

The background of the slide is a photograph of a modern building's interior. It features a large, curved, light-colored wall with a grid of dark metal beams supporting a glass skylight. The lighting is bright, suggesting a high-ceilinged space.

FCS02994 Edmonton Financial Sustainability Framework

Executive Committee
September 8, 2025

Council Motion

That Administration, in connection with the Fiscal Gaps work-plan, develop a draft framework to strengthen Edmonton's financial sustainability, future fiscal independence, and the potential of a “legacy savings fund”, by exploring new revenue strategies, optimizing municipal assets, attracting investment to stimulate economic growth, and enhancing the city's capacity to leverage provincial and federal grants to their fullest potential. Further, that this framework:

- Aligns with existing strategies, ensuring coherence with current city policies, financial plans, and operational frameworks.
- Identifies new opportunities, including innovative financial models, diversification strategies, and approaches to improve the management of municipal assets.
- Develops initiatives to position Edmonton as a competitive destination for business and industrial investment, fostering economic diversification and growth.
- Strengthens Edmonton's long-term financial resilience by addressing infrastructure funding needs, stabilizing revenue streams, and ensuring the city's capacity to deliver essential services.

Due: September 10, 2025 Executive Committee

Strategic Planning Framework



Financial Sustainability Framework

Foundational Elements	1	2	3	4	5
Key Activities	<ul style="list-style-type: none"> Growth Planning Capital Investment Outlook Capital Budget Investment Governance 	<ul style="list-style-type: none"> Financial Policies Operating Investment Outlook Operating Budget Core Services Fiscal Gap Workplan 	<ul style="list-style-type: none"> Economic Development Economic Action Plan Industrial Investment Action Plan Fiscal Gap Workplan 	<ul style="list-style-type: none"> Growth Planning Dedicated Renewal Funding Carbon Budget 	<ul style="list-style-type: none"> Corporate Business Plan Results Based Budgeting Core Services
Foundational Principles	<p style="text-align: center;">Transparency: All financial decisions and reporting are transparent and accessible, ensuring citizens have a clear understanding of how public funds are managed and where they are allocated.</p> <p style="text-align: center;">Public Affordability: All activities are conducted in the interest of public affordability, ensuring that municipal services and tax burdens are managed in a way that is reasonable and sustainable for residents and businesses.</p> <p style="text-align: center;">Value for Money: Maximum benefit is obtained from every dollar spent, meaning the City is committed to efficient resource allocation, seeking the highest possible return on investment for all its initiatives and services.</p> <p style="text-align: center;">Strategic Alignment: All business area goals and strategic objectives are aligned with the corporation's financial strategies and constraints, ensuring a cohesive approach to achieving the City's long-term vision within the City's financial capacity.</p> <p style="text-align: center;">Intergenerational Equity: Financial decisions ensure that resources and costs are distributed across generations in proportion commensurate with use and benefits, which involves managing the costs, benefits and resources over time to create equity and fairness across generations.</p>				

Outcome

The City of Edmonton is a financially sustainable municipality with the financial resources to provide programs, services and infrastructure on an ongoing basis, while maintaining its infrastructure assets, and without introducing unplanned tax or rate increases, unexpected service level reductions, unjustified reductions in infrastructure investment or compromising future generations' capacity to do the same.

Foundational Principles

These foundation principles underpin all financial activities and decision-making within the City:

- **Transparency:** All financial decisions and reporting are transparent and accessible, ensuring citizens have a clear understanding of how public funds are managed and where they are allocated.
- **Public Affordability:** All activities are conducted in the interest of public affordability, ensuring that municipal services and tax burdens are managed in a way that is reasonable and sustainable for residents and businesses.
- **Value for Money:** Maximum benefit is obtained from every dollar spent, meaning the City is committed to efficient resource allocation, seeking the highest possible return on investment for all its initiatives and services.
- **Strategic Alignment:** All business area goals and strategic objectives are aligned with the corporation's financial strategies and constraints, ensuring a cohesive approach to achieving the City's long-term vision within the City's financial capacity.
- **Intergenerational Equity:** Financial decisions ensure that resources and costs are distributed across generations in proportion commensurate with use and benefits, which involves managing the costs, benefits and resources over time to create equity and fairness across generations.

Foundational Elements

1

The City of Edmonton is a judicious steward of all City assets

2

The City of Edmonton responsibly and prudently manages its financial resources by maintaining a structurally balanced budget

3

The City of Edmonton has the necessary financial capacity to meet its objectives

4

The City of Edmonton makes decisions for today that do not compromise its financial health in the future

5

The City of Edmonton conducts its day-to-day business aligned with core services and its long term strategic goals

Next Steps



The Financial Sustainability Plan

Questions