



Calgary Parking 10-Year Capital Infrastructure Needs Assessment

April 2026

1. Service Overview

Calgary Parking's 10-Year Capital Infrastructure Needs Assessment covers parkades, surface lots, buildings and technology. Calgary Parking is a self-supported municipal service that manages parking, permits, and enforcement while reinvesting revenues back into the community. It focuses on efficiency, accessibility, safety, and sustainability, while providing revenue that support Council's priorities. such as climate resilience, EV infrastructure, and local improvements.

The plan is designed to close service gaps and mitigate risks tied to aging infrastructure and evolving community needs. By investing in structural upgrades to parkades and lots, modernizing software systems, and expanding EV charging, the plan ensures facilities remain safe, reliable, and aligned with sustainable growth. It also addresses accessibility concerns through design improvements and strengthens financial resilience by optimizing assets to stabilize revenues. Calgary Parking's technology infrastructure, including the ParkPlus system requires ongoing capital investment to remain reliable, secure and responsive to customer expectations. As parking services become increasingly technology driven, modernizing these systems is essential to maintain customer experience, security and reliability.

2. Strategic Alignment

Calgary Parking's capital investment plan aligns closely with the City of Calgary's corporate objectives by strengthening infrastructure resilience, supporting sustainable mobility, and enhancing customer experience. Through targeted upgrades to aging facilities, modernization of payment and enforcement technology, expanded EV charging capacity, and universal design improvements, the program reduces operational risk, improves accessibility, and supports Council Priorities. These investments reinforce fiscal responsibility by optimizing asset performance and stabilizing long term revenues, ensuring that The City continues to deliver safe, reliable, and future-ready services that contribute to a vibrant, well-connected city.

Municipal Development Plan (MDP) and Calgary Transportation Plan (CTP):

- Investments in EV charging infrastructure, reducing emissions and enabling a transition to cleaner mobility choices.
- Modernized payment systems and well-managed assets support the CTP's vision for a seamless, multimodal transportation network.
- Reinvestment in aging infrastructure aligns with MDP and CTP principles for responsible infrastructure management.
- Reducing congestion and improving safety through modern parking equipment, guidance systems, and access controls.
- Advances in technology to provide customer-focused, secure and reliable technology services.
- Timely fleet renewal that reduce emissions, improve fuel efficiency, reduce costs and support cleaner operations.

Corporate Asset Management Plan (CAMP):

- Using condition assessments, lifecycle data, and risk evaluations to prioritize reinvestment in parkades, surface lots, and technology systems.
- Managing service disruption risk through proactive repairs (e.g., drainage, structural maintenance, lighting, security).
- Extending asset life and reducing long-term costs through preventive maintenance and targeted capital renewal.
- Ensuring our self-funded model remains sustainable by protecting revenue-generating assets.

Citywide strategies and plans:

- Enhancing safety, accessibility, and user experience in public-facing facilities.
- Supporting economic vitality through reliable access to businesses, events, community and downtown destinations.
- Integrating with pedestrian networks through improved wayfinding, lighting, and site design.
- Supporting growth management by providing flexible, adaptable parking assets that respond to changing mobility patterns.
- Supports the ongoing technology with ParkPlus System and supports security and enhancements to roll out of new technologies
- Support and manage the growth of the city to ensure sustainable parking facilities, enforcement and service levels.

Calgary Parking's capital investments help Calgarians now and into the future by keeping our infrastructure safe, reliable, and ready for changing mobility needs. These projects sustain the condition of parkades, surface lots, technology systems, and public-facing amenities so we can maintain a strong level of service, support community access, and ensure facilities remain safe and functional as the city grows.

3. Service Risks

Calgary Parking faces several service risks driven by aging infrastructure, outdated technology, and shifting technology expectations. Structural deterioration in parkades and lots, legacy payment and enforcement systems, and limited EV charging capacity all threaten service reliability, customer experience, and operational efficiency. Without reinvestment, these pressures could erode revenue stability and increase lifecycle costs. Calgary Parking's capital investment plan directly mitigates these risks by upgrading facilities, modernizing technology and optimizing assets to strengthen financial resilience and ultimately future-proofing the service through a focus on sustainability, mobility, and long-term customer needs.

Consolidated asset performance, condition and risk indicators:

| Assets inventory | | Very Good (%) | Good (%) | Fair (%) | Poor (%) | Very Poor (%) | Unknown (%) |
|------------------|----|---------------|----------|----------|----------|---------------|-------------|
| | | 1 | 2 | 3 | 4 | 5 | |
| Surface Lots | 31 | 0% | 63% | 22% | 13% | 1% | 0% |
| Parkades | 11 | 7% | 46% | 34% | 11% | 2% | 0% |
| Buildings | 2 | 8% | 64% | 21% | 7% | 1% | 0% |

Calgary Parking’s building asset portfolio is generally in good condition, but the data shows clear signs of emerging pressure, especially within parkades. Parkades show the greatest reinvestment need, with only 46% in Good condition and nearly half rated Fair or worse, including 2% in Very Poor condition. Buildings are comparatively stable, with 64% in Good condition, but roughly 28% require targeted upgrades.

Technology infrastructure risks include service reliability considerations such as system outages, payment failures, and degraded user experience. Outdated platforms heighten cybersecurity vulnerabilities and limit the organization’s ability to meet modern accessibility standards. Without ongoing investment, we may not PCI standards and may no longer be carried in the Google and Apple app stores.

Failing to replace aging enforcement and maintenance vehicles increases the risk of service disruptions and, reduces field coverage and response times. As vehicles reach end-of-life, breakdowns become more frequent, maintenance costs rise, and reliability declines impacting CP’s ability to uphold curbside compliance, maintain equipment, and support safe, efficient operations.

Key Projects Include, but are not limited to:

- **Parking Facilities:** Resurfacing surface parking lots completing lifecycle structural, mechanical, electrical and office upgrades at Centennial Parkade and modernizing critical safety, access control, and payment technology systems to improve reliability, customer experience and strengthen security across Calgary Parking facilities.
- **Parking Technology:** Software improvements to improve security performance and functionality of ParkPlus and related software, and payment machine replacement.
- **Parking Fleet:** Lifecycle replacement of vehicles to support ongoing parking enforcement and facility maintenance.

Capital investment levels have not kept pace with infrastructure aging and service pressure:

- Capital reinvestment has lagged behind asset deterioration. A growing portion of parkades, lots, and systems are in Fair to Poor condition.
- Aging infrastructure is increasing service, cybersecurity and reliability risks that cannot be addressed through operating budgets alone.
- Without increased and sustained capital funding, lifecycle pressures will accelerate, leading to higher long-term costs, reduced customer experience, and potential revenue instability for Calgary Parking.

Growth, service-level pressures and delivery constraints:

- Higher service level expectations such as improved accessibility, safety, and real time information are outpacing the capacity of aging infrastructure and legacy systems, creating operational strain.
- Delivery constraints, including limited capital funding, supply chain challenges, and resource availability, are slowing the pace of upgrades, widening the gap between current service levels and what Calgarians expect from a modern parking system.

4. Service Objectives

CP manages assets with a total Assessed Value (AV) of over \$1B with a Current Replacement Value (CRV) of approximately \$910,696,100.00. The main objective of the CP Asset Management Plan is to support the City's stewardship of its parking assets and services. The Plan provides information necessary to maintain the assets the City relies on to support parking services, maintain current service levels, future investments needed to continue to deliver services safely and reliably regular activities needed to sustain assets throughout their lifecycles at the lowest possible cost, and funding guidelines to ensure investments can be made as planned. The average age range of the parkades is between 30-50 years and it is crucial to invest in priority-based capital works on a cyclical basis in order to operate safely, sustainably and efficiently.

CP's technology objective is to maintain a reliable, secure, and user-friendly ParkPlus platform that supports seamless payments, real-time information, and modern digital service delivery for Calgarians. Upgrading applications and underlying systems ensures continued operational efficiency, and improved customer experience. Ongoing support and investment is necessary to ensure platform security, the effective management of cybersecurity risks and to support citywide transportation and digital service goals.

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 | 2031-2035 | Total |
|------------------------------|------|------|------|------|------|------|------|------|------|------|------|-----------|-------|
| Previously approved | 12 | 96 | 4 | 3 | 21 | 15 | 9 | - | - | - | - | - | 159 |
| Capital Infrastructure Needs | - | - | - | - | - | - | - | 11 | 28 | 22 | 10 | 87 | 159 |

A listing of previously approved investments has been provided in **Appendix A** for 2026+. A listing of capital infrastructure needs for 2027-2035 has been provided as **Appendix B**. Note that programs have been broken down into projects where possible.

Figure 1: Summary of Capital Infrastructure Needs by Investment Driver

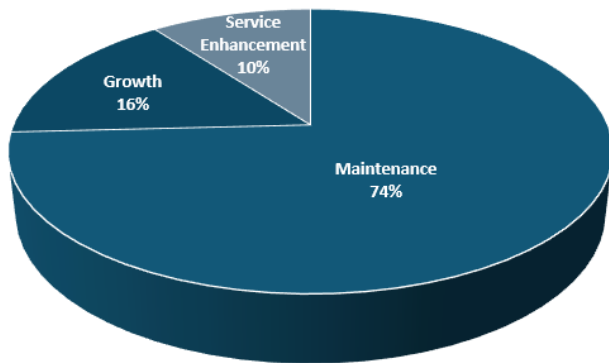





Table 2: Summary of Operating Cost of Capital for Capital Infrastructure Needs by Year (\$ millions)



| | 2027 | 2028 | 2029 | 2030 | 2031-2035 | Total |
|-------|------|------|------|------|-----------|-------|
| Total | 2 | 8 | 6 | 1 | 19 | 35 |

Appendix A: Previously Approved Capital - Calgary Parking

Legend (% of capital \$ per opportunity item)

| | |
|-----------|--|
| 1% ~ 10% |  |
| 11% ~ 25% |  |
| 25% + |  |

Appendix A: Approved Capital Projects & Programs

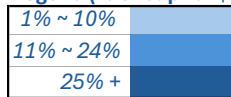
| (\$millions) | Total | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035+ |
|---|----------|--|------|------|------|------|------|------|------|------|-------|
| ParkPlus Tech Improvements | 3 |  | | | | | | | | | |
| Structural Improvements | 6 |  | | | | | | | | | |
| Total Approved Capital Projects & Programs - Calgary Parking | 9 | | | | | | | | | | |

Appendix B: Capital Infrastructure Needs - Calgary Parking

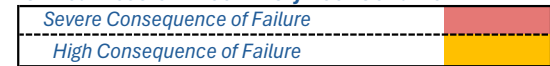
The values presented reflect identified capital needs and have been rounded to the nearest million for presentation purposes. These capital needs have not received approved budget and will be considered for future business cycles.

The majority of the 10-year capital investments are foundational in nature reflecting the essential funding required to sustain current service levels, meet regulatory and safety obligations, and manage core operational risks. These investments establish the baseline level of service and define the essential capital required to maintain system reliability over time. All values are presented in 2025 dollars, with estimates prepared as of January 2026. Further refinements and adjustments are expected through the development of the 2027–2030 Budget and the 10-Year Capital Infrastructure Plan.

Legend (% of capital \$ per opportunity item)



Critical Assets in Poor / Very Poor Condition



Appendix B: Capital Infrastructure Needs

(\$ Millions)

| | Priority (H / M / L) | Total | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035+ |
|---|-------------------------|------------|------|------|------|------|------|------|------|------|-------|
| Maintenance | | | | | | | | | | | |
| Parking Facilities | H | 117 | | | | | | | | | |
| CP - Buildings | | 34 | | | | | | | | | |
| CP - Parkades | | 59 | | | | | | | | | |
| CP - Parking Systems | | 15 | | | | | | | | | |
| CP - Surface Lots | | 9 | | | | | | | | | |
| Parking Technology | H | 37 | | | | | | | | | |
| CP - Parkplus Platform & Information Technology | | 26 | | | | | | | | | |
| CP - Pay Machines | | 11 | | | | | | | | | |
| Parking Fleet | M | 5 | | | | | | | | | |
| CP - Enforcement & Maintenance Vehciles | | 5 | | | | | | | | | |
| Total Capital Investment Needs - Calgary Parking | | 159 | | | | | | | | | |