April 15, 2026

Chair, Andre Chabot
Infrastructure and Planning Committee
The City of Calgary
700 Macleod Trail SE
Calgary, AB T2G 2M3

Re: Agenda Item 7.7 – Corporate Capital Prioritization Framework, IP2026-0155

Dear Chair Chabot & Members of the Infrastructure and Planning Committee,

On behalf of BILD Calgary Region ("BILD") and our member companies, I am writing regarding Agenda Item 7.7, *Corporate Capital Prioritization Framework (IP2026-0155)*, scheduled for consideration by the Infrastructure and Planning Committee on April 15, 2026.

BILD and its members strongly support Administration's and Council's move to a 10-year Capital Plan, as well as the development of a clear, transparent, and data-driven Corporate Capital Prioritization Framework. Both initiatives are essential to improving certainty, predictability, and accountability in long-term infrastructure planning—outcomes that are critical for industry, residents, and Calgary's broader economic competitiveness.

In that context, we wish to draw the Committee's attention to two related matters.

Capital Capacity, Growth Applications, and Transparency

First, we reference *The City of Calgary Budget 2026, 2025 September Preview (C2025-0668, Attachment 2)*. On page 9 of 140, the document states:

"In the first half of 2025, Administration received Council direction to consider funding the required infrastructure for two Growth Applications ('West View' (IP2025-0336) and 'Glacier A North' (IP2025-0337)). The infrastructure for these Growth Applications cannot be funded at this time due to a lack of capital capacity and the existence of higher priority projects…."

While West View and Glacier A North were ultimately approved as part of Council's budget deliberations, the reference to the "existence of higher-priority projects" raised significant concern among Growth Application applicants. At the time, applicants had no visibility into a clear, transparent, or data-driven capital prioritization framework against which such determinations were being made.

As a result, materially consequential decisions affecting growth application approval certainty, timing and feasibility appeared opaque, despite the substantial investment and financial risk borne by applicants. Against that backdrop, BILD and its members view the development of a Corporate Capital Prioritization

Framework as both necessary and an important companion to the shift to a 10-year Capital Plan intended to enhance certainty and long-term planning confidence.

Growth-Related Infrastructure and Priority Setting

Second, BILD and its members have reviewed *IP2026-0155, Attachment 2: Corporate Capital Prioritization Framework – Target Outcomes, Categories & Criteria*. We note the framework's stated objective to support investments that enable development and new community growth application approvals, including infrastructure that supports quality of life, economic activity, and sustainability.

Under Calgary's current off-site levy bylaw and new community funding paradigm, developers fully fund and construct all on-site infrastructure and pay 100 per cent of the City-determined beneficial share of off-site infrastructure required to support new communities. Where infrastructure benefits are entirely attributable to growth, those projects are therefore fully funded by new community developers, not by taxpayers or municipal utility ratepayers.

In certain cases, City-led off-site infrastructure projects have a beneficial share less than 100 per cent attributable to new community growth. In those instances, the City appropriately funds—or secures alternative funding for—the non-new community growth share of those projects.

Given this framework, BILD and its members are seeking clarity on two points:

- Whether off-site infrastructure projects with a 100 per cent growth-related benefit allocation will be prioritized within the Corporate Capital Prioritization Framework, recognizing that these projects are fully funded through off-site levies; and
- For infrastructure projects where the City's off-site levy methodology allocates less than 100 per cent of benefits to new community growth, what specific data, factors, and weighting will be used to prioritize the City's share of funding, including how the framework will account for and weigh the fact that a portion of the project is financed by developers at no cost to the City, taxpayers, or ratepayers.

Clear answers to these questions are essential to maintaining confidence in Calgary's growth application process and funding framework, providing greater certainty to growth application proponents, and ensuring alignment between capital prioritization decisions and funding policy.

Engagement and Next Steps

Finally, *IP2026-0155, Attachment 2* describes the Corporate Capital Prioritization Framework largely in high-level, qualitative terms. Given the significant industry-wide and public impacts the framework will have, BILD and its members seek clarity on whether additional public or stakeholder engagement will occur prior to finalizing the framework and applying it within the City's business planning, budget development, and approval processes anticipated for fall 2027.

Meaningful engagement on the framework's detailed mechanics, weighting, and application would materially improve transparency and enable industry participants to better align long-term investment decisions with City priorities.

BILD Calgary Region and its members remain committed to working constructively with Administration and Council to support sustainable growth and fiscally responsible infrastructure investment. We appreciate the Committee's consideration of these comments and welcome continued dialogue as the Corporate Capital Prioritization Framework advances.

Respectfully submitted,

Brian R. Hahn
Chief Executive Officer
BILD Calgary Region