



# STRATEGIC PLAN

2022-25

  
**Edson**

MAIN CHAMBER  
but do not over in  
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2014 07



# Vision, Mission, and Values

In looking towards the future of Edson, it is important that council members agree on what the final destination looks like. With this in mind, Council first decided on the Town's ideal long-term future (Vision) and the general direction it will take to achieve that future (Mission).



## Vision:

A community's vision provides a long-term picture of where or what the community wishes to be or become and gives purpose and direction to the activities of Edson's Council and Administration. The vision also indicates what makes Edson unique.

Edson is a safe and welcoming community, a vibrant town in an ideal location that draws people together through culture, recreation, hard work, pride, and opportunity.

## Mission:

A town's mission answers a question about what business the community is in. It lets Council, citizens, and other stakeholders know what Edson does and who benefits from Council's activities. This mission statement was created based on key ideas about how to achieve the town's vision.

Location is our advantage, diversity is our strength, people are our power. Edson provides opportunities for all who love life in a place where community comes together.

## Values:

The values expressed here are the guiding principles that help determine how the Town will operate, both in public and privately:

**ADAPTABILITY:** We know that no two situations are identical, and we know that our environment is always changing. We will adapt to new challenges as they arise, with a view to the interests of the entire community.

**FOCUS ON RESULTS:** We know that Town is responsible for making life better in Edson. To make that change happen, we need to pay attention to what actually changes due to the Town's efforts.

**INCLUSIVITY:** We know that everyone belongs in Edson, and we will prove that through what we say and do.

**PRIDE:** We are vibrant community with a generous heart. We share a sense of belonging as individuals and families. We do not compromise on our principles.

**SERVICE EXCELLENCE:** We are elected by the citizens of Edson to provide the best services, programs, facilities, and amenities that we can. We will focus on meeting community needs to the best of our ability and capacity

**TRANSPARENCY:** We will conduct Town business in public whenever possible and will work hard to ensure that those who interact with the Town understand why we do what we do.





# Priorities for 2022-2023

Within the full list of strategies that appear in the strategic plan, Council has created a subset of five 'high' ranked strategies. The items on this list reflect the priorities that Council saw as both important and timely.

Many other strategies are identified as having a moderate priority, meaning they will be worked as resources allow or deadlines near. It is expected that the high priority strategy list will change over time as some high priority items near completion and new priorities emerge for the Town.

The priorities for 2022-23 include:

- Work with partners to seek long-term solutions that address addictions, transitional housing, homelessness, and mental health.
- Work with regional partners to develop a plan to meet the infrastructure and operational cost requirements of the Regional Multiplex.
- Identify and prioritize infrastructure needs and associated cost impacts.
- Plan infrastructure that will accommodate population and economic growth.
- Continue to build relationships with stakeholders external to the Town of Edson; including community groups, the business community, and Yellowhead County.

These priority strategies are identified in italics throughout this plan so they can be seen in context of their related pillars and goals.

# Pillars, Goals, and Strategies

The plan below identifies what the Town will be working on over the course of the next four years. It is divided into Pillars, Goals, and Strategies, all of which support each other. Measures can be used to illustrate progress.

**PILLAR:**

Area of major concentration for Town Council over the term of this strategic plan.

**GOAL:**

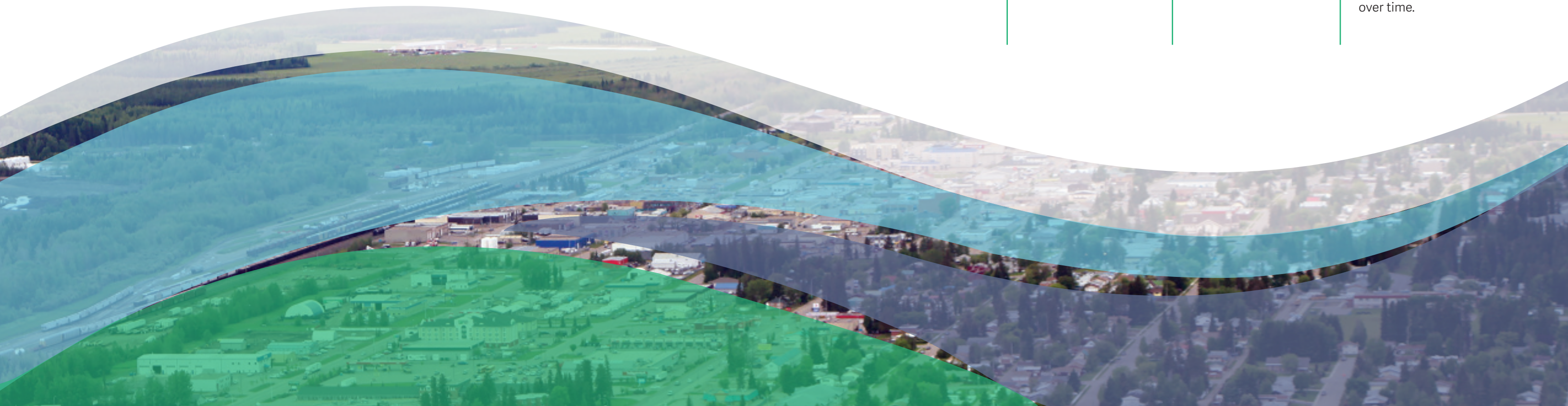
Change over time that is supported by Town Council. This becomes the answer to 'what does the Town do?'

**STRATEGY:**

Expected activity in support of the Goal. This becomes the answer to the question 'how does the Town achieve the goal'.

**MEASURES:**

Indications of how Council knows whether the strategic plan's goals are being achieved. These are often outcome measures, or an indication of change over time.





# Creating a Connected Community that is Safe and Inclusive

1. Enhance the health and well-being of our community and its residents
  - Work with partners to seek long-term solutions that address addictions, transitional housing, homelessness, and mental health.
  - Explore options for the provision of affordable and attainable housing.
  - Work with the Province and other agencies to increase the timeliness and accessibility of services for those needing mental health support.
2. Celebrate the uniqueness and diversity of our residents
  - Broaden and promote Town beautification efforts.
  - Increase opportunities for the expression of the arts and culture community in town.
  - Regularly honour Town volunteers.
  - Work with partners to establish a “Welcoming Community” program.
3. Build strong relationships with Indigenous people and organizations
  - Work with local partners to learn of Indigenous matters and adapt Town initiatives to meet common interests.
  - Review all decisions through the lens of the Truth & Reconciliation Commission’s Calls to Action.



How we know when we are successful:

| GOAL   | PERFORMANCE MEASURE   |
|--------|---|
| Goal 1 | The housing supply is increasing to meet community needs.                                 |
| Goal 2 | Relevant Calls to Action from the Truth and Reconciliation Commission report are enacted. |



# Fostering a Robust and Adaptable Economy

1. Attract and support business
  - Consider incentives that attract new businesses and retain current businesses.
  - Explore initiatives that will encourage underused and contaminated sites to be remediated and put into use.
  - Improve ease of access to the Town’s business licensing processes
2. Promote the Town as a place to do business
  - Create and implement an Economic Development Plan.
  - Create and leverage a value proposition that highlights Edson’s strengths.
  - Encourage people to move to underutilized property throughout town.



How we know when we are successful:

| GOAL   | PERFORMANCE MEASURE   |
|--------|---|
| Goal 1 | The number of businesses in Edson increases.                      |
| Goal 2 | Formal economic development activities are seen to be successful. |





# Responding to a Changing Global Environment



How we know when we are successful:

| GOAL   | PERFORMANCE MEASURE  |
|--------|--|
| Goal 1 | Waste material that ends up in the landfill falls on a per capita basis.                         |
| Goal 2 | Edson has a current Emergency Risk Assessment and conducts regular exercises based on that plan. |

1. Ensure a strong focus on environmental strategies
  - Explore grant opportunities that focus on lightening the Town’s environmental footprint.
  - Generate more opportunities for businesses and residences to reduce, reuse, and recycle waste material.
2. Be resilient in the face of climate change
  - Ensure that stormwater infrastructure is in alignment with changing environmental events.
  - Ensure the Town’s Emergency Risk Assessment as it relates to wildfire is current and remains current.

# Ensuring Quality Infrastructure



How we know when we are successful:

| GOAL   | PERFORMANCE MEASURE   |
|--------|---|
| Goal 1 | The YCE Multiplex is open and welcoming visitors.               |
| Goal 2 | Edson’s asset management plan is current, funded, and followed. |
| Goal 3 | Implementation of the Neighbourhood Parks Plan has begun.       |

1. Complete the Yellowhead-Edson Regional Multiplex
  - Work with regional partners to develop a plan to meet the infrastructure and operational cost requirements of the Regional Multiplex.
  - Explore opportunities to generate non-municipal funds for the Regional Multiplex.
2. Provide necessary Town infrastructure, upgrades, and maintenance
  - Identify and prioritize long-term infrastructure needs and associated cost impacts.
  - Plan infrastructure that will accommodate population and economic growth.
3. Ensure that the Town’s park space meets the needs of residents
  - Develop a Neighbourhood Parks Plan.





# Providing Effective Leadership and Community Engagement



How we know when we are successful:

| GOAL   | PERFORMANCE MEASURE  |
|--------|--|
| Goal 1 | The Town staff retention rate is higher than comparator municipalities.  |
| Goal 2 | Bylaws and policies are prioritized for review and updated to ensure they are current and legislatively correct. |
| Goal 3 | Residents indicate they feel more engaged in the life of their community the duration of this strategic plan.    |
| Goal 4 | A long-term strategy is in place to mitigate fluctuations in the rate of tax increases.                          |

1. Ensure organizational excellence
  - Ensure that the Town is always able to meet its staffing needs through human resource planning, staff retention, and succession planning.
  - Red tape reduction.
2. Provide the Town and Council with a robust policy framework
  - Bylaws and policies are current and reviewed on an ongoing basis
  - Service levels meet citizen and business needs, and associated fees and charges are industry standard or better.
  - Service levels are defined and inform the prioritization of operating budgets
3. Actively engage with residents and organizations in Edson
  - *Continue to build relationships with stakeholders external to the Town of Edson; including community groups, the business community, and Yellowhead County.*
  - Increase opportunities for authentic resident engagement.
4. Ensure quality financial management of the Town
  - Build financial capacity and flexibility in a reserve for future Councils.
  - Explore non-traditional municipal revenue sources as a way to diversify Town operations.
  - The Town's tax collection policy is reflective of the Town's needs into the future.



## Conclusion

The Town of Edson's 2022-2025 Strategic Plan provides a roadmap that was developed by Edson's elected officials and senior administration. It is important that both Council and administration work together to achieve the priorities that are outlined in this plan. Also important is the recognition that the environment in which the Town operates is always shifting. In response, the Town's plans also must change to remain relevant. As with any plan, this one must be used, reviewed and updated on a regular basis.



# Addendum

## 2024-2025 Priorities

### Priorities

Edson Town Council identified 14 strategic goals within five groupings, or pillars, when it created its 2022-2025 Strategic Plan. To achieve each of the goals, council must provide direction to town management about where to spend limited resources in a way that can best achieve the vision of the town.

The list of tactics below identifies some of Council’s suggestions to Management about how the goals might be acted upon. Each of the tactics is assigned a relative priority for 2024-25.

Within the full list of strategic goals, Edson Town Council has created a subset of three ‘high priority tactics that support some of the goals. The items on this list reflect the priorities that council saw as both important and timely for the coming year.

- The high priority tactics (H) for 2024-25 are highlighted in dark blue.
- Medium priority tactic (M) are highlighted in light blue.
- All other tactics are low priority Tactics (L) for 2024-25.

It is expected that the high priority tactic list will change over time as some high priority items near completion and new priorities emerge.

### Pillar 1: Creating a Connected Community that is Safe and Inclusive

| Priority | Tactic   | Desired Result  |
|----------|--|---|
| H        | Collaborate with the business community and community groups to encourage and improve downtown beautification. | <ul style="list-style-type: none"><li>• Growing sense of civic pride</li><li>• Annual downtown cleanup</li><li>• Town-wide annual cleanup</li></ul>                   |
| M        | Assist non-governmental organizations to source funding to assist Edson’s homeless population.                 | <ul style="list-style-type: none"><li>• NGOs are meeting the needs of Edson’s homeless people.</li><li>• A shelter in place program for winters is created.</li></ul> |

### Pillar 2: Fostering a Robust and Adaptable Economy

| Priority | Tactic                                     | Desired Result   |
|----------|--|--|
| M        | Update Edson’s Municipal Development Plan. | <ul style="list-style-type: none"><li>• Understand focus areas for future development of residential and industrial infrastructure</li></ul> |

### Pillar 3: Responding to a Changing Global Environment

| Priority | Tactic   | Desired Result   |
|----------|--|--|
| M        | Look to the Municipal Climate Change Action Centre (MCCAC) to supplement facility energy management. | <ul style="list-style-type: none"> <li>Enhanced facility and energy management.</li> </ul> |

### Pillar 4: Ensuring Quality Infrastructure

| Priority | Tactic  | Desired Result   |
|----------|---|--|
| H        | Begin to address other town infrastructure maintenance and replacement requirements | <ul style="list-style-type: none"> <li>Facilities are maintained with annual preventative maintenance program.</li> </ul>  |
| H        | Increase water production, capacity, and storage.                                   | <ul style="list-style-type: none"> <li>Daily peak demands for water are met.</li> <li>Additional capacity is considered for residential and industrial growth.</li> </ul>              |
| H        | Construction on the YCE Multiplex is progressing.                                   | <ul style="list-style-type: none"> <li>Operational cost and functionality is understood.</li> <li>Facility is partially completed by the end of council's term.</li> </ul>             |
| M        | Complete sanitary and stormwater sewer assessment.                                  | <ul style="list-style-type: none"> <li>2024 operating and capital budgets are informed by the assessment.</li> <li>Reserve budget for some unanticipated costs is in place.</li> </ul> |

### Pillar 5: Providing Effective Leadership and Community Engagement

| Priority | Tactic             | Desired Result   |
|----------|--------------------|--|
| M        | Records management | <ul style="list-style-type: none"> <li>Information can be accessed easily, can be destroyed routinely when no longer needed.</li> <li>Edson functions on a day-to-day basis, and fulfills legal and financial requirements.</li> </ul> |
| M        | Asset management   | <ul style="list-style-type: none"> <li>Organized system to track and manage assets.</li> </ul>   |





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