



Click on links below to view the [2023-2026 Corporate Business Plan Placemat](#) and the [City of Edmonton Service List](#).

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CORPORATE BUSINESS PLAN MID-POINT UPDATE 2025–2026

Publication Date: July 2025

The City of Edmonton acknowledges the traditional land on which we reside is in Treaty Six Territory.

We would like to thank the diverse Indigenous Peoples whose ancestors' footsteps have marked this territory for centuries, such as nêhiyaw (Cree), Dene, Anishinaabe (Saulteaux), Nakota Isga (Nakota Sioux) and Niitsitapi (Blackfoot) peoples. We also acknowledge this as the Métis' homeland and the home of one of the largest communities of Inuit south of the 60th parallel. It is a welcoming place for all peoples who come from around the world to share Edmonton as a home. Together we call upon all of our collective, honoured traditions and spirits to work in building a great city for today and future generations.

The City of Edmonton owes its strength and vibrancy to the land we call home, and the diverse Indigenous Peoples who have taken care of this land, the current and future generations that will have a relationship with the territory and the settlers from around the world who continue to be welcomed here.

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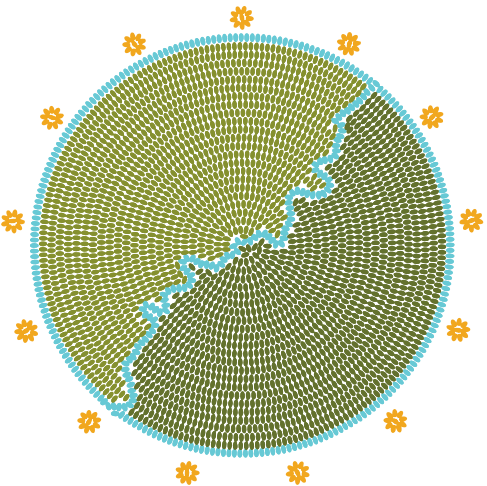
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This document accompanies the 2023–2026 Corporate Business Plan and is intended to provide information about the work being done for the remainder of this business cycle (2025–2026). This includes details about new and ongoing services as well as updates about the management of the City as an organization.

The City's vision is to build strong and supportive relationships with Indigenous Peoples and one way we honour this vision by grounding all of the work we do through the lens of kinship and our Indigenous Framework

INTRODUCTION



WAHIGICICOBİ – GROUNDED IN KINSHIP

THE NAME GIVEN IS WAHIGICICOBİ (WAH–HEE–GEE–CHEE–CHO–BEE), AN İETHKA NAKODA WORD MEANING “KINSHIP RELATIONSHIPS.”

This understanding of kinship has deep roots that includes our interconnected relationships with and shared responsibilities to Mother Earth, to each other, future generations and all our natural surroundings, including plants, animals, the land, waterways, wind, snow, air, cycles of the moon and sun, and more.

Artist Credit: Tashina Makokis

INTRODUCTION

MESSAGE FROM THE CITY MANAGER

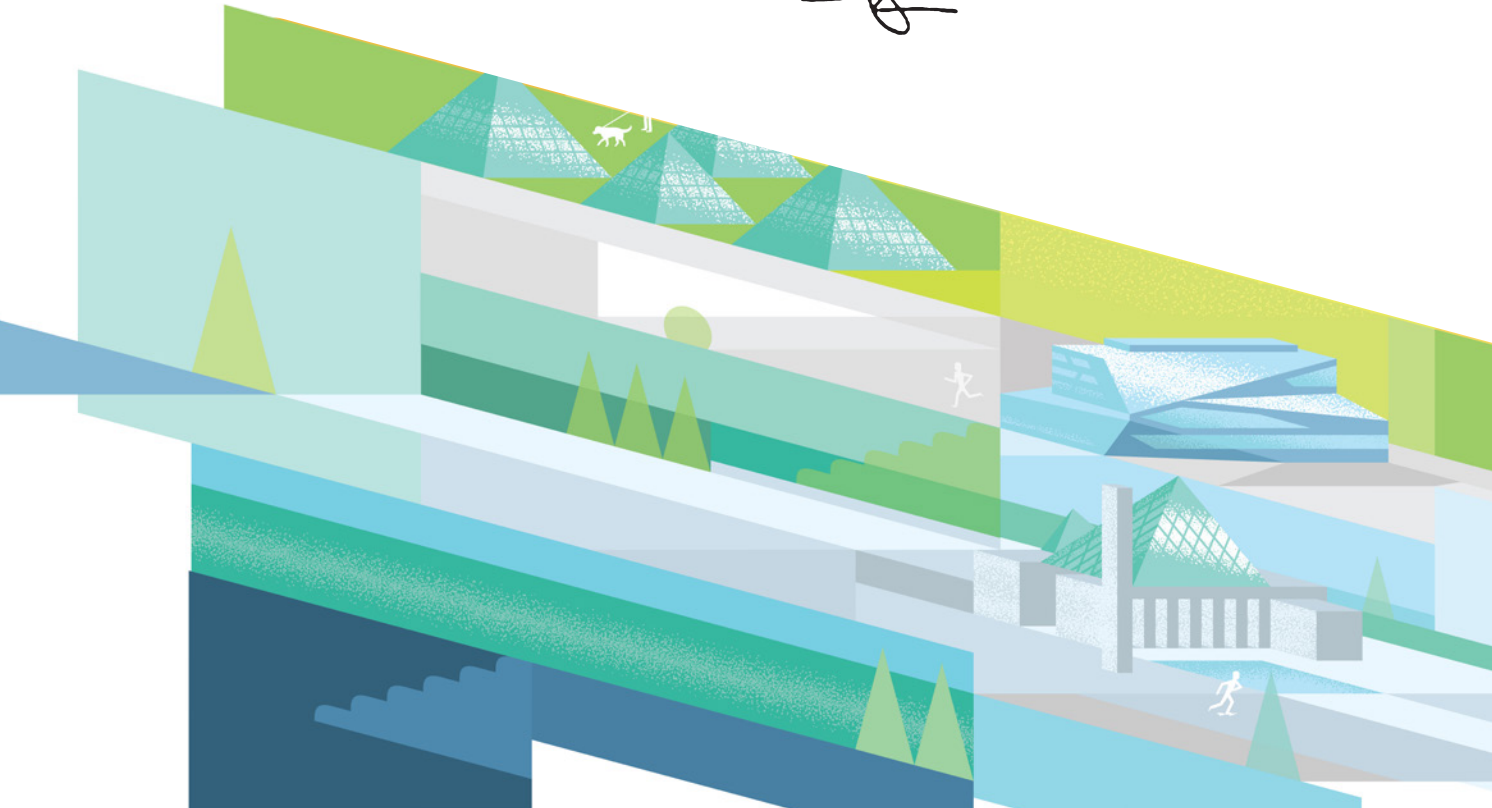
The actions that City employees take each and every day to make Edmonton a great place to live are guided by the Corporate Business Plan. As we pass the halfway point of the 2023 – 2026 Budget, we have identified five focus areas to support continuing to improve the way municipal services are delivered and how Edmontonians experience their city. The focus areas are rooted in the existing corporate business plan and the priorities of The City Plan, ConnectEdmonton and City Council.

THOSE FIVE FOCUS AREAS ARE:

- Growth Planning
- Delivering Core Services
- Economic Development
- Supporting Financial Sustainability
- Advancing Safety and Security

The City continues to navigate challenges such as inflationary pressures, a rapidly growing population and the changing service needs of Edmontonians. Throughout this time, we have continued to deliver the 70 services and over 200 capital projects that residents expect and rely on daily. By working towards the goals set in the Corporate Business Plan today, we are building an inclusive, urban and climate resilient city, where all can enjoy the city now and into the future.

Eddie Robar,
City Manager



INTRODUCTION

WHAT’S CHANGED

The 2023–2026 Corporate Business Plan identifies the actions the City needs to take over a four-year period to advance the long-term goals identified in ConnectEdmonton and The City Plan. This mid-point update highlights the key actions planned for the remainder of this business cycle (2025–2026) as well as a brief look at what challenges the City faces that will impact that work.

FOUR BIG SHIFTS (2023–2024)

In the first two years of the business cycle, the circumstances Edmontonians are living in and in which the City operates has changed dramatically. These changes will impact how the City plans for the next business cycle and how the City delivers services in the remaining two years of the current cycle.

GROWTH

The pace of annual population growth in Edmonton has accelerated from 0.4 per cent in 2021 to 5.7 per cent in 2024 — the fastest pace of growth since 2002. Rapid and sudden population growth has translated into much greater demand for City-provided services and use of City infrastructure. Edmonton’s population is expected to continue growing, though at a more subdued pace as federal immigration policy changes that were announced in 2024 come into effect.

ECONOMY

Significantly higher price levels from a prolonged period of high inflation growth places the City in a more challenging fiscal position. These factors put stress on the City’s ability to deliver services without significant increases to its tax levy. The pace of population expansion and inflationary pressures in 2025 are expected to ease, however the threat of trade tariffs will likely impact the City’s financial situation.

SOCIAL

Edmonton is one of Canada’s most multicultural cities, with over 30% of residents identifying as newcomers or visible minorities (Source: Census Data 2021). This rich diversity strengthens our city, and we need to ensure we are dismantling systemic barriers that limit access to opportunities and services. While population growth presents challenges like securing stable, affordable housing, it also highlights Edmonton’s appeal as a thriving, welcoming urban center, solidifying our reputation as a truly inclusive city.

ENVIRONMENT

As rising temperatures, shifting precipitation patterns, and increasingly frequent and severe climate events intensify there will be escalating risks to City infrastructure, the economy, ecosystems and public health. While Edmonton has realized a decrease in overall greenhouse gas emissions and a downward trend in per capita emissions, the rate of reduction is insufficient to meet the interim targets and long-term goal of carbon neutrality by 2050. This underscores the need to accelerate Edmonton’s emission reduction efforts.

TRANSFORMING FOR THE FUTURE

CORPORATE OBJECTIVES

Edmonton is a diverse city of more than one million people. Our corporate objectives help us focus on delivering and enhancing our services and taking steps towards making us a city of two million.

THE CORPORATE BUSINESS PLAN IDENTIFIES THIS WORK THROUGH THREE CORPORATE OBJECTIVES:

Transforming for the Future – Our strategic objective is to make transformational impacts in our community.

Serving Edmontonians – Our service objective is to deliver excellent services to our community.

Managing the Corporation – Our supporting objective is to manage the corporation for our community.

To help manage the shifting landscape while working towards the strategic direction of the City, the following transformative actions are underway or will start in 2025/2026.

CITY OF EDMONTON TRANSFORMATIVE ACTIONS

The following content presents the actions that the City is taking in 2025 and 2026 to advance priorities important to Edmontonians and the City. The actions are also aligned to the Big City Moves in the City Plan.

BIG CITY MOVES



INCLUSIVE AND COMPASSIONATE



A REBUILDABLE CITY



A COMMUNITY OF COMMUNITIES



CATALYZE AND CONVERGE










GREENER AS WE GROW

TRANSFORMING FOR THE FUTURE

GROWTH PLANING

Growth planning involves adapting and reimagining our built environment to support Edmonton's future population of two million. This requires understanding and responding to the effects of population growth on housing needs, future growth areas, and service levels in transportation, recreation and social supports.

Initiative or Service	Key Actions for 2025–2026	Big City Move Alignment
CLIMATE ADAPTATION STRATEGY	Further development of policies and the implementation of initiatives that will guide, activate and support the community through an energy transition, hardening our neighbourhoods to the adverse effects of climate change and establishing a strong foundation for a transformational change in how Edmontonians live, thrive and move through the city.	   
DIVERSITY AND INCLUSION	<p>Work alongside 2SLGBTQIA+ individuals, advocates and organizations to create a 2SLGBTQIA+ Safe and Inclusive Spaces Action Plan to enhance safety, reduce barriers and foster inclusion for 2SLGBTQIA+ individuals in Edmonton.</p> <p>Developing a comprehensive Migrant Action Plan that aligns with the updated City Policy C529A and reflects the City's commitments to migrant inclusion. This will be developed through a collaborative process that engages key interested parties.</p> <p>Expanding Indigenous and cultural participation and expression in programming in the arts, events and festivals, preservation of cultural histories and supporting cultural burial practices.</p> <p>This year marks the 10– year anniversary of the Truth and Reconciliation Commission final report and the 94 Calls To Action. To continue forward in this work, the Office of City Manager will advance the municipal response plan to the Truth and Reconciliation Commission (TRC) Calls to Action.</p>	 
EXHIBITION LANDS	Exhibition Lands is the City's second-largest urban infill site harnessing the area's history and creating new and exciting opportunities for sustainable, transit-oriented city building. The area contributes to the City's growth planning, increasing opportunities for housing, recreation and social well-being.	





TRANSFORMING
FOR THE FUTURE

GROWTH PLANING (CONT.)

Initiative or Service	Key Actions for 2025–2026	Big City Move Alignment
GROWTH ANALYSIS FOR THE FUTURE GROWTH AREAS (FGAS)	Meeting higher than predicted growth with a strategic and adaptable approach to ensure the City is ready to support rapid growth with adequate funding for services, amenities and infrastructure.	 
HOUSING ACCELERATOR FUND	Implement the Housing Accelerator Fund Action Plan to deliver more than 5,700 new homes over-and-above what would typically be expected. A total of nearly 36,000 new homes will receive permits across Edmonton by 2026.	 
RECREATION AND CULTURE	Preparing to open two new large community recreation facilities opening in 2026 and 2028 respectively at Coronation Park Sport and Recreation Centre and Lewis Farms Community Recreation Centre and Library .	 










DELIVERING CORE SERVICES

Core services are the essential functions we must provide, encompassing legally required services and vital community services that would otherwise not be provided. These services are fundamental to a safe functional, and vibrant community.

Initiative or Service	Key Actions for 2025–2026	Big City Move Alignment
25 YEAR WASTE STRATEGY	Continuing to phase in mandatory three-stream collection for approximately 167,000 residential households that receive communal collection at almost 3,400 properties. Update the Waste Reduction Roadmap and Industrial, Commercial and Institutional Reduction Strategy .	 
2025 EDMONTON ELECTION	Project planning and execution of the 2025 Edmonton Election . Including the implementation of recent legislative changes and the design and implementation of a cart-based election equipment distribution model.	
EQUITABLE PROGRAMMING	Implementing recommendations from the Equitable Programming Audit that includes gathering feedback from the community to understand access barriers, revamp program objectives and a comprehensive review of the Leisure Access Program .	

TRANSFORMING
FOR THE FUTURE








DELIVERING CORE SERVICES (CONT.)

Initiative or Service	Key Actions for 2025–2026	Big City Move Alignment
MASS TRANSIT EXPANSION	To support Edmonton's growth to 1.25 million residents the Mass Transit Plan is helping the City expand and improve its public transit service. This includes collaborating with regional partners on transit initiatives, pursuing Bus Rapid Transit (BRT) opportunities, conducting a public Household Travel Survey , implementing transit priority measures to add 50,000 service hours in 2025, and advancing the Capital Line South Extension , the Valley Line West LRT and the Southeast Transit Garage .	  
MUNICIPAL FLEET	Continue transitioning to a low carbon municipal fleet in support of the Community Energy Transition Strategy through fleet electrification and exploration of additional low carbon alternatives, such as the hydrogen fuel cell.	
PARKS AND OPEN SPACES	Update the current Urban Forest Asset Management Plan , to refine the scope of work and long-term vision of the City's Greener As We Grow program initiatives. Implement the treatment plan of the Dutch Elm Disease Action Plan , in response to the threat of spreading through the City's Urban Forest.	
BYLAWS	Modernization of Animal Licensing and Control Bylaw .	 
TRANSIT FARE ASSISTANCE PROGRAMS	To ensure equitable access to programs, Edmonton Transit Service (ETS) is working with agency partners to identify and reduce barriers to participation and provide greater access to transit for Edmontonians.	 

TRANSFORMING
FOR THE FUTURE



ECONOMIC DEVELOPMENT

Economic Development includes coordinating economic strategy and a broad-range of actions across initiatives and between partners. This collaborative effort results in more jobs, businesses, and growth. Intentional economic development is essential to keep Edmonton attractive for residents, businesses, visitors and investors. With our economic partners, we develop policies, provide support, ease restrictions and make strategic investments where they will make the most impact.

Initiative or Service	Key Actions for 2025–2026	Big City Move Alignment
AFFORDABLE HOUSING	Continuing the implementation of the Housing Action Plan and Affordable Housing Strategy .	  
BUSINESS FRIENDLY EDMONTON PROGRAM	The Business Friendly Edmonton Program provides one-on-one consultations, workshops and resources to help businesses launch, scale and invest, through managing permits, licenses and regulatory considerations; identification of grants from the City and other orders of government; procurement pathfinding; and opportunities to test innovative products or services with the City.	
DOWNTOWN ACTION PLAN	The Downtown Action Plan identifies priority actions based on current opportunities by refining existing and adding new actions the City will take with community interested parties. The Downtown Action Plan will integrate with the future update to the Capital City Downtown Plan .	 
ECONOMIC ACTION PLAN	The Economic Action Plan involves activating proactive relationship building in the ecosystem to leverage the capabilities of economic development partners to increase the speed of economic growth, and to accelerate the implementation of other economic development strategies.	

TRANSFORMING
FOR THE FUTURE

ECONOMIC DEVELOPMENT (CONT.)


Initiative or Service	Key Actions for 2025–2026	Big City Move Alignment
GREEN ECONOMY WORKPLAN	The Green Economy Workplan will make Edmonton's existing economy greener, while also encouraging investment in Edmonton that meets or exceeds City climate targets and supports green innovation in the marketplace.	 
INDUSTRIAL INVESTMENT ACTION PLAN (IIAP)	The IIAP brings together past and current industrial investment attraction work and ensures a balance of the current challenges with future opportunities. The implementation of the IIAP aims to meet the plan's goal of expanding the City's industrial areas through nine distinct actions.	
PERMIT AND LICENSING IMPROVEMENT INITIATIVE	This initiative aims to reduce red tape and improve processes and approval times for permits and licensing.	



TRANSFORMING
FOR THE FUTURE

SUPPORTING FINANCIAL SUSTAINABILITY



To maintain financial sustainability, the City needs to operate efficiently with its limited resources, delivering services within budget. This involves evaluating the cost-effectiveness of current services and existing service levels.

Initiative or Service	Key Actions for 2025–2026	Big City Move Alignment
CITY BUDGET	Prepare and support the 2027–2030 results-based budget process including branch-by-branch presentations on the proposed budget, along with addressing structural budget challenges and supporting the work plan to address the fiscal gap report, to ensure the City’s financial sustainability while continuing to deliver core services and support economic development for a growing city. Support the development of the budget and Council's decision-making with in-depth public engagement.	 
CORPORATE SERVICES AND OUTCOMES	Mature and integrate Enterprise Performance Management (EPM), benchmarking and outcome measures in preparation for the development of the four-year budget. Enhance service delivery through service design approaches that enable the delivery of core services that are efficient, progressive, open, collaborative and community-focused.	
FINANCIAL MANAGEMENT STEWARDSHIP	Exercise stewardship and manage financial responsibilities through various projects and initiatives to ensure a financially sustainable city, including implementation of the Clean Energy Improvement Program funding strategy, implementation of accounting standards and Payment Card Industry compliance.	



TRANSFORMING
FOR THE FUTURE

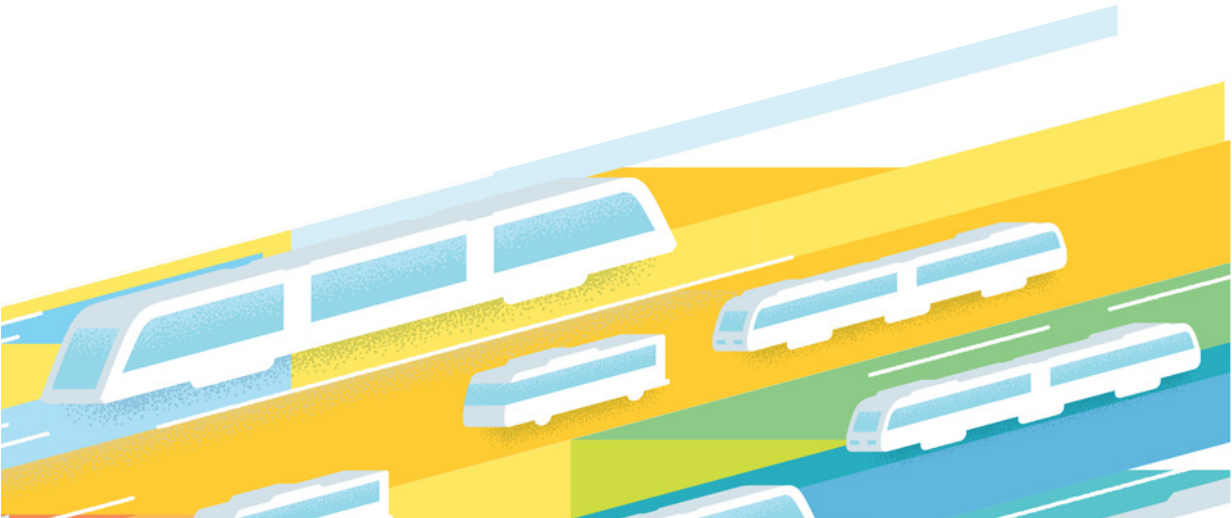
ADVANCING SAFETY AND SECURITY

Maximize the internal client and external partner support on safety and security response and prevention for the public and employees.

Initiative or Service	Key Actions for 2025–2026	Big City Move Alignment
COMMUNITY SAFETY	<p>Continued implementation of the Community Safety and Well-Being Strategy including implementing the Municipal Drug Poisoning Response, collaborating with service providers to build on initiatives including encampment cleanup, provision of washrooms, and coordinating the eight objectives identified in the Homeless and Housing Services Plan.</p> <p>Explore policies, procedures and opportunities to enhance authorities for Peace Officers, to be delivered in 2026.</p> <p>Implementation of the recently modernized Public Spaces Bylaw.</p> <p>Develop a wildfire strategy to minimize risks within the city and help neighbouring regions. The strategy, aiming to be completed by early 2026, will involve vegetation management, prescribed burns, fire bans, and community engagement through FireSmart programs. The strategy also includes drone surveillance for fire hazard monitoring in the river valley and a wildfire technician monitoring trees and shrubs.</p> <p>Implementation of the Fire Rescue Services Community Risk Assessment with community-level risk reduction plans.</p> <p>Full launch of the FireSmart at Home program.</p> <p>Performing systems upgrade to implement Next Generation 9–1–1.</p>	 

ADVANCING SAFETY AND SECURITY (CONT.)

Initiative or Service	Key Actions for 2025–2026	Big City Move Alignment
SAFE MOBILITY STRATEGY	<p>Implementing legislated changes to the Automated Enforcement program, which include a reduction in scope. To support this change, a comprehensive monitoring framework will be put in place to assess traffic safety impacts resulting from reduced enforcement presence. Adjustments will be made to other Vision Zero initiatives to continue supporting safety across Edmonton's mobility network.</p> <p>Collaborating with partners to develop and implement a Playground Zone Safety Plan, creating a holistic approach to improve safety and address poor driver behaviour in school and playground zones.</p> <p>Enhancing trend analysis to identify and respond to rapidly evolving Vision Zero trends, focusing on actions within the City's scope to address recent increases in road fatalities and serious injuries.</p> <p>Refreshing the Vision Zero Street Lab Program by streamlining processes to improve efficiency, impact and responsiveness to neighbourhood traffic safety concerns.</p>	
TRANSIT SAFETY AND SECURITY	<p>ETS will continue working with its partners, including the Community Outreach Transit Team to advance the actions in the Transit Safety Plan, and promote greater awareness of safety and security through education and outreach activities.</p>	



SERVING EDMONTONIANS

The City of Edmonton is dedicated to being a relationship-based city, where strategic relationships and partnerships are purposefully developed and leveraged to support and advance its strategic objectives.

RELATIONSHIPS AND PARTNERSHIPS

The City's relationships and partnerships are recognized as key drivers for executing Council's Strategic Plan, as laid out in ConnectEdmonton and the City Plan. Ultimately, the Relationship and Partnership Framework ensures that the City of Edmonton's programs and services are informed by Edmontonians and optimized by relevant, effective and efficient relationships and partnerships. This embodies a commitment to collaborative city-building to address complex challenges and achieve a better life for all Edmontonians.

The City's goals for relationships and partnerships are to ensure they are:

- ALIGNED**
Fully integrated with ConnectEdmonton and the City Plan, sharing accountability, resources, and goals to demonstrate mutual value.
- IMPACTFUL**
Optimized through the regular sharing and integration of qualitative and quantitative relationship data into business reporting and decision-making.

INTEGRATED

Integrated and leading practice relationship and partnership approaches are built into programs, projects and services and are practiced consistently across the corporation. Relationships with external partners are coordinated and connected within the City.

SERVICE FOCUSED

Achievement of strategic objectives are through solution-focused collaborations that ensure relevancy, effectiveness and efficiency in the use of taxpayers dollars.

INNOVATIVE

Foster the exploration of new ideas and ways of working with partners to solve challenges, capitalize on opportunities, and continuously improve services for citizens.

INCLUSIVE

Relationships are inclusive and are reflective of the people of Edmonton.

CAPITAL PROJECTS

Council approved \$10.8 billion in the 2023–2026 capital budget, and work is underway on over 200 projects. Visit [Building Edmonton](#) for more details on the projects which are building transportation connections, improving and revitalizing neighbourhoods, and developing, redeveloping and acquiring land across Edmonton.

MANAGING THE CORPORATION

INDIGENOUS FRAMEWORK

As part of the City of Edmonton's vision to build strong and supportive relationships with Indigenous Peoples, the Corporate Business Plan anchors how City employees incorporate truth and reconciliation into their work by way of the corporate Indigenous Framework. The Indigenous Framework was approved by Council to guide the City's approach to reconciliation through building respectful, strong and supportive relationships with the diverse Indigenous Peoples and communities who live in or visit Edmonton, and who have historical and cultural connections to the lands upon which Edmonton has been built. The framework is a call to action to all City departments to create an integrated, corporate-wide understanding of what our relationships with Indigenous Peoples need to look like and how we must demonstrate our accountability.

Steering this action are the Indigenous Framework's Seven Corporate Commitments that articulate how the corporation will strive to enact and honour the Framework through its policies, programs and services. Each department is responsible for creating and implementing a plan that contributes to the City's journey of reconciliation and action.

Within this approach to reconciliation is our ongoing effort to advance the Truth and Reconciliation Commission calls to action, the calls for justice outlined in the National Inquiry into Missing and Murdered Indigenous Women and Girls and the principles of the United Nations Declaration on the Rights of Indigenous Peoples.

The City will continue to undertake initiatives and actions that reflect these commitments by embodying the roles of **listener, connector, advocate and partner**.

APPROACH TO RECONCILIATION

INDIGENOUS FRAMEWORK
WAHIGIGICOB

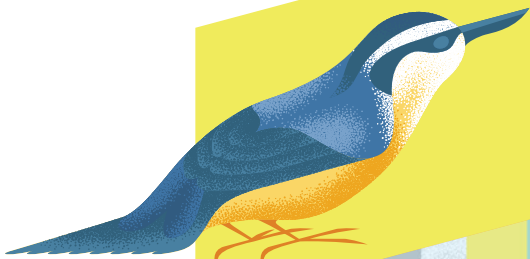
INDIGENOUS FRAMEWORK
DEPARTMENT ACTION TEAMS

MISSING & MURDERED INDIGENOUS
RELATIVES ACTION PLAN

TRUTH & RECONCILIATION
MUNICIPAL RESPONSE PLAN

NATION & MUNICIPAL
RELATIONSHIPS & PARTNERSHIP

INFORMED BY COMMUNITY
INDIGENOUS VOICES, EXPERIENCES,
PROTOCOLS AND GUIDANCE



MANAGING THE CORPORATION

ENTERPRISE RISK MANAGEMENT

The City of Edmonton reviews and updates the corporate strategic risk profile annually. This process helps the City proactively monitor and manage challenges. In the 2023–2026 Corporate Business Plan, three risk themes were identified: economic prosperity and financial constraints, changing political landscapes, and employee retention, satisfaction and health. The 2025 mid-cycle updates show that, while economic prosperity and financial constraints remain key concerns, the City's focus for emerging risks shifted and expanded. The 2025 Annual Strategic Risk update highlighted environmental and climate change, infrastructure and technology, and the public sphere as key risk themes.

INITIAL STRATEGIC RISK THEMES FOR 2023–2026

Economic Prosperity and Financial Constraints

Changing Political Landscapes

Employee Retention, Experience and Health

2025 TOP STRATEGIC RISK THEMES

Economic Prosperity and Financial Constraints

Environment and Climate Change

Infrastructure and Technology

Public Sphere for Social Support and Public Safety

The **Economic and Financial** risks include new regulations and reduced government grants which are impacting the stability and predictability of the City's revenues, while Edmonton's declining non-residential tax base raises the tax rate differential between Edmonton and the surrounding region, placing a greater financial burden on taxpayers.

The **Environment and Climate Change** risk theme acknowledges rising climate risks like extreme weather and the need to meet carbon neutrality goals. **Infrastructure and Technology** emerged as a key risk posed by aging infrastructure and increasing digital threats that could threaten service levels and cybersecurity. In addition, the City identified the **Public Sphere** as a distinct area of focus, recognizing the growing demands for social support and public safety services, along with the potential for misinformation and disinformation to erode public trust.

This evolution in the risk profile underscores the dynamic nature of the challenges facing the City and its commitment to adapting its strategic focus to ensure a resilient and thriving future.

MANAGING THE CORPORATION

CORPORATE BUDGET AND FINANCIAL MANAGEMENT

The 2023–2026 Budget is focused on delivering the programs, services and construction projects that matter to Edmontonians now and into the future.

The City is stewarding Edmontonians' property tax dollars to help build a great city with the parks, roads, trails, bridges, recreation centres, attractions, social supports and transit that Edmontonians rely on.

The budget focuses funding to support the Council priorities of climate action and energy transition, community safety and well-being, transit, active transportation, and affordable housing and homelessness. It brings The City Plan to life by advancing priorities that help Edmonton become a healthy, urban and climate resilient city of two million people.

While the City is in a stable financial position, it is facing budget challenges that must be addressed to maintain its financial health, including:

INFLATIONARY PRESSURES

Like many Edmonton households and businesses, the City is facing increased costs after a long period of high inflation. The City is paying more than forecast for major expenses like fuel, labour, parts and maintenance costs, which means it's costing more to deliver the same level of service.

POPULATION GROWTH

Rapid population growth is also creating more demand on City services and adding to the City's existing cost challenges.

EVOLVING SERVICE NEEDS

The service needs of Edmontonians have also fundamentally changed, which has increased costs and reduced revenues. Examples include changing transit ridership and emerging needs to respond to encampments and extreme weather.

The City is committed to finding a balance between delivering the services Edmontonians rely on and keeping property taxes and user fees manageable; this is especially challenging given the high costs that the City and Edmontonians are dealing with.

The financial challenges the City faces are complex and will take several years to address. While there are plans in place to address these challenges, some tough choices will be required between funding these ongoing budget challenges through increased property tax and user fees or by reducing service levels, and it will likely take both (and more) strategies to ensure continued financial stability.

INTERNAL AND INFORMATION TECHNOLOGY CAPITAL PROJECTS

The following are a sample of the ongoing or new technical projects in 2025–2026 that enable the public facing services that Edmontonians rely on. Edmontonians will see improvements to the City's use and security of data through the following IT projects:

- Corporate Integrated Data Solution (CIDS)
- Information Security and Disaster Recovery Enhancements
- Next Generation 9–1–1 (NG911) IP Call Handling
- Enterprise Commons
- Taxation Assessment Collections System (TACS) Transformation
- Technology Implementation – Growth



CORPORATE
BUSINESS PLAN
MID-POINT UPDATE
2025–2026

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