



TOWN OF INNISFAIL STRATEGIC PLAN

2018 - 2021





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





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 Councillors



2018-2021 Strategic Plan 1 Revised November 13, 2018

INTRODUCTION AND EXECUTIVE SUMMARY

Background:

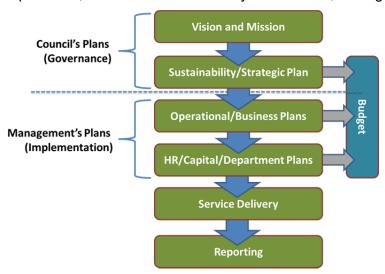
The Town of Innisfail council and senior administration met in December 2017 to develop a series of goals and strategies to address council's desire to create an updated Strategic Plan for 2018-2021. The bulk of this plan comprises the expressed desire of the town's elected officials and provides citizens,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

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.





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).

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.

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.

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

SUSTAINABILITY PILLARS

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.

Governance Social Sustainability Called Sustainability Environment

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.



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.

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.



PRIORITY GOALS, KEY STRATEGIES AND ACTION PLANS

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 key Strategic Goals for 2018 and beyond, which if successfully completed, will indicate that the town is on track to meet its strategic objectives.

Following formal adoption administration reformatted the Strategic Plan into 15 separate Action Plans to achieve the goals and strategies of the 2018-2021 Strategic Plan. The action plans were presented to council over the course of three Agenda & Priorities meetings (July – August 2018) to confirm the actions support the vision of council, and will produce the desired outcomes for each strategic priority. At the end of the review process the Town of Innisfail's 2018-2021 Strategic Plan was comprised of the following 15 Action Plans, with 63 separate actions including target dates for completion:

- 1. To Provide Enhanced Opportunities for Public Engagement
- 2. To Build Mutually Beneficial Partnerships with Red Deer County
- 3. To Improve Knowledge, Acceptance and Respect of Bylaws
- 4. To Ensure that Effective Human Resource Management is a Concentration for the Town
- 5. To Attract New Local Business
- 6. To Support Existing Local Business
- 7. To Attract Travellers to Innisfail
- 8. Environmental Responsibility
- 9. To Diversify Housing
- 10. To Enhance Urban Spaces
- 11. Community Gathering and Athletic Spaces
- 12. Provide a Safe Community for Citizens, Groups and Business
- 13. Identify and Express Innisfail's Unique Culture
- 14. Promote Well-being through Social Amenities in Innisfail
- 15. To Provide Necessary Town Infrastructure Maintenance and Upgrades

The following **updated 2018-2021 Strategic Plan** was approved by Innisfail town council November 13, 2018. Also included is a progress report of the actions that are *complete*, the actions administration are working on *now*, and the actions to be will focused on *next*.



2018-2021 TOWN OF INNISFAIL STRATEGIC PLAN

PROGRESS REPORT (November 2018)

Actions Complete

- 1. Public Engagement Strategy
- 2. Meet with developers and land owners to determine appetite for development
- 3. Ensure the community services department participate in the development referral process to include social planning perspective
- 4. Review of Employee Compensation and Benefits
- 5. Job Description Updates
- 6. Internal HR Documentation is Consistent and Accurate

Actions Now

1. CAO

- a. Dodd's Lake Area Recreation Plan
- b. Terms of Reference Review for all Town Boards and Committees
- c. Research and Potential Implementation of a Safe Community Committee

2. Community Services

- a. Upgrade facility and program booking software
- b. Recreation Agreement / Regional Recreation Planning
- c. Facility & Amenities Needs Assessment
- d. Formalize Sponsorship Opportunities

3. Corporate Services

- a. Asset Management Program
- b. HR Performance Evaluation Program
- c. Staff Engagement Survey
- d. Harassment and Workplace Violence Policy Training
- e. Teambuilding Staff Development

4. Economic Development & Communications

- a. Business Visitation and Engagement Program
- b. Review Existing Economic Development & Tourism Strategies/Plans
- c. Economic Development Web Presence

5. Operational Services

- a. Adoption of Trail Master Plan
- b. Utility Rates Review
- c. Policy to Address Signs on Public Lands

Actions Next

1. CAO

- a. Intermunicipal Collaboration Framework (ICF)
- b. Annual RCMP Priorities
- c. Student Resource Officer (SRO)
- d. Fostering of Collaboration Partnerships with Community and Regional Stakeholders

2. Community Services

- a. Bylaw Education Program and Communication Plan
- b. Transportation Plan
- c. Youth Engagement Strategy
- d. Joint Force Protective Services Initiatives

3. Corporate Services

- a. HR Leadership Development Plans
- b. Paper Reduction Plan

4. Economic Development & Communications

- a. Investment Readiness Assessment
- b. Visitor Friendly Assessment
- c. Retail Gap Analysis

5. Operational Services

- a. Household Waste Reduction Plan
- b. 10 Year Capital Plan
- c. Streetscape/Gateway Plan
- d. Wayfinding Project Phase 2

Goal: To Provide Enhanced Opportunities	Strategy: Implement a Public Engagement Strategy and	Priority:
for Public Engagement	Review the Governance Roles of Boards and Committees	High
Expected Outcomes:	Level of Risk:	
 Those who are affected by a decisio 	n are involved in the decision-making process.	Medium
2. Citizens are the given information they need to participate in community discussions in a meaningful way, leading to a healthy modern democracy, and a sense of community pride.		
3. Trust between and among the Town, Council, participants and stakeholders		
4. More young people are involved in Town boards, committees, events and consultations		

- Budget

Actions Required:	Target Timeline / Status	Lead / Partners
Public Engagement Strategy - provides guidelines and tools to support staff when designing, implementing and evaluating public engagement activities. - Public Participation Policy - Public Participation Plan (Tool/Template applied to all projects)	Complete	Economic Development and Communications Officer
 Terms of Reference Review for all Town Boards and Committees Assess the role of boards and committees as public participation tools Review membership, terms of membership and the link to the community; Review the Corporate and Strategic plans of the Town to determine areas and projects where board/committee engagement would be required Consider alternative options such as citizen panels, surveys or other mechanisms for gathering expert and community advice on policy and program matters. Adjust the governance model of the Town to reflect the new board committee structure 	December 2018	CAO
Youth Engagement Strategy	March 2020	Director of Community Services
Budget: \$ Year 1: \$ Year 2: \$	Year 3:	\$

Goal: To Build Mutually Beneficial Partnerships with Red Deer County	Strategy: Engage in Open Discussions to Reach Agreements that are Fair and Equitable to Both Innisfail and Red Deer	Priority: High
Expected Outcomes:	County	Level of Risk: Medium
Enhancement of service delivery Increased awareness		Wedium
3. Building on the regional assets to inc	rease regional investment	

- Fear of losing identity and authority
 Alignment of priorities

Actions Required:	Actions Required:		Target Timeline / Status	Lead / Partners
 Recreation Agreement / Regional Recreation Planning Cooperation in development and cost sharing associated with recreation facility development. Regional partnership /cooperative ventures with potential to share governance and ongoing involvement in operating decisions. 		November 2018	Director of Community Services	
Regional Tourism Initiatives- In accordance with priority 4.2.2 (Boost Tourism), work with Red Deer County to expand on the current joint tourism initiatives.		April 2019	Economic Development & Communications Officer	
Regional Economic Development – strengthen regional partnerships and explore development opportunities that are mutually beneficial. Research opportunities for the Town in relation to the redevelopment of Gasoline Alley.		July 2019	Economic Development & Communications Officer	
Intermunicipal Collaboration Framework (ICF) - adopt the ICF with Red Deer County by April 1, 2020.		March 2020	CAO	
Budget: \$	Year 1: \$	Year 2: \$	Year 3:	\$

Goal: To Improve Knowledge, Acceptance	Strategy: Educate Citizens and Businesses about Relevant	Priority:
and Respect of Bylaws	Town Bylaws	Medium
Expected Outcomes:		Level of Risk:
1. Bylaw education is proactive		Low
2. Less reliance on enforcement is nec	essary	
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Key Considerations and Risks: 1. Budget Requirements

Actions Required:		Target Timeline / Status	Lead / Partners	
- Traffic Bylaw – (R	m and Communication Plan – S RV Parking, Sidewalk Snow) Watering lawns, water meter s mption	self-monitoring)	January 2019	Director of Community Services
Budget: \$	Year 1: \$	Year 2: \$	Year 3:	\$

Goal: To Ensure that Effective Human Resource Management is a Concentration for the Town	Strategy: A Human Resources Plan that prioritizes areas such as compensation, performance management, organizational development, health & safety, wellness, benefits, training and succession planning.	Priority: High
trustworthy culture.	Expected Outcomes: 1. Employees are respected and recognize the Town as a good employer, with a spirited and	

Key Considerations and Risks: 1. Budget 2. Staff Time

Actions Required:			Target Timeline / Status	Lead / Partners
Monitoring of Compens	ation and Benefits – Ongoing ac	tion but complete for 2018	Complete	Director of Corporate Services
Job Description Update	s to ensure all positions are accu	urately reflected.	Complete	Director of Corporate Services
Internal documentation	is consistent and accurate (letter	rs of hire, etc.)	Complete	Director of Corporate Services
Staff Engagement Survareas for improvement	ey to determine the health of the	organization and identify	October 2018	Director of Corporate Services
Harassment and Work	olace Violence Policy – Training s	sessions with all staff	November 2018	Director of Corporate Services
Leadership Developme training sessions	nt Plans – strengthen managers	as coaches and mentors,	November 2019	Director of Corporate Services
Performance Evaluation Program – New program incorporating Health & Safety		2019	Director of Corporate Services	
Staff Development Ses	sions – teambuilding, training da	ys, etc.	2020	Director of Corporate Services
Budget: \$	Year 1: \$	Year 2: \$	Year 3:	\$

Goal: To Attract New Local Business	Strategy: To Support Business Attraction and Investment	Priority: High
Expected Outcomes: To increase investment readiness to success grow the local economy.	sfully attract and retain new business or investment that will	Level of Risk: Medium

Key Considerations and Risks: 1. Budget Requirements 2. External Support

Actions Required:		Target Date / Status	Lead / Partners
Review Existing Town Documents – Industrial Strategies, Roger Brooks Report, Land Inventory		December 2018	Economic Development and Communications Officer
Update Community Profile – To ensure the availability of up to date information (population demographics, labour force statistics, taxes, utilities, logistics etc.)		January 2019	Economic Development and Communications Officer
Update Web Presence – First point of access for site selection p date to increase attraction opportunities	rocess, must be up to	January 2019	Economic Development and Communications Officer
Community Investment Readiness Assessment and Plan Development – Increase or enhance investment readiness to ensure preparedness for inbound investment and business attraction.		July 2019	Economic Development and Communications Officer
Target Market Identification – to identify needs gaps and opportunities in the retail sector (and other sectors)		July 2019	Economic Development and Communications Officer
Develop a diversified marketing strategy to attract new business		January 2020	Economic Development and Communications Officer
Budget: \$	Year 1: \$	Year 2: \$	Year 3: \$

Goal: To Support Existing Local Business	Strategy: Retention and Expansion of Local Business	Priority:
		High
Expected Outcomes:		Level of Risk:
		Medium
To ensure a comprehensive understanding	of local business needs, opportunities, challenges, and threats	
in order to position businesses for success	and contribute to community sustainability.	
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Key Considerations and Risks: 1. Budget Requirements 2. External Support

Actions Required:		Target Date / Status	Lead / Partners
Stakeholder Engagement Plan – Red Deer County, School Boards.		January 2019	Economic Development and Communications Officer
Business Visitation and Engagement Program – Acquire information from local businesses to determine needs, success, challenges and opportunities through direct contact. To determine business support requirements. (Quarterly Updates)		September 2019	Economic Development and Communications Officer
Provide Professional Advice to the Business Community – Build inventory of resources, expertise and supports in response to enquiries. Lend support to businesses when needs and challenges are identified through the visitation program.		September 2019	Economic Development and Communications Officer
Budget: \$	Year 1: \$	Year 2: \$	Year 3: \$

Goal: To Attract Travellers to Innisfail	Strategy: The Town will act as a facilitator and catalyst in developing a shared tourism vision of common goals and objectives, rather than a Town push through an ad hoc approach will have a larger degree of success.	Priority: Medium
Expected Outcomes:	Level of Risk:	
Visitor numbers grow	Low	
2. Elimination of silos by developing a s		
3. Alignment of tourism with culture		

- Key Considerations and Risks:

 1. Grant Funding
 2. Collaboration with Red Deer County and tourism operators

Actions Required:	·		Target Timelin Status	e / Lead / Partners
Compile existing documents and studies to create a Friendly Visitor Assessment and Plan to identify gaps, needs and opportunities. - Data on current visitors - Tourism impact on local economy		April 2019	Economic Development and Communications Officer	
Stakeholder engagement – Tourism Operators and Red Deer County with the intent of developing a sustainable and collaborative leadership structure.		April 2019	Economic Development and Communications Officer	
Video – showcasing the experiences in Innisfail, marketing of place		November 2019	Economic Development and Communications Officer	
Sport Tourism Action Plan to consider strategic actions to enhance the Town's real and perceived competiveness as a sport destination.		January 2020	Director of Community Services	
All Seasons Tourism Guide - Innisfail Tourism zone		February 2020	Economic Development and Communications Officer	
Tourism Marketing Strategy to adopt a visitor-centric approach to understand and identify the ideal guests for the destination to place stakeholders in a position to align assets with the customer.		April 2020	Economic Development and Communications Officer	
Agri-tourism through the promotion of local foods in the culinary sector. (Farm crawl, Dish crawl, Food Pop Up Innisfail)		August 2020	Economic Development and Communications Officer	
Budget: \$	Year 1: \$	Year 2: \$	Yea	ar 3: \$

Goal: Environmental Responsibility	Strategy: To be Environmentally Responsible and Accountable	Priority: Medium	
Expected Outcomes:		Level of Risk:	
Divert waste from the landfill New contract for waste management and recycling		Low	
3. Operational efficiency			
Manage snow and snow melt in an environmentally sensitive manner			
5. Reduce Town paper use by 25%			

Key Considerations and Risks: (financial, economic, social, political)

- Budget
 Public Engagement and Education

Actions Required:	Target Date / Status	Lead / Partners
Household Waste Reduction Plan		
- Development of a plan that outlines level of service associated with such things as	June 2019	Development
Automation (waste carts), Green recycle (grass clippings, leaves/branches, kitchen organics), Blue Recycle (paper, metal, plastic, and glass).	Julie 2019	Coordinator
- Provide recycling options for multi-family units		
Energy Reduction Strategies- continued focus of implementing energy reduction		
projects to lessen the operational cost. Utilize the Town's identity as an energy	January 2020 Senior Leadership	Senior Leadership Team
reduction leader to determine additional community benefits (Community Generation Regulation; Emissions Reduction Alberta; Energy Efficiency Alberta; MCCAC)		,
Recycle Centre Enhancements (Transfer Station) – Modernize and enhance recycling		Development
opportunities for residents at recycle centre.	March 2020	Coordinator
Snow & Snow Melt Management – exploration of options and efficiencies, policy		Director of Operational
development regarding snow dump location, recycling of ice control products & keep	September 2020	Director of Operational Services
options open for new products		00.7.000
Paper Reduction Plan – web based internal and external processes to reduce paper	October 2020	Director of Corporate
and gain efficiencies (electronic payroll system, web based applications, etc.)	0 010201 2020	Services
Budget: \$ Year 1: \$ Year 2: \$		Year 3: \$

Goal: To Diversify Housing Options	Strategy: Ensure the Town has Opportunities for a Wider Range of Housing Types that Provides Balance to Affordable and Market Rate Housing to Give Options for all Income Levels	Priority: Medium
Innisfail has an inventory of housing options demographics	available to attract and retain residents across a variety of	Level of Risk: High

- Housing Discussion Paper
 Financial risk associated with development

Actions Required:			Target Timeline / Status	Lead / Partners
Meet with developers and land	owners to determine the	e appetite for development	Complete	Development Coordinator / Economic Development & Communications
Council decides the future use southwest commercial site.	of the Town owned resid	dential land north of the	December 2018	Development Coordinator
Budget: \$	Year 1: \$	Year 2: \$	Year 3:	\$

Goal: To Enhance Urban Spaces	Strategy: Provide a positive first impression for visitors to Innisfail.	Priority: High
1. New Attractive Entrance Signs and L 2. Increased first impressions and comm 3. Streetscape Modernized with Unique a. Roads, adjoining buildings, signs to form the street's character.	nunity pride Features dewalks, street furniture, trees and open spaces that combine	Level of Risk: Low

Key Considerations and Risks: 1. Budget 2.

Actions Required:		Target Date / Status	Lead / Partners	
Wayfinding Signage Project - to promote, identify, provide information, give directions (referenced in Tourism Priority)		Phase 1- Dec 2018 Phase 2- Oct 2019 Phase 3- Oct 2020	CAO Director of Operations	
Policy to address Signs on Public Lands to create public expectations and awareness of how signs on public lands are managed and maintained		December 2018	Director of Operations	
Policies promoting well maintained visually pleasing community signage, community standards, and sidewalk patio/cafe areas in the downtown			May 2019	Director of Operations
Promote existing underutilized parking areas and review opportunity for new parking areas in the downtown including traffic flow review where appropriate		May 2019	Economic Development & Communications Officer / Engineering Coordinator	
Streetscape / Gateway Plan that outlines the approach for the creation and implementation of entrance features to increase positive first impressions, a streetscape design that increases public safety and accessibility, promotes functionality, and reinforces community identity		Phase 1 - November 2019 Phase 2 - November 2020 Phase 3 - November 2021	Director of Operations	
Budget: \$ Year 1: \$ Year 2: \$		Year	3: \$	

Goal: Community Gathering & Athletic	Strategy: Ensure all citizens have access to a variety of	Priority: High
Spaces	recreation, leisure and cultural services and amenities	
Expected Outcomes:	Level of Risk:	
Innisfailians have opportunities in relation to	Low	
nature, supportive environments, and recrea	tion capacity.	

- 1. Financial requirement for needs assessment
- 2. Collaboration with Red Deer County
- 3. Public Consultation
- 4. Life-cycling investment into current facilities5. National Recreation Framework

Actions Required:			Target Date / Status	Lead / Partners
Formalize sponsorship opportun community, raise profile and rec	the contract of the contract o	business and industry to support reloping a funding source	November 2018	Director of Community Services
Adoption of the Trail Master Plan	n		December 2018	Director of Operations
Upgrade facility and program bo available programs and services		e citizen accessibility and marketing o	f January 2019	Director of Community Services
 Facility & Amenities Needs Assessment Report on status of 2010 Recreation Development Plan to outline the achievements and what action recommendations are not complete Consult with the Community to determine the level of need for recreation, leisure and cultural services and amenities 		February 2019	Director of Community Services	
Facility Life-cycling and enhancements with the intent of creating capital plans for the purpose of extending the useful life of the facility			August 2019	Director of Community Services
Skatepark Development			October 2019	Development Coordinator
Dodd's Lake Area Recreation Pl	lan (Park space, water us	age, trails)	November 2019	CAO
Budget: \$	Year 1: \$	Year 2: \$	Year 3: \$	

Goal: Provide a Safe Community for	Objective: Enhance Safety in the Community	Priority:
Citizens, Groups, Business		High
Expected Outcomes:		Level of Risk:
	Medium	
 Citizens say they feel safe or very sa 		
Joint task force initiatives on commu	nity safety program	

- Fortis Lighting Deficiency Study
 Public Engagement Policy

Actions Required:			Target Time / Status	Lead / Partners
Research and potential implementation of a Safe Community Committee that identifies the public and council expectations regarding public safety. (i,e, RCMP and protective services expectations associated with community policing; crime reduction strategy; formal and informal engagements)				CAO
Student Resource Officer – Secure an agreement with Red Deer County, Chinook's Edge School Division, and Red Deer Catholic School Board for the shared funding of the SRO position			February 2019	CAO / Director of Community Services
Public engagement to create annual RCMP priorities			March 2019	CAO / Staff Sergeant
Joint Force Initiatives – Partnership initiative with RCMP, Red Deer County, and other Protective Services			June 2019	Director of Community Services
Budget: \$	Year 1: \$	Year 2: \$	Year 3: \$	

Cultural Resources and Support Local Priority:
rts, Culture and Heritage in Innisfail Medium
Level of Risk:
Low
differentiate the Town and attract visitors

Key Considerations and Risks:1. Budget Considerations

Actions Required:	Target Timeline / Status	Lead / Partners
Support and Grow Local Events - Permanent farmers market, draw people to Main Street, host events in the park.	September 2020	Director of Community Services Economic Development & Communications Officer
Cultural Master Plan - Consult with arts and cultural groups - Inventory arts and culture activities in the community - Outline Innisfail's cultural needs and how to fulfill them - Invite arts and cultural groups to participate in town cultural planning	September 2021	Director of Community Services
Budget: \$ Year 1: \$ Year 2: \$	Year 3:	\$

Goal: Promote well-being through	Objective: Ensure all citizens have access to a social	Priority:
social amenities in Innisfail	amenities	High
people and supportive environments	unities, expand the range of accessible and affordable	Level of Risk: Medium

- 1. Financial requirement for asset mapping
- 2. Collaboration with Red Deer County
- 3. Public Consultation
- 4. Current studies/plans (Housing Discussion Paper, 2014 Social Needs Assessment, 2016 Seniors Needs Assessment, Transportation Survey)

Actions Required:			Target Time Status	Lead / Partners
Ensure the Community Services department participate in the development referral process to include social planning perspective.			Complete	Director of Community Services
Transportation Plan – Completion of the transportation service level review and to participate in the regional transportation pilot project.			March 2019	Community & Social Development
Reporting on status of Age Friendly Action Plan – To create a plan to address the challenges, barriers and gaps in availability, accessibility, and awareness of services for older adults in the Innisfail.			May 2019	Community & Social Development
Asset mapping - Consult with the community to determine the current reality for social services and amenities			September 2020	Community & Social Development
Budget: \$	Year 1: \$	Year 2: \$	Year 3: \$	

Goal: To Provide Necessary Town	Strategy: Identify and Anticipate Capital Ir	frastructure Needs,	Priority:
Infrastructure Maintenance and Upgrades			
Expected Outcomes:			Level of Risk:
 Citizens have dependable services 			High
2. Town realizes savings by planning upgrades and maintenance projects within combined contracts.			
Key Considerations and Risks:			
 Budget Considerations 			
Future of MSI Funding Unknown			
3.			

Actions Required:			Target Timeline / Status	Lead / Partners
Utility Rates Review a) Utility Bylaw to address water uses where a significant amount of water used does not make it to the sewer b) Utility Rate Structure – review monthly fixed fee charges for multi-unit properties and apartment buildings.			a) January 2019 b) August 2019	Director of Operational Services
Grant Funding – Proactive ident federal grants	Grant Funding – Proactive identification and application for eligible provincial and federal grants			Senior Leadership Team
 10 Year Capital Plan Facilities (Pool, Arena, Shop, Office Building, LLC, Curling Club) Water & Sewer Facilities (PLC Upgrades (Res II & III), VFD Fire Pump at Res III) Parks (Skatepark, ball field improvements, sound attenuation wall maintenance) Roads & Utilities (Lakewood Drive Asphalt Overlay, 45 St Close Reconstruction, 50 Ave Curb Extension) Trails & Sidewalks (Asphalt overlays for existing trails, sidewalk replacements, new trails (input from trail master plan) Fleet & Equipment (Handivan, grader, parks equipment) 		August 2019	Senior Leadership Team	
Asset Management Program – to assist in making informed infrastructure investment decisions. Anticipating emphasis of aligning asset management plans to provincial and federal grants		August 2020	Director of Corporate Services	
Budget: \$	Year 1: \$	Year 2: \$	Year 3	: \$