



Calgary Police Service 10-Year Capital Infrastructure Needs Assessment

May 2026

1. Service Overview

As the Calgary Police Service (CPS) looks toward the future, our strategic direction continues to be grounded in the Annual Policing Plan (APP). Updated each year, the APP provides a focused roadmap that guides our priorities, resources and initiatives to ensure Calgary remains one of the safest major cities in Canada. We recognize that Calgarians want to feel secure in the places they live, work and travel. In response, we remain committed to a proactive, strategic approach to public safety and community well-being.

To meet the demands of a growing and evolving city, the CPS is advancing a renewed vision - Together for a safer Calgary. Supporting this vision are three strategic pillars: advancing policing, proudly serving and building relationships. These pillars provide the foundation for strengthening our capacity to address increasingly complex crime, modernizing how we deliver service, enhancing recruitment and employee growth and fostering strong community relationships and partnerships. They also reinforce our commitment to cultivating a positive, inclusive workplace culture where members feel valued and supported.

Collectively, this direction positions the Service to better protect Calgarians' safety today while preparing for the Calgary of tomorrow.

2. Strategic Alignment

Capital investments made by the CPS represent a deliberate and essential investment in public safety. Every investment is linked to defined and measurable outcomes, including those identified in the APP and The City of Calgary's Safer Together: Community Safety and Wellbeing Plan.

By aligning priorities and strategy, the CPS and The City reinforce their joint commitment to enhancing public safety by reducing crime, addressing social disorder and supporting Calgarians through effective enforcement, prevention and co-ordination.

3. Service Risks

- **Aging infrastructure:** Many police facilities face aging mechanical, electrical and building envelope systems that increase the risk of unplanned failures. Deferred maintenance can impact operational readiness, building security and safety for staff and the public.
- **Mission-critical dependency:** Police operations, evidence integrity, digital forensics and emergency response rely on uninterrupted building functionality, fleet and air support availability. Facility failures impact operational continuity, public safety and legal compliance. Technology failures affecting access to dispatch, records management, criminal databases or mobile systems can directly impact officer safety, response times, investigative effectiveness and public confidence.
- **Evolving policing requirements:** Modern policing practices such as digital evidence processing, cyber investigations and scenario-based training, require updated and specialized facility spaces. Older facilities may not meet space, technology or security requirements.

- **Health, safety and security compliance:** Police buildings, vehicles and air support must meet enhanced security standards, occupational health requirements and specialized regulations (e.g., firearms storage, detention areas).
- **Supply chain, cost escalation and inflation:** Economic pressures affect capital project delivery, extending timelines for materials and cost for specialized equipment and vehicles.
- **Capacity constraints and growth pressures:** Population growth and service demand shifts strain on existing facilities, leading to overcrowding and strain on operational units.
- **Cybersecurity and threat exposure:** Under investment in IT infrastructure lifecycle replacement and security modernization elevates the risk of system compromise, data breaches and service disruption.

4. Service Objectives

Asset condition and reliability

- Maintain all police facilities, vehicles and assets to fair or better condition to ensure operational continuity and safety.
- Maintain reliability of mission-critical building systems (mechanical, electrical, security systems and infrastructure).
- Reducing technology-related risk exposure through proactive lifecycle replacement and targeted modernization.

Service continuity

- Ensure facilities and assets facilitate uninterrupted service delivery for policing, investigations, communications and emergency response.
- Provide secure, functional spaces for handling evidence, detention, forensics and sensitive information.

Health, safety and security compliance

- Ensure all facilities and assets meet required safety, security and regulatory standards.
- Provide environments that support physical, psychological and occupational safety for staff and the public.

Sustainable, resilient infrastructure

- Integrate energy efficiency, climate resilience and sustainable construction principles into capital planning and renewal.
- Reduce environmental impact while supporting long-term operational resilience.

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	19	15	15	23	19	29	72	17	10	0	0	-	218
Capital Infrastructure Needs	0	0	0	0	0	0	0	79	74	72	69	531	825

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**.

Figure 1: Summary of Capital Investment Needs by Investment Driver

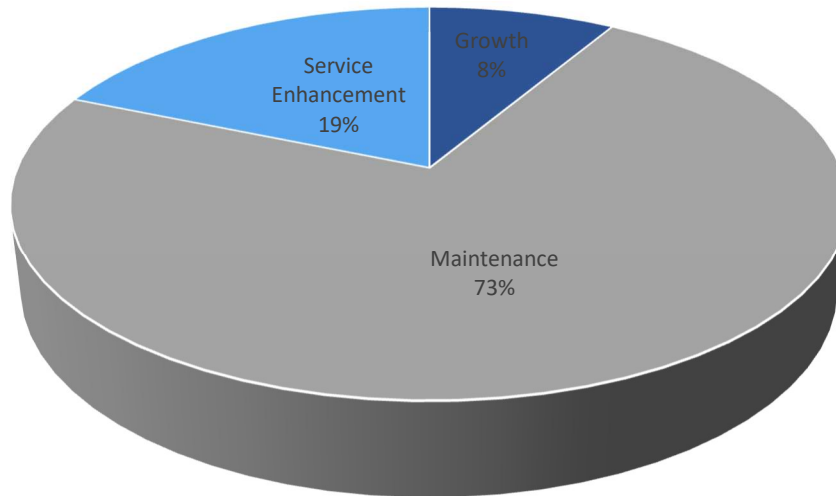


Table 2: Summary of Operating Cost of Capital for Capital Infrastructure Needs by Year (\$ millions)¹

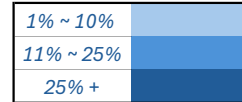
	2027	2028	2029	2030	2031-35	Total
Total	0	2	2	2	25	30

¹ The operating cost of capital is reflected on new CPS facility builds and service enhancement projects.

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)



Appendix A: Previously Approved Capital

(\$ Millions)	Total										
	2026-2035+	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035+
AFIS	0										
Communication System	8										
Computer System	5										
Equipment	1										
Facilities - Belvedere (New District)	33										
Facilities - Maintenance	11										
Facilities - Range	22										
Red Light Camera Infrastructure	4										
Vehicles	16										
Total Previously Approved Capital - CPS	98										

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											
Equipment and Tools Maintenance	H	30									
Facilities Critical & Urgent Maintenance	H	38									
Fleet Lifecycling	H	123									
IT Communication System Maintenance	H	56									
IT Systems and Hardware Maintenance	H	63									
Facilities Remaining Deferred Maintenance	M	290									
Growth											
Facilities Growth	H	17									
Fleet Growth	H	37									
IT Growth	H	17									
Service Enhancement											
Equipment and Tools Service Enhancement	H	1									
IT Service Enhancement Projects 1	H	78									
IT Service Enhancement Projects 2	M	75									
Total Capital Infrastructure Needs - CPS		825									