



Recreation 10-year Capital Infrastructure Needs Assessment

March 2026

1. Service Overview

Recreation leads and invests in Calgary's publicly funded recreation system, creating, planning and delivering spaces, programs and services to help Calgarians thrive. We provide accessible and equitable recreation opportunities that improve quality of life, contribute to inclusive communities and promote social, mental, physical and spiritual wellbeing. We develop strategies to increase equitable access to year-round indoor and outdoor active living and play opportunities that meet the evolving and diverse needs of Calgarians.

Recreation opportunities are available to Calgarians of all ages and skill levels with an emphasis on fostering accessibility and inclusion. Our primary customers are families with children, youth and equity-denied groups, school boards and educational, sport, recreation, social and community organizations.

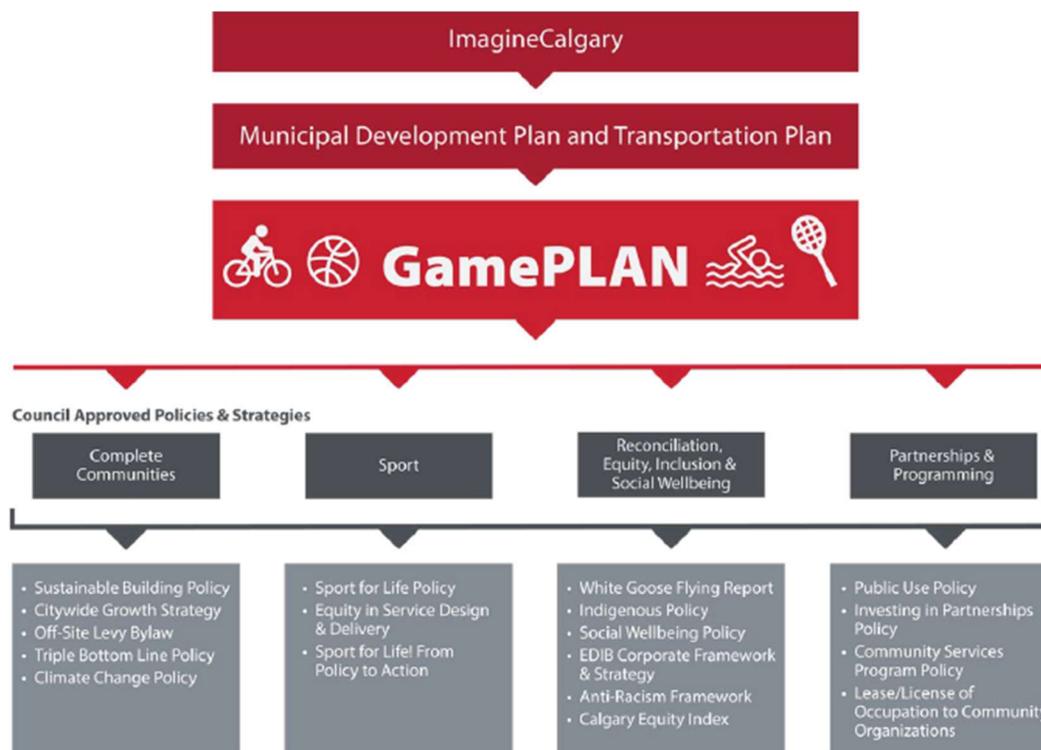
Our service supports social resilience, vitality and cohesion by bringing people together. Participation in recreation builds confidence, promotes a positive lifestyle and improves social, physical and mental health outcomes. Access to recreation opportunities helps build strong communities and influences Calgarians' decisions on neighbourhood selection. Recreation makes Calgary a tourist destination and attracts business investment, diversifying the economy and increasing economic resilience. Without equitable access to recreation, Calgarians will lose the opportunity to gather, develop skills and pursue active living. Recreation gives people places to thrive by removing barriers and closing gaps.

2. Strategic Alignment

GamePLAN

Approved by Council in February of 2025, GamePLAN provides a guiding framework for public recreation in Calgary and defines Calgary's first system-wide service standards for recreation facilities and amenities. By leveraging best practices, participation trends, geospatial analysis and municipal benchmarking, GamePLAN makes recommendations for improving service coverage. GamePLAN strives to achieve service standards for recreation facilities in Calgary that will keep pace with population growth, provide equitable levels of service in both established and new communities, increase access to prime-time hours and reduce waitlists for programs and services.

More than 40 City of Calgary policies and planning documents were reviewed based on their ability to influence or be influenced by GamePLAN. Several more provincial, national or partner documents provide additional context.



3. Service Risks

- Calgary’s continued population growth:** Investments in public recreation have not kept pace with population growth and diversification. Demand for activities, amenities, programs and services have changed over time and accessibility standards continue to evolve with limited capacity to adapt at existing facilities. With insufficient off-site levy funding to cover future needs, service gaps in new communities will continue to widen as population continues to grow.
- Aging infrastructure:** Without renewed investment in recreation infrastructure, there will be a stark decline in service in the next 25 years. The oldest facilities will be forced to close without the ability to add or replace services elsewhere, significantly impacting program availability.

4. Service Objectives

- **Service Customer Commitments:** GamePLAN established service standards to provide a baseline to measure current service levels in Calgary. The City uses population ratios to inform the total number of facilities needed and to identify areas of over or under supply. Service standards are the primary indicator, but two other indicators are used in GamePLAN to identify gaps and overlaps on a city-wide basis: travel distance and facility suitability (i.e. mix of amenities each facility possess) are important factors in determining service coverage and equity.
 - Aquatics: Target: 1 Aquatics facility per 75,000 people. Actual: 1 Aquatics facility per 63,000 people in 2025.
 - Ice Sheets: Target: 1 Sheet per 32,000 people. Actual: 1 sheet of ice per 28,000 people in 2025.
 - Fieldhouses: Target: 1 Fieldhouse per 150,000 people. Actual: 1 Fieldhouse per 301,000 people in 2025.
 - Athletic Parks: Target: 1 Athletic Park field per 22,000 people. Actual: 1 Athletic park field per 50,000 people in 2025.

- **Asset Condition Targets**
 - Facility suitability: A suitable facility meets current needs and standards. Modern aquatic facilities include multiple amenities (e.g., pools, gymnasias, fitness, etc.), are operationally efficient and flexible and achieve accessibility and energy efficiency standards. Suitable facilities support a range of uses, provide barrier-free access, are inclusive and welcoming (e.g., universal change rooms, gathering spaces, etc.) and include flexible spaces for ancillary programming (e.g., multipurpose rooms, physiotherapy, childcare, etc.).

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	19	48	23	21	40	73	115	188	117	33	-	-	675
Capital Infrastructure Needs	-	-	-	-	-	-	-	140	151	229	327	1,988	2,834

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**. Note that programs have been broken down into projects where possible

Figure 1: Summary of Capital Infrastructure Needs by Investment Driver

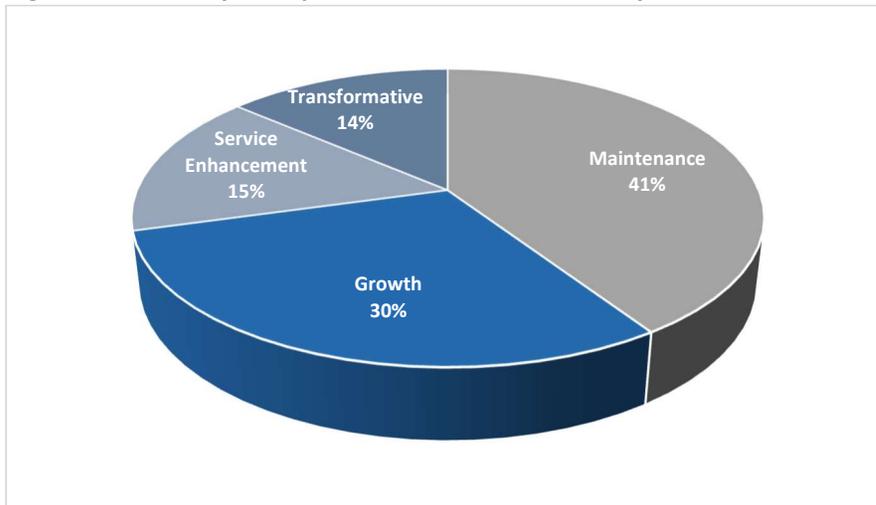


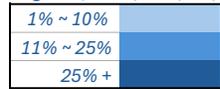
Table 2: Summary of Operating Cost of Capital for Capital Infrastructure Needs by Year (\$ millions)

	2027	2028	2029	2030	2031-2035	Total
Total	-	-	-	3	65	68

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)



Previously Approved Capital
(\$millions)

Total	2026-2035+	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035+
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Maintenance - Primary Driver

Repsol Aquatic Upgrade	48											
Recreation Amenity Lifecycle	51											
Other Recreation Lifecycles	3											
Recreation Facility Lifecycle	6											

Growth - Primary Driver

Capital Investment Strategy	350											
GamePlan Implementation	29											

Transformative - Primary Driver

Foothills Fieldhouse Redevelopment	39											
Total Previously Approved Capital - Recreation	525											

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)

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

Capital Infrastructure Needs (\$millions)	Priority (H / M / L)	Total 2027-2035+	2027	2028	2029	2030	2031	2032	2033	2034	2035+
Maintenance - Primary Driver											
Recreation Capital Annual Investment Program	H	69	[Bar chart showing distribution from 2027 to 2035+]								
Recreation Machinery and Equipment	H	7	[Bar chart showing distribution from 2027 to 2035+]								
GamePlan - Wave 1 Projects	H	1,682	[Bar chart showing distribution from 2027 to 2035+]								
<i>Forest Lawn Aquatic & Fitness Centre</i>		166	[Bar chart showing distribution from 2027 to 2035+]								
<i>Northeast Athletic Complex</i>		1	[Bar chart showing distribution from 2027 to 2035+]								
<i>New Brighton Athletic Park Upgrade</i>		16	[Bar chart showing distribution from 2027 to 2035+]								
<i>Calgary West Soccer Centre Dome Land improvement reserve</i>		10	[Bar chart showing distribution from 2027 to 2035+]								
<i>Rocky Ridge Fieldhouse</i>		71	[Bar chart showing distribution from 2027 to 2035+]								
<i>Southland Fieldhouse</i>		77	[Bar chart showing distribution from 2027 to 2035+]								
<i>Woodbine Athletic Park Upgrade</i>		29	[Bar chart showing distribution from 2027 to 2035+]								
<i>Southland Leisure Centre - Aquatics</i>		65	[Bar chart showing distribution from 2027 to 2035+]								
<i>Southland Leisure Centre - Arenas</i>		17	[Bar chart showing distribution from 2027 to 2035+]								
<i>Kingsland Athletic Park</i>		10	[Bar chart showing distribution from 2027 to 2035+]								
<i>Foothills Aquatic Centre</i>		180	[Bar chart showing distribution from 2027 to 2035+]								
<i>Shouldice Arena</i>		169	[Bar chart showing distribution from 2027 to 2035+]								
<i>Shouldice Athletic Park Upgrade</i>		53	[Bar chart showing distribution from 2027 to 2035+]								
<i>Foothills Fieldhouse</i>		382	[Bar chart showing distribution from 2027 to 2035+]								
<i>Foothills Athletic Park Upgrade</i>		15	[Bar chart showing distribution from 2027 to 2035+]								
<i>South (Belmont) Athletic Park</i>		21	[Bar chart showing distribution from 2027 to 2035+]								
<i>South (Belmont) Aquatics</i>		128	[Bar chart showing distribution from 2027 to 2035+]								
<i>Great Plains Recreation Facility</i>		90	[Bar chart showing distribution from 2027 to 2035+]								
<i>Westside Rec Centre Aquatics</i>		90	[Bar chart showing distribution from 2027 to 2035+]								
<i>Westside Rec Centre Arenas</i>		10	[Bar chart showing distribution from 2027 to 2035+]								
<i>Westside Fieldhouse</i>		82	[Bar chart showing distribution from 2027 to 2035+]								
GamePlan Wave 2+ - Aquatic Facilities	M	409	[Bar chart showing distribution from 2027 to 2035+]								
GamePlan Wave 2+ - Arena Facilities	M	307	[Bar chart showing distribution from 2027 to 2035+]								
GamePlan Wave 2+ - Athletic Parks	M	38	[Bar chart showing distribution from 2027 to 2035+]								
Partner Project Fund	M	23	[Bar chart showing distribution from 2027 to 2035+]								

Growth - Primary Driver

GamePlan Wave 2+ - Fieldhouses	M	86							
Recreation Land Program	H	213							
Total Capital Infrastructure Needs- Recreation		2,834							