vulnerable pet owners, particularly those who are unable to house their pets in certain types of affordable housing.
- **Calgary's Greater Downtown Plan**
Capital investments in the Next Generation 9-1-1 phone system align with the Downtown Plan's "Clean and Safe" priority, enabling precise data and real-time text capabilities to manage the increasing complexity of calls in high-density areas.
- **RouteAhead**
Expanding the 9-1-1 facility and upgrading technology supports RouteAhead by accommodating staff growth and equipping community peace officers to effectively manage social disorder and address safety perceptions on and around the transit system.
- **Peace Officer Act**

The City's community peace officers (CPOs) serve under a unified authorization granted to The City of Calgary, as mandated by the provincial Peace Officer Act and its accompanying Regulations. Collaborating with first responders and strategic partners, emergency management is committed to advancing personnel, process, and technology enhancements to:

- *Strengthening relationships with Calgarians:* Emergency management engages in proactive and consistent internal and external communications to foster public trust and confidence.
 - *Deliver the right services:* Ongoing continuous improvement initiatives are dedicated to cultivating a citizen-focused service culture that prioritizes people and community well-being.
 - *Build strong communities:* Essential safety, bylaw, and licensing services are provided to support local businesses, neighborhoods, and residents.
 - *Invest in infrastructure:* Emergency management remains proactive in adopting innovative technologies to enhance public safety outcomes.
- **Alberta 911 Standards**

Calgary 9-1-1 provides dependable emergency response services to address rising service demands resulting from population growth, the increasing complexity of emergency calls, and enhanced support for public safety partners, while ensuring ongoing compliance with Alberta 911 Standards service targets.
 - **Emergency Management Bylaw**

The Calgary Emergency Management Agency (CEMA), under the Emergency Management Bylaw, responds to heightened service requirements resulting from more frequent, complex, and prolonged disasters. CEMA collaborates with over 60 City of Calgary departments, external agencies, non-profit organizations, non-governmental organizations, and community partners both prior to and during emergencies, ensuring the safety and resilience of Calgarians, local businesses, and communities.
 - **Federal and provincial funding**

The Canada Task Force 2 is a group of paid volunteers and includes doctors, police officers, military, mechanics. The size of the group is approximately 180 people and has been in existence for over 25 years. The group follows the Incident Command Structure (ICS) and is one of several Task Force teams across Canada. Canada Task Force 2 (CAN-TF2) is governed and funded by **federal, provincial and municipal** revenues.

3. Service Risks

The following are the top risks facing emergency management:

- **Aggregated risk to community safety:** We are monitoring risks to operations, employee health and wellness, partnerships, and technology. All of which could impact employees and community safety.
- **Increasing and evolving service demands:** Risk that service delivery isn't keeping pace with population growth, expanded responsibilities, and the growing complexity of emergency management and community safety services.
- **Support for local and regional emergencies:** Risk that we are unable to effectively support emergency response and recovery activities for Calgary and/or regional jurisdictions because the frequency, scale, and duration of emergencies exceed our capacity. Emergency management requires specialized operational equipment required for emergency response and deployment readiness. Assets supporting CEMA and Canada Task Force 2 must remain interoperable, reliable, and deployment-ready to support local, regional, and national emergency responses. Deferred renewal increases the likelihood of equipment failure and reduced response capability.
- **Insufficient facilities and equipment:** Risk that facilities and equipment are not sufficient to meet operational needs, impacting the ability to meet the complex community safety needs of Calgary's growing population. Examples: 911 facility at Whitehorn is reaching obsolescence; animal shelter's capacity to meet increased demand is a high risk.
- **Service Delivery Risk:** There is a risk that service delivery isn't keeping pace with population growth, expanded responsibilities, and the growing complexity of emergency management and community safety services. To manage this risk, emergency management works collaboratively with partners' agencies and ensure efficiencies and to deliver services to meet Calgarians needs.
- **Capital Infrastructure Risk:** As the City grows, increasing costs for vehicles, equipment and facilities, are not keeping pace. These risks are compounded by inflationary pressures and funding variability, which can challenge the ability to maintain consistent lifecycle renewal schedules and increase the risk of unplanned outages or emergency replacements. To manage this risk, emergency management is refreshing the 10-year Capital Infrastructure Needs Assessment to map out infrastructure needs and guide future budget and investment decisions.
- **Asset risk:** Emergency management faces significant asset risks due to the mission-critical, technology-enabled nature of its asset portfolio. A primary risk is technology obsolescence and lifecycle pressure. Many assets are binary in function and must remain fully operational to support public safety, regulatory compliance, and service continuity. Any degradation or failure can have immediate and severe service impacts.

The proposed capital infrastructure plan mitigates these risks through a proactive, risk-based approach that prioritizes high-criticality assets, supports timely lifecycle renewal, addresses facility constraints, and aligns investment with asset condition, regulatory requirements, and

projected growth. This approach reduces service disruption risk, maintains compliance, and strengthens emergency management's long-term operational resilience

4. Service Objectives

Service Customer Commitments

Within emergency management, service objectives and expected levels of service are as follows:

- Initial 9-1-1 calls answered within 15 seconds. 2024 actual: 95 per cent; target 95%.
- Per cent of responses to serious and escalating fires (where two engines, one aerial unit, and a minimum of 12 fire fighters arrived) within 11 minutes. 2024 actual: 70.9 per cent; 2026 target: 74.4 per cent.
- Number of responses to encampment sites. 2024 actual: 10,148; 2026 target: 5,600 per year.

Asset Condition Targets

Much of the technology used within emergency management are considered binary in terms of functional condition. Critical technology and equipment, such as radios, consoles, computers, etc. must all be in optimal working condition at all times. Equipment experiencing degradation is taken out of service and repaired or replaced.

5. Previously Approved and Capital Infrastructure Needs

Table 1: Previously Approved and Capital Infrastructure Needs (\$ millions)

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031-35	Total
Previously approved	8	6	6	7	7	15	25	16	5	-	-	-	93
Capital Infrastructure Needs	-	-	-	-	-	-	-	33	48	54	50	239	425

A listing of previously approved investments has been provided in **Appendix A** for 2026+. A listing of capital infrastructure needs has been provided as **Appendix B**. Note that programs have been broken down into projects where possible.

Figure 1: Summary of Capital Infrastructure Needs by Investment Driver

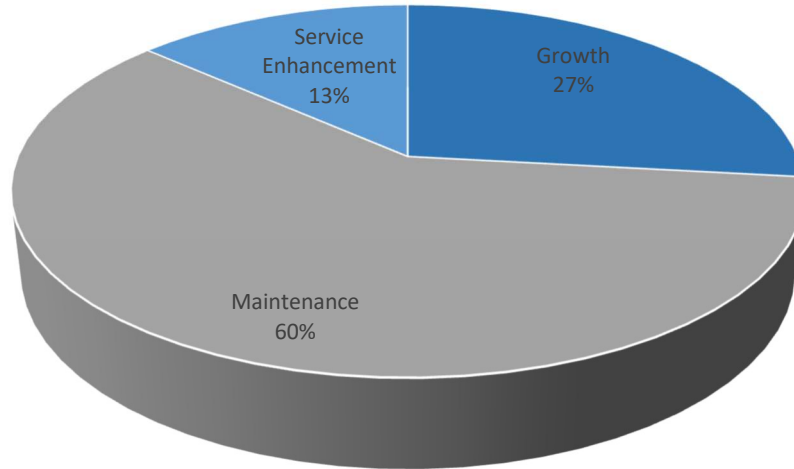


Table 2: Summary of Operating Cost of Capital for Capital Infrastructure Needs by Year (\$ millions)

	2027	2028	2029	2030	2031-35	Total
Total	2	4	5	6	12	29

Appendix A: Previously Approved Capital

The values presented reflect planned investments in the last year of the approved 4-year business cycle, as well as pre-approved budget for the 2027-2030 business cycle. These values have been rounded to the nearest million for presentation purposes.

Legend (% of capital \$ per opportunity item)

1% ~ 10%	
11% ~ 25%	
25% +	

Appendix A: Previously Approved Capital

(\$ Millions)	Total											
	2026-2035+	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035+	
911 Facility Upgrades	3											
Business Technology Sustainment	1											
Canada Task Force 2	1											
Corporate Maintenance – Business Line Licensed System Improvements	0											
Critical Technology Maintenance	26											
Disaster Preparedness	2											
Emergency Operations Centre Backup	0											
Emergency Operations Centre IT Lifecycle	1											
Equipment Lifecycle (Emergency Management)	2											
Equipment Lifecycle (Community and Transit Public Safety)	2											
Livery Technology	0											
Technology Modernization (Community and Transit Public Safety)	7											
Technology Modernization (Emergency Management)	0											
Total Previously Approved Capital - Emergency Management	45											

Appendix B: Capital Infrastructure Needs

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.

Legend (% of capital \$ per opportunity item)

1% ~ 10%	
11% ~ 25%	
25% +	

Appendix B: Capital Infrastructure Needs (\$ Millions)	Priority (H / M / L)	Total 2027-2035+	2027	2028	2029	2030	2031	2032	2033	2034	2035+
Maintenance											
911 Critical Infrastructure	H	32									
911 Critical Technology and Modernization	H	68									
Canada Task Force 2	H	7									
Disaster Preparedness	H	18									
Peace Officer Equipment Lifecycle	H	31									
Peace Officer Technology Modernization	H	40									
Technology and Equipment Lifecycle and Maintenance	H	11									
Technology Modernization	H	4									
Facility Enhancements and Expansions	M	28									
Facility Lifecycle and Upgrades	M	14									
Growth											
911 Facility Continuity	H	84									
Emergency Services Training Facility	H	30									
Service Enhancement											
Peace Officer Equipment Modernization	H	22									
Portland Animal Shelter	H	35									
Total Capital Infrastructure Needs - Emergency Management		425									