

Council Strategic Plan

2026 - 2029

April 2026

Transportation
and Mobility

Asset
Management

Community Care
and Safety

Community
Experience

Governance
and Advocacy

Growth and
Investment



Mayor's Message

It is my pleasure, on behalf of Council, to present the Town of Coaldale's Council Strategic Plan for 2026 to 2029, a document that reflects both where we are today and where we are determined to go as a community. This plan is the result of thoughtful discussion, careful consideration, and meaningful input from Council and Administration, grounded in the shared goal of building a strong, sustainable, and vibrant Coaldale for years to come.

From Momentum to Meaningful Progress

Our vision for Coaldale continues to focus on finding that balance between supporting growth and opportunity, while maintaining the safe, welcoming, small-town feel that we value. Building on the momentum of our previous Strategic Plan, and informed by ongoing conversations with our residents, Council has identified the following priorities to guide us over the next four years:

Strengthening how people move throughout our community

We will focus on improving transportation networks, enhancing safety, and supporting accessibility for all users. As our community grows, ensuring efficient and reliable movement within Coaldale and to the surrounding region remains essential.

Maintaining and investing in our core infrastructure

Roads, utilities, and public facilities are the backbone of our community. Through strong asset management and long-term planning, we will continue to maintain and improve these critical services in a responsible and sustainable way.

Enhancing community safety and well-being

We remain committed to supporting a safe community through strong partnerships with enforcement, emergency services, and residents. Ensuring people both feel safe and are safe continues to be a key priority.



Mayor
Jack Van Rijn



Councillor
Bill Chapman



Councillor
Lisa Reis



Councillor
Dale Pickering



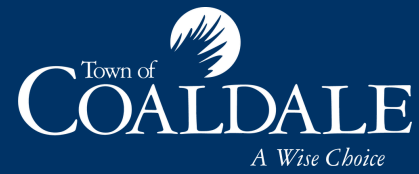
Councillor
Jordan Sailer



Councillor
Jason Beekman



Councillor
Jacen Abrey



Creating meaningful community experiences

From parks and public spaces to events and programs, we will continue to invest in opportunities that bring people together. These shared experiences are what strengthen our sense of community and make Coaldale a place people are proud to call home.

Focusing on responsible growth and economic opportunity

Coaldale remains well-positioned for growth. We will support business development, encourage investment, and ensure our community is ready for new opportunities while maintaining thoughtful, sustainable planning.

Building strong relationships and effective governance

Collaboration remains at the core of everything we do. By working closely with our residents, regional partners, and other levels of government, we will continue to advocate for Coaldale and make informed, transparent decisions.

As we move forward with these priorities, we will continue to keep our residents informed, provide opportunities for input, and report on our progress along the way. Your voice plays an important role in shaping the future of our community.

I would like to thank our community, our staff, and my fellow members of Council for their continued commitment and dedication. Together, we will continue to build a Coaldale that is strong, connected, and positioned for the future.

Sincerely,



Jack Van Rijn
Mayor





Message from the CAO

On behalf of Town Administration, I'm pleased to have had the opportunity to help facilitate the Town of Coaldale's 2026–2029 Council Strategic Plan. This plan represents more than a roadmap for the next four years. It reflects the collective vision of Council and the community we are privileged to serve.

Coaldale has long demonstrated that responsible governance and ambitious growth are not mutually exclusive. As we look to this Council term, we carry forward the same principles that have defined and shaped our community: fiscal prudence, efficient service delivery, and an unwavering commitment to the long-term well-being of our residents.

The priorities outlined in this Strategic Plan were shaped by meaningful engagement with Council and informed by the needs of our growing community. From infrastructure investment to economic development, from recreational opportunity to community safety, each pillar of this plan reflects a deliberate and balanced approach to building a municipality that residents are proud to call home, investors flourish in, and visitors rave about.

Coaldale's continued strength as one of the most fiscally efficient municipalities in its region gives us a solid foundation from which to pursue Council and the community's priorities without placing undue burden on taxpayers. Every initiative identified in the pages that follow has been considered through the lens of sustainability and value for money.

On behalf of Administration, I look forward to delivering on Council's strategic priorities, and to continuing the work of making Coaldale a community that thrives today and for generations to come.

A handwritten signature in white ink that reads "Kalen Hastings". The signature is written in a cursive, flowing style.

Kalen Hastings, CAO

Strategic Plan | Process

01

November/December 2025

Reflection, consideration and anticipation

- Initial survey
- Group dialogue
- Workshop

02

January/February 2026

Rough draft

- Survey feedback
- Writing and refining

03

March 2026

Formatted draft

- Final review/discussion, edits
- Preparing for approval and release to the community

04

April 2026 onward

Implementation

- Webpage published
- Tracking program launched
- Regular progress reports for Council and the community

Plan Framework

Pillars | Focus Areas | Strategic Actions

Pillars



What?

Overarching themes

Why?

The Pillars provide the foundation for the Focus Areas and Strategic Actions.

Focus Areas



What?

The goals and objectives connecting pillars and strategic actions

Why?

Focus areas are the goals informed by the themes/topics represented by the pillars.

Strategic Actions



What?

Specific steps that will be taken to achieve Focus Area goals/objectives.

Why?

This is where the 'doing' happens, the projects, processes and tasks.

Transportation
and Mobility

Asset
Management

Community Care
and Safety

Community
Experience

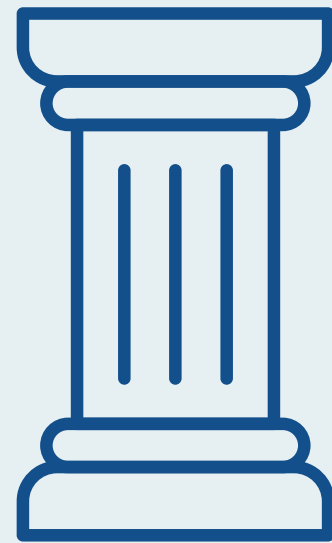
Governance
and Advocacy

Growth and
Investment

Council Strategic Plan

Pillars | Focus Areas | Strategic Actions

Transportation and Mobility



Comfort, Safety and Efficiency for all modes of transportation, and forms of mobility

Focus Areas

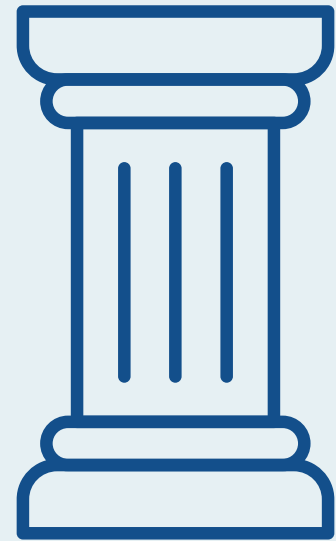
Strategic Actions

<p>Improve traffic flows throughout Coaldale and beyond</p>	<ul style="list-style-type: none"> • Complete key intersection upgrades along our highway corridors <ul style="list-style-type: none"> ◦ 8 St/Hwy 3, Hwy 3 & 30 St, 30 Ave & 845, Hwy 845/3. • Extend 21 Ave, pending ATEC approval and consideration for ARP feedback. • Prepare a traffic circulation and truck-route plan, including the formalization of a bypass route connecting HW 3 to 845 via 8th St. and 12th Ave. • Incorporate regional traffic flow considerations into local network analysis, management and decision making, including feasibility/impact of bypasses.
<p>Improve accessibility and non-vehicular mobility throughout Coaldale</p>	<ul style="list-style-type: none"> • Identify accessibility upgrades in collaboration with Access Coaldale. • Improve accessibility standards for new builds; incentivize upgrades for existing ones. • Embed accessibility improvements into all renewal projects, with a focus on public facilities and public realm.
<p>Infrastructure renewal</p>	<ul style="list-style-type: none"> • Upgrade streets, sidewalks, and underground infrastructure. • Prioritize renewal using condition, risk, volume, and growth data to guide budget decisions. • Coordinate work with other capital projects to maximize the value of every dollar spent. • Include stormwater/drainage renewal and enhancements as a key element of building a resilient transportation network. • Establish sustainable long-term renewal funding strategies informed by a robust Asset Management strategy.
<p>Road safety; active modes crossings, pathway linkages and integration with regional transportation networks</p>	<ul style="list-style-type: none"> • Empower the internal traffic calming working group to continue collecting data, bringing recommendations to Council, and implementing beneficial changes to the transportation network. • Strengthen regional collaboration on transportation. • Upgrade active-mode crossings where necessary. • Maintain ongoing traffic data collection. • Speed study and speed limit analysis and optimization.

Council Strategic Plan

Pillars | Focus Areas | Strategic Actions

Asset Management



Caring for what we have,
planning for what we need

Focus Areas

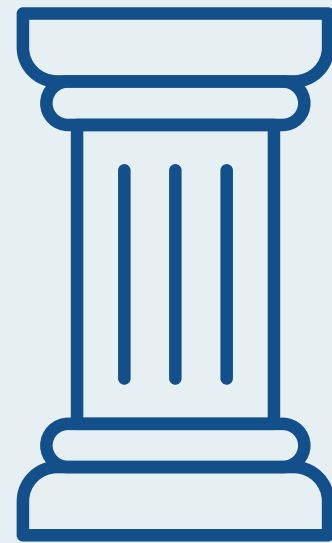
Strategic Actions

<p>Gather good data to facilitate prudent long-term financial and capital planning</p>	<ul style="list-style-type: none"> • Complete facility assessment updates, Asset Management software rollout, and related master plans. • Standardize asset condition reporting. • Use risk-based prioritization as a key decision-making tool. • Strengthen lifecycle costing and reserve strategies. • Integrate asset data into budgets and Council reports. • Provide public-facing infrastructure reporting. • Update our Infrastructure Master Plan. • Complete and implement a 10-year Capital Plan. • Complete and implement a 10-year Recreation Master Plan.
<p>Operational excellence</p>	<ul style="list-style-type: none"> • Standardize maintenance and inspection schedules. • Provide regularly updated operational performance dashboards. • Continue a demonstrated level of diligence in the operation of our water, wastewater and stormwater utilities. • Continue to deliver waste collection services in an efficient, convenient and environmentally beneficial manner. • Prioritize the maintenance of our roads and sidewalks, water, wastewater and stormwater utilities.
<p>Infrastructure renewal and replacement</p>	<ul style="list-style-type: none"> • Implement a long-term data-based renewal program for surface and underground assets.
<p>Building maintenance</p>	<ul style="list-style-type: none"> • Complete and maintain up-to-date building condition assessments for all Town facilities. • Make a concerted effort to fix and repair, maintain and enhance existing facilities.

Council Strategic Plan

Pillars | Focus Areas | Strategic Actions

Community Care and Safety



Collaboration, partnerships, prevention and education

Focus Areas

Strategic Actions

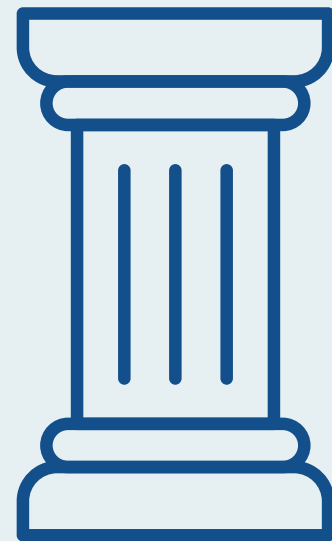
<p>Reimagine the Community Policing Program with a focus on a positive and proactive community presence</p>	<ul style="list-style-type: none"> • Increase officer visibility and community outreach. • Expand engagement activities, for instance Coffee with a Cop, COP, school and senior’s partnerships. • Strengthen prevention and education initiatives. • Improve collaboration between RCMP, CPOs, COP, FCSS, and other partners. • Provide accessible support and reporting channels for residents.
<p>Safer streets and roads</p>	<ul style="list-style-type: none"> • Rekindle the Safe Routes to School program. • Focus on targeted traditional traffic enforcement, where necessary and beneficial.
<p>A modern regulatory approach</p>	<ul style="list-style-type: none"> • Review and renew bylaws and policies. • Prioritize unsightly premises and community standards enforcement to improve neighbourhood appearance and community safety.
<p>Fire and Emergency Services</p>	<ul style="list-style-type: none"> • Continue to demonstrate pride in our dedicated Fire and Emergency Services department by providing the resources needed to maintain elite status. • Support the ongoing success of the Fire Academy. • Ensure the high degree of training and readiness our Fire and Emergency Services department adheres to is recognized and celebrated as a key part of their ongoing service excellence.

Council Strategic Plan



Pillars | Focus Areas | Strategic Actions

Community Experience



Programs, events, spaces and places for all ages and abilities

Focus Areas

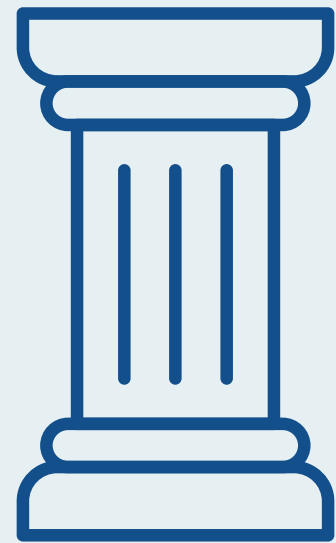
Strategic Actions

<p>Tourism and visitor attraction</p>	<ul style="list-style-type: none"> • Continue to attract major events as a means of promoting Coaldale and supporting local businesses. • Strengthen promotion efforts of Birds of Prey Centre, Gem of the West, and other existing tourism assets. • Improve wayfinding signage and related design features to amplify community presence for tourists and visitors. • Focus on collaboration with other organizations, and regional tourism partnerships.
<p>Downtown transformation</p>	<ul style="list-style-type: none"> • Complete and implement the Downtown ARP. • Prioritize John Davidson and Civic Square Phase 3 projects. • Redevelop the former 7-11 site as a gateway feature. • Expand downtown activation by adding more regular events throughout the year. • Support local businesses with marketing and beautification incentives. • Enhance pedestrian comfort and accessibility downtown. • Invest in streetscape/façade improvements to amplify a common theme and sense of place.
<p>Creation and promotion of programs and events in public spaces and facilities</p>	<ul style="list-style-type: none"> • Prepare and implement a year-round integrated programming strategy inclusive of all Town spaces and facilities. • Strengthen partnerships with schools, FCSS, volunteers and others to enhance capacity and co-deliver programs. • Increase inclusive, multi-generational programs. • Expand offerings at Civic Square and throughout the downtown (markets, events, performances). • Improve centralized community program communication. • Offer low-/no-cost community programming options.

Council Strategic Plan

Pillars | Focus Areas | Strategic Actions

Community Experience



Programs, events, spaces and places for all ages and abilities

Focus Areas

<p>Continue hosting successful events that are free for residents and a draw for visitors</p>	<ul style="list-style-type: none">• Develop a coordinated annual events strategy focused on key signature Town events, and the creation of new events.• Strengthen partnerships with service clubs, volunteers, schools, and businesses to co-host events and build capacity.• Improve event logistics, including security, traffic management, and volunteer recruitment.• Enhance marketing and regional promotion to boost attendance and economic benefits.• Ensure events are inclusive and accessible for all ages and abilities.• Conduct post-event evaluations to assess performance and practice continuous improvement for future events.
<p>Promotion of environmental design components in new and existing green space, where realistically achievable</p>	<ul style="list-style-type: none">• Update our Urban Forestry Master Plan.• Develop a long-term parks maintenance and renewal strategy.• Prepare and implement planting strategies at parks, as necessary, such as Centennial Park and Pinnacle Park.• Prioritize enhancements at Pinnacle Park, and Centennial Park and other spaces adjacent to the Birds of Prey.

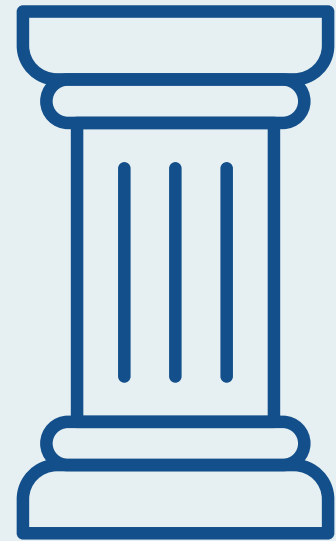
Strategic Actions

Council Strategic Plan



Pillars | Focus Areas | Strategic Actions

Governance and Advocacy



Pursuing tangible outcomes for a better Coaldale

Focus Areas

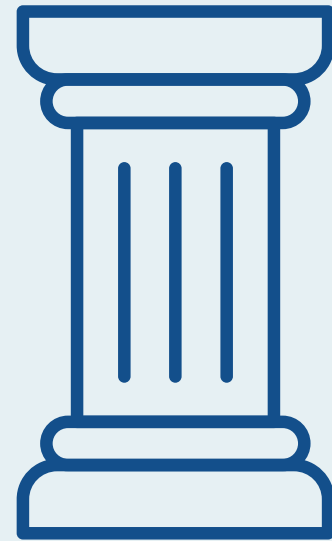
Strategic Actions

<p>Build and maintain key relationships at all levels of government</p>	<ul style="list-style-type: none"> • Promote the Coaldale brand through strategic, consistent advocacy for better community outcomes. • Maintain the annual advocacy trip to Edmonton. • Continue to advocate for the return of an Urgent Care Centre and Hospital for Coaldale. • Continue to advocate for a sustainable cost model for policing in Coaldale. • Develop an annual advocacy priorities strategy that outlines and evaluates Coaldale’s top asks, tracks progress, and measures outcomes over time. • Focus on realistic outcomes-based advocacy efforts tied to funding, legislative change and service improvements. • Establish year-round engagement with MLAs, Ministers, and federal partners. • Strengthen regional collaboration and partnerships through regular communication with our municipal neighbours. • Advocate for core infrastructure needs tied to growth (transportation, industrial lands, water/wastewater).
<p>Explore the viability of regional partnerships</p>	<ul style="list-style-type: none"> • Host annual Council-to-Council meetings with our municipal neighbours
<p>Focus on continuous improvement</p>	<ul style="list-style-type: none"> • Participate in peer-learning opportunities with communities of a similar context and attend educational workshops. • Enhance Strategic Plan implementation by holding annual retreats, identifying key performance measures, and participating in Council and organizational performance check-ins to inform updates and adjustments to the plan. • Periodically review governance structures and decision-making practices and processes. • Enhance our continuous improvement practices by offering structured resident feedback opportunities focused on community experience and service expectations.

Council Strategic Plan

Pillars | Focus Areas | Strategic Actions

Governance and Advocacy



Pursuing tangible outcomes for
a better Coaldale

Focus Areas

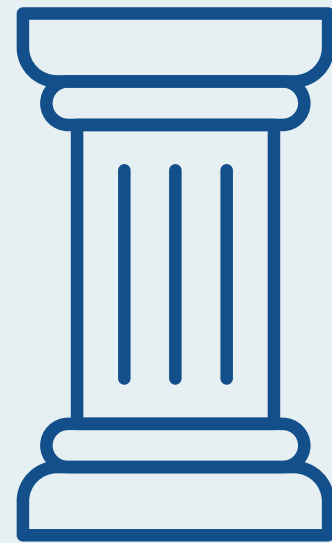
Promote organizational efficiency	<ul style="list-style-type: none">• Maintain a clear distinction of governance and administrative responsibilities to ensure strong strategic leadership and efficient daily operations.• Continue to focus on red tape reduction as a key tenet of the Coaldale approach.
Make continuing to prioritize visibility and communication with the public and other community partners an ongoing priority	<ul style="list-style-type: none">• Enhance the consistency and accessibility of information through plain-language updates and a centralized information hub for major initiatives and updates.• Strengthen public communication by ensuring it is inclusive and accessible to all demographics, across multiple channels and provided in a timely manner.• Build and launch a resident feedback framework that encourages the community to ask questions, raise concerns and see how input is considered in decision-making.• As a part of Strategic Plan implementation, provide regular progress reporting so the public can track progress and outcomes throughout the term.

Strategic Actions

Council Strategic Plan

Pillars | Focus Areas | Strategic Actions

Growth and Investment



Sustainable, forward-thinking,
and well-managed progress

Focus Areas

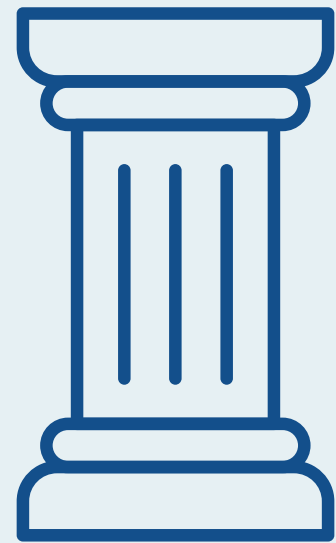
Strategic Actions

<p>Facilitate and participate in prudent long-range planning</p>	<ul style="list-style-type: none">• Secure water rights for future growth.• Renew regional water service agreements.• Complete Hwy 3 water/wastewater concept development study.• Develop and implement a growth management strategy that aligns land use, infrastructure and financial sustainability.• Focus on housing affordability and the availability of diverse housing types across all demographics.• Continue to prioritize the creation of and advocacy for more seniors' housing options throughout the community.• Ensure industrial and commercial development readiness by planning for transportation access, servicing, and long-term employment growth opportunities.• Strengthen long-term capital and servicing strategies with a focus on identifying predictable and appropriately phased growth-related infrastructure costs.• Consider practical environmental design and conservation elements as a part of long-range planning activities.
<p>Service excellence</p>	<ul style="list-style-type: none">• Formalize Coaldale's risk/reward approach in Council reporting.• Modernize the Land Use Bylaw (LUB) and related legislative and regulatory processes.• Host annual development summits to engage in meaningful dialogue with investors, developers, builders, and tradespeople.• On a regular basis, invite feedback from residents, developers, and the business community to help us understand what's working well and where we can improve.• Identify synergies between new developments and the Town's Asset Management objectives.

Council Strategic Plan

Pillars | Focus Areas | Strategic Actions

Growth and Investment



Sustainable, forward-thinking,
and well-managed progress

Focus Areas

Marketing and investment attraction

Strategic Actions

- Celebrate our successes.
- Develop and implement an economic development & investment attraction strategy that highlights Coaldale's strengths in the agri-food and logistics sectors.
- Enhance and modernize our marketing materials and digital presence in the investment attraction space.
- Maintain the annual comparative analysis, and report regularly on investment outcomes such as jobs created, building starts, and positive impact to tax base.
- Strengthen partnerships with regional economic development organizations and municipal partners to promote and grow Canada's Premier Food Corridor.
- Improve downtown and community branding efforts in support of business attraction for our downtown and other growth areas
- Pursue investment readiness by ensuring an adequate supply of serviced or easily serviceable land and an efficient path to development.

Common Themes

Strategic planning is often shaped by the tension between what exists today, and the needs of 'tomorrow'. The following themes were present in many of the conversations, perspectives and recommendations that helped shape the 2026 - 2029 Council Strategic Plan.

Data-driven decision making

Decisions are informed by reliable information, thorough analysis, and clear objectives.

Partnerships and collaboration

Strong, active relationships with other levels of government, our municipal neighbours, and other community partners advances shared goals and amplifies positive impact for Coaldale.

Focused on the future

Today's planning and investment decisions are guided by a clear, long-term vision that anticipates and shapes Coaldale's evolving needs.

Advocacy, with tangible outcomes

Coaldale's interests are championed through advocacy efforts, consistently translating into real, measurable results for the community.

Clear, consistent and transparent communication

Information is openly and regularly shared to ensure residents, investors and other community partners remain informed and engaged.

Community Activation and Vibrancy

A lively, connected community is nurtured where residents are inspired to engage meaningfully in the life of the town.

Innovation, efficiency, and continuous improvement

New approaches are embraced, processes are streamlined, and the delivery of services and infrastructure is continually refined and improved.

Accessibility and Equity

All residents, regardless of background or ability, are ensured access to services, spaces, places, and opportunities across Coaldale.