

TOWN OF MORINVILLE

Parks, Recreation, Culture, and Trails Master Plan



March 2019





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Acknowledgements



The general public, as well as a number of community stakeholders and partners, were involved throughout the development of this Master Plan. Members of surrounding regional communities were also engaged. The Town appreciates, respects, and values the efforts of everyone who participated in the process.

The consultants thank residents of the Town of Morinville and surrounding municipalities for participating in surveys and attending public meetings.

Thanks are also extended to local community groups and organizations for providing input in-person and through questionnaires.

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Thanks to Town Council and Administration for providing necessary background information and offering strategic guidance throughout the process.

Thanks to the project team, including all Town staff and administrators as well as the consulting team, for compiling, analyzing, and addressing issues and considerations related to recreation in the community both today and into the future.

Summary

The Town of Morinville Parks, Recreation, Culture and Trails Master Plan has been developed through the combined efforts of a variety of stakeholders. The impetus for the elected officials and administrators to engage in the process of researching and writing a new Parks, Recreation, Culture and Trails Master Plan was population and community changes in the Town, which resulted in the need for significant investment in new recreation and culture facilities and spaces.

When surveyed in 2016 (household survey), 96% of respondents in the Town of Morinville agreed that “recreation is important to my quality of life”. Additionally, 93% agreed that “recreation brings the community together”. The survey results, coupled with the community engagement discussions, indicate that the residents value recreation and culture services, facilities, and spaces; therefore, accepting them as a reasonable public expenditure and worthy of future enhancement and investment.

This Master Plan will serve as a framework for elected officials and administrators, guiding the decision-making process concerning the provision of parks, recreation, culture and trail services, facilities and spaces to Morinville residents. It also provides tools for decision making as market conditions change (i.e. recommended policies and procedures). The Plan outlines strategic direction in three key areas: 1) Infrastructure (indoor & outdoor); 2) Service delivery; and 3) Programming.

The Plan was developed based on community research and engagement, which occurred over the course of three years (2016-2018). The following mechanisms were employed to gain community input: household survey (mail-out and online); community group survey; stakeholder interviews; and stakeholder discussions. Furthermore, research on the Town of Morinville was conducted, which included the review of community trends and population, comparison to other communities, and analysis of existing facilities, services and spaces.

In addition to the community research and engagement, government policies and broader industry and academic recreation and planning research was considered in the development of this Plan. As well there is an alignment between this Plan and the wider recreation and culture policies of the Province of Alberta and of national recreation, culture and parks organizations, this was done with the aim to facilitate stronger networks to the other levels of government, industry, and neighbouring communities.

Vision

Residents of the Morinville region have opportunities to be active and creative, both indoors and outdoors, throughout the year.

Summary

Included in the plan is a vision for recreation and culture services; the vision is further articulated through three goals, which signify the desired outcomes from public investment in these essential services.



First, recreation and culture services contribute to the wellbeing of all citizens. The outcomes associated with this first goal, include that all citizens have a basic level of physical literacy, fitness, and wellbeing. Moreover, advanced skill development is available for some recreation and culture pursuits, and social opportunities support a sense of inclusion.



Secondly, recreation and culture services contribute to community health and wellness. Outcomes related to this goal include citizens who feel proud of their community and are engaged in the opportunities and events offered.



Thirdly, recreation and culture services contribute to the provision of healthy indoor and outdoor environments. The outcomes related to this third goal aim for citizens to have access to and an appreciation for nature, parks and open spaces as well as facilities and spaces that are functional, accessible, and aesthetically pleasing to the general public.

The focus of this 10 year Master Plan are highlighted through four key themes: sustain and protect; educate; animate; and grow. Within the context of these four themes, and based on the research and community engagement, the Master Plan outlines a number of recommendations for the Town of Morinville.



Theme #1: Sustain and Protect

- Reinvest in outdoor and indoor spaces to ensure longevity and relevance.
- Create reserve funds sourced through annual operating budgets.



Theme #2: Educate

- Ensure citizens understand the value of parks, recreation and culture services and opportunities.
- Give elected officials, administrators and other stakeholders the opportunity to learn about trends and developments in the parks, recreation and culture world.
- Be transparent regarding the allocation of spaces, fee structures and investments.
- Evaluate market conditions and engage community feedback.

Summary



Theme #3: Animate

- Offer recreation and culture programming where community partners are not able to.
- Focus on the provision of special events.
- Partner with private, non-profit, and other public sector players to provide programming and events.
- Support community partners with common goals to strengthen the delivery system.
- Work to identify and address barriers to participation in recreation and culture activities.



Theme #4: Grow

- Plan to provide more parks, recreation, and culture facilities and spaces as the Town grows and market demands change.
- Prioritize limited resources to make the most impact in the community.
- Invest in new facilities, space, programs and events as able, utilizing partnerships when possible.
- Take advantage of opportunities associated with the growth of the community.

To support the implementation of these recommendations the next steps include ensuring the proper systems and protocols are in place. To do so several policies should be reviewed, updated, and/or developed. This includes policies focused on facility and space allocations, user fees, sponsorship, partnership, public engagement, and land development. The revision and/or development of these policies will take place in the mid (5 year) to long term (up to 10 year); in the short-term Council and Administration should prioritize which policy to discuss and develop first.

Recreation, culture, parks and trails are important to citizens. Municipal investment in facilities, spaces, events and programming leads to healthier, more engaged residents, with a stronger sense of community pride. The overarching goal of this Master Plan is to support and enrich parks, recreation, culture, and trails in the Town of Morinville and for residents to derive even more benefits from the associated facilities, programs, and spaces.



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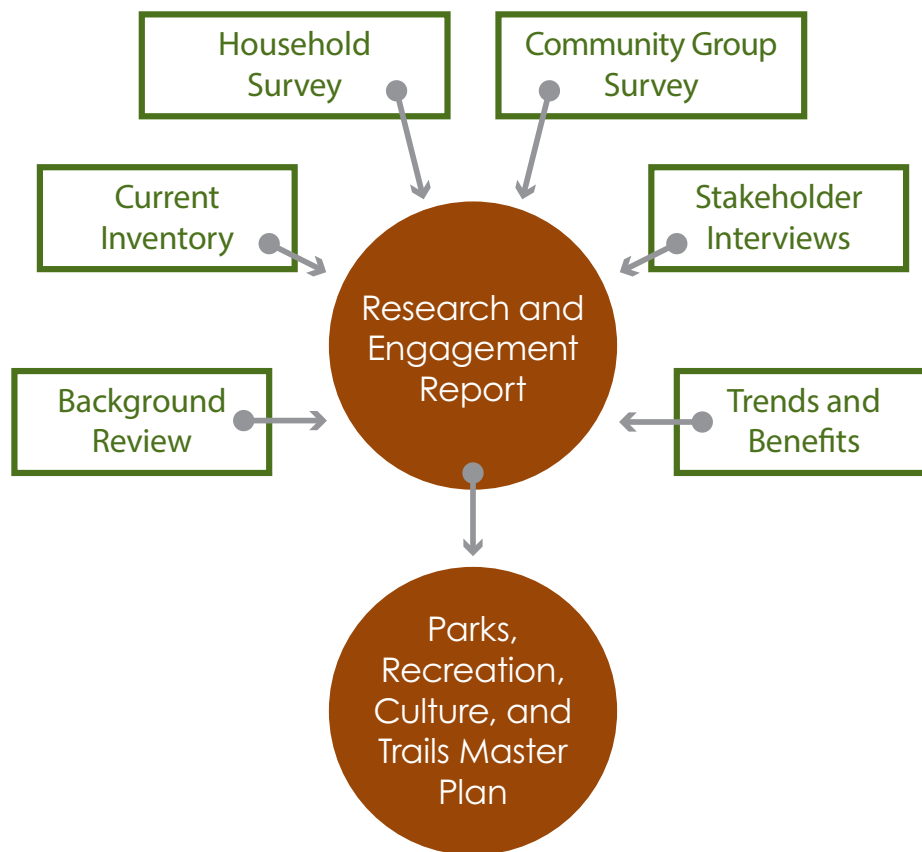
Introduction & Methodology

The Town of Morinville believes in the value that parks, recreation, and culture services and facilities contribute to residents' quality of life and community attractiveness, connectedness, and vibrancy. This belief is apparent in the facilities and spaces it owns and operates and the recreation and culture opportunities it both provides directly as well as supports.

As the Town grows and evolves, so too do resident preferences and demands for recreation and culture opportunities. New activities emerge, capacities of existing facilities are reached, and the recreation and culture marketplace changes.

As a responsible and accountable government, Town decision makers refer to strategic planning related to parks, recreation, and culture services; strategic planning that is based on community input research, and leading best practices. The Town's current plan for recreation and parks, titled the "Recreation, Parks and Open Spaces Master Plan 2011-2021" provided guidance related to existing spaces and facilities over the past 8+ years. Due to changes in the Town, and on the heels of significant investment in new recreation and culture facilities, the Town has now developed a new "Parks, Recreation, Culture and Trails Master Plan". This Plan will serve as a framework for the Town as it makes decisions about the provision of these services to Morinville residents and includes strategic direction related to infrastructure (indoor & outdoor), service delivery, and programming. The following Plan identifies some specific projects and also provides tools for decision making as market conditions change (policies and procedures).

The Plan was developed based on a solid foundation of research and engagement outlined in the State of Parks, Recreation, and Culture report - found under separate cover titled *Research and Engagement Report* (2019) and summarized herein. The following chart and graphic summarizes the breadth of information that was gathered over the course of 2018 and considered in the development of the Plan. Also referenced throughout the *Research and Engagement Report* (2019) is needs assessment and business planning work completed in 2016 and 2017 related to the new recreation facility currently under construction.



It is important to note that the public and stakeholder engagement efforts related to the development of this Plan were extensive and involved both Town and regional residents and groups. Input was gathered over the course of three years (2016-2018) and the tactics used and levels of input received are outlined as follows.

Mechanism	Description	Responses/Participants	Fielding Date
Household Survey (Mail-Out)	A statistically representative survey of area residents. Questionnaires mailed to households in the Town of Morinville and surrounding Sturgeon County households.	1,172 Responses	June to July 2016
Household Survey (Public Online)	The household survey was available on the Town’s website for area residents to provide input in case they did not receive a questionnaire in the mail. Results are reported on separately from the mail-out version.	37 Responses	June to July 2016
Community Group Survey	Online survey (with hardcopy available upon request) for community groups such as sport organizations, schools, and service clubs.	11 Responses	June to July 2016
Stakeholder Interviews	In-person interviews with key stakeholders in the community. Supplementary telephone interviews were also conducted.	28 Participants	June 2016
Household Survey (Public Online)	The link to the survey was accessible through the Town’s website. The survey was promoted by the Town through its many communications channels including social media, closed circuit television, word of mouth with community groups and residents, and through a direct mail to community organizations and parent councils.	150 Responses	June to July 2018
Stakeholder Discussions	Several discussion sessions were convened with various stakeholders representing recreation, sports and cultural interests. Session participants were led through a discussion, during which they were asked to provide their general assessments of parks, recreation, and culture provision in Morinville.	9 Groups Participated	June to July 2018



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Planning Context

The following statements explain the Town of Morinville planning context and have been taken from the *Research and Engagement Report* (2019), a companion document to this Master Plan. For further backup on each of these areas, please refer to the report under separate cover.

Community Profile

The following statements describe characteristics of the Town of Morinville and their relevance to parks, recreation, and culture planning.

- Morinville has a population of nearly 10,000 and has experienced steady population growth since 2006. This growth is likely to continue into the future, given projected economic and population growth within the Edmonton Metropolitan Region overall.
- Based on the three possible growth scenarios, it is possible that the Town's population will reach nearly 28,000 by 2036, nearly tripling its population in 20 years. Accommodating this magnitude of growth will require careful planning and anticipation of the needs of future residents. Expanding and developing new infrastructure will be required to accommodate growth.
- Morinville is perceived as a family-oriented community that is affordable, safe, and provides a high-quality of life. The Town's Municipal Development Plan acknowledges the importance of providing the appropriate infrastructure needed to support such growth, and maintain the high-quality of life residents have come to expect.
- The Town's population is relatively young compared to the Alberta average and will likely experience strong natural population growth due to sizable 0-19 and 25-34 age cohorts.
- The proportion of the Town's population over the age of 65 is lower than the provincial average. However, it is likely that this proportion will increase over time. Efforts will need to be made to provide infrastructure and services necessary for Morinville residents to "age in place" within their community. In addition, with an aging community comes demands for more life-long sports and physical activity.

- Immigration will play an important role in terms of population growth in Canada; this is likely to be true for Morinville as well. Providing infrastructure and services to meet an increasingly diverse population should be a priority. Shifting recreation and culture needs and preferences will likely affect how and what the Town plans for in the future.
- Morinville households have higher median after tax incomes than the provincial average. Residents are also employed in economic sectors that are less volatile providing a stable economic base. Household affluence is likely to affect levels of service provision, and the types of recreation and culture amenities and infrastructure expected by residents.

Background Review

The Town of Morinville has an extensive array of strategic planning documents to help guide decision making. As well there are a number of provincial and national policies and initiatives that can influence parks, recreation, and culture planning. The following points outline relevance of other planning at a local, provincial, and national levels.

- The Town of Morinville’s plans illustrate support for a strong quality of life for residents. Recreation and culture are **important services; significant investment** is occurring based on sound engagement and planning.
- Planning documents mention recreation and culture interests, trail connectivity along with heritage preservation as specific development interests.
- The importance of community groups in providing services in Morinville is recognized as is community spirit and identity – in part through recognition of Town history. Regional **partnerships** will be key to future service provision.
- It is in the best interests of **all stakeholders / sectors / levels of government** to get people active, connected, and outdoors.
- **Reserve budgeting** for recreation and culture facilities is recommended to occur at a rate of 1.7%-2.5% of replacement value.
- There needs to be a **“physical literacy”**¹ conscience in Alberta communities. In many cases, a municipality is the only organization with perspective and leverage to be able to instill principles like physical literacy and long term athlete development in grass roots programming.
- Recreation and sport is an avenue for **reconciliation**.

1 “Physical literacy is the motivation, confidence, physical competence, knowledge, and understanding to value and take responsibility for engagement in physical activities for life.”
- The International Physical Literacy Association, May 2014

Participation Trends

Current trends in participation related to parks, recreation, and culture services are noted as follows.

- Unstructured/spontaneous recreation activities are among the most popular activities (e.g. walking, bicycling, drop-in sports).
- ParticipACTION assigned a D-rating for “overall physical activity” of youth and children in Canada; inactivity is a concern for all age groups.
- The use of technology to enhance recreation and culture experiences is becoming more common.
- There is an expanding variety of program opportunities and demands in Alberta communities.
- There is concern about people not spending enough time outdoors.
- Along with an aging community comes demands for more life-long sports and physical activity.

Service Delivery and Infrastructure Trends and Influences

Current trends in parks, recreation, and culture service delivery and infrastructure are noted as follows.

- Recreation and culture services are seen as essential, providing social good and integral life skills for residents.
- There are decreasing expectations for cost recovery and user fees in some communities due to the social return associated with recreation services.
- Partnerships are becoming more important, including regional collaboration.
- Some communities are investing in sport tourism.
- The nature of volunteerism is changing; volunteers are getting burned out and municipalities are required to provide more support.
- Recreation and culture infrastructure across Canada is aging and in need of reinvestment, asset management is top of mind for many municipalities.
- Recreation and culture experiences need to be refreshed to remain effective, they must meet modern user expectations.
- Groups are demanding higher quality facilities.
- Municipal operation of non-traditional facilities, previously left to the private sector or not for profit groups (i.e. gymnastics facilities, climbing walls, expanded fitness offerings, etc.).

Inventory of Recreation and Culture Facilities

The Town of Morinville owns and operates a number of indoor and outdoor spaces that enable recreation and culture activities to occur.

The Morinville Leisure Centre (Phase 1) will dramatically change the landscape of indoor recreation facilities. Replacing the arena at the Ray McDonald Sports Centre will add fitness space, indoor track, and a multipurpose fieldhouse type space to the town inventory. It will complement the curling club and the Morinville Community Cultural Centre when it opens in 2019.

Considering outdoor facilities, town residents are relatively well serviced with the trail system somewhat lagging behind the desires of residents.

Benchmarking: Comparing Morinville to Other Communities

When comparing Morinville to other communities, the Town is lacking an indoor aquatic facility; the development of an indoor aquatics facility is expected to occur when the Town is able to afford to build Phase 2 of the Morinville Leisure Centre. The initial development of the Morinville Leisure Centre (Phase 1) will address several other deficiencies when compared to other communities.



Community Engagement: Household Survey

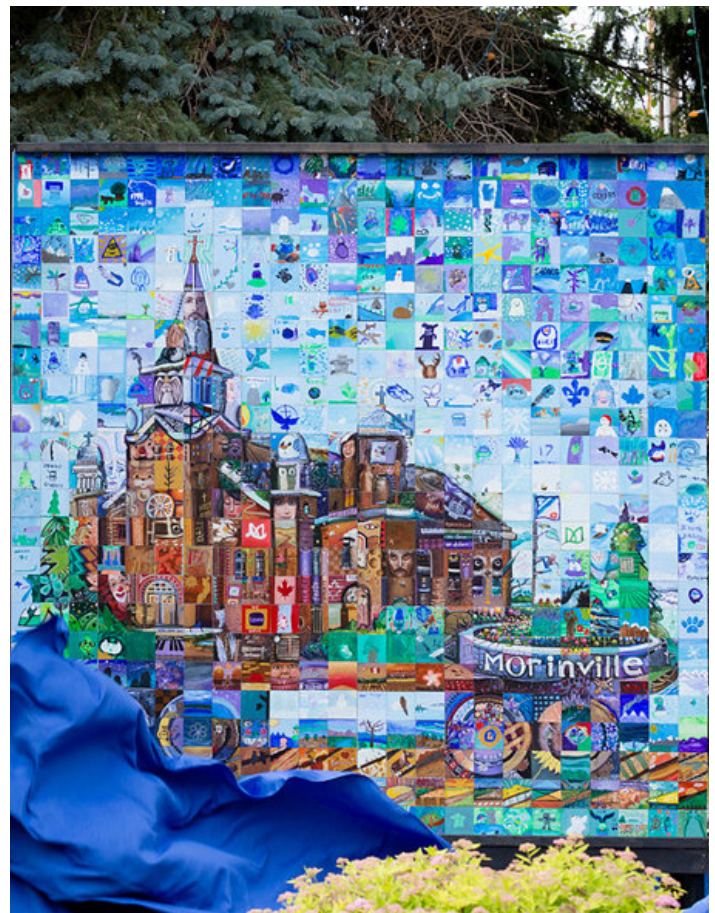
The following statements outlined key findings from the household survey:

- Main barriers to participation in programs, activities and services is lack of awareness (53%), timing of programs (45%), and lack of facilities / poor facilities (41%).
- Over half (54%) of households are very or somewhat satisfied with programs, activities, and services currently offered in Morinville.
- Trails and pathways are the most utilized outdoor infrastructure in Morinville with 86% of households saying they used it in the last year. 71% of households are very or somewhat satisfied with the trail system's support amenities.
- Over three-quarters (78%) of households used the Morinville Community Cultural Centre in the past year.
- Approximately two-thirds (61%) of households attended a major event in Morinville in the past year.
- 93% were very or somewhat satisfied with major events.
- 93% said it is very or somewhat important to have major town-wide festivals and events.
- Priorities for indoor facility development or enhancement include:
 - » Leisure swimming pool
 - » 25m swimming tank
 - » Walking / running track
 - » Fitness / wellness facility
 - » Ice arena facility
 - » Indoor child playground
 - » Leisure ice
 - » Indoor field facility
- Priorities for outdoor facility development or enhancement include:
 - » Walking / cycling trail system
 - » Outdoor pool
 - » Picnic areas
 - » Nature / interpretive trails
 - » Toboggan hills
 - » Campground
 - » Water spray parks
 - » Mountain bike trails

Consultation: Stakeholder/ Community Group Discussions

The following statements describe the key themes identified through meetings and discussions with local community groups and stakeholders.

- Enhanced communications amongst themselves and with the Town is needed.
- Groups are looking for assistance from the Town with organizational operational tasks, not doing them but learning how they can manage these tasks themselves. Groups are also looking for assistance with communications and marketing, funding and grants, and project design and management.
- There is a need for clear community identity.
- There are challenges getting enough volunteers, which is exacerbated by growth in Morinville resulting in greater demand for programs and services.
- Facilities needed: heritage and interpretive elements (outside); pool; teen space; sports fields.





3

Foundations

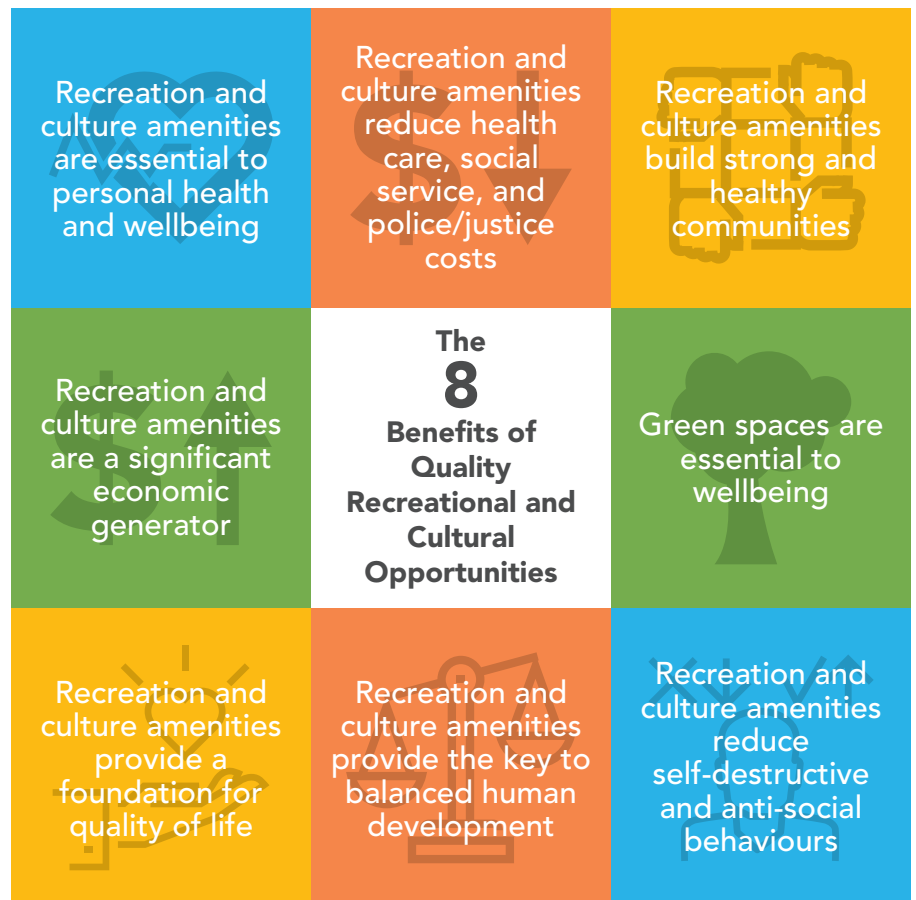
96% agree that “recreation is important to my quality of life”

93% agree that “recreation brings the community together”

– Household Survey (2016)

For more information on the benefits of recreation and culture please visit the National Benefits Hub found here: <http://benefitshub.ca/>

There are many benefits that come from public investment in parks, recreation, and culture. These benefits are enjoyed by participants, spectators, and even those who never step foot in a recreation and culture space, use a park, or participate in a program or opportunity. These benefits cannot be escaped, and that is what makes public recreation and culture services a public good.



These benefits and the public good they catalyze justify the provision of these services by the Town of Morinville; they also provide the rationale for public investment. The benefits are why many other stakeholders, including other levels of government, as well as private and non-profit organizations and many passionate Albertans invest time, resources and effort in providing opportunities for the public to be active, creative, and connected to the communities in which we live. It is important for the Town to demonstrate alignment with the broader provincial and national recreation and culture sector.

The Town of Morinville invests in park, recreation, and culture with the following vision, goals and outcomes in mind.

Vision

Residents of the Morinville region have opportunities to be active and creative, both indoors and outdoors, throughout the year.

Further articulating the vision for parks, recreation, and culture in the community are the following desired outcomes from public investment in these essential services. All decisions and actions related to these services should further one or more of these outcomes; furthermore should limited resources exist to provide these services, those projects or initiatives that achieve more of the desired outcomes should be prioritized.

2018-2020 Town of Morinville Strategic Plan

Culture and Recreation

We are committed to providing quality recreational and fitness opportunities that are accessible, affordable, and reflect the needs of the community.

We are committed to working with community groups and individuals to ensure the Morinville Community Cultural Centre is affordable and well utilized.

We are committed to working collaboratively with community groups in celebration of our heritage.

Environmental

We are committed to ensuring Morinville's parks and green spaces are healthy and protected.



Goals and Outcomes



Goal #1: Recreation and culture services contribute to the wellbeing of all citizens.

Outcome #1: All citizens have a basic level of physical literacy, fitness, and wellbeing.

Outcome #2: All ages and abilities have basic skills in a variety of recreation and culture pursuits.

Outcome #3: Advanced level skill development is available for some pursuits.

Outcome #4: Social opportunities and environments support a sense of inclusion, self confidence and self worth.



Goal #2: Recreation and culture services contribute to community health and wellness.

Outcome #5: Citizens are proud of their community and region, its facilities and spaces, the events and opportunities it offers, and its level of volunteerism.

Outcome #6: Recreation and culture opportunities are accessible and welcoming, connecting and including individuals and families, and attracting and retaining residents.

Outcome #7: Feelings of isolation are minimized and feelings of inclusion prevail.



Goal #3: Recreation and culture services contribute to the provision of healthy indoor and outdoor environments.

Outcome #8: Citizens have access to appreciate and understand nature; parks and open spaces provide a medium for residents and visitors to connect with nature.

Outcome #9: Recreation and culture facilities and spaces are aesthetically pleasing, highly functional, and are sustainable. Facilities and spaces are well maintained, reinvested in, and are planned and operated in an efficient, collaborative, and effective manner.

Throughout this Plan, where possible, strategic alignment with the Framework for Recreation in Canada has been highlighted. This will help to demonstrate that the Town understands it is part of a larger recreation community and that the outcomes and recommendations which drive local decision making also help others to achieve common goals. The vision outlined in the Framework is the first and foremost area of alignment:

“Everyone engaged in meaningful, accessible recreation experiences, that foster: individual wellbeing, wellbeing of natural and built environments, and community wellbeing.”

– Page 17 A
Framework for
Recreation in
Canada

This foundation for parks, recreation, and culture provision is a constant. Despite shifting market conditions, societal change, and upon achieving targeted outcomes, the focus of the Town may shift from time to time to make best use of public resources. Based on the 2018 market context, defined through both through community engagement and through research, the focus of this 10 year plan is explained through the following themes.



1. **Sustain and protect:** the Town has made significant investment in parks, recreation, and culture facilities and spaces; investment that needs to be protected, so that existing service levels and benefits in the community and region can be sustained.



2. **Educate:** although there are many successes in the region related to parks, recreation, and culture opportunities, there are more benefits to realize from both current and future investment. Residents need to know about these benefits and why they should participate in them, as well as the realities of the current delivery system.



3. **Animate:** getting the most out of the Town's facilities and spaces maximizes their use. Animating indoor and outdoor spaces optimizes benefit and can help both the Town and the various other stakeholders in the community meet program goals and enhance viability.



4. **Grow:** the Town is growing and will require both increased capacity of existing programs and spaces, as well as the introduction of new types of spaces and opportunities.

Intermingled throughout these four themes are concepts of working together with others (partnerships and collaboration), building capacity (making sure all aspects of the parks, recreation, and culture system are as strong as they can be), balancing investment in all aspects of parks, recreation, and culture, and being fiscally responsible so as to optimize the use of limited public resources.

This Master Plan outlines a number of recommendations for the Town to focus on over the next 10+ years based on these themes and concepts.



Theme #1: Sustain and Protect

1. Reinvest in indoor and outdoor spaces as needed so as to ensure both longevity and relevance.
2. Create reserve funds, sourced through annual operating budgets intended to perpetuate needed service levels where warranted through ongoing assessment (both utilization and physical state).

Theme #2: Educate

3. Ensure residents understand the value of public parks, recreation, and culture services as well as the opportunities available to them and their families.
4. Give Town Staff, Elected Officials, and other stakeholders opportunities to learn more about the parks, recreation, and culture world – including benefits, trends, and success stories – and enable them to share learnings throughout the community and region.
5. Be transparent with the realities of providing parks, recreation, and culture facilities and spaces, including how spaces are allocated in a fair and equitable way, how user fees are set, and how much the Town invests in these essential services.
6. Stay on top of market conditions by constantly evaluating efforts, listening the community, and learning about the state of parks, recreation, and culture wherever and whenever possible.

Theme #3: Animate

7. Continue to offer direct recreation and culture programming where partners or others are not able; the Town will fill gaps, but will defer to community groups and the private sector to provide opportunities to residents where common goals are met.
8. Continue to focus on the provision of special events, being deliberate on coordination of events to achieve the Town's vision and goals.
9. Work with public, non-profit, and/or private sector partners in the provision of programs and events.
10. Provide support to partners and other service providers that have common goals so as to enhance their ability to provide recreation and culture opportunities and strengthen the delivery system.
11. Work to continually identify and address barriers to participation in recreation and culture activities.

Theme #4: Grow

12. Diligently plan to provide more parks, recreation, and culture facilities and spaces as the Town grows and demand change.
13. Prioritize limited resources to make the most impact possible in the community and region.
14. Invest in new facilities, spaces, programs, and events as warranted and enable utilizing partnerships wherever possible.
15. Take full advantage of opportunities associated with growth in the Town.

These themes and recommendations are further explained in the following pages.



Theme #1: Sustain and Protect



1. Reinvest in indoor and outdoor spaces as needed so as to ensure both longevity and relevance.

Potential Actions:

- Conduct regular assessments on existing facilities and spaces regarding physical state, accessibility, and functionality.
- Invest in annual repairs and maintenance via support from both annual operating and capital budgets as required.

Rationale:

- The Town does not have a thorough understanding of the state of existing facilities and spaces, thus reinvestment is reactionary.
- Aging facilities and spaces pose a significant threat to culture and recreation service levels across the region and throughout Canada.

Measures of Success:

- Having an up-to-date database of parks, recreation, and culture facilities and spaces outlining modern replacement value, required investment, and functional issues and solutions.

Alignment with Goals:



Goal #1: Recreation and culture services contribute to the wellbeing of all citizens.



Goal #2: Recreation and culture services contribute to community health and wellness.



Goal #3: Recreation and culture services contribute to the provision of healthy indoor and outdoor environments.

“4.3 Enable communities to renew recreational infrastructure as required and to meet the need for green spaces by:... developing assessment tools and evidence based guidelines for investing and reinvesting in aging recreation infrastructure...”

– Page 27 A
Framework for
Recreation in
Canada

According to the Canadian Infrastructure Report Card (2016), a report developed by the Canadian Construction Association, Canadian Public Works Association, Canadian Society for Civil Engineering, the Federation of Canadian Municipalities found that only **49%** of municipalities have Asset Management Plans and only **38%** of municipal infrastructure have State of Infrastructure Reports.

Theme #1: Sustain and Protect



2. Create reserve funds, sourced through annual operating budgets intended to perpetuate needed service levels where warranted through ongoing assessment (both utilization and physical state).

Potential Actions:

- Establish a facility life cycle reserve fund policy and protocol and fund it annually via taxation on an annual basis.
- Increase user fees to include an amount for annual life cycle reserve funding.

Rationale:

- Although much of the Town's infrastructure will not be nearing the end of useful life after the new Morinville Leisure Centre is built, contributing now to a life cycle reserve fund will partially or fully fund replacement of major infrastructure when necessary.
- It would be ideal to avoid a situation like the one the Town is currently overcoming where debt financing is required to replace aging facilities without enhancing service levels.

Measures of Success:

- Having a life cycle reserve fund policy in place and an actual fund established and growing into the future.

Alignment with Goals:



Goal #1: Recreation and culture services contribute to the wellbeing of all citizens.



Goal #2: Recreation and culture services contribute to community health and wellness.



Goal #3: Recreation and culture services contribute to the provision of healthy indoor and outdoor environments.

"4.3 Enable communities to renew recreational infrastructure as required and to meet the need for green spaces by: ...securing dedicated government funding at all levels, as well as partnerships with the private and non-profit sectors for the necessary development, renewal, and rehabilitation of facilities and outdoor spaces..."

– Page 27 A
Framework for
Recreation in
Canada

The Canadian Infrastructure Report Card (2016) recommends reserve budget allocation of **1.7%-2.5%** of replacement value annually.

Theme #2: Educate



3. Ensure residents understand the value of public parks, recreation, and culture services as well as the opportunities available to them and their families.

Potential Actions:

- Maintain and enhance current efforts to promote recreation and culture opportunities to residents and visitors.
- Extend promotional messaging to include motivational stories and statistics about the benefits accrued to residents and the community related to participation in recreation and culture activities.
- Work with other sectors (education, health, justice) to position recreation and culture as a positive solution to societal issues.
- Identify new means of promoting and marketing recreation and culture to the region.
- Develop and implement a promotions and marketing plan.

Rationale:

- The Town does not have a thorough understanding of the state of existing facilities and spaces, thus reinvestment is reactionary.
- Aging facilities and spaces pose a significant threat to culture and recreation service levels across the region and throughout Canada.

Measures of Success:

- Having an up to date database of parks, recreation, and culture facilities and spaces outlining modern replacement value, required investment, and functional issues and solutions.

Alignment with Goals:



Goal #1: Recreation and culture services contribute to the wellbeing of all citizens.



Goal #2: Recreation and culture services contribute to community health and wellness.



Goal #3: Recreation and culture services contribute to the provision of healthy indoor and outdoor environments.

“3.3 Develop public awareness and education initiatives to increase understanding of the importance of nature to wellbeing and child development, the role of recreation in helping people connect to nature and the importance of sustainability in parks and recreation.”

“4.6 Develop and execute targeted recreation education campaigns that increase knowledge about how recreation contributes to enjoyment and quality of life, and help people acquire the skills and attitudes they need to plan for making recreation part of their lives.”

– Page 25 and 27
A Framework for
Recreation in Canada

Local groups are requesting help with promoting and marketing the opportunities they provide.

53% of households indicated that being “unaware of opportunities” was a barrier to participation in recreation and culture; it was the top barrier mentioned by households (2016 household survey).

“Social media” and the “Town website” were the preferred methods to households to learn about opportunities.

Theme #2: Educate



4. Give Town Staff, Elected Officials, and other stakeholders opportunities to learn more about the parks, recreation, and culture world – including benefits, trends, and success stories – and enable them to share learnings throughout the community and region.

Potential Actions:

- Provide administration, elected officials, and key partners / community stakeholders opportunities to participate in professional development and learning opportunities related to parks, recreation, and culture services and facilities.
- Include recreation and culture service information in elected official and staff orientation processes.
- Engage in culture and recreation experiences together as part of Town meetings and processes.
- Connect with regional and provincial counterparts to discuss parks, recreation, and culture matters on a regular basis.
- Constantly search for new or updated information related to culture and recreation and share throughout the community and region.
- Share parks, recreation, and culture success stories via existing and new communications channels to inspire others and demonstrate value.
- Host regular workshops discussing the state of recreation, parks, and culture in the community and region.

Rationale:

- It is important to continually rationalize current and future investment in culture, recreation, and parks so as to position them as essential services.
- Residents and groups clearly understand the benefits of recreation, parks, and culture in the community and region, regardless of whether or not they actively participate.

“5.2 Implement career awareness, preparation and development strategies to attract and educate new leaders.

5.4 Develop and implement high-quality training and competency-based capacity development programs for organizations and individuals (professionals and volunteers) working in recreation...

5.5 Develop a strategy to enhance community-based leadership in recreation.”

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Canada

96% of households feel recreation and culture is important to quality of life; **93%** feel these service bring the community together.

87% believe “my local community as a whole benefits from recreation programs and services.”

Theme #2: Educate



Measures of Success:

- Parks, recreation, and culture decision makers, professionals, and stakeholders are well versed in the benefits of these services as well as relevant trends in the industry.
- Key success stories are shared on a regular basis.
- All recreation, parks, and culture stakeholders know where to find useful, relevant information about the industry.

Alignment with Goals:



Goal #1: Recreation and culture services contribute to the wellbeing of all citizens.



Goal #2: Recreation and culture services contribute to community health and wellness.



Goal #3: Recreation and culture services contribute to the provision of healthy indoor and outdoor environments.



Theme #2: Educate



5. Be transparent with the realities of providing parks, recreation, and culture facilities and spaces, including how spaces are allocated in a fair and equitable way, how user fees are set, and how much the Town invests in these essential services.

Potential Actions:

- Prepare detailed financial data related to the provision of recreation, parks, and culture infrastructure and services to be able to understand and explain current subsidies offered and funding methods.
- Develop fees and charges policies and protocols that are based on a consistent and transparent rationale for how subsidies are given based on type of user, cost structures, and strategic intent for facilities and services.

Measures of Success:

- Recreation and culture stakeholders understand how fees and charges are set and the associated subsidies each type of user or activity receives.

Alignment with Goals:



Goal #1: Recreation and culture services contribute to the wellbeing of all citizens.



Goal #2: Recreation and culture services contribute to community health and wellness.



Goal #3: Recreation and culture services contribute to the provision of healthy indoor and outdoor environments.

Theme #2: Educate



6. Stay on top of market conditions by constantly evaluating efforts, listening to the community, and learning about the state of parks, recreation, and culture wherever and whenever possible.

Potential Actions:

- Host regular workshops discussing the state of recreation, parks, and culture in the community and region.
- Develop an ongoing process for collecting information related to recreation, culture, and parks (such as satisfaction, needs and preferences, barriers, etc.) from local groups, stakeholders, and the general public.
- Create a parks, recreation, and culture performance evaluation framework and report on it to Council and the community on an ongoing basis.

Rationale:

- The Town has changed dramatically, and continues to grow and evolve; change is unavoidable therefore staying in touch with the market is important to ensure services are effective and relevant.
- Everyone has their own opinions and passions related to recreation and culture; the Town must listen to all residents and stakeholders in planning and ongoing service delivery to ensure maximum benefit can be achieved.

Measures of Success:

- Residents are aware that they can provide their input into Town parks, recreation, and culture services through the biannual public survey.
- Groups are also aware of their opportunities to provide input to the Town through annual surveys and periodic workshops and meetings with Town representatives.
- Town Council, Administrators and stakeholders are actively engaged in external organizations such as the Alberta Recreation and Parks Association and participate in conferences and professional development opportunities.

Alignment with Goals:



Goal #1: Recreation and culture services contribute to the wellbeing of all citizens.



Goal #2: Recreation and culture services contribute to community health and wellness.



Goal #3: Recreation and culture services contribute to the provision of healthy indoor and outdoor environments.

“1.4 Inform recreation leaders about the importance of reducing sedentary behaviours, and enable them to explore and implement strategies and interventions that address this important public health issue.”

“4.5 Enhance mental and social wellbeing by creating supportive social environments in the settings where people live, learn, work and play. This requires strengthened partnerships with schools, social service groups, the arts community, law enforcement, transportation and urban planners, community organizations and the private sector.”

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Recreation in
Canada

Local groups indicated that communications between the groups and the Town and between the groups themselves could be improved.

Theme #3: Animate



7. Continue to offer direct recreation and culture programming where partners or others are not able. The Town will fill gaps but will defer to community groups and the private sector to provide opportunities to residents where common goals are met.

Potential Actions:

- Conduct ongoing program and opportunity needs assessments to understand community demand for programming.
- Work with other stakeholders and program providers to ensure they are aware of programming needs identified.
- Provide direct programming where gaps between demand and provision exist.

Rationale:

- Recreation and culture opportunities are provided by a variety of stakeholders in the community. Where non-profit or private sector organizations provide a service that is available to residents, and of the same quality and strategic intent that the Town would have, the Town can use scarce public resources elsewhere.
- Activities that are driven by the passion of volunteers, or that are able to generate financial margins, or are able to attract and sustain private investment warrant less Town attention than those activities or opportunities that are in demand but are not addressed. This approach leverages all community abilities and extends program offerings.

“2.2 Enable people of all ages to participate in recreation. Address constraints to participation faced by children and youth from disadvantaged families and older adults who are frail and/or isolated.”

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Programs: New Focus Areas

Based upon the research and engagement conducted, potential areas of focus for future recreation and culture programming include:

- Physical literacy and increased physical activity for youth.
- Outdoor nature interpretative programming for all ages.
- Recreation and culture programming for adults and families.

It is also important to note that program design should include consideration to population diversity and accessibility and a recognition that recreation and culture can be a medium for reconciliation.

Theme #3: Animate



Measures of Success:

- Program providers, including the Town and non-profit and private groups, are excited to see the Town's annual opportunity needs assessment to see where they should focus their efforts in the upcoming year.
- The Town provides direct programming in areas identified as gaps and that are inline with Town strategic intent; the Town does not duplicate comparable opportunities already offered by other groups.
- As all programs and opportunities offered in Morinville are important, promotional efforts and programs / opportunity rosters in the town include Town, private, and non-profit driven opportunities.

Alignment with Goals:



Goal #1: Recreation and culture services contribute to the wellbeing of all citizens.



Goal #2: Recreation and culture services contribute to community health and wellness.



Goal #3: Recreation and culture services contribute to the provision of healthy indoor and outdoor environments.

Theme #3: Animate



8. Work to continually identify and address barriers to participation in recreation and culture activities.

Potential Actions:

- Through continual engagement with residents and groups, understand barriers to participation and address them as able.
- Administer fee assistance programs.
- Ensure physical accessibility at existing town parks and facilities.
- Provide customer service and program staff with training related to working with all members of the community and region.
- Reach out to Indigenous and other emerging populations specifically to understand recreation and culture preferences.

Rationale:

- Morinville is growing and changing. Recreation and culture can help integrate new residents and build community cohesion.
- Recreation and culture activities can help new residents understand the community's culture and social fabric; exposing existing residents to the recreation and culture activities of new residents can also build cohesion, tolerance, and broaden the Town's service offering.

“2.3 Build trust and participation through the provision of recreational opportunities and experiences that are respectful and appropriate for various ethnocultural groups. Actively engage persons of diverse and racialized backgrounds in developing, leading and evaluating recreation and park activities.”

“2.5 Enable and encourage women and girls of all backgrounds and circumstances to achieve their potential and participate fully in all types of recreation. Address the historical, cultural and social barriers to participation experienced by girls and women, and apply a gender equity lens when developing and monitoring policies, programs and practices.

“2.6 Enact policies of nondiscrimination on the basis of gender identity and gender expression. Provide a welcoming and safe environment for people with all sexual orientations and sexual identities.”

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Theme #3: Animate



Measures of Success:

- Time is set aside in Town facilities to accommodate new and emerging activities.
- Newcomers and Indigenous peoples feel welcome in Town facilities and help Town staff design and deliver new types of recreation and culture programs and opportunities.

Alignment with Goals:



Goal #1: Recreation and culture services contribute to the wellbeing of all citizens.



Goal #2: Recreation and culture services contribute to community health and wellness.



Goal #3: Recreation and culture services contribute to the provision of healthy indoor and outdoor environments.

Top household barriers to participation in recreation and culture in 2016.

1. Unaware of opportunities (53%)
2. Timing of programs (45%)
3. Lack of facilities / poor facilities (41%)
4. Interest and program mismatch (37%)
5. Cost/price (36%)

The Town's population could reach 28,000 by 2036.

Providing infrastructure and services to meet an increasingly diverse population should be a priority.

Theme #3: Animate



9. Continue to focus on the provision of special events, being deliberate on coordination of events to achieve the Town's vision and goals.

Potential Actions:

- Create a special event theme / brand upon which to focus all special event efforts and investment of the Town.
- Create a special event hosting toolkit and package to assist the Town and other stakeholders in the hosting of special events with themed collateral (logos and design standards, signage and staging, etc.) included.
- Assist local non-profit or private event hosting organizations in establishing and offering special events that align with the Town's desired outcomes.

Rationale:

- The Town of Morinville has diverse populations and a diverse history. By creating a common brand, community identify will be strengthened.
- Residents of the region are satisfied with special events, creating a stronger foundation for events to occur will enhance this sentiment.

Measures of Success:

- Special events in Morinville are successful and connect all members of the community; they are based on a common theme and have a consistent atmosphere and level of quality.
- Community members who might want to gain Town support for a special event know that there are suggested guidelines around event hosting and that there are supports (toolkits, etc.) available from the Town to help.

Alignment with Goals:



Goal #1: Recreation and culture services contribute to the wellbeing of all citizens.



Goal #2: Recreation and culture services contribute to community health and wellness.



Goal #3: Recreation and culture services contribute to the provision of healthy indoor and outdoor environments.

61% of households attended a major event in Morinville over the past year, of those 93% were either somewhat or very satisfied with events attended.

93% of households stated it is important to have major town-wide festivals and events.

Theme #3: Animate



10. Work with public, non-profit, and/or private sector partners in the provision of programs and events.

Potential Actions:

- Create a partnering policy and framework so that potential partners understand how the Town will entertain and possibly engage with external partners in the provision of recreation and culture opportunities.
- Explore partnerships with regional municipalities, non-profit, and private sector organizations that share similar interests and desired outcomes.
- Establish a partner reserve fund and contribute to it annually to be able to fund opportunities as they come forward; applications to the fund should follow a defined template and parameters around the level of funding available annually should be defined.

Rationale:

- Partnerships are evolving in the provision of public recreation and culture services; the leveraged public funding and can optimize community resources and expertise.
- By empowering recreation and culture interest groups to be able to have a part to play in ownership and operations of facilities and services, community buy-in and pride will be enhanced as will community capacity

Measures of Success:

- Potential partners approach the Town in a consistent and standardized fashion, they understand the financial realities of the Town.

Alignment with Goals:



Goal #1: Recreation and culture services contribute to the wellbeing of all citizens.



Goal #2: Recreation and culture services contribute to community health and wellness.



Goal #3: Recreation and culture services contribute to the provision of healthy indoor and outdoor environments.

“4.2 Work with partners to increase the use of existing structures and spaces for multiple purposes, including recreation (e.g. use of schools, churches, vacant land and lots).”

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Recreation in
Canada

Partnerships with other organizations in providing recreation and culture services is a trend in the recreation and culture sector.

Theme #3: Animate



11. Provide support to partners and other service providers that have common goals so as to enhance their ability to provide recreation and culture opportunities and strengthen the delivery system.

Potential actions:

- Provide assistance to groups identifying and applying for grants and other forms of financial assistance.
- Provide in-kind, non monetary supports to local organizations, such as volunteer training (i.e. High Five training for front line volunteers providing programming to youth), sponsorship assistance, and volunteer recruitment, retention, and recognition.
- Provide grants to local organizations to host events or provide recreation and culture opportunities.
- Provide subsidized access to Town facilities and spaces.
- Assist local groups in developing strategic plans to create common vision and better succession.
- Provide administrative spaces (shared or dedicated) to support local groups.
- Host annual or biannual conferences or sessions for local groups to be able to connect with Town staff and each other.

Rationale:

- The Town relies on local non-profit and private sector service providers to achieve the level of service currently enjoyed by residents. If local groups did not provide the opportunities they do now, the Town would have to do so itself or the opportunities would be lost.
- Many local groups are facing challenges in providing their programs and services, this is common throughout Alberta and beyond and many municipalities are providing supports to local groups.

“4.8 Adopt a strategic approach to community building that features alignment and collaboration with other community initiatives (e.g. Age-Friendly Communities, Healthy Cities/ Communities, Community Food Centres).”

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Canada

Intermunicipal Collaboration Frameworks (ICF) and Joint Use Planning Agreements (JUPA) are new requirements of municipalities in the Modernized Municipal Government Act in Alberta; these two initiatives are expected to strengthen and enhanced partnerships between regional municipalities and between municipalities and school jurisdictions.

94% of Town households agreed that “municipalities in the area should work together to provide recreation opportunities for residents.”

Theme #3: Animate



Measures of success:

- The Town's annual recreation and culture community meeting brings together non-profit and private sector stakeholders to share information, discuss the benefits of recreation and culture in the community and identify areas of focus to better meet community needs.
- The sponsorship workshop hosted by the Town helped 6 non-profit groups garner new resources.
- Every local non-profit recreation and culture organization has a strategic plan.

Alignment with Goals:



Goal #1: Recreation and culture services contribute to the wellbeing of all citizens.



Goal #2: Recreation and culture services contribute to community health and wellness.



Goal #3: Recreation and culture services contribute to the provision of healthy indoor and outdoor environments.

Theme #4: Grow



12. Diligently plan to provide more parks, recreation, and culture facilities and spaces as the Town grows and demands change.

Potential actions:

- Conduct ongoing recreation and culture facility and space needs assessment processes, including input from the general public and local groups, as well as reference to key industry trends and initiatives.
- Introduce new facilities and spaces based on holistic community priorities.
- Only build new facilities and spaces when the integrity and sustainability of existing facilities and spaces is secured (where warranted).
- Ensure that all new open spaces meet the Morinville Open Space Standards (MOSS).
- Work to ensure that all municipal facilities and significant public spaces are connected via the trail network.
- Use the Municipal Open Space Standards as a baseline level of open space development to guide the development industry. Use this Parks, Recreation, Culture and Trails Master Plan as the basis for recreation and open space development for all Area Structure Plan amendments and creation now new ASPs.

Rationale:

- As the community grows and evolves there will be increased demand for new facilities and spaces as well as more capacity in existing facilities and spaces; so too will demand increase for programs and services offered by the Town.
- Residents have demonstrated demand for new or enhanced facilities, the Town has a plan in place to introduce new recreation and culture amenities in the region when Phase 2 of the Morinville Leisure Centre is constructed.

Measures of success:

- New facilities are developed as the Town grows and demands emerge and evolve.
- The Town provides indoor and outdoor recreation and culture facilities and spaces at a similar level to peer communities.

Alignment with Goals:



Goal #1: Recreation and culture services contribute to the wellbeing of all citizens.



Goal #2: Recreation and culture services contribute to community health and wellness.



Goal #3: Recreation and culture services contribute to the provision of healthy indoor and outdoor environments.

“4.1 Provide recreation facilities and outdoor spaces ... based on community and/or regional needs and resources.”

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Framework for
Recreation in
Canada

Only half (**54%**) of households are very or somewhat satisfied with programs, activities and services currently offered in Morinville (2016)

87% of households indicated that there is a need for new / enhanced recreation facilities / spaces (2018).

50% of households would support an increase in property taxes to enhance recreation and culture in the Town.

Theme #4: Grow



13. Prioritize limited resources to make the most impact possible in the community and region.

Potential actions:

- Use the prioritization tool presented to rank indoor and outdoor amenities. Revisiting the ranking as new information becomes available and market conditions shift.
- Ensure that programming and special event efforts are in line with ongoing needs assessment processes.

Rationale:

- The Town has limited resources to put towards parks, recreation, and culture facilities, spaces, and services. Based on a number of considerations, some amenities have higher priority than others.

Measures of success:

- The prioritization tool and the ranked list of indoor and outdoor amenities help guide Town investment in parks, recreation, and culture including projects driven by the Town as well as partners.
- Local decision makers constantly refer to and re-evaluate the rankings when contemplating capital and operating budgets.

Alignment with Goals:



Goal #1: Recreation and culture services contribute to the wellbeing of all citizens.



Goal #2: Recreation and culture services contribute to community health and wellness.



Goal #3: Recreation and culture services contribute to the provision of healthy indoor and outdoor environments.

The top prioritization criteria mentioned by households when contemplating recreation and culture amenity development.

1. Funding and grants are available that would lower the costs. (61%)
2. It responds to demands/ requests from the community. (53%)
3. It has potential for bringing non-local spending into the community. (40%)
4. It means recreation and culture amenities are available throughout the area. (32%)
5. The amenity is not readily available in the area. (27%)

Theme #4: Grow



The following criteria and scoring metric have been developed to help the Town prioritize which amenities should be focused on in the future (given that the Town has limited resources). These criteria have been created and weighted by the community, through public surveys and meetings, and should be considered when investing public funds. It is important to note that the information referenced to conduct the scoring of amenities is subject to change as new / updated information becomes available, amenity ranking should be revisited.

Criteria	Metrics				Weight
General public demand indicators	3 points — for top "#1-3" household survey amenity priorities	2 points — for "#4-6" household survey amenity priorities	1 point — for "#7-10" household survey amenity priorities	0 points — for amenity priorities that are beyond the top #10 and/or not in scope	5
User group and stakeholder demand indicators	3 points — for amenities that have strong indications of support from the majority of user groups and stakeholders	2 points — for amenities that have moderate indications of support from the majority of user groups and stakeholders	1 point — for amenities that have strong indications of support from one or two user groups or interest areas	0 points — for amenities that have no indications of support from user groups and stakeholders	5
Community accessibility	3 — the amenity would be completely financially and physically accessible to all residents	2 — the amenity would primarily be financially and physically accessible to all residents	1 — the amenity would be accessible to all residents via programmed/rental use	0 — the amenity would not be accessible to residents	4
Financial impact	3 — the amenity has a low overall cost impact	2 — the amenity has a moderate overall cost impact	1 — the amenity has a high overall cost impact	0 — the amenity is not likely to be feasible	4
Alignment with expected trends and demographic/population shift	3 points — for amenities that are positioned to respond to more than two observed trends and expected shifts in demographics/population	2 points — for amenities that are positioned to respond to two observed trends or expected shifts in demographics/population	1 point — for amenities that are positioned to respond to one observed trend or expected shift in demographics/population	0 points — for amenities that are not positioned to respond to observed trends or expected shifts in demographics/population	3
Alignment with Master Plan foundations	3 — the amenity achieves more than three of the intended outcomes	2 — the amenity achieves three of the intended outcomes	1 — the amenity achieves one or two of the intended outcomes	0 — the amenity does not achieve any of the nine intended outcomes	5

Theme #4: Grow



Criteria	Metrics				Weight
Current provision in the Region	3 — the facility space would add completely new activity to recreation in the Region	2 — the facility space would add completely new activity to recreation in the City	2 — the facility space would significantly improve provision of existing recreation activity in the Region	0 — the amenity is already adequately provided in the Region	3
Cost savings through partnerships or grants	3 — partnership and/or grant opportunities exist in development and/or operating that equate to 50% or more of the overall amenity cost	2 — partnership and/or grant opportunities exist in development and/or operating that equate to 25%–49% or more of the overall amenity cost	1 — partnership and/or grant opportunities exist in development and/or operating that equate to 10%–24% or more of the overall amenity cost	0 — no potential partnership or grant opportunities exist at this point in time	3
Economic impact	3 — the amenity will draw significant non-local spending into the Region and catalyze provincial, national and/or international exposure	2 — the amenity will draw significant non-local spending into the Region	1 — the amenity will draw moderate non-local spending into the Region	0 — the amenity will not draw any significant non-local spending into the Region	2



Theme #4: Grow



Utilizing the tool and referring to the current state of parks, recreation, and culture in Morinville in 2019, the following list of ranked indoor and outdoor amenities has been developed. Some of these priorities may be addressed via enhancements to existing amenities or through the introduction of new amenities. The tool and ranked lists should be revisited as new information becomes available.

Indoor priorities (as of 2019)			Outdoor priorities (as of 2019)		
Rank		Score	Rank		Score
1	Walking / running tracks	71	1	Walking / cycling trail system	76
2	Leisure swimming pools	64	1	Picnic areas	76
3	Fitness / wellness facilities	58	3	Nature / interpretive trails	71
4	25m swimming tanks	57	4	Toboggan hills	66
4	Gymnasium type spaces	57	4	Open spaces	66
6	Indoor child playgrounds	56	6	Outdoor pools	58
7	Indoor field facilities	51	6	Campgrounds	58
8	Library space	50	6	Events spaces	58
9	Ice arena facilities	49	9	Mountain bike trails	54
9	Climbing gyms	49	10	Playgrounds	51
11	Court sport spaces	44	11	Hardcourts	49
12	Leisure ice surfaces (non-hockey)	43	11	Outdoor boarded skating rinks	49
13	Art studios/practice space	41	13	Water spray parks	47
13	Youth centre	41	13	Sports fields	47
13	Dance/program/martial arts rooms	41	15	Outdoor fitness equipment	43
13	Classroom / meeting spaces	41	15	Track and field spaces	43
17	Community hall / banquet facilities	38	17	Beach volleyball courts	39
17	Indoor agricultural facilities	38	18	Bike skills park	38
19	Gymnastics spaces/parkour rooms	34	18	Pickleball courts	38
20	Curling rinks	29	20	Ball diamonds	37
21	Seniors centre	28	21	Dog off leash areas	35
			21	Tennis courts	35
			21	Skateboard parks	35
			24	Community gardens	34
			24	Speed skating ovals	34

Theme #4: Grow



An important consideration in contemplating new investment in parks, recreation, and culture facilities and spaces is deciding when it is justified to develop more capacity for existing facilities. Demand for increased capacity should be addressed under the following conditions.

Utilization and demand is generated through **appropriate levels of user participation**. For example, if a demand for more capacity is generated by existing users having more access to time in an existing facility or space, the increased time should be based on solid rationale and theory as opposed to simple demand for “more”. This rationale would need to be developed by both the Town and local user groups, would manifest itself not only in the justification for new facilities but also in the allocations of existing facilities, and should refer to leading practices and theories in the recreation and culture world such as long term athlete development principles, and the concepts of physical literacy and unstructured play. Many communities establish appropriate and agreed to “standards of play” that help user groups manage their programs and municipalities allocation and plan for facilities and spaces.

It is important for recreation, culture, and parks facilities and spaces to be **modern and relevant**. Part of staying modern and relevant is the ability of open space to be adaptable - not over-planning every open space, but allowing them to evolve and change over time as demands change. Should an existing facility be in a good structural, mechanical, and electrical state but not meet modern user expectations and requirements then it may warrant attention and investment in order for community benefit to be maximized. User expectations are shaped by formal event and competition hosting requirements of governing sport bodies as well as through the facilities and spaces residents may be exposed to in nearby communities.

Trends in activities which occur in the space can also impact whether or not existing facilities should be expanded or enhanced. For example, if use of a program area becomes more intense (such as half ice hockey games and practices entailing four teams using a single sheet of ice at any given time), then support amenities (change room size and quantity, parking, board systems, etc.) may need to be reinvested in to maximize community benefit.

Ensuring that utilization and demand is rooted in appropriate use of a facility or space, making sure that existing spaces are modern and relevant, and understanding observed or imminent trends in activities all need to be considered when deciding to enhance or expand existing facilities and spaces.

Theme #4: Grow



14. Invest in new facilities, spaces, programs, and events as warranted and enable utilizing partnerships wherever possible.

The following section of the Master Plan outlines high level strategic direction for amenities in which the Town currently invests. These directions are based on the ranked list of priorities and should be revisited when these ranking are re-evaluated. These directions also assume that existing service levels are sustained (as warranted).

Indoor Recreation and Culture Facilities

The map on the following page shows the major indoor recreation and culture facilities in Morinville. Information related to each type of indoor amenity follows.





Legend

- 1 Museum
- 2 Library
- 3 Ray McDonald Sports Centre
- 4 Community Cultural Centre
- 5 Morinville Leisure Centre
- 6 Legion
- 7 Rendezvous Centre
- 8 Arena & Curling Club

Theme #4: Grow



The following table describes strategic direction related to indoor facilities in Morinville. This direction is based on the information and tools contained within this Master Plan as well as the research and engagement conducted during this process and outlined in the *Research and Engagement Report* (2019) found under separate cover.

Indoor Amenity	Current Inventory (service level)	Target Service Level	Considerations
Arenas	1 (1/10,000)	1/7,500	Explore when population reaches 15,000+. Consider allocation of regional arenas / regional partnerships. Monitor trends effecting use (half ice, new sports, etc.).
Indoor fields	1 (1/10,000)*	1/15,000	Do nothing until population reaches 15,000+.
Cultural centres	1 (1/10,000)	1/25,000	Do nothing until population reaches 25,000+.
Curling	1 (1/10,000)	1/50,000	Replace existing facility when Phase 2 of the Morinville Leisure Centre proceeds (when resources permit).
Walking /running tracks	1 (1/10,000)*	1/25,000	Do nothing until population reaches 25,000+.
Leisure pools	0 (n/a)	1/15,000+	Develop as part of Phase 2 of the Morinville Leisure Centre (as resources permit).
25m program pools	0 (n/a)	1/15,000+	Develop as part of Phase 2 of the Morinville Leisure Centre (as resources permit).
Fitness / wellness facilities	0 (n/a)	1/15,000+	Consider developing as part of Phase 2 of the Morinville Leisure Centre (as resources permit).
Gymnasiums	1 (1/10,000)*	1/15,000	Consider partnerships with schools to increase community access to gymnasiums.
Indoor playgrounds	1 (1/10,000)*	1/15,000	Do nothing until population reaches 15,000+.
Library spaces	1 (1/10,000)	1/20,000	Do nothing until population reaches 20,000+.
Climbing gyms	0 (n/a)	TBD	Possible if partner driven.
Court sports spaces	1 (n/a)	TBD	Possible if partner driven.
Leisure ice surfaces	0 (n/a)	TBD	Explore when additional ice is developed.
Arts studios	1 (1/10,000)	1/20,000	Do nothing until population reaches 20,000+.
Youth centre	1 (1/10,000)	1/20,000	Do nothing until population reaches 20,000+. Trend away from dedicated facilities.

*This amenity will be provided in the Town upon completion of Phase 1 of the Morinville Leisure Centre project (expected to occur in late 2019)

Theme #4: Grow

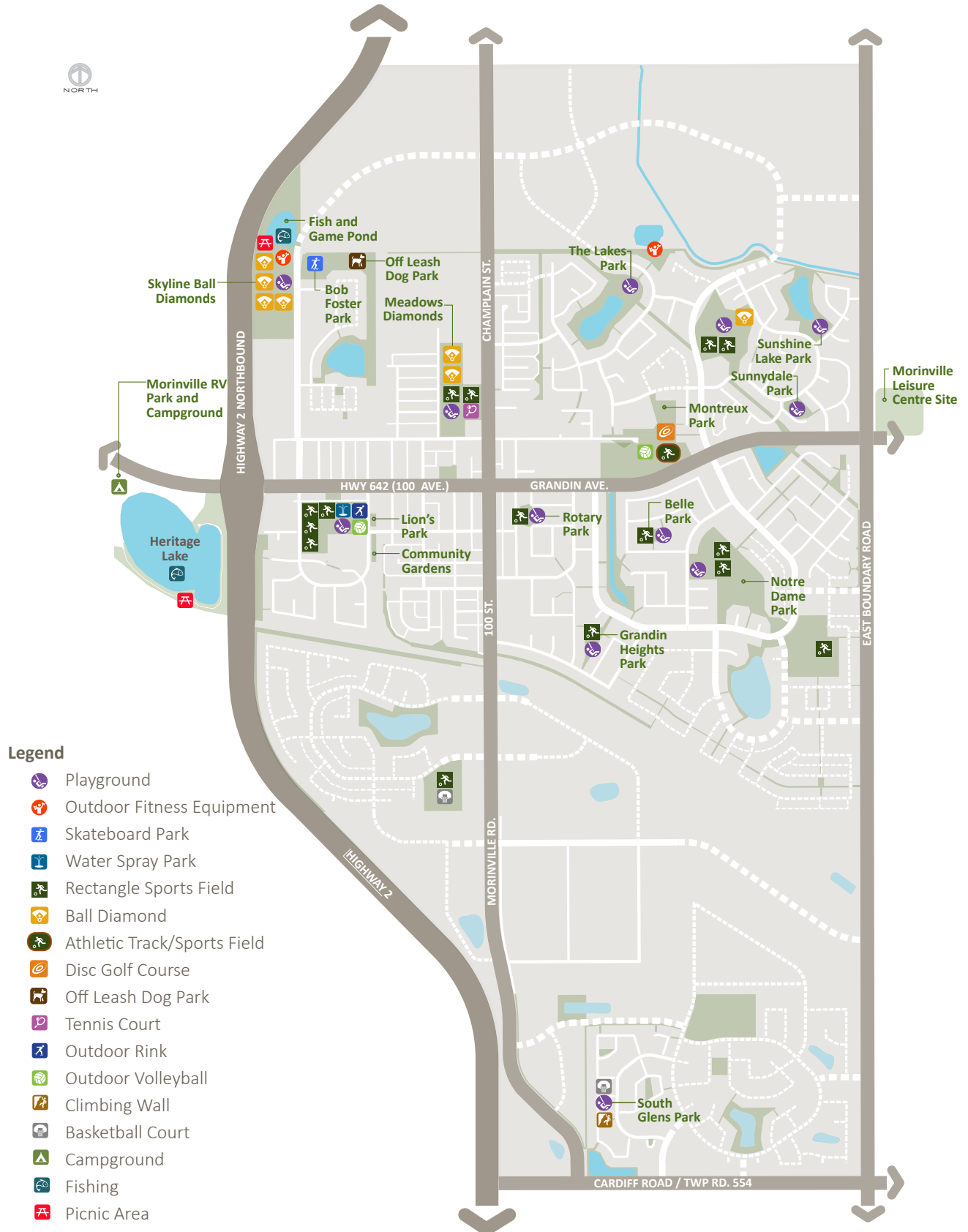


Indoor Amenity	Current Inventory (service level)	Target Service Level	Considerations
Multipurpose program rooms	3 (1/3,333)	1/5,000	Explore additional when population reaches 15,000.
Classrooms / meeting rooms	3 (1/3,333)	1/5,000	Explore additional when population reaches 15,000.
Community halls	2 (1/5,000)	1/10,000	Do nothing until population reaches 20,000+.
Indoor agriculture facilities	0 (n/a)	TBD	Possible if partner driven.
Gymnastics spaces	0 (n/a)	TBD	Possible if partner driven.
Seniors centres	1 (1/10,000)	1/20,000+	Trend away from dedicated facilities.



Outdoor Spaces

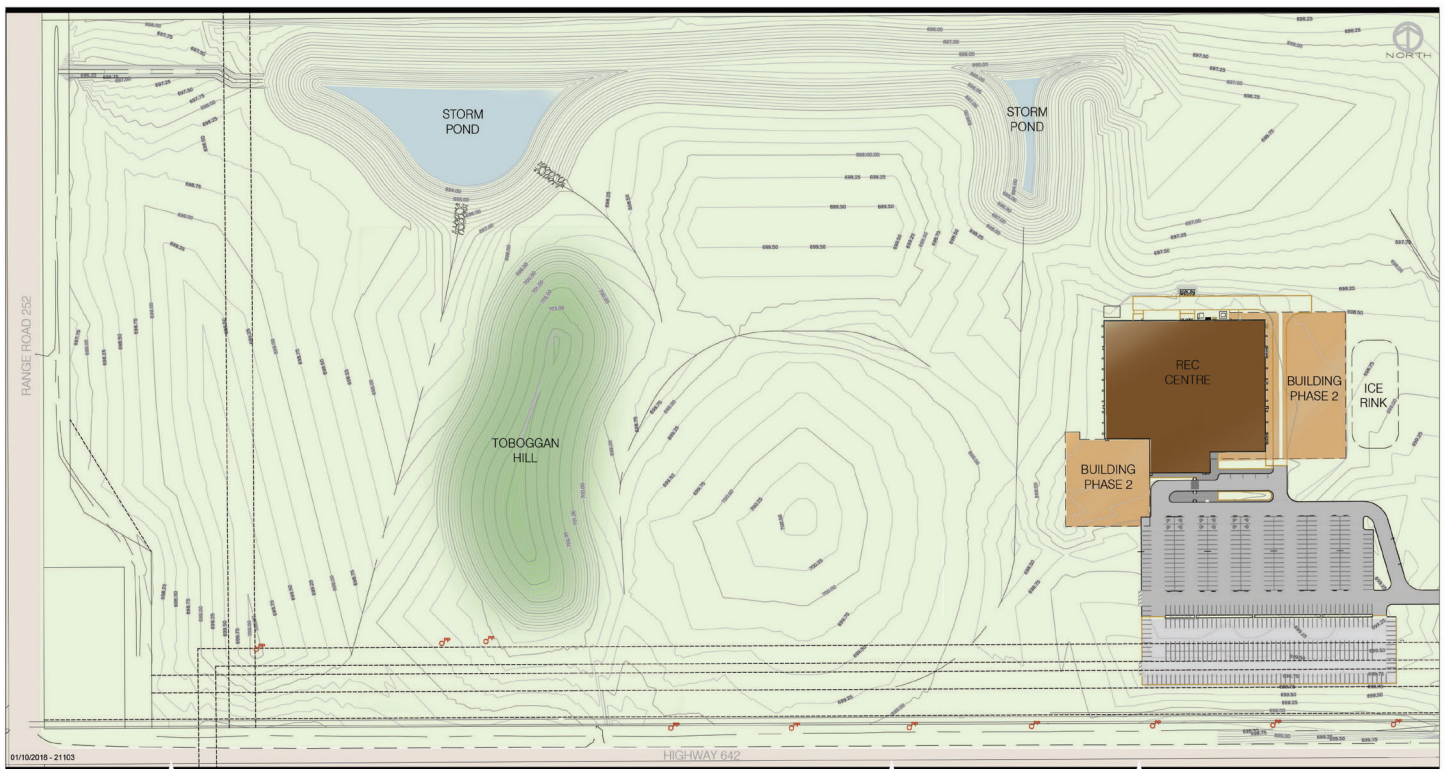
The map below outlines the various parks and open spaces and amenities either developed or to be developed in the Town.



Theme #4: Grow



The Town is currently developing a new site where the Morinville Leisure Centre is being constructed. The site will eventually include both indoor and outdoor recreation and culture amenities. The following is a preliminary plan for what will initially be developed on the site. It is important to note that funding is only secure for Phase 1 of the project (expected to open in late 2019).



Theme #4: Grow



The following table describes strategic direction related to outdoor facilities. Again, this information is based on the tools and content of this Master Plan, as well as the *Research and Engagement Report* (2019). **It is important to note that the Town can, and will use the Municipal Open Space Standards (MOSS) as a baseline level of open space development to guide the development industry and that MOSS provides direction on some of the outdoor amenities included as follows.** Therefore the Town will use this Parks, Recreation, and Culture Master Plan (including the trails master plan included herein) as the basis for recreation and open space development for all Area Structure Plan (ASP) amendments and the creation of new ASP's as well.

Outdoor Amenity	Current Inventory (service level)	Target Service Level	Considerations
Trails	8.5km	Connectivity throughout the community and trail accessibility to all major public facilities and sites. Expand with growth.	Development to drive trails in new areas. Trail construction in new areas to be primarily developer responsibility under the Municipal Open Space Standards for new growth areas. Complete connections as per the Trails Master Plan (see Appendix C). Operate and maintain as per classification system (see Appendix C).
Fields	12 (1/833)	1/833	Add additional fields as community grows. Consider multi-amenity sites away from residential areas.
Diamonds	7 (1/1,430)	1/1,500	Add additional diamonds as community grows. Consider multi-amenity sites away from residential areas.
Playgrounds	12 (1/833)	1/1,000	Add additional playgrounds with growth. Reinvest in existing playgrounds to ensure safety and functionality. Consider developing at least one fully accessible playground.
Beach volleyball	2 (1/5,000)	1/7,500	Do nothing until population reaches 15,000+.
Outdoor rinks	1 (1/10,000)	1/10,000	Consider adding another outdoor rink as population grows from 10,000-20,000.
Skateboard parks	1 (1/10,000)	1/15,000	Do nothing until population reaches 15,000+.
Splash parks	1 (1/10,000)	1/15,000	Do nothing until population reaches 15,000+.
Tennis courts	1 (1/10,000)	1/10,000	Consider adding another tennis court as population grows from 10,000-20,000.
Outdoor exercise equipment	2 (1/5,000)	1/10,000	Do nothing until population reaches 20,000+.

Theme #4: Grow



Outdoor Amenity	Current Inventory (service level)	Target Service Level	Considerations
Dog off leash areas	1 (1/10,000)	One or more in the community geographically balanced.	Consider adding another dog off leash area as population grows from 10,000-20,000.
Community gardens	1 (1/10,000)	1/10,000	Consider adding another community garden as population grows from 10,000-20,000.
Picnic areas	Various	Add to park spaces as able.	Add to existing and new park spaces as able.
Toboggan hills	0 (n/a)	1/10,000	Consider adding another toboggan hill as population grows from 10,000-20,000.
Disc golf	1 (1/10,000)	1/20,000	Do nothing until population reaches 20,000+
Outdoor pools	0 (n/a)	TBD	If indoor aquatics is not feasible when population reaches 15,000, explore outdoor aquatics options.
Campgrounds	1(1/10,000)	1/10,000	Consider developing as population grows.
Event spaces	1(1/10,000)	1/10,000	Consider developing as population grows.
Track and field spaces	1(1/10,000)	1/10,000	Possible if partner driven.
Bike skills parks	0 (n/a)	TBD	Consider developing as population grows.
Pickleball courts	0 (n/a)	1/10,000	Consider developing as population grows.



Theme #4: Grow



15. Take full advantage of opportunities associated with growth in the Town.

Potential actions:

- Adjust current policies and procedures to ensure that amenity development, which occurs through growth considers the entire parks, recreation, and culture delivery system creating consistency in the quantity and quality of amenities and creating standardized service levels.
- Explore new aspects of the Modernized MGA, such as the ability for municipalities to charge off site recreation levies for major recreation facilities, as ways to alleviate pressures related to infrastructure provision.
- Use this Master Plan to outline a consistent list of community-wide priorities that can be referenced and use the strategic direction related to trails (linkages and classification) to guide trail development.

Rationale:

- Growth creates pressure on existing parks, recreation, and culture services and also drives demands for new ones. As the Town grows it will need to take advantage of all opportunities and tools at its disposal to make sure it can sustain and possibly enhance service levels into the future.

Measures of success:

- The Town is a leader in working with the development industry in ensuring that growth is sustainable and does not compromise current and future service levels.

Alignment with Goals:



Goal #1: Recreation and culture services contribute to the wellbeing of all citizens.



Goal #2: Recreation and culture services contribute to community health and wellness.



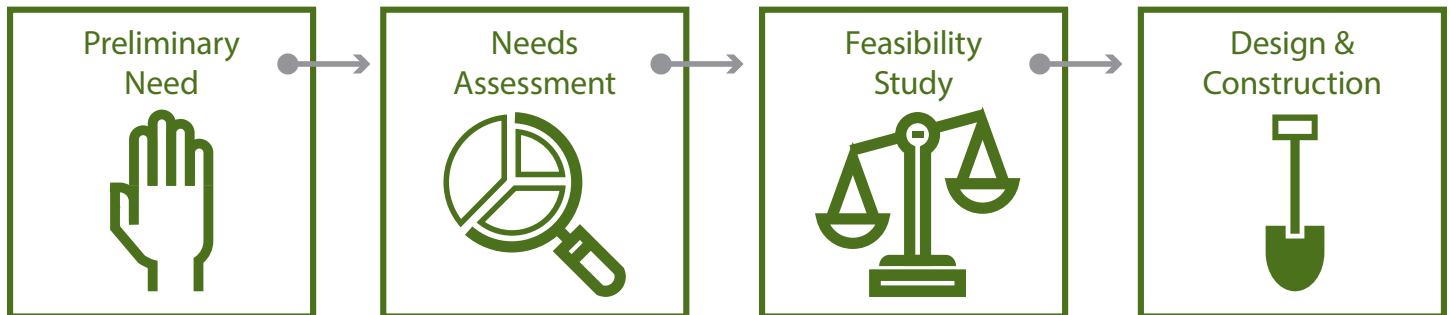
Goal #3: Recreation and culture services contribute to the provision of healthy indoor and outdoor environments.



4

Implementation

As the Town works towards fulfilling these recommendations and service targets related to indoor and outdoor infrastructure, and programs and services, it will do so by working with other like-minded organizations. Opportunities for partnerships and collaborations should be explored before anything else. **Partnerships with regional municipalities and other organizations to provide services and infrastructure should be explored from the conception of a project or idea right through to the operation of a new facility or space.** In addition, a formal **planning process** needs to be followed in deciding whether or not to make major investment in existing or new infrastructure. The following process has been practiced by the Town in the past and will continue to guide the development of facilities and spaces into the future. Of note is that partnerships may emerge at any stage of the following process, and projects driven by potential partners should follow the steps indicated. For more details about when and how feasibility planning should occur please refer to Appendix D.



The Town will need to implement this Plan in a variety of ways. In order to ensure the proper systems and protocols are in place, a number of policies will need to be revisited and / or developed. These policies include the following.

Facility and Space Allocations – to ensure those spaces that groups or individuals are given exclusive access to, allocation needs to be done in a manner that optimizes and maximizes use. This might mean basing allocations on “appropriate” levels of participation in certain activities, as defined by credible sources such as Sport 4 Life (and the principle of long term athlete development and physical literacy), or ensuring that both entrenched and new and emerging users can access facilities and spaces.

User fees – to garner desired levels of cost recovery from different types of users and to make sure that those who receive subsidies to access facilities, spaces, and services/ programs help the Town achieve its overarching goals for service provision. This would include insight as to not only how fees and charges are set, but also how frequently they should be revisited.

Sponsorships – to establish principles and parameters around the advertising, negotiation, and acceptance of sponsorship and advertising arrangements throughout Town facilities and spaces, while respecting the integrity of publicly owned assets. Sponsorships will help the Town leverage public resources in an appropriate way.

Partnerships – to enable the Town and potential partners to understand why partnerships are important in the provision of parks, recreation, and culture, as well as how and with whom the Town may develop mutually beneficial relationships with. This will include insight related to partnerships between regional municipalities as well as arrangements between the Town and private or non-profit program, opportunity, and/or facility/ space providers. Key rationale for engaging in partnerships, and the backbone of a policy around them, include the following:

- The partnership should achieve common goals / outcomes.
- The partnership should save money.
- The partnership should bolster community development and volunteerism.
- The involvement of the Town is necessary for the project or service to occur.

Public engagement – to ensure the Town has agreed to principles around public engagement, likely based upon credible sources such as the International Association of Public Participation (IAP2), outlining when, why, how, and with whom the Town will consult with during different situations dealing with parks, recreation, and culture services as well as all other Town services.

Land development: The Town is growing and with growth comes opportunity to add new recreation and culture amenities through partnerships with the development industry. As the Town has recently eliminated their recreation levy in 2017 and replaced it by requiring the development industry to follow the new Open Space Development Standards (MOSS), policy direction to create consistency, transparency and clearly define roles and responsibilities would add value to the development process and ensure the Town gets the most out of growth.

“1.2 Incorporate physical literacy in active recreation programs for people of all ages and abilities. Physical literacy is recognized as a precondition for lifelong participation in and enjoyment of sport in the Canadian Sport Policy 2012.”

– Page 21 A Framework for Recreation in Canada



It would be ideal if the Town could develop all of the policies immediately; however, that would not be realistic nor effective. Town Council and Administration should prioritize which policy to discuss first, deal with it, and then move on to the next one until a modern and formal policy exists for each of the topic areas. This might be achieved by Town staff internally or may require outside assistance.

Beyond these policies that should be put in place, the following list summarizes elements of service delivery the Town should implement and when. High level financial impact as well as an indication of timing are also included:

	Financial impact (high = > \$100,000; med = \$25,000- \$100,000; low = <\$25,000)	Potential Timing
Theme #1: Sustain and Protect		
1. Reinvest in outdoor and indoor spaces to ensure longevity and relevance.	High	Ongoing
2. Create reserve funds sourced through annual operating budgets.	Med	Short term / ongoing
Theme #2: Educate		
3. Ensure citizens understand the value of parks, recreation and culture services and opportunities.	Low	Short term
4. Give elected officials, administrators and other stakeholders the opportunity to learn about trends and developments in the parks, recreation, and culture world.	Low	Short term / Ongoing
5. Be transparent regarding the allocation of spaces, fee structures, and investments.	n/a	Ongoing
6. Evaluate market conditions and engage community feedback.	Low	Mid term
Theme #3: Animate		
7. Offer recreation and culture programming where community partners are not able to.	Med	Short term / Ongoing
8. Focus on the provision of special events.	Low	Short term / ongoing
9. Partner with private, non-profit, and other public sector actors to provide programming and events.	Low	Short term / Ongoing
10. Support community partners with common goals to strengthen the delivery system.	Low	Mid term / Ongoing
11. Work to identify and address barriers to participation in recreation and culture activities.	Med	Short term / Ongoing
Theme #4: Grow		
12. Plan to provide more parks, recreation, and culture facilities and spaces as the Town grows and market demands change.	High	Mid term / Ongoing
13. Prioritize limited resources to make the most impact in the community.	N/a	Mid term / Ongoing
14. Invest in new facilities, space, programs, and events as able, utilizing partnerships when possible.	High	Mid term / Ongoing
15. Take advantage of opportunities associated with the growth of the community.	Low	Short term / Ongoing

Regarding infrastructure, it is important to note that the following list of priorities is reflective of all the data and community input gathered and analyzed. As the market for parks, recreation, and culture evolves, some of the inputs considered herein should be revisited to see if community priorities have changed or as they are met.

Indoor priorities

1. Ongoing reinvestment in existing indoor facilities (asset management).
2. Completion of Phase 1 (indoor) of the new Morinville Leisure Centre.
3. Design and construct Phase 2 (indoor) of the new Morinville Leisure Centre as resources permit.

Outdoor priorities

1. Ongoing reinvestment in existing outdoor spaces (asset management).
2. Completion of initial landscaping at the new Morinville Leisure Centre site.
3. Completion of trail connections as outlined in the Trails Master Plan as resources permit.
4. Completion of additional site amenities at the new Morinville Leisure Centre site as resources permit and based upon current outdoor amenity priorities.
5. Introduction of new amenities throughout the Town as resources permit and based upon current outdoor amenity priorities.

In order to fund the projects outlined in this Master Plan, the Town will need to use a combination of traditional and non-traditional sources. Although the majority of funding may come from debenture and general reserves, there are other funds outlined herein that if established would help to resource projects as well. The establishment of a Partnership Reserve Fund would enable the Town to react to partnership opportunities and control the expectations of potential partners. A Life Cycle Reserve Fund, if established, would help the Town pay for required reinvestment in existing facilities and spaces. There are also new tools available to the Town, as outlined in the Modernized MGA, such as the ability to charge off-site levies for recreation and culture facilities, that the Town should take advantage of if possible. The further use of sponsorships in recreation and culture facilities, and possibly parks, can also create new sources of funds for reinvestment in existing and development of new indoor and outdoor spaces. All of these sources of funds, along with continual assessment of available provincial and federal government grants will be required for the Town to optimize the use of public funds and maximize service levels for residents and visitors.



5

Summary

The Town of Morinville Parks, Recreation, Culture and Trails Master Plan has been developed through the combined efforts of a variety of stakeholders. The impetus for the elected officials and administrators to engage in the process of researching and writing a new Parks, Recreation, Culture and Trails Master Plan were population and community changes in the Town, which had resulted in the need for significant investment in new recreation and culture facilities and spaces.

When surveyed in 2016 (household survey), 96% of respondents in the Town of Morinville agreed that “recreation is important to my quality of life”. Additionally, 93% agreed that “recreation brings the community together”. The survey results, coupled with the community engagement discussions, indicate that the residents value recreation and culture services, facilities, and spaces therefore, accepting them as a reasonable public expenditure and worthy of future enhancement and investment.

This Master Plan will serve as a framework for elected officials and administrators, guiding the decision-making process concerning the provision of parks, recreation, culture, and trail services, facilities and spaces to Morinville residents. It also provides tools for decision making as market conditions change (i.e. recommended policies and procedures). The Plan outlines strategic direction in three key areas: 1) Infrastructure (indoor & outdoor); 2) Service delivery; and 3) Programming.

The Plan was developed based on community research and engagement, which occurred over the course of three years (2016-2018). The following mechanisms were employed to gain community input: household survey (mail-out and online); community group survey; stakeholder interviews; and stakeholder discussions. Furthermore, research on the Town of Morinville was conducted, which included the review of community trends and population, comparison to other communities, and analysis of existing facilities, services, and spaces.

In addition to the community research and engagement, government policies and broader industry and academic recreation and planning research was considered in the development of this Plan. Additionally there is an alignment between this Plan and with the wider recreation and culture policies of the Province of Alberta and of national recreation, culture and parks organizations, this was done with the aim to facilitate stronger networks to the other levels of government, industry, and neighbouring communities.

To articulating the vision for parks, recreation, and culture in the Town of Morinville are the following three goals, which signify the desired outcomes from public investment in these essential services.

First, recreation and culture services contribute to the wellbeing of all citizens. The outcomes associated with this first goal include that all citizens have a basic level of physical literacy, fitness, and wellbeing. Moreover, advanced skill development is available for some recreation and culture pursuits, and social opportunities support a sense of inclusion.

Secondly, recreation and culture services contribute to community health and wellness. Outcomes related to this goal include citizens who feel proud of their community and are engaged in the opportunities and events offered.

Thirdly, recreation and culture services contribute to the provision of healthy indoor and outdoor environments. The outcomes related to this third goal aim for citizens to have access to and an appreciation for nature, parks, and open spaces; as well as facilities and spaces that are functional, accessible, and aesthetically pleasing to the general public.

The focus of this 10 year Master Plan is highlighted through four key themes: sustain and protect; educate; animate; and grow. Within the context of these four themes, and based on the research and community engagement, the Master Plan outlines a number of recommendations for the Town of Morinville.

Theme #1: Sustain and Protect

- Reinvest in outdoor and indoor spaces to ensure longevity and relevance.
- Create reserve funds sourced through annual operating budgets.

Theme #2: Educate

- Ensure citizens understand the value of parks, recreation, and culture services and opportunities.
- Give elected officials, administrators and other stakeholders the opportunity to learn about trends and developments in the parks, recreation, and culture world.
- Be transparent regarding the allocation of spaces, fee structures, and investments.
- Evaluate market conditions and engage community feedback.

Theme #3: Animate

- Offer recreation and culture programming where community partners are not able to.
- Focus on the provision of special events
- Partner with private, non-profit, and other public sector actors to provide programming and events.
- Support community partners with common goals to strengthen the delivery system.
- Work to identify and address barriers to participation in recreation and culture activities.

Theme #4: Grow

- Plan to provide more parks, recreation, and culture facilities and spaces as the Town grows and market demands change.
- Prioritize limited resources to make the most impact in the community.
- Invest in new facilities, space, programs, and events as able, utilizing partnerships when possible.
- Take advantage of opportunities associated with the growth of the community.

To support the implementation of these recommendations, the next steps include ensuring the proper systems and protocols are in place. To do so several policies should be reviewed, updated, and/or developed. This includes policies focused on facility and space allocations, user fees, sponsorship, partnership, public engagement, and land development. The revision and/or development of these policies will take place in the mid (5 year) to long term (to 10 year); in the short-term Council and administration should prioritize which policy to discuss and develop first.

Recreation, culture, parks, and trails are important to citizens. Municipal investment in facilities, spaces, events, and programming leads to healthier, more engaged residents, with a stronger sense of community pride. The overarching goal of this Master Plan is to support and enrich parks, recreation, culture, and trails in the Town of Morinville, and for residents to derive even more benefits from the associated facilities, programs, and spaces.

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A

Indoor Amenity Scoring

Indoor Amenity	General public demand indicators	User group and stakeholder demand indicators	Community accessibility	Financial impact	Alignment with expected trends and demographic/population shift	Alignment with Master Plan foundations	Current provision in the Region	Cost savings through partnerships or grants	Economic impact	Score
Walking / running tracks	3	2	2	2	3	3	2	0	0	71
Leisure swimming pools	3	2	2	1	3	2	2	0	1	64
Fitness / wellness facilities	2	2	2	2	3	2	1	0	0	58
25m swimming tanks	3	2	1	1	2	2	2	0	1	57
Gymnasium type spaces	1	2	2	2	2	3	1	0	1	57
Indoor child playgrounds	2	0	2	2	3	3	2	0	0	56
Indoor field facilities	1	2	1	2	2	2	2	0	1	51
Library space	0	2	2	2	2	3	1	0	0	50
Ice arena facilities	2	2	1	1	2	2	1	0	1	49
Climbing gyms	1	2	1	2	2	2	2	0	0	49
Court sport spaces	0	2	1	2	2	2	2	0	0	44
Leisure ice surfaces (non-hockey)	1	0	2	2	2	2	2	0	0	43
Art studios/practice space	0	2	1	2	2	2	1	0	0	41
Youth centre	0	2	1	2	1	2	2	0	0	41

Indoor Amenity	General public demand indicators	User group and stakeholder demand indicators	Community accessibility	Financial impact	Alignment with expected trends and demographic/ population shift	Alignment with Master Plan foundations	Current provision in the Region	Cost savings through partnerships or grants	Economic impact	Score
Dance/program/martial arts rooms	0	2	1	2	2	2	1	0	0	41
Classroom / meeting spaces	0	2	1	2	2	2	1	0	0	41
Community hall / banquet facilities	0	0	1	2	2	3	1	0	1	38
Indoor agricultural facilities	0	0	1	2	2	2	2	0	2	38
Gymnastics spaces/parkour rooms	0	0	1	2	2	2	2	0	0	34
Curling rinks	0	0	1	1	2	2	1	0	1	29
Seniors centre	0	0	1	2	1	2	1	0	0	28

Note that the score is calculated by multiplying the numbers in each cell by the weighting of the respective criteria as outlined in the body of the Master Plan.





B

Outdoor Amenity Scoring

Outdoor Amenity	General public demand indicators	User group and stakeholder demand indicators	Community accessibility	Financial impact	Alignment with expected trends and demographic/population shift	Alignment with Master Plan foundations	Current provision in the Region	Cost savings through partnerships or grants	Economic impact	Score
Walking / cycling trail system	3	2	3	3	3	3	1	0	0	76
Picnic areas	3	2	3	3	3	3	1	0	0	76
Nature / interpretive trails	2	2	3	3	3	3	1	0	0	71
Toboggan hills	2	2	3	3	2	2	2	0	0	66
Open spaces	1	2	3	3	3	3	1	0	0	66
Outdoor pools	3	2	2	1	2	2	1	0	1	58
Campgrounds	2	2	1	2	2	2	2	0	2	58
Events spaces	0	2	3	2	2	3	1	0	2	58
Mountain bike trails	1	0	3	3	3	2	2	0	0	54
Playgrounds	1	0	3	3	3	2	1	0	0	51
Hardcourts	0	2	3	2	2	2	1	0	0	49
Outdoor boarded skating rinks	0	2	3	2	2	2	1	0	0	49
Water spray parks	1	0	3	2	3	2	1	0	0	47
Sports fields	0	2	2	2	2	2	1	0	1	47
Outdoor fitness equipment	0	0	3	3	2	2	1	0	0	43

Outdoor Amenity	General public demand indicators	User group and stakeholder demand indicators	Community accessibility	Financial impact	Alignment with expected trends and demographic/population shift	Alignment with Master Plan foundations	Current provision in the Region	Cost savings through partnerships or grants	Economic impact	Score
Track and field spaces	0	2	1	2	2	2	1	0	1	43
Beach volleyball courts	0	0	2	3	2	2	1	0	0	39
Bike skills park	0	0	2	2	2	2	2	0	0	38
Pickleball courts	0	0	2	2	2	2	2	0	0	38
Ball diamonds	0	0	2	2	2	2	1	0	1	37
Dog off leash areas	0	0	2	2	2	2	1	0	0	35
Tennis courts	0	0	2	2	2	2	1	0	0	35
Skateboard parks	0	0	2	2	2	2	1	0	0	35
Community gardens	0	0	1	2	3	2	1	0	0	34
Speed skating ovals	0	0	1	2	2	2	2	0	0	34

Note that the score is calculated by multiplying the numbers in each cell by the weighting of the respective criteria as outlined in the body of the Master Plan.





C

Trails Master Plan

Summary

Trail networks serve a variety of purposes in communities ranging from promoting personal health and wellness to providing safe and comfortable access for people to get from place to place. Streets, trails, and networks of public open space are not only transportation linkages but should also be designed to act as places for community gathering, celebration, and daily recreational activity. Through this study it was very clear that Morinville residents have strong values for a good network of trails, and that improvements to local trails are needed. As the community expands into future growth areas, it is important that new trails are identified early-on to ensure trails are accommodated in appropriate and strategic locations.

Community engagement demonstrated the need to develop a strategy for an improved trail system in Morinville. An inventory of existing trails was completed, mapping the alignment of different types of trails. These different trail types were classified by its surfacing material and width. A plan was then developed that proposed upgrades to existing trails and the development of new trails in both existing urban areas and in future growth areas. In future growth areas, the proposed trails plan relied on approved Area Structure Plans (ASPs) as a basis to future trail alignments.

Key Background Documents

Mobility Strategy (2017). The Mobility Strategy set the stage for a future update to Morinville's Transportation Master Plan, by gathering public input, collecting necessary information on current conditions and making high level recommendations for getting around Morinville for future studies to validate. This plan had a focus on making streets and public open space safer, attractive, and inviting to pedestrians, and recognized the importance of balancing the needs of both pedestrians and vehicles in various contexts. Best management practices were established by this plan, many of which inform the selection of trail alignments and the means of providing safe movement of people.

Municipal Open Space Standards (2017). The Town of Morinville Municipal Open Space Standards (MOSS) provides design development standards for public open space. MOSS identifies minimum development standards for new public open space, including where trails are required and to what standard these trails must be built. Design details are provided in MOSS that demonstrates the technical construction methodology and structure of trails. As new trails are developed from the proposed trails in this trails plan, developers and consultants must refer to MOSS to determine any pertinent trail requirements.

Hwy 642 / 100th Ave. Functional Planning Study (2013). This functional planning study provides guidance and recommendations for one of the primary road right-of-way corridors in Morinville. As it relates to trails, this report provides recommendations for access management including pedestrian access and urban design elements that will promote a pedestrian friendly commercial core. This Trail Master Plan takes advantage of the recommendation from the Functional Planning Study by carrying forward its recommendations for street-side connector routes for pedestrians.

Premise of Trails Planning

Planning for a community that promotes active modes of movement such as walking and cycling can lead to a variety of health and community growth benefits such as:

- Offering convenient choices for transportation;
- Reducing our dependence on vehicles;
- Reducing the demand for public infrastructure, and reducing long-term capital costs;
- Creating more aesthetically pleasing, safe, and liveable streets for vehicles and pedestrians to co-exist; and
- Increasing physical activity for all people.

Canadians now seek choices in their mobility and base the decision to drive, walk, or cycle on a combination of cost, time, and personal preference. In past generations, the automobile was by far the mode of choice for day-to-day commuting from home to work, school, and other daily destinations. In recent years there is a profound shift toward people including their daily exercise into getting from place to place, sacrificing the efficiency of time and not necessarily relying on passenger vehicles to get around. Many of our urban areas have also become congested to the point of causing frustration in dealing with rush hour traffic, inadequate parking, and of course the escalated cost of fuel, parking, and other vehicular needs.

There are several challenges that Morinville faces as it seeks to improve trail-based mobility in this community. Some of these challenges include:

- Land required to fill in trail or road gaps in the transportation network that are now privately owned and not in public control, without purchase or expropriation;
- Much of Morinville is low density development, therefore the various destinations are far away from each other causing excessive time to get from place to place outside the use of passenger vehicles;
- High traffic and industrial routes crossing through Morinville, such as rail lines and provincial highway corridors; and
- A roadway network that is not necessarily in grid-form, which creates less efficient flow or traffic of all types.

Existing Trails

Existing trails have varying surfacing material and widths, ranging from grassed easements with no hard surface trail to 3m wide paved multi-use trails. Some general observations of the trails network include:

- Physical impediments – significant challenges with developing continuous trails in Morinville are a result of conflicting transportation corridors namely the grade-separated Highway 2 corridor and active rail lines in the community;
- No connectivity – there are several locations in Morinville that lack connectivity due to other impediments such as wide roadways. Strong desire lines for active transportation movement could be addressed with best management practices such as intersection bump-outs to reduce pedestrian time crossing roads and to provide traffic calming for oncoming vehicles;
- Unsuitable surfacing – some trail segments are currently grassed or gravelled, and the intensity of use warrants an upgraded surfacing such as concrete or asphalt; and
- Discontinuous sidewalks and roadways – obvious need for connections between busy road and sidewalks.

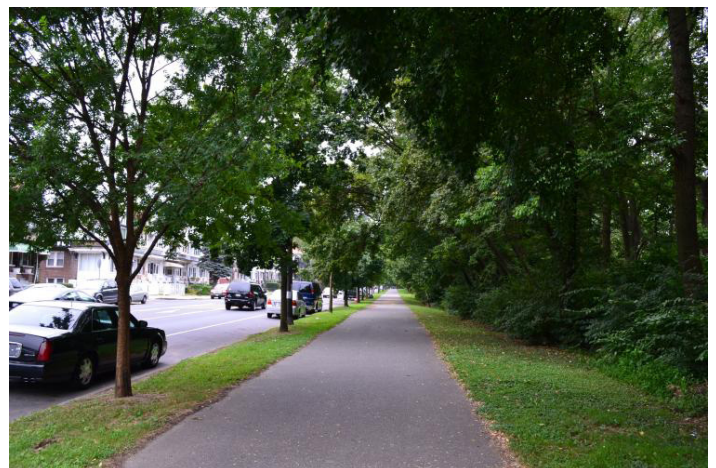
An inventory of existing trails was completed through on-site investigations and documenting existing trail alignments and types using handheld GPS survey equipment. Key pedestrian connections along roadways were also mapped, which include monolithic or separate sidewalks that provide important linkages between other trail segments within road right-of-way. The map on the following page demonstrates both existing and proposed trail segments, with existing trails identified in solid lines.

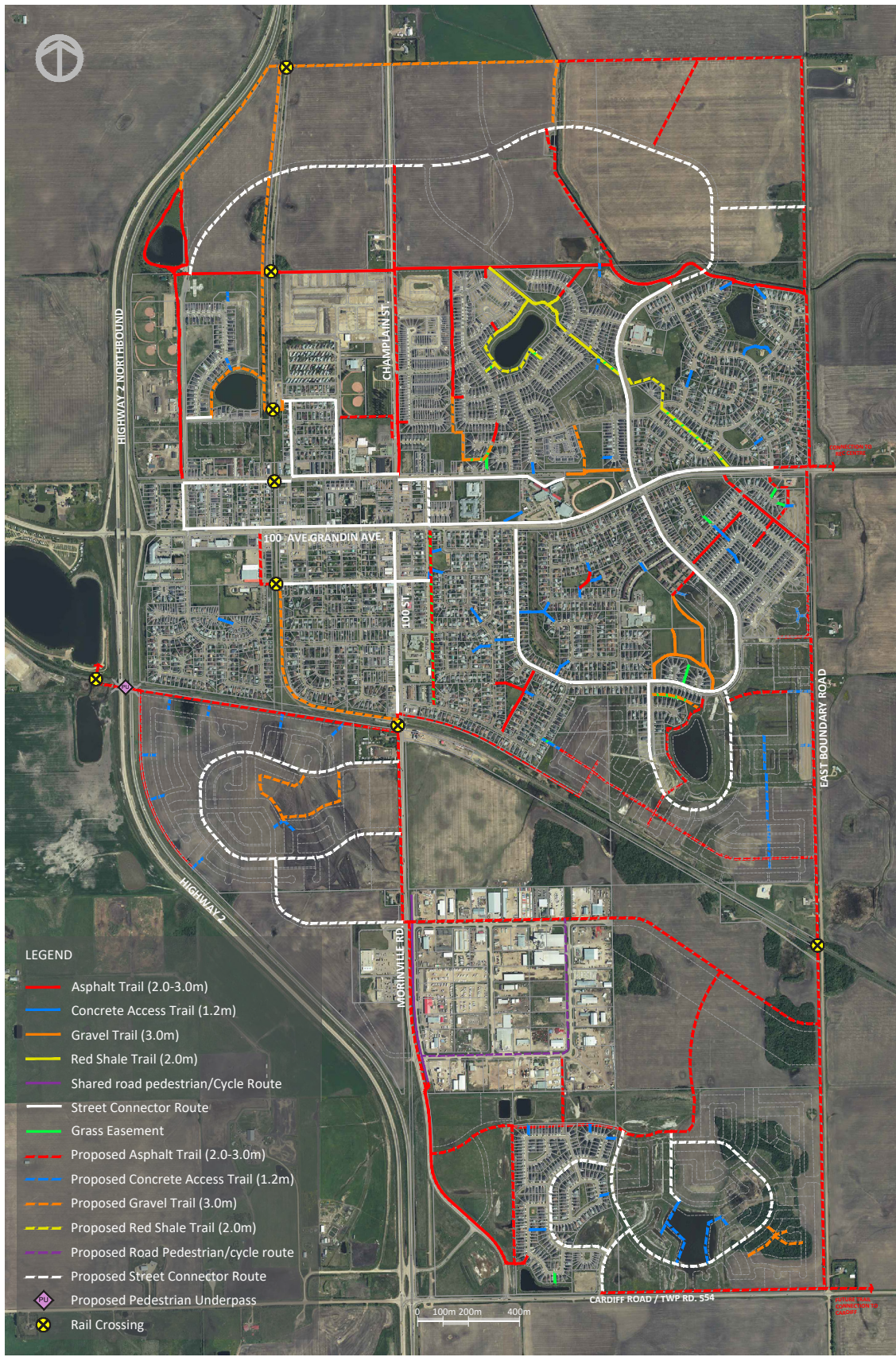
Proposed Trails

The map on the following page demonstrates both existing and proposed trail segments, with proposed trails shown in dashed lines. The key factors influencing the proposed trail segments included:

- For new growth areas, using ASPs as a basis for trail layouts. Trails for new growth areas use major collector roads for proposed alignments of Street Connector Routes. An example of a Street Connector Route can be seen below, which is a paved trail within the road right-of-way that is separated from the road curb by a grassed and treed boulevard. Other proposed trails provide necessary linkages within development areas using a mix of asphalt, concrete, and gravelled surfaces;
- For existing developed urban areas, providing the continuation of trails where they come to a dead end, upgrading some gravelled or grassed trail surfaces to a paved structure and adding new trail segments to create desirable trail loops; and
- For future arterial roads, such as East Boundary Road along the east edge of Town, a multi-use paved trail within the road right-of-way that is separated from the paved vehicular thoroughfare. It is important that this trail alignment be part of the roadway design at its inception to ensure adequate room and proper grades allow for this trail.

There are some significant physical impediments to developing new trails in Morinville. The first includes existing rail line right-of-way that cross both east-west and north-south in Town. Special provisions for safe pedestrian crossing are required on active rail lines. The second impediment is the Highway 2 corridor at the west side of Town, which would require a pedestrian underpass beneath the grade-separated highway to link the Town with the Heritage Lake area. Site specific design strategies and approvals are required for all proposed crossings shown on this plan.





Existing and Proposed Trails

TOWN OF MORINVILLE



Trail Classification

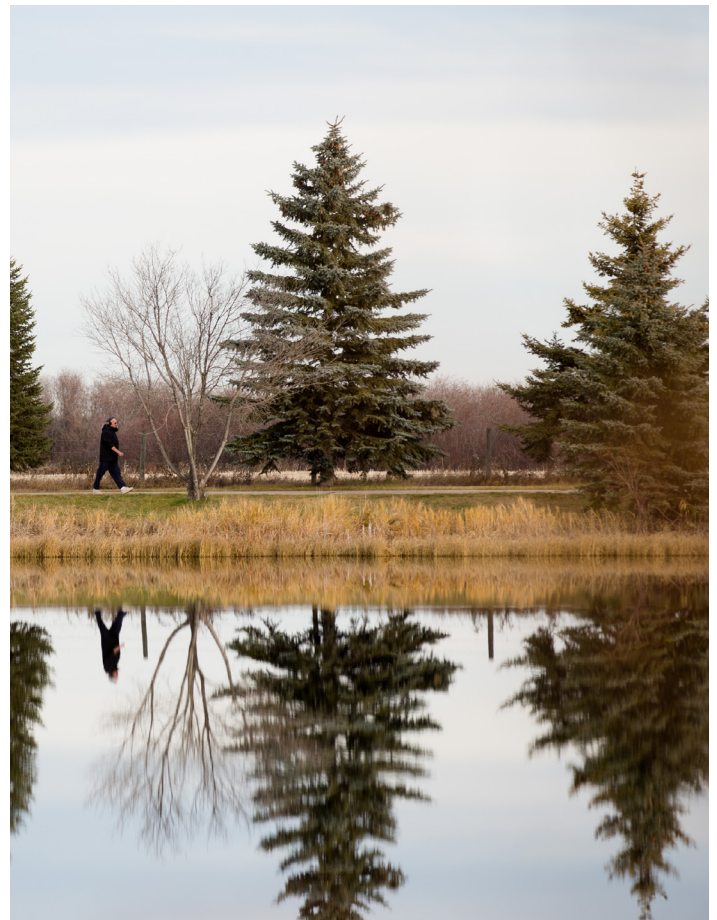
This trail planning initiative led to a list of recommended trail types. The following includes a list of trail classifications along with a brief description of the appropriate application of each trail type:

1. Asphalt Trail (2.0-3.0m) – placed in Municipal Reserve and Public Utility Lot areas with anticipated year-round use. Trail width is determined by anticipated intensity of use, with the larger 3.0m width used in closer proximity to facilities such as schools and community centres with higher volumes of pedestrians and cyclists;
2. Concrete Access Trail (1.2m) – located in Public Utility Lots such as utility easements to provide a connection between a typical urban sidewalk and another trail type located within public open space;
3. Gravel Trail (3.0m) – placed in Municipal Reserve and Public Utility Lot areas with anticipated seasonal (summer / fall) use where snow clearing is not anticipated and when less intensity of use is predicted. These trails can be upgraded in future years to a paved surface using the gravel as a base structure, if warranted;
4. Red Shale Trail (2.0m) – passive trail use such as walkways through Public Utility Lots where lower volumes of use is anticipated, or over utility right-of-way areas such as high pressure gas lines where a paved trail is not permitted by the utility company;
5. Shared Road Pedestrian / Cycle Route – pavement markings on a paved road surface that designates a width ranging from 1.2 to 3.0m wide for pedestrians and / or cyclists. This is a shared corridor that does not separate vehicular and pedestrian alignments;
6. Street Connector Route – separated trails that are within the road right-of-way but separated from the curb by a grassed boulevard with trees. These are different than separate sidewalks as the trail surface is 3.0m wide asphalt; and
7. Grass Easement – a narrow strip of land approximately 4 to 6m wide providing physical access between roadway sidewalks and public open space such as stormwater management facilities. Hard surfaced trails are not warranted through these walkways when the public open space it leads to does not include any trails. Grass easements may be upgraded to have a hard surface trail in future years should the open space it leads to be upgraded to include trails.

Additional Recommendations

This Trails Master Plan provided a thorough inventory of existing trail assets and mapping for future proposed trails. As trail planning is advanced in future years, additional study is recommended for:

- Resolving perceived and actual safety concerns of the trails network, and strategies to promote public safety of the trails network;
- Developing a signage strategy for a new style of signs, which conform to the corporate branding of Morinville. A family of signage is required including but not limited to: trail head kiosks, safety signage, regulatory signs, directional and wayfinding devices, and distance markers;
- Linking all major public facilities and spaces in Town within the trails network;
- Regulatory considerations for development, such as Provincial legislation that relates to trails planning and construction in Morinville; and
- Trail amenities planning, such as location for benches, trail heads, waste receptacles, maintenance facilities, etc.





D

Feasibility Triggers & Requirements

While the following Strategic Directions identify a road map for future development, it is important to note that circumstances evolve and will require continuous assessment. As such, the decision-making triggers identified below should be monitored and used to further vet the projects identified as decision-making needs to occur. It is critical that formal feasibility analysis take place for capital projects estimated to cost over \$500,000. If two or more of the following triggers are met, it is recommended to start the feasibility analysis.

1. Facility spaces currently being offered approach 80% to 90% utilization on a sustained basis.
2. The cost to repair a facility costs 50% or more of the cost to replace.
3. Trends and market assessment support that future demands for the facility type will remain stable or increase.
4. The facility in question and program services proposed provide equitable access for all residents as a public service.
5. The facility type and function aligns with Town of Morinville strategic planning, broader planning initiatives (ARPA, CPRA, Government of Alberta, etc.), and the Strategic Foundation outlined in this Master Plan.
6. Facility type and function are not currently or adequately provided through other agencies or private sector services in Morinville or adjacent regional municipalities.
7. Potential or confirmed operational/capital partners are committed and established as registered societies, institutions, or municipal governments and collectively represent sufficient membership or market segments to sustain use of the development for the life of the development.
8. An external partner (institution, municipality, volunteer, and/or non-profit group) leading a facility development initiative has, or has access to, significant capital and/or operating resources.

As feasibility analysis requires public investment, the following general guidelines for feasibility exploration should be achieved. General conditions for prudent feasibility analysis include the following:

- There must be public engagement in the planning process, preferably through the use of statistically reliable surveys.
- A market assessment for component functions must be completed.
- A thorough and transparent site/location analysis must be completed.
- There must be a biophysical/environmental impact statement.
- There must be a concept development plan including infrastructure planning, costs, and impacts of ongoing operations.
- The project must demonstrate conformance to the municipal strategic planning.
- Business planning outlining capital partners, operating partners, sources of capital, capital amortization, and projection of operating costs must be completed.
- Opportunity cost analysis must be undertaken to demonstrate that the project represents the best way of achieving the intended goal.

Should feasibility analysis be warranted, these guidelines will ensure that decision-makers have undertaken the due diligence needed to make informed decisions in the best interest of the community and public good.





