



# Housing 10-year Capital Infrastructure Needs Assessment

*March 2026*

## 1. Service Overview

The housing service in The City of Calgary ensures residents have access to safe, stable and affordable homes, fostering a resilient and inclusive city. Since 2017, the service has supported the creation of 3500+ non-market homes for low- and moderate-income Calgarians through municipal initiatives, partnerships and funding strategies. Affordable housing is vital for economic stability, workforce retention and community prosperity by creating jobs, enhancing purchasing power and reducing reliance on emergency services.

The Chief Housing Office leads The City's corporate priority to improve housing outcomes for all Calgarians. The Business Unit takes a multidisciplinary and collaborative approach to increasing housing supply, choice and affordability of market and non-market homes across the city to ensure that everyone in Calgary has an affordable place to call home. This will be accomplished through effective coordination of policy, investment, partnerships and advocacy.

## 2. Strategic Alignment

The [Home is Here: The City of Calgary's Housing Strategy 2024-2030](#) is a comprehensive plan with 98 actions to ensure all Calgarians have an affordable place to call home.

This vision will be achieved through five outcomes:

- Outcome 1: Increase the supply of housing to meet demand and increase affordability
- Outcome 2: Support affordable housing providers to make a positive impact
- Outcome 3: Enable The City's housing subsidiaries to improve service delivery
- Outcome 4: Ensure diverse housing choice to meet the needs of equity-deserving populations
- Outcome 5: Address the affordable housing needs of Indigenous people living in Calgary

## 3. Service Risks

Council and the Executive Leadership Team (ELT) have acknowledged that Calgary is in a housing crisis. Across the organization, there is increased urgency and commitment to address housing affordability. More than one in five Calgary households need affordable housing and rising costs, population growth and limited supply are worsening the crisis. There is increasing public and political scrutiny on actions and the speed in which The City can address affordability.

- **Inadequate non-market (affordable housing) to support population growth and achieve equity goals:** There is a significant risk that the gap between how much housing we need and what we have, particularly in non-market and deeply subsidized housing, will continue to

widen, potentially exceeding our current forecasts. Calgary is experiencing continued population growth, creating a severe shortage of housing for new residents, specifically for non-market housing units. New development is being hindered by limited supply of suitable and available City-owned land, long approval timelines, rising construction costs and increasing requirements from funders to meet additional environmental and social objectives. Additionally, insufficient and inconsistent provincial and federal funding, along with broader economic trends, are further exacerbating the housing affordability crisis in Calgary.

- **City-owned affordable housing is aging and carries financial, legal and social liabilities:** The City has invested significantly in lifecycle maintenance of City-owned properties and over 80 per cent are now in good or very good condition. However, building condition assessments show that 48 per cent of City-owned properties would be in poor or very poor condition without further required investment over 10 years. Failure to act could result in non-compliance with Alberta's Minimum Housing and Health Standards. In case of insufficient funding, some affordable housing homes/buildings may be forced to close.

## 4. Service Objectives

Based on the 2023 Housing Needs Assessment, nearly one in five Calgary households need affordable housing. Rising costs, rapid population growth and limited housing supply are intensifying the crisis. In response, The City has made housing a priority and has already initiated over 80 per cent of the actions in the Strategy.

*Home is Here:* The City of Calgary's Housing Strategy 2024-2030 provides the direction for advancing key actions to improve housing affordability. Key targets of the *Home is Here:* The City of Calgary's Housing Strategy 2024-2030 include:

- Enable 3,000 new non-market homes per year. Calgary's non-market housing supply remains below the [national average](#) of 3.5 per cent.
- Enable 1,000 more market homes than what would normally be built per year.

Updated Service performance measures from the 2023-2026 Affordable Housing Service Plan include:

- Number of new non-market homes issued Building Permits (BPs).
- Number of new market homes issued Building Permits (BPs).
- Amount of funding leveraged from other orders of government (millions of dollars).

Asset condition targets are described in Calgary Housing's Level of Service framework which is part of Calgary Housing's Asset Management Plan covering both Calgary Housing and City owned assets. Generally, at minimum, a Fair condition is acceptable for both technical and customer service levels. An exception is safety code compliance items such as elevators, fire alarm systems etc. which have minimum level of service targets of "Good" condition for 100 per cent of the asset group.

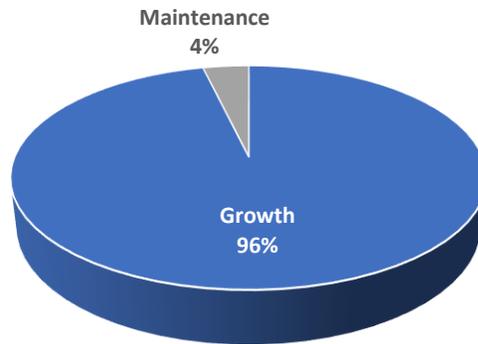
## 5. Previously Approved and Capital Infrastructure Needs

**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	23	44	42	44	63	88	267	192	23	-	-	-	<b>787</b>
Capital Infrastructure Needs <sup>1</sup>	-	-	-	-	-	-	-	396	420	417	375	1,943	<b>3,551</b>

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**. Capital needs identified through this process are not anticipated to have direct operating impacts to the City.

**Figure 1: Summary of Capital Infrastructure Needs by Investment Driver**

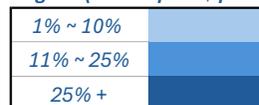


<sup>1</sup> Housing investment needs have included the City cost only as match funding from other orders of government is often paid directly to the housing partner.

## 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)*

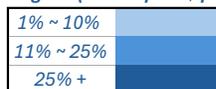


Appendix A: Previously Approved Capital (\$ Millions)	Total										
	2026-2035+	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035+
Affordable Housing Redevelopment	43										
Housing Accelerator Fund	195										
Housing Lifecycle Calgary Housing owned	2										
Housing Lifecycle City owned	11										
Increase Affordable Housing Supply	23										
Increased Affordable Housing	99										
Kingsland	0										
Leverage Capital thru Federal & Provincial Programs	104										
Silvera for Seniors -Lifecycle	5										
<b>Total Previously Approved Capital - Housing</b>	<b>483</b>										

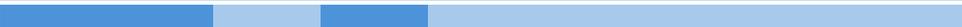
## Appendix B: Capital Infrastructure Needs

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.

*Legend (% of capital \$ per opportunity item)*



**Appendix B: Capital Infrastructure Needs**  
(\$millions)

	Priority (H / M / L)	Total 2027-2035+	2027	2028	2029	2030	2031	2032	2033	2034	2035+
<b>Maintenance - Primary Driver</b>											
Housing Lifecycle City Owned	H	47									
Silvera for Seniors Lodge Lifecycle	H	70									
Indigenous Housing Lifecycle	M	3									
Housing Lifecycle Calgary Housing Owned	L	11									
<b>Growth - Primary Driver</b>											
Indigenous Housing Capital Funding	H	745									
Housing Subsidiaries Capital Funding	M	649									
Non-Market Housing Capital Funding	M	2,025									
<b>Total Capital Infrastructure Needs - Housing</b>		<b>3,551</b>									