



Urban Development Institute – Edmonton Region

# STRATEGIC PLAN

2018 to 2020



Urban Development Institute  
EDMONTON REGION





## About UDI-ER

The Urban Development Institute-Edmonton Region (UDI-ER) is a non-profit association representing the land development industry within the Edmonton Metropolitan Region. Our membership is comprised of: land development companies (including residential, commercial, industrial developers); consultants (including engineering, planning, landscape architecture, etc.); legal firms; contractors; realtors; utility companies; and municipalities.

## History

The earliest development agreement in Alberta was signed on October 15, 1958 in Calgary, and on November 10, a formal charter was drawn up under the Societies Act of Alberta creating the first Urban Development Institute in the province. Since the incorporation of UDI Alberta in 1958, various chapters were formed across the province in Calgary, Edmonton, Lethbridge, Red Deer, Grande Prairie, Cold Lake, Wood Buffalo and Medicine Hat.

The UDI Edmonton Chapter withdrew from UDI Alberta as a chapter in 2014 and became its own non-profit entity incorporating as UDI-Edmonton Region under the Societies Act of Alberta. However, UDI-Edmonton Region remained a member of UDI Alberta until the amalgamation of UDI Alberta and CHBA Alberta to form BILD Alberta in 2017.

## Code of Conduct

UDI-Edmonton Region encourages our Members to uphold and adhere to the principles in our Code of Conduct. The Board of Directors has established this Code of Conduct to represent best practices for the land development industry and a benchmark for conducting business. As city builders, it is important that these principles are acknowledged and supported by the land development industry in the Edmonton Metropolitan Region.

## Code of Conduct continued...

### 1. The Land

Members of UDI-Edmonton Region should recognize that the land they develop is valuable, unique, and irreplaceable. Recognizing that each individual site is but one piece of the larger environment, members should respect the environment and be vigilant toward preserving the quality of the air, the water and the land.

### 2. The Consumer

In order to protect the consumer, members should strive to provide quality and value by following only accepted construction practices. Members should hold paramount the safety, health and welfare of the public. Members should endeavor at all times to promote public understanding of the development process, and to preserve the public's confidence and trust in the development of land.

### 3. Equal Opportunity

Members should support the private enterprise system, providing the widest latitude of equality for opportunity, creativity and innovation.

### 4. Others in the Land Development Industry

Members should support UDI-Edmonton Region's continuing efforts to create sound land use and development practices and to disseminate knowledge thereof through its research and educational programs. Members should strive to treat all others involved in the land development industry with fairness and honesty. They should share their knowledge and experience, recognizing that both the development industry and the public will benefit from the sharing of this expertise. Members should promote health and safety within the workplace. Members should advise UDI-Edmonton Region of any practice by a member of the Institute that they believe to be contrary to this Code of Conduct.

### 5. The Future

Recognizing that change is inevitable, members should strive to take a leadership role in innovation in the industry and strive for enhanced practices. As younger generations will become the leaders of tomorrow, members should make every attempt to encourage and educate them to become professionals in the development industry. The purpose of the Code of Conduct is to give general statements of the principles of ethical conduct in order that the members of UDI-Edmonton Region may fulfill their duty to other UDI-Edmonton Region members and to the public.

### 6. Integrity

Members are encouraged to avoid all conduct or practices detrimental to the development industry and should observe the highest standards of integrity, proficiency, and honesty in their professional and personal dealings. They should remain free of compromising influences or loyalties and should exercise due diligence in ensuring that their performance is at all times creatively, competently, and responsibly managed.

# Vision, Mission, Goals & Objectives

## VISION

To be the champion and voice for the land development industry in the Edmonton Metropolitan Region.

## MISSION

To be advocate for the land development industry in the Edmonton Metropolitan Region. In collaboration with our affiliated organizations, UDI-ER is dedicated to “Building Communities Together” by promoting wise, efficient and productive urban growth.

## GOALS & OBJECTIVES

### **Leadership** (priority driven, stakeholders, solutions oriented)

Advances the land development industry through communication with municipal and provincial governments, strategic partners and organizations.

### **Strategic** (pro-active, preparedness, understanding, knowing issues)

Identifies opportunities and challenges for the industry and develops strategies to respond.

### **Advocacy** (engage, influence, solutions driven outcomes)

UDI-ER will be influential in encouraging regulations and standards that promote efficient, cost effective and well planned development throughout the Edmonton Metropolitan Region.

### **Collaboration** (stakeholders, working together, partnerships)

UDI-ER seeks opportunities to work collaboratively with municipal and elected officials as well as affiliated organizations and others in the fulfilment of its roles.

### **Accountability** (membership needs, board priority)

UDI-ER is accountable to its membership for the programs it provides, their effectiveness and their costs.

### **Communication** (openness, delivery, timeliness)

UDI-ER communicates to members and key stakeholders through mediums such as the website, social media, membership directory, monthly newsletters, market watch, regular message from the Chair, special information packages and advocacy tools.

### **Innovation** (industry leaders)

UDI-ER is at the forefront of innovation to promote effective, efficient and productive urban growth.

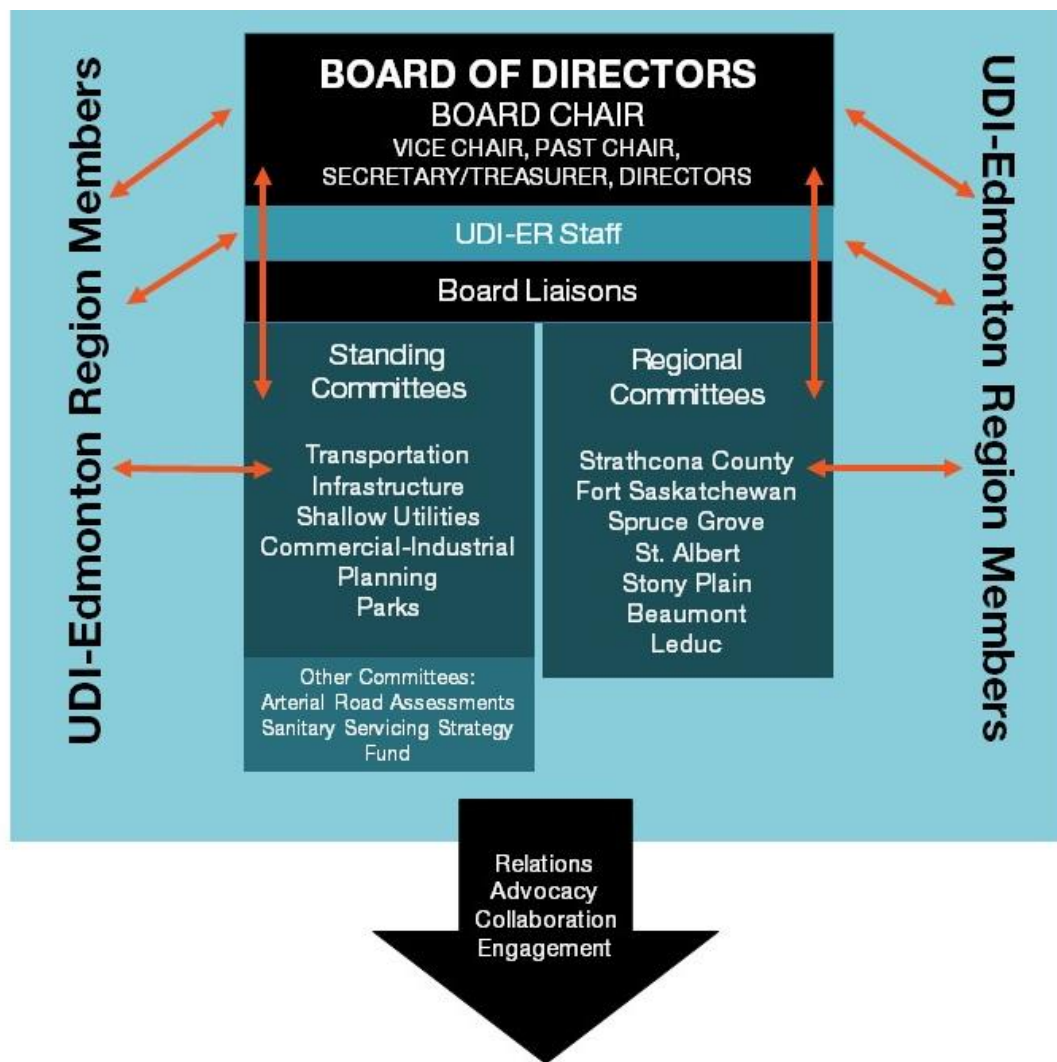
### **Engagement** (member focused, involvement)

UDI-ER delivers programs and services to its members that provide opportunities for professional development and networking, including regular monthly luncheons with guest speakers, and special events such as the annual Golf Classic and Spirit of UDI Awards.



## Organization

UDI-Edmonton Region is governed by an elected Board of Directors. The Board of Directors is supported by a staff of four including the Executive Director, Coordinator – Member Relations, Coordinator – Municipal Relations, Coordinator – Industry Relations. The Board of Directors appoints a Board Liaison to sit on each of the 6 Standing Committees and 7 Regional Committees. All of the positions on the Board and Committees are volunteer positions that support and sustain the organization.



## Strategies 2018 to 2020

### 1) PROVIDE DIRECT SERVICES TO MEMBERS

- a. Communicate and provide information about upcoming industry events, networking and learning opportunities, and other opportunities for members
- b. Communicate proposed changes to regulations that will have an impact on the industry
- c. Lead the discussion on response to industry issues in a collaborative manner
- d. Evaluate new legislation, policy practices and guidelines related to land development with the goal of influencing the outcomes
- e. Share research and insight on industry trends, statistics and best practices to bridge understanding
- f. Encourage members to bring industry concerns to the attention of the Board of Directors

### 2) SUSTAINABLE ORGANIZATION

- a. Undertake an annual review of UDI-ER priorities for the upcoming year at the Board of Directors Business Planning Session
- b. Develop alliances with affiliate organizations
- c. Create opportunities for Board member and staff development
  - i. Succession planning for leadership
  - ii. Training for staff related to objectives of UDI-ER
- d. Develop a long term plan for the financial health of UDI-ER
  - i. Establish reserve funds for operations
- e. Develop a long term plan for increasing membership
- f. Celebrate the industry and its achievements
- g. Formation of a robust committee structure utilizing industry expertise and planning for succession of leadership

### 3) ADVOCACY

- a. Build, enhance and leverage relationships with key municipal leaders, decision makers and other organizations
- b. Collaborate with BILD Alberta; emphasize UDI-ER's role as the lead advocate for the urban development industry
- c. Enhance communication with municipalities
- d. Communicate our position through the promotion of continued growth

#### 4) PROCESS AND PROCEDURE

- a. Monthly meetings of the Board of Directors
- b. Quarterly review and progress updates on Board of Directors identified priorities
- c. Polling of the membership to identify industry issues and emergent issues
- d. When emergent issues are identified, develop an effective, solutions oriented plan to address the issue in a timely manner
- e. Committee oversight through effective representation of the designated Board Liaison and monthly reporting to the Board







## Strategic Actions for 2018-2020

### An explanation of terms

Each strategic initiative will provide the following information:

primary objective	reason for effort, and priority in relation to other objectives (1=high, 2=medium-high, 3=medium)
timeline	expected date of activity or completion
lead	prime responsibility
desired outcomes	desired long-term outcome of the objective
key deliverables	initiative proposed to achieve objective
performance measures	metric by which to measure the ability of the deliverable in reaching the objective

### Review of the strategic plan

The Strategic Plan 2018-2020 will be reviewed annually at the UDI-ER April Business Planning Session, with results identified, quantified and explained. The Board is responsible for this annual review.

## Strategic Actions, Timelines and Key Performance Indicators for 2018-2020

PRIMARY OBJECTIVE	TIME-LINE	LEAD	DESIRED OUTCOME	KEY DELIVERABLES	PERFORMANCE MEASURE(S)
<b>1 SUSTAINABLE ORGANIZATION</b>					
1.1 Maintain alliances with affiliated organizations: to build on existing relationships, provide support, and assist each other in achieving our goals	2018-2020	Board  Executive  Director	To have an efficient and productive relationship with affiliated organizations based on a shared desire to with maximize and leverage each other's efforts in achieving mutual goals, consolidate activities and eliminate redundancies.	a) terms of reference in place to ensure efficiency and effectiveness  b) mutual initiatives  c) communications	a) Mechanisms for sharing initiatives and communications
1.2 create opportunities for Board members and staff development: to enhance abilities to guide and serve the organization, and to spread skills into the industry	2018-2020	Board  Executive Director and Staff	To create a process and forum for UDI-ER Board members where emphasis on the development of Board skills through mentoring is a priority, and becomes integrated into the Board's regular work routine.	a) Board professional development opportunities integrated into Board activities  b) Staff professional development opportunities identified and put in motion  c) cross-pollination with other organizations	a) Number, quality and relevance of professional development opportunities  b) Completion of development activities as part of Board and staff efforts

1.3 develop a long term plan for the financial health of the organization.	2018-19	Board  Executive Director	An identified metric to increase the reserve to be set at the Board's annual business planning session and made part of the annual business plan.	a) Increased reserve fund b) Development of an investment strategy for reserve	a) Measurable growth in reserve b) Investment strategy created and managed with annual review
<b>PRIMARY OBJECTIVE</b>	<b>TIME-LINE</b>	<b>LEAD</b>	<b>DESIRED OUTCOME</b>	<b>KEY DELIVERABLES</b>	<b>PERFORMANCE MEASURE(S)</b>
1.4 develop a long term plan for increasing membership: to ensure that efforts create a climate for the expansion of UDI-ER, reaches out to emerging professionals ensuring that they are familiar with UDI-ER, and consider new categories of membership or organizational structure that maximize our relevance to a broad range of people who are within our field	2017-19	Board  Executive Director and Staff	A metric identified at annual board business planning session which clearly sets membership growth targets.	a) yearly member survey	a) Measurable growth b) Bi-Annual member survey results
1.5 Celebrate the industry and its achievements; recognize efforts of individuals, committees and organizations that support and help UDI-ER achieve its goals	Annual	Board  Executive Director	Recognition of success.	a) Timely, efficient and effective recognition	a ) Enhance membership satisfaction



PRIMARY OBJECTIVE	TIME-LINE	LEAD	DESIRED OUTCOME	KEY DELIVERABLE	PERFORMANCE MEASURES
<b>2 ADVOCACY</b>					
2.1 Build and enhance relationships with key municipal leaders/decision makers in order to understand and influence policy and resolve issues	2018	Board Executive Director and Staff  Committees	To become seen and recognized as a trusted partner in building communities within the region: <ul style="list-style-type: none"> <li>An understanding of policy and regulations to influence their development</li> </ul>	a) Approved and documented policy/standards that demonstrate UDI-ER influence  b) Stronger relationships with municipal governments within the region  c) Proactive UDI-ER internal committees	a) Attendance at Deputy City Managers (DCM) meetings and influence of agenda/topics  b) Identified relevance of interactions with municipal governments within the region  c) Identify degree of influence on policy and standards
2.2 Develop a high level of collaboration with BILD Alberta, CHBA ER, Edmonton Chamber, and municipalities, share resources and provide value to all organizations	2018-2020	Board Executive Director and Staff  Committees	To maximize relationships with BILD Alberta, CHBA ER and municipalities	a) Board Chair to have regular contact with BILD Alberta Chair and CHBA ER Presidents  b) Ensure and maintain strong formal and informal connections	a) Attendance of UDI-ER Chair and staff at BILD AB spring and fall conferences

2.3 Entrench UDI-ER's as the voice for the industry: to effectively advocate for the industry on issues of importance and, on behalf of our members	2018-2020	Board Executive Director and Staff	Continued development of the UDI-ER as having the main communications role for the industry, with a number of resources and effective and interesting projects to support the advocacy goals. The UDI-ER should be aligned with allied organizations and other groups on issues of regional and provincial relevance, such as the MGA.	<ul style="list-style-type: none"> <li>a) Undertake shared initiatives with allied organizations and other groups, such as workshops, meetings, etc.</li> <li>b) Ensure timely and effective implementation of industry Profile Building Plan</li> <li>c) Solid attendance and involvement at City of Edmonton Deputy City Manager meetings</li> </ul>	<ul style="list-style-type: none"> <li>a) number, relevance and effectiveness of initiatives in advocating</li> <li>b) approved advocacy plan</li> <li>c) number of DCM meetings attended and by whom</li> </ul>
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PRIMARY OBJECTIVE	TIME-LINE	LEAD	DESIRED OUTCOME	KEY DELIVERABLES	PERFORMANCE MEASURES
2.4 Enhance UDI-ER communications: to entrench role as the regional voice of the land development industry and maximize advocacy and communications	2019-20	Board Executive Director and Staff Committees	Effective and efficient communications	a) Industry profile building plan update on an annual basis b) continuously update website c) Timely and effective E-news and Chair messages d) Identified research initiative advocacy and communication tools	Board, Committee and Membership Satisfaction <ul style="list-style-type: none"> <li>• Formal</li> <li>• Informal</li> </ul>

2.5 Continue to improve our awards program in order to celebrate our organization and highlight our achievements locally, and regionally	2019	Board Executive Director	A program which is relevant to the industry currently and reflects the best of the profession regionally and provincially	a) awards of excellence program  b) communications strategy that supports the revised program	a) number of entries b) media hits c) feedback on program
PRIMARY OBJECTIVE	TIME-LINE	LEAD	DESIRED OUTCOME	KEY DELIVERABLES	PERFORMANCE MEASURES
<b>3 SERVICE TO MEMBERS</b>					
3.1 To maximize the opportunities for all members to access networking opportunities	2018-2020	Executive Director and Staff	Enhance level of networking opportunities	a) enhance the provision of continuing education opportunities through the AGM, luncheons, and conferences	a) Quality, quantity and level of membership satisfaction with: <ul style="list-style-type: none"> <li>• Luncheon Program</li> <li>• Spirit Awards</li> <li>• Annual Golf Classic</li> </ul>
3.2 ensure meaningful communication and dialogue with members and stakeholders	2018-2020	Board	Provide effective methods to gather information and provide feedback to members and stakeholders	a) develop a clear process for information exchange	a) Bi-survey of membership





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