



Urban Development
Institute
Edmonton Metro

Action Plan

2023-2024

A lot can happen in a year. In early 2022, UDI – Edmonton Metro and its membership developed and adopted a five-year Strategic Plan, setting a collective direction and vision for the organization’s efforts. Since then, we have made significant strides on a variety of advocacy efforts, strengthened our marketing and events, and built relationships with many allied organizations and partners. While we have seen many successes over the course of the year, we have also been impacted by a range of constraints.

This 2023-2024 Action Plan is an opportunity to sharpen our focus and streamline our actions to leverage high-impact outcomes. To bring our industry’s work to life we need to strategically choose where we place our efforts – which issues and initiatives to focus on, and which ones to expand further in future years. As we know, our membership is creative and our industry is dynamic; our members and staff are always ready to tackle new priorities and actions, to place our pedal on the gas to accelerate opportunities to build and shape our region. Our job is to harness and steward that energy and passion. Every year, an assessment of our Strategic Plan’s progress will ensure that our initiatives are tethered to our big-picture goals, and that what we place our focus and resources to are aligned with our overarching mandate as an organization.

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Strategic Plan Priorities

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UDI – Edmonton Metro’s Strategic Plan consists of six priorities: collaboration/partnerships, storytelling, government relations, member engagement, mentorship and education, and downtown revitalization. What follows is a quick scan of what we have done to-date, and areas to place additional focus from 2023-2024.

Status	
 Initiated	 Ongoing
 Complete	 2023-2024 Areas of Focus

Enhanced Collaboration & Partnerships	Status
Articulate and promote the role UDI members and the real estate sector plays in Edmonton's economic future and job growth.	
Create more purposeful partnerships with other associations within the real estate industry.	 
Build new partnerships with other local economic development agencies, post-secondary institutions and civil-society organizations.	 

Shift to Storytelling-Based Communications	Status
Promote leading edge and sustainable work being done by the industry.	
Build a more strategic and dynamic online presence.	 
Develop a proactive media strategy.	
Communicate with intent, clarity, and purpose around UDI's advocacy priorities.	

Modernize Government Relations	Status
Establish a shared government relations framework with other associations within the real estate industry.	
Establish and advance a proactive UDI and industry-wide policy agenda to support economic growth.	
Support members to be effective advocates for their own companies and projects while maintaining consistent industry messages.	

Status	
 Initiated	 Ongoing
 Complete	 2023-2024 Areas of Focus

Improve Mentorship & Education	Status
Reinvigorate and broaden the impact and presence of current programs to engage younger members.	 
Establish diverse and formal educational opportunities for members and non-members.	
Create additional mentorship opportunities to support younger professionals in the industry.	

Next Level Member Engagement	Status
Conduct intentional membership recruitment and engagement campaigns annually.	
Revitalize membership events and broaden formal and informal networking opportunities.	 
Provide greater support and focus for member leadership and engagement on UDI committees.	

Vibrancy: Making Our Downtown Amazing	Status
Focus on advocacy efforts that specifically promote vibrancy downtown to attract investment and support recovery.	 
Support safety and security downtown in collaboration with diverse partners.	 
Partner to advance new growth, investment, innovation and placemaking opportunities downtown for residents and businesses alike.	
Support strong community vibrancy and places of connection and commerce throughout Edmonton Metro.	 

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Areas of Focus and Actions

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Enhanced Collaboration and Partnerships

Articulate and promote the role UDI members and the real estate sector plays in Edmonton's economic future and job growth.

Research and publish key facts and statistics about the impact of the real estate sector on regional economy.

Deliverables include:

- Industry Impact Fact Sheets
- State of Growth report
- Benefits and Costs of Development
- Land Development Economics 101

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Shift to Storytelling-Based Communications

Promote leading edge and sustainable work being done by the industry.

Orient member communications through intentional storylines:

- Promoting Economic Growth
- Environmental Sustainability
- Innovation and Creativity
- Delivering on Downtown
- Infrastructure Efficiency and Public Sprawl
- Increasing Costs and Affordability

Deliverables may include:

- Panel presentations
- Videos and podcasts
- Op-eds and media relations
- Written stories
- Field trips and field notes

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Modernize Government Relations

Establish and advance a proactive UDI and industry-wide policy agenda to support economic growth.

Advance industry interests in the following areas:

- Strategic Taxation Policy
- Complete Streets Standards
- Safety Codes Bylaw
- Land Use Bylaw Updates and Zoning Bylaw Renewal
- District Planning
- Growth Management Framework
- Rightsizing Infrastructure Requirements, Standards and Guidelines
- Infill Servicing and Upgrades
- Development Costs and Charges
- Pipeline Crossings

Deliverables may include:

- Position Letters
- Presentations to Council, Committees, and/or Media
- UDI Committee Engagement
- Meetings with Municipal Administrations and Elected Officials
- Industry Association Collaboration

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Next Level Member Engagement

Provide greater support and focus for member leadership and engagement on UDI committees.

Develop tools and processes for committee and board members to share and escalate their issues:

- Committee Chair Involvement at Regular UDI Board Meetings
- Board Liaison Verbal Reports
- Issues Identification and Logging
- Issues Based Task Teams as Required
- Formal Issues Escalation Mechanisms

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Next Level Member Engagement

Conduct intentional membership recruitment and engagement campaigns annually.

Advance a membership drive campaign to fully reflect the scope, work, and diversity of the real estate development industry in the region.

Deliverables may include:

- Updated Website
- Update Marketing and Communications Collateral
- Membership Benefits and Welcome Packages

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Improve Mentorship and Education

Establish diverse and formal educational opportunities for members and non-members.

Explore and implement a formal UDI School of Development.

Deliverables include:

- Research and Development
- Creation of Curriculum Materials and Marketing Assets
- Logistics and Delivery
- Recruitment, Promotions, and Launch

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Vibrancy: Making our Downtown Amazing

Partner to advance new growth, investment, innovation and placemaking opportunities downtown for residents and businesses alike.

Add to downtown's value proposition through advocacy for:

- Development Incentives
- Public Amenities and Infrastructure Improvements
- Streamlined Policies and Procedures (e.g., Crane Swing Agreements)

A plan is only as good as the people behind it. We invite all of our members to play a leadership and support role in driving our industry’s priorities forward.

The Strategic Plan provides an overarching five-year vision of where the organization needs to go, while Action Plans provide our UDI administration with specific areas of focus of which to build annual Corporate Business Plans and Tactical Plans for implementation. As we know, what gets measured gets done. The identified focus areas and actions will be further scoped, with concrete goals, timelines, and key performance indicators.

Success of our Strategic Plan will require collective patience and a commitment to stay the course, and an all-hands-on-deck approach with our Board, committees, members, volunteers, and staff. We encourage all of our members to get involved. Please reach out to UDI’s Executive Director, Kalen Anderson, at kalen.anderson@udiedmonton.com.





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