See the future - our shared destiny

TOWN OF INNISFIL
Community Strategic Plan
2017-2020
Table of Contents

Strategic Focus....................................................................................................................................... 1
  Mission ............................................................................................................................................... 1
  Vision.................................................................................................................................................. 1
Community Plan..................................................................................................................................... 2
  Goals ................................................................................................................................................... 2
  Objectives........................................................................................................................................... 2
STRATEGIC FOCUS

Mission

*The mission of an organization defines its purpose and role. It clearly and simply states why the organization exists and the purpose for which it has been established.*

The Town of Innisfil is a cohesive, caring, socially diverse municipality that values friendship, fun, cooperation and community spirit. We embrace a quality of life that celebrates a small-town feel and cottage lifestyle while offering a central location, comprehensive services and ease of accessibility. We are a community that is easy to get to and hard to leave.

Vision

*The vision of an organization defines its direction and desired future state. It provides a clear and compelling view of what the organization aspires to become in the future.*

We will manage and plan our growth in a responsible and deliberate way that retains the strong sense of community, rural atmosphere and small-town feel that we value and cherish. We will be respectful of tradition but not bound by it, as we evolve and grow into a vibrant, active, sustainable and multicultural community that offers engaged places, engaging activities and the essential connections that makes the Town of Innisfil thrive as a place to grow, a place to connect, a place to work and a place to call home.
COMMUNITY PLAN

Goals

The overall strategic goals of an organization represent those key, significant areas of strategic focus for the organization as it works to realize its desired vision. These represent the large building blocks of the strategic plan that the detailed dimensions must support.

1. Grow
   The Town of Innisfil will collaboratively develop a thriving community that embraces a managed level of growth, actively engages residents, attracts and supports business and promotes economic prosperity.

2. Connect
   The Town of Innisfil will ensure opportunities exist for residents, businesses and organizations to connect in all ways that are meaningful – physically, socially, culturally and digitally.

3. Sustain
   The Town of Innisfil will actively maintain itself as a viable and vibrant community that fully embraces the principles of sustainability.

Objectives

The objectives of an organization represent the actions to be taking and initiatives to be conducted in delivering on the strategic goals of the organization. These represent that actual actions to be taken during the period of the strategic plan in order to move the organization towards the desired future state articulated in its vision.

Objectives are typically defined in two levels:

- **Strategic objectives** represent the major areas of focus within each goal, and are the major activities to be undertaken to deliver on that goal.
- **Tactical objectives** represent the actual projects and initiatives to be conducted by the organization for each strategic objective, in order to deliver on the goal.
1. **Grow**

The Town of Innisfil will collaboratively develop a thriving community that embraces a managed level of growth, actively engages residents, attracts and supports business and promotes economic prosperity.

1.1. **Plan For Growth**

1.1.1. Complete the revitalization of the Official Plan.

1.1.2. Develop a strategy to manage growth: define the desired level of growth within the Town, identify targeted areas for growth and intensification and develop strategies to realize the growth plan while maintaining community character.

1.1.3. Collaborate with developers to design, build, service and sustain the community that we want.

1.1.4. Develop community amenities—including restaurants, shops and services—that provide valued and viable local options for our community. (connects to 1.3.6 and 2.6.3)

1.1.5. Evolve our approach to public safety to proactively support and appropriately respond to community growth.

1.2. **Develop Our Community**

1.2.1. Establish and reinforce the unique combination of agricultural, urban and rural qualities that form the identity of Innisfil.

1.2.2. Develop new and effective strategies for consultation, communication and engagement with the community.

1.2.3. Actively promote community events, activities and opportunities and encourage broad community participation.

1.2.4. Encourage community groups to take the lead in defining, planning and bringing to life the community they want to live in.

1.2.5. Develop a community improvement plan that defines, reflects and inspires attainment of the community we want to become.

1.2.6. Establish, fund and implement a community foundation strategy.
1.3. Promote Economic Development

1.3.1. Develop an economic development master plan to explore opportunities and define strategies that leverage our competitive advantages to bring employment to Innisfil and the regional area.

1.3.2. Establish strategies and structures to cost effectively finance the construction of water and wastewater utility services.

1.3.3. Establish strategies to continue to support agriculture and agri-business as a key element of our economy.

1.3.4. Deliver broadband and Wi-Fi services throughout the town.

1.3.5. Promote and improve digital literacy and smart citizenship.

1.3.6. Develop a local loyalty program and ‘buy local’ campaign. (connects to 1.1.4)

1.3.7. Develop a sponsorship and corporate engagement policy.

2. Connect

The Town of Innisfil will ensure opportunities exist for residents, businesses and organizations to connect in all ways that are meaningful – physically, socially, culturally and digitally.

2.1. Create Transportation Options

2.1.1. Evaluate and implement accessible and affordable municipal transit options, including municipally-delivered, private and shared transportation strategies.

2.1.2. Develop opportunities for enhanced active transit, including the creation of appropriate access paths and support infrastructure. (connects to 2.5.3)

2.1.3. Proactively maintain roads to provide access, accommodate growth and sustain communities.

2.1.4. Explore expanded options for inter-regional transit.

2.2. Promote Access To Health Services

2.2.1. Explore options to enhance the provision of medical services within the town.

2.2.2. Develop strategies for the delivery of urgent and after-hours medical care.

2.2.3. Explore options for the enhancing the delivery of mental health and wellness services.
2.3. *Create Opportunities For Youth*

2.3.1. Develop a youth engagement strategy.
2.3.2. Promote the development of resources and activities for youth throughout the town.
2.3.3. Encourage the development of employment and volunteer opportunities for youth.

2.4. *Enhance Cultural Programs*

2.4.1. Develop and implement a culture master plan.
2.4.2. Support the expansion of arts, cultural and heritage programs throughout the town.
2.4.3. Encourage and create opportunities to increase cultural events and programming.
2.4.4. Support the creation of vibrant places that support and enable planned and spontaneous events, activities and interaction. (connects to 2.6.2)
2.4.5. Promote opportunities for the participation of youth and seniors in cultural events and activities.
2.4.6. Develop a public art policy.
2.4.7. Partner with local organizations in delivering new arts and culture opportunities.

2.5. *Grow Recreation Opportunities*

2.5.1. Promote health and wellness strategies and principles throughout the town.
2.5.2. Plan for recreational opportunities that are available and appropriate for all members of the community.
2.5.3. Develop an accessible system of connecting trails and walkways between communities. (connects to 2.1.2)
2.5.4. Develop strategies to enhance shoreline access and recreation opportunities and ensure sustainability of the shoreline. (connects to 3.4.2)
2.5.5. Investigate means of promoting and permitting alternative businesses that enhance park and recreational spaces, including food trucks, water/ice taxis and hut operators.
2.5.6. Ensure Innisfil Beach Park is a recreation asset that everyone can enjoy.
2.5.7. Implement the parks and recreation master plan.
2.6. **Promote Tourism**

2.6.1. Develop a tourism strategy.

2.6.2. Promote and encourage the enhancement of destination places and activities throughout the town. (connects to 2.4.4)

2.6.3. Promote and encourage the development of appropriate tourism facilities, including restaurants, shops, accommodations and recreation providers. (connects to 1.1.4)

2.6.4. Encourage and promote the development of destination festivals and events.

3. **Sustain**

The Town of Innisfil will actively maintain itself as a viable and vibrant community that fully embraces the principles of sustainability.

3.1. **Ensure Financial Sustainability**

3.1.1. Establish controls to maintain defined and effective service levels.

3.1.2. Develop a long term financial plan.

3.1.3. Investigate the development of new funding and revenue tools to establish financial sustainability.

3.1.4. Develop meaningful and relevant means of assessing triple-bottom line (economic, environment and community) impacts and the delivered value of municipal initiatives.

3.2. **Enhance Partnerships**

3.2.1. Continue to develop meaningful relationships and collaborations with higher levels of government.

3.2.2. Sustain the positive relationship and cooperation with County of Simcoe, and promote collaboration and sharing of services and identify opportunities for regional governance strategies to cost effectively deliver services throughout the region.

3.2.3. Collaborate with other municipal governments and government associations in identifying effective strategies for service delivery.

3.2.4. Partner with other organizations to support the delivery of programs, services and programming.
3.2.5. Adopt an approach of “one town, one team,” encouraging cooperation, collaboration, sharing of services and ensuring alignment of strategic direction across all subsidiary Town organizations.

3.3. **Support Community Sustainability**
3.3.1. Develop a poverty reduction strategy.
3.3.2. Promote affordable housing as a meaningful component of community developments.

3.4. **Promote Environmental Sustainability**
3.4.1. Develop strategies to protect and sustain our water resources.
3.4.2. Investigate options to ensure environmental protection of the lake and shoreline. (connects to 2.5.4)
3.4.3. Promote environmental responsibility throughout the community.
3.4.4. Develop strategies to reduce the environmental impact of municipal services and operations.

3.5. **Sustain Infrastructure**
3.5.1. Continue to develop effective asset management plans for all municipal capital assets.
3.5.2. Develop focussed and relevant criteria for ensuring the responsible sustainment of municipal capital assets.
3.5.3. Ensure optimal utilization, relevance and value of existing infrastructure before investing in the development of new infrastructure.