

The contents of this four-year Strategic Plan were created by the town council of the Town of Innisfail in December 2017 for the betterment of the citizens of the town and with the future of their region in mind.

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Letter from Town Council

Your new town council was elected in October 2017 with a mandate focused on creating an even more livable community for people while making sure that Innisfail is an attractive place to do business. The best way to do this is to provide the necessary services and amenities to a growing population. We see a big part of any change in our community as creating a new understanding of what success looks like for the Town of Innisfail over the course of the next few years. The plan you will see on the pages of this plan comprises our vision for what that change is all about.

This document outlines how we approached our high-level planning for the town and then developed a set of goals and strategies that will help us be successful. Because we have set out a lot of work for ourselves, we identified a smaller set of high priority strategies that we will keep track of so that we know we are trending towards success.

The environment around us is always shifting and we know that we need to revisit this plan from time to time; however, this plan gives us the best chance at making Innisfail even better over the course of this council's term while we keep an eye to the distant future.

We invite you to review this strategic plan, and we are always interested in your thoughts and comments.

Sincerely;

Mayor Jim Romane and Town Council



1 Introduction and Executive Summary

1.1 Background

The Town of Innisfail council and senior administration met in December 2017 to develop a series of goals and strategies to address council's desire to create an updated Strategic Plan for 2018-2021. The bulk of this plan comprises the expressed desire of the town's elected officials and provides citizens, community groups, business, administration and other stakeholders with an indication of the planned future of the town.

1.2 Integrated Planning

Town council's governance role includes the mandate to provide strategic direction for the town. This high-level plan comprises that direction. It builds on existing plans such as the annual Strategic Priorities Charts that are worked on by council and administration. The new Strategic Plan will give administration guidance and help them to build its own operational plans.

Once council has set the town's strategic direction, administration is able to build plans and budgets that carry out council's direction.

In the image below, examples of administration's plans may include Business Plan, Operational Plan, Recreation Master Plan, Capital Plan, and Recreational Facility Master Plan, among others.

Municipal Governance and Management Plans



1.3 Vision, Mission and Values

Council is looking towards the future of Innisfail. When doing so, it is important that members of council agree on what the final destination looks like. With this in mind, town council first decided on the town's ideal future (Vision) and the general direction it will take to achieve that future (Mission).

Members of council were not aware of existing versions of the vision, mission and values, so the ones that appear on the next page were created.

1.3.1 Vision Statement

Innisfail; an active and vibrant community that is a great place to live and create a future.

A community's vision provides a long-term picture of where or what the community wishes to be or become. The vision also indicates what makes Innisfail unique. The vision shown above was created by council in December 2017.

1.3.2 Mission Statement

Innovation with imagination will guide Innisfail to a progressive and exciting tomorrow, instilling pride and spirit in our citizen-centred, sustainable community.

A town's mission answers a question about what business the community is in. It lets readers know what Innisfail does and who benefits.

This mission statement was created based on key ideas about how to achieve the town's vision.

1.3.3 Values

The values expressed here are the guiding principles that help determine how the town will behave, both in public and privately.

- Credibility
- Participation
- Prosperity
- Respect
- Trust
- Spirit

A *fulsome* expression of how these values appear when they are in action can be found in Appendix 2 to this plan.

1.4 Key Priorities

Section 4 of this plan outlines the full set of goals and strategies identified by council. The following list contains the eight high priority strategies agreed to by council. More detail on each priority strategy can be found in Section 4.

The high priority strategies below are not ranked, but rather all of them carry the same weight. They are listed below in the Plan Reference order in which they appear in this Strategic Plan.

Innisfail's High Priority Strategies

Sustainability Pillar	Plan Reference	Strategy
Governance	4.1.1 a	Develop and implement a public engagement strategy.
Governance	4.1.2 a	Engage in open discussions with Red Deer County to reach agreement terms and principles that are fair and equitable to both Innisfail and Red Deer County.
Economy	4.2.1 a	Develop a diversified marketing strategy to attract new business.
Economy	4.2.2 a	Provide a positive first impression for visitors to Innisfail.
Culture	4.4.1 a	Determine how best to increase the number and capacity of community gathering spaces.
Culture	4.4.1 c	Work to ensure that citizens do not have to leave Innisfail to partake in community activities.
Social	4.5.1 a	Provide diverse options for housing, commercial, and social asset development with appropriate plans in place.
Social	4.5.2 a	Enhance safety in the community.

2 Sustainability Pillars

2.1 Overview of Sustainability Based Planning

Good governance principles and Federal/Provincial/Municipal New Deal funding arrangements require strategic planning or Municipal Strategic Planning to address the *Pillars of Community Sustainability* that are used and referenced throughout this plan.

Innisfail has created this Strategic Plan around five Pillars of Community Sustainability that include; Governance, Culture, Social, Economy, and Environment An overview of what is included within each pillar follows below:

- **Governance:**

The municipal election processes, the municipality's capacity to manage resources and develop and implement sound public policy, and the mechanisms through which citizens and groups engage and interact with council, the municipality's administration and each other.

- **Culture:**

Shared values and cultural and recreational activities that reflect the diverse traditions, customs, values, heritage, identity and history of Innisfail.

- **Social:**

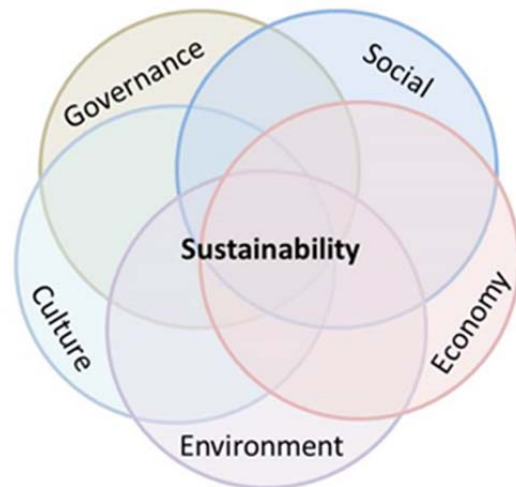
Health, well-being, safety and quality of life of individuals, families and the community.

- **Economy:**

Achieving economic vitality, growth and development that simultaneously improves quality of life and the environment. It includes employment and income levels and the health, quality and diversity of employers, businesses and non-profit organizations in the community.

- **Environment:**

Community environmental stewardship and the health, quality, diversity and abundance of local and global ecosystems, the state of the built environment and the services that support it.



2.2 Implementing Sustainability

Council is committed to providing and passing on a solid foundation of direction and policy for future councils that will continue to build a sustainable community within the values and beliefs expressed by the citizens of Innisfail. Such foresight can motivate current day planning to think about the impact of growing the town population within 5-10 years and diversifying the economy to provide long-term sustainability.

Land use planning should consider what the town may look like and what types of facilities and services will be needed at a population of over 15,000, a number which is foreseeable within the 2018 Strategic Plan's horizon of 25 years.

It is critical to think in these terms so that capacity and resources can be developed or updated in advance so that sustainability is maintained as the population grows.

2.3 Continual Review

The overall capacity of the town will need to be assessed and evaluated on a continuous basis to address the goals, strategies and action steps that drive the financial, capital and operating plans, to think about future service delivery needs in terms of a 15,000-population benchmark and to begin to enact solutions to meet future needs.

Some of the steps to continue with updating the strategies in the Strategic Plan and addressing service delivery capacity appear as an appendix to this plan.

3 Priority Goals and Key Strategies

Innisfail's 2018 Strategic Plan activities, and feedback that occurs using other channels such as previous plans and council's priorities, identified a significant number of current and prospective Goals and Strategies. Innisfail's council has distilled that number down to the following list of key deliverables for 2018 and beyond, which if successfully completed, will indicate that the town is on track to meet its strategic objectives.

The goals shown below are broken down by Pillar of Sustainability. It is important to note that the strategies often have a secondary impact on one or more other pillar. Once developed, each specific deliverable associated with these strategies will have a lead accountability within the town, while other parts of the organization may assist in a supporting role. A more extensive list of secondary goals and strategies is located in subsequent sections of this plan.

3.1 Innisfail Sustainability Matrix

The table below represents the Sustainability Pillars connected to Innisfail's actions. 'Primary (▲)' means the key Pillar of Sustainability for a particular goal and 'Affiliated (❖)' means there is a close relationship to one or more other Pillars. Goals and strategies which are assigned to one particular Sustainability Pillar are also typically linked to other Pillars, and as such, work on these goals is interdependent strategically and, consequently, also linked administratively.

Pillar of Sustainability:

- Gov ... Governance
- Env Environment
- Econ.. Economy
- Cul..... Culture
- Soc Social

Innisfail Goal Matrix

#	Goals Primary [▲] Affiliated [❖]	Pillar of Sustainability				
		Gov	Econ	Env	Cul	Soc
1 – Governance						
1.1	Engaging our Public	▲			❖	❖
1.2	Regional Agreements	▲	❖	❖		
1.3	Adherence to Bylaws	▲	❖	❖	❖	❖
1.4	Human Resource Management	▲				
2 – Economy						
2.1	Support Local Business	❖	▲		❖	❖
2.2	Boost Tourism		▲	❖	❖	❖
3 – Environment						
3.1	Environmental Responsibility	❖	❖	▲	❖	❖
3.2	Infrastructure Upgrades	❖	❖	▲		
4 – Culture						
4.1	Community Gathering Place	❖	❖		▲	❖
4.2	Unique Cultural Identity		❖	❖	▲	❖
4.3	Cultural Expression	❖		❖	▲	❖
5 – Social						
5.1	Sustainable Development	❖	❖	❖		▲
5.2	Safe Community	❖	❖	❖	❖	▲
5.3	Diversify Housing Options	❖	❖	❖	❖	▲
5.4	Urban Spaces	❖		❖	❖	▲

3.2 Priority Ranking of Strategies

Each Strategy in the tables in Section 4 below contains a colour coded prioritized ranking of relative Strategies for 2018 and beyond as determined by Innisfail's council. This ranking is used by town administration to determine the relatively high, moderate and low priorities for the year as it assigns resources to key strategies.

Priority rankings will be reviewed and adjusted as planning for subsequent years is undertaken. Current year priority strategies may rise or fall in comparison to other strategies in following years as the town works toward achieving its vision. Priority is not purely an indication of 'importance' of a strategy; it is also an indication of the necessary timeliness of required action.

Innisfail's priority rankings for 2018-19 are defined and colour coded as:

High Priority - Work on this strategy must be conducted in fiscal year in order for the goal to be achieved within the scope of this Strategic Plan.

Medium Priority - When resources become available after required resources are assigned to high priority strategies, action will be taken on this strategy.

Low Priority - Limited action is expected on this strategy in fiscal year.

3.3 2018 Innisfail's High Priorities

Within the full list of strategies that appear in Section 4 of the Strategic Plan, council has created a subset of eight 'high' ranked strategies as determined in December 2017. The individual strategies in the table immediately below are listed in order of the Pillar of Sustainability assigned to them by council. The items on this list are considered to be important and timely.

Within the full listing of strategies in Section 4 below, other strategies are marked with 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 other priorities emerge.

'Plan Reference' refers to the section in the 2018-21 Innisfail Strategic Plan in which the priority strategies can be found.

Innisfail's High Priority Strategies

Sustainability Pillar	Plan Reference	Strategy
Governance	4.1.1 a	Develop and implement a public engagement strategy.
Governance	4.1.2 a	Engage in open discussions with Red Deer County to reach agreement terms and principles that are fair and equitable to both Innisfail and Red Deer County.
Economy	4.2.1 a	Develop a diversified marketing strategy to attract new business.
Economy	4.2.2 a	Provide a positive first impression for visitors to Innisfail.
Culture	4.4.1 a	Determine how best to increase the number and capacity of community gathering spaces.
Culture	4.4.1 c	Work to ensure that citizens do not have to leave Innisfail to partake in community activities.
Social	4.5.1 a	Provide diverse options for housing, commercial, and social asset development with appropriate plans in place.
Social	4.5.2 a	Enhance safety in the community.

4 Goals and Strategies

The following pages contain the full list of goals as identified by Innisfail Town Council. Within each goal, are a series of strategies that contribute to achieving the goal.

Each strategy is colour coded to indicate its relative priority. Where possible within each goal, the high priority strategies are listed first, followed by the moderate priority strategies. In some cases, low priority strategies must be achieved first.

- High Priorities: Purple Highlighting
- Moderate Priorities: Blue Highlighting
- Low Priorities: No Highlighting

Throughout the tables on the following pages, the term 'Lead Role is used. This list identifies the lead role:

- MayorMayor
- Council.....Town Council
- CAOChief Administrative Officer
- CorpCorporate Services
- CommCommunity Services
- OpOperational Services
- FPSFire and Protective Services
- CSMCommunications and Social Media
- Leg.....Legislative Services

4.1 Sustainability Pillar: Governance

4.1.1 Engaging our Public

Goal: To Provide Enhanced Opportunities for Public Engagement			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Develop and implement a public engagement strategy.	a) Review of public engagement strategy and related policy is completed. b) Engagement policy revisions are aligned to town strategic goals where possible.	
b)	Align town boards and committees to ensure valuable public engagement is realized.	a) Council reviews all town public boards and committees to ensure that as much public input as is valuable is achieved. b) Governance role of volunteers is clarified.	
c)	Engage youth in more town processes and events.	a) Young people are more present and engaged with town activities.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Council considers updated policy for public engagement.	2018 Q1	Council
b)	Town engagement policy aligns with strategic goals.	2018 Q1	CSM
c)	Terms of reference review for all town boards and committees is complete.	2018 Q4	Leg
d)	Volunteers understand their governance roles on town boards and committees.	2019 Q3	Leg
e)	The number of young people involved as volunteers on town boards, committees, events, and consultations rises by 50%.	2020 Q4	Comm

4.1.2 Regional Agreements

Goal: To Complete Mutually Beneficial Agreements with Red Deer County			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Engage in open discussions with Red Deer County to reach agreement terms and principles that are fair and equitable to both Innisfail and Red Deer County.	a) An Intermunicipal Collaboration Agreement is in place.	
b)	Conclude ICF agreement prior to the provincial deadline.	a) ICF benefits both communities and any other communities who might be involved.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	ICF discussion begins.	2018 Q1	Council
b)	ICF agreement is provided to Alberta Municipal Affairs.	2019 Q3	Council

4.1.3 Adherence to Bylaws

Goal: To Improve Knowledge, Acceptance and Respect of Bylaws			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Educate citizens and businesses about relevant town bylaws.	a) Bylaw education is proactive. b) Reliance on enforcement is less necessary.	
b)	Consider a seasonal focus to bylaw education.	a) Citizens, businesses and community groups are knowledgeable about bylaws throughout the year.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Council approves a bylaw education program and any necessary policy changes.	2018 Q3	Council
b)	Bylaw enforcement statistics indicate a year-over-year per capita drop in sanctions.*	2019 Q4	FPS
c)	Citizens indicate that the town consistently enforces bylaws.	2018 Q4	FPS

* Measure relies on a citizen satisfaction survey qualitative result. This survey is planned for Q4 2018 and every two years thereafter.

4.1.4 Human Resource Management

Goal: To Ensure that Effective Human Resource Management is a Concentration for Town Administration			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Evaluate the Human Resource Management System.	a) A Human Resources Management Plan that prioritizes areas such as, compensation, performance management, organizational development, health & safety, wellness, benefits, training and succession planning.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Employees are respected and recognize the Town as a good employer.	2019 Q1	Corp
b)	A spirited and trustworthy organizational culture.	2019 Q1	Corp
c)	Leadership development plans to strengthen managers as a coach and a mentor.	2019 Q1	Corp
d)	Staff are provided with a safe work environment focused on employee wellness.	2019 Q1	Corp

4.2 Sustainability Pillar: Economy

4.2.1 Support Local Business

Goal: To Support Business attraction, retention and expansion			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Develop a diversified marketing strategy to attract new business.	a) Potential business sector opportunities are identified in collaboration with partners such as the Chamber of Commerce.	
b)	Ensure that the town is able to provide professional advice to the business community.	a) Town staff provide professional expertise to the business community.	
c)	Support the local business community.	a) Innisfail maintains its ability for residents and businesses to shop for most goods and services without leaving town.	
d)	Review and adapt the regulatory process to make commercial and industrial development easier.	a) The town's regulatory and permitting processes support business as it endeavors to expand in Innisfail.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Two net new businesses are attracted to Innisfail each year.	2019 Q1	CAO
b)	Business indicate they are satisfied with the assistance provided to them by the town.	2018 Q1	CSM
c)	Citizens are satisfied or very satisfied with local shopping options. *	2018 Q4	CSM

* Measure relies on a citizen satisfaction survey qualitative result.

4.2.2 Boost Tourism

Goal: To Attract Travelers to Innisfail and Provide a Positive First Impression			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Provide a positive first impression for visitors to Innisfail.	a) A community aesthetics program for town entrances is in place.	
b)	Identify how tourism could have an impact on Innisfail.	a) Impact assessment identifies tourism opportunities.	
c)	Market Innisfail to potential visitors.	a) Comprehensive and Innovative Tourism Marketing Strategy is in place.	
d)	Enhance tourist experiences in Innisfail.	a) The town and local tourism-related enterprises collaborate to bring people to Innisfail.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Community aesthetics program is approved by council.	2018 Q3	Op
b)	Tourism Marketing strategy is completed.	2018 Q4	CSM
c)	Tourism impact assessment is completed.	2019 Q4	CSM
d)	Visitor numbers grow year-over-year.	2020 Q2	CSM

4.3 Sustainability Pillar: Environment

4.3.1 Environmental Responsibility

Goal: To be Environmentally Responsible and Accountable			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Divert waste from the landfill.	a) Household waste reduction program is created to manage waste, recyclables and compostable materials.	
b)	Enhance the town's trail system.	a) Trail network is expanded to service new areas within Innisfail. b) Development of trails around Dodds Lake is considered as part of the overall trail strategy.	
c)	Manage snow and snow melt in an environmentally sensitive manner.	a) Snow retention management plan is completed. b) New snow dump location(s) are identified and operations.	
d)	Reduce paper use in town functions.	a) Where possible digital document use and data storage.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Innisfail pilots a new waste management program.	2020 Q1	Op
b)	A Trail Master Plan is adopted	2019 Q1	Op
c)	Snow retention management plan is complete.	2019 Q2	Op
d)	New snow dump location is operational.	2020 Q4	Op
e)	The Town of Innisfail reduces its office paper usage by 25%.	2018 Q4	Corp

4.3.2 Infrastructure Upgrades

Goal: To Provide Necessary Town Infrastructure Maintenance and Upgrades			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Identify capital needs for infrastructure upgrades and maintenance.	a) Innisfail's deep infrastructure maintenance and replacement is part of the town's capital plan.	
b)	Ensure that resources are present when needed.	a) The town has a reserve strategy that anticipates when infrastructure replacement funding will be needed. b) Innisfail is aware of, and applies for, relevant grants.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Town capital plan is kept current through the use of a rolling plan model.	2019 Q1	Op
b)	Council approves a reserves strategy and optimal balance for deep infrastructure maintenance and replacement.	2019 Q2	Council
c)	Innisfail receives all capital infrastructure grants for which it is eligible.	2020 Q4	Corp

4.4 Sustainability Pillar: Culture

4.4.1 Community Gathering Place

Goal: To Increase the Number of Places that Can be Used as Community Gathering and Athletics Spaces.			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Determine how best to increase the number and capacity of community gathering spaces.	a) A community gathering space feasibility study is completed.	
b)	Consult with the community to determine the level of need for a new or upgraded community facility.	a) Level of desire, capacity, and buy-in from service clubs, other community groups, and businesses is known. b) Potential funding sources are identified. c) Future facility needs are known and planned for well in advance.	
c)	Work to ensure that citizens do not have to leave Innisfail to partake in community activities.	a) A year-round indoor-outdoor community facility for use by all residents of Innisfail is developed.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Community gathering space study is completed.	2018 Q4	Comm
b)	Survey and/or other consultation process is completed.	2018 Q4	Comm
c)	Determination of whether potential funding sources make a facility feasible is made by council.	2018 Q4	CAO
d)	Council chooses how best to proceed with any facility development.	2019 Q1	Council
e)	Long-term facility planning is underway.	2019 Q3	Comm

4.4.2 Unique Cultural Identity

Goal: To Identify Culture within Innisfail			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Identify what makes Innisfail culturally unique.	a) Innisfail's unique features can be used to attract visitors to town. b) Innisfail's unique features can be used to enrich citizens' experience of their home.	
b)	Outline Innisfail's cultural needs and how to fulfill them.	a) A cultural master plan that identifies short, medium and long-term program and facility needs is completed.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Visitor numbers grow year-over-year. *	2020 Q1	CAO
b)	Citizens express pride in their community. **	2018 Q4	CSM
c)	Cultural master plan is complete.	2019 Q3	Comm

* This measure is also used for a strategy earlier in the strategic plan.

** Measure relies on a citizen satisfaction survey qualitative result.

4.4.3 Cultural Expression

Goal: To Express Innisfail's Cultural Attributes			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Support and grow local events.	a) The town invites arts and cultural groups to participate in town cultural planning. b) The town identifies opportunities by which it can support local events. c) The town promotes local theater group(s).	
b)	Host a permanent Farmers' Market.	a) The regular event draws people to Main Street.	
c)	Host an 'events in the park' program around Innisfail.	a) Sponsor or host a program of downtown-based events that may include Canada Day, Thanksgiving, Winter Festival, Tree-Lighting, and other events.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Arts and culture community consultation is held.	2018 Q4	Comm
b)	Inventory of arts and cultural groups and events is completed.	2019 Q1	Comm
c)	The town and Innisfail cultural groups agree on how the town can best lend support.	2019 Q2	Comm
d)	Farmers' Market vendors choose whether to host a permanent market somewhere downtown. *	2019 Q2	Council
e)	Events in the Park (or similar) program includes at least three distinct community events.	2020 Q1	Comm

* This measure is not completely within the town's control.

4.5 Sustainability Pillar: Social

4.5.1 Sustainable Development

Goal: To Promote Well-being Through the Development of Social Amenities in the Community			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Provide diverse options for housing, commercial, and social asset development with appropriate plans in place.	a) Neighbourhoods are viewed as 'communities within the community'. b) Town spaces are viewed and understood as assets that bring well-being to citizens and growth to the community.	
b)	Develop an action plan from the Seniors Needs Assessment.	a) Innisfail is an age-friendly community where citizens have lifelong opportunities to thrive.	
c)	Engage in discussions regarding a regional transportation plan.	a) Innisfail citizens have access to amenities and services not available in the community	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Citizens say that their sense of community has grown over time. *	2018 Q4	CSM
b)	Age-friendly Strategy & Action Plan is approved	2019 Q2	Comm
c)	Regional Transportation plan is approved	2020 Q3	Comm
d)	Planning documents are reviewed and updated as required	2019 Q3	Op

* Measure relies on a citizen satisfaction survey qualitative result.

4.5.2 Safe Community

Goal: To Provide a Safe Community for Citizens, Groups and Businesses			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Enhance safety in the community.	a) The public, community groups and the business community collaborate to make Innisfail safer. b) The town, RCMP and regional partners collaborate on joint community safety initiatives.	
b)	Engage the community in an ongoing manner.	a) Conscious community facilitation efforts build a stronger sense of community.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Citizens say they feel safe or very safe in their community. *	2018 Q4	CSM
b)	Joint taskforce initiatives on community safety program is launched publicly.	2019 Q1	FPS
c)	Community engagement program is underway.	2019 Q1	FPS

* Measure relies on a citizen satisfaction survey qualitative result

4.5.3 Housing Options

Goal: To Diversify Housing Options			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Solicit expressions of interest for town lands by the southwest commercial site.	a) Agreement with developer(s) is finalized.	
b)	Enable or create options for affordable housing.	a) Town decides whether to act as a developer for affordable housing. b) Habitat for Humanity and the town partner on housing options.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Council decides how best to use town-owned land by the southwest commercial site.	2018 Q4	Council
b)	Council determines whether it has a role as a provider of affordable housing.	2019 Q1	Council
c)	Habitat for Humanity decides to conduct a build in Innisfail. *	2020 Q2	CAO

* This measure is not entirely within the town's control.

4.5.4 Urban Spaces

Goal: To Improve Town Spaces to Meet the Needs of the Community			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Ensure that community beautification standards reflect citizen's desires and business needs.	a) In collaboration with residents, Planning and Development creates a town beautification plan. b) Town standards are enforced through bylaws.	
b)	Use urban planning to increase the health, well-being, and connectedness of citizens.	a) A well-planned trail network enhances the appeal of Innisfail, adds to residential property values, and builds community. b) Citizens are encouraged to be active.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Town beautification plan is completed.	2019 Q1	Ops
b)	Complaints about alleged urban standard bylaw contraventions fall year-over year.	2020 Q4	Corp
c)	Citizens are satisfied or very satisfied with the urban trail network. *	2018 Q4	CSM
d)	Town launches an 'active community' program.	2019 Q2	Comm

* Measure relies on a citizen satisfaction survey qualitative result.

5 Conclusion

The pages of this Innisfail 2018 Strategic Plan provide a roadmap that has been developed by the town's elected officials and administration. It is important that both groups 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 have to shift in order to remain relevant. As with any plan, this one must be used, reviewed and updated on a regular basis.

Appendix 1 - Glossary of Acronyms

These acronyms appear in locations through this plan:

AUMA.....	Alberta Urban Municipalities Association
CAO	Chief Administrative Officer (Town Manager)
EDO	Economic Development Officer
EMS	Emergency Medical Services
FCSS.....	Family and Community Support Services
IDP	Intermunicipal Development Plan
ICF	Intermunicipal Collaboration Framework
MGA	Municipal Government Act
MMGA.....	Modernized Municipal Government Act
MLA.....	Member of the Legislative Assembly
MP.....	Member of Parliament
MSI.....	Municipal Sustainability Initiative
RFD.....	Request for Decision

Appendix 2 -Values in Action

During the creation process that led to the identification of the six core values for the Town of Innisfail, council and senior administration deliberated how these values would be expressed. Specifically, expressed values are in relation to how the town will demonstrate its values to council, administration, volunteers, citizens, business, industry, neighbouring municipalities, and town-based groups and organizations.

In several circumstances below, different values exhibit similar traits when they are put into action. This indicates that the values are aligned with each other and with achieving the town's vision.

Credibility

- Do what we say, say what we will do
- Intermunicipal Collaboration Frameworks
- Public engagement
- Stick to policies, procedures, and bylaws
- Support groups and organizations, and assist them in achieving their goals

Participation

- Collaborating with service clubs (i.e. in parks and rec facilities)
- Collaborating with the local business community and taking their feedback
- Collaboration with Downtown Business Association, Joint Use Committee, Westgate Industrial Park
- Adoption of a public participation policy
- Emergency services collaboration
- ICF framework and representation on regional boards and committees
- Inclusion of citizens on boards and committees

Prosperity

- Choosing cost-effective projects
- Encouraging growth
- Having room for businesses to grow
- Investing smartly
- Keeping taxes stable
- Providing funding for things like a community grants policy or a revitalization/ façade program

Respect

- Communication, being supportive, listening
- Engagement, listening, valuing individuals' opinion
- Following through
- Information sharing and supportive initiatives
- Listen and communicate; value people's opinions, knowledge, and experiences
- Respecting cultural values in communications
- Supporting groups' initiatives and activities

Spirit

- Collaboration, social interaction
- Communication, partnership, stakeholder engagement.
- Leading by example
- Open debate without fear of reprisal
- Opportunities for engagement in events such as parks events or a community garden party
- Showing enthusiasm
- Understanding community groups' grassroots direction
- Utilizing local skills
- Vulnerability, confidence, calculated risk

Trust

- Do what we say we will do
- Empowering instead of micromanaging
- Initiating contact, taking the first step more often
- Involving citizens and business
- Leading by example
- Regional development with Red Deer County, Bowden, Penhold

Appendix 3 - Environmental Overview

The Town of Innisfail operates within an environment that has an impact on the town and its operations. This affects all orders of government and the citizens of the town. It is with these factors in mind that civic leadership plan for the future of the community.

National and International Issues that Affect Innisfail

- 2019 federal election
- Cannabis legalization
- Economy; changes to the labour force due to automation
- Federal capital funding
- Federal debt
- Immigration
- NAFTA
- National Housing Strategy
- Pipelines
- Tourism
- US politics
- Value of the Canadian dollar

Provincial Issues that Affect Innisfail

- 2019 provincial election
- Canada Winter Games in Red Deer
- Carbon Tax and environmental regulations
- Energy sector and pipelines
- Labour Code changes
- MGA changes; unpredictable changes to municipal funding.
- Minimum wage increases

Local and Regional Issues that Affect Innisfail

- Age and other changing demographics
- Agriculture industry
- Intermunicipal Collaboration Framework
- Increased property crime rates in central Alberta.
- Lack of retail
- Local schools
- Proximity to Red Deer; competition for attracting residents and business.
- Severe weather

Appendix 4 - SWOT 2018

Strengths and Opportunities

Innisfail has identified where it fits within its local and regional market. This identification has shown that the town has several existing strengths and potential future opportunities. When considering how it plans, Innisfail is able to leverage these strengths and opportunities.

The lists on the next few pages were developed by council and administration during conversations that occurred as part of the strategic planning workshop.

Sustainability Pillar	Strengths (Internal)	Opportunities (External)
<i>Governance</i>	<ul style="list-style-type: none"> ▪ Communications ▪ Municipal utility rates ▪ Balanced tax base ▪ High service levels ▪ Council with mix of experience and new people 	<ul style="list-style-type: none"> ▪ Intermunicipal Collaboration Framework ▪ Budgeting ▪ Transparency ▪ Provincial and federal relations
<i>Economy</i>	<ul style="list-style-type: none"> ▪ Diversity of industry ▪ Location near larger centers ▪ Land supply 	<ul style="list-style-type: none"> ▪ Rail line ▪ Regional tourism
<i>Environment</i>	<ul style="list-style-type: none"> ▪ Water and sewer ▪ Trails 	<ul style="list-style-type: none"> ▪ Highway 2 ▪ Ability to annex land ▪ Recycling
<i>Culture</i>	<ul style="list-style-type: none"> ▪ Canada 150 event ▪ Rodeo ▪ Golf course, zoo, historical village; amenities ▪ Library Learning Center ▪ Well-kept rec facilities and rec programs ▪ Legion 	<ul style="list-style-type: none"> ▪ Elderly people who want to get involved ▪ Aging population ▪ 55+ men's hockey team ▪ Proximity to Edmonton and Calgary for hosting small events
<i>Social</i>	<ul style="list-style-type: none"> ▪ Green space ▪ Community events ▪ Farmers' market ▪ Options for seniors to age-in-place ▪ FCSS 	<ul style="list-style-type: none"> ▪ Inter-generational community centre ▪ Arts and culture; theatre group and faith groups ▪ Grants ▪ Concerts at Centennial Park ▪ Food trucks.

Weaknesses and Threats

While Innisfail has potential to grow, develop and mature further in coming years, there are several obstacles to that progress. Town council has identified these current internal weaknesses and external potential threats/challenges that could work against the town carrying out its planning.

Innisfail's Strategic Plan considers how the town can manage these weaknesses and threats.

It is interesting to note that some topics that appear in the Strengths and Opportunities list also appear below. This is because an opportunity, if not taken advantage of, may become a weakness or challenge.

<i>Sustainability Pillar</i>	<i>Weaknesses (Internal)</i>	<i>Threats (External)</i>
<i>Governance</i>	<ul style="list-style-type: none"> ▪ Lack of HR department ▪ Political pressure groups ▪ Bylaw enforcement 	<ul style="list-style-type: none"> ▪ Political pressure groups ▪ Declining role of local boards
<i>Economy</i>	<ul style="list-style-type: none"> ▪ Lack of retail 	<ul style="list-style-type: none"> ▪ Online shopping
<i>Environment</i>	<ul style="list-style-type: none"> ▪ Rail and roads ▪ Lack of planned lots for in-town development ▪ High water table 	<ul style="list-style-type: none"> ▪ Natural disasters
<i>Culture</i>	<ul style="list-style-type: none"> ▪ Proximity to Red Deer ▪ Lack of affordable seniors housing ▪ Lack of large movie theater ▪ Subsidizing County residents' use of town facilities ▪ Town residents not shopping local 	<ul style="list-style-type: none"> ▪ Aging population
<i>Social</i>	<ul style="list-style-type: none"> ▪ Lack of youth clubs ▪ Declining service clubs ▪ Lack of housing options ▪ Community in 'silos' 	<ul style="list-style-type: none"> ▪ Competition from other communities ▪ Changes to government funding

Appendix 5 – Strategic Plan Communications Process

Innisfail's council and town administration will collaborate with community organizations, citizens and regional stakeholders to distribute and gain feedback about future. Thereafter council will consider, and potentially adopt, the strategic plan.

The steps below are directed by the Chief Administrative Officer or a designate to refine the strategic plan during its rollout and to communicate the plan's objectives throughout its life:

1. Innisfail town council accepts the strategic plan in principle for circulation and feedback from the public.
2. Provide strategic plan update summaries to the public in accordance with town communications protocols.
3. After public feedback is received, any desired changes are incorporated by council.
4. Council reviews the final strategic plan update for approval.
5. Chief Administrative Officer provides quarterly reports to council about the progress in meeting goals.
6. Chief Administrative Officer and department heads include excerpts of the strategic plan update in future operational and project reporting to town council.
7. Communicate the strategic plan update to regional partners to identify areas of potential further collaboration.
8. Communicate excerpts of the strategic plan update, where applicable, in government correspondence and reports to connect the plan's strategies to government policy.
9. Communicate excerpts of the strategic plan update to stakeholders, where applicable, to connect plan strategies to stakeholder interests.

Town public engagement policies can be used to determine the best way to engage local citizens, businesses and other stakeholders in helping to achieve the goals and strategies contained in this strategic plan.

Appendix 6 – Strategic Plan Review Process

To ensure that this strategic plan remains current and fresh, the following process is provided to encourage an ongoing review of the plan and its priorities.

1. Chief Administrative Officer planning meetings and management meetings will be used to review draft updates to the strategic goals to further assess the priorities, articulate the goals and to put action to the priority strategies.
2. Council will be then in a position to adopt the goals, post the update on the town's website, and communicate with residents and circulate as needed. Furthermore, the strategic plan continues to be the foundation for administration to bring forward proposals or projects to council in order to achieve council's long-term direction.
3. Administration will continue to fill in the blanks, to plan annual action steps and performance measures, to update the capital and operating financial forecasts and to conduct succession planning, human resource, capacity and service delivery needs assessments.
4. Administration will prepare draft bylaws and policies where applicable to address the initiatives identified on the priorities list.
5. Council will review draft bylaws and policies that come forward so that the corporate direction is kept up-to-date and reflects current and future operating practices.
6. The Chief Administrative Officer will provide council with an update on progress towards achieving the goals and strategies on a quarterly basis throughout the year in conjunction with the town's operational or financial reviews.
7. The Chief Administrative Officer and administration orients each new council after municipal elections (or by-elections) about the guidance and direction provided in this updated strategic plan.
8. With public consultation and further council and administration review, revise and update the strategic plan's priority strategies in the summer or early fall of each year in time to synchronize with budget preparation for the following year.

Appendix 7 – Strategic Plan Creation Credits

The following individuals participated in the initial creation of this strategic plan. Their contributions are significant and vital.

Members of Town Council

- Mayor Jim Romane
- Councillor Jean Barclay
- Councillor Gavin Bates
- Councillor Doug Bos
- Councillor Glen Carritt
- Councillor Donnie Hill
- Councillor Danny Rieberger

Members of Town Administration

- Todd Becker, Chief Administrative Officer
- Henry Wong, Director of Community Services
- Heather Whymark, Director of Corporate Services
- Gary Leith, Manager of Fire & Protective Services
- Stuart Fullarton, Communications Coordinator
- Kelly Blandford, Marketing & Website Administrator
- Allan Howes, Public Works Foreman
- Chris Matechuk, RCMP Staff Sergeant

Professional assistance in working with council and administration's expertise was provided by:

External Advisors

- Ian McCormack, Strategic Steps Inc.
- Jack Quest, Strategic Steps Inc.

