



Strategic Marketing & Communications 10-Year Capital Infrastructure Needs Assessment

April 2026

1. Service Overview

Marketing & Communications (MC) is essential to service delivery across the organization, helping to foster transparency, trust, and outreach with Calgarians. We manage communications content and channels, as well as critical digital infrastructure and tools to ensure Calgarians, Administration and Council have the information they need when they need it. MC also oversees and stewards several corporate policies to ensure all communication consistently meets the same standards for quality, including the Administrative Communications Policy, Plain Language Policy, Visual Identifier & Brand Management Policy, Digital Services Policy, and the Social Media, Media Relations & Public Statements Policy.

Other responsibilities to support Calgarians, City services and Council include:

- Ensuring 24/7 access to City information and services through Calgary.ca, with a focus on accelerating accessibility via digitization and automation.
- Providing timely, trusted communication about City programs, services, and decisions, and positioning City services to align with community expectations and needs.
- Supporting crisis communications with 24/7 on-call support, continuous training and preparedness.
- Managing media relationships through inquiry triage, spokesperson training and ensuring reporting accuracy and fair distribution of information.
- Protecting and strengthening The City's brand by shaping how people experience our services, communications, and interactions, and by ensuring our visual identity is professional, consistent and recognizable across all City services.
- Stewarding The City's internal website (myCity) for staff communications and engagement.

We also work collaboratively and consult with all City services to support meeting their business goals and objectives, including reaching their customers and desired audiences, generating revenue and initiating calls to action. With evolving expectations and the increase of misinformation and disinformation, we must continually adapt our service approach to ensure we have the skillsets, resources and information needed for today and into the future.

2. Strategic Alignment

Council's Strategic Direction (2023-2026)

Social Resilience & Social Equity: Proposed investments support social resilience and equity by ensuring all Calgarians are aware of City services and their benefits, allowing them to connect with City supports and programs aimed at improving quality of life, while also fostering increased engagement and participation in civic life. Investments also address digital barriers to ensure equitable access for all Calgarians, regardless of ability, location, or device.

Trust & Reputation: Capital investments will enable outreach and distribution of information to the media and Calgarians, as well as technology and resources help to manage mis/disinformation, which aligns with Council's guiding principle of global positioning and branding. Investment in Calgary.ca and the external sites where our content is used also supports this principle by ensuring accurate and accessible information is available for local, national and global interested parties.

Modernizing Government: Identified needs will modernize government by streamlining digital operations, reducing service complexity, and increasing organizational effectiveness and responsiveness through improved tools and automation.

Digital Strategy

Our capital needs align with The City's Digital Strategy by promoting adaptive, user-centric platforms that are inclusive and responsive to evolving needs. These investments will ensure continued support for the digital-first and self-service approaches outlined in the strategy, while also helping to deliver transparency and improved availability of information.

Corporate Strategic Plan (Strategic Pillars)

Proposed investments in tools that streamline workflows, boost efficiency, and improve information-sharing strongly align with the Innovation & Agility and Operational Excellence pillars of the Corporate Strategic Plan. These pillars promote experimentation, learning, and rapid adaptation to improve service delivery, along with transparency and the disciplined, efficient use of public resources to achieve measurable outcomes.

3. Service Risks

Reputation & Social Wellbeing: Funding will help ensure Calgarians consistently receive accurate, clear and timely information. This will enable informed decision making and facilitate access to the services they need to enhance quality of life. Furthermore, capital investment will help disseminate information that protects public safety during emergencies and will help strengthen trust in The City by demonstrating transparency and value for taxes.

Technological Disruption & Service Delivery: Investment will support maintenance and upgrades to our channels, ensuring they are efficient, secure and available for Calgarians to connect with City information and services.

Employee Experience: Investments in myCity will support staff access to tools and information they need to stay productive and streamline their work.

4. Service Objectives

Marketing & Communications aims to meet the following service objectives:

- Deliver timely, accurate, consistent information to build public trust and deliver value to Calgarians.
- Support crisis communications support for Emergency Operations Centre activations.
- Prioritize and align messaging, especially during emergencies; address mis/disinformation.
- Ensure accessible, user-friendly, 24/7 multi-channel communication, including self-service for Calgarians and automation of City services opportunities.
- Manage and maintain all technology or digital content that a user interacts with to receive a service.
- Support client operational service delivery and Administration and Council priorities.

Service level agreements are in place that specify timelines for website updates, media responses, creative reviews, and campaign planning.

Service performance measures include:

- Channel use and effectiveness (e.g. web visits, user journey, video watch rates, conversion rate, impressions)
- Supporting achievement of business outcomes (e.g. revenue generation)
- Trustworthiness, timeliness, ability to find and understand City information, trust in Calgary.ca information

- Internal process improvements for efficiency, effectiveness, cost savings, and online service innovations

5. Previously Approved and Capital Investment Needs

Table 1: Previously Approved and Capital Investment Needs (\$ millions)

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031-2035	Total
Previously approved	1.8	1.7	1.7	1.7	5.1	6.3	3.9						22
Capital Investment Needs								11.6	10.0	10.3	10.0	62.6	104

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

Figure 1: Summary of Capital Investment Needs by Investment Driver Proposed Capital Investments by Investment Driver

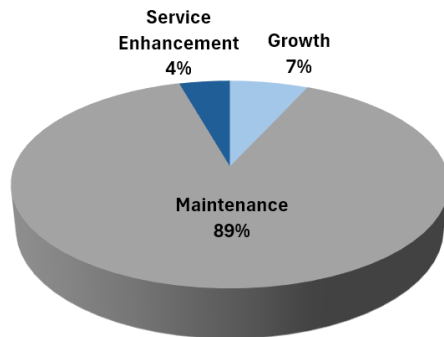





Table 2: Summary of Operating Cost of Capital for Capital Investment Needs by Year (\$ millions)







	2027	2028	2029	2030	2031-2035	Total 2027-2035
Total	0.16	0.04	0.16	0.04	0.23	0.65

Appendix A: Previously Approved Capital

The values have been rounded to the nearest million for presentation purposes.

Legend (% of capital \$ per opportunity item)

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




(\$millions)	Total											
	2026-2035+	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035+	
311 Software - Upgrades	2											
Communication Equipment Replacement	0											
Customer Service Framwork Research Anlaysis	0											
Engage Customer Service Framework Research	0											
Online Service Enhancements	1											
Online-calgary.ca (Upgrade Main)	2											
Total Previously Approved Capital - Strategic Marketing & Communications	4											




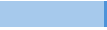

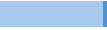

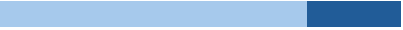


Appendix B: Capital Infrastructure Needs

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

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)

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

Capital Infrastructure Needs (\$millions)	Priority (H / M / L)	Total 2026-2035+	2027	2028	2029	2030	2031	2032	2033	2034	2035+
Maintenance - Primary Driver											
Critical Continuity & Digital Infrastructure	H	102									
Operational Service Delivery	M	1									
Service Enhancement - Primary Driver											
Business Intelligence & Reputational Risk Management	M	1									
Total Capital Infrastructure Needs - Strategic Marketing & Communications		104									