



Supply Management 10-Year Capital Infrastructure Needs Assessment

April 2026

1. Service Overview

Supply Management is a corporate service that helps City programs and services run smoothly by planning, sourcing, and managing contracts for goods and services, including technology, professional services, and construction. We safeguard public funds by supporting fair, open, and transparent purchasing processes that deliver best value, meet regulatory requirements, and reflect strong governance. We also support City business units with procurement expertise, contract and supplier management, market intelligence, and consistent processes. In addition, Supply Management advances Council and corporate priorities by incorporating social procurement, and sustainability into purchasing strategies and contracts, supporting economic resilience, accountability, and responsible stewardship of public resources.

2. Strategic Alignment

Proposed capital investments in Supply Management support Council and corporate priorities, by strengthening procurement so City services, capital programs, and utility work can be delivered on time and with greater transparency and resilience. The One Calgary Plan sets a long-term vision for a resilient, inclusive, and economically strong city. Supply Management helps deliver that vision by enabling open, fair and transparent procurements that support City services and investments. These investments will ensure City outcomes are achievable, affordable, and aligned with long-term growth and development.

3. Service Risks

Supply Management's ability to deliver reliable service is under increasing pressure as procurement volumes grow and projects become more complex, while key systems and tools have not kept pace. Without capital investment, these gaps increase the risk of procurement delays, inconsistent service levels, reputational impacts, and reduce the City's ability to support time sensitive and complex work across the organization. Limited automation and visibility into spending, contracts, and supplier performance can also constrain financial oversight and accountability creating inefficiencies and affecting the effective use of public funds. Capital investments will strengthen controls, improve data quality, and enhance the City's ability to demonstrate best value and provide transparency along with sound financial stewardship. Modernizing procurement processes and systems will also help address rising compliance risk in an evolving supply chain environment. Together, the proposed investments will reduce corporate risk and enable service improvements, including better customer experience, shorter procurement cycle timelines, stronger governance, improved supplier performance management, and greater capacity to advance social, ethical, and sustainability objectives.

4. Service Objectives

Supply Management is committed to providing reliable, timely, and compliant procurement services that help City services and capital programs operate effectively. Key commitments include issuing contract awards and amendments on time, processing purchase orders efficiently, and supporting change orders in a timely manner. We also support consistent application of procurement policies and trade agreement requirements, transparent and fair supplier engagement, and dependable delivery support for complex capital and operating initiatives. In addition, we are committed to clear processes, accurate procurement data, and responsive support for City teams, external partners, and suppliers. These capital investments will help Supply Management maintain assets in stable or improving conditions, reduce service disruptions, and sustain service levels as demand grows. Benefits will be realized incrementally as projects are delivered and assets are renewed.

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	0.34	0.47	1.28	0.40	0.88	0.19	0.78	0.67	-	-	-	-	5.00
Capital Investment Needs	-	-	-	-	-	-	-	0.35	0.28	1.09	-	1.92	3.64

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

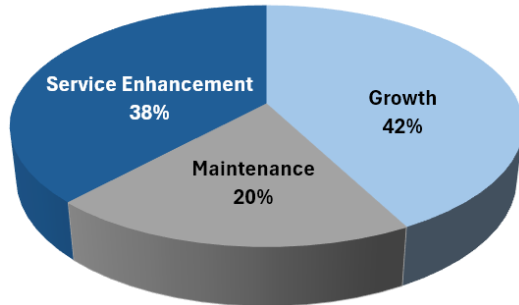


Table 2: Summary of Operating Cost of Capital for Capital Investment Needs by Year (\$ millions)

	2027	2028	2029	2030	2031-2035	Total 2026-2035
Total	-	-	-	-	-	-

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+
Workstation Reconfiguration for Mobile Work Environment	1										
Total Previously Approved Capital - Supply Management	1										







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											
New Office Chairs for Desks and Meeting Rooms	H	0									
Meeting Room Technology Upgrades	M	0									
Service Enhancement - Primary Driver											
Business Applications and Technology Upgrades	M	2									
Growth - Primary Driver											
Community Space/Meeting Room	M	1									
Workstation Reconfiguration for Mobile Work Environment	L	1									
Total Capital Infrastructure Needs - Supply Management		4									