



Partnerships

10-Year Capital Infrastructure

Needs Assessment

May 2026

1. Service Overview

The Partnerships business unit champions relationships between The City of Calgary and its close to 500 partners. Working with organizations of all sizes, community groups, other orders of government and across City departments, we build meaningful connections that deliver real outcomes for Calgarians.

Strong partnerships are the foundation of inspiring neighbourhoods and thriving communities. When our partners succeed, Calgarians experience the benefits – from opportunities for jobs and entrepreneurship to safer neighbourhoods, inclusive services and vibrant recreation, arts, cultural and community spaces.

2. Strategic Alignment

Partnerships' proposed capital investments primarily support outcomes outlined in the Investing in Partnerships Policy, which recognizes that partnerships strengthen economic development, tourism, convention services, cultural attractions, events, and library services; connect communities; support vulnerable Calgarians; and offer Calgarians a wide range of sport, recreation, conservation, arts and cultural opportunities. Through partnership and collaboration, The City benefits from partners' knowledge and expertise to deliver more effective programs and services in targeted areas, develop and advance strategies, and construct and manage assets.

Partnerships leverage and multiply The City's investments through partners' ability to bring volunteer resources and other funding to the table. Partnerships also support achieving outcomes in a number of other City strategies and policies, including but not limited to:

- Public Art Policy (CP2023-03)
- GamePLAN: Reimagining Public Recreation (2025)
- Eventful City Strategy (2022)
- Calgary Climate Strategy – Pathways to 2050 (2022)
- Corporate Asset Management Plan (CAMP) (2026)
- Diversity and Inclusion Framework
- Resilient Calgary (2019)
- Uplook: An Economic Strategy For Calgary (2024)

3. Service Risks

Organizational Capacity to Meet Increasing Needs of Calgarians: Internal capacity within Partnerships may not be sufficient to meet increasing service demands and the growing complexity of our partners operations. Limited capacity to support partners in fulfilling their mandates may reduce service delivery, contribute to employee burnout, and impact the ability to effectively support partners and initiatives.

The City's investment in City-owned partner facilities directly supports the quality and availability of these services, positively influencing partner outcomes. The proposed investments maintain existing partner service levels at City-owned facilities and support long-term service enhancement facilities to extend asset life and enhance user experience.

Financial Sustainability of Partners: Partners face risks related to unstable or insufficient funding, impacting their ability to sustain operations and deliver services. Funding instability threatens the viability of partners that contribute to Calgary's livability, economic and social vitality, and global reputation.

High quality services provided by partners support first-time and repeat visitation to partner facilities. Investment in new Partnership projects unlock opportunities to leverage funding not typically available for City-led capital projects, including private donations and sponsorships, provincial, and federal grant. These investments support new capital development and the long-term financial sustainability of partners.

Partners leveraging other funding sources provide opportunities for asset renewal to better meet visitor expectations and generate earned revenues that reduce financial risks for partners and The City. Not supporting these opportunities could have long-term impacts on a partner's financial sustainability and result in lost potential investment or increased financial impacts to partners and The City.

Partner Capacity and Asset Sustainability: Partners may be unable to sustainably manage operations and effectively steward City-owned assets due to capacity and aging infrastructure pressures. Declining asset conditions combined with limited partner capacity may reduce available community spaces and services, impacting program delivery and community access.

As front-facing service providers, partners must deliver service quality that meets evolving user expectations to remain sustainable. Calgary's rapidly growing population places additional strain on assets and partners. Asset that do not meet user expectations negatively affect service delivery and can impact public perception, availability of service, and the ability to meet the needs of visitors.

Addressing deferred maintenance is essential for continued partner operation and user safety. Failure to adequately support maintenance of facilities could have significant impacts on partners and the City-owned facilities they operate. Relationships between partners and The City are primarily managed through legal agreement and may include conditions related to funding lifecycle maintenance for facilities.

4. Service Objectives

Customer levels of service are determined by individual partners based on the service they provide. Partner capital assets are owned by The City and operated by the partners to deliver their services and achieve desired outcomes. Capital investment in partner facilities supports the Corporate Asset Management Plan outcome to plan, build and operate City-owned facilities creating safe and reliable spaces that enrich citizen quality of life and enable partners to focus on their service delivery to citizens. Investment in partner facilities also mitigates the following identified risks:

- Aging infrastructure and the current age of the portfolio.
- Unplanned shutdowns.
- Programming challenges.
- Budget constraints.
- Unplanned building inheritance.

2026 Budget performance measures that are supported by ongoing investment in facilities and capital assets operated by Partners:

- **Economic impact of TELUS Convention Centre delegates (Provided by the Calgary Convention Centre Authority) (millions of dollars):** The Calgary TELUS Convention Centre is a hub that serves as a global destination for meetings and conventions in Calgary, creating millions of dollars in economic impact annually. Target: \$24.2M; 2024 Actual: \$22.5M.
- **Cultural Attraction Attendance (millions):** The City's Cultural Attractions are unique destinations offering educational programs and opportunities for Calgarians and visitors to learn about history, science, aviation, and conservation. Target: \$3M; 2024 Actual: \$2.93M.
- **Overall satisfaction rating with Library services (percent):** Investment in library facilities ensures user satisfaction remains high and accessibility to all Calgarians. Target: 95 percent; 2024 Actual: 93.2 percent.
- **Number of free and accessible initiatives delivered:** Partners play a critical role in providing free and accessible services for Calgarians regardless of circumstance both directly and by supporting The City's initiatives. Target: 300; 2024 Actual: 277.
- **Civic Partners, Community associations and Social Recreation Organizations who feel liaisons positively impact their overall level of functioning (percent):** Investment in partner facilities and their ability to sustainably operate directly supports the relationship between The City and its partners. Target: 80 percent; 2024 Actual: 95 percent.

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	22	44	26	109	158	344	528	441	24	-	-	-	1,696
Capital Infrastructure Needs	-	-	-	-	-	-	-	130	149	133	116	376	903

A listing of previously approved investments has been provided in **Appendix A** for 2026+. A listing of capital infrastructure needs has been provided as **Appendix B**.

Figure 1: Summary of Capital Infrastructure Needs by Investment Driver

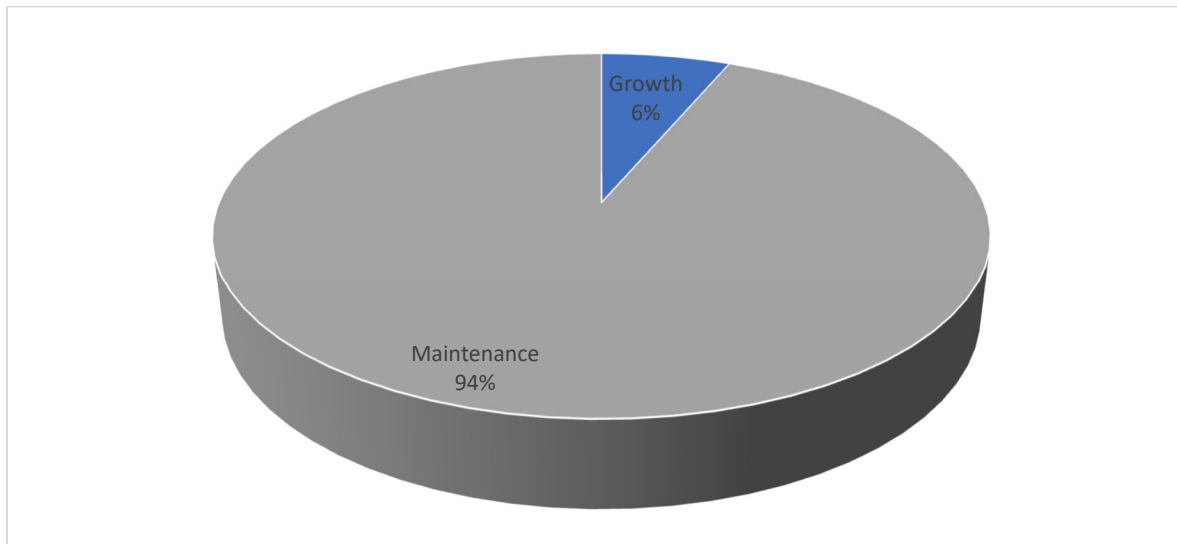


Table 2: Summary of Operating Cost of Capital for Capital Infrastructure Needs by Year (\$ millions)

	2027	2028	2029	2030	2031-2035	Total
Total	3	-	0	2	3	9

Appendix A: Previously Approved Capital

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

Legend (% of capital \$ per opportunity item)

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




Appendix A: Previously Approved Capital

(\$ Millions)	<i>Total</i>										
	2026-2035+	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035+
Aircraft Restoration	0										
Arts Commons Transformation	83										
Calgary Zoo Flood Proofing	0										
Civic Partners Infrastructure Grant	23										
Calgary Public Library Investment Program	28										
Fort Calgary New Museum	6										
Library Lifecycle Grant	5										
Major Partners Capital Program	12										
Public Art	4										
Telus Convention Centre - Improvements	9										
Total Previously Approved Capital - Partnerships	169										

Appendix B: Capital Infrastructure Needs - Partnerships

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

Legend (% of capital \$ per opportunity item)







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

Appendix B: Capital Infrastructure Needs

(\$ Millions)

Priority (H / M / L) Total 2027-2035+ 2027 2028 2029 2030 2031 2032 2033 2034 2035+

Maintenance

Calgary Public Library Lifecycle	H	100											
Calgary TELUS Convention Centre Lifecycle and Maintenance	H	158											
Civic Partner Infrastructure Grant	H	258											
Lifecycle and Improvements for Outdoor Partner Operated Facilities	H	28											
Major Partners Capital Program	H	295											
Public Art Collection Annual Investment Program	H	6											

Growth

Calgary Public Library Investment Program	M	58											
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Total Capital Infrastructure Needs-Partnerships

903