

Alberta's Passenger Rail Master Plan

Master Plan Executive Summary

Prepared for:

Alberta

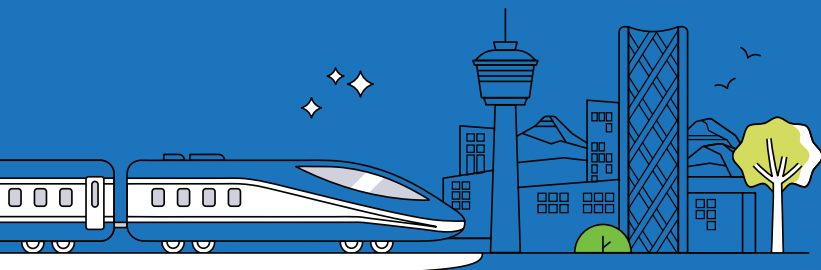
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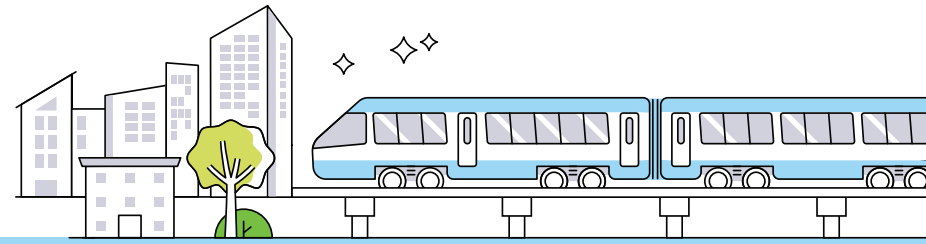
AlbertaConnection
Partners

Spring 2026

Contents

	Acknowledgements	2
1	Alberta's First Passenger Rail Master Plan	3
	Alberta's Vision for Passenger Rail	4
	Developed by a Global Team Over One Year	5
	The Right Time for Passenger Rail	8
	Objectives of the Master Plan	10
	Key Workstreams to Assess Passenger Rail's Potential	11
2	The Master Planning Process	14
	Starting With the End in Mind: A Robust Planning Approach.....	15
	Using a Holistic Evaluation Framework.....	16
	Identifying a Long List of Potential Connections	18
	The Evaluation Approach to Determine the 30-Year Network.....	19
	Evaluating the Benefits of Passenger Rail.....	26
3	Engaging with Albertans	36
	Engagement Throughout the Master Planning Process.....	37
	What We Heard From Albertans	39
4	The Master Plan's 30-Year Network	40
	A Made for Alberta Plan.....	41
	Key Features of the Network.....	42
	Potential Costs	44
	Potential Benefits.....	45
5	Ensuring Effective Governance and Implementation	47
	Approach to Assessing Governance Options for Alberta.....	48
	Lessons Learned From Other Jurisdictions	49
	Governance Options for Alberta.....	51
	Implementation of the Master Plan's 30-Year Network.....	52
	Delivery Approaches for Passenger Rail.....	53
	Next Steps	55





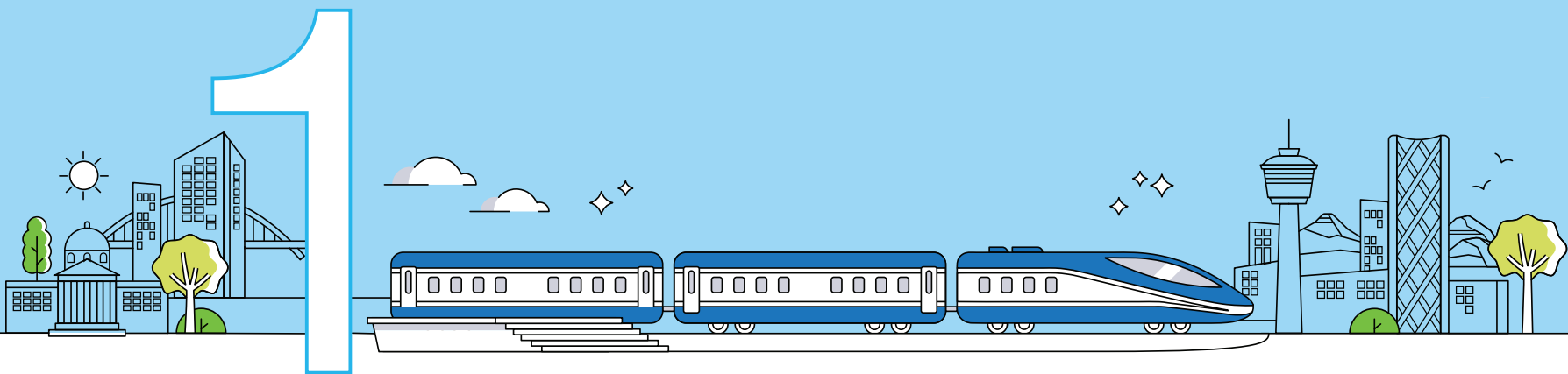
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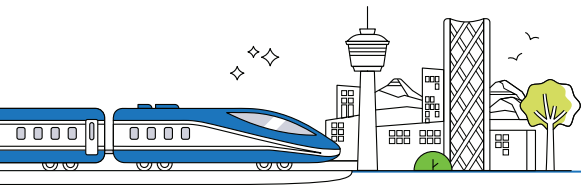
Alberta Connexion Partners acknowledges and appreciates the guidance provided by Alberta Transportation and Economic Corridors, and other Ministries, in the development of Alberta's Passenger Rail Master Plan (the "Master Plan"). As well, we acknowledge and appreciate the input provided by the public, stakeholders and Indigenous communities and organizations through the development of the Master Plan.

Disclaimer

The document was prepared for the Government of Alberta to summarize the findings of the Master Plan. We accept no responsibility for the consequences of this document being relied upon by any other party or for any other purpose. The document was based on analysis completed in Spring and Summer 2025.

Alberta's First Passenger Rail Master Plan





Alberta's Vision for Passenger Rail

On April 29, 2024, Premier Danielle Smith and Minister Devin Dreeshen announced an ambitious vision for advancing passenger rail as part of an integrated provincial transportation system in Alberta. This announcement followed Minister Dreeshen's July 2023 Mandate Letter and the October 2023 Throne Speech prioritizing the exploration of feasibility and implementation of passenger rail services in Alberta. Passenger rail refers to the movement of people, not goods, by rail.

The Government of Alberta also initiated the development of **Alberta's first Passenger Rail Master Plan (the "Master Plan")** as the foundation for advancing passenger rail in the province.

The Government of Alberta's vision for passenger rail included:



Commuter rail: A commuter rail system for the Calgary area that connects surrounding communities and the Calgary International Airport to downtown. A commuter rail system for the Edmonton area that connects surrounding communities and the Edmonton International Airport to downtown.



Regional rail lines: Passenger rail that runs between Calgary and Edmonton and the Rocky Mountain Parks, and an inter-city line that runs between Calgary and Edmonton, with a local transit hub in Red Deer.



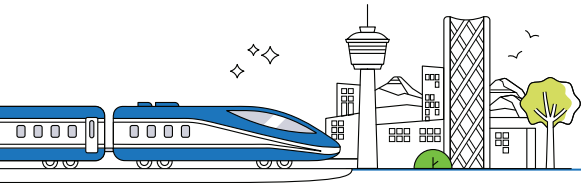
Crown corporation: A Government of Alberta-led agency to develop the passenger rail infrastructure, oversee daily operations and maintenance, develop a fare collection/booking system, keep up with system maintenance and plan for future system expansion.



Municipal-led light-rail transit (LRT) systems: LRT systems in Calgary and Edmonton that connect with the provincial passenger rail system.



Multi-modal hubs: Links in major cities between commuter rail systems, regional rail routes and municipal-led mass transit systems.



Developed by a Global Team Over One Year

In April 2024, a procurement process was initiated to identify a consulting team to support the Government of Alberta, through the Ministry of Transportation and Economic Corridors, to develop the Master Plan. The process generated significant interest from industry globally and in Alberta.

In July 2024, the Alberta Connexion Partners team was selected to support Alberta Transportation and Economic Corridors in the development of the Master Plan. Alberta Connexion Partners brings together the combined international and local expertise of CPCS Transcom Limited, HDR Corporation, Mott MacDonald Canada Limited, Ernst & Young LLP, Aubin Consulting and New West Public Affairs.

Working closely with Transportation and Economic Corridors, **more than 150 professionals from Alberta, Canada and around the world** helped create the Master Plan. These professionals brought the expertise to complete the Master Plan over a one-year period.

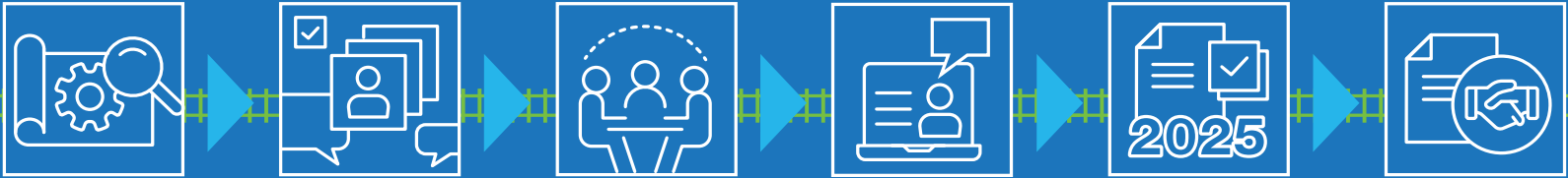
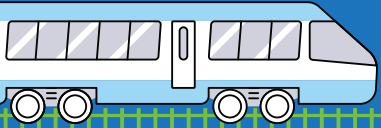
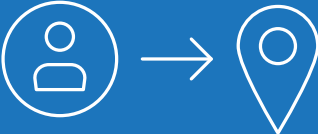


Alberta Connexion Partners brings the combined expertise of:

Company	Expertise	Description
CPCS	Rail strategic planning, operations and economics advisors	<ul style="list-style-type: none"> Strategic advisor to public- and private-sector passenger rail clients across the infrastructure lifecycle, including as a strategic and commercial advisor to Metrolinx. Track record supporting Alberta-based clients on passenger rail, market access and economic corridor matters.
HDR	North American rail and transit architectural, engineering and planning firm	<ul style="list-style-type: none"> North American Class I rail planning and engineering firm, including modelling, engineering and economics. Regional transportation planning firm in Canada, including experience with Transportation and Economic Corridors, Metrolinx, Ontario Ministry of Transportation, City of Calgary and Calgary Airport Authority.
EY	Governance and financial advisors	<ul style="list-style-type: none"> Global professional services with an infrastructure advisory practice focused on governance, financing and delivery of major infrastructure projects and transactions. Track record of working with passenger rail clients in Alberta and across Canada, including Transportation and Economic Corridors, City of Edmonton, City of Calgary, Metrolinx, TransLink, Alto HSR, Transport Canada and VIA Rail.
Mott MacDonald	Global rail and transit architectural, engineering and planning firm	<ul style="list-style-type: none"> Global engineering firm with expertise in rail planning, modelling and design, procurement advisory, project controls, risk management, and high-speed and hydrogen technologies.
Aubin Consulting	Indigenous engagement specialists	<ul style="list-style-type: none"> Alberta-based Indigenous-owned consulting firm with decades of experience in Indigenous relations, stakeholder engagement, community development and land use planning, including specific to rail.
New West Public Affairs	Public affairs and opinion polling specialists	<ul style="list-style-type: none"> Alberta-based national public affairs firm offering a full range of government relations, public affairs, communications and advisory services.

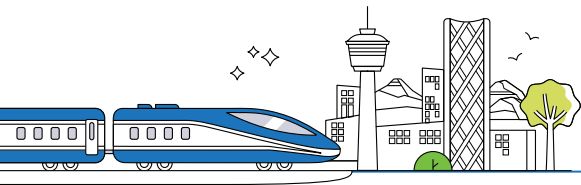
Alberta

Passenger Rail Master Plan Timeline



Date	April 2024	July 2024	November - December 2024	February - April 2025	May - June 2025	Summer 2025	Spring 2026
Master Plan Milestones	Announcement and Request for Expression of Interest	Passenger Rail Master Plan work begins	Round #1 of engagement, including Passenger Rail Forum and public survey launch	Round #2 of engagement, including open houses and virtual session	Round #3 of engagement, including virtual sessions	Passenger Rail Master Plan completion	Decision-making by Government





The Right Time for Passenger Rail



The feasibility of passenger rail has been studied for decades in Alberta. There are several reasons why now is the right time to re-examine the feasibility of passenger rail.

Alberta is growing rapidly, with over 5 million residents as of October 2025, making it the fastest-growing province/territory in Canada. Based on the

Government of Alberta’s forecasts, in 60 years the population of Alberta could more than double, with 86 per cent of future population in the Calgary-Edmonton corridor.

There is no one population level at which passenger rail is fundamentally feasible. Each city and region has unique human and physical geographies, histories and growth trajectories that influence

a population’s travel demand patterns and the resulting needs for passenger rail services, as well as the cost to construct and operate these services. With Alberta’s recent and projected growth, an updated assessment was needed to develop a tailored plan for passenger rail services and re-examine its benefits and costs.

Alberta's population in 60 years is expected to be between 9 and 10 million, with growth concentrated between Edmonton and Calgary



Calgary-Edmonton Corridor

The population of this corridor is forecasted to increase by approximately

+3.7 million people to 8.1 million total

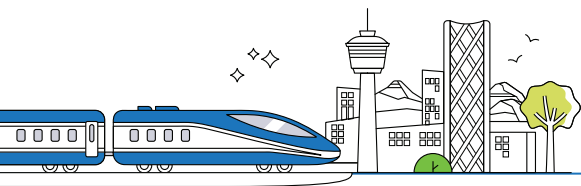


Rest of Alberta

The rest of Alberta is forecasted to increase by approximately

+400,000 people to 1.4 million total

Source: Alberta Connexion Partners based on the Province’s projections



Since the 1960s, modern forms of passenger rail, including Japan’s Shinkansen high-speed rail lines (1964) and Toronto’s GO Transit commuter rail system (1968), have been an integral and growing part of many regions’ transportation systems. From these and other global examples examined through the Master Plan, passenger rail has been demonstrated to:

- Enable economic activity through increased labour opportunities, labour mobility and expanded tourism.
- Support sustainable urban growth to meet current and future population demands.
- Provide increased land development and economic opportunities through transit-oriented development.
- Improve access to housing and better connected regions.
- Create a safer and more resilient transportation system.

Overall, passenger rail has the potential to support the Government of Alberta’s objectives and facilitate high economic growth that is common to Alberta.

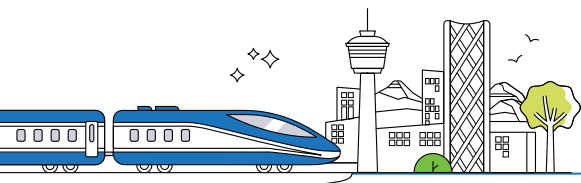
Alberta’s two largest cities, Calgary and Edmonton, operate established LRT systems that continue to evolve through planning reviews and service expansions. There has also been considerable private-sector interest in the development of passenger rail in Alberta, with the submission of four unsolicited proposals to the Government of Alberta for the development of passenger rail or

high-speed ground transportation corridors. As compared to a competitive tender, an unsolicited proposal is submitted to the Government of Alberta without an explicit request having been made. To achieve the most benefit from passenger rail and ensure a functional system, we need to start with the end in mind, and envision how multiple connections could work together as an integral whole.

In this context, the Government of Alberta determined that “the time is right” to examine how passenger rail could support its objectives.

“ The time is right; the time is now. ”

—Premier Danielle Smith, November 22, 2024 Passenger Rail Forum



Objectives of the Master Plan

Accordingly, the Government of Alberta initiated the Master Plan to:



Comprehensively examine the **feasibility** of passenger rail in Alberta, including socioeconomic and financial considerations.



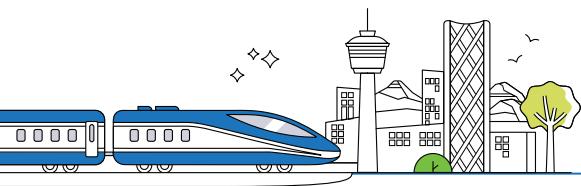
Crystallize a vision for passenger rail with Albertans.



Determine the appropriate **governance model**, such as the creation of an arm's-length agency, to effectively plan, deliver and operate a passenger rail network.



The outcome of the Master Plan includes actions that can be taken now and in the future to build the most advantageous passenger rail system for Alberta. The Master Plan is intended to ensure the Government of Alberta has the required information to make decisions on the next steps to advance passenger rail in the province and connect with the strong public mass transit systems in Calgary and Edmonton.



Key Workstreams to Assess Passenger Rail's Potential

The development of the Master Plan drew from global best practices, feasibility and financial assessments, and engagement with Albertans to plan a passenger rail network tailored for Alberta. In particular, **the following workstreams** were used to assess the potential for passenger rail in Alberta:



A comprehensive feasibility assessment to identify what elements of a passenger rail system should proceed and in what sequence.



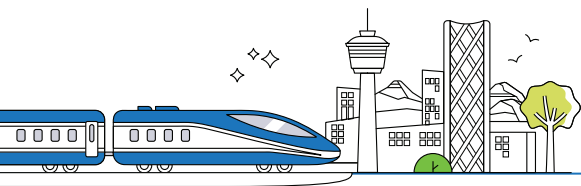
Engagement of Albertans, Indigenous communities and organizations, and interested stakeholders to convey a vision for the future of passenger rail in the province and receive feedback on their priorities and perspectives.



Financial and delivery model option assessment that analyzed different sequences of investment and private, public or hybrid delivery model options.



A governance model assessment to ensure effective delivery and oversight of Alberta's passenger rail system.



Examples of the **key feasibility** assessments completed in developing the Master Plan are shown on the right. These assessments were progressively refined through the Master Planning process (Section 2).

The outputs of these assessments, along with engagement with Albertans (Section 3), were used to shape a feasible passenger rail network for Albertans that could be developed over the next 30 years, referred to as the Master Plan's 30-Year Network (or simply the 30-Year Network) (Section 4).

In addition, options and considerations for the governance and implementation of a passenger rail network in Alberta were introduced (Section 5).

Key Feasibility Assessments



Development of a **Multiple Account Evaluation (MAE) based evaluation framework** and criteria based on a jurisdictional scan and prioritization of Alberta provincial policy objectives. MAE frameworks are proven tools used in master planning processes to systematically evaluate alternatives at each stage of the planning process.



Jurisdictional scan of other agencies and jurisdictions around the globe with passenger rail networks or that are planning to implement passenger rail, to obtain lessons learned that can be applied to Alberta.



Ridership forecasts using an Alberta-specific forecasting model that was developed for this study, built using highway traffic counts, cell phone travel data (AirSage) and a survey of Albertans' preferences.



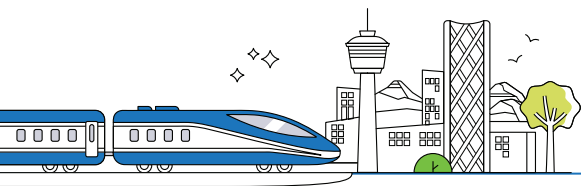
Feasibility assessments of potential passenger rail connections based on indicative alignment options and station locations to assess viability and to provide the basis for high-level cost estimates.



Initial high-level cost estimates (+100%/-50%), consistent with current stages of planning, for construction, acquiring rail vehicles, operating and maintenance, and infrastructure renewals. Costs presented in this report are in 2025 dollars (2025\$) for the purposes of comparison, and therefore do not show the effects of inflation. Initial revenue estimates were also developed based on the ridership forecasts.



Economic analysis, including estimating the impacts to gross domestic product and employment (known as an economic impact assessment), and evaluating whether societal value exceed the costs of developing passenger rail (known as cost-benefit analysis).

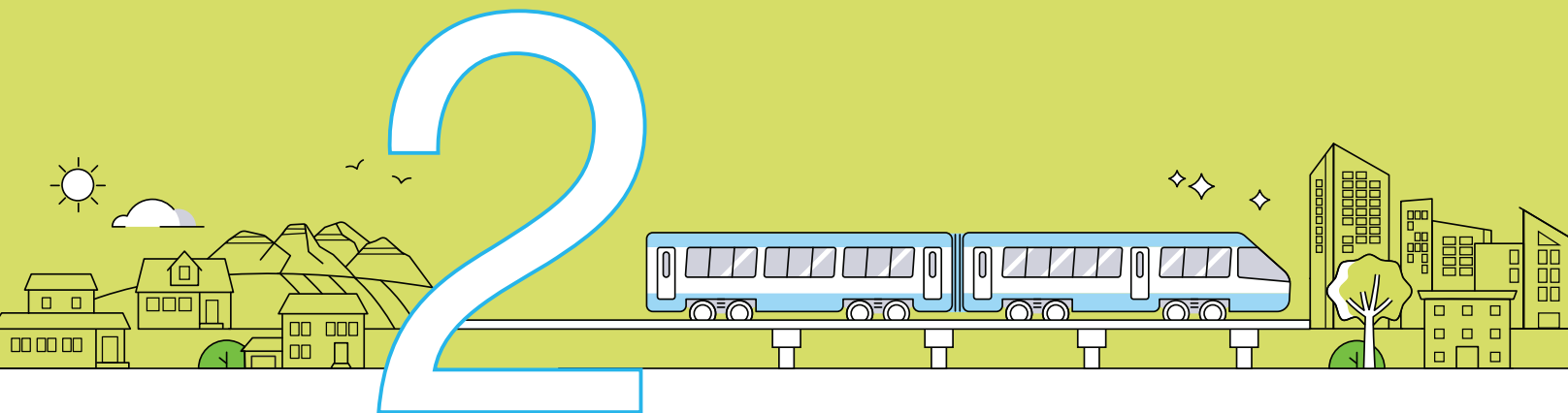


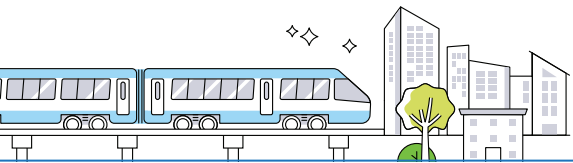
While the Master Plan provides a strong foundation, it marks only the initial step in the long-term development of passenger rail in Alberta—a process that will unfold over several decades. As new information emerges, such as technological development and actual population and employment growth, assumptions made during the Master Planning process will need to be updated. Further planning, including the selection of specific routes and stations, will also influence the costs required to construct and operate a passenger rail network, and the revenues it could generate.

The implementation of the Master Plan requires agreements with landowners, rightsholders and other authorities having jurisdiction. As the Government of Alberta moves forward, it is crucial to proactively manage these changes through further network planning and the implementation of the first passenger rail projects.



The Master Planning Process





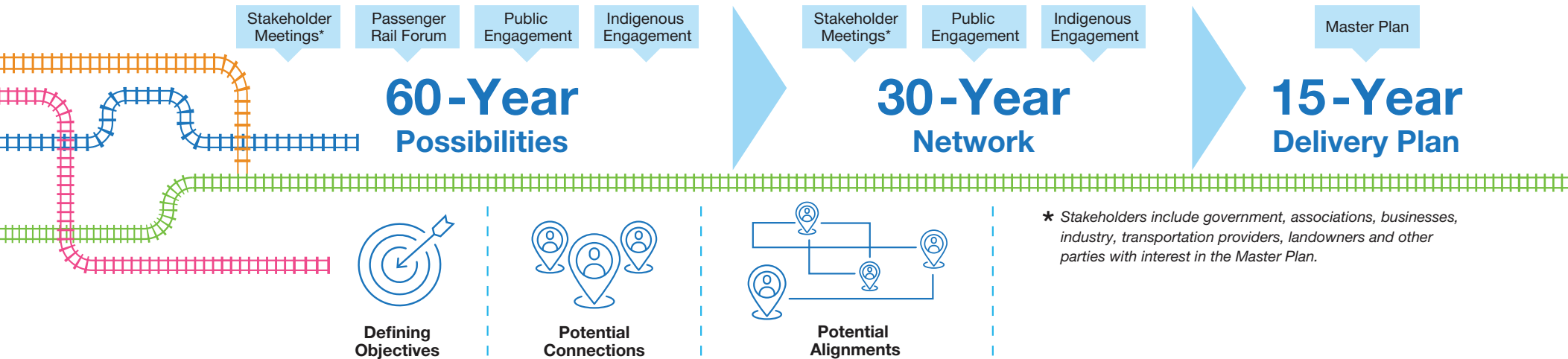
Starting With the End in Mind: A Robust Planning Approach

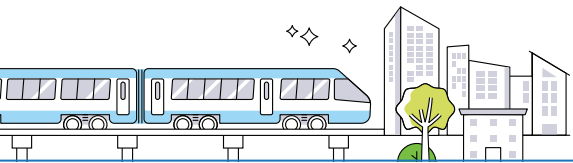
Best practice in master planning involves **considering the long-term future** and then progressively working backwards to the present. This approach ensures that the planning process is comprehensive and forward-thinking, while ensuring that short-term actions and projects build towards long-term ambitions.

The planning process began with identifying possible passenger rail connections looking out 60 years, called the *60-Year Possibilities*, and then evaluating which connections were likely to be feasible within the 30-year horizon, called the *30-Year Network*. The *15-Year Delivery Plan* identifies options and recommended actions

for the Government of Alberta to start implementing passenger rail building towards the 30-Year Network. Engagement with the public, stakeholders and Indigenous communities and organizations took place throughout the process to inform the development of the network.

The Master Planning Process

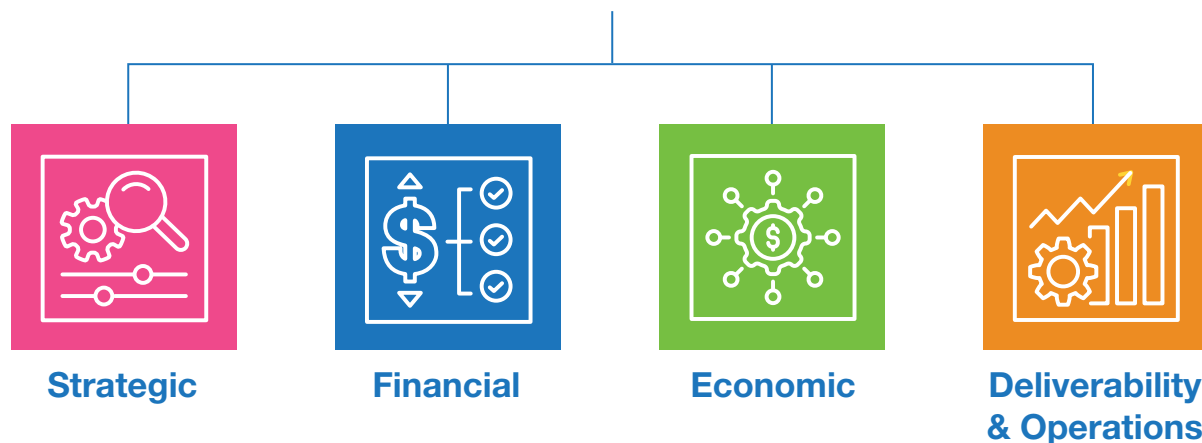




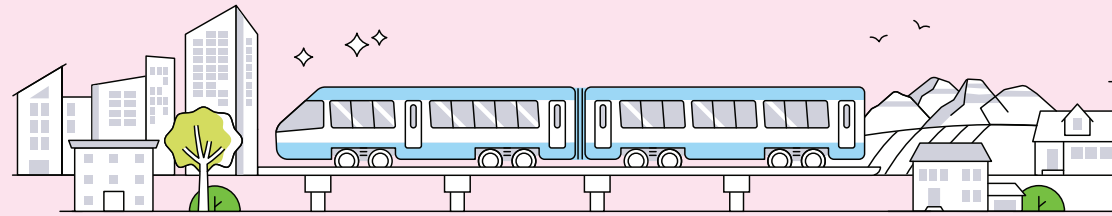
Using a Holistic Evaluation Framework

An evaluation framework aligned with **global best practices** and **tailored for Alberta** was created to guide development of the Master Plan and evaluate potential passenger rail connections. It provides a **consistent, transparent and holistic** approach to support decision-making, with criteria to inform the evaluation of options at each stage of the study.

The evaluation framework uses four categories to assess options



Evaluation Framework Categories



Strategic

Considers whether options are aligned with Alberta’s goals. It includes six objectives:

- **Connecting Albertans to jobs:** increase connectivity between where people live and work.
- **Building Alberta:** build infrastructure that supports a range of communities and destinations and integrates passenger rail with other investments.
- **Strengthening economic activity and attracting investment:** expand transportation opportunities to enhance tourism, movement of people, and strengthen local and regional economies.
- **Building better communities:** strengthen connections to social and cultural infrastructure and support community plans and investments.
- **Building meaningful partnerships with Indigenous communities:** support Indigenous communities and organizations through rail connections, and access to economic opportunities.
- **Ensuring the health and integrity of Alberta’s environment and ecosystem:** protect the environment, reduce emissions and increase resiliency.



Financial

Considers whether options are affordable, including:

- **Capital costs:** the upfront costs to build the network and keep it in good condition over 60 years.
- **Operating and maintenance costs:** the ongoing costs of providing train services.
- **Revenues:** from fare and non-fare sources.



Economic

Considers the benefits generated by the options, including:

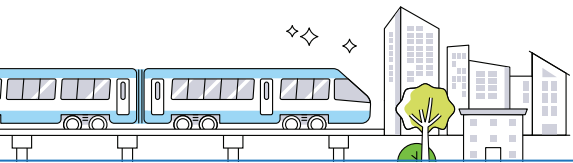
- **Social:** safety improvements, congestion reduction and infrastructure expansion deferral (roads and highways).
- **Economic:** capturing how passenger rail connects people and places to generate economic activity.
- **Environmental:** reductions in emissions.
- **Traveller:** travel time and cost savings for passenger rail users.



Deliverability & Operations

Considers how rail infrastructure and services could be built and operated, including:

- **Constructability considerations** that will influence the ease and timeliness of building a passenger rail network.
- **Operations considerations** that influence the ability to provide a reliable passenger rail service.



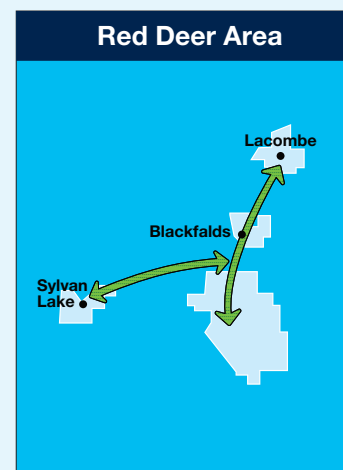
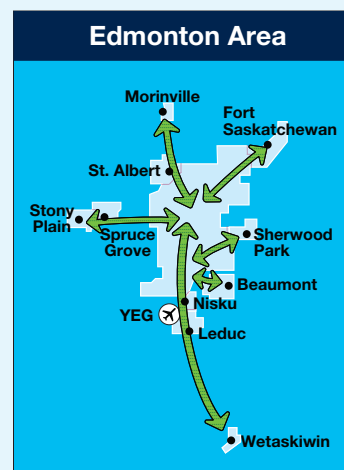
Identifying a Long List of Potential Connections

The master planning approach began by defining a list of rail connections that could be feasible in a 60-year time horizon. These connections were identified to encompass all communities of over 10,000 people (in 2021), airport hubs and tourism-development zones, while checking to ensure that an attractive rail service could be offered in terms of travel time and cost. These connections are collectively referred to as 60-Year Possibilities (shown below).

60-Year Rail Possibilities

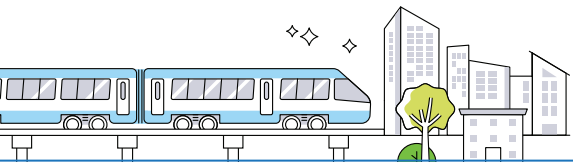


Commuter Rail



Identifying the 60-Year Possibilities ensured that all connections likely to be part of the 30-Year Network were identified, even if they were not part of the April 2024 vision. Not all the 60-Year Possibilities will get built and some new connections could emerge in the future, including the possibility of connecting to Saskatchewan, Montana or British Columbia. However, identifying a set of 60-Year Possibilities provides a foundation to plan Alberta’s passenger rail network.

Note: Maps are conceptual and do not show exact routing or station locations.



The Evaluation Approach to Determine the 30-Year Network

Using the evaluation framework, the 60-Year Possibilities were analyzed in two steps:

- First, individual connections were defined and analyzed as individual connections. Given the large number of individual connections considered, a systematic approach was used to assess how well the connections performed against the evaluation framework objectives, with results shown in the following “Individual Connection Evaluation Results” tables on pages 21-22.

- Second, the individual connections most supportive of the evaluation framework objectives were then retained and evaluated as part of two distinct network options. The network options vary based on the type of corridor between Edmonton–Calgary and Calgary–Banff. The results of this evaluation are shown in the Network Evaluation section on pages 27-30.

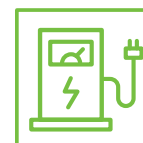
These two steps are shown on the next page.



For certain regional connections, conventional and high-speed rail options were evaluated.



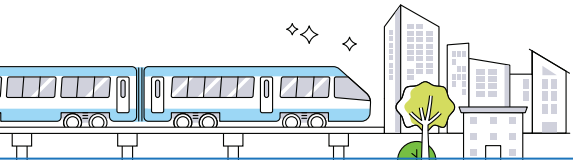
Conventional rail was assessed with diesel locomotives operating at speeds up to 160 km/h.



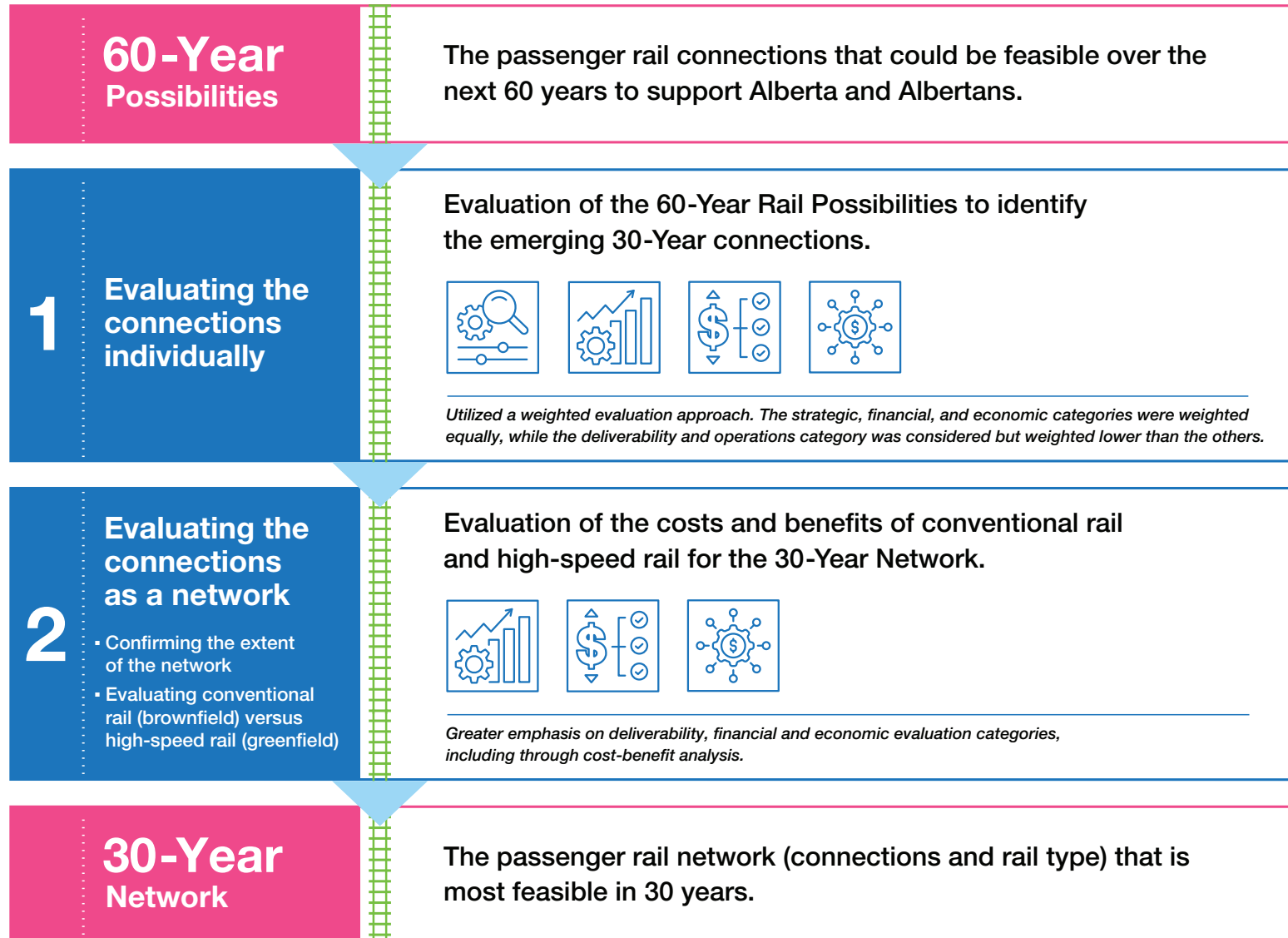
High-speed rail was assessed with electrified trains operating at speeds up to 320 km/h.

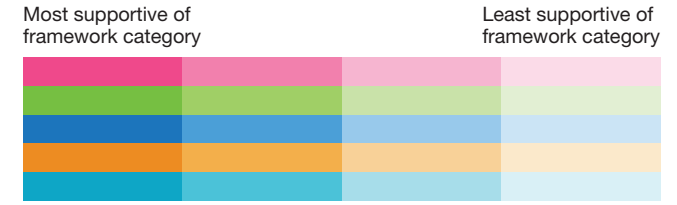
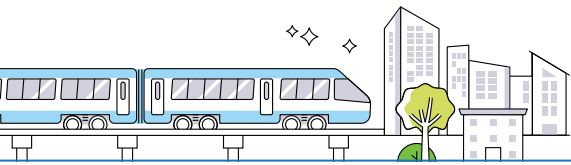


For analysis, the operating speed for conventional and high-speed rail was varied based on the corridor.



Shaping a 30-Year Network

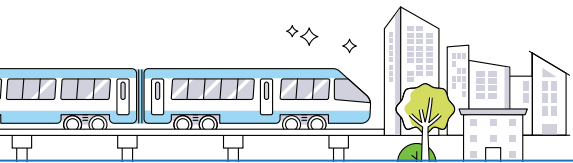




Individual Regional Connection Evaluation Results*

1		Route	Strategic	Economic	Financial	Deliverability	Total	Comments
Evaluating the connections individually	Regional Rail Evaluation	Calgary – Edmonton (High-Speed Rail)						Highest potential ridership. Evaluate brownfield vs. greenfield corridor options at network analysis step.
		Calgary – Edmonton						
		Calgary / YYC – Banff (High-Speed Rail)						
		Calgary – Banff						
		Calgary – Medicine Hat						Evaluate synergies with commuter service to Chestermere/Strathmore.
		Calgary – Lethbridge						Evaluate synergies with commuter service to Okotoks/High River.
		Edmonton – Jasper						Low total score. Do not advance to network analysis step.
		Calgary – Drumheller						
		Lethbridge – Medicine Hat						
		Red Deer – Rocky Mountain House						
		Edmonton – Fort McMurray						
		Edmonton – Lloydminster						
		Lethbridge – Blairmore						
		Edmonton – Grande Prairie						

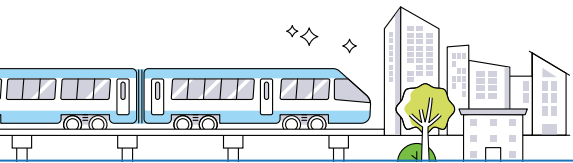
* All options are conventional rail unless otherwise noted.



Individual Commuter Connection Evaluation Results*

1		Route	Strategic	Economic	Financial	Deliverability	Total	Comments
Evaluating the connections individually	Commuter Rail Evaluation	Calgary – Airdrie						Evaluate synergies with regional services to Edmonton, Calgary and Banff at network analysis step.
		Calgary – Cochrane						
		Calgary – Calgary Airport (YYC)						
		Edmonton – Edmonton Airport (YEG)						
		Edmonton – Beaumont / Leduc / Nisku						
		Edmonton – St. Albert / Morinville						
		Edmonton – Spruce Grove / Stony Plain						
		Calgary – Chestermere / Strathmore						Evaluate synergies with regional service to Medicine Hat.
		Calgary – Okotoks / High River						Evaluate synergies with regional service to Lethbridge.
		Edmonton – Camrose / Wetaskiwin / Leduc / Nisku						No synergies with regional services. Do not advance to network analysis step.
		Edmonton – Sherwood Park						
		Edmonton – Fort Saskatchewan						
		Red Deer – Blackfalds / Lacombe						Low total score. Do not advance to network analysis step.
		Red Deer – Sylvan Lake						

* All options are conventional rail for the “Evaluating the connections individually” analysis step.



2

Evaluating the connections as a network

Evaluation Summary

Because there are often synergies between standalone connections and services, two network options were developed and evaluated using the evaluation framework. Passenger rail corridors between Edmonton and Calgary, and between Calgary and Banff have the highest forecasted ridership. A thorough evaluation was conducted of the potential for regional and commuter rail services on existing brownfield (freight rail) corridors and on new greenfield rail corridors. Speeds on existing brownfield corridors would be limited by the curvature of the existing alignments, and would not allow for high-speed travel. By comparison, greenfield corridors could allow for higher-than-conventional-speed or high-speed travel for regional rail services. The results of this evaluation are shown for Edmonton to Calgary, and Calgary to Banff portions of the network options (see pages 27-30).

To maximize the benefit of passenger rail, it is vital that the passenger rail infrastructure is conceived, designed and evaluated as a network:



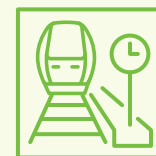
A network of commuter and regional rail services, connected with LRT, transit and airports, helps make it easier for Albertans to get to where they want to go.

Albertans can transfer between different services and modes to go further and more conveniently.



Networks help make passenger rail operate more efficiently.

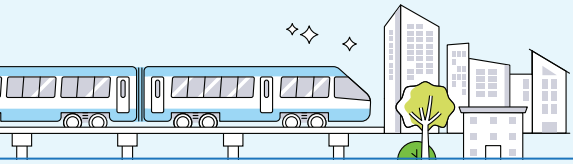
Multiple services can share the same infrastructure.



Starting with the end in mind can help ensure the benefits of passenger rail grow over decades.

With regular maintenance, tracks and corridors can last 50 to 100+ years. Once built, the infrastructure is hard to change.

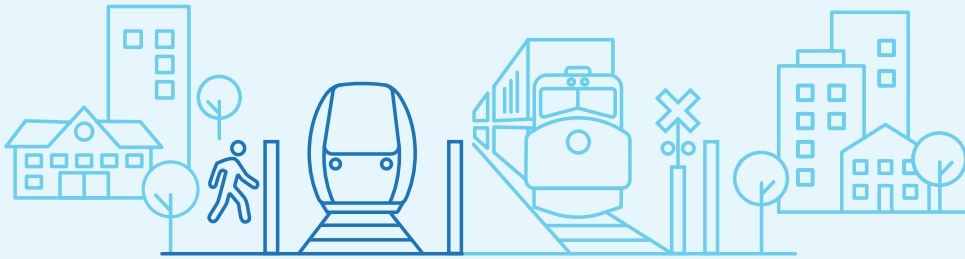
Over time, station locations and services can influence where people choose to live and work.



2

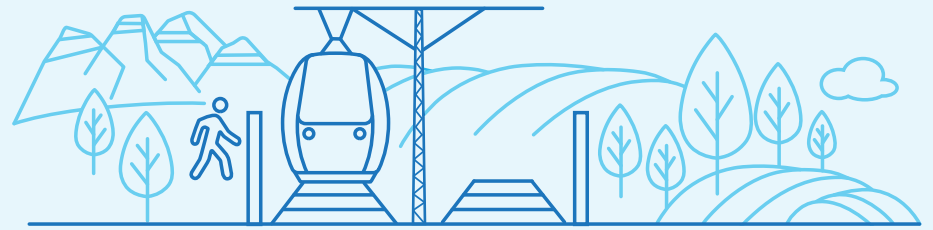
Typical Features of Brownfield and Greenfield Corridors

Evaluating the connections as a network



Brownfield Corridors

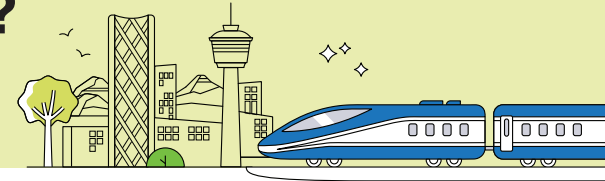
- Follows and shares an existing freight rail corridor if permission received from owner.
- Would not allow for high-speed travel, now or in the future.
- Generates community impact and safety issues at road-rail crossings, which are difficult to mitigate in urban areas.
- Passenger rail design could be constrained to fit within space available with limited options for future expansion.
- The Government of Alberta would have less control over the route, infrastructure and service offered.



Greenfield Corridors

- Follows a new route outside of existing rail corridors.
- Allow for high-speed travel where appropriate but can operate at conventional speeds.
- Require acquisition of new corridors between communities but would be fully protected and constructed to modern standards.
- Corridor size can be matched to optimal passenger rail design and allow for future expansion.
- The Government of Alberta would have more control over the route, infrastructure and service offered.

What are the challenges in building passenger rail in or adjacent to existing freight rail corridors?



A

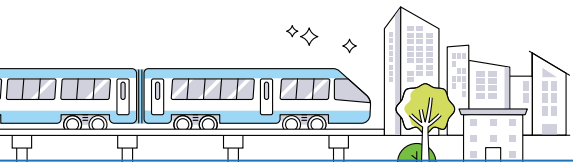
Existing freight rail corridors in Alberta are essential to transporting Alberta's goods to markets. For example, the corridor between Edmonton and Jasper typically has over 30 freight trains per day, and the corridor between Calgary and Banff typically has over 20 trains per day. These corridors also connect Alberta to overseas markets via the Ports of Prince Rupert and Vancouver.



To protect freight services and capacity, and ensure frequent and reliable passenger services, there are challenges to operating passenger rail on existing freight rail corridors.

- Existing rail corridors often follow the terrain (steeper grades and tighter curves), making them challenging, if not impossible, to later retrofit for higher-speed services, which require straighter corridors.
- Existing corridors sometimes go through communities, such as Canmore and Cochrane; adding trains and tracks, wider rights-of-way and grade separations impacts these communities.
- Sharing existing corridors can limit service reliability and frequency of passenger rail service as well as limit freight rail capacity.

The Government of Alberta would also need to negotiate with private companies for access to these federally regulated freight rail corridors, adding complexity and time to the development of passenger rail service in Alberta.



Evaluating the Benefits of Passenger Rail

Within the evaluation framework’s **economic** category, a cost-benefit analysis was used to evaluate potential investments. A cost-benefit analysis defines conditions “with a rail project” and “business-as-usual” (“without a rail project”) to compare the societal benefits of a potential investment against the anticipated costs.

The societal benefits estimated within the cost-benefit analysis include:



Social: safety improvements, congestion reduction and infrastructure expansion deferral (roads and highways).



Economic: capturing how passenger rail connects people and places to generate economic activity.



Environmental: reductions in emissions.

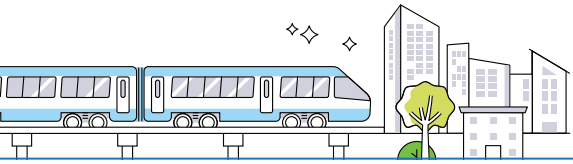


Traveller: travel time and cost savings for passenger rail users.

These benefits were converted into monetary values (“monetized”) following industry guidelines for cost-benefit analysis from Alberta and other jurisdictions. When benefits exceed costs, the investment is expected to generate value.

Results are typically reported using a **benefit-cost ratio (BCR)** where values further into the future are discounted to compare upfront costs against benefits over time on a like-for-like basis. When benefits exceed costs (BCR greater than one) a project is deemed to generate value. When benefits are lower than costs (BCR less than one) a project is deemed to take away value. When more than one investment is being evaluated, the one with the highest benefit-cost ratio would typically be preferable. Though not all benefits can be monetized, cost-benefit analysis is an industry recognized tool used around the globe for project evaluation.

A cost-benefit analysis was used during the planning process to evaluate portions of the network and the overall 30-Year Network.



2 Edmonton to Calgary Network Evaluation Results

Evaluating the connections as a network

Evaluation assumes only Edmonton to Calgary implemented

The Edmonton-Calgary portion of the network would extend between St. Albert and downtown Calgary, and includes:

- Regional rail service between Edmonton and Calgary via Red Deer.
- Commuter rail services between downtown Edmonton and St. Albert and Edmonton International Airport, and between downtown Calgary to Calgary International Airport and Airdrie.

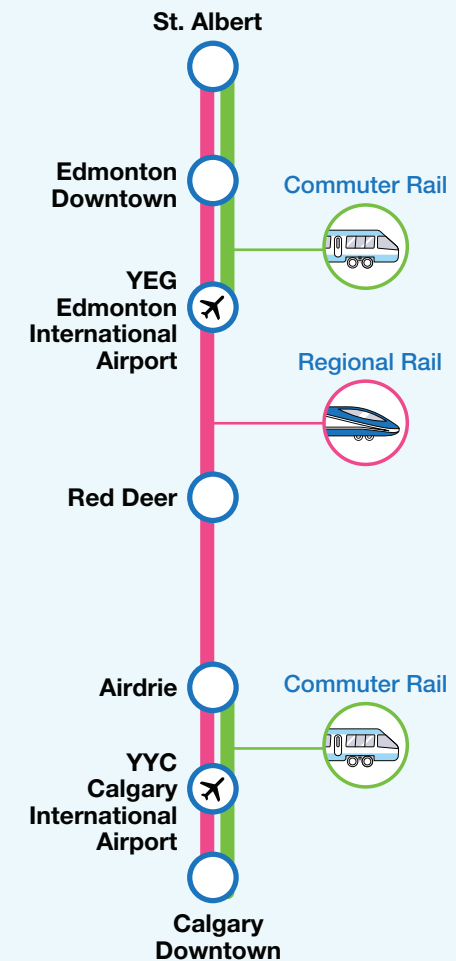
The conventional rail (brownfield) network option assumes that all services (regional and commuter) would use diesel locomotives, and that two dedicated passenger rail tracks are constructed within or adjacent to the existing freight rail corridor between Calgary and Edmonton (after reaching agreement with the corridor owner). The high-speed rail (greenfield) network option assumes that all services

(regional and commuter) would use electric trains, and that two dedicated passenger rail tracks are constructed in a brand-new rail corridor.

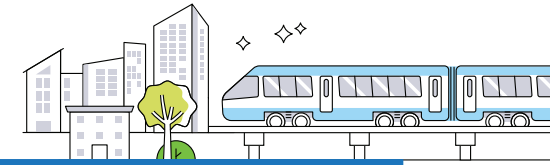
For the Edmonton to Calgary connection, high-speed rail in a greenfield corridor provides a shorter travel time than conventional rail along existing freight rail corridors, and a shorter travel time than driving. This shorter travel time contributes to higher forecasted ridership for high-speed rail than conventional rail and higher travel time savings benefits for passengers on high-speed rail.

While the capital costs are higher for high-speed rail in a greenfield corridor than conventional rail along an existing freight rail corridor, **high-speed rail will produce much higher benefits** and is forecasted to have a BCR of 1.1, which indicates that the **societal benefits to Albertans exceed the costs.**

Edmonton to Calgary Network



Evaluation of Edmonton to Calgary



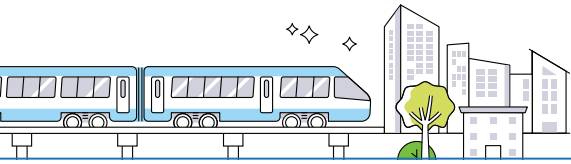
2

Evaluating the connections as a network

Evaluation Category		Conventional (Brownfield)	Higher-Speed (Greenfield)
Corridor Description		St. Albert to Downtown Calgary typically following an existing freight rail corridor.	St. Albert to Downtown Calgary typically following a new rail corridor.
Economic 	Downtown Edmonton to Downtown Calgary travel time (excluding access time)	3 hr 35 min	1 hr 45 min
	Daily ridership (2055)	Total: 29,000 Regional: 17,000 Commuter: 12,000	Total: 56,000 Regional: 32,000 Commuter: 31,000
	Benefit-cost ratio	BCR = 0.4 (costs exceed societal benefits to Albertans)	BCR = 1.1 (societal benefits to Albertans exceed the costs)
Financial 	Construction and vehicle costs (2025\$) ¹	\$25 billion	\$38 billion
	2055 Operating and maintenance costs (2025\$) ²	\$290 million	\$300 million
	Financial outcomes	May be able to recover operating costs from fare revenues by 2055.	Expected to generate an operating surplus to offset operating and maintenance costs.
Deliverability & Operations 	Construction and operations challenges	<ul style="list-style-type: none"> Construction challenges on existing freight right-of-way Limits operational and planning flexibility 	<ul style="list-style-type: none"> Avoids challenges of shared freight right-of-way or track Extensive land acquisition required Maximizes operational and planning flexibility

¹ Construction and vehicle costs, also known as capital costs, are estimated at +100%/-50% level of accuracy, and exclude inflation for the purposes of comparison. Figures in this table and the Calgary-Banff evaluation table cannot be summed to arrive at 30-Year Network costs due to overlap. They include estimated land costs.

² Operating and maintenance costs reflect service frequencies in 2055 and beyond. They include “day-to-day” maintenance but exclude periodic rehabilitation costs.



2 Calgary to Banff Network Evaluation Results

Evaluating the connections as a network

Evaluation assumes only Calgary to Banff implemented

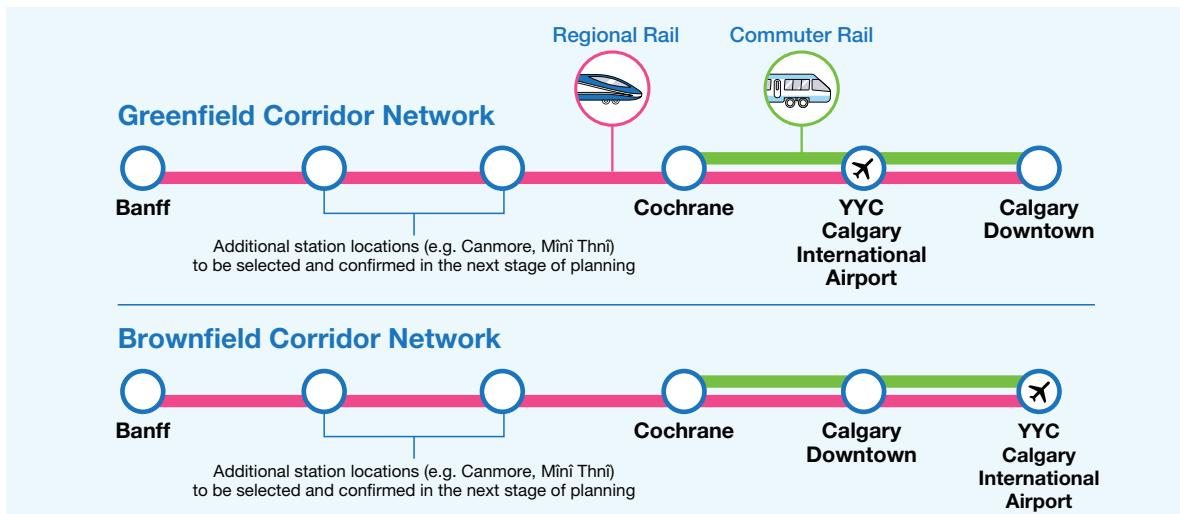
The Calgary-Banff portion of the network connects downtown Calgary to Banff, including a connection to Calgary International Airport, and would include:

- Regional rail service between downtown Calgary, Calgary International Airport and Banff.
- Commuter rail service between downtown Calgary, Calgary International Airport and Cochrane.

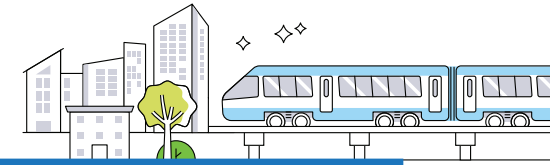
The conventional rail (brownfield) network option assumes that all services (regional and commuter) would use diesel locomotives, and a combination of single and double track sections could be adjacent to, or partially or fully within, the existing freight rail corridor between Calgary and Banff (subject to agreement with the corridor owner) and runs through downtown Calgary. The higher-speed rail (greenfield) network option assumes that all

services (regional and commuter) would use electric trains, and two dedicated passenger rail tracks, with some single-track sections for tunnelled or elevated sections, are constructed in a brand-new rail corridor that runs to the north of Calgary and Cochrane, and then via the Bow Valley to Banff.

For the Calgary to Banff connection, higher-speed rail in a greenfield corridor provides a shorter travel time than conventional rail in an existing freight rail corridor, and a shorter travel time than driving. This shorter travel time contributes to higher ridership for high-speed rail than conventional rail and greater travel time savings benefits for passengers on higher-speed rail. The shorter travel times offered by higher-speed rail allow vehicles and operators to be used more efficiently. As a result, **higher-speed rail will produce higher benefits** and is forecasted to have twice the BCR of conventional rail.



Evaluation of Calgary to Banff



2

Evaluating the connections as a network

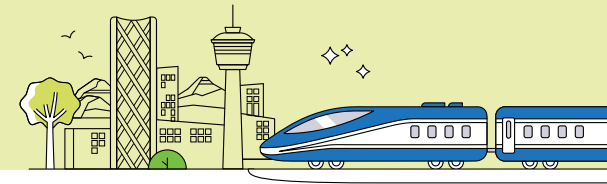
Evaluation Category		Conventional (Brownfield)	Higher-Speed (Greenfield)
Corridor Description		Calgary International Airport to Banff via Calgary Downtown following an existing freight rail corridor.	Calgary Downtown to Banff via Calgary International Airport following a new corridor, including parallel to existing corridors where appropriate.
Economic 	Downtown Calgary to Banff travel time	1 hr 55 min (+15 min to YYC)	1 hr 10 min
	Daily ridership (2055)	Total: 13,000 Regional: 7,000 Commuter: 6,500	Total: 18,000 Regional: 13,000 Commuter: 5,000
	Benefit-cost ratio	BCR = 0.2 (costs far exceed societal benefits to Albertans)	BCR = 0.4 (costs exceed societal benefits to Albertans)
Financial 	Construction and vehicle costs (2025\$) ¹	\$13 billion	\$22 billion
	2055 Operating and maintenance costs (2025\$) ²	\$150 million	\$115 million
	Expected financial outcomes	May be able to recover operating costs from fare revenues by 2055.	Expected to generate an operating surplus to offset operating and maintenance costs.
Deliverability & Operations 	Construction and operations challenges	<ul style="list-style-type: none"> Construction challenges on existing freight right-of-way Limits operational and planning flexibility 	<ul style="list-style-type: none"> Avoids challenges of shared freight right-of-way or track Extensive land acquisition required Maximizes operational and planning flexibility

¹ Construction and vehicle costs, also known as capital costs, are estimated at +100%/-50% level of accuracy, and exclude inflation for the purposes of comparison.

Figures in this table and the Calgary-Edmonton evaluation table cannot be summed to arrive at 30-Year Network costs due to overlap.

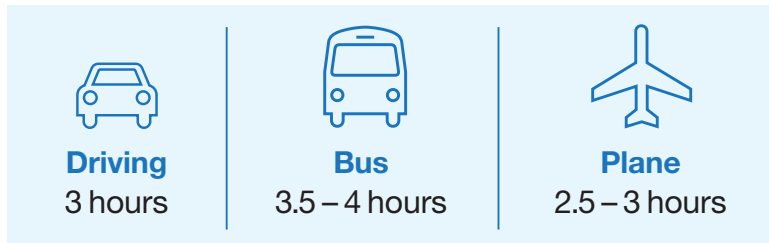
² Operating and maintenance costs reflect service frequencies in 2055 and beyond. They include "day-to-day" maintenance but exclude periodic rehabilitation costs.

Why is high-speed rail expected to generate more benefits than conventional rail for Alberta?



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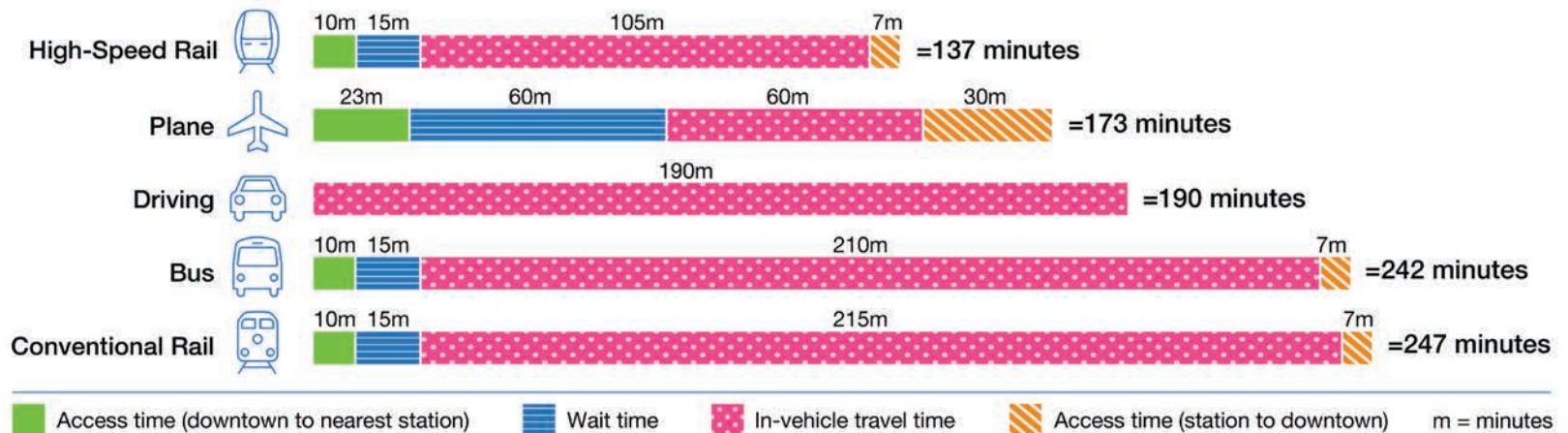
Today, Albertans travelling between downtown Edmonton and downtown Calgary have these options:



With bad weather, travel becomes more difficult and uncertain.

High-speed rail connecting downtown Edmonton and downtown Calgary would offer Albertans the option of taking safe, reliable, frequent and fast trains between Alberta’s two largest cities in about two hours. By comparison, a conventional train between Calgary and Edmonton would offer travel times similar to existing buses, while still requiring significant investments in rail infrastructure.

Estimated travel time between downtown Edmonton and Calgary, in minutes



Travel times are estimated and vary based on factors including the specific origin and destination of a traveller.

Answer continued...

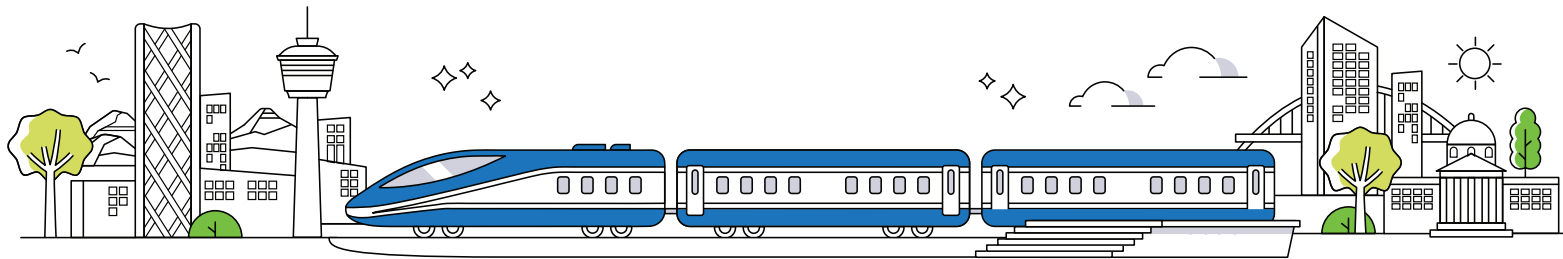
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Frequent, reliable high-speed rail service is therefore well-positioned to attract passengers, and in turn:

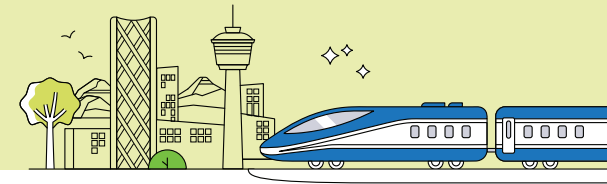
- **Manage congestion on highways and roads for individuals who need to drive:** More travellers will be attracted to rail, freeing up space on Alberta's highways.
- **Improve the financial viability of passenger rail service:** Passengers are willing to pay more for a quicker trip, and high-speed trains can make more trips in a day than conventional trains.
- **Strengthen the economic competitiveness of Alberta:** It will be easier to work and do business in the Edmonton-Red Deer-Calgary corridor.

By comparison, a conventional passenger rail network sharing existing rail corridors would not be expected to generate benefits that exceed its costs. Through the engagement (in Section 3), Albertans also generally indicated a preference for higher-speed connections.

Even with high-speed rail in a greenfield corridor, trains would only operate at high speed when suitable to do so, and would slow down to conventional speeds in Calgary and Edmonton where tracks are shared with commuter services. This type of “blended” service is commonly used internationally in countries like France and Italy with long histories of high-speed rail.



What are the challenges in building passenger rail in or along existing highway corridors?



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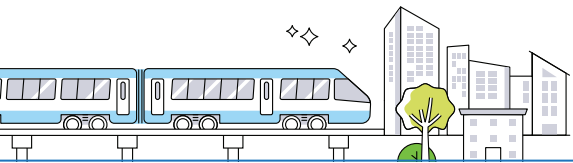
Other jurisdictions sometimes build passenger rail in highway corridors, but there are challenges to doing so in Alberta, including:

- Existing medians on Highways 1 and 2 are generally too narrow to accommodate passenger rail track and stations, and locating rail in highway medians would require reconstructing existing highways including interchanges and overpasses.
- Locating passenger rail beside a highway would require costly elevated guideways to cross over existing highway interchanges.
- Portions of highways through urban areas such as Airdrie and Red Deer do not have sufficient right-of-way to accommodate passenger rail without significant community impacts.

In addition, high-speed trains would travel at nearly three times the speed of cars (up to 320 km/h versus 110 km/h). There are many locations where existing highways have curves that are too sharp for high-speed trains.

Despite these challenges, there may be locations where a high-speed passenger rail corridor could follow portions of the Highway 1 and 2 corridors. In the next steps of planning, the Government of Alberta could examine alternative alignments for passenger rail and consider locations where existing highways may be suitable for high-speed passenger rail.





30-Year Network Evaluation Conclusions

The evaluations consistently demonstrated that the connection between Edmonton and Calgary via Red Deer would generate the highest societal benefits that could exceed its costs if operated with high-speed service. Infrastructure built for this connection could be used to provide multiple regional and commuter rail services between Edmonton and Calgary, as well as be the starting point of offering additional services through further infrastructure development elsewhere (e.g. towards Banff and Okotoks). For example, by having infrastructure already constructed to access downtown Calgary, the BCR of a service to Banff would considerably increase. The connections included in the 30-Year Network are shown in Section 4.

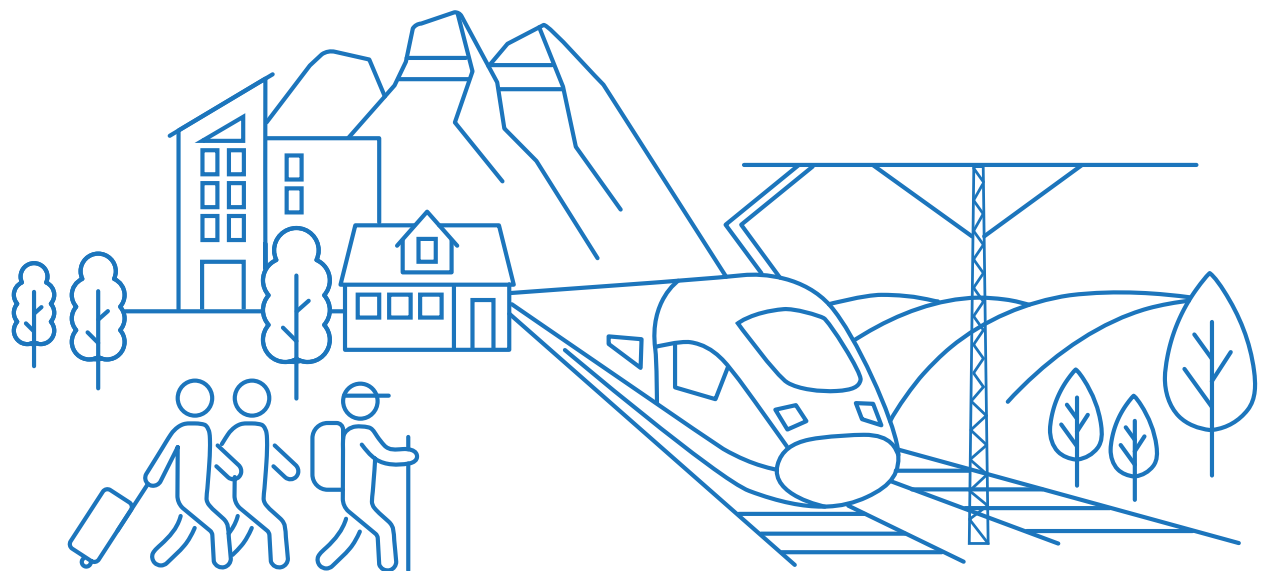
In addition, considering possible networks, the evaluation also concluded:

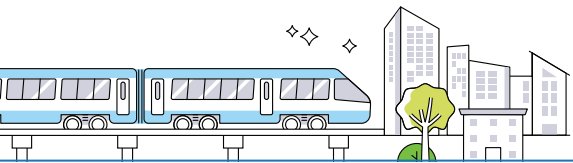


High-speed rail in a greenfield corridor is the leading option for regional rail services between Calgary and Edmonton.



Higher speed than conventional rail in a greenfield corridor is the emerging preferred option for regional rail services between Calgary and Banff, but further assessment on specific routes would be required.





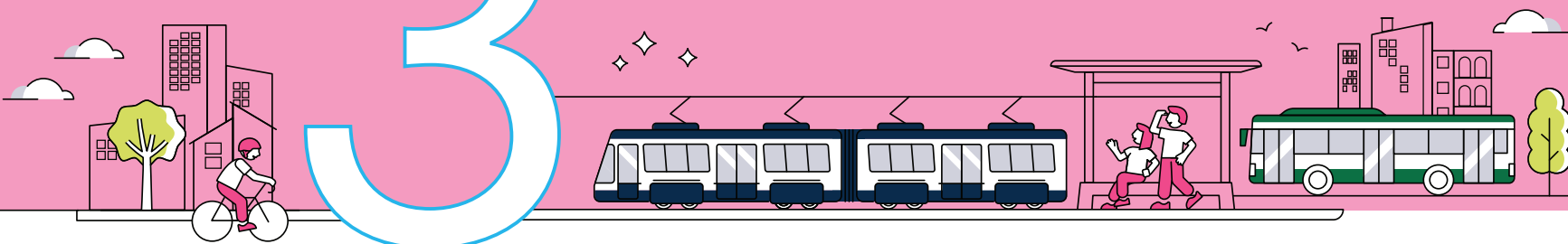
Further Considerations

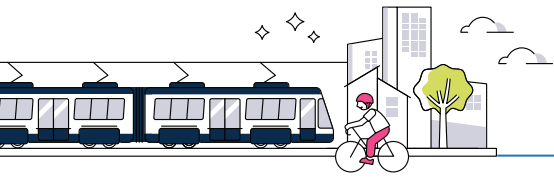
The Master Plan identified alternative alignments for the purpose of assessing their feasibility and for cost estimation purposes, but has not recommended specific alignments. Should the Government of Alberta decide to proceed with the implementation of passenger rail in Alberta, further planning studies would be required to identify and evaluate alternative alignments and determine preferred alignments, including exploring the use of existing corridors for access to central business districts and use of highway corridors where appropriate. These planning studies will require extensive engagement, building on the engagement completed for the Master Plan.



Engaging with Albertans

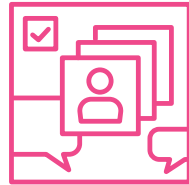
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Engagement Throughout the Master Planning Process

A key aspect of the Master Plan was to crystallize a vision for passenger rail in the province by ensuring it reflected public, stakeholder, and Indigenous community and organization input. Throughout the planning process, engagement with these groups was used to refine the evaluation of the Master Plan, including validating selected inputs.



Public engagement

with more than

22,000

Albertans across the province.



Stakeholder engagement

Government, economic development groups, climate and conservation associations, advocacy groups, industry, transportation agencies and providers, airports, Class I railway owners and other parties with an interest in the Master Plan.

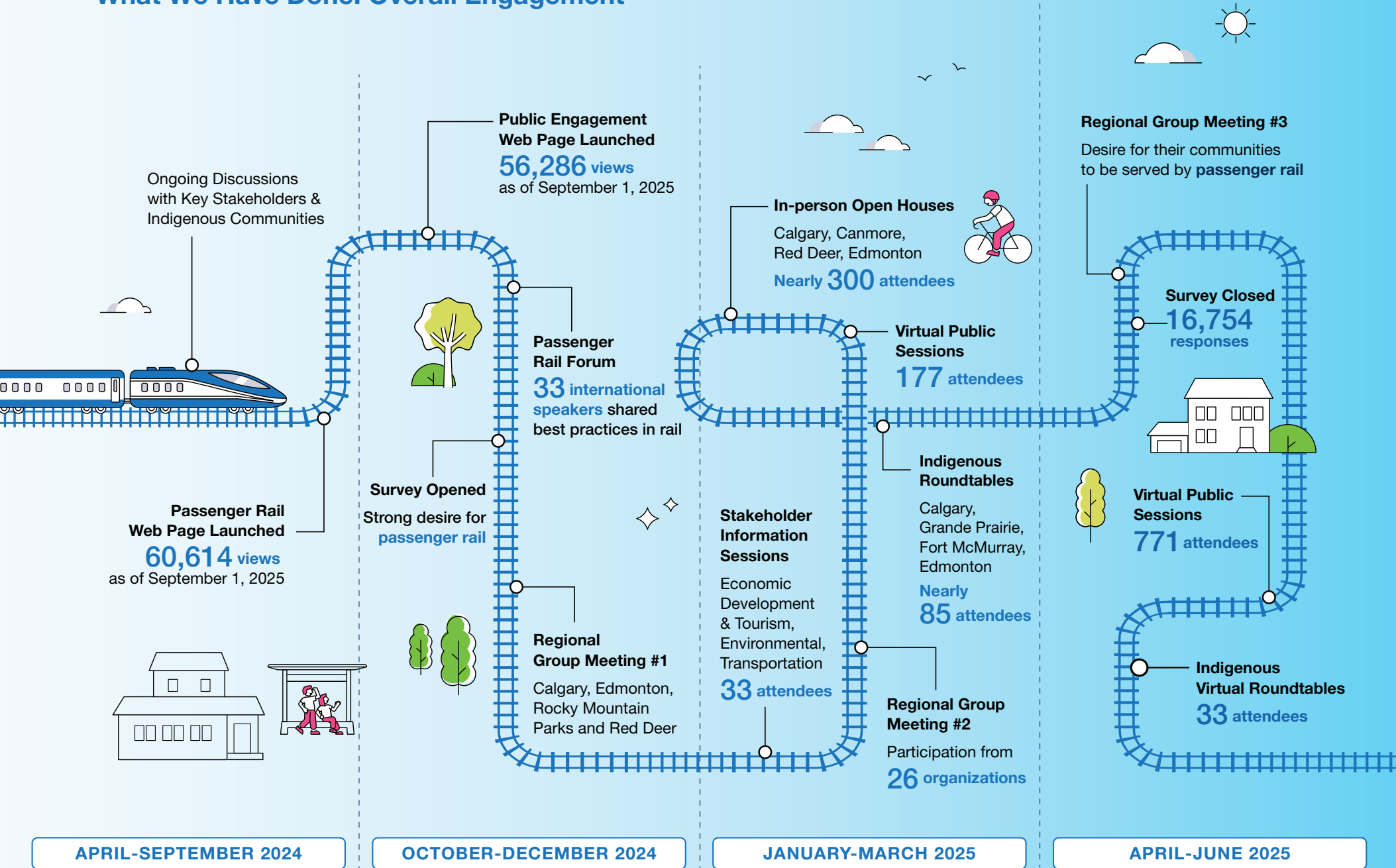


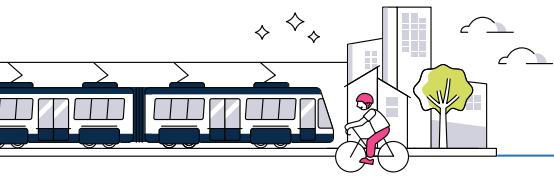
Indigenous engagement

Representatives from more than 50 Indigenous communities and organizations throughout Alberta.

Further information on what was heard during the engagement is posted at: <https://www.alberta.ca/passenger-rail-engagement>

What We Have Done: Overall Engagement





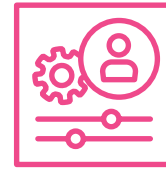
What We Heard From Albertans

Across multiple rounds and formats of engagement, the Government of Alberta sought to gauge the general sentiment Albertans have on several topics related to passenger rail. Here is what we learned:



There is broad **support** for passenger rail from across Alberta.

Albertans want passenger rail **as soon as possible**, including both **regional rail** and **commuter rail** in, around and between Calgary and Edmonton.



Albertans support **provincial government ownership** of infrastructure (tracks) and vehicles (trains), and involvement in the operations of passenger rail (e.g. safety, scheduling and fares).



Albertans expect further assessment related to environmental and community impacts and want to be engaged during future projects related to passenger rail.

Albertans indicate a preference for **higher-speed rail connections** (shorter travel time), and **higher investments in rail by government** (faster development, more services).

Albertans prioritize the following two possible rail connections:



Calgary and Edmonton Airports to their respective downtowns.



Calgary to Edmonton via Red Deer.

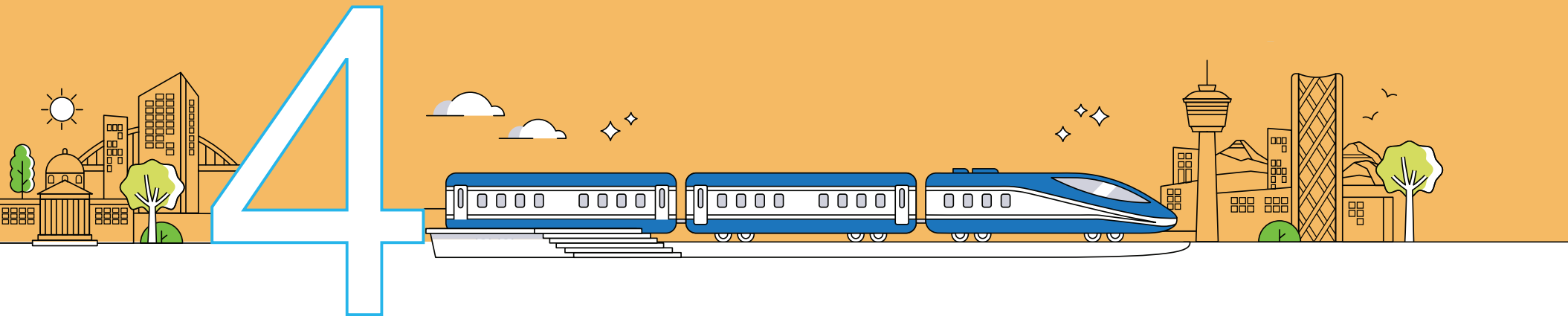


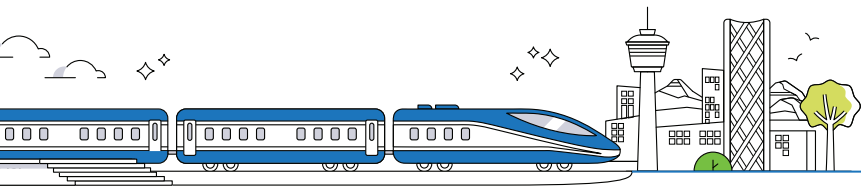
Global Insights

The Government of Alberta hosted the Passenger Rail Forum in November 2024, bringing a global perspective to help shape the future of passenger rail in Alberta. More than 200 participants across

multiple sectors attended to share lessons learned from around the world, including international experts and representatives from Spain, Japan and Italy, among others. Presenters spoke of the need for a long-term strategic vision, the potential positive economic and social benefits of passenger rail, the role technology plays in ensuring environmental sustainability, and more.

The Master Plan's 30-Year Network



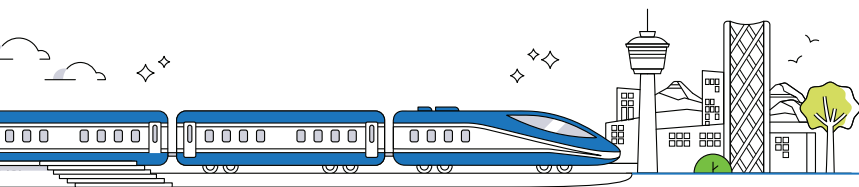


Made-for-Alberta Plan

The Master Plan's 30-Year Network reflects a made for Alberta plan that could shape the future growth of the province. It would allow many Albertans and visitors alike to travel around the province quickly, conveniently and sustainably for work, school, health, visiting and play.

There are many Canadian and international examples of passenger rail services that have been delivered, providing Alberta with many lessons on how to successfully build and operate a passenger rail network. It showed that there is no “one size fits all” solution for passenger rail, but that it is important to start with the end in mind. The feasibility assessments and engagement helped ensure the 30-Year Network is tailored to reflect Alberta's strategic goals, geography and travel patterns.





Key Features of the Network

The Master Plan's 30-Year Network would transform how Albertans travel, supporting growth and economic opportunities for the fastest-growing province in Canada. It would achieve the April 2024 vision of the Government of Alberta through the implementation of over 500 km of passenger rail corridors, delivering:

- A high-speed regional service between Edmonton and Calgary via Red Deer with more than one train per hour.
- A higher-speed regional service between Calgary and Banff with up to one train per hour.
- Frequent airport-express and commuter rail services, including all-day service at least every 20 minutes for Calgary International Airport, Airdrie, Edmonton International Airport and St. Albert and commuter-peak services for other connections.

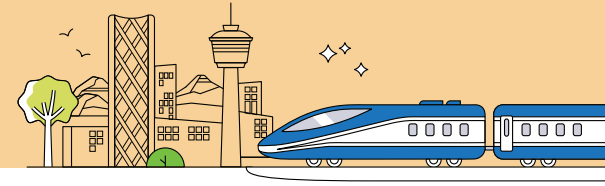


Note: Maps are conceptual and do not show exact routing or station locations.

Service levels provided are used for planning purposes and are subject to refinement as planning and engineering progresses.

The 30-Year Network also aligns with Government of Alberta strategic objectives in the evaluation framework (in Section 2), attracting riders by providing high-speed, frequent, reliable and comfortable services to key destinations to connect to jobs and services and to support tourism. It does so while making the best use of infrastructure by accommodating regional and commuter rail services on the same infrastructure in Calgary and Edmonton.

Why aren't more connections to other communities included in the 30-Year Network?



A

Building out a passenger rail network in Alberta will take decades, but it makes sense to start where the needs and benefits are highest. The connections included in the 30-Year Network are those most likely to be feasible and generate the greatest net benefits for Alberta within the next 30 years. In the future, other commuter and regional services could connect to the infrastructure developed as part of the 30-Year Network identified in the Master Plan.

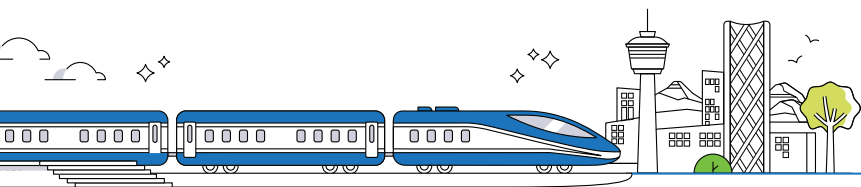
Transportation studies like the Master Plan are refined and updated regularly.

Many connections remain under consideration as part of the 60-Year Possibilities and could be identified as higher priorities in the future.

Many 60-Year Possibilities are not included as part of the 30-Year Network. For these connections to be added to the 30-Year Network, they would each generally require:

- Population and/or tourism numbers at least 50 per cent higher than current growth projections.
- Major rail infrastructure upgrades, totalling hundreds of millions to billions of dollars, to provide passenger rail travel times that would be competitive with driving and buses.

These changes would enable a connection to generate the ridership and fare revenue required to cover a reasonable portion of their operating and maintenance costs, enabling it to become part of the 30-Year Network in future updates.



Potential Costs

The total cost to design and construct the infrastructure and acquire trains for the 30-Year Network is estimated to be \$60 billion (in 2025\$). This includes infrastructure (tracks and stations), land, maintenance and storage facilities, and governance costs. The ultimate cost required to construct the network will depend on factors including:

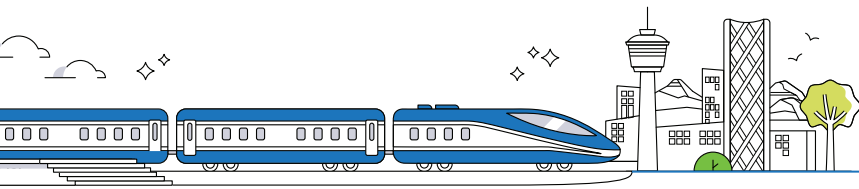
- The alignment and station locations selected during project-specific planning studies.
- How quickly the Government of Alberta decides to construct the network.

Effective governance through an arm's-length agency would be required to oversee the development and delivery of specific projects (as discussed in Section 5), while coordinating integration with the broader transportation system. Decisions made by the arm's-length agency and Government of Alberta during implementation would influence the final cost of developing the 30-Year Network.

Fare revenue from a fully operational 30-Year Network as proposed is anticipated to exceed operation and maintenance costs and generate an operating surplus large enough to cover the ongoing operating costs of the arm's-length agency and contribute to infrastructure renewals, but is not expected to be sufficient to repay the initial capital investment.



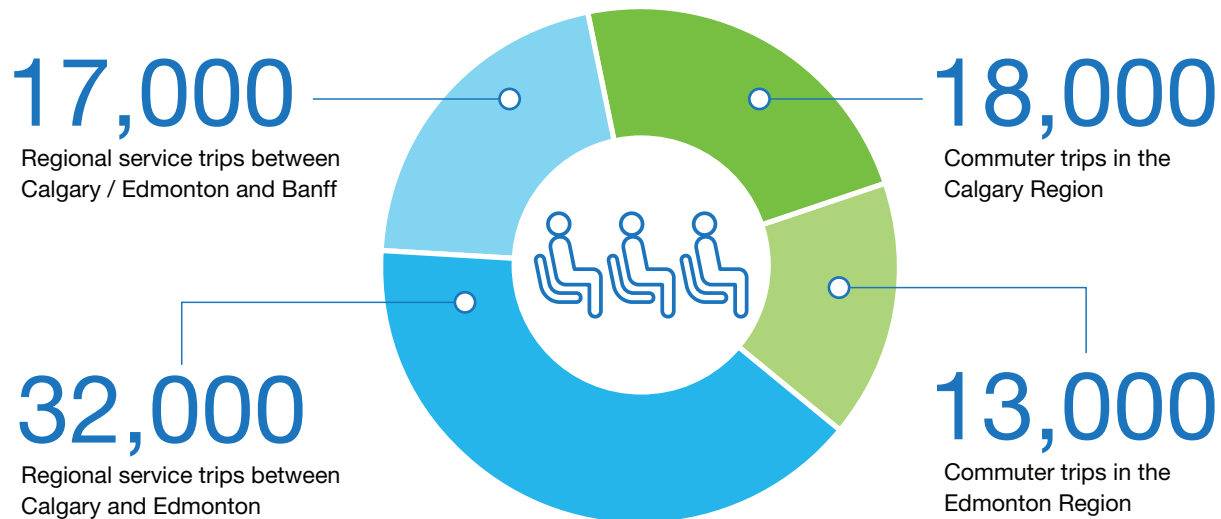
A note on costs:
Costs presented in this report are in 2025\$ to reflect the value of money at the time of preparing the report, and to facilitate comparison of options. Actual costs incurred will be subject to inflation and increase the costs presented in this report, which will be accounted for when budgeting.



Potential Benefits

Overall, the **Master Plan's 30-Year Network could generate societal benefits that exceed costs**, as reflected through a benefit-to-cost ratio greater than one (BCR > 1.0). As land use patterns adapt to the network, consistent with global experience, these benefits can further grow.

Estimated Daily One-Way Trips in 2055, by Service



These benefits are driven by projected ridership on the 30-Year Network, which estimates

80,000

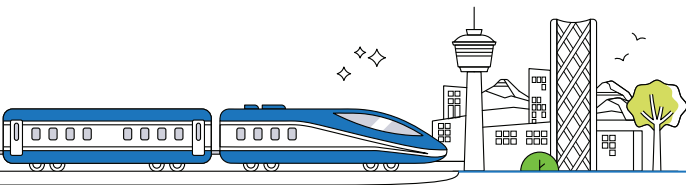
one-way daily passenger trips in 2055, or close to

30 million annual trips.

Because the ridership modelling is based on a typical fall day and seasonal peaks, conversion factors between daily and annual trips vary by service and are not necessarily equal to 365 days.

Over **60%**

of trips are expected to be made on regional services, which also generates more revenue per trip.



When completed, the 30-Year Network would:



Serve **77%** of the future population of Alberta.



Provide connections to **79%** of the future jobs in Alberta.

Divert traffic from cars to rail, thereby providing the ability to defer planned highway investments by

5 to 10 years, and reduce highway wear and tear.

Strengthen labour markets and productivity, generating economic benefits through improved accessibility and economic integration of the Edmonton-Red Deer-Calgary and Calgary-Banff corridors.

Take the equivalent of over three million one-way trips between Calgary and Edmonton (300-km) off the highway network annually.



Save about one-hour of time for travellers between Calgary and Edmonton per trip (and even more when the highway is congested).



Enable a further net reduction of carbon emissions by **30 million tonnes** from modal shift.



Avoid **13,000 collisions** involving fatalities or injuries.

During construction, sustain or generate over **260,000 person-years of jobs** (including directly from construction and suppliers) in Alberta, and even more across Canada.



During operation of passenger rail services, generate or sustain over **4,000 jobs** in Alberta (and even more across the country).

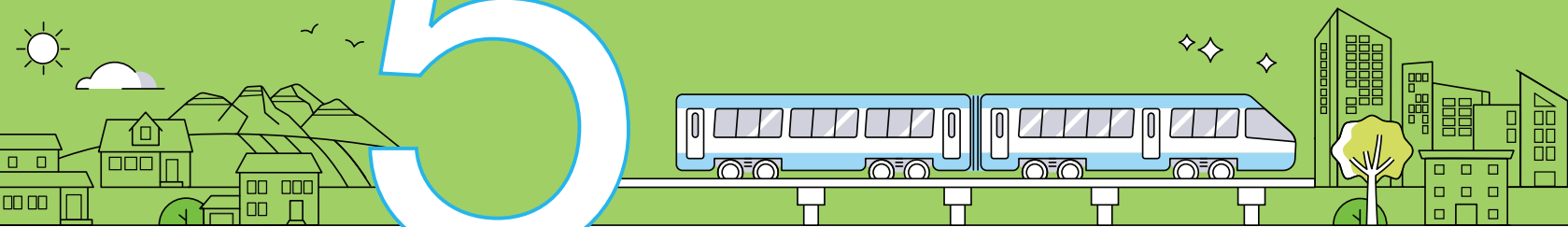


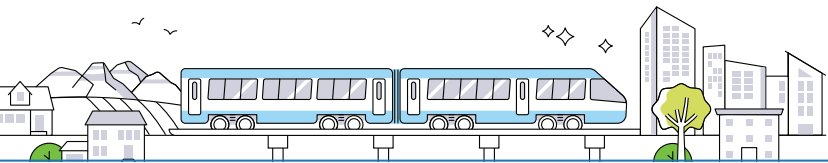
Connect Alberta's tourism destinations, providing a more sustainable mode of travel and supporting tourism growth.

Passenger rail is not a silver bullet. Achieving these benefits will require coordination of land use, local transit service, as well as continued collaboration with stakeholders and Indigenous communities and organizations. An effective governance model helps ensure these benefits can be realized.

— Ensuring Effective Governance and Implementation

5

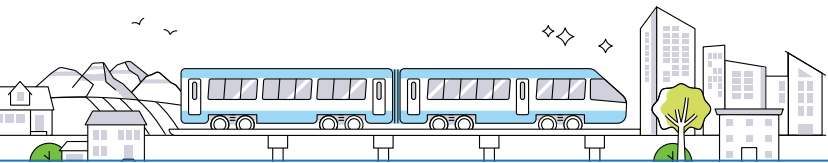




Approach to Assessing Governance Options for Alberta

Should the Government of Alberta decide to invest in passenger rail, its role should evolve. A robust governance framework is essential to ensure effective implementation by overseeing planning, design, construction, operations and maintenance. A governance framework ensures accountability and establishes a clear mandate for the long-term development of passenger rail. To determine possible governance options for Alberta, other Canadian and international jurisdictions were studied and feedback from the public engagement was considered.





Lessons Learned From Other Jurisdictions

Other Canadian and international jurisdictions typically use an arm's-length entity to oversee the planning, design, delivery and operations of passenger rail. Examples include Metrolinx in the Greater Toronto Area, TransLink for Metro Vancouver, Autorité régionale de transport métropolitain (ARTM) in Greater Montreal, and Alto for the High-Speed Rail Project between Toronto and Quebec City. International examples adopt similar structures, such as HS2 Ltd in the UK, the California High-Speed Rail Authority in the US and the High-Speed Rail Authority in Australia.

Benefits of using an arm's-length entity to govern passenger rail include:



Reduced susceptibility to short-term decision making and political change to fulfil the mandate to oversee the long-term delivery and operations of passenger rail.



Increased accountability of passenger rail implementation through a dedicated governance framework.



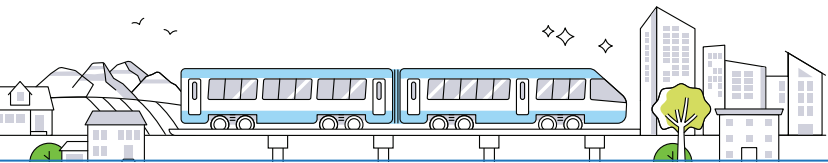
Coordination with municipalities by developing a regionally integrated passenger rail network aligned with long-term land use and population growth objectives.



Human resource management focused on recruiting and retaining the required passenger rail expertise and specialization.



Independent oversight of functions that could otherwise be perceived to create a conflict of interest, specifically safety.



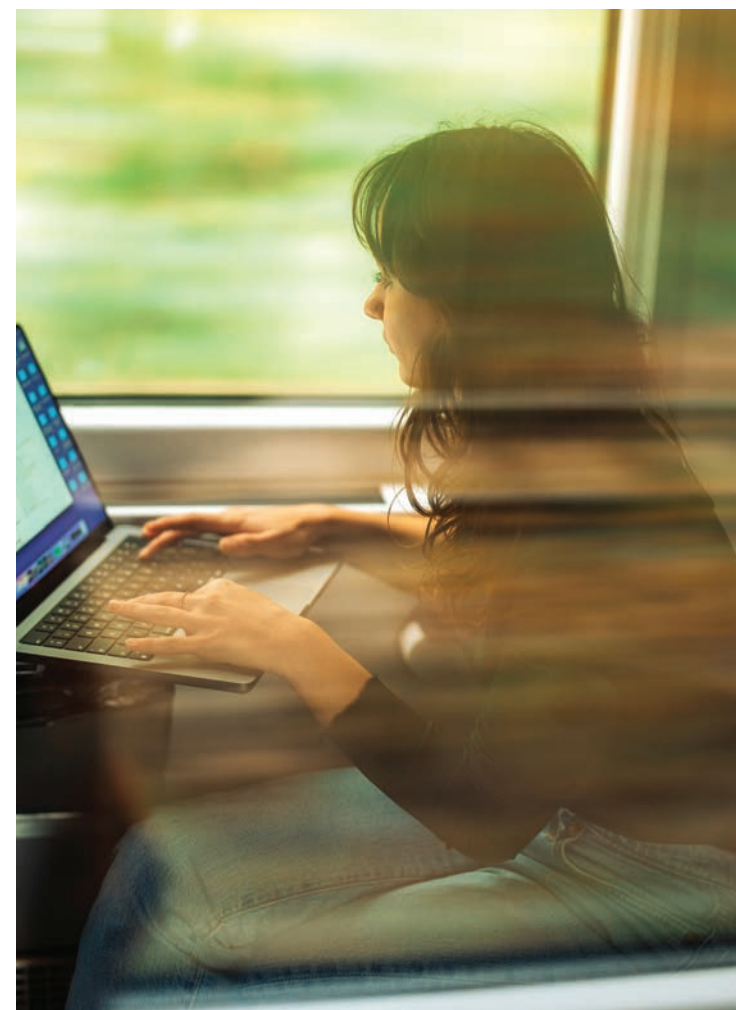
Lessons Learned From Other Jurisdictions *(continued)*

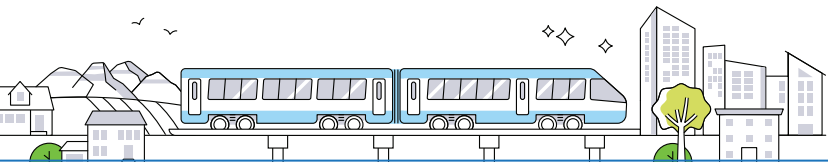
While arm's-length entities in Canada are created by provincial or federal legislation, they have different degrees of government oversight and financial self-sufficiency. Some key differences amongst similar Canadian entities include:

- Some arm's-length entities are under provincial oversight through a board of directors appointed by and accountable to a government minister, whereas others are overseen by municipal representatives.

- Some arm's-length entities receive provincial funding contributions for operations and capital expansions, whereas others have the ability to raise their own revenues through tools such as parking, fuel and property taxes.

While the jurisdictional scan provides insights into why and how other jurisdictions have adopted an arm's-length entity to oversee passenger rail, the governance approach needs to be tailored for Alberta's context and the 30-Year Network. This tailoring includes the degree of provincial oversight, the mandate of a new arm's-length entity (i.e. an agency) and powers granted to fulfil such mandate.





Governance Options for Alberta



Planning, Operations and Maintenance Agency

This option adopts an approach where the agency's mandate would focus on planning the rail network, advancing design, and overseeing the operations and maintenance of passenger rail. Government would be responsible for the delivery functions of passenger rail (acquiring lands, managing stakeholders and overseeing construction), as well as regulating safety of operations. This approach is similar to Metro Vancouver's model, where the transit system is operated and maintained by TransLink and major expansion projects are delivered by British Columbia's Transportation Investment Corporation.

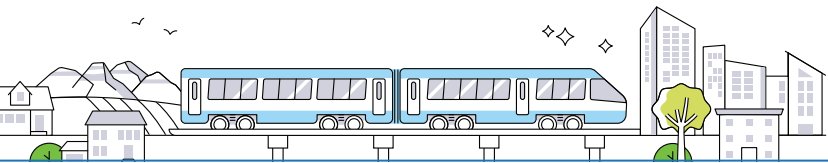


Planning, Delivery, Operations and Maintenance Agency

In this option, the agency would have a more expansive mandate, including planning, delivery, operations and maintenance. Government would regulate operational safety. This approach is similar to the current mandate for Metrolinx, the agency responsible for planning, procuring and delivering transit, as well as operating regional transit services, in the Greater Golden Horseshoe region around Toronto.

In any governance framework, Transportation and Economic Corridors' mandate would also evolve as a result of the Master Plan's 30-Year Network, including to provide safety oversight of passenger rail operations. In addition to the passenger rail functions that would be delivered by Government, it would also facilitate coordination with other ministries and ensure integration with the rest of Alberta's transportation network, including roads and airports.

To establish a new passenger rail agency, enabling legislation would need to be drafted to create the agency and define its mandate, accountability framework, powers and responsibilities, with respect to passenger rail planning, delivery, and operations and maintenance.



Implementation of the Master Plan's 30-Year Network

Part of the agency's mandate would be to determine how the passenger rail network will be planned, designed, constructed, operated and maintained.

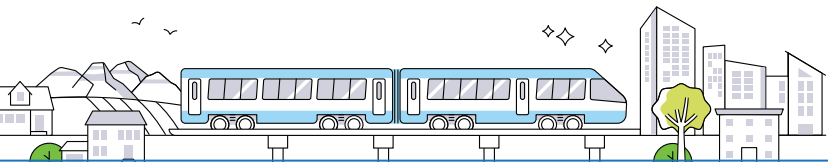
The size and complexity of the 30-Year Network means a thoughtful approach is required for implementation. Implementation would need to consider capacity in the engineering and construction industry.

A phased rail implementation approach would provide benefits by:

- Starting services in stages and before the completion of the full 30-Year Network.
- Building Alberta's passenger rail industry gradually to ensure capacity is built in line with the implementation of the 30-Year Network.
- Learning lessons from initial phases to continuously improve efficiency.

Even under a phased implementation approach, further planning of the 30-Year Network, such as route selection and service frequencies, is essential to ensure the performance and benefits of the network are achieved after each stage and at network completion. This strategy needs to balance operational efficiency with flexibility to adapt to network expansion.





Delivery Approaches for Passenger Rail



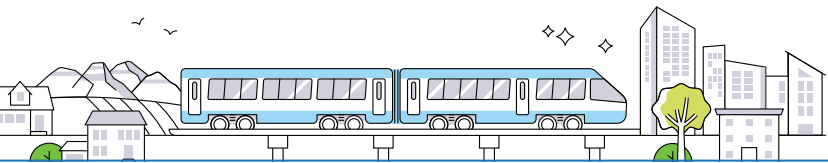
Each delivery approach has advantages and disadvantages. The most suitable delivery approach

depends on factors including the size, scope and risk profile of a project, as well as the private sector's capacity to deliver.

Most Canadian passenger rail projects in the past decades have been delivered by government contracting a single private sector party to deliver an integrated passenger rail system for a fixed price by a target completion date. Some of these contracts also included private financing and long-term maintenance and/or operations obligations.

More recent passenger rail projects have adopted alternative delivery approaches using one or both of the following:

- **Breaking a project up into multiple, smaller contracts that each deliver part of the passenger rail system.** This allows for more specialization and reduces the need to form complex, multidisciplinary, global construction teams to deliver an integrated project, thereby also making it more feasible for local contractors to participate. The Ontario Line project in Toronto uses a delivery approach that breaks up project implementation into multiple contracts.
- **A collaborative and integrated team structure** comprising government, engineers and contractors to jointly define the project, understand and mitigate risks, and advance the design before agreeing on a price and construction schedule. This aims to reduce claims between contract parties and achieve more accurate pricing with reduced risk premiums, especially when combined with mechanisms for parties to share in cost overruns and savings during construction. The Union Station Enhancement Project in Toronto is an example of a project using a collaborative contracting approach.



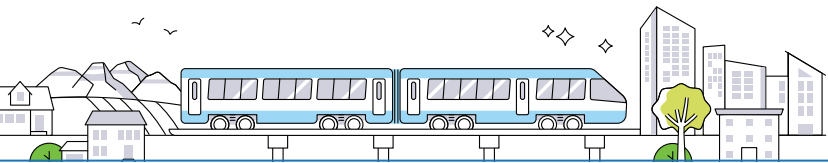
Delivery Approaches for Passenger Rail *(continued)*



Procuring one or more private sector party(ies) responsible for the integrated delivery and long-term operations (e.g. current unsolicited proposals [USPs], public-private partnerships [P3s] with long-term operations and/or maintenance) could limit operational efficiency, flexibility and/or competitive tension of the implementation and operation of the 30-Year Network. In any delivery approach, there are expected to be many opportunities for private sector involvement and partnerships.

A suitable delivery approach for the phased implementation of the 30-Year Network would include:

- Agency control over the sequencing to implement the 30-Year Network.
 - Breaking up the construction of the 30-Year Network into contracts that are right-sized for the private sector's capacity and expertise, with delivery approaches tailored to each contract's risk profile.
 - A single party overseeing the train operations where there are multiple services using the same infrastructure (e.g. multiple commuter rail and regional services between Calgary Downtown and YYC Calgary International Airport).
- Competitive procurement for the operation of new services, with operating contract renewal options aligned to the introduction of new services during the development of the 30-Year Network. Long-term operating contracts that prevent or make it more difficult to introduce new services to the network would be suboptimal. This is because such contracts would require single source contract negotiations that may result in premium pricing because they are undertaken without the benefits of competitive tension.



Next Steps

If the Government of Alberta decides to proceed with implementing passenger rail, further work will be needed, including:



Conducting corridor-focused planning and engineering to determine specific routes and station locations, and to protect rights-of-way.



Initiating environmental and other impact reviews.



Continuing engagement with the public and stakeholders, and initiating Indigenous consultation.



Drafting legislation to create an agency to implement passenger rail.



Consulting the market about how private sector expertise can best contribute to implement Alberta's decisions and plans to progress passenger rail.



For more information, visit the following links:

www.alberta.ca/passenger-rail

www.alberta.ca/passenger-rail-engagement

To contact the Transportation and Economic
Corridors Passenger Rail team, email:

PassengerRail@gov.ab.ca

