

## STRATEGIC INFRASTRUCTURE ROADMAP

### Recommendation

That the February 23, 2026, Integrated Infrastructure Services report IIS03362, be received for information.

<b>Requested Action</b>	Information only
<b>ConnectEdmonton's Guiding Principle</b>	<b>ConnectEdmonton Strategic Goals</b>
<b>CONNECTED</b> This unifies our work to achieve our strategic goals.	<b>Healthy City</b>
<b>City Plan Values</b>	PRESERVE
<b>Corporate Business Plan</b>	Managing the Corporation
<b>Council Policy, Program or Project Relationships</b>	<ul style="list-style-type: none"> <li>• C598A Asset Management</li> <li>• C555A Capital Infrastructure - Project Delivery</li> <li>• C591 Capital Project Governance</li> <li>• Asset Rationalization Framework</li> <li>• Level of Service Framework</li> </ul>
<b>Related Council Discussions</b>	<ul style="list-style-type: none"> <li>• October 17, 2022, Integrated Infrastructure Services report IIS01349, Rationalizing and Right-Sizing Municipal Assets (PRIVATE)</li> <li>• December 12, 2023, Integrated Infrastructure Services report IIS01767, Asset Rationalization Framework and Pilot</li> <li>• October 30, 2024, Integrated Infrastructure Services report IIS02683, Update to Policy C598 - Infrastructure Asset Management Policy</li> <li>• June 10, 2025, Financial and Corporate Services report, FCS02696 - Prioritization of Renewal in 2027-2030 Capital Budget</li> <li>• January 21, 2026, Integrated Infrastructure Services report IIS03137, 2025 Infrastructure State and Condition Report</li> <li>• January 27, 2026, Financial and Corporate Services report FCS03223, 2027-2036 Capital Investment Outlook</li> </ul>

## STRATEGIC INFRASTRUCTURE ROADMAP

### Executive Summary

- The City coordinates investments to align with Council policies, service delivery needs and The City Plan, directly addressing the growing infrastructure deficit and evolving public expectations for transparency and fiscal sustainability. As this work must be completed within the limited funding available, a strategic approach must be taken to fund legislatively mandated and critical safety needs as the highest priority.
- Data-driven asset management is foundational, informing critical investment levels and renewal priorities, which in turn guide input into key budget processes such as the 2027-2036 Capital Investment Outlook and the Asset Rationalization Framework.
- The City Plan sets a long-term vision for infrastructure investments; Administration works strategically to allocate limited funding, while ensuring equity through GBA+ and continuous public engagement throughout the project lifecycle.
- Several critical reports are scheduled for presentation to Infrastructure Committee in the first half of 2026 to advance capital projects and programs, including the Capital Infrastructure Plan Program Update, the Asset Rationalization Update and the Neighbourhood Renewal Program Policies Review.

### REPORT

Municipal infrastructure is vital to delivering the services Edmontonians rely on every day. Whether living in or visiting the city, everyone uses the infrastructure that sustains our community.

A city's relative health can be measured by the ability of its infrastructure to meet residents' needs. Administration proactively plans investment in municipal infrastructure assets to manage growth, encourage and catalyze economic development, maintain critical services and protect public safety. Responding effectively to infrastructure needs requires a strategic approach that connects policy and service delivery. Asset management is an integrated approach involving all City business units to manage existing and new assets effectively. The intent is to maximize benefits, reduce risks and provide a satisfactory level of service to the community in a sustainable manner.

As Edmonton's population increases, so does the demand for reliable services and the capital investments needed to maintain existing assets to meet those demands. At the same time, decisions about future infrastructure needed to support future growth can create tension between renewal and growth capital funding needs. The City is approaching a critical period in ensuring its infrastructure assets continue to meet Edmontonians' needs to support reliable and effective public service delivery in the years to come. Reliable, high-quality public services are vital for business confidence. A high-performing public service creates a competitive advantage, attracting diverse industries and fostering stable economic growth.

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### Asset Management and 2027-2030 Budget Context

The City's policies require asset renewal and new assets to be built with the lifecycle of the asset in mind. This means seeking the best long-term value, as the City is also the owner and operator of the asset long-term and quality is taken into account. The integration of asset management and policy objectives enables a consolidated, coordinated approach to ensure that asset investment occurs on time, on budget and on purpose.

The City's goal is to ensure the necessary infrastructure is available and reliable to support services for Edmontonians, whether the work is renewal or growth. Renewal refers to investment in existing infrastructure to restore it to an efficient operational condition and extend its service life. Growth includes investment in new assets as well as investment in projects that add to or enhance existing assets, all with an eye to improving the type of service provided, the functionality and/or the capacity of the asset.

Robust and accurate asset data is the foundation for all effective asset management decisions at the City of Edmonton. This critical data is fed directly into decision models and management tools. These systems support the analysis of asset information to substantiate required investment levels and determine renewal priorities, and inform budget allocations.

Data-driven decisions informed by asset management practices enable Administration to provide sound recommendations on priority infrastructure investment requirements. Asset management decision models are closely aligned with budget practices, particularly the renewal budgets, and are inputs to many budget development milestones, including 2027-2036 Capital Investment Outlook and 2027-2030 Capital Budget, the future Capital Asset Investment Policy and the Fiscal Gap Strategies Work Plan, as referenced in the March 5, 2025, Financial and Corporate Services report FCS02746 Fiscal Gap Strategies Work Plan.

As noted in the June 10, 2025, Financial and Corporate Services report, FCS02696 - Prioritization of Renewal in 2027-2030 Capital Budget, Administration will prioritize renewal in the upcoming 2027-2030 budget cycle to address the growing infrastructure renewal gap. This means focusing on maintaining existing assets before new ones are built, with flexibility where growth projects are required for safety, mandated by legislation, eligible for funding by other sources of government or show significant benefit to the prosperity of the City.

The following are additional initiatives which support the City's budget through an asset management lens: the Asset Rationalization Framework, the Capital Infrastructure Plan Program, the 2025 Infrastructure State and Condition and the Enterprise Asset Management initiative.

Municipalities acquire/build infrastructure for the express purpose of providing service to residents. Conversely, without the service, there is no need for infrastructure. As owners, it is a responsible practice to ensure that the assets under a municipality's core mandate are well maintained and renewed, thereby ensuring the reliability of services. While the physical condition of an asset is an important consideration for reinvestment, it is not the only criterion. There are several other factors to consider when deciding to invest or reinvest in infrastructure. The City of Edmonton views infrastructure as an investment in the quality of life for Edmonton residents and in the additional benefits it can generate, such as economic development.

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### What Guides Infrastructure Funding Decisions

The City Plan is the overarching strategy that guides decision-making and direction in how Edmonton is built and renewed to become a healthy, climate-resilient city, supporting a prosperous region. The plan sets the stage for maintaining the essential infrastructure and services that make Edmonton a desirable place to live and work. The City Plan directs the organization to make incremental and transformational changes to build our future city together with Edmontonians. This includes setting strategic direction for how Edmonton grows, its mobility system, open spaces, employment and social networks.

Using The City Plan as guidance, Administration implements and integrates Council's policies into infrastructure decisions, such as:

- Capital Governance Policy C591
- Asset Management Policy C598A
- Neighbourhood Renewal Policy C595A
- Public Engagement Council Policy C593D
- Complete Streets Policy C573B
- Climate Resilience Policy C627A

Through the budget development process and the review and approval of policies, Council sets the direction for infrastructure investments. As agents of Council, Administration executes the desired goals, outcomes and objectives through strategic prioritization of capital projects and sound asset management practices to address growth and renewal needs of municipal infrastructure. This balance between growth and renewal needs is grounded in approved policies, set by Council; however, additional efforts are necessary to ensure that municipal infrastructure is invested in at the right time within the bounds of Council direction, policies and funding constraints.

To improve infrastructure planning, both in terms of capital growth and ongoing renewal to support fiscal sustainability, Administration has initiated the development of the Capital Infrastructure Plan Program (CIPP). The CIPP intends to coordinate infrastructure planning and service levels to support a more proactive, integrated capital investment strategy and will enable the City to identify the highest-priority investments with the greatest impact on advancing The City Plan. Administration plans to present a report to Council with additional information on CIPP at the June 24, 2026, Infrastructure Committee.

### Capital Project Governance

The Capital Project Governance Policy C591 created a common framework for the development and delivery of capital projects. From this foundation, Administration also established proactive and transparent communication with Council and the public on project approvals and performance, which provides additional opportunities for Council to provide direction on investment decisions. The structured decision-making model divides approval for capital projects into two phases: development and delivery. Following the Policy, Council first approves a business case outlining why the infrastructure investment is needed and allocates funds for project development (i.e. planning and design).

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As a project progresses and matures, the availability of information to support investment decisions increases. Administration brings projects forward for approval of delivery funding using a consistent approach that ensures the required level of accuracy for scope, schedule and budget. The project now clearly defines what will be built, how it aligns with the business case and the delivery parameters.

### Project Development

Starting with the overarching strategies and policies, capital projects are developed in accordance with industry-leading project management best practices and guidance. This includes an emphasis on engagement with internal partners and community members to define the scope and how the infrastructure supports their service delivery, as well as a focus on value for money.

Engagement with industry partners is critical to achieving value for money. Administration leverages long-standing relationships with industry associations and representatives to constantly improve and adapt the City's procurement, contract management and project management processes. Industry expertise is also brought on earlier and in more collaborative delivery models than in the past. This allows projects to benefit from constructability input and innovative practices to be considered at the very onset of design.

Before a design begins, and well before there are shovels in the ground, understanding the needs of the service and the infrastructure is the most important piece of a project. Starting with clear direction, expected outcomes and other requirements sets a project up for success from the beginning. Increasingly, Administration also needs to understand priorities and potential trade-offs as infrastructure faces cost increases and financial capacity has been constrained.

Design changes become increasingly complex and more costly to adjust as the project progresses through its lifecycle. What starts as a straightforward wording change in a business case becomes a more complex redesign exercise that can delay the project and increase costs when it is articulated during advanced design phases, or worse, during construction.

In the current fiscal climate, value for money of infrastructure investments is front and centre. As a consequence, achieving diverse policy outcomes and integrating requirements into individual projects may become untenable or impose significant budgetary pressure. Administration is integrating lessons learned from recent<sup>1</sup> and upcoming discussions<sup>2</sup> with Council on the costs of municipal infrastructure into projects moving forward. Project development will evaluate the cost of policy compliance during design through options and trade-offs analysis to determine the best design, achieving as many desired outcomes as possible to maximize the investment's value.

At key project milestones, Administration will look to Council for direction on its strategic objectives and policy priorities to ensure the infrastructure delivered meets the needs of Edmontonians, in alignment with Council's vision.

### Interactions with Infrastructure Committee

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<sup>1</sup> November 27, 2024, IIS02537 Cost Benefit Analysis and Cost Drivers on Comparative Capital Projects  
November 27, 2024, IIS02538 Capital Planning and Design - Processes and Resources

June 25, 2025, IIS02538rev Capital Planning and Design - Processes and Resources

<sup>2</sup> April 8, 2026, IIS02800 Neighbourhood Renewal Program Policies Review

## STRATEGIC INFRASTRUCTURE ROADMAP

The mandate of Infrastructure Committee consists of overseeing the delivery, renewal and decommissioning of City infrastructure, including the financial implications and the design and delivery of capital projects.

Administration intends to bring forward reports and updates to Infrastructure Committee that support informed decision making at the policy, program and project levels. Providing the Committee with the information necessary to provide strategic direction and understand the progress of critical investment programs and projects.

Aligned interests of Infrastructure Committee and Administration will provide focused and collaborative efforts, ensuring that rigorous attention to details and varying perspectives are considered before decisions are made. By working together, there is a strong potential to optimize the management of infrastructure projects and achieve shared goals.

Anticipated Administration-driven reports include:

- Policy update
- Lifecycle and strategic assessment
- Major project update(s)
- Program and framework update
- Access Closure

### Upcoming Infrastructure Committee Reports in 2026

Administration intends to use the first half of 2026 to present reports to Infrastructure Committee supporting the 2027-2030 budget development process and the management of the 2026 construction season and to guide the development and delivery of capital infrastructure projects in the coming budget cycle. Anticipated reports include:

- Integrated Infrastructure Services Capital Projects
- 2026 Traffic Management Plan
- Asset Rationalization Update
- Neighbourhood Renewal Program Policies Review
- Closure of Vehicular Access to Titled Parcels for Active Transportation Implementation Acceleration 2026 Program
- Capital Infrastructure Plan Program Update
- City Building Opportunities - Expression of Interest - Results
- Bridge Renewal Update

Other reports that focus on funding or legal matters related to capital projects will continue to be directed through executive Committee or Council.

## Community Insight

Administration continues to listen to and engage with the public and diverse-interested parties throughout the different phases of a capital project, including planning, design and construction. The feedback gathered through the engagement process helps Administration adjust designs and mitigate any potential impacts to reflect the needs of Edmontonians.

## **STRATEGIC INFRASTRUCTURE ROADMAP**

Feedback from Edmontonians has significantly influenced the City's policies and guidelines for infrastructure projects. The City Plan and other Council priorities provide key policy direction.

### **GBA+**

GBA+ considerations, such as universal accessibility, are essential in the planning and design of infrastructure projects. As projects advance, best practices, public engagement and other research will inform the requirements to ensure Administration considers equity in the design and construction of infrastructure. A detailed GBA+ review of Edmonton's infrastructure projects is commonly initiated during a project's planning and design phases.

GBA+ analysis is conducted to identify interested parties through the development of public engagement plans and to identify meaningful ways to connect with them to gather input that helps shape the plans and designs.

### **Environment and Climate Review**

This report was reviewed for environmental and climate risks. Based on the review completed, no significant interactions with the City's environmental and climate goals were identified within the scope of this report.