

POWER OF PLACE

INNISFAIL ECONOMIC
DEVELOPMENT STRATEGY AND
TACTICAL PLAN

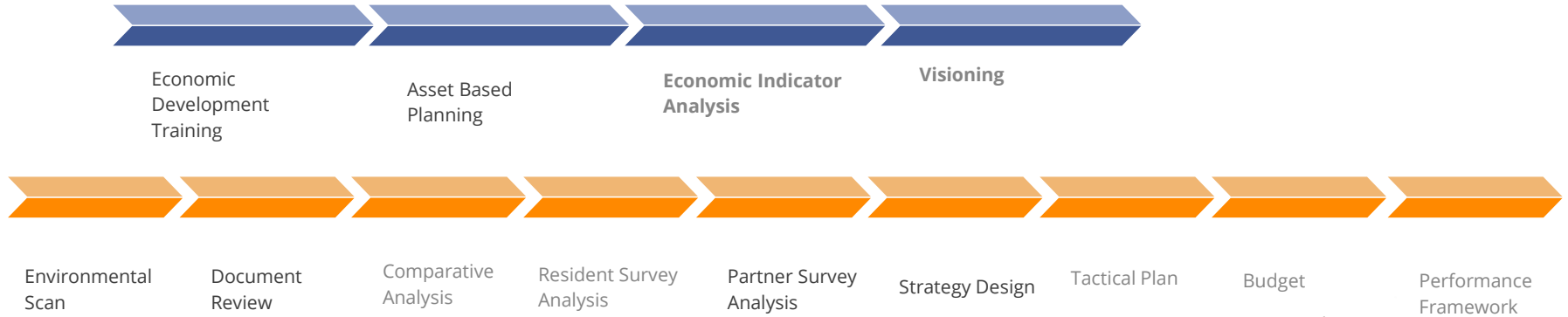


AGENDA

1. What is Community Economic Development?
2. Innisfail's Local Economy
3. Power of Place



THE PROCESS



CED

FRAMEWORK

- » Community economic prosperity is an **atmosphere and culture** that allows entrepreneurs to flourish through education and support to allow risk taking
- » **Alignment of values** within the community that allows businesses, council and residents to work together to move the community forward
- » **Community positioning** itself to take advantage of opportunities as they come along by being prepared in advance and responding in timely fashion
- » Looking at the **community as a whole** to help the community grow

KEY

FINDINGS



Economic development was rated as the **top priority** and the area for increased investment.



When asked, “**How** can the Innisfail community **support** your success?” **Nearly all** respondents said something related to **shopping locally** or **buy-local** campaigns.



When asked “What **challenges or barriers to growth** could you use help with?” **46%** said **marketing**.



Businesses told us that many of their employees commute due to lack of housing. Gaps in housing may be deterring in-migration across all demographics. **Housing stock** is much slower than in other similar and nearby communities.



The successful attraction and retention of business in Innisfail requires **more skilled and educated workers** to enter the **labour force**.

ECONOMIC DEVELOPMENT

STRATEGY AND LENS

THE STRATEGY:

Deeply engage the community in boldly leading the **development of local markets** for goods, services, labour, power and property.



STRATEGIC LENS - How can community leadership be leveraged to improve the health of local markets?

POWER OF PLACE - VISION AND MISSION

VISION

The power of community is harnessed to drive economic prosperity for businesses, residents and community organizations that contribute to the highest quality of life in Innisfail.

MISSION

Incubate the capacity of a community economic development program within the municipality and transition the program into a community governed organization.

STRATEGIC OBJECTIVES

1. Build the capacity of the community to lead community economic development.

2. Leverage community assets to develop competitive advantages in key sectors including energy, agrifood, manufacturing and retail.

3. Mobilize community partnerships to address critical barriers to economic growth including labour, housing and access to capital.

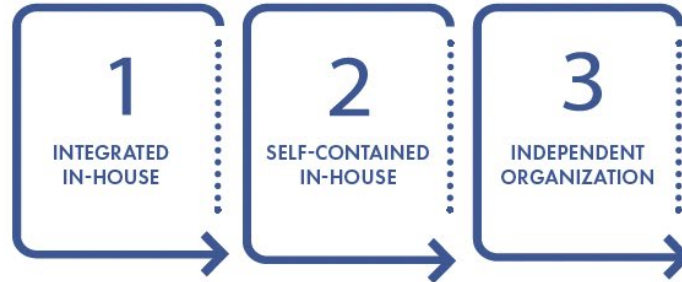
4. Support the incubation and acceleration of startups that address community gaps and market opportunities.

5. Promote market-based solutions to community organizations to sustainably addressing community needs.

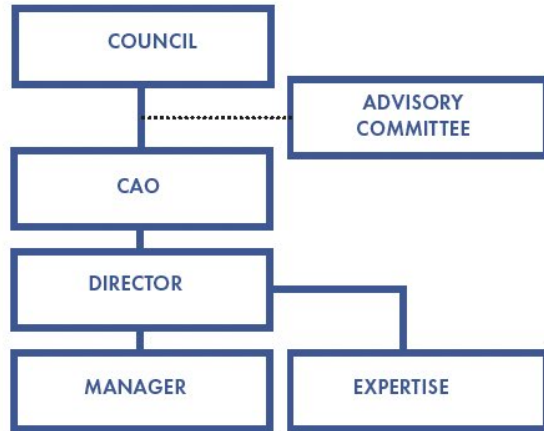
ORGANIZATIONAL MODEL

EVOLVING PROCESS

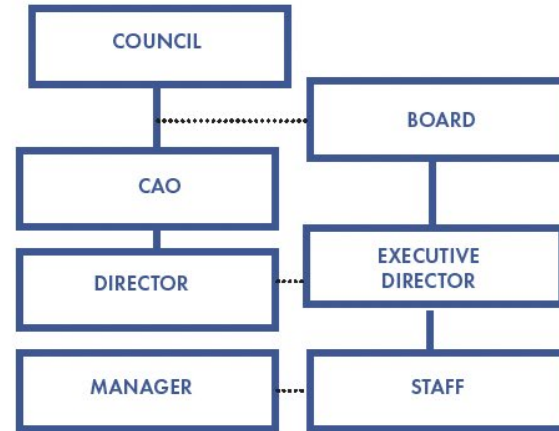
At the heart of the organizational model is an evolving process that values the organizational capacity of the municipality, and leadership potential of the community.



ORGANIZATIONAL MODEL



INTEGRATED MUNICIPAL MODEL
YEAR 1



CED ORGANIZATION MODEL
END OF YEAR 3

PERFORMANCE FRAMEWORK

STRATEGY PERFORMANCE MEASURES					
Objective	Build the capacity of the community to lead	Leverage community assets to develop competitive advantages	Mobilize community partnerships to address critical barriers	Support the incubation and acceleration of startups	Promote market-based solutions to community organizations
Measure	# of Businesses, Associations, Community Organizations, Government Departments that participate in CED by December 2024	Percentage Growth of employment in target sectors between 2021 and 2026 according to census data	Percentage Population Growth between 2021 and 2026 according to census data	# of new and expanded businesses that participate in CED programs between 2022-2024	# of community organizations that utilize CED activities to enhance revenue between 2022-2024
Target	Businesses (500); Associations (5); Community Organizations (10) Government Departments (5)	Retail (5%); Manufacturing (10%); Utilities (5%)	Population growth of 10% over 5 years	30 New or Expanded Businesses	15 Organizations or community initiatives

PERFORMANCE FRAMEWORK

ORGANIZATIONAL PERFORMANCE MEASURES			
Stage	#1 Writing the Next Chapter	#2 Telling Our Story	#3 Empowering Our Community
Theme	Business Retention and Expansion	Investment Attraction	Capacity Building
Major Initiatives	Program Building, Buy Local, Digital Ecosystem	Green Energy Conference, Sector Development	Business Planning, Management Transition
Performance Indicator	Public Opinion	Investment Leads	Governance Capacity
Measure	Approval rate of Economic Development	Lead generation and management metrics	Number of years of experience of Volunteer Board
Target	90% public approval of Economic Development	Leads (1000); Prospects (100); Conversions (10)	Board Members (8); Years of Board experience (80+)



ORGANIZATIONAL MODEL

CHAMBER OF COMMERCE

Chambers of Commerce play a critical role in the Community Economic Development ecosystem as the voice of business in the community. For the community to have a healthy ecosystem, it is important that local business leaders step forward to rally the business community around a shared vision of prosperity.

The core functions of the Chamber of Commerce are to:

1. **Network** local businesses to foster regular exchange of info. and cross pollinate new business ideas.
2. **Advocate** on behalf of local business to gov. on policy issues impacting the local business climate.
3. **Deliver** timely and relevant support to local business through programs and special projects.



INNISFAIL

CED

The Logo | The Brand

INNISFAIL CED - THE LOGO



Design Concept

- The Innisfail Community Economic Development logo is clean, friendly, modern and innovative.
- Rounded edges give a friendly feel to the logo.
- The thick green tab and bold CED text, imply a strong foundation to build on.
- The clean aesthetic and modern colour palette are approachable and innovative.



INNISFAIL CED - THE BRAND



Type

JOST BOLD SEMI REGULAR *ITALIC*

Colour



Imagery

COMMUNITY | ECONOMY | CAPACITY

Who We Are

- Innisfail CED strives to mobilize the community.
- We are welcoming, friendly, and excited to help grow the place we call home.
- It is the combination of our innovation, our energy, and our people that make Innisfail a powerful place.

