



Town of Morinville

Morinville 2035: *Growing Together*

Municipal Sustainability Plan

March 4, 2011



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Letter from the Mayor and Council

Morinville is a vibrant Capital Region community that offers a healthy community lifestyle in an inviting and naturally open setting. We have so much to be proud of and much opportunity to grow together and make our community into one of the most desirable communities in Alberta to live!

This Municipal Sustainability Plan is Morinville's first long-term strategic plan. **Morinville 2035 *Growing Together*** reflects our community values and our aspirations for Morinville in 2035. I am absolutely thrilled to be part of and to witness the community commitment, the ambition and the shared vision that is portrayed in this plan.

Our vision is to create a positive sustainable future while enhancing our quality of life today. We know that to become sustainable, our community must focus on the governance, cultural, social, economic, infrastructure and environmental dimensions of the community. We have defined these dimensions as the six pillars of sustainability. We have also defined our goals, expected outcomes and key indicators that will be used to track and report on our progress toward Morinville 2035.

Our plan represents a tremendous contribution of time, commitment and knowledge from members of our community advisory group, citizens review committee, Morinville residents, and regional stakeholders. Our plan builds on our past successes by holding steadfast to the culture, values and community spirit that were part of our early history, but it does not stop there. Morinville 2035 challenges us to continue to grow and enrich our community in a sustainable manner, one that holistically respects all six pillars of the sustainability equation. By asserting ourselves to achieve Morinville 2035 together, we will continue to grow our community and attract people to live, work, learn, shop and play in Morinville.

By working together we can build the kind of community we want – not just for today, but for our children, grandchildren and all future generations.

Please join us as we collaboratively create our collective future, step by step.



Mayor R. Lloyd Bertschi

Left to Right: Councillor Ben Van De Walle, Deputy Mayor Paul Krauskopf, Councillor Lisa Holmes, Mayor Lloyd Bertschi, Councillor Nicole Bouteststein, Councillor David Pattison, and Councillor Gordon Boddez.



Executive Summary

Morinville Council is pleased to present **Morinville 2035 Growing Together**, our Municipal Sustainability Plan or MSP. In developing its MSP, Morinville Council deliberately and collaboratively created goals to guide the activities of the whole community, including the municipality, local businesses, organizations and residents. The MSP has therefore been developed with extensive input from community members and organizations, and will continue to be a living, community-owned document that reflects our shared values and aspirations.

Morinville's long-term vision is grounded in six sustainability pillars that represent all aspects of the community: **Governance, Cultural, Social, Economic, Infrastructure** and **Environmental**. Our approach is grounded in seven key principles:

- Quality of life
- Long-term planning
- Community engagement and partnership
- Integration
- Multiple bottom lines
- Living within environmental limits
- Equity and the common good

Our thirty sustainability goals embody these principles and describe the community outcomes that Morinville aspires to achieve (see table below). Specific, measurable, twenty-five year targets have also been developed for each goal. Morinville will monitor progress through a set of specific indicators tied to each goal and target, and will report on changes and trends over time.

Implementing the MSP requires adopting a community partnership model. The governance and stewardship of the MSP will be led by Morinville Council and guided by a Community Stewardship Committee and Community Leaders and Partners program. Internal support will be provided by the Executive Team and other members of administration, who will help to facilitate community partnerships and the implementation of the plan.

Morinville's Vision

Morinville, the family choice, embracing our past to build our future through:

- Exhibiting inclusive, open and fiscally responsible governance;
- Maintaining and celebrating small town culture;
- Promoting social and community wellness;
- Encouraging, facilitating and supporting opportunities for a vibrant, diverse and independent economy;
- Efficient and sustainable planning, implementation and protection of municipal infrastructure; and
- Respecting the environment and promoting responsible use of land and resources.



To implement the MSP, Morinville will have to adopt new approaches and ways of thinking. Morinville is committed to integrating sustainability into decision-making structures, processes and practices at all levels of the municipality. To do this, Morinville will need the support and ideas of community partners and leaders.

Ultimately, Morinville 2035 provides a framework for Morinville residents, businesses and organizations to work together to ensure our community is successful and continues to offer residents diverse opportunities and quality of life. Morinville is committed to making this vision a reality and building a lasting legacy of community wealth and well-being.

Morinville 2035 Goals

The following page presents a summary of Morinville’s long-term sustainability goals for 2035. Moving forward, these goals will be used to guide and inform all planning and activities in the municipality. They were developed through consultation with community members, Council and staff.



Morinville's 2035 Sustainability Goals

GOVERNANCE	Involved Citizens	Citizens are active participants in community building, planning and decision-making.
	Sound Management	Municipal services are managed efficiently and effectively to ensure long-term fiscal sustainability.
	Accountable Leadership	Municipal decision-making is transparent and accountable to the community and its long-term vision.
	Quality Service	The Municipality delivers cost-effective, quality customer service.
	Efficient Community Planning	Land-use and community planning supports the development of an efficient, well-connected, complete and beautiful community.
	Regional Leadership	The municipality is a regional leader in local government innovation, policy development and sustainability.
CULTURAL	Celebrate Arts, Culture and Heritage	Diverse arts, cultural and heritage venues and events are visible, celebrated and supported.
	Diverse Recreation	Quality recreational opportunities are accessible, affordable and reflect the needs of Morinville's diverse residents.
	Shared Identity	Backgrounds of residents become more diverse and continue to be respected and reflected in Morinville's welcoming and inviting small town culture and identity.
SOCIAL	Desirable Community	Morinville is recognized as the family choice: a desirable community with a high quality of life.
	Healthy Community	Residents have healthy lifestyles and comprehensive community services support their physical and mental well-being.
	Safe Community	Morinville is a friendly, safe and prepared community.
	Inclusive Community	Community services and programs are in place to meet residents' diverse needs.
	Affordable Community	Morinville is an affordable place in which to live and retire.
	Learning Community	All Morinville residents can access opportunities for lifelong learning and personal development.
ECONOMIC	Healthy Economy	Morinville's local and regional economies are healthy, resilient and environmentally responsible.
	Thriving Local Business	Morinville supports and encourages a diverse range of local businesses and employers.
	Thriving Local Agriculture	Morinville is the local centre for production, consumption and distribution of healthy and sustainable food in the region.
	Complete Visitor Experience	Morinville is a desirable community to visit that offers a complete visitor experience and acts as a hub for regional tourism.
INFRASTRUCTURE	Smart Transportation	A multimodal transportation system supports efficient movement throughout the community and region.
	Green Buildings	Buildings, developments and public facilities are green and barrier-free.
	Toward Zero Waste	Morinville proactively reduces, diverts and manages solid waste.
	Water Stewardship	Morinville is a leader in water conservation and wastewater management.
	Energy Efficiency	Morinville supports the efficient and responsible use of clean and renewable energy.
	Effective Information Technology and Communications	Automation, communication and information systems support effective planning and service delivery.
	Responsible Management	All municipal infrastructure is sound, secure, safe, well-maintained and managed in a fiscally responsible manner.
ENVIRONMENTAL	Healthy Ecosystems	Morinville's parks and surrounding natural ecosystems are healthy and protected.
	Air Quality Stewardship	Morinville proactively ensures that air emissions generated within the community are non-invasive, non-toxic and environmentally responsible.
	Climate Stewardship	Morinville proactively reduces greenhouse gas emissions and adapts to changing climatic conditions.
	Lighter Ecological Footprint	Morinville proactively reduces its consumption of non-renewable resources and its ecological footprint.

Glossary

Term	Definition
Action	Specific task or decision to complete, complement or achieve a goal
Administration	Morinville's administration encompassing all municipal public-service departments
Affordable Housing	Housing is defined as being affordable if a household spends no more than 30% of gross income on housing and is applied to households where income is below 80% of Morinville's median income.
CAO	Chief Administrative Officer
Council	Morinville's locally elected municipal council
CRC	Citizen Review Committee
CSC	Community Stewardship Committee
Cultural Pillar	Defined in terms of the shared values and cultural and recreational activities that reflect the diverse traditions, customs, values, heritage, identity and history of Morinville
Economic Pillar	Defined in terms of achieving economic vitality, growth and development that simultaneously improves our quality of life and the environment. It includes employment and income levels and the health, quality and diversity of employers, businesses and non-profit organizations in the community.
Environmental Pillar	Defined in terms of community environmental stewardship and the health, quality, diversity and abundance of local (and global) ecosystems
Goal	A desired long-term (25 year) outcome that supports Morinville's vision
Governance Pillar	Defined in terms of municipal election processes, the municipality's capacity to manage resources and develop and implement sound public policy, and the mechanisms through which citizens and groups engage and interact with Council, the administration and each other
Indicator	A specific measure used to assess whether the municipality is achieving a target and moving towards its sustainability vision and goals
Infrastructure	Defined in terms of the state of the built environment and the services that support it
MDP	Municipal Development Plan
Mission	A description of what the municipality does to deliver on its vision
Morinville	The use of Morinville is context-specific. When used to express a commitment (e.g. Morinville will or Morinville is committed to...), the term refers to the municipality of Morinville, including both the Council and administration. Otherwise the term refers to the geographic community (e.g. Morinville residents or Morinville is a community that...).
MSP	Municipal Sustainability Plan
Principles	Specific ideas that describe the municipality's approach to operating and conducting its day-to-day business
Social Pillar	Defined in terms of the health, wellbeing, safety and quality of life of individuals, families and the community
Sustainability	Development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Based on this definition, a sustainable community is one that uses its resources to meet current needs while ensuring that future generations have equitable access to resources.

Term	Definition
Target	A specific, measurable, attainable, realistic and time-bound objective that supports the long-term goal.
Values	Fundamental beliefs that define our management style and behaviour and the manner in which the municipality wants to work to achieve our goals. They govern the way the municipality makes decisions, how we interact with others, and how we conduct ourselves.
Vision	A brief description of the ultimate, long-term outcome the municipality is working towards.



Introduction

Morinville Council is pleased to present **Morinville 2035 Growing Together**, our Municipal Sustainability Plan or MSP. This plan presents an inspiring 25 year vision and set of concrete goals and targets to guide our development as a healthy, beautiful and sustainable community.

The purpose of an MSP is to provide a high-level, long-term strategic plan to guide community decision-making toward a sustainable future. Morinville's MSP is organized around six "sustainability pillars" that represent the diverse aspects of the community: governance, cultural, social, economic, infrastructure and environmental. These pillars should not be thought of as competing priorities but rather as key elements to be considered and optimized in every decision.

In developing its MSP, Morinville had to decide between creating a corporate plan to guide the activities of the municipality alone or create a broader plan that would inform the activities of the whole community. Morinville chose to create a community-wide plan that sets goals and targets that all stakeholders in the community, including the municipal government, local businesses, organizations and residents can work together to achieve.

Consequently, the MSP has been developed with input from the community and is a comprehensive plan that covers the full range of issues that are important to Morinville residents and organizations. This includes elements such as health, education and climate change, which are outside of the municipality's direct control or jurisdiction. In order to achieve these commitments, Morinville has committed to developing ongoing partnerships with community members, organizations and businesses. Ultimately, Morinville 2035 will become a living, community-owned document that reflects our shared values and aspirations and drives action towards sustainability.

From the municipal government perspective, this document will become Morinville's highest-level planning document and set the direction for all corporate and community plans and policies. As a long-term plan, Morinville 2035 focuses primarily on the outcomes that are important to community members, such as safe streets and clean water, rather than on the specific actions to get there. It outlines what we are trying to achieve in the long term, how we will measure our progress and how the municipality will integrate sustainability into decision-making.

Starting in 2011, the municipality will develop three-year strategic plans that will articulate key strategies and actions for delivering community services and implementing the MSP. Many excellent ideas for specific actions were identified during the MSP process and will be incorporated into the strategic planning and annual business planning processes.

The MSP is divided into seven sections and two Appendices:

1. **Our Sustainability Planning Framework** presents a summary of the process, sustainability principles and strategic planning framework.
2. **Our Vision** presents Morinville's long term vision and mission as well as a creative sustainability story describing Morinville in 2035.
3. **Our Values** presents the values adopted by Morinville's Council and administration.
4. **Our Sustainability Pillars and Goals** presents Morinville's thirty long-term goals and targets across all six sustainability pillars.

5. **Stewardship of the MSP** presents Morinville's approach to ongoing sustainability planning and community engagement.
6. **Measuring Performance** presents Morinville's approach to tracking and reporting on progress towards its long-term goals and targets.
7. **Implementing the MSP** presents Morinville's commitments to integrating the MSP into municipal decision-making.

Appendix A presents a set of potential indicators for monitoring progress towards each goal and target, and **Appendix B** presents a set of potential actions for achieving the MSP objectives that Morinville will consider in its annual planning processes.

We invite all community members to get involved and to partner with us in this exciting journey. For more information please contact Edie Doepker, Chief Administrative Officer, by telephone: (780) 939-4361 or by email: edoepker@morinville.ca.



1 Our Sustainability Planning Framework

Morinville's approach to municipal sustainability planning is defined by our process, sustainability framework and strategic planning framework.

1.1 OUR PROCESS

The MSP was developed in three phases over an 18-month period from October 2009 to March 2011:

- **Community Consultation** - this first phase (October 2009 – June 2010) focused on community consultation and visioning. Key activities included the creation of a Citizen Review Committee (CRC) and the delivery of a series of workshops with Morinville residents, Council members and the municipal administration. The information collected by this process was summarized in the document "*Community Consultation Towards a Municipal Sustainability Plan*" and presented to Council in June 2010.
- **Strategic Framework Development** - this second phase (July 2010 – October 2010) focused on developing a strategic planning framework for the municipality, collecting information on relevant local, regional and global issues and priorities and then conducting a gap analysis of the community consultation results against best practices in community sustainability planning. The information collected through this process was captured in an Environmental Scan and presented to Council and the community in October 2010.
- **MSP Development** – this final phase (October 2010 – March 2011) focused on developing the draft and final MSP. It included an initial consultation with community members, Town administration and Council through an online survey and a series of five workshops to develop and refine goals and targets. A draft MSP was then developed and presented to the community for comment from January 14 – February 12, 2011. A public Open House was held February 10, 2011 to provide an overview of Morinville 2035 and to give the public an opportunity to ask questions and provide feedback. The final MSP went to Council for approval on March 8, 2011.

Morinville's MSP development process engaged more than 190 residents, businesses and regional stakeholders through its workshops, open houses, online notifications and consultations, and other events. This community involvement has been crucial for the development of the MSP and will continue to be important as Morinville transitions to implementing the plan. Morinville will be launching a formal program for ongoing community partnership in mid-2011. (See the section *Stewardship of the MSP* for details.)

1.2 OUR SUSTAINABILITY FRAMEWORK

Morinville, like other Alberta communities, faces a wide range of social, economic and environmental challenges and opportunities. Global, national and regional issues such as climate change, fiscal deficits, and health care are having an increasing impact on municipal service delivery and local quality of life. Similarly, local planning and development decisions, such as where we get our energy from and how we design our neighbourhoods, can have regional and even global impacts.

Sustainability planning has been endorsed by leaders at all levels of government and industry as a framework for addressing these complex issues and building lasting community wealth and well-being.

Sustainability Definition

Morinville has adopted the World Commission on the Environment and Development's definition of sustainability as "*development that meets the needs of the present without compromising the ability of future generations to meet their own needs.*" Based on this definition, a sustainable community is one that uses its resources to meet current needs while ensuring that future generations have equitable access to resources.

At its core, sustainability is based on a fundamental value that is common to most, if not all, Albertans: *our children and our grandchildren (i.e, future generations) are at least as valuable and important as we are, and deserve at least the same opportunities that we have.*

Sustainability Principles

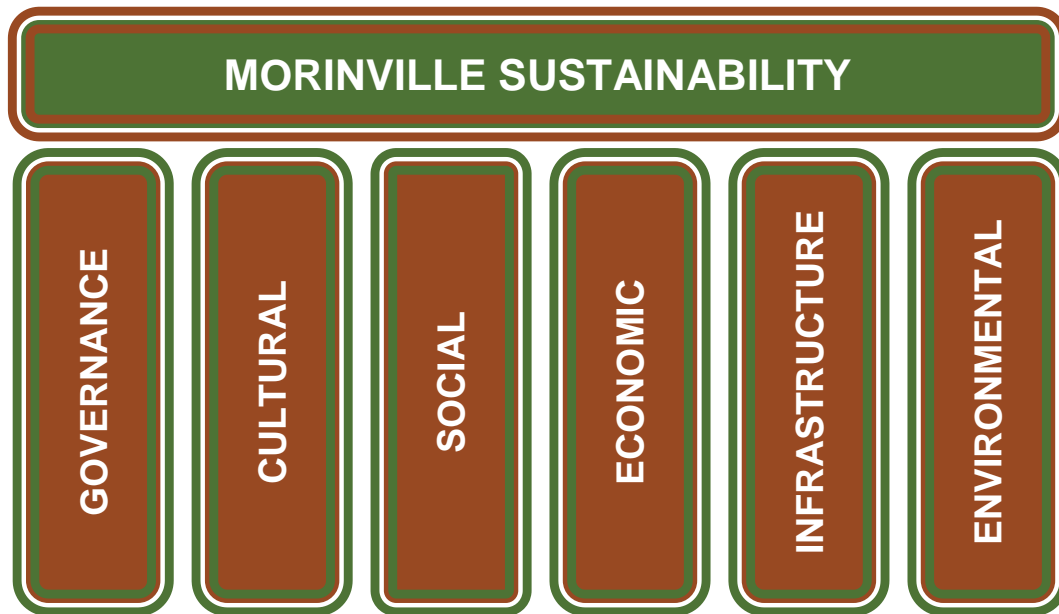
Morinville's approach to sustainability is grounded in the following key principles:

- **Quality of life:** Meeting the needs of citizens and providing a high quality of life now and in the future.
- **Long-term planning:** Establishing a long-term vision (i.e. 25 years or more) to guide short-term planning and decision-making.
- **Community engagement and partnership:** Actively involving community members, businesses and other organizations as partners and stakeholders in the plan.
- **Integration:** Actively aligning plans, departments and issues and managing them in an integrated fashion.
- **Multiple bottom lines:** Focusing on solutions that maximize the social, economic and environmental benefits of every project and decision.
- **Equity and the common good:** Recognizing the importance of promoting the health and welfare of all community members, both within and among generations.
- **Living within environmental limits:** Recognizing that community health and economic well-being are fundamentally dependent on the resources and services provided by the natural environment and ensuring that community activities fit within the capacity of local, regional and global environments.

1.3 OUR STRATEGIC PLANNING FRAMEWORK

The purpose of an MSP is to provide a high-level, long-term strategic plan to guide community decision-making toward a sustainable future. Morinville’s MSP is organized around six “sustainability pillars” that represent the diverse aspects of the community: governance, cultural, social, economic, infrastructure and environmental. These pillars should not be thought of as competing priorities but rather as key elements to be considered and optimized in every decision.

Figure 1: Morinville's Six Sustainability Pillars



Morinville’s MSP includes

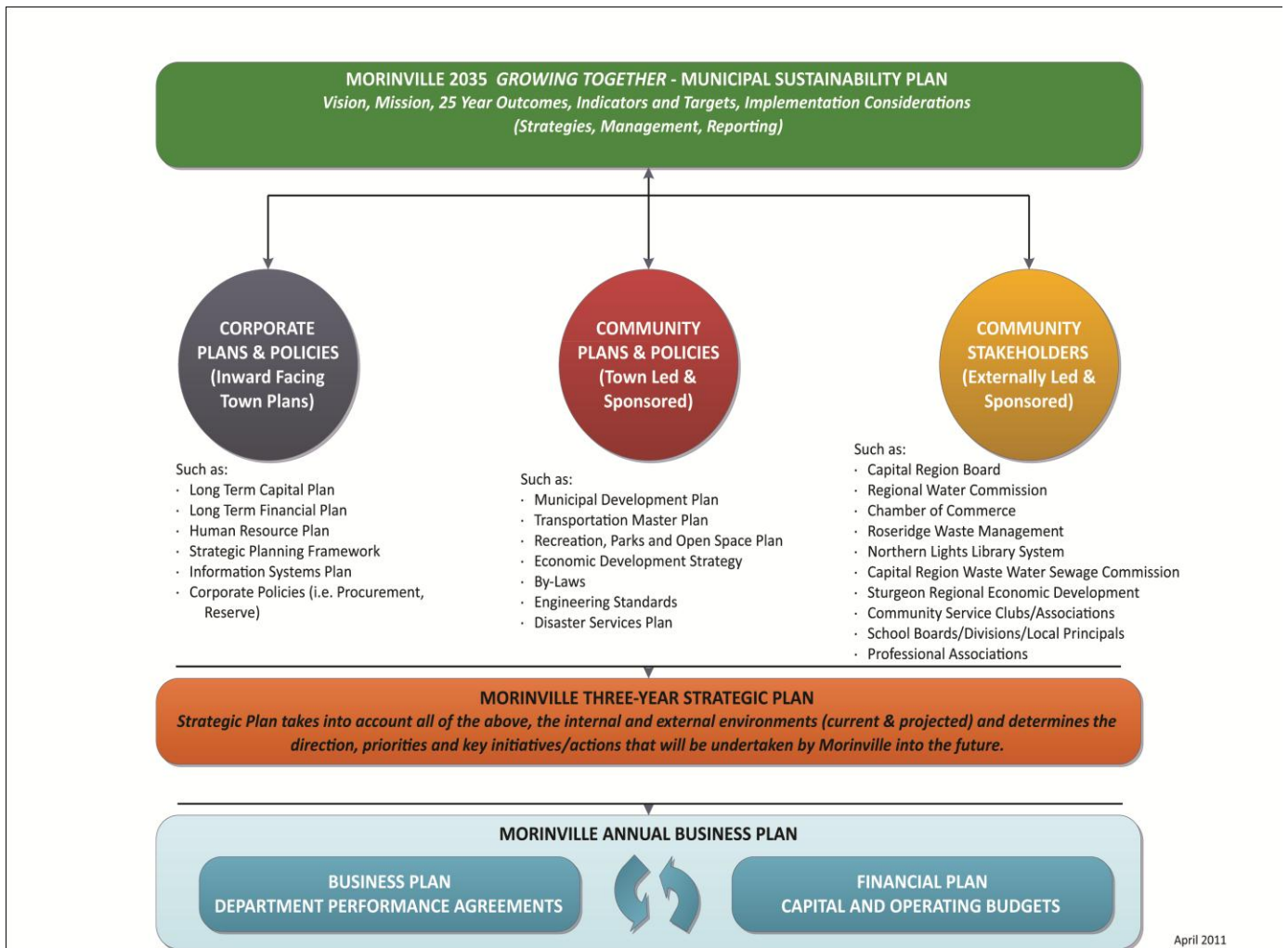
- **vision** and **mission** statements for the municipality and a creative sustainability story describing Morinville in 2035;
- a set of **values** and **sustainability principles** that govern the way the municipality makes decisions, how we interact with others, and how we conduct ourselves;
- a set of **long-term goals** for each pillar that describe the community outcomes Morinville aspires to achieve;
- a specific, measurable **25 year target** for each goal that articulates a core “headline” aspect of each goal to track progress towards;
- an **implementation plan** for integrating the MSP into Morinville’s planning, operations and decision-making structures and processes;
- a **governance model** for ongoing community stewardship of the MSP;
- a set of **potential indicators** for monitoring progress towards each goal and target; and
- a set of **potential actions** for achieving the MSP objectives that Morinville will consider in its annual planning processes.

As a long-term plan, Morinville 2035 focuses primarily on the outcomes that are important to community members, such as safe streets and clean water, rather than on the specific actions to get there. It outlines what we are trying to achieve in the long term, how we will measure our progress and how the municipality will integrate sustainability into decision-making.

Morinville Strategic Planning Framework

The figure below presents the framework and shows how the MSP relates to other planning activities. This document is Morinville's highest-level planning document and sets the direction for all corporate and community plans and policies. Starting in 2011, the municipality will develop a three-year Strategic Plan which will articulate areas of focus and strategic priorities for the upcoming three years while delivering community services and implementing the MSP. In essence, the MSP presents a set of high-level goals and targets that set the direction for the municipality, whereas the strategic plan sets the priorities for a three year period with the annual business plans laying out the specific actions we will take to achieve them.

Figure 2: Morinville Strategic Planning Framework



2 Our Vision

Our Vision	Morinville, the family choice, embracing the past to build our future through: <ul style="list-style-type: none">• Exhibiting inclusive, open and fiscally responsible governance;• Maintaining and celebrating small town culture;• Promoting social and community wellness;• Encouraging, facilitating and supporting opportunities for a vibrant, diverse and independent economy;• Efficient and sustainable planning, implementation and protection of municipal infrastructure; and• Respecting the environment and promoting responsible use of land and resources.
Our Mission	We work together to build a healthy, vibrant and sustainable community through our commitment to the future well-being of Morinville.

Morinville has developed the following sustainability story to describe its vision for 2035:

In the year 2035, Morinville is a dynamic, vibrant and beautiful community renowned for its innovative leadership, smart planning and sustainability achievements. Morinville has a vibrant downtown core and business park and has grown in size and population enough to support amenities such as a radio station, diverse restaurants, specialty clothing stores, and a movie theatre while retaining the small town culture, values and quality of life that make it the community of choice for growing a family or business.

Every week, visitors travel to Morinville from throughout the Capital Region to enjoy its cultural events, recreational amenities and diverse local businesses. When they arrive, they find a community that is full of energy, ideas and pride. Morinville is now a regional hub for recreation, culture and agriculture-related businesses and is a strong example of how to successfully apply sustainability principles. It competes with like-minded communities to achieve the lowest energy and water consumption and the smallest ecological footprint in the region. Its success can be seen in its innovative green buildings, environmentally responsible industry, renewable energy systems and diverse transportation options. Green and natural spaces abound, local ecosystems are thriving, the air is healthy and the water is clean and secured.

Morinville's long-term planning has provided tremendous benefits to community members and businesses. It is a welcoming, safe and healthy community where residents can meet the vast majority of their needs without leaving the city limits. Residents and visitors alike enjoy spending a day or evening in Morinville with family and friends browsing the unique stores and historic sites or resting at a sidewalk bistro to enjoy homemade food and local goods. Morinville is also an inclusive and affordable community, with programs and services to support youth, the elderly and vulnerable populations.

Morinville's success is due to its committed and involved citizens, businesses and organizations. Community members share a common vision for their future, and trust their

elected leaders to represent their interests and needs. Levels of volunteerism and civic engagement are among the highest in the province. As a result, Morinville has emerged as a regional leader and other communities look to it for best practices in management, community engagement and accountability.

In 2035, Morinville continues to be sustainable, has fully embodied its naturally open setting, and offers a high quality lifestyle that protects its small-town values of friendliness and community while providing access to a wide range of business, employment, recreation, and cultural opportunities.



3 Our Values

These value statements are the expression of Morinville’s fundamental beliefs which define our management style and behaviour. They govern the way the municipality makes decisions, how we interact with others, and how we conduct ourselves.

Council and Administration are committed to the following values:

- Integrity and Respect
- Leadership and Innovation
- Accountability and Service Excellence
- Teamwork and Responsiveness
- Partnership and Collaboration



4 Our Sustainability Pillars and Goals

Morinville’s MSP is organized around six “sustainability pillars” that represent the diverse aspects of the community: governance, cultural, social, economic, infrastructure and environmental. Morinville has developed a set of long-term goals for each of the six sustainability pillars. These thirty goals describe the community outcomes Morinville aspires to achieve. Each goal is supported by a specific, measurable twenty-five year target that articulates a key “headline” aspect of the goal that Morinville will use to track and report on progress.

Morinville has also developed a set of potential indicators for monitoring progress towards each goal and target, and a set of potential actions that Morinville will consider in its annual strategic planning processes. The complete list of potential indicators and actions are provided in Appendices A and B respectively.

4.1 GOVERNANCE GOALS

The governance pillar is defined in terms of municipal election processes, the municipality’s capacity to manage resources and develop and implement sound public policy, and the mechanisms through which citizens and groups engage and interact with Council, the administration and each other. Governance looks at how both local government (Council, administration) and community stakeholders (e.g. individuals, businesses, other organizations) engage in planning and decision-making.

Governance Goals and Targets

Goal	Target	Scope
<p>Involved Citizens</p> <ul style="list-style-type: none"> ➤ Citizens are active participants in community building, planning and decision-making. 	<p>In 2035, Morinville has achieved a high score on its publicly-accessible Community Engagement Index.*</p> <p><i>*Index and target score to be developed.</i></p>	<p>This goal addresses civic involvement including voter turnout, levels of civic involvement in municipal planning, policy development and decision-making, and collaborative activities with local organizations to implement community priorities.</p>
<p>Sound Management</p> <ul style="list-style-type: none"> ➤ Municipal services are managed efficiently and effectively to ensure long-term fiscal sustainability. 	<p>In 2035, Morinville’s property taxes and service fees are competitive within the Capital region and accurately reflect the long-term, true cost of service delivery.</p>	<p>This goal addresses municipal management including fiscal responsibility and effective asset, human resources and financial management practices.</p>

Goal	Target	Scope
<p>Accountable Leadership</p> <ul style="list-style-type: none"> Municipal decision-making is transparent and accountable to the community and its long-term vision. 	<p>In 2035, Morinville has achieved a high score on its publicly accessible Accountability Report Card.*</p> <p><i>*Report Card and target score to be developed.</i></p>	<p>This goal addresses municipal leadership including the quality, transparency, accessibility and accountability of elected officials, municipal staff and community leaders in developing and carrying out effective policy and priority actions.</p>
<p>Quality Service</p> <ul style="list-style-type: none"> The Municipality delivers cost-effective, quality customer service. 	<p>In 2035, the majority of residents (over 80%) are satisfied with the quality of service delivered by the municipality.</p>	<p>This goal addresses municipal customer service including the level and quality of service, and timely and appropriate access to information.</p>
<p>Efficient Community Planning</p> <ul style="list-style-type: none"> Land-use and community planning supports the development of an efficient, well-connected, complete and beautiful community. 	<p>In 2035, Morinville has achieved its land use and development targets as outlined in its Municipal Development Plan and Municipal Sustainability Plan.*</p> <p><i>*Targets to be developed.</i></p>	<p>This goal addresses land-use and community planning, including the municipal development plan and other long-term community plans that influence development and support the creation of a holistically landscaped, complete, sustainable community.</p>
<p>Regional Leadership</p> <ul style="list-style-type: none"> The municipality is a regional leader in local government innovation, policy development and sustainability. 	<p>In 2035, Morinville is a recognized regional leader in innovation and sustainability.</p>	<p>This goal addresses regional leadership including the municipality's role in regional and provincial affairs, its innovative plans and policies, and its recognition as a leading municipality.</p>

4.2 CULTURAL GOALS

The cultural pillar is defined in terms of the shared values and cultural and recreational activities that reflect the diverse traditions, customs, values, heritage, identity and history of Morinville. These provide a source of social cohesion, a sense of community, a repository of shared values, and a source of inspiration, innovation and creativity that enhance and support individual and community quality of life, spirit, pride and engagement.

Cultural Goals and Targets

Goal	Target	Scope
<p>Celebrate Arts, Culture and Heritage</p> <ul style="list-style-type: none"> Diverse arts, cultural and heritage venues and events are visible, celebrated and supported. 	<p>In 2035, the majority of Morinville residents (<i>% to be determined</i>) volunteer, contribute, perform and/or participate in at least one arts, culture or heritage activity each year.</p>	<p>This goal addresses arts, culture and heritage including cultural and arts facilities, heritage buildings and sites, commemorative names, and the quality and diversity of artisans, activities, events and public spaces.</p>
<p>Diverse Recreation</p> <ul style="list-style-type: none"> Quality recreational opportunities are accessible, affordable and reflect the needs of Morinville's diverse residents. 	<p>In 2035, most residents (over 75%) are able to satisfy the majority (over 75%) of their recreational needs within Morinville.*</p> <p><i>*To be refined based on baseline information.</i></p>	<p>This goal addresses recreation and leisure including recreational services and infrastructure, access to public spaces, active living and sports activities.</p>
<p>Shared Identity</p> <ul style="list-style-type: none"> Backgrounds of residents become more diverse and continue to be respected and reflected in Morinville's welcoming and inviting small town culture and identity. 	<p>In 2035, all Morinville residents (over 90%) share a common understanding and sense of pride in their community.</p>	<p>This goal addresses cultural diversity and identity including activities that bring together residents and neighbours from First Nations and diverse cultures to define, promote and celebrate Morinville's unique identity and create a sense of belonging.</p>

4.3 SOCIAL GOALS

The social pillar is defined in terms of the health, well-being, safety and quality of life of individuals, families and the community. It is grounded in the diverse relationships in the community, levels of mutual trust, respect and civic engagement, and the skills, education and knowledge of individuals and organizations.

Social Goals and Targets

Goal	Target	Scope
<p>Desirable Community</p> <ul style="list-style-type: none"> Morinville is recognized as the family choice: a desirable community with a high quality of life. 	<p>In 2035, Morinville is ranked as one of the most desirable communities (top 10%) in Alberta to live for its size and population.</p>	<p>This goal addresses liveability and quality of life including the various elements that build Morinville's social capital and make it a desirable place to live.</p>
<p>Healthy Community</p> <ul style="list-style-type: none"> Residents have healthy lifestyles and comprehensive community services support their physical and mental well-being. 	<p>In 2035, Morinville residents' levels of health and the accessibility of health care services in the community exceed the provincial average.</p>	<p>This goal addresses health and well-being, including health promotion and disease prevention and active community lifestyles.</p>
<p>Safe Community</p> <ul style="list-style-type: none"> Morinville is a friendly, safe and prepared community. 	<p>In 2035, Morinville continues to achieve low accident and crime levels per capita (2010 baseline year).</p>	<p>This goal addresses public safety and security, including crime prevention, community safety and security, fire protection and emergency planning and services.</p>
<p>Inclusive Community</p> <ul style="list-style-type: none"> Community services and programs are in place to meet residents' diverse needs. 	<p>In 2035, all Morinville residents (over 90%) have a strong sense of trust and belonging in the community.</p>	<p>This goal addresses community services and programs including programs that improve accessibility, support volunteerism, and aim to meet the needs of the whole community (including youth, elderly and vulnerable populations).</p>
<p>Affordable Community</p> <ul style="list-style-type: none"> Morinville is an affordable place in which to live and retire. 	<p>In 2035, a good balance of housing types and options exist to provide residents with safe and appropriate affordable housing (housing costs no more than 30% of gross income).</p>	<p>This goal addresses poverty and affordability including programs, services and organizations that address the affordability of housing, food and other services.</p>

Goal	Target	Scope
<p>Learning Community</p> <ul style="list-style-type: none"> ➤ All Morinville residents can access opportunities for lifelong learning and personal development. 	<p>In 2035, the community of Morinville has maintained a Composite Learning Index score that is at or above the provincial and national averages.</p>	<p>This goal addresses education and personal development including programs, services and organizations (such as the Library) that support all stages of learning including early childhood education, elementary and secondary school, post-secondary education and professional development.</p>



4.4 ECONOMIC GOALS

The economic pillar is defined in terms of achieving economic vitality, growth and development that simultaneously improves our quality of life and the environment. It includes employment and income levels and the health, quality and diversity of employers, businesses and non-profit organizations in the community. Economic activity defines the unique character of the community, provides work opportunities for residents and generates revenue for the municipality.

Economic Goals and Targets

Goal	Target	Scope
<p>Healthy Economy</p> <ul style="list-style-type: none"> Morinville's local and regional economies are healthy, resilient and environmentally responsible. 	<p>In 2035, Morinville has a healthy (20:80) business-to-resident tax split.*</p> <p><i>*Target tax split to be refined based on baseline information.</i></p>	<p>This goal addresses economic planning and well-being including employment levels, the diversity of employers and employment opportunities, regional partnerships, environmentally responsible industry, and planning for economic development.</p>
<p>Thriving Local Businesses</p> <ul style="list-style-type: none"> Morinville supports and encourages a diverse range of local businesses and employers. 	<p>In 2035, the community of Morinville has developed a diverse local economy as reflected in its Business Diversity Index.*</p> <p><i>*Index and target to be developed.</i></p>	<p>This goal addresses local businesses including programs that support the retention, development, greening and expansion of local businesses and organizations (commercial, industrial, not-for-profit and government).</p>
<p>Thriving Local Agriculture</p> <ul style="list-style-type: none"> Morinville is the local centre for production, consumption and distribution of healthy and sustainable food in the region. 	<p>In 2035, the community of Morinville has achieved its targets for local agriculture and value-added activities.*</p> <p><i>*Targets to be developed.</i></p>	<p>This goal addresses local agriculture and food including food security and the promotion of local food production and consumption (e.g. farmers markets).</p>
<p>Complete Visitor Experience</p> <ul style="list-style-type: none"> Morinville is a desirable community to visit that offers a complete visitor experience and acts as a hub for regional tourism. 	<p>In 2035, Morinville is recognized as a regional destination of choice for culture, heritage and recreation.</p>	<p>This goal addresses the enhancement of local tourism, including a range of local attractions and activities, improved streetscapes and the services/businesses (hotels, restaurants, niche businesses, shopping) that complement and enhance the visitor experience in the downtown core.</p>

4.5 INFRASTRUCTURE GOALS

The infrastructure pillar is defined in terms of the state of the built environment and the services that support it. It provides the physical foundation for the community that is shaped by community investment and standards for planning, development and ongoing maintenance.

Infrastructure Goals and Targets

Goal	Target	Scope
<p>Smart Transportation</p> <ul style="list-style-type: none"> ➤ A multimodal transportation system supports efficient movement throughout the community and region. 	<p>In 2035, the majority of trips (over 50%) within Morinville are made using alternative transportation modes (i.e. walking, cycling, car-pooling or public transit) and alternative options are available for regional transportation.</p>	<p>This goal addresses mobility and transportation including all the elements that support the movement of goods and people such as roads, public transit, dedicated bike lanes, safe cross walks and cycling/walking networks.</p>
<p>Green Buildings</p> <ul style="list-style-type: none"> ➤ Buildings, developments and public facilities are green and barrier-free. 	<p>In 2035, the majority of building stock (over 50%) and all (100%) new development, construction and renovation activities meet an approved green building standard.</p>	<p>This goal addresses green buildings and public facilities including new residential and commercial developments and consideration of green and barrier-free infrastructure.</p>
<p>Toward Zero Waste</p> <ul style="list-style-type: none"> ➤ Morinville proactively reduces, diverts and manages solid waste. 	<p>In 2035, Morinville’s solid waste diversion rate is at least 65%.</p>	<p>This goal addresses solid waste management including solid, hazardous and other waste streams, recycling, composting and reuse programs.</p>
<p>Water Stewardship</p> <ul style="list-style-type: none"> ➤ Morinville is a leader in water conservation and wastewater management. 	<p>In 2035, Morinville has the lowest per capita water consumption rate of comparable municipalities in the Capital region.</p>	<p>This goal addresses water and wastewater management including drinking water quality, water consumption and the management of wastewater and storm water.</p>
<p>Energy Efficiency</p> <ul style="list-style-type: none"> ➤ Morinville supports the efficient and responsible use of clean and renewable energy. 	<p>In 2035, Morinville has among the lowest (top 10%) per capita energy consumption rate of comparable municipalities in the Capital region.</p>	<p>This goal addresses energy including energy use, energy security, renewable energy and sustainable community energy planning.</p>
<p>Effective Information Technology and Communications</p> <ul style="list-style-type: none"> ➤ Automation, communication and information systems support effective planning and service delivery. 	<p>In 2035, Morinville is using the most appropriate and cost-effective technology available to support service delivery.</p>	<p>This goal addresses technology and communications including access to key technology infrastructure that supports efficient and effective planning, service delivery, information management, and telecommunications.</p>

Goal	Target	Scope
<p>Responsible Management</p> <ul style="list-style-type: none"> ➤ All municipal infrastructure is sound, secure, safe, well-maintained and managed in a fiscally responsible manner. 	<p>In 2035, Morinville continues to optimize its balanced, proactive approach to sustaining infrastructure through effective life cycle management that minimizes cost and risk through the use of an adopted full cost recovery model.</p>	<p>This goal addresses all municipally owned and managed infrastructure including buildings, roads and utilities.</p>



4.6 ENVIRONMENTAL GOALS

The environmental pillar is defined in terms of community environmental stewardship and the health, quality, diversity and abundance of local and global ecosystems. It is enhanced by minimizing the consumption of environmental resources, minimizing pollution and conserving, restoring and celebrating natural systems.

Environmental Goals and Targets

Goal	Target	Scope
<p>Healthy Ecosystems</p> <ul style="list-style-type: none"> Morinville's parks and surrounding natural ecosystems are healthy and protected. 	<p>In 2035, Morinville has achieved or exceeded its targets for the accessibility, quality and availability.*</p> <p><i>*Targets to be developed.</i></p>	<p>This goal addresses green spaces and ecosystem health including the management of public green spaces (parks, recreational spaces), protected areas (including watersheds), and private lands to support ecosystem integrity and biodiversity.</p>
<p>Air Quality Stewardship</p> <ul style="list-style-type: none"> Morinville proactively ensures that air emissions generated within the community are non-invasive, non-toxic and environmentally responsible. 	<p>In 2035, air quality in Morinville meets or exceeds provincial air quality standards and community expectations.</p>	<p>This goal addresses air quality including smog, particulate and other air emissions from residents and businesses, including oil & gas facilities.</p>
<p>Climate Stewardship</p> <ul style="list-style-type: none"> Morinville proactively reduces greenhouse gas emissions and adapts to changing climatic conditions. 	<p>In 2035, the community of Morinville will have achieved a greenhouse gas reduction target that establishes it as the regional leader in climate stewardship.*</p> <p><i>*Target to be developed based on baseline information.</i></p>	<p>This action area addresses climate change including greenhouse gas emissions management and adaptation to changing climatic conditions.</p>
<p>Lighter Ecological Footprint</p> <ul style="list-style-type: none"> Morinville proactively reduces its consumption of non-renewable resources and its ecological footprint. 	<p>In 2035, the community of Morinville will have one of the smallest ecological footprints (top 10%) among comparable municipalities in the Capital Region (by size).</p>	<p>This goal addresses Morinville's ecological footprint including programs for tracking and reducing the environmental impacts of Morinville's resource use, such as municipal procurement practices and green business programs.</p>

5 Stewardship of the MSP

Morinville 2035 has been developed as a community-owned plan that will support and guide the activities of the Council, administration and Morinville's citizens, organizations and businesses. The governance and stewardship of the MSP will be entrusted to the following four governance bodies that will be used to steward and implement the MSP. Participants from all four groups will come together for an annual one-day Community Action Workshop to review progress and identify potential municipal and community actions for the coming year.

1. Morinville Council

Morinville's Council are the ultimate stewards of the MSP and will review and approve any proposed changes. Council will integrate the MSP goals into all planning activities and decision-making and leverage and approve resources to achieve the established targets.

2. MSP Community Stewardship Committee (CSC)

The CSC will meet semi-annually and will be the community stewards of the MSP. They will review progress, recommend MSP updates and identify key strategies and actions for the municipality and the community. The CSC will be comprised of a mix of residents, business owners, and key stakeholder representatives.

3. MSP Community Leaders and Partners

All Morinville businesses and organizations will be invited to become MSP Partners and all residents will be invited to become MSP Leaders. Members will agree to promote the MSP in the community, integrate MSP goals into their planning activities and take on MSP actions where appropriate and possible. Members will be eligible for MSP Action Grants and recognition awards. Formal meetings and informal events will be held throughout the year.

4. Morinville Executive Team

The Morinville Executive Team is responsible for administering municipal activities related to the MSP and will integrate MSP planning and reporting into their regular meetings. Additional staff participants will be drawn from other levels of the organization as needed for bi-monthly or quarterly meetings. One or more staff members from within the administration will be assigned responsibility for facilitating and coordinating MSP planning activities including citizen and stakeholder engagement, delivery of education and outreach, and coordination of reporting and communications, including the website. The Executive Team may be supported by a modest budget to support stimulating MSP activities.



6 Measuring Performance

Measuring performance is critical to the successful implementation of the MSP. Morinville will monitor progress through a set of specific indicators tied to each goal and target, and will report on changes and trends over time. Morinville's approach will be pragmatic and will balance the level of effort required to collect, manage and analyze data with the potential value of the information for informing strategic decision-making.

Indicators

Morinville has developed a comprehensive list of potential indicators leveraging practices from other communities and resident input. Morinville has selected a number of interim indicators from this list that will be used to track progress over the first three years of the plan, and has assigned responsibilities internally for collecting the data. For the most part, these interim indicators draw on readily available information that Morinville is already collecting (e.g. voter turnout) and at other times proxies will be used until more comprehensive data is available. Further investigation is needed to finalize the indicators for long-term reporting based on their feasibility, level of effort and value. (See *Appendix A – Potential Indicators* for details).

Reporting

Morinville will produce an annual MSP Report Card that will present values and trends for key indicators and list the key MSP commitments and activities of the previous year. Every third year, commencing in 2013, Morinville will conduct a resident survey and produce a more comprehensive MSP Report that presents the current status of every goal and target. Morinville will also integrate MSP commitments and indicators into regular municipal reporting and decision-making templates, such as staff reports to Council.

Plan Renewal

The MSP will be reviewed and updated regularly. Indicators will be reviewed on an annual basis to ensure Morinville is collecting the most appropriate data available using the most time- and cost-effective approach. Targets will be reviewed and improved as needed every three years as trends are established. Goals will be subject to a minor review every three years and a major review and renewal every nine years. The potential strategies and actions provided in the MSP Appendix will be reviewed and updated as part of the annual and three-year strategic planning processes.



7 Implementing the MSP

To implement the MSP, both the municipal government and the community will have to adopt new approaches and ways of thinking. The key to long-term success lies in integrating sustainability into decision-making structures, processes and practices at all levels of the community. Common barriers to implementing sustainability in municipalities and solutions to address them are presented in the table below.

This MSP is the result of a municipal government-led initiative to create a sustainability plan with the genuine intention that the community would be able to take ownership of a number of the goals and initiatives set forth and take steps, either on its own or in partnership with the municipal government, to bring them to fruition. The development of the pillars, goals and initiatives has been heavily directly by the community itself, and it is the desire of the municipal government for this citizen momentum to build and carry forward into the implementation phase that follows.

However, the municipal government cannot mandate or anticipate the level of community participation in the implementation phase; it can only encourage, support and facilitate action when appropriate. Therefore, the implementation section below focuses on how the municipal government can and will commit to implementing the goals and initiatives of this MSP, and describes ways in which it can encourage, support and facilitate community action.

Lack of community ownership over municipal government-led initiatives is one of the biggest challenges to plan implementation. Other common barriers to implementing sustainability in municipalities and potential solutions to address them are presented in the table below.

Table 1: Barriers and Success Factors for Implementing Sustainability¹

Common Barriers	Successful Strategies
<ol style="list-style-type: none"> 1. Entrenched attitudes and approaches that create individual and organizational “inertia” and resistance to change. 2. The lack of a compelling shared vision that clearly articulates what is to be achieved and how success will be measured. 3. Inconsistent levels of municipal and community ownership and commitment. 4. Lack of information and understanding of what sustainability is, why it’s important, and roles and responsibilities for implementation. 5. Hierarchical and segregated (or “silo”) structures and approaches to planning and decision-making. 6. Failure to institutionalize sustainability into management structures, processes and tools. 7. Time and resources. 8. External factors and systems. 	<ol style="list-style-type: none"> 1. Creating a shared understanding of sustainability. 2. Clearly establishing sustainability as a corporate priority. 3. Developing a clear, measurable and inspiring vision. 4. Building momentum and trust through transparent and accountable decision-making, measuring performance and reporting. 5. Constantly and persistently communicating the sustainability need, vision and priorities. 6. Establishing a credible home for sustainability within the municipality. 7. Aligning new and existing policies with sustainability objectives, priorities and principles. 8. Proactively identifying and partnering with sustainability leaders. 9. Taking early action that builds on existing assets, plans and activities.

¹ Taken from Morinville’s 2010 Draft MSP Environmental Scan

This section outlines how the municipal government of Morinville will integrate the MSP into core planning and decision-making. Morinville's approach to implementation draws on lessons learned in other municipalities and uses a seven part framework for effective integration:²

1) Leadership and Structure – *Aligning organizational structures and formalizing the senior commitment needed to facilitate implementation.*

- a. Morinville Council will formally adopt the MSP and its associated strategic planning framework as Morinville's overarching long range plan in March 2011.
- b. Morinville Council will establish terms of reference for each of the MSP governance bodies and formally launch and maintain them.
- c. Morinville administration will provide strategic leadership and planning to the implementation of the MSP so as to achieve the goals and targets.

2) Policy and Planning – *Creating the specific policies and plans needed to implement sustainability and aligning community policies with sustainability objectives.*

- a. In 2011, Morinville will develop a three-year Strategic Plan and Budget that will integrate and align existing plans and priorities with the MSP. Morinville will develop an annual business planning and budgeting process that aligns with the three-year plan and long-term MSP.
- b. Morinville will align plans, policies and processes to the MSP goals and targets as part of the regular update and renewal cycle.
- c. Morinville will finalize its strategic planning framework and MSP review process and formally adopt it. (See the section *Measuring Performance* for additional details).

3) Measuring Performance – *Developing effective management and performance measurement tools and processes to track and report on progress towards achieving sustainability objectives.*

- a. Morinville will develop a performance measurement system to monitor and report on progress toward the MSP commitments. This will include producing an annual report and an MSP Report every three years.
- b. Morinville will initiate a review of staff job descriptions and individual performance plans to ensure alignment with the MSP and associated policies.
- c. Morinville Council will task Morinville's Executive Committee with facilitating coordinated planning and project management for initiatives that require cross-departmental coordination and collaboration.

4) Decision-Making Support Tools – *Developing tools and processes that support decision-making at all stages and levels of planning and implementation.*

- a. Morinville will review and update existing reporting templates (e.g. Council report templates) in order to better align them with the MSP.
- b. Morinville will review and update other key operational documents (such as Request for Proposal templates) in order to better align them with the MSP.

² Framework based on Stratos, 2010. *Implementing Sustainability: Integrating Sustainability into Municipal Decision-Making*. Available at www.stratos-sts.com

5) Partnership and Engagement – *Engaging internal and external stakeholders as key partners in the process, including the development of formal partnership agreements.*

- a. Morinville will continue to engage with key community organizations, businesses and stakeholders regarding the MSP. As part of the MSP governance model, Morinville will:
 - i. Launch an MSP Partners and Leaders program for community members and organizations. A number of Leaders and Partners will be invited to form an MSP Stewardship Committee.
 - ii. Launch an MSP Leaders program for municipal staff using the same structure and approach as the external program. A number of Leaders will be invited to support the Executive Team with MSP related matters.
 - iii. Initiate an annual MSP Community Action Workshop, with the first workshop anticipated for late 2011 or early 2012.
(See the section *Stewardship of the MSP* for additional details).

6) Outreach and Education – *Developing an ongoing program to help people understand sustainability, use the decision-making support tools, and engage in community sustainability activities.*

- a. Morinville will develop an information package on the MSP (including a PowerPoint presentation and training) that MSP Partners and Leaders can use to engage community members around the MSP.
- b. Morinville will begin development of an internal training program on the MSP. This program may include information sessions on the MSP as well as training on how to use specific MSP reporting templates and tools.
- c. Morinville will develop a Morinville Sustainability Award program, including an annual event, to recognize sustainability leadership and volunteerism from community members, staff and organizations.

7) Taking Action – *Identifying and acting on immediate opportunities (or “low-hanging fruit”) and facilitating innovation through pilot and demonstration projects.*

- a. Community members identified a wide range of potential strategies and actions during the development of the MSP. Morinville will consider all of these ideas as part of its strategic and annual planning processes. Actions will be prioritized based on their strategic value, link to the MSP goals and their link to the community priorities identified through Morinville’s various consultation processes. (See *Appendix B – Potential Actions* for a list).
- b. Morinville will also establish a mechanism for capturing and tracking community ideas for action on an ongoing basis and will report back on these ideas publicly and through the annual Community Action workshop.

Ultimately, Morinville 2035 provides a framework for Morinville residents, businesses and organizations to work together to ensure our community is successful and continues to offer residents diverse opportunities and quality of life. Morinville is committed to making this vision a reality and building a lasting legacy of community wealth and well-being.

Appendix A – Potential Indicators

The table below presents a comprehensive list of potential indicators for monitoring progress towards each goal and target. Further work is needed in 2011 to finalize the indicators for long-term reporting based on the availability of data, the level of effort required to acquire, manage and analyze it, and its potential value for strategic planning and decision-making. Morinville may identify primary and secondary indicators and assign a level of priority for action. For example, some of the proposed indicators would require a significant investment of Morinville staff time and resources to develop and track (e.g. a quality of life index), whereas others require information which is not currently available (e.g. the ecological footprints of other municipalities in the Capital Region). In these cases, the municipality will determine whether to invest additional effort or to use an alternative indicator.

Interim indicators have been selected by staff based on data availability and accessibility and will be used for annual reporting in 2011 while the final list of indicators is being finalized. Morinville will build on and refine the interim indicators as more relevant data become available over the life of the plan.

GOVERNANCE GOALS	GOVERNANCE TARGETS	INDICATORS UNDER CONSIDERATION	FURTHER INVESTIGATION NEEDED	INTERIM INDICATORS FOR REPORTING
Involved Citizens ➤ Citizens are active participants in community building, planning and decision-making.	In 2035, Morinville has achieved a high score on its publicly-accessible Community Engagement Index.* <i>*Index and target score to be developed</i>	A Community Engagement Index which integrates some or all of the following indicators: <ul style="list-style-type: none"> - % voter turnout - # / % participation in annual public engagement activities - Level of adherence with internal policies and standards for informing, consulting and engaging citizens (e.g. holding specified # of annual Town Halls, # of meetings outside of administration building, etc.) - % of residents who indicate they are “very satisfied” or “satisfied” with participation opportunities (resident survey) - % of community organizations with formal partnerships with the municipality - # of partners signed on the MSP 	<ul style="list-style-type: none"> - Review of data availability and determination of appropriate methodology and timeline for developing Community Engagement Index - Establishment of baseline levels - Development of internal policies and standards for public engagement 	INDICATOR(S): <ul style="list-style-type: none"> - Voter turnout - Citizen Participation METRIC(S) <ul style="list-style-type: none"> - % of eligible voters participating in municipal elections - # of participants in public engagement activities (as % of voter turnout) DATA SOURCE(S) <ul style="list-style-type: none"> - Morinville RESPONSIBILITY: <ul style="list-style-type: none"> - Community Services

GOVERNANCE GOALS	GOVERNANCE TARGETS	INDICATORS UNDER CONSIDERATION	FURTHER INVESTIGATION NEEDED	INTERIM INDICATORS FOR REPORTING
<p>Sound Management</p> <ul style="list-style-type: none"> ➤ Municipal services are managed efficiently and effectively to ensure long-term fiscal sustainability. 	<p>In 2035, Morinville's property taxes and service fees are competitive within the Capital region and accurately reflect the long-term, true cost of service delivery.</p>	<ul style="list-style-type: none"> - Relative ranking of property tax rates and service fees within the Capital region - % of core services whose fees reflect long-term true cost of service delivery (e.g. development cost charges, water rates, etc.) - Ratio of property tax increases relative to municipal inflation rate - Status of long-range capital plan, debt service ratio and other financial planning processes - Value for taxpayer dollars measure - Asset management plan is in place and funded. 	<ul style="list-style-type: none"> - Review data availability and feasibility of assessing relative ranking, true cost and municipal inflation rates. - Establish baseline and targets (as appropriate) - as of 2008 the commercial-to-residential tax ratio is 9:91. 	<p>INDICATOR(S):</p> <ul style="list-style-type: none"> - Regional property tax ranking <p>METRIC(S)</p> <ul style="list-style-type: none"> - Ranking (mill rate, average \$ and assessment) in Alberta <p>DATA SOURCE(S)</p> <ul style="list-style-type: none"> - Morinville , Capital Region, Alberta Municipal Affairs, AUMA and FCM <p>RESPONSIBILITY:</p> <ul style="list-style-type: none"> - Corporate Services

GOVERNANCE GOALS	GOVERNANCE TARGETS	INDICATORS UNDER CONSIDERATION	FURTHER INVESTIGATION NEEDED	INTERIM INDICATORS FOR REPORTING
<p>Accountable Leadership</p> <ul style="list-style-type: none"> ➤ Municipal decision-making is transparent and accountable to the community and its long-term vision. 	<p>In 2035, Morinville has achieved a high score on its publicly accessible Accountability Report Card.*</p> <p><i>*Report Card and target score to be developed</i></p>	<p>Development of an Accountability Report Card that encompasses some or all of the following metrics:</p> <ul style="list-style-type: none"> - % of public commitments delivered - % of key information (e.g. meeting minutes, reports) posted within established timelines - % of residents who indicate they are “very satisfied” or “satisfied” with the timeliness and transparency of decisions - % of residents who “strongly agree” or “agree” that local decision-makers have the best interests of the community in mind when making most decisions - Reporting of MSP performance indicators - Degree of adherence with internal policies that guide governance and decision-making (e.g. % of key documents that are posted for public consultation) - Degree of integration of sustainability and MSP goals into decision-making practices and processes - Status of governance and decision-making policies and framework 	<ul style="list-style-type: none"> - Review data availability and feasibility - Review other report card approaches and decide on indicators and scoring - Determine who (or what organization) will be responsible for producing the report card - Determine a set of clear, practical criteria for determining levels of adherence with internal policies and integration of the MSP into decision-making. 	<p>INDICATOR(S):</p> <ul style="list-style-type: none"> - Resident satisfaction survey - Website is kept current and provides relevant information - MSP report card <p>METRIC(S)</p> <ul style="list-style-type: none"> - Described under indicators <p>DATA SOURCE(S)</p> <ul style="list-style-type: none"> - Work with AUMA to develop common Alberta indicators <p>RESPONSIBILITY:</p> <ul style="list-style-type: none"> - Executive team

GOVERNANCE GOALS	GOVERNANCE TARGETS	INDICATORS UNDER CONSIDERATION	FURTHER INVESTIGATION NEEDED	INTERIM INDICATORS FOR REPORTING
<p>Quality Service</p> <ul style="list-style-type: none"> ➤ The Municipality delivers cost-effective, quality customer service. 	<p>In 2035, the majority of residents (over 80%) are satisfied with the quality of service delivered by the municipality.</p>	<ul style="list-style-type: none"> - % of residents who indicate they are “very satisfied” or “satisfied” with the quality of service (resident survey) - % of users who indicate they are “very satisfied” or “satisfied” with the quality of service (service-specific evaluation forms) - Performance relative to internal service standards or a Timely Service Index 	<ul style="list-style-type: none"> - Development of internal customer service standards and guidelines - Development of survey questions for resident survey and for service-specific evaluation forms - Determine feasibility of developing a Timely Service Index 	<p>INDICATOR(S):</p> <ul style="list-style-type: none"> - Three year Resident satisfaction survey (# of survey respondents are statistically representative of Morinville residents and stakeholders) <p>METRIC(S)</p> <ul style="list-style-type: none"> - Described under indicators <p>DATA SOURCE(S)</p> <ul style="list-style-type: none"> - Morinville survey results <p>RESPONSIBILITY:</p> <ul style="list-style-type: none"> - Executive Team
<p>Efficient Community Planning</p> <ul style="list-style-type: none"> ➤ Land-use and community planning supports the development of an efficient, well-connected, complete and beautiful community. 	<p>In 2035, Morinville has achieved its land use and development targets as outlined in its Municipal Development Plan and Municipal Sustainability Plan.*</p> <p><i>*Targets to be developed</i></p>	<p>Key targets in the MDP will address:</p> <ul style="list-style-type: none"> - Development density (units/hectare) - Accessibility of amenities (standard distances from residences) - Targets drawn from other MSP pillars (e.g. transportation, open space, tax split representing non-residential development, maintenance and upgrading of utilities and infrastructure, traffic circulation, etc.) 	<ul style="list-style-type: none"> - Development and adoption of a set of design principles and related targets based on the MSP (as part of the Municipal Development Plan) 	<p>INDICATOR(S):</p> <ul style="list-style-type: none"> - MDP updated with Density targets - Density targets achieved <p>METRIC(S)</p> <ul style="list-style-type: none"> - To be developed with the MDP <p>DATA SOURCE(S)</p> <ul style="list-style-type: none"> - Morinville MDP reporting <p>RESPONSIBILITY:</p> <ul style="list-style-type: none"> - Planning and Development

GOVERNANCE GOALS	GOVERNANCE TARGETS	INDICATORS UNDER CONSIDERATION	FURTHER INVESTIGATION NEEDED	INTERIM INDICATORS FOR REPORTING
<p>Regional Leadership</p> <ul style="list-style-type: none"> ➤ The municipality is a regional leader in local government innovation, policy development and sustainability. 	<p>In 2035, Morinville is a recognized regional leader in innovation and sustainability.</p>	<ul style="list-style-type: none"> - # and nature of awards nominated for, short-listed for or won - Nature and level of involvement in regional, sub-regional, provincial and national boards, committees and decision-making bodies (e.g. CRB, AUMA, FCM) - MSP Performance (overall) - # of formal and informal partnerships - # of invitations for Morinville to speak or showcase achievements at conferences or events - # Cooperative ventures with other municipalities to jointly deliver shared programs and services when supported by a sound business case. - Council effectively leverages its contacts and influence with other orders of government to support the interests of citizens. 	<ul style="list-style-type: none"> - Identification of what information is currently being tracked and development of baseline. 	<p>INDICATOR(S):</p> <ul style="list-style-type: none"> - # awards received and applied for - Council participation/formal roles on CRB, AUMA and FCM committees - Participation in joint initiatives <p>METRIC(S)</p> <ul style="list-style-type: none"> - # of awards - # of boards and committees - #MOUs, partnership agreements, joint venture initiatives <p>DATA SOURCE(S)</p> <ul style="list-style-type: none"> - Capital region, AUMA, FCM, Alberta Government - Morinville <p>RESPONSIBILITY:</p> <ul style="list-style-type: none"> - Mayor and Council - Executive Team

CULTURAL GOALS	CULTURAL TARGETS	INDICATORS UNDER CONSIDERATION	FURTHER INVESTIGATION NEEDED	INTERIM INDICATORS FOR REPORTING
<p>Celebrate Arts, Culture and Heritage</p> <p>➤ Diverse arts, cultural and heritage venues and events are visible, celebrated and supported.</p>	<p>In 2035, the majority of Morinville residents (<i>% to be determined</i>) volunteer, contribute, perform and/or participate in at least one arts, culture or heritage activity each year.*</p> <p><i>*To be determined based on baseline information</i></p>	<ul style="list-style-type: none"> - % of residents who participate in major events and activities (Total number of volunteers and participants in major events and activities / population of municipality). - % of residents who indicate they volunteer, contribute perform or participate in at least one arts, culture or heritage activity each year (resident survey). - Community Cultural Centre usage (# of conferences, weddings, corporate events, meetings seminars, trade shows, theatre, music and dance performances, visual art exhibits, family programming and community celebrations) - Partnerships and Collaborative Arrangements (# of formal/ informal community group partnerships established) - # of events delivered annually and # of participants - Spending on arts, culture and heritage infrastructure (per capita, \$ per year, # of facilities) - Identification and protection/designation of historically significant buildings - Recognition of historically significant persons (commemorative naming) 	<ul style="list-style-type: none"> - Confirm accessibility of information. For example, could decide to just use statistics from major events and community centre usage. - Confirmation of decision to hold resident survey 	<p>INDICATOR(S):</p> <ul style="list-style-type: none"> - # volunteer hours contributed - # non-profit organizations & membership numbers - Community Cultural Centre usage <p>METRIC(S)</p> <ul style="list-style-type: none"> - Described under indicators <p>DATA SOURCE(S)</p> <ul style="list-style-type: none"> - Community Cultural Centre reservation system - Enrolment in program and services - Volunteer information system <p>RESPONSIBILITY:</p> <ul style="list-style-type: none"> - Community Services

CULTURAL GOALS	CULTURAL TARGETS	INDICATORS UNDER CONSIDERATION	FURTHER INVESTIGATION NEEDED	INTERIM INDICATORS FOR REPORTING
<p>Diverse Recreation</p> <ul style="list-style-type: none"> ➤ Quality recreational opportunities are accessible, affordable and reflect the needs of Morinville's diverse residents. 	<p>In 2035, most residents (over 75%) are able to satisfy the majority (over 75%) of their recreational needs within Morinville.*</p> <p><i>*To be refined based on baseline information</i></p>	<ul style="list-style-type: none"> - % of residents who indicate that "all" or "most" of their recreational needs are met in Morinville (resident survey) - # of recreational facilities per 1000 residents - # of recreational programs per 1000 residents - Length, connectivity and usage of the trails in network - Program and facility usage numbers - Recreation and leisure investments (spending per capita) 	<ul style="list-style-type: none"> - Determine if survey and needs assessment can be committed to every 3 to 5 years - Determine opportunities for collecting recreation usage (registered as well as spontaneous usage) 	<p>INDICATOR(S):</p> <ul style="list-style-type: none"> - All bullets <p>METRIC(S)</p> <ul style="list-style-type: none"> - Described under indicators <p>DATA SOURCE(S)</p> <ul style="list-style-type: none"> - Resident survey - Regional data on facilities and programs - Current measurements of trails - Ticket sales <p>RESPONSIBILITY:</p> <ul style="list-style-type: none"> - Community Services

CULTURAL GOALS	CULTURAL TARGETS	INDICATORS UNDER CONSIDERATION	FURTHER INVESTIGATION NEEDED	INTERIM INDICATORS FOR REPORTING
<p>Shared Identity</p> <ul style="list-style-type: none"> ➤ Backgrounds of residents become more diverse and continue to be respected and reflected in Morinville's welcoming and inviting small town culture and identity. 	<p>In 2035, all Morinville residents (over 90%) share a common understanding and sense of pride in their community.</p>	<ul style="list-style-type: none"> - # of multicultural events per year - # of events per year per demographic group - % of residents who indicate that community acceptance of diverse cultures is "high" or "very high" (resident survey) - % of residents who indicate that they feel a "high" or "very high" sense of pride in their community (resident survey) 	<ul style="list-style-type: none"> - Feasibility of survey - investigate partnership and/or tools that can be leveraged through AB Tourism, AB Parks, Recreation and Tourism Department 	<p>INDICATOR(S):</p> <ul style="list-style-type: none"> - Resident satisfaction (survey) - Population becomes more diverse (census / survey) - # of multicultural events per year <p>METRIC(S)</p> <ul style="list-style-type: none"> - Specific survey question to be developed <p>DATA SOURCE(S)</p> <ul style="list-style-type: none"> - Community Cultural Centre reservation system - Enrolment in program and services - Volunteer information system - Census - Resident survey <p>RESPONSIBILITY:</p> <ul style="list-style-type: none"> - Community Services

SOCIAL GOALS	SOCIAL TARGETS	INDICATORS UNDER CONSIDERATION	FURTHER INVESTIGATION NEEDED	INTERIM INDICATORS FOR REPORTING
<p>Desirable Community</p> <ul style="list-style-type: none"> Morinville is recognized as the family choice: a desirable community with a high quality of life. 	<p>In 2035, Morinville is ranked as one of the most desirable communities (top 10%) in Alberta to live for its size and population.</p>	<ul style="list-style-type: none"> % of residents who are “very satisfied” or “satisfied” with the quality of life in Morinville Provincial ranking for desirability or quality of life (when data becomes available) Score on Morinville quality of life index relative to baseline year 	<ul style="list-style-type: none"> Review existing quality of life indexes and rankings, select best approach for Morinville and establish baseline for comparison Confirm resident survey and finalize questions. 	<p>INDICATOR(S):</p> <ul style="list-style-type: none"> Resident satisfaction (survey) Trend in population growth <p>METRIC(S)</p> <ul style="list-style-type: none"> # of residents who live in Morinville # of residents who have lived in Morinville more than 5 years Resident survey question to be developed <p>DATA SOURCE(S)</p> <ul style="list-style-type: none"> Census Needs Assessment Survey Provincial population growth (by community) statistics Resident survey <p>RESPONSIBILITY:</p> <ul style="list-style-type: none"> Community Services

SOCIAL GOALS	SOCIAL TARGETS	INDICATORS UNDER CONSIDERATION	FURTHER INVESTIGATION NEEDED	INTERIM INDICATORS FOR REPORTING
<p>Healthy Community</p> <p>➤ Residents have healthy lifestyles and comprehensive community services support their physical and mental wellbeing.</p>	<p>In 2035, Morinville residents' levels of health and the accessibility of health care services in the community exceed the provincial average.</p>	<ul style="list-style-type: none"> - # of health professionals per capita relative to national average - Incident rates per capita of top 5 chronic diseases (obesity, diabetes) relative to national average - % of residents who are "very satisfied" or "satisfied" with the accessibility and quality of health care services (resident survey) - Status of community health programs and organizations - % of residents actively involved in leisure activities/recreation 	<ul style="list-style-type: none"> - Identify national averages (# of health professionals per capita, chronic disease levels) - Determine scope of assessment (local/ regional boundaries) - Determine and finalize methodology and data sources 	<p>INDICATOR(S):</p> <ul style="list-style-type: none"> - Resident satisfaction (survey) - # of registrations in leisure programs <p>METRIC(S)</p> <ul style="list-style-type: none"> - # of facilities and services available - Resident survey question to be developed <p>DATA SOURCE(S)</p> <ul style="list-style-type: none"> - Alberta Health Services - Program registration database - Resident survey <p>RESPONSIBILITY:</p> <ul style="list-style-type: none"> - Community Services

SOCIAL GOALS	SOCIAL TARGETS	INDICATORS UNDER CONSIDERATION	FURTHER INVESTIGATION NEEDED	INTERIM INDICATORS FOR REPORTING
<p>Safe Community</p> <ul style="list-style-type: none"> Morinville is a friendly, safe and prepared community. 	<p>In 2035, Morinville continues to achieve low accident and crime levels per capita (2010 baseline year).</p>	<ul style="list-style-type: none"> # staff per capita on protection services (fire, police) Incident rates per capita of key indicators (violent crime, vehicle accidents, fire) State of emergency / disaster planning and preparation relative to best practices (e.g. whether a plan exists and is updated) General description and status of community protection services, programs and organizations Perception of safety (survey) – i.e. eyes on the street creating a feeling of a safe community Quality of the built environment (i.e. number of condemned buildings) # of preventable workplace injuries 	<ul style="list-style-type: none"> Review available data and determine methodology and baseline levels for key indicators. Review best practices in emergency/ disaster planning for a municipality of Morinville's size 	<p>INDICATOR(S):</p> <ul style="list-style-type: none"> # protection services staff per capita Trend in # and nature of reported incidents State of disaster plan <p>METRIC(S)</p> <ul style="list-style-type: none"> # of RCMP, Peace Officers and Fire Protection workers # and nature of reported incidents Disaster Plan up-to-date and plan exercised annually <p>DATA SOURCE(S)</p> <ul style="list-style-type: none"> RCMP monthly stats Protection services staffing levels <p>RESPONSIBILITY:</p> <ul style="list-style-type: none"> Community Services

SOCIAL GOALS	SOCIAL TARGETS	INDICATORS UNDER CONSIDERATION	FURTHER INVESTIGATION NEEDED	INTERIM INDICATORS FOR REPORTING
<p>Inclusive Community</p> <ul style="list-style-type: none"> ➤ Community services and programs are in place to meet residents' diverse needs. 	<p>In 2035, all Morinville residents (over 90%) have a strong sense of trust and belonging in the community.</p>	<ul style="list-style-type: none"> - % of residents who indicate that they are able to meet "all" or "most" of their needs within the community (resident survey) - % of residents who describe their sense of belonging to the Morinville community as "somewhat strong" or "very strong" (resident survey) - % of residents by demographic type (age, income, resident status) who volunteer - # of community organizations and # of members - Status of community services relative to needs survey and definition of "core community services" - # of programs per type and age group (e.g. youth, seniors, etc.) 	<ul style="list-style-type: none"> - Develop definition of core needs and services and methodology for updating - Determine availability of volunteerism data 	<p>INDICATOR(S):</p> <ul style="list-style-type: none"> - Resident responses to survey questions on meeting needs and sense of belonging - Trend in # of programs for each resident type/age group <p>METRIC(S)</p> <ul style="list-style-type: none"> - Survey questions under development. - Program inventory by target resident type and age group <p>DATA SOURCE(S)</p> <ul style="list-style-type: none"> - Community Guide - Volunteer Information system - Needs Assessment - Survey <p>RESPONSIBILITY:</p> <ul style="list-style-type: none"> - Community Services

SOCIAL GOALS	SOCIAL TARGETS	INDICATORS UNDER CONSIDERATION	FURTHER INVESTIGATION NEEDED	INTERIM INDICATORS FOR REPORTING
<p>Affordable Community</p> <p>➤ Morinville is an affordable place in which to live and retire.</p>	<p>In 2035, a good balance of housing types and options exist to provide residents with safe and appropriate affordable housing (housing costs no more than 30% of gross income).</p>	<ul style="list-style-type: none"> - % of residents paying no more than 30% of their family income on housing costs - Housing availability (# by type, cost and tenure) by key population demographic - Ratio of poverty rates (# of families below the poverty line) to key programs (# of subsidized housing units) - Use of central information sources / rent supplement program 	<ul style="list-style-type: none"> - Confirm alignment with Morinville Community Housing Plan - Review existing data to develop methodology and indicators - Establish baseline housing and poverty data - Explore the development of more specific targets for poverty levels or housing affordability 	<p>INDICATOR(S):</p> <ul style="list-style-type: none"> - residents paying more than 30% of family income on housing costs - Food Bank usage (trend) <p>METRIC(S)</p> <ul style="list-style-type: none"> - % of residents paying more than 30% of family income on housing costs - # people using Food Bank <p>DATA SOURCE(S)</p> <ul style="list-style-type: none"> - Food bank - Census - Federal Government <p>RESPONSIBILITY:</p> <ul style="list-style-type: none"> - Community Services and Planning & Development

SOCIAL GOALS	SOCIAL TARGETS	INDICATORS UNDER CONSIDERATION	FURTHER INVESTIGATION NEEDED	INTERIM INDICATORS FOR REPORTING
<p>Learning Community</p> <ul style="list-style-type: none"> ➤ All Morinville residents can access opportunities for lifelong learning and personal development. 	<p>In 2035, the community of Morinville has maintained a Composite Learning Index score that is at or above the provincial and national averages.</p>	<ul style="list-style-type: none"> - Composite Learning Index trend and score relative to national average (in 2010, Morinville's score was 78/100 compared to the national average of 75/100). - Continued evolution of the Library (in terms of function, role, connection and linkages) and community support of the library and related learning resource infrastructure. Measured by usage and circulation levels. - Status of organizations and programs related to education (ECE, public/private schools (K-12), post-secondary, career training, college, etc.). 	<ul style="list-style-type: none"> - Review CLI methodology and approach 	<p>INDICATOR(S):</p> <ul style="list-style-type: none"> - Composite Learning Index (trend) - Library usage <p>METRIC(S)</p> <ul style="list-style-type: none"> - Morinville's annual learning index - # Library users and circulation levels <p>DATA SOURCE(S)</p> <ul style="list-style-type: none"> - Composite Learning Index from the Canadian Council of Learning - Library <p>RESPONSIBILITY:</p> <ul style="list-style-type: none"> - Community Services

ECONOMIC GOALS	ECONOMIC TARGETS	INDICATORS UNDER CONSIDERATION	FURTHER INVESTIGATION NEEDED	INTERIM INDICATORS FOR REPORTING
<p>Healthy Economy</p> <p>➤ Morinville's local and regional economies are healthy, resilient and environmentally responsible.</p>	<p>In 2035, Morinville has a healthy (20:80) business-to-resident tax split.*</p> <p><i>*Target tax split to be refined based on baseline information</i></p>	<ul style="list-style-type: none"> - Resident to business tax split - % of downtown core and other commercially zoned areas that is occupied, operating and successful - Key economic indicators (% unemployment, average income, # of business licenses issued for home based, resident & non-resident (out-of-towners), etc.) - % of environmentally responsible businesses - Status of economic development planning and related programs - Amount (# and \$ values) of residential and non-residential building permits - Cost of lease space - Unemployment rate 	<ul style="list-style-type: none"> - Review existing data to develop methodology and indicators - Explore creation of an economic development index as part of the 2011 economic development strategy (to use as alternative to resident: business tax ratio) 	<p>INDICATOR(S):</p> <ul style="list-style-type: none"> - Tax split <p>METRIC(S)</p> <ul style="list-style-type: none"> - Resident and Business/Industry tax ratio <p>DATA SOURCE(S)</p> <ul style="list-style-type: none"> - Edmonton CMA is reported monthly in CMHC's Housing Now - Corporate Services - Federal and Provincial Governments - Census <p>RESPONSIBILITY:</p> <ul style="list-style-type: none"> - Corporate Services and Planning and Development

ECONOMIC GOALS	ECONOMIC TARGETS	INDICATORS UNDER CONSIDERATION	FURTHER INVESTIGATION NEEDED	INTERIM INDICATORS FOR REPORTING
<p>Thriving Local Businesses</p> <ul style="list-style-type: none"> ➤ Morinville supports and encourages a diverse range of local businesses and employers. 	<p>In 2035, the community of Morinville has developed a diverse local economy as reflected in its Business Diversity Index.*</p> <p><i>*Index and target to be developed</i></p>	<p>Business Diversity Index score. This index may incorporate some or all of the following elements:</p> <ul style="list-style-type: none"> - # of businesses per capita by sector/type - % of residents who live and work in Morinville - % of business that survive beyond the first five years - % of businesses that participate in the Chamber of Commerce - % of businesses that are owned by local residents 	<ul style="list-style-type: none"> - Explore options and methodologies for developing an index as part of the 2011 economic development strategy - Establish a baseline year and target for the business diversity index 	<p>INDICATOR(S):</p> <ul style="list-style-type: none"> - Businesses per capita - Residents living and working in Morinville - Participation in the Chamber of Commerce <p>METRIC(S)</p> <ul style="list-style-type: none"> - # of businesses per capita - % of residents who live and work in Morinville - % of businesses that participate in the Chamber of Commerce <p>DATA SOURCE(S)</p> <ul style="list-style-type: none"> - Sturgeon County - Agricultural Society - Stats Canada employment stats? - Morinville Census data <p>RESPONSIBILITY:</p> <ul style="list-style-type: none"> - Executive Team and Corporate Services

ECONOMIC GOALS	ECONOMIC TARGETS	INDICATORS UNDER CONSIDERATION	FURTHER INVESTIGATION NEEDED	INTERIM INDICATORS FOR REPORTING
<p>Thriving Local Agriculture</p> <ul style="list-style-type: none"> Morinville is the local centre for production, consumption and distribution of healthy and sustainable food in the region. 	<p>In 2035, the community of Morinville has achieved its targets for local agriculture and value-added activities.*</p> <p><i>*Targets to be developed</i></p>	<ul style="list-style-type: none"> \$ per year of agricultural and related value-added activities % or # of farms producing for local consumption within specified region # of local agriculture-based businesses Status and season of operation of local farmers market (# of booths, length of season) Core Food index score (refers to the number of weeks the municipal population could survive using locally grown and produced food) 	<ul style="list-style-type: none"> Explore data availability, indicator options and methodologies as part of the 2011 economic development strategy. Establish a baseline year and targets for local agriculture. 	<p>INDICATOR(S):</p> <ul style="list-style-type: none"> To be Developed <p>METRIC(S)</p> <ul style="list-style-type: none"> To be Developed <p>DATA SOURCE(S)</p> <ul style="list-style-type: none"> To be identified <p>RESPONSIBILITY:</p> <ul style="list-style-type: none"> Executive Team
<p>Complete Visitor Experience</p> <ul style="list-style-type: none"> Morinville is a desirable community to visit that offers a complete visitor experience and acts as a hub for regional tourism. 	<p>In 2035, Morinville is recognized as a regional destination of choice for culture, heritage and recreation.</p>	<ul style="list-style-type: none"> % of visitors who rate Morinville as a destination of choice (tourist survey) # of visitors per year # of events per year and # of participants in events by postal or zip code # of and diversity of events, and # of seats sold at the community cultural centre # of positive media mentions and reviews in relevant tourism websites and publications % of Morinville GDP derived from tourism activities Status of local attractions and visitor services 	<ul style="list-style-type: none"> Explore options for development and implementation of a visitor survey Establish a baseline year and targets as part of the 2011 economic development strategy 	<p>INDICATOR(S):</p> <ul style="list-style-type: none"> Events Community Cultural Centre usage <p>METRIC(S)</p> <ul style="list-style-type: none"> # of events per year # of seats sold at the Community Cultural Centre <p>DATA SOURCE(S)</p> <ul style="list-style-type: none"> Census Community Cultural Centre <p>RESPONSIBILITY:</p> <ul style="list-style-type: none"> Executive Team

INFRASTRUCTURE GOALS	INFRASTRUCTURE TARGETS	INDICATORS UNDER CONSIDERATION	FURTHER INVESTIGATION NEEDED	INTERIM INDICATORS FOR REPORTING
<p>Smart Transportation</p> <ul style="list-style-type: none"> ➤ A multimodal transportation system supports efficient movement throughout the community and region. 	<p>In 2035, the majority of trips (over 50%) within Morinville are made using alternative transportation modes (i.e. walking, cycling, car-pooling or public transit) and alternative options are available for regional transportation.</p>	<ul style="list-style-type: none"> - % of total community trips by each mode of transportation - % of municipal Council and staff trips by each mode of transportation - Status of transportation infrastructure in support of each mode of transportation - % of houses within a 5-minute walk (or 400m) of a public transit stop - Residents' perception of the accessibility and affordability of smart transportation options - Length of dedicated bike lanes - Proportion of roads with sidewalks - Length of crosswalks over collectors/arterials - Commute distance/time - # of registered vehicles per household 	<ul style="list-style-type: none"> - Determine short- and long-term methodology for data collection and establish baseline 	<p>INDICATOR(S):</p> <ul style="list-style-type: none"> - #, type and frequency of public transportation options including walking and cycling <p>METRIC(S)</p> <ul style="list-style-type: none"> - # of taxi cabs available to residents - # and frequency of bus or train stops in Morinville <p>DATA SOURCE(S)</p> <ul style="list-style-type: none"> - Transportation providers (Greyhound, CN/CP) <p>RESPONSIBILITY:</p> <ul style="list-style-type: none"> - Corporate Services - Planning & Development - Public Works

INFRASTRUCTURE GOALS	INFRASTRUCTURE TARGETS	INDICATORS UNDER CONSIDERATION	FURTHER INVESTIGATION NEEDED	INTERIM INDICATORS FOR REPORTING
<p>Green Buildings</p> <ul style="list-style-type: none"> ➤ Buildings, developments and public facilities are green and barrier free. 	<p>In 2035, the majority of building stock (over 50%) and all (100%) new development, construction and renovation activities meet an approved green building standard.</p>	<ul style="list-style-type: none"> - % of new development, construction and renovation meeting an approved green standard - % of building stock meeting an approved green standard - Status of programs and initiatives related to green buildings 	<ul style="list-style-type: none"> - Review options to identify qualifying municipal green standards (e.g. LEED, BuiltGreen) - Determine methodology for tracking status of current building stock and new building stock 	<p>INDICATOR(S):</p> <ul style="list-style-type: none"> - Refreshed public policy to advance green practices in development permits and agreements <p>METRIC(S)</p> <ul style="list-style-type: none"> - # of development agreements with green commitments <p>DATA SOURCE(S)</p> <ul style="list-style-type: none"> - Planning and Development - Developers <p>RESPONSIBILITY:</p> <ul style="list-style-type: none"> - Planning and Development and Public Works
<p>Toward Zero Waste</p> <ul style="list-style-type: none"> ➤ Morinville proactively reduces, diverts and manages solid waste. 	<p>In 2035, Morinville's solid waste diversion rate is at least 65%.</p>	<ul style="list-style-type: none"> - % of solid waste diverted from landfill - Total kg of solid waste per capita - Status of programs and initiatives related to waste reduction - # of households participating in recycling program 	<ul style="list-style-type: none"> - Determine current baseline and methodology - Review regional practices to confirm target % (could increase or decrease) 	<p>INDICATOR(S):</p> <ul style="list-style-type: none"> - Solid waste diversion - Introduction of additional diversion options such as organics <p>METRIC(S)</p> <ul style="list-style-type: none"> - % solid waste diverted - Trend in diversion options <p>DATA SOURCE(S)</p> <ul style="list-style-type: none"> - Planning and development - Public Works <p>RESPONSIBILITY:</p> <ul style="list-style-type: none"> - Planning and development - Public Works

INFRASTRUCTURE GOALS	INFRASTRUCTURE TARGETS	INDICATORS UNDER CONSIDERATION	FURTHER INVESTIGATION NEEDED	INTERIM INDICATORS FOR REPORTING
<p>Water Stewardship</p> <ul style="list-style-type: none"> ➤ Morinville is a leader in water conservation and wastewater management. 	<p>In 2035, Morinville has the lowest per capita water consumption rate of comparable municipalities in the Capital region.</p>	<ul style="list-style-type: none"> - Regional ranking in water consumption (litres per capita per day (lcpd)) - Infrastructure leakage index (ILI) - Municipal (corporate) water consumption statistics (litres per day) - Status of programs and initiatives related to water conservation and waste water (sewage and storm) management 	<ul style="list-style-type: none"> - Establish baselines for Infrastructure leakage index (ILI) and water consumption rates (lcpd) 	<p>INDICATOR(S):</p> <ul style="list-style-type: none"> - Per capita consumption - Communication/education activities - Water conservation measures in new construction <p>METRIC(S)</p> <ul style="list-style-type: none"> - Daily per capita consumption - # of educational tools developed and used - # of conservation fixtures in building permits <p>DATA SOURCE(S)</p> <ul style="list-style-type: none"> - building permits - Regional Water statistics <p>RESPONSIBILITY:</p> <ul style="list-style-type: none"> - Planning and Development and Public Works

INFRASTRUCTURE GOALS	INFRASTRUCTURE TARGETS	INDICATORS UNDER CONSIDERATION	FURTHER INVESTIGATION NEEDED	INTERIM INDICATORS FOR REPORTING
<p>Energy Efficiency</p> <ul style="list-style-type: none"> ➤ Morinville supports the efficient and responsible use of clean and renewable energy. 	<p>In 2035, Morinville has among the lowest (top 10%) per capita energy consumption rate of comparable municipalities in the Capital region.</p>	<ul style="list-style-type: none"> - Regional ranking in community per capita energy consumption (measure to be determined) - Municipal (corporate) energy consumption statistics - % of total energy provided from renewable sources - Status of program and initiatives related to energy conservation and community energy planning 	<ul style="list-style-type: none"> - Establish methodology and baseline for energy consumption assessment both corporate and community-wide 	<p>INDICATOR(S):</p> <ul style="list-style-type: none"> - Municipal (corporate) energy consumption programs and statistics <p>METRIC(S)</p> <ul style="list-style-type: none"> - Energy audit - consumption statistics - # of program initiatives <p>DATA SOURCE(S)</p> <ul style="list-style-type: none"> - Morinville - FCM, AUMA or Alberta government <p>RESPONSIBILITY:</p> <ul style="list-style-type: none"> - Public Works - Executive Team
<p>Effective Information Technology and Communications</p> <ul style="list-style-type: none"> ➤ Automation, communication and information systems support effective planning and service delivery. 	<p>In 2035, Morinville is using the most appropriate and cost-effective technology available to support service delivery.</p>	<ul style="list-style-type: none"> - % of staff who “agree” or “somewhat agree” that Morinville has an efficient Administration and staff are provided the tools to support the delivery of services and information through modern means. (staff survey) - % of residents who “agree” or “somewhat agree” that Morinville has an efficient Administration and is able to support the delivery of services and information through modern means. (resident survey) - Current status of technology systems and plans compared to needs assessment and capital plans 	<ul style="list-style-type: none"> - Confirm timelines for resident and staff surveys and finalize questions. - Establish baseline levels. 	<p>INDICATOR(S):</p> <ul style="list-style-type: none"> - Employee satisfaction (survey) - Resident satisfaction (survey) <p>METRIC(S)</p> <ul style="list-style-type: none"> - Survey questions under development <p>DATA SOURCE(S)</p> <ul style="list-style-type: none"> - Surveys - Audit reports <p>RESPONSIBILITY:</p> <ul style="list-style-type: none"> - Corporate Services

INFRASTRUCTURE GOALS	INFRASTRUCTURE TARGETS	INDICATORS UNDER CONSIDERATION	FURTHER INVESTIGATION NEEDED	INTERIM INDICATORS FOR REPORTING
<p>Responsible Management</p> <ul style="list-style-type: none"> ➤ All municipal infrastructure is sound, secure, safe, well maintained and managed in a fiscally responsible manner. 	<p>In 2035, Morinville continues to optimize its balanced, proactive approach to sustaining infrastructure through effective life cycle management that minimizes cost and risk through the use of an adopted full cost recovery model.</p>	<ul style="list-style-type: none"> - The long-range capital plan, debt service ratio and other financial planning processes are in place and effectively used. - Funding is allocated to the reserve fund based on the established schedule and amount as determined in the asset management plan. - Morinville continues to have safe drinking water which meets consumption requirements. - Regular and appropriate testing is in place to test water quality with procedures available to quality issues. - Number of road and sidewalks repairs required on an annual basis. - Number of water main breaks per year. - Number of sewer breaks and backups per year. - Number of complaints from residents with respect to potholes, trail system. - Decrease Water leakage index. 	<ul style="list-style-type: none"> - This is a new goal that was added in the final revision. Additional work is required to identify appropriate indicators. 	<p>INDICATOR(S):</p> <ul style="list-style-type: none"> - Ratio between the forecast for the Reserve fund to forecast expected Infrastructure Costs. - Safe drinking water continues to be available. <p>METRIC(S)</p> <ul style="list-style-type: none"> - Reserve fund balances. - Dollar amount of debentures needed to support infrastructure requirements. - Water safety guidelines standards. <p>DATA SOURCE(S)</p> <ul style="list-style-type: none"> - Water safety test results. - Financial reports and statements. <p>RESPONSIBILITY: Executive Team and Council.</p>

ENVIRONMENTAL GOALS	ENVIRONMENTAL TARGETS	INDICATORS UNDER CONSIDERATION	FURTHER INVESTIGATION NEEDED	INTERIM INDICATORS FOR REPORTING
<p>Healthy Ecosystems</p> <p>➤ Morinville's parks and surrounding natural ecosystems are healthy and protected.</p>	<p>In 2035, Morinville has achieved or exceeded its targets for the accessibility, quality and availability of parks and natural spaces.*</p> <p><i>*Targets to be developed</i></p>	<ul style="list-style-type: none"> - % of identified ecologically sensitive habitat that is protected - % of population (or residences) within a five-minute walk of a park, greenway or other natural space - % reduction (or total quantity/year) of pesticide use - % of Morinville area that is comprised of open spaces, parks and natural spaces. 	<ul style="list-style-type: none"> - Review current data and determine scope, boundaries and baseline. - Assess options for i) defining cosmetic use and tracking pesticide use, ii) identifying and protecting ecologically sensitive areas. 	<p>INDICATOR(S):</p> <ul style="list-style-type: none"> - Accessibility of parks and natural spaces - Area of parks and natural spaces <p>METRIC(S)</p> <ul style="list-style-type: none"> - % population within 5-minute walk of park/natural space - distance between neighbourhoods and natural areas - % municipal area comprised of open spaces, parks and natural spaces <p>DATA SOURCE(S)</p> <ul style="list-style-type: none"> - Public works - Planning and Development <p>RESPONSIBILITY:</p> <ul style="list-style-type: none"> - Executive Team

ENVIRONMENTAL GOALS	ENVIRONMENTAL TARGETS	INDICATORS UNDER CONSIDERATION	FURTHER INVESTIGATION NEEDED	INTERIM INDICATORS FOR REPORTING
<p>Air Quality Stewardship</p> <ul style="list-style-type: none"> ➤ Morinville proactively ensures that air emissions generated within the community are non-invasive, non-toxic and environmentally responsible. 	<p>In 2035, air quality in Morinville meets or exceeds provincial air quality standards and community expectations.</p>	<ul style="list-style-type: none"> - Compliance with provincial air quality standards (measures to be determined) - Existence of a Community Standards Bylaw - % of residents who rate their satisfaction with air quality as “satisfied” or “somewhat satisfied” (resident survey) - # of complaints per year about air quality - # of air quality warnings issued per year 	<ul style="list-style-type: none"> - Review provincial standards and air quality monitoring programs and bylaws from other municipalities to determine appropriate measures. 	<p>INDICATOR(S):</p> <ul style="list-style-type: none"> - Resident satisfaction (survey and statistics) - Community Standards Bylaw includes nuisance violations <p>METRIC(S)</p> <ul style="list-style-type: none"> - # of air quality complaints received each year - Resident survey question under development - Status of Community Standards Bylaw <p>DATA SOURCE(S)</p> <ul style="list-style-type: none"> - Morinville - Survey <p>RESPONSIBILITY:</p> <ul style="list-style-type: none"> - Executive Team

ENVIRONMENTAL GOALS	ENVIRONMENTAL TARGETS	INDICATORS UNDER CONSIDERATION	FURTHER INVESTIGATION NEEDED	INTERIM INDICATORS FOR REPORTING
<p>Climate Stewardship</p> <ul style="list-style-type: none"> ➤ Morinville proactively reduces greenhouse gas emissions and adapts to changing climatic conditions. 	<p>In 2035, the community of Morinville will have achieved a greenhouse gas reduction target that establishes it as the regional leader in climate stewardship.*</p> <p><i>*Target to be developed based on baseline information</i></p>	<ul style="list-style-type: none"> - % change in community-wide GHG emissions per capita relative to baseline year - % change in municipal GHG emissions per capita relative to baseline year - Status of municipal climate change adaptation policies and review process - Status of municipal and community climate change mitigation programs and policies 	<ul style="list-style-type: none"> - Join FCM PCP program and complete milestones to establish baseline emissions and determine an appropriate target based on Canadian best practices. 	<p>INDICATOR(S):</p> <ul style="list-style-type: none"> - Morinville progress with PCP milestones - Corporate and community-wide GHG emissions (as data becomes available) <p>METRIC(S)</p> <ul style="list-style-type: none"> - Current Morinville FCM PCP milestone - GHG emission data <p>DATA SOURCE(S)</p> <ul style="list-style-type: none"> - FCM - Morinville - Further investigation needed on GHG data <p>RESPONSIBILITY:</p> <ul style="list-style-type: none"> - Executive Team
<p>Lighter Ecological Footprint</p> <ul style="list-style-type: none"> ➤ Morinville proactively reduces its consumption of non-renewable resources and its ecological footprint. 	<p>In 2035, the community of Morinville will have one of the smallest ecological footprints (top 10%) among comparable municipalities in the Capital Region (by size).</p>	<ul style="list-style-type: none"> - Alberta ranking of ecological footprint (or subset of measures) among comparable municipalities - % change in ecological footprint (or subset of measures) relative to baseline year - Status of municipal and community programs related to reducing resource consumption 	<ul style="list-style-type: none"> - Assess methodology and approach to determining ecological footprint (e.g. formal footprint calculation or bundle of key measures such as water consumption etc.) 	<p>INDICATOR(S):</p> <ul style="list-style-type: none"> - Further investigation needed. In the interim, look at water, energy and waste statistics. <p>METRIC(S)</p> <ul style="list-style-type: none"> - To be determined <p>DATA SOURCE(S)</p> <ul style="list-style-type: none"> - To be determined <p>RESPONSIBILITY:</p> <ul style="list-style-type: none"> - Executive Team

Appendix B – Potential Actions

The table below presents a number of potential strategies and actions for achieving MSP goals and targets. The list was developed based on community member ideas and best practices from other municipalities. Individual goals and targets are supported by a comprehensive list of potential strategies and actions and short-term priority actions for consideration in the first three-year strategic plan. Morinville will consider these ideas during its annual and strategic planning processes.

GOVERNANCE GOALS	GOVERNANCE TARGETS	POTENTIAL STRATEGIES AND ACTIONS	SHORT-TERM PRIORITY ACTIONS
<p>Involved Citizens</p> <ul style="list-style-type: none"> ➤ Citizens are active participants in community building, planning and decision-making. 	<p>In 2035, Morinville has achieved a high score on its publicly accessible Community Engagement Index.*</p> <p><i>*Index and target score to be developed</i></p>	<ol style="list-style-type: none"> 1. Increase public involvement in selecting community leaders (e.g. voting campaigns, Council/Mayoral debates or other initiatives). 2. Increase community involvement in Council decisions (e.g. opportunities for commentary on Council agendas, open Council meetings, annual Town Hall, one council meeting per year in high school, involvement of elementary and secondary students). 3. Improve communication to and with residents (e.g. establish a media communication strategy, build informal networks with user groups). 4. Encourage and support youth involvement in community development (e.g. mentoring programs, grants, partnerships). 5. Actively engage community members and organizations as partners (e.g. sustainability leaders, citizen advisory committees, new partnerships with user groups). 	<p>Improve communication to and with residents (e.g. establish a media communication strategy, build informal networks with user groups).</p> <p>Establish a youth engagement strategy and implement various actions such as a youth task force.</p>

GOVERNANCE GOALS	GOVERNANCE TARGETS	POTENTIAL STRATEGIES AND ACTIONS	SHORT-TERM PRIORITY ACTIONS
<p>Sound Management</p> <ul style="list-style-type: none"> ➤ Municipal services are managed efficiently and effectively to ensure long-term fiscal sustainability. 	<p>In 2035, Morinville's property taxes and service fees are competitive within the Capital region and accurately reflect the long-term, true cost of service delivery.</p>	<ol style="list-style-type: none"> 1. Ensure efficient operation of facilities and programs through assurance activities (e.g. efficiency and effectiveness audits, maintenance and asset utilization plan). 2. Diversify funding sources beyond tax revenues (e.g. regional cost-sharing partnerships). 3. Adopt best practice management processes (e.g. ISO 14001). 4. Diversify the tax base (e.g. expand the commercial and industrial tax base). 5. Establish effective financial management mechanisms (e.g. capital and operating reserves, debt management plan, a three-year operating budget, 10 year capital asset plan, long-range capital financial plan, annual financial plans, reserve accounts, Strategic and Business Plans). 6. Improve administration's core competencies (e.g. annual employee review of competencies, professional development opportunities). 7. Monitor and review financial management mechanisms on an annual basis. 8. Review financial policy documents every three years. 	<p>Establish effective financial management mechanisms (e.g. capital and operating reserves, debt management plan, a three year operating budget, 10 year capital asset plan, long-range capital financial plan, annual financial plans, reserve accounts, Business Plan).</p>
<p>Accountable Leadership</p> <ul style="list-style-type: none"> ➤ Municipal decision-making is transparent and accountable to the community and its long-term vision. 	<p>In 2035, Morinville has achieved a high score on its publicly accessible Accountability Report Card.*</p> <p><i>*Report Card and target score to be developed</i></p>	<ol style="list-style-type: none"> 1. Communicate key decisions to the community in a timely and effective manner (e.g. key decisions posted online and in local newspaper). 2. Ensure accountability for decisions (e.g. audit and review MSP and all municipal plans, tracking commitments made by Council and Administration). 3. Establish performance reporting mechanisms (e.g. annual reports, Report Card, MSP reporting, Business and Strategic Plans, community quality of life and well-being reporting). 4. Review and update the Governance Policy every three years. 5. Develop Council training (e.g. orientation plan, Council training and development policy). 	<p>Establish performance reporting mechanisms (e.g. annual reports, Report Card, MSP reporting, Business and Strategic Plans, community quality of life and well-being reporting).</p>

GOVERNANCE GOALS	GOVERNANCE TARGETS	POTENTIAL STRATEGIES AND ACTIONS	SHORT-TERM PRIORITY ACTIONS
<p>Quality Service</p> <ul style="list-style-type: none"> ➤ The Municipality delivers cost-effective, quality customer service. 	<p>In 2035, the majority of residents (over 80%) are satisfied with the quality of service delivered by the municipality.</p>	<ol style="list-style-type: none"> 1. Improve customer service by adopting customer service excellence standards and providing services beyond traditional business hours. 2. Improve enforcement of standards (e.g. update and enforce bylaws, standards and policies). 3. Develop service standard guidelines and a Customer Services standards policy. 	<p>Improve enforcement of standards (e.g. update and enforce bylaws, standards and policies).</p>
<p>Efficient Community Planning</p> <ul style="list-style-type: none"> ➤ Land-use and community planning supports the development of an efficient, well-connected, complete and beautiful community. 	<p>In 2035, Morinville has achieved its land use and development targets as outlined in its Municipal Development Plan and Municipal Sustainability Plan.*</p> <p><i>*Targets to be developed</i></p>	<ol style="list-style-type: none"> 1. Formally adopt a set of land-use planning principles based on sustainability (e.g. Smart Growth principles) 2. Review and update key planning documents (e.g. bylaws, municipal development plan) 3. Ensure efficient land use by establishing key targets in formal planning documents (e.g. for density, walkability, mixed use, open space, amenities, public transit access, connectivity, non-residential tax base, design, community amenities) and by monitoring them every 3 years 4. Create ongoing mechanisms for stakeholder engagement and input (e.g. community stakeholder partnerships, community advisory committee) 5. Proactively collaborate with Alberta Transportation to develop a Functional Plan for HWY 642. 	<p>Review and update key planning documents (e.g. bylaws, municipal development plan)</p> <p>Ensure efficient land use by establishing key targets in formal planning documents</p> <p>Ensure efficient land use by establishing key targets in formal planning documents (e.g. for density, walkability, mixed use, open space, amenities, public transit access, connectivity, non-residential tax base, design, community amenities) and by monitoring them every 3 years</p>

GOVERNANCE GOALS	GOVERNANCE TARGETS	POTENTIAL STRATEGIES AND ACTIONS	SHORT-TERM PRIORITY ACTIONS
<p>Regional Leadership</p> <ul style="list-style-type: none"> ➤ The municipality is a regional leader in local government innovation, policy development and sustainability. 	<p>In 2035, Morinville is a recognized regional leader in innovation and sustainability.</p>	<ol style="list-style-type: none"> 1. Work with surrounding municipalities and Morinville stakeholders to leverage opportunities, identify efficiencies and build regional capacity. 2. Create and institutionalize key MSP governance and management bodies, policies and procedures. 3. Submit application for Green funds for innovative project. 	<p>Establish MSP Stewardship Committee and related processes.</p> <p>Submit application for Green funds for innovative project.</p>

CULTURAL GOALS	CULTURAL TARGETS	POTENTIAL STRATEGIES AND ACTIONS	SHORT-TERM PRIORITY ACTIONS
<p>Celebrate Arts, Culture and Heritage</p> <ul style="list-style-type: none"> ➤ Diverse arts, cultural and heritage venues and events are visible, celebrated and supported. 	<p>In 2035, the majority of Morinville residents (<i>% to be determined</i>) volunteer, contribute, perform and/or participate in at least one arts, culture or heritage activity each year.*</p> <p><i>*To be determined based on baseline information</i></p>	<ol style="list-style-type: none"> 1. Establish partnerships to provide regional events, programs and festivals (e.g. joint-use agreements) or to support and market local events (e.g. local business partnerships). 2. Establish the Community Cultural Centre as a regional centre to enhance the delivery of valuable community support services and provide a venue for community groups and activities, programs, events and festivals. 3. Preserve and enhance historic buildings and architecture (e.g. providing incentives to the business and residential community, developing preservation and protection guidelines and bylaws, securing third-party funding). 4. Preserve, celebrate and display the community's history and heritage (e.g. historical walking tours, banner program, plaques to provide information on street names). 5. Encourage more community-led art projects. 6. Promote events that are inclusive of all cultural groups present in Morinville. 	<p>Establish the Community Cultural Centre as a regional centre to enhance the delivery of valuable community support services and provide a venue for community groups and activities, programs, events and festivals.</p>
<p>Diverse Recreation</p> <ul style="list-style-type: none"> ➤ Quality recreational opportunities are accessible, affordable and reflect the needs of Morinville's diverse residents. 	<p>In 2035, most residents (over 75%) are able to satisfy the majority (over 75%) of their recreational needs within Morinville.*</p> <p><i>*To be refined based on baseline information</i></p>	<ol style="list-style-type: none"> 1. Develop and/or update relevant planning documents (e.g. recreation master plan). 2. Develop and expand physical infrastructure to support physical activities (e.g. walking trail system expansion and connection, new swimming pool). 3. Identify relevant programs and activities for a range of different users through needs assessment and resident input and feedback (e.g. satisfaction survey). 4. Assess the feasibility of building a community recreational complex that addresses the needs of residents. 5. Strengthen collaboration with regional partners to enhance recreational offering. 	<p>Develop and/or update relevant planning documents (e.g. recreation master plan).</p> <p>Strengthen collaboration with regional partners to enhance recreational offering through Regional Collaboration Initiative/Grant.</p>

CULTURAL GOALS	CULTURAL TARGETS	POTENTIAL STRATEGIES AND ACTIONS	SHORT-TERM PRIORITY ACTIONS
<p>Shared Identity</p> <ul style="list-style-type: none"> ➤ Backgrounds of residents become more diverse and continue to be respected and reflected in Morinville’s welcoming and inviting small town culture and identity. 	<p>In 2035, all Morinville residents (over 90%) share a common understanding and sense of pride in their community.</p>	<ol style="list-style-type: none"> 1. Develop, enhance and display a strong unified identity by developing a branding strategy and architectural design standards that reflect community values. 2. Enhance community interaction and foster community pride (e.g. welcome package for new families, downtown beautification, community-inspired projects). 3. Enhance community outreach and engagement to diverse demographic and cultural groups (e.g. youth/elder outreach, engagement with religious and cultural organizations). 	<p>Develop, enhance and display a strong unified identity by developing a branding strategy and architectural design standards that reflect community values.</p>

SOCIAL GOALS	SOCIAL TARGETS	POTENTIAL STRATEGIES AND ACTIONS	SHORT-TERM PRIORITY ACTIONS
<p>Desirable Community</p> <ul style="list-style-type: none"> ➤ Morinville is recognized as the family choice: a desirable community with a high quality of life. 	<p>In 2035, Morinville is ranked as one of the most desirable communities (top 10%) in Alberta to live for its size and population.</p>	<ol style="list-style-type: none"> 1. Develop internal processes to measure and improve residents' quality of life (e.g. independent quality of life assessments as a baseline for priority setting). 2. Report on quality of life and liveability (e.g. reports every 3 years). 	<p>Develop internal processes to measure and improve residents' quality of life (e.g. independent quality of life assessments as a baseline for priority setting).</p>
<p>Healthy Community</p> <ul style="list-style-type: none"> ➤ Residents have healthy lifestyles and comprehensive community services support their physical and mental well-being. 	<p>In 2035, Morinville residents' levels of health and the accessibility of health care services in the community exceed the provincial average.</p>	<ol style="list-style-type: none"> 1. Ensure access to health services for all community members (e.g. attracting a resident doctor, building a new health care medical centre, work with regional health services to ensure access to health services such as access to Nurse Practitioners). 2. Partner with health, schools and community organizations to promote healthy lifestyles (e.g. grants, awareness programs). 	<p>Partner with health, schools and community organizations to promote healthy lifestyles (e.g. grants, awareness programs).</p>
<p>Safe Community</p> <ul style="list-style-type: none"> ➤ Morinville is a friendly, safe and prepared community. 	<p>In 2035, Morinville continues to achieve low accident and crime levels per capita (2010 baseline year).</p>	<ol style="list-style-type: none"> 1. Promote road traffic safety (e.g. adopting a traffic safety management plan) 2. Prevent crime and vandalism by involving the community (e.g. Community Watch and Block Parenting program, Crime Prevention Through Environmental Design (CPTED) principles, annual community policing plan, graffiti and vandalism prevention strategy, protective services strategic business plan) 3. Ensure that Morinville is prepared to respond to emergencies (e.g. emergency planning, education and outreach) 	<p>Promote road traffic safety (e.g. adopting a traffic safety management plan)</p> <p>Ensure that Morinville is prepared to respond to emergencies (e.g. emergency planning, education and outreach)</p>

SOCIAL GOALS	SOCIAL TARGETS	POTENTIAL STRATEGIES AND ACTIONS	SHORT-TERM PRIORITY ACTIONS
<p>Inclusive Community</p> <ul style="list-style-type: none"> ➤ Community services and programs are in place to meet residents' diverse needs. 	<p>In 2035, all Morinville residents (over 90%) have a strong sense of trust and belonging in the community.</p>	<ol style="list-style-type: none"> 1. Understand community needs (e.g. conducting a needs assessment). 2. Provide support and access to relevant community programs and services (e.g. facility space, administrative support, attraction strategy for social services professionals). 3. Increase community programs and services available to youth (e.g. partnership with Sturgeon County, non-sports programming development, youth volunteer strategy campaign, internship programs with local businesses, recognition programs). 4. Promote and encourage community volunteering (e.g. developing a volunteer strategy/ campaign, partnering with local businesses, recognition programs, developing a volunteer database). 	<p>Promote and encourage community volunteerism (e.g. developing a volunteer strategy/ campaign, partnering with local businesses, recognition programs, developing a volunteer database).</p>
<p>Affordable Community</p> <ul style="list-style-type: none"> ➤ Morinville is an affordable place in which to live and retire. 	<p>In 2035, a good balance of housing types and options exist to provide residents with safe and appropriate affordable housing (housing costs no more than 30% of gross income).</p>	<ol style="list-style-type: none"> 1. Build understanding of affordability issues (e.g. quantitative indicators of affordability). 2. Engage with community partners to address priority issues (e.g. Food Bank, inter-agencies) Midstream, Sunflower Resource Centre. 3. Increase the supply of affordable housing (e.g. community affordable housing plan, guidelines for the inclusion of affordable housing in new developments). 4. Develop partnerships to build affordable housing (e.g. public-private partnerships, Habitat for Humanity programs, Community Development Corporation). 	<p>Increase the supply of affordable housing (e.g. community affordable housing plan, guidelines for the inclusion of affordable housing in new developments) through implementation of Community Housing Plan recommendations.</p>
<p>Learning Community</p> <ul style="list-style-type: none"> ➤ All Morinville residents can access opportunities for lifelong learning and personal development. 	<p>In 2035, the community of Morinville has maintained a Composite Learning Index score that is at or above the provincial and national averages.</p>	<ol style="list-style-type: none"> 1. Support lifelong learning (e.g. Identify opportunities to attract a post-secondary institution, provide support for life-long learning). 2. Explore training and professional development opportunities at the library and Cultural Centre. 3. Initiate conversations with post-secondary institutions regarding collaboration opportunities in Morinville. 	<p>Explore training and professional development opportunities at the library and Cultural Centre.</p> <p>Initiate conversations with post-secondary institutions regarding collaboration opportunities in Morinville.</p>

ECONOMIC GOALS	ECONOMIC TARGETS	POTENTIAL STRATEGIES AND ACTIONS	SHORT-TERM PRIORITY ACTIONS
<p>Healthy Economy</p> <p>➤ Morinville’s local and regional economies are healthy, resilient and environmentally responsible.</p>	<p>In 2035, Morinville has a healthy (20:80) business to resident tax split.*</p> <p><i>*Target tax split to be refined based on baseline information</i></p>	<ol style="list-style-type: none"> 1. Define and secure land for economic activities (e.g. commercial and industrial growth, develop a new business park with Sturgeon County) near highway and railroad 2. Develop and implement a municipal economic strategy (e.g. economic development strategy, economic partnership strategy). 3. Work with partners (e.g. Sturgeon County, Alexander First Nation, and other relevant communities) to develop a regional economic development strategy. 4. Develop and implement a marketing strategy to attract industrial and commercial development (local and regional). 5. Ensure relevant economic strategies are reviewed and updated on a regular basis. 6. Identify provincial and federal grant opportunities for economic development. 7. Promote and attract a green industry in the community (e.g. define target industries, develop a marketing strategy, review incentive programs, provide required infrastructure and support, green the industrial park). 8. Develop a process to better understand why businesses leave Morinville. 9. Determine the economic benefit of the Villeneuve Airport to Morinville and how that could change when Edmonton’s Municipal Airport closes. 10. Provide business supports (e.g. implement and maintain Bizpal, develop a regional business license program) 	<p>Develop and implement a municipal and a regional economic strategy.</p>

SOCIAL GOALS	SOCIAL TARGETS	POTENTIAL STRATEGIES AND ACTIONS	SHORT-TERM PRIORITY ACTIONS
<p>Thriving Local Businesses</p> <p>➤ Morinville supports and encourages a diverse range of local businesses and employers.</p>	<p>In 2035, the community of Morinville has developed a diverse local economy as reflected in its Business Diversity Index.*</p> <p><i>*Index and target to be developed</i></p>	<ol style="list-style-type: none"> 1. Encourage community and business revitalization to support local business development (e.g. downtown revitalization strategy, amend policies and MDP). 2. Develop policies, guidelines and incentives to promote the infilling of commercial properties. 3. Promote local businesses (e.g. marketing materials, a “buy local” campaign, highlight local businesses in the “Come to Morinville for a Day”, stronger visibility of Morinville on the highways that parallel and/or intersect with the municipality). 4. Conduct process review of planning & development functions/procedures with intent to increase customer satisfaction (e.g. develop permit processing standards, review business license, development permit processes and work with the Alberta Transportation to develop a Highway 642 functional plan). Provide business supports (e.g. entrepreneurship office, small business grants, tax incentives). 5. Explore opportunities for synergies with activities on the University of Alberta lands near Morinville. 	<p>Conduct process review of planning and development functions/procedures with intent to increase customer satisfaction.</p>
<p>Thriving Local Agriculture</p> <p>➤ Morinville is the local centre for production, consumption and distribution of healthy and sustainable food in the region.</p>	<p>In 2035, the community of Morinville has achieved its targets for local agriculture and value-added activities.*</p> <p><i>*Targets to be developed</i></p>	<ol style="list-style-type: none"> 1. Educate the community on the local food system (e.g. informational materials, presentations). 2. Increase the economic viability of local food (e.g. municipal procurement practices, encouraging local stores, instructions and restaurant to purchase and serve local food). 3. Partner with and promote local food activities (e.g. promotion of the weekly farmers market, support for local organizations, determine feasibility of community gardens). 4. Develop a year-round farmers’ market. 5. Determine the feasibility of a community greenhouse. 	<p>Determine feasibility of and location for community gardens as part of Recreation, Parks and Open Space Master Plan update.</p>

SOCIAL GOALS	SOCIAL TARGETS	POTENTIAL STRATEGIES AND ACTIONS	SHORT-TERM PRIORITY ACTIONS
<p>Complete Visitor Experience</p> <p>➤ Morinville is a desirable community to visit that offers a complete visitor experience and acts as a hub for regional tourism.</p>	<p>In 2035, Morinville is recognized as a regional destination of choice for culture, heritage and recreation.</p>	<ol style="list-style-type: none"> 1. Enhance and expand local attractions (e.g. local camping facilities, Heritage Lake, trail system and circuit equipment). 2. Develop services and businesses to complement tourism (e.g. motel and hotels). 3. Work with Sturgeon County and other key players to develop a regional tourism strategy. 4. Determine feasibility of eco-tourism and/or agricultural tours. 5. Develop marketing products to promote Morinville as a prime tourist destination (e.g. map of regional attractions, brochures with “what to do in Morinville in 1 hour or in 1 day”, brochures of local festivals and events)These are good short-term goals but what about having a National or Provincial attraction, a BHAG? 	<p>Develop marketing products to promote Morinville as a prime tourist destination (e.g. map of regional attractions, brochures with “what to do in Morinville in 1 hour or in 1 day”, brochures of local festivals and events).</p>

INFRASTRUCTURE GOALS	INFRASTRUCTURE TARGETS	POTENTIAL STRATEGIES AND ACTIONS	SHORT-TERM PRIORITY ACTIONS
<p>Smart Transportation</p> <ul style="list-style-type: none"> ➤ A multimodal transportation system supports efficient movement throughout the community and region. 	<p>In 2035, the majority of trips (over 50%) within Morinville are made using alternative transportation modes (i.e. walking, cycling, car-pooling or public transit) and alternative options are available for regional transportation.</p>	<ol style="list-style-type: none"> 1. Develop and adopt a transportation plan that is integrated with the long-range capital plan (e.g. research options, develop plan, develop partnerships, secure funding). 2. Enhance regional public transportation (e.g. establish partnerships, create public transit to and from Edmonton, participate in the Capital Region GreenTrip program). 3. Enhance human-powered transportation options (e.g. Use trail network to link areas within community and link to recreation facilities, educate the community about and promote transportation alternatives when in place, put more bike lanes and parking/lockers/covered stalls, crosswalks and pedestrian experience improvements). 4. Support car-pooling and car-sharing programs (e.g. priority parking for car-pooling, community car co-op, online support). 5. Educate the community on transportation options (e.g. promote the use of the municipal bus, seek input on optimal scheduling). 6. Undertake barrier-free transportation initiatives to improve accessibility for seniors and persons with disabilities. 	<p>Develop and adopt a transportation plan (which includes enhancement of local and regional public transportation and is integrated with the long-range capital plan).</p>

INFRASTRUCTURE GOALS	INFRASTRUCTURE TARGETS	POTENTIAL STRATEGIES AND ACTIONS	SHORT-TERM PRIORITY ACTIONS
<p>Green Buildings</p> <ul style="list-style-type: none"> ➤ Buildings, developments and public facilities are green and barrier-free. 	<p>In 2035, the majority of building stock (over 50%) and all (100%) new development, construction and renovation activities meet an approved green building standard.</p>	<ol style="list-style-type: none"> 1. Develop and implement a green building plan (e.g. plan, review cycle, integration with capital plan). 2. Adopt a green building standard for public facilities (e.g. ensure new municipal buildings shadow LEED silver). Assess the ability to take steps towards gradually transitioning existing buildings to a higher green standard with regular maintenance. 3. Adopt an accessibility standard for public facilities (e.g. ensure accessibility for all residents and visitors with disabilities is a key consideration in all new and retrofitted buildings and infrastructure). 4. Provide incentives for green building for new construction (e.g. green building checklist, prioritize processing of green development applications, provide assessment services, regulate greener building standards, adopt full-cost development permit costs). 5. Provide incentives for green building improvements for residential and commercial properties (e.g. financing, education, tax incentives). 6. Build local capacity for green buildings (e.g. contractor/ trades/ homeowner training, partnerships for building assessments). 	<p>Provide incentives for green building improvements for residential and commercial properties (e.g. financing, education, tax incentives).</p> <p>Adopt a green building and barrier-free standard for public facilities (such as ensuring new municipal buildings shadow LEED silver or other relevant standards or programs as they emerge).</p>

INFRASTRUCTURE GOALS	INFRASTRUCTURE TARGETS	POTENTIAL STRATEGIES AND ACTIONS	SHORT-TERM PRIORITY ACTIONS
<p>Toward Zero Waste</p> <ul style="list-style-type: none"> ➤ Morinville proactively reduces, diverts and manages solid waste. 	<p>In 2035, Morinville’s solid waste diversion rate is at least 65%.</p>	<ol style="list-style-type: none"> 1. Develop a waste reduction strategy for the corporation, community and region (e.g. plan, review cycle, integration with capital plan). 2. Expand and promote municipal environmental programs (e.g. recycling, composting, hazardous waste recycling, chemicals replacement) for residents and for the residential, industrial, commercial and institutional (ICI) sectors. 3. Continue to offer seasonal recycling initiatives (e.g. Christmas tree pickup). 4. Provide incentives for waste reduction (e.g. pick up charges, recognition programs). 5. Support business waste reduction (e.g. education programs, eco-industrial networking, business permit requirements). 6. Determine feasibility of establishing a reuse centre. 7. Implement a construction and demolition recycling program supported by a “pick & pull” concept. 	<p>Expand and promote municipal environmental programs (e.g. recycling, composting, hazardous waste recycling, chemicals replacement) for residential, industrial, commercial and institutional (ICI) sectors.</p> <p>Investigate practices to determine opportunities to better support the management of solid organic waste.</p> <p>Refer #7 to Roseridge and support the development and implementation of a demolition recycling program.</p>
<p>Water Stewardship</p> <ul style="list-style-type: none"> ➤ Morinville is a leader in water conservation and wastewater management. 	<p>In 2035, Morinville has the lowest per capita water consumption rate of comparable municipalities in the Capital region.</p>	<ol style="list-style-type: none"> 1. Engage with region to adopt best practices in water and wastewater management (e.g. demand side management, water soft path). 2. Prepare and promote reduction strategies in water usage for residents and businesses (e.g. water conservation packages, information materials, bulk purchasing), including new residents and the ICI sectors. 3. Provide incentives for water conservation (e.g. full-cost pricing, metering, recognition programs, water performance standards). 4. Support pilot projects and remove regulatory barriers to innovation (e.g. onsite storm water treatment, rainwater collection, greywater treatment systems). 5. Set targets for discharge water quality entering the Manawa Canal system. 6. Prepare and implement a Water Conservation and Efficiency Plan (CEP)). 	<p>Prepare, educate and promote reduction strategies in water usage for residents and businesses (e.g. water conservation packages, information materials, bulk purchasing) including new residents and the ICI sectors.</p> <p>Prepare and implement a Water Conservation and Efficiency Plan (CEP).</p>

INFRASTRUCTURE GOALS	INFRASTRUCTURE TARGETS	POTENTIAL STRATEGIES AND ACTIONS	SHORT-TERM PRIORITY ACTIONS
<p>Energy Efficiency</p> <ul style="list-style-type: none"> ➤ Morinville supports the efficient and responsible use of clean and renewable energy. 	<p>In 2035, Morinville has among the lowest (top 10%) per capita energy consumption rate of comparable municipalities in the Capital region.</p>	<ol style="list-style-type: none"> 1. Improve energy efficiency for municipal facilities (e.g. conducting energy audits for all municipal facilities). 2. Prepare and promote reduction strategies in energy usage for residents and businesses (e.g. energy conservation packages, information materials, bulk purchasing of materials). 3. Provide incentives for energy conservation (e.g. full-cost pricing and metering, recognition programs, building performance standards). 4. Support pilot projects and remove regulatory barriers to innovation (e.g. district heating, micro-renewable energy generation, geo-exchange heating). 5. Increase renewable energy production and consumption (e.g. assess local/regional renewable energy potential, adopt green energy procurement policy, develop passive solar design, solar water heating, and wind/solar energy generation policies). 	<p>Improve energy efficiency for municipal facilities (e.g. conducting energy audits for all municipal facilities).</p>
<p>Effective Information Technology and Communications</p> <ul style="list-style-type: none"> ➤ Automation, communication and information systems support effective planning and service delivery. 	<p>In 2035, Morinville is using the most appropriate and cost-effective technology available to support service delivery.</p>	<ol style="list-style-type: none"> 1. Assess communication and technology status and needs (e.g. conduct community needs assessment, assess indicators). 2. Develop and implement an Information, Communications & Technology (ICT) Strategic Plan. 3. Pilot use of innovative communication & service delivery methods (e.g. online service delivery, social media). 	<p>Develop and document short and long-term information and technology requirements for the Municipality.</p>

INFRASTRUCTURE GOALS	INFRASTRUCTURE TARGETS	POTENTIAL STRATEGIES AND ACTIONS	SHORT-TERM PRIORITY ACTIONS
<p>Responsible Management</p> <ul style="list-style-type: none"> ➤ All municipal infrastructure is sound, secure, safe, well maintained and managed in a fiscally responsible manner. 	<p>In 2035, Morinville continues to optimize its balanced, proactive approach to sustaining infrastructure through effective life cycle management that minimizes cost and risk through the use of an adopted full cost recovery model.</p>	<ol style="list-style-type: none"> 1. Enhance planning and financial management practices and reporting to strengthen ongoing municipal infrastructure planning and management. 2. Develop an asset management plan to address all of Morinville’s long-term infrastructure needs: water, sewer pipes, roads, sidewalks, buildings and other municipal facilities. The asset management plan would include related policy, full cost recovery model, a schedule and established rate(s) for regular allocation of funds into the Reserve Fund, procedures for aligning the asset management plan with technical and financial plans, and ongoing maintenance of the Geographic Information System (GIS) to manage the infrastructure inventory and information required to support the asset management plan. 	<p>Enhance planning and financial management practices and reporting for infrastructure maintenance, rehabilitation and development.</p> <p>Update the 2008 Municipal Utility Servicing Plan and the 2008 Northwest System Storage Improvements Report.</p> <p>Continue to add infrastructure information to the Geographic Information System and ensure information remains current.</p> <p>Confirm the Level of Service (LOS) required from Council that is sustainable and achievable.</p> <p>Determine the remaining service life of all municipal assets and commence the development of the asset management plan.</p>

ENVIRONMENTAL GOALS	ENVIRONMENTAL TARGETS	POTENTIAL STRATEGIES AND ACTIONS	SHORT-TERM PRIORITY ACTIONS
<p>Healthy Ecosystems</p> <p>➤ Morinville's parks and surrounding natural ecosystems are healthy and protected.</p>	<p>In 2035, Morinville has achieved or exceeded its targets for the accessibility, quality and availability of parks and natural spaces.*</p> <p><i>*Targets to be developed</i></p>	<ol style="list-style-type: none"> 1. Protect natural and green spaces through the development, alignment and update of policies, plans and standards (e.g. Environmental Management Master Plan, policy for the protection of natural environmental areas and green spaces around natural and man-made bodies of water, new development and engineering standards, Parks & Recreation Master Plan, urban-farmland fringe). 2. Implement programs to enhance and restore natural ecosystems (e.g. implementing a tree-planting program). 3. Partner with local organizations to foster environmental education and awareness (e.g. Fish and Wildlife Association to build a wildlife conservation and interpretive centre). 4. Participate in third-party programs (e.g. Communities in Bloom, annual bird counts). 5. Partner with existing and/or implement new monitoring programs (e.g. for water quality, biodiversity). 6. Adopt sustainable management best practices (e.g. integrated pest management, park naturalization). 7. Strengthen environmental regulations (e.g. municipal cosmetic pesticide ban, development agreements to include minimum number of trees per lot). 8. Designate Heritage Lake and the Fish & Game Pond complex as conservation sites within 3 years. 9. Identify and catalogue ecologically sensitive habitat sites within 3 years and make provisions for the ongoing update of the catalogue. 10. Educate the community on alternative lawn management (e.g. social marketing programs such as a "lady bug" program). 11. Partner with schools to develop educational programs on conservation and protection of ecosystems (e.g. litter clean up, plant veggies in flower beds, Fort Saskatchewan sheep mowers). 	<p>Protect natural and green spaces through the development, alignment and update of policies, plans and standards (e.g. policy for the protection of natural environmental areas and green spaces around natural and man-made bodies of water, new development and engineering standards, Parks & Recreation Master Plan).</p> <p><i>Education programs:</i></p> <p>Partner with schools to develop educational programs (e.g. litter clean up, plant veggies in flower beds, Fort Saskatchewan sheep mowers).</p> <p>Educate the community on alternative lawn management (e.g. social marketing programs such as a "lady bug" program).</p>

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<p>Air Quality Stewardship</p> <ul style="list-style-type: none"> ➤ Morinville proactively ensures that air emissions generated within the community are non-invasive, non-toxic and environmentally responsible. 	<p>In 2035, air quality in Morinville meets or exceeds provincial air quality standards and community expectations.</p>	<ol style="list-style-type: none"> 1. Protect air quality through regulations (e.g. industrial emission control standards, anti-idling bylaw). 2. Partner with existing and/or implement new monitoring programs (e.g. air quality). 3. Partner with local industry to reduce air quality issues (e.g. management or technology practices). 4. Support alternative transportation (see Infrastructure actions above). 	<p>Protect air quality through regulations (e.g. industrial emission control standards, anti-idling bylaw).</p> <p>Update the Community Standards Bylaw.</p>
<p>Climate Stewardship</p> <ul style="list-style-type: none"> ➤ Morinville proactively reduces greenhouse gas emissions and adapts to changing climatic conditions. 	<p>In 2035, the community of Morinville will have achieved a greenhouse gas reduction target that establishes it as the regional leader in climate stewardship.*</p> <p><i>*Target to be developed based on baseline information</i></p>	<ol style="list-style-type: none"> 1. Join a third party program to manage GHG reductions (e.g. FCM Partners for Climate Protection Program). 2. Establish a GHG inventory and emissions reduction target, both for municipal operations and the community. 3. Manage GHG emissions (e.g. develop and implement a local action plan, monitor and report on results on an annual basis). 4. Develop regional partnerships (e.g. connect with other rural communities to discuss best practices, engage with Capital Region climate change programs) 5. Establish a climate adaptation plan (e.g. model likely changes, update infrastructure standards). 6. Establish community partnerships and incentives (e.g. community committee, business partnerships). 	<p>Establish a GHG inventory and emissions reduction target, both for municipal operations and the community.</p>

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<p>Lighter Ecological Footprint</p> <ul style="list-style-type: none"> ➤ Morinville proactively reduces its consumption of non-renewable resources and its ecological footprint. 	<p>In 2035, the community of Morinville will have one of the smallest ecological footprints (top 10%) among comparable municipalities in the Capital Region (by size).</p>	<ol style="list-style-type: none"> 1. Establish baseline methodology and data (e.g. adopt Calgary approach based on Global Footprint network). 2. Join a third-party program or adopt their standards (e.g. establish a reduction target, implement the FCM strategy for reduction of the ecological footprint). 3. Promote national conservation and environmental programs (e.g. Earth Hour). 4. Adopt and support green procurement policies (e.g. municipal green procurement, guidelines for local businesses, investigate the possibility of group purchasing with other organizations). 5. Reduce resource consumption (see Infrastructure pillar). 6. Eliminate use of plastic bags in Morinville. 	<p>Join a third-party program or adopt their standards (e.g. establish a reduction target, implement the FCM strategy for reduction of the ecological footprint).</p> <p>Promote national conservation and environmental programs (e.g. Earth Hour).</p>

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