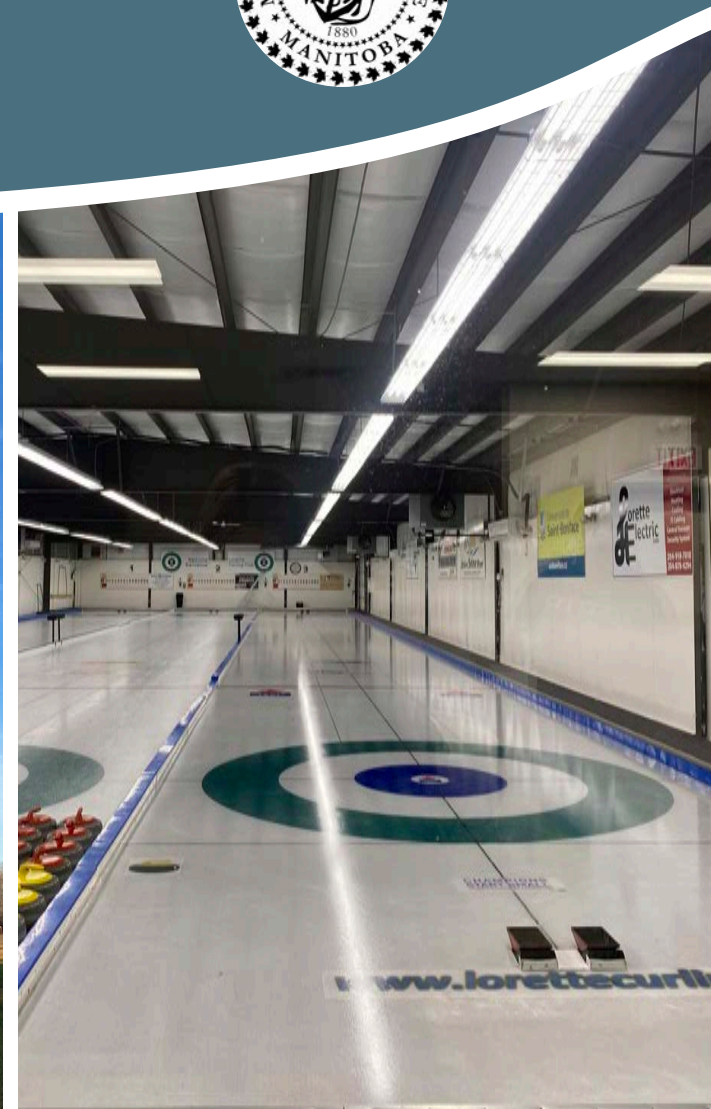




RM OF TACHÉ RECREATION MASTER PLAN

February 2023



ACKNOWLEDGMENTS

The Taché Recreation Master Plan was developed with input from local residents and a wide range of community stakeholders. The consultant team would like to acknowledge the valuable contributions from the Municipality's various recreation organizations and facility operators as well as Taché residents for sharing your ideas and enthusiasm. Your participation in completing surveys, roundtable conversations and facility tours helped shape this Master Plan.

A special thank you is extended to the RM of Taché Council and Administration for supporting the public communications and offering strategic guidance throughout the study process.

The Rural Municipality of Taché is located on Treaty 1 Territory, the traditional lands of the Anishinaabeg, Cree, Oji-Cree, Dakota, and Dene Peoples, and the National Homeland of the Red River Métis.

Taché believes that recreation has the potential to break down barriers, unite residents, and create a strong and inclusive sense of community. Through the Recreation Master Plan, the RM is committed to building on this potential in the spirit of reconciliation.

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CENTRE
of/du
CANADA

CANADA'S HEART BEATS

Manitoba

SAIT LA CROIX DU CANADA

96° 48' 35"

Longitudinal Centre of Canada
Centre Longitudinal du Canada



1.0 INTRODUCTION

1.1 Background

One of the oldest municipalities in Manitoba, the RM of Taché is a growing, diverse and bilingual community with strong French and Metis heritage. Though recreation in Taché is always alive and evolving, the municipality currently lacks a comprehensive planning document that assesses current needs to guide future decision-making and planning. As the municipality continues to develop, it is important that the RM's recreation department addresses the increasing needs associated with this growth by ensuring that an effective Recreation Master Plan is in place, to guide the municipality into the future.

1.2 Purpose and Intent

The RM of Taché Recreation Master Plan (the Plan) is a guiding document that will provide direction and guidance for decision-making regarding recreation over the next 15–20 years. It seeks to ensure a proactive approach is taken to managing changing conditions, addressing new and persistent challenges, and responding effectively to emerging opportunities in recreation. In turn, a greater degree of predictability can be provided to residents, community organizations, facility operators and other stakeholders who continue to invest time and resources into the recreation in the RM, while also promoting the community's shared aspirations for Taché moving forward..

The Plan was developed by Scatliff + Miller + Murray, RC Strategies, and the RM of Taché based on a thorough analysis of background reports, facility visits and community/stakeholder consultation. This is Taché's first ever Recreation Master Plan and is intended to:

1. Define a shared vision for the continued growth and evolution of recreation in Taché;
2. Establish a set of Guiding Principles to align efforts and guide decision-making; and
3. Identify corresponding recommendations and actions that align with the principles and help achieve the vision.

The Plan's analysis and recommendations are based on the situation today and what is likely to happen, given the information provided by stakeholders consulted. Decision-makers can look to this Plan for guidance in making recreation delivery decisions to ensure that a cohesive recreation system is being developed, one that addresses the needs and desires of all residents of Taché. Citizens can look to this Plan to see how their input has been used to shape the future of recreation in the Municipality. They can also refer to the Plan to ensure that recreation services are being delivered according to the agreed upon Plan.

1.3 Policy Context

Currently, recreation planning and development in the RM of Taché is directed and regulated by the municipality's core land use planning documents. These documents address recreation in a general sense, but do not provide the level of detail or specificity which characterizes the Recreation Master Plan. The documents are:

1. The Rural Municipality of Taché Development Plan, By-law No. 5-2016, passed in 2016
2. Rural Municipality of Taché Zoning Bylaw, By-law No. 10-2017, passed in 2018

Two Secondary Plans, operating underneath the framework of the RM's Development Plan, are also in effect. These plans address land use in the Local Urban District of Lorette and the areas surrounding the Centre of Canada Park. As part of the Winnipeg Metropolitan Region (WMR), land use within the RM of Taché will also be regulated by Plan2050, a regional plan for Winnipeg and the surrounding municipalities which is nearing completion.

1.3.1 Rural Municipality of Taché Development Plan (By-law No. 5-2016)

The RM of Taché is not a member of any planning district, and operates its own Planning & Development Department. Providing "statements and policies to help decision makers manage land use and guide development", the RM's Development Plan is rooted in a common vision for the community. Recreation features as a part of this vision, which acknowledges how "pathways and greenspace provide walking and cycling connections to enhanced main streets, community amenities, and recreational opportunities". Sufficient access to recreation for residents, and the growth of recreational opportunities to promote tourism, are both objectives incorporated into the plan's guiding framework.

The incorporation of recreation into the foundations of the Development Plan translates into a robust set of policies guiding the provision of parks, open spaces, and other amenities across the RM. Notably, the plan reinforces the creation of a Recreation Master Plan, stating that recreational development in the RM should be consistent with any recreation studies undertaken. Other key policy directives in this section include:

- Balancing both active and passive as well as summer and winter recreational opportunities;
- Ensuring the adequate provision of public lands for future recreational needs;

- Pursuing innovative funding models for recreation;
- Connecting communities using the Trans Canada Trail, including through regional partnerships; and
- Linking open spaces through greenways

Lands designated as “Recreation and Open Space” in the Development Plan provide space for community facilities, recreation opportunities, and institutional amenities. The Plan encourages the linking of these areas through green corridors and networks. Policies applying to these areas include:

- The implementation of recommendations from a previous Recreation Needs analysis;
- The integration of major recreational uses near areas falling under the Neighbourhood land designation; and
- The promotion of recreation partnerships.

Overall, the Development Plan provides strong guidance for the provision of recreational opportunities across the RM. The Plan also offers a framework supporting more detailed recreation planning.

Neither the Lorette Northwest Secondary Plan (By-law No. 11-2019) nor the Centre of Canada Secondary Plan (By-law No. 11-2021) offer significant policy direction for recreation in the RM, beyond general policies encouraging the provision of park spaces.

1.3.2 Rural Municipality of Taché Zoning Bylaw (By-law No. 10-2017)

The RM of Taché Zoning By-law establishes two zoning districts where the primary function is the provision of recreational and open spaces:

- “OS” Open Space Zone: this zone provides areas where the primary land uses are buffer areas, public parks, cemeteries, recreation facilities, schools and school grounds
- “NE” Natural Environment Zone: This zone protects natural areas and may be used to preserve large areas of wildlife habitat, especially on Crown lands, to accommodate the present and future enjoyment of natural resources.

Bulk use requirements for both zones are also provided, along with a principal use table outlining permitted and conditional uses in all zoning districts. Certain recreational uses are permitted in zoning districts beyond those established explicitly for recreational purposes.

1.4 Planning Process Overview

The overall planning process was undertaken in three phases:

1. PHASE 1: Project Initiation + Background Review

– The objective of Phase 1 was to develop a comprehensive understanding of the RM's recreation context. During this phase, our team focused on data gathering and analysis to understand local demographics and growth projections, policies, funding, recreational needs, and potential development constraints.

2. PHASE 2: Visioning + Options – The objective of Phase 2 was to develop an overall vision for recreation services delivery that will serve as a road map for municipal decision making, budgeting, and development. This was done by performing the necessary tasks to better understand the facilities, the policies, and the opportunities for recreation services delivery to achieve the community building aspirations of the Municipality.

3. PHASE 3: Conceptual Plan + Report – The objective of Phase 3 was to align the Recreation Master Plan with the overall project goals and objectives into an easy-to-use and succinct multi-year planning document, while also developing conceptual designs for future improvements to key recreation facilities.

Notably, throughout all project phases, community engagement played a key role (Appendix B). As shown in Figure 1.0, the planning process commenced in the Fall of 2021 and was completed in the Winter of 2022; however, implementation of the Plan will continue well into the future.



October 2021 – November 2021: Site/Facility Visits & Stakeholder Interviews

The Consultant Team met with each recreation facility stakeholder group identified by the RM as a key stakeholder in order to examine their facility needs now and in the future. The objective of the site visits and stakeholder interviews was to engage key actors for recreation in the RM in order to identify challenges / opportunities for recreation and facilities, as well as define their vision and priorities for the future of recreation in the RM. A total of 18 sites were visited and 8 different stakeholder groups were interviewed.

December 2020 – January 2021: Community Recreation Survey

An online community survey was conducted to develop a general understanding of RM resident's attitudes and opinions regarding recreation services. Several of the questions allowed respondents to prioritize the development of new, improved or expanded recreation services and programming in general, as well as make suggestions about improvements to existing amenities and/or programs in the region.

July 31, 2022: Public Open House

An in person and virtual open house was held to review the analysis and ideas that had been developed to date. Following the public open house, the final report was completed. In general, the response from the public and all stakeholders was positive reflecting support for recreation services, quality of service, and support for further recreation development.

Figure 1.0 – Public Process

1.5 Public Participation

The Plan has been developed in accordance with an extensive community engagement process involving local residents, community organizations, recreation service providers, facility operators and RM staff. The engagement process was undertaken in 3 consecutive stages as the plan was progressed. The stages included: (1) facility visits and stakeholder interviews, (2) community recreation survey, and (3) public open house. (See Appendix B for the full engagement report);

Information collected throughout this collaborative engagement process was used to advance ideas and inform the development of this Plan in various ways, including, but not limited to:

- Identifying key issues, challenges, and opportunities as part of the situational analysis, both from the general community and targeted stakeholders (see Appendix A);
- Shaping the Plan's vision and guiding principles; and
- Contributing to the proposed policies and actions.



1.6 How to Use This Plan

This Plan is broken down into four (4) main sections. The following provides an overview of the general structure and scope of each section to assist users in effectively using this Plan.

- 1.0 Introduction:** Provides a brief background and contextual information related to the need for this Plan and its intended outcomes, as well as an overview of the planning process.
- 2.0 Plan Framework:** Establishes the guiding principles and key strategic directions for the Exchange District, which serve as a framework for the supporting actions in Section 4.0.
- 3.0 Plans + Strategies for Recreation Development:** Defines a series of actions, classified according to the key strategic priorities, to support the vision and guiding principles set out in Section 2.0.
- 4.0 Financial Implications + Implementation:** Outlines various measures for the ongoing implementation of this Plan, including alignment between its guiding principles and the supporting policies and directions.



Indicates what we heard from this project's household community recreation survey and public open house.



2.0 **PLANNING FRAMEWORK**

2.1 A Vision for Recreation in Taché

The RM of Taché aspires to offer recreational opportunities that strengthen the bonds between all residents, uniting them under a common identity.

To create this sense of community, recreation will be delivered efficiently, but also equitably, across all areas of the RM. Recreation will also be a bridge to connect with Taché's neighbours through regional partnerships, where all parties benefit from collaboration.



2.2 Guiding Principles

In order to achieve the vision above, this Plan is guided by the following (7) guiding principles, developed in collaboration with the RM of Taché leadership and community. They are based on the findings of the situational analysis (see Appendix A) and are intended to strengthen municipal responsibility for recreation development in the RM of Taché. The principles here are listed in order of how they appear in subsequent sections of the document, not according to how they should be prioritized by the RM of Taché.

Recreation as Community Building

The RM of Taché recognizes that recreation is of tremendous value to community building and will explore how recreation services delivery can be optimized to spur economic development in accordance with the Development Plan

The definition of recreation is expanding to include a wider range of activities beyond organized sports. This expansion of activities and interests can work to pull in a variety of participants, resulting in increased tourism. This is an opportunity to increase the role of recreation in economic development in the Municipality.

Community engagement revealed that residents are often accessing recreation opportunities outside of the Municipality. Communication and collaboration with community organizations and regional partners can help to maximize facility and program use for both the Municipality and its neighbours – a first step toward identifying and developing a niche for Taché in regional recreation delivery

Celebrate your Identity

The RM of Taché has a strong identity stemming not only from its francophone roots, but also the multitude of cultures present in the community. This cultural heritage, along with existing ecological assets are key strengths of the community. The RM will prioritize celebrating the existing and emerging strengths of the RM, to deliver and support exceptional recreation opportunities for the community.

Accessibility & Affordability

The RM of Taché will support the development of recreation facilities, parks, and services that provide inclusive recreation opportunities to ensure that all residents can participate and share equally in the benefits of recreation.

Though the survey revealed that residents are willing to pay more on their taxes to support recreation services, changes must be balanced with further engagement and consideration for residents with inadequate means. Further, organizations should continue to make recreation opportunities open to a wider range of participants through the addition of ramps, lifts, and accessible washrooms.

Partnerships & Engagement

The RM of Taché will encourage collaboration between the RM and private sectors, neighbouring municipalities, community organizations, and the public at large to inform all agreements that help establish the development of new parks, facilities, and programs that ensure that the recreation delivery system is meeting the needs of the community.

Community engagement revealed that residents and organizations would like to see more French recreation programming throughout the Municipality. This cultural history, as well as other natural and existing assets, such as the Seine River, should be emphasized to support recreation service delivery.

The Municipality has significant growth on the horizon, with over 52 units planned for Lorette and 90 units planned for Landmark, and we see recreation delivery as being one key part of ensuring any growth across Taché is contributing to building sustainable communities that are both attractive to new residents and mindful of the natural environment.

Sustainable Development

The RM of Taché will ensure that both long-term economic and environmental viability and sustainability will be prioritized in the planning and development of new parks, recreation facilities, and services.

Effective Communication

The RM of Taché will make every effort to streamline processes and optimize the role of the Municipality in being both effective and consistent in recreation services delivery across the RM with a strong and efficient communications strategy.

Community engagement indicated that one of the top barriers to households participating in recreation opportunities is that they are unaware of some opportunities. Efficient and effective communications will help break to eliminate these barriers to recreation participation.

Community engagement revealed that many organizations are facing challenges with finding and training new volunteers due to the fact that demands of board involvement, facility management, and program delivery have become more complex over the years. Support from the Municipality can help these organizations continue to deliver recreation services.

Supporting Community Resources

The RM of Taché recognizes and acknowledges the tremendous level of effort given by volunteer-based service providers to the delivery of recreation programs and services and will explore opportunities to support and build volunteer capacity in the community.

2.3 Key Strategic Priorities

Throughout the planning process, several key challenges and opportunities in terms of recreation were identified to be addressed in the Master Plan. These helped form the following key strategic priorities for recreation, which act as the base to the actions and recommendations described in Section 3.0. The strategic priorities are in order of how they appear in the document, not prioritized.



Partnerships

Secure regional and municipal partnerships

Residents of the RM of Taché are frequently traveling to neighbouring municipalities to participate in recreational activities. While Taché may wish to examine which services currently being accessed outside the RM can be efficiently delivered at the neighbourhood or community level, some programming may require a regional delivery approach to succeed. In these cases, the RM should take steps to formalize partnerships with surrounding municipalities and community organizations outside its borders to expand and improve recreational offerings available to Taché residents. Inversely, the RM should maximize the use of its own facilities, allowing use by outside groups through formal agreements where possible, creating a recreational niche for itself on the regional scale. Finally, partnerships and joint use agreement with major local organizations, such as school divisions, should also be pursued to create more opportunities for programming within the RM.



Governance & Administration

Increase the RM's involvement in the recreation system

Although the Municipality owns the majority of the recreation facilities located within its boundaries, recreation programming is delivered primarily by local non-profit organizations, who facilitate one-off events and season programming. Non-profits are also responsible for the day-to-day management of most facilities owned by the RM. As Taché's approach to recreation delivery follows a hybrid model involving both the public and non-profit sectors, the RM should exemplify good governance and administrative practices in-house, while also building capacity among recreation service providers. Proper succession planning at the municipality's recreation department should be a priority, incorporating a review of the department's roles and responsibilities with a view towards long-term stability. Implementing an improved annual reporting process for service providers will help the RM to better manage resources, as will asset management plans for all RM-owned facilities.



Financial Strategies

Review budgeting and sources of recreation funding

Currently, the Rm of Taché provides yearly grants to recreation organizations, with amounts varying depending on the group, along with yearly operating grants to certain festivals and events. Additionally, the RM routinely covers the insurance costs for non-profit groups managing recreation facilities, but this cost is deducted from their grant. Funding for capital projects is provided on an ad hoc basis. Processes used by the Taché to determine the allocation of funds for new capital projects and improvements to existing facilities should be strengthened to increase fairness and transparency, and help the RM use its limited resources efficiently. At the same time, the Municipality should actively work to optimize its grant application processes, while taking advantage of additional funding sources which may support local organizations and its own recreation department.



Accessibility & Affordability

Ensure public benefit for recreation services

Every resident of the RM of Taché should have access to safe, inclusive, and enjoyable recreation activities, regardless of their social, cultural, or economic circumstances. Recent trends have seen recreation become increasingly difficult to access for many Canadians, particularly due to rising equipment costs, gas prices, facility rental fees, and inflation. This pattern is being observed across many Canadian municipalities, and is preventing families from participating in recreation activities and programming. Additionally, many of the RM's facilities are in need of accessibility upgrades. Creating additional opportunities for unstructured recreation can help to lower cost burdens on residents, while adhering to standards for accessible design will help to provide access for individuals with limited mobility. Incorporating an additional layer of targeted supports for individuals and families in particular need will help all residents of the RM to develop a strong level of physical literacy and social well-being, living to their full potential in a healthy, supportive environment.



Parks & Trails

Support the continued development of parks and trails

Despite the variety of existing parks, trails, and greenspaces in the RM of Taché, the residents of the municipality have a strong desire for more trails in the community. This is reflective of wider trends being observed across Canada in the wake of the COVID-19 pandemic, where interest in outdoor, unstructured recreation activities has increased dramatically. Parks and natural areas are valued community assets, and should be elevated as a source of pride for all residents. The RM should continue to build on these existing strengths by developing a Trails Master Plan that charts a course for the future development of a comprehensive trail network, linking corridors which are currently well-used but isolated. A more robust set of parkland policies should also be implemented to give the RM stronger supports for the acquisition of land for new parks, and ensuring residents living in newly developed neighbourhoods are able to enjoy access to greenspaces.



Programming

Encourage new and diverse programming

While recreation services have traditionally been focused largely on organized sport and purpose-built facilities, trends are now shifting, both in the RM and more generally. Taché should continue to identify programming opportunities to support varying interests in recreation—in addition to organized sports—across the RM. Consultations with local stakeholders indicate that while community organizers are dedicated and excited about delivering recreation in Taché, there is currently a significant gap in adult programming. More “soft” programming, which requires less formal instruction and support but more access to safe quality greenspaces, is also increasing in demand. Support from the RM can help volunteer-led organizations deliver quality innovative programming that reflects the needs of the community.



Communications

Enhance communications with the Taché community

The majority of the RM’s residents feel they are currently inadequately informed about recreational opportunities in their community. Particularly as organizations work to returning registration rates to pre-pandemic levels, efficient communication is crucial to maximizing participation across all activities. The RM should seek to enhance their communications by acknowledging the societal shift towards digital infrastructure, while also recognizing those who prefer to stay offline. Making sure communication is consistent, and that publicly available resources are up to date, are also critical to engaging residents as much as possible. The RM should consider tools to market its unique recreational opportunities to neighbouring municipalities, and become a more regional recreation provider where appropriate,



Community Outreach

Support the advancement of recreation service providers

Volunteers play a critically important role in delivery recreation services to Taché's residents, whether managing RM-owned facilities, facilitating programming, or organizing special events. Most volunteer roles require significant time commitment and effort, and the risk of burnout can threaten the future of recreation services, particularly those who have not undertaken succession planning. Building on the foundation of the existing efforts and best practices from across the country, the RM should ensure that the Recreation Department supports volunteer service providers in order to build volunteer capacity, equipping them with the tools needed to recruit, manage, and retain volunteers sustainably and provide the best quality recreation services to Taché residents.

Did You Know?

Although The RM of Taché owns many of the municipality's recreation facilities, most are managed and operated by non-profit community organizations with volunteer boards.



2.4 Plans + Strategies for Recreation Development

The culmination of all engagement with stakeholders and community members, inventory and analysis of recreational assets, and an overall assessment of the RM's recreation service delivery model, the Plans + Strategies listed in the subsequent chapter are specific actions which the RM will take to improve recreation services and amenities.

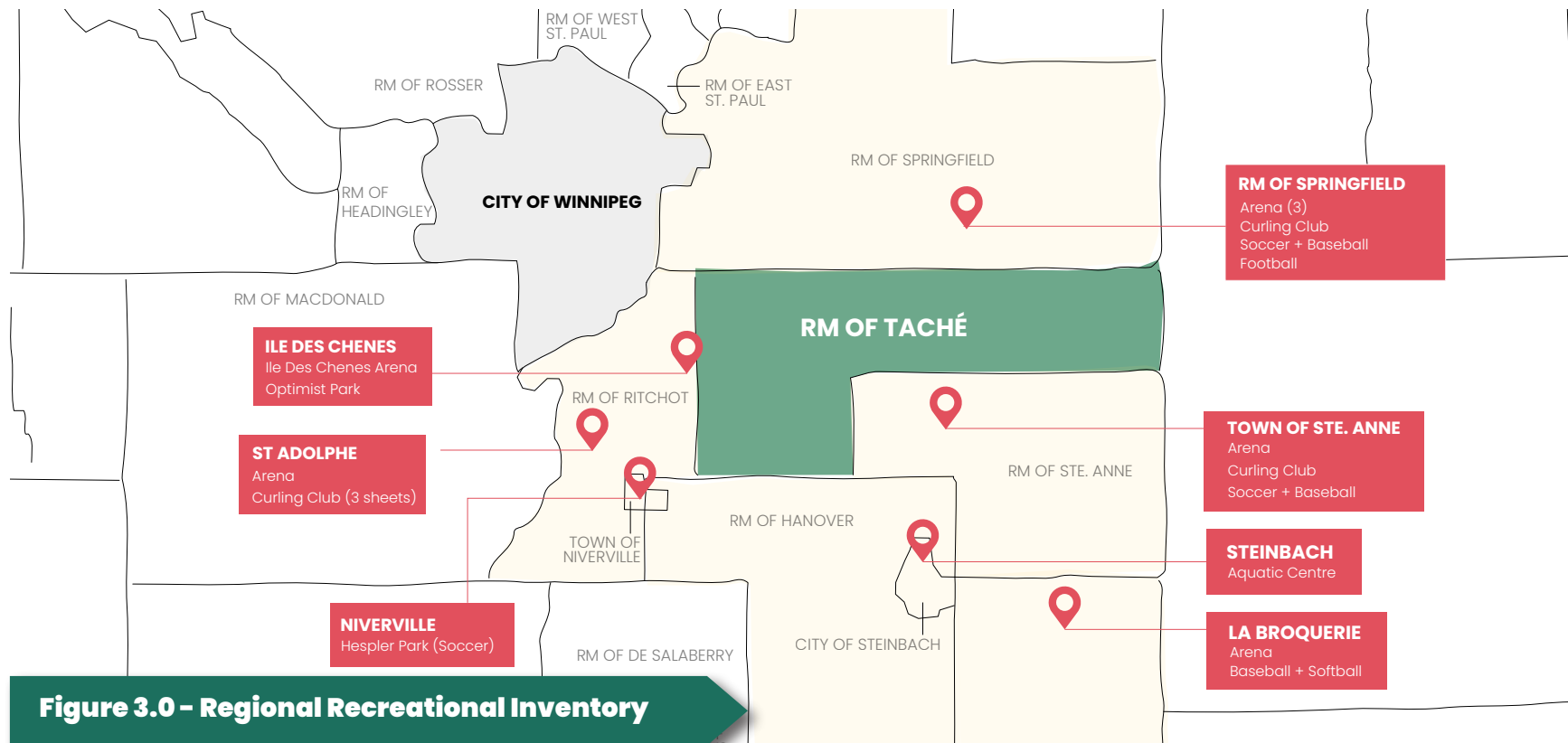
Each plan or strategy is designed to facilitate the development of new partnerships, improve recreation access for all residents of Taché, and allow the RM to efficiently invest in its future. Developed using feedback collected for service providers, users, and administrators, the plans and strategies are organized according to strategic priority and reflect the guiding principles. The final section of this document contains an implementation strategy for all actions, directing the prioritization of key points to build a foundation for long-term success.



3.0 PLANS + STRATEGIES FOR RECREATION DEVELOPMENT

This section outlines specific directions for new and enhanced policies and procedures to be administered by the RM of Taché its partner organizations.

Over the next 20 years, the RM of Taché will have to make important decisions around implementing the recommendations included in this plan. Therefore, it is critical to ensure the scope of future projects is realistic and within the capacity of the RM to achieve. The following recommendations are the priorities for the provision of recreation services and amenities, and are designed to enable the RM to invest in its future growth, build new partnerships, and improve access to recreation for everyone. They are grouped into eight (8) strategic priorities, and are detailed in this chapter.





Partnerships

Formalize regional and municipal partnerships

01 Formalize Partnerships with Existing Recreation Service Providers

Currently, non-profit organizations and community groups play a critical role in both the management of recreation facility and program delivery, often in collaboration with the RM. To maximize the benefits of these partnerships, and safeguard against the effects of turnover, the RM should take steps to formalize agreements with these groups, setting out clear roles and responsibilities for all parties. Agreements should be codified using Memorandums of Understanding (MOUs), and partnerships should be reviewed on a regular basis to allow for flexibility regarding shifting trends in recreation and the optimization of land use and facilities. In doing so, the RM will gain a clearer understanding of existing gaps and possible future directions, and create a more resilient recreation delivery system.

Example opportunities within the RM (to pursue immediately): Develop agreements and memorandums of understanding with recreation service providers using RM-owned facilities, particularly the Lorette Community Complex in advance of the site's redevelopment (Figure 3.1).



On average, community households pursue 72% of their recreation outside of the RM of Taché.



Adult fitness and wellness programs were amongst the top programs that households indicated they would like to see offered

02 Explore New Partnerships in Program Delivery

Subsequent to formalizing existing partnerships, the RM should seek to fill gaps identified in the recreation delivery system by collaborating with neighbouring municipalities, such as Steinbach and Niverville, and local/regional community organizations. Sharing resources regionally (see Figure 3.0) will enable expanded program delivery throughout the RM, and draw new visitors to the RM from neighbouring communities. These partnerships should also support the provision of accessible community space in each settlement centre through collaborative community use of school strategies, partnerships with independent community centres in neighbouring communities, re-purposed recreation facilities, and/or a regional multi-purpose facility. These partnerships should also be formalized through MOUs.

Example opportunities with neighbouring RMs (to pursue immediately): Other examples of partnerships to pursue immediately include baseball in Ile des Chenes, soccer in Lorette, a use agreement with the aquatic facility in Steinbach, and river access points along the Seine River.

Figure 3.1 – Lorette Community Complex Concept Plan



Governance + Administration

Increase the RM's involvement in the recreation system

03 Endorse and Adopt Guiding Principles

The RM of Taché should endorse and adopt the guiding principles articulated at the outset of the Master Plan, as they establish a broad framework that outlines the RM's role in recreation delivery. As the foundation of the Recreation Master Plan, the guiding principles should form the basis for future recreation policy development and decision-making.

In order to achieve the outlined vision for recreation, these principles must be implemented by both municipal council and RM staff. Citizens of the community should be able to trace actions being taken by the RM back to the Master Plan and clearly see how the guiding principles are influencing the development of recreational assets and capacity over time. Moreover, as the RM of Taché and its partners routinely review the Master Plan, the principles should serve as basis for any revisions or changes to the document to reflect current conditions in the community.

**PARTNERSHIPS AND ENGAGEMENT****RECREATION AS COMMUNITY BUILDING****CELEBRATE YOUR IDENTITY****ACCESSIBILITY AND AFFORDABILITY****SUSTAINABLE DEVELOPMENT****EFFECTIVE COMMUNICATION****SUPPORTING COMMUNITY RESOURCES**

04 Organizational Resilience & Succession Planning

The RM must ensure the stability of the recreation department in light of increased program demand and evolving recreation facility requirements. Developing a succession plan to proactively deal with future personnel requirements is an important first step to ensure continuity and adaptability to inevitable change. The RM of Taché should advocate that the Recreation Department undertake a comprehensive review of its role, responsibilities, personnel policies and practices, funding, and staffing levels leading to a sustainable succession plan. The review should also clearly define these roles and responsibilities as they relate to administration, communications, programming, facility management and upkeep, and ensure that facility operators are aware of them.



05 Annual Reporting

It is recommended that Taché develop an improved annual reporting process for recreation service providers in order to streamline information and enhance the RM's ability to track facility usage and service requirements. Using the appropriate booking software, the RM of Taché will develop a database for tracking user data for all facilities and provide each service provider with a reporting process that identifies membership information, facility usage (times, number of individuals), rates, and more as required. Strengthening these processes will leave the RM in a better position to understand ongoing recreation needs and trends at the local level, and respond to them in a timely and appropriate manner. Data collection is imperative to securing grant funding and larger-scale partnerships with outside organizations.

06 Asset Management Strategy

The RM should work with facility operators to design and implement proactive asset management strategies for all facilities, including life-cycle maintenance strategies to anticipate and plan for when operating systems, equipment, and maintenance deficiencies will need to be addressed. This will help ensure that any facilities that do require renovations do not enter into an under-funded infrastructure cycle, resulting in a decline in facility use and/or decrease in revenue.

- a. **Commitment to asset management:** The RM should guarantee long-term commitment to asset management by ensuring adequate funding for the administrative task of updating and monitoring their asset management database.
- b. **Maximize use of existing facilities:** Explore opportunities to maximize the use of available facilities for fitness and physical activity programs before the development of new fitness facilities is considered. Additionally, the RM should incorporate new facility development into existing recreation lands, as shown in the Landmark and Lorette Concept Plans (Figures 3.2 and 3.3).

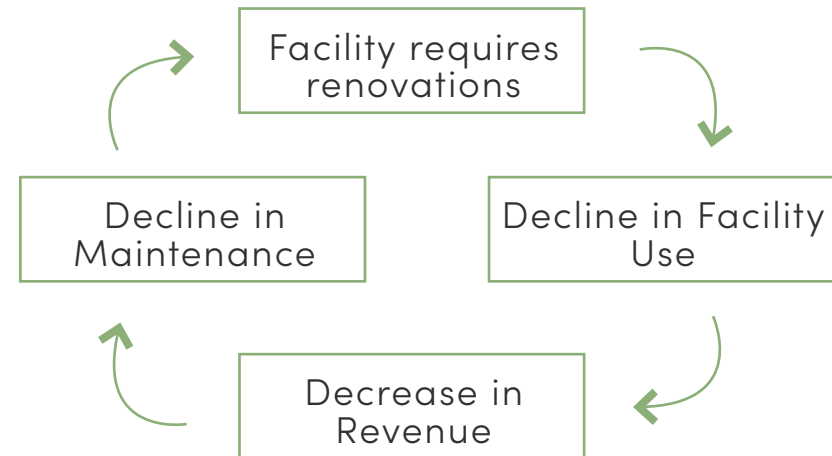


Figure 3.2- Landmark Recreation Complex Concept Plan

**Landmark, Kinsmen
Community Centre**

Skatepark

**Outdoor Rink
with Paved Surface**

Arena

**Tobogganing Hill + Runoff
(Alternative: Bike Pump Track)**



West Broadway Bike Park

Full Size Soccer Pitch (1)

Micro Soccer Areas (4)

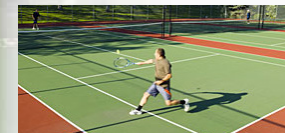
**3/4 Size Soccer Pitch (2)
With Interior Junior Pitches
(4)**

**Baseball Backing Berms
(Alternative: Tobogganing Hill)**



Assiniboine Park

Tennis Courts (2)



Playground

Picnic Shelter

**Naturalized
Retention Ponds**

**Baseball Diamond
Complex With Central
Plaza's + Seating (5)**

**Mowed Grass Perimeter
Walking Trails**



South Pointe



0 50 100 200

Concept only – subject to further refinement through design development, public engagement and consultation with recreation services providers.



Financial Strategies

Review budgeting and sources of recreation funding

07 Facility Priority Assessment

It is important to ensure that the scope of new projects are realistic and within the capacity of the RM to achieve. To do so, a clear process and defensible mechanism to evaluate proposals should be established for the development of new recreation amenities, as well as proposals for capital improvements. This process should evaluate criteria including, but not limited to:

- a. Public and community good – how does this proposal serve the public?
- b. Individuals served – who benefits from this proposal?
- c. Benefit to vulnerable populations – are more vulnerable populations considered?
- d. Operations / Governance – who provides the services delivery?
- e. Economic value – are there potential tourism opportunities?

08 Funding Sources

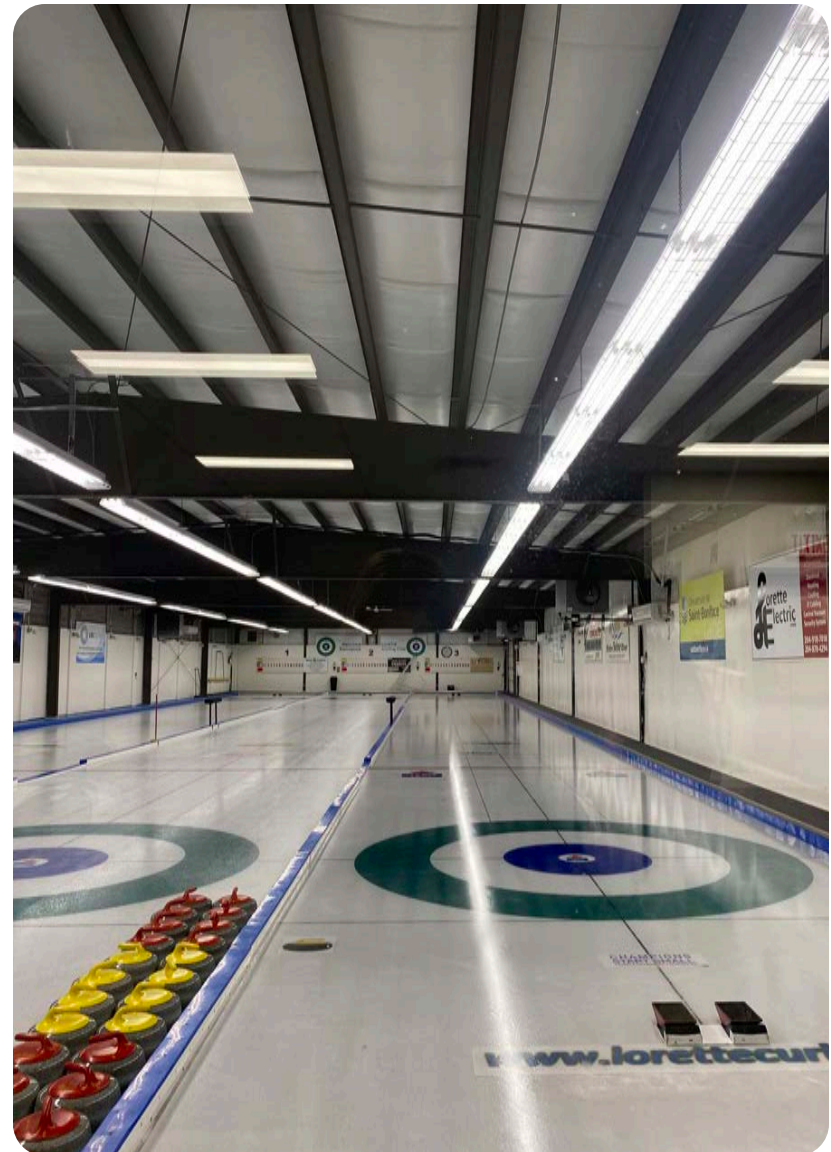
The recent COVID-19 crisis has created considerable uncertainty in terms of recreation funding and priorities from Federal and Provincial government sources. While new infrastructure stimulus programs may be implemented as part of pandemic recovery efforts—and could include parks and recreation as a focus—it would be irresponsible to predict what, if any, funding programs might be available in the near term. Therefore, the RM should explore all available funding sources for the recreation department, including, but not limited to, a portion of the cash-in-lieu payment (Recommendation 13).



09 Operating/Insurance Grants

The RM should ensure that grants are accessible and comprehensive for all through the implementation of the following initiatives:

- a. Consider simplifying the application process in such a way that does not require a complete re-application each year.
- b. Regularly reviewing recreation grant offerings at the Provincial and Federal level, sharing this information with community organizations, and providing assistance where municipal partnerships or support is required or beneficial.
- c. Increase funding for recreation service delivery by annually reviewing and increasing annual operations and maintenance budgeting to reflect inflationary changes, facility age, and to keep up with the expected level of quality.





Accessibility + Affordability

Ensure public benefit for recreation services

10 Recognize Sport for Life

Taché should reduce barriers to entry by acknowledging the varying levels of sports and recreation, with a range of skill and resource requirements. To do so, the RM should:

- a. Implement initiatives to remove barriers for newcomers to participate and use the RM's facilities by supporting social leagues and activities that allow for varying skill levels, as well as informal/casual opportunities for newcomers to try a sport (e.g., curling drop-in, learn to skate for adults).
- b. Encourage the development of programs that are accessible for people at all stages of life, including the youngest and oldest age cohorts. Opportunities for intergenerational activities should also be explored to promote community building and the longevity of local organizations.

11 Emphasize Accessibility

Facilities should be barrier-free in design, strategically located to serve the public, and operated in an efficient and effective manner to ensure that all residents can participate and share equally in the benefits of the RM's parks, recreation facilities, and services.

Although accessibility is commonly thought of in terms of financial or physical access – there are also many other elements of design that can make a space or program more accessible to all people, such as:

- a. Public washrooms close to outdoor recreation amenities
- b. Changing tables in all washrooms (regardless of gender)
- c. Instructions or wayfinding signage in easy-to-understand graphics or languages besides English that are frequently spoken in the area

12 Keep Recreation Affordable

To maintain recreational opportunities for residents across a wide spectrum of income levels, the RM should explore potential means for affordable recreation such as:

- a. Waiving non-resident fees for recreation facilities in neighbouring municipalities in exchange for shared use of facilities (e.g., Steinbach Aquatic Centre) (see Recommendation 1).
- b. Acknowledging the RM's existing policy to establish guidelines and conditions for the disbursement of funds for a fee subsidy program from which provides Taché residents with a lower annual income to register for recreational programming.
- c. Partnering with organizations which subsidize recreation programming for low-income families, or publicizing these resources to residents. Examples include:
 - Kidsport Grants – 500\$ per year per child for low-income families
 - Canadian Tire Jumpstart Grants – Individual Child Grants and Community Development Grants
 - Manitoba Camping Association Sunshine Fund – Up to 700\$ to help children attend camp
 - Recreational Opportunities for Children (ROC) program – specifically designed for families currently accessing Employment and Income Assistance





Parks & Trails

Support the continued development of parks and trails

13 Develop a Trails Master Plan

The RM should commission a comprehensive Trails Master Plan for the long-term development of a multi-use trail network that delivers new and improved walking and cycling infrastructure and connects communities within the RM and beyond. The Trails Master Plan should focus on the following components:

- a. Enhancing year-round connectivity between new and established communities and linking community amenities and public spaces, including parks, cultural landmarks, schools, natural areas, sport fields, and recreation facilities.
- b. Making regional linkages with neighbouring municipalities, regional trail systems, and parks, such as Centre of Canada Park.
- c. Enhancing tourism potential in trails beyond physical activity, such as history, education, and interpretive signage.
- d. Ensuring accessibility and inclusivity through trail design and amenities that affords accessible and safe usage for users of all ages and abilities.



Households indicated that both paved and natural trails are the top priorities for new outdoor facilities



Survey responses also indicated that connectivity between existing trails should be increased

- e. Enhancing year-round river access through the acquisition of new lands along the Seine River corridor, supporting the identification of trail development opportunities along the river, as well as development of public amenities such as lookout areas, enhanced boat/canoe launches, and dedicated year-round public access points.
- f. Implementing sustainable trail maintenance practices which should be consistent with maintenance standards applied to parks and public spaces. Like all recreation facilities, regular and routine maintenance will extend the life cycle of trail infrastructure and will mitigate major maintenance issues from arising. Likewise, community stewardship can also play a significant role in trail maintenance and management, monitoring trail conditions, and volunteer mobilization around routine upkeep. Citizen involvement in both trail development and management can generate a strong sense of community pride and offset operational costs.

14 Enhance Parkland Policies

In addition to the land dedication provisions set out in The Planning Act for the RM's acquisition of land for new parks and trails, Taché should develop and implement enhanced parkland policies that include a parkland classification system and an enabling framework. These can include such means as direct purchase by way of funds allocated in the RM's budget or monies raised through cash-in-lieu of land dedications; land exchanges/land swaps; and/or donations, gifts, or bequests from individuals or organizations.



- a. Particularly in the case of planning optimal trail routes or trail connections, where specific lands cannot be acquired by the RM, the RM should consider approaching pertinent landowners—whether private or other public entity (e.g., Manitoba Hydro)—to secure public access. In either case, such access can be secured by way of agreement—either formal or informal—allowing continuous trail access and passage.
- b. Policies that ensure all new and existing neighbourhoods have access to adequate and appropriate green space, such as a playground policy, should also be considered.
- c. Policies should allow for flexible and accessible multi-generational elements such as fitness equipment along trails and in playgrounds, as well as opportunities for nature play.



"Saving natural habitats and building bike trails between developments & communities needs to be a priority"



Programming

Encourage new and diverse programming

15 Support Program Diversity

The RM should continue to identify programming opportunities to support varying interests in recreation—in addition to organized sports—across the RM. These activities may include walking and biking groups, fitness classes, indoor and outdoor pickleball, yoga classes, and access to cross-country skiing and canoe/kayak opportunities and/or equipment.



16 Address Programming Needs + Demands

To better meet the needs of the community in underused facilities, the RM should Implement new or expanded programs in the following areas:

- a. **Seniors programming:** Expand and continue to support existing programming for seniors through the support of the Senior Resources Coordinator. These programs should focus on physical and mental wellbeing, multi-generational opportunities and the optimization of the use of facilities (e.g., day time hours).
- b. **Library:** Recognize and support the library's role in recreation (Little Free Library, events, programming, etc.)
- c. **Adult programming:** Expand programming and recreation opportunities for adults with a focus on social involvement and inclusion, mental and physical health and wellbeing, and fitness opportunities.
- d. **New programming for Ross Community Centre:** Develop and deliver new programming within the Centre to engage Ross residents and re-activate the facility and grounds as a community hub.

17 **New Program Development Grant**

Establishing a New Program Development Grant to provide modest incentives to program providers to offset equipment costs, leadership training, marketing, and general start-up expenses should also be considered by the RM. Grants for new types of programming will help service providers to respond to trends in recreation interest, making sure that the RM can continue to meet the needs of its residents in the long term.





Communications

Enhance communications with the Taché community

18 Develop a Communications Strategy

A Recreation Communications Strategy to promote Taché's recreation facilities and programming opportunities across the RM and to surrounding areas should be adopted. Using appropriate communications and booking software, this strategy will aim to create a centralized portal that is easy to use for all parties, and should include the following tasks:

- a. Expanding the RM website to serve as the go-to place for people to learn about all the recreation opportunities available in Taché, including facility hours of operations, programming opportunities offered by the RM, and recreation opportunities offered by community organizations.
- b. Scheduled updates of the RM website and social media platforms (Facebook, Twitter, Instagram, etc.).
- c. Identification of groups within the community, and how best to communicate with them (for example, creating publicly accessible information for newcomers and youth that identifies opportunities for recreation programs, services, and volunteering).



- d. Keeping in touch with the public through emerging communication platforms that support ongoing community dialogue.
- e. Developing an identity & wayfinding strategy for accessible wayfinding and signage that enhances the overall identity and experience of recreation in Taché.
- f. Updating community recreation/tourism maps to include community trail network connections, cross-country ski trails, the locations of parks and open spaces, as well as other recreational amenities (i.e., splash pad, playgrounds, etc.).
- g. Supporting culture and identity through marketing recreation opportunities (e.g., community festivals and special events) unique to the RM to provide a sense of identity and community pride, to bring community members together, and to attract tourists and recreation users.



Community Outreach

Support the advancement of recreation service providers

19 Form a Recreation Advisory Committee

Leadership should acknowledge the RM's existing policy (No. COU-03) to establish the Taché Recreation Advisory Committee as referenced in the RM's organizational By-law to assist with the review, development, and quality of recreational and cultural services. As the policy provides Council with the power to appoint four at large community members to the Committee, the group should include representatives from each community, including youth representation, to provide feedback on current issues, coordinate programming efforts, and collaborate on new recreation initiatives and program promotions across the community.

20 Build Volunteer Capacity

Taché should ensure that the RM's Recreation Department provides support to volunteer service providers through a comprehensive volunteer management database that centralizes all necessary information in an accessible format (i.e., dates, times, location, roles and responsibilities as well as the need for specific skills). Data from across Canada demonstrates that individuals from older age cohorts are most likely to be spending in excess of 130 hours annually volunteering.

However, organizations who have not considered volunteer succession, and draw only from a single age group, may experience difficulties in remaining sustainable over the long term. The RM should also provide opportunities and training for volunteers in recreation non-profit organizations in order to assist in their long-term success, and establish volunteer appreciation through recognition initiatives and events.



Lacking awareness of the need for volunteers is the top reason preventing local residents from volunteering



4.0 IMPLEMENTATION

Realizing the shared vision for recreation in the RM of Taché will require a collective effort. All stakeholders have an important role to play now and throughout the next 15–20 years as the recommendations of the Recreation Master Plan are implemented. With the recent announcement of a new recreation centre, the RM should be prepared to capitalize on renewed enthusiasm for recreation amongst its communities.

Additionally, Taché must respond to the pressures of a population that continues to grow, and ensure all residents can enjoy access to suitable recreational opportunities. As demand increases, it is critical that the scope of future projects is achievable, and that proper foundations are built so that RM resources are used effectively. Finally, it is critical that Taché implements this Plan's recommendations and strategies in an equitable fashion that considers all the RM's communities and settlements. Opportunities for recreation should not be concentrated in one or two locations, but instead should be spread across the RM.

4.1 Plan Monitoring and Progress Evaluation

Recognizing that this Recreation Master Plan sets a long-term vision for Taché's evolution over the next two decades, the plan should be considered as a living document, and should be adapted in order to remain relevant in the face of changing conditions. Accordingly, the RM of Taché and its partners should routinely review this Plan in order to monitor its implementation and outcomes, in accordance with the Plan's visions, priorities and objectives. Periodic reviews should be undertaken one year after implementation, and then every two to five years after that.

As part of the review process, the RM of Taché should conduct further community surveys to monitor overall community satisfaction with recreation, using the survey data associated with this plan as baseline (Appendix B). Regular surveys will allow the RM to monitor key performance indicators that have been identified to assist in evaluating progress with Master Plan strategies and initiatives such as:

- Community satisfaction with indoor and outdoor recreation facilities
- Amounts of recreation time spent outside the RM
- Volunteerism rates
- Barriers to accessing recreation

4.2 Priorities, Principles, and Actions Alignment

The following tables demonstrate the way in which implementing one key action can help to achieve various outcomes. Many challenges observed throughout the planning process are interconnected in nature, and therefore should be addressed with that in mind. For example, implementing a regional partnership would help provide significant recreational amenities for many Taché residents, while also reducing the burden on the RM's funding and limited resources.

These tables are also intended to help balance the strategic priorities of this plan and track its subsequent outcomes.

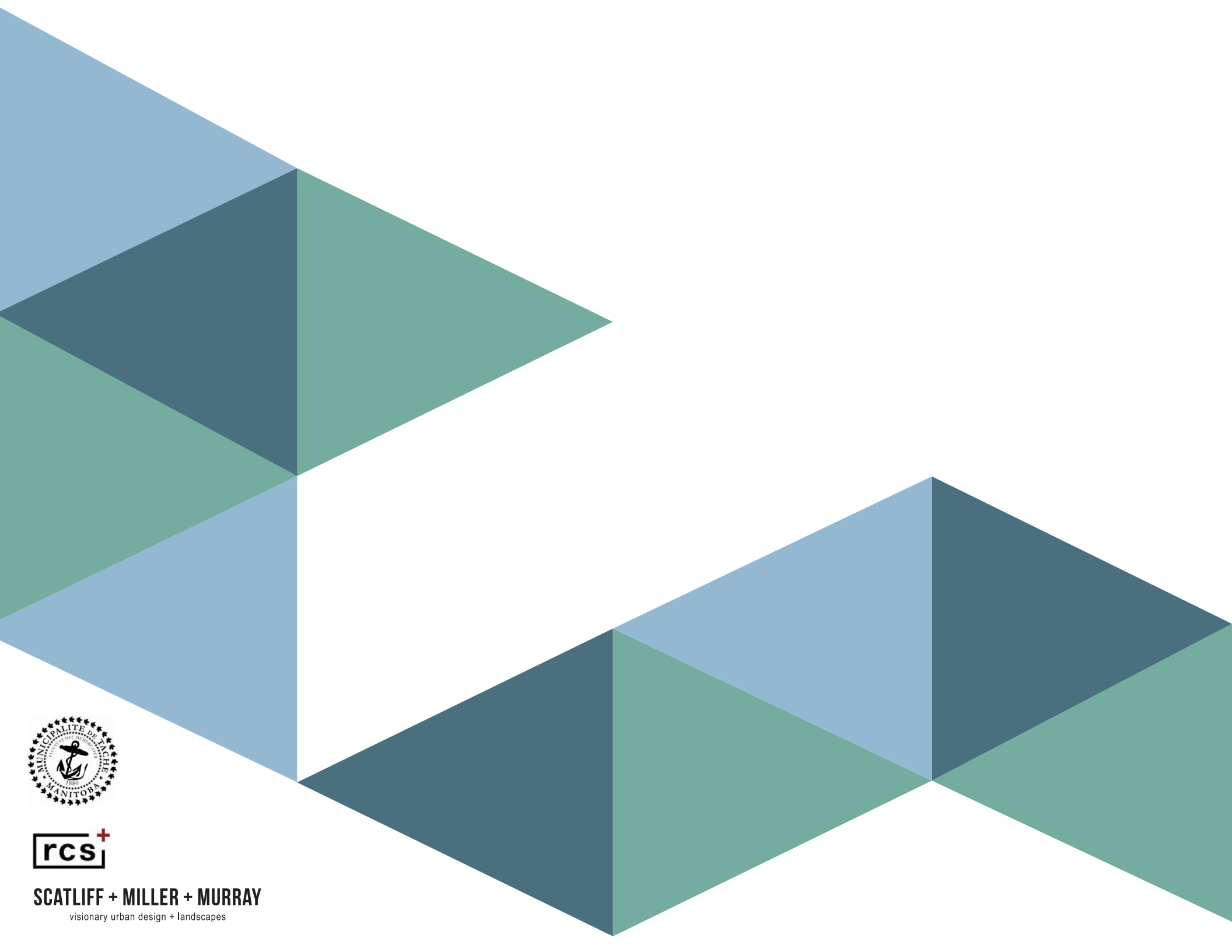
Legend

Timeline	
Immediate	1-3 years
Short Term	3-5 years
Medium Term	5-10 years
Long Term	10+ years
Champion	
RM	Rural Municipality of Taché
RD	Recreation Department
CO	Community Organizations
Alignment	
1	Recreation as Community Building
2	Celebrate your Identity
3	Accessibility + Affordability
4	Partnerships + Engagement
5	Sustainable Development
6	Effective Communication
7	Supporting Community Resources

PLANS + STRATEGIES FOR RECREATION DEVELOPMENT	TIMELINE	CHAMPION	ALIGNMENT
Partnerships – Secure Regional and Municipal Partnerships 			
1. Formalize Partnerships with Existing Recreation Service Providers	Immediate	RM, RD, CO	      
2. Explore New Partnerships in Program Delivery	Short Term / Medium Term	RM, RD, CO	      
Governance & Administration 			
3. Endorse and Adopt Guiding Principles	Immediate	RM	      
4. Organizational Resilience and Succession Planning	Short Term	RM,RD	      
5. Annual Reporting	Short Term	RD,CO	      
6. Asset Management Strategy	Medium Term	RM, CO	      
Financial Strategies 			
7. Facility Priority Assessment	Short Term	RM	      
8. Funding Sources	Ongoing	RD	      
9. Operating + Insurance Grants	Short Term / Ongoing	RM	      

PLANS + STRATEGIES FOR RECREATION DEVELOPMENT	TIMELINE	CHAMPION	ALIGNMENT
Accessibility + Affordability 			
10. Recognize Sport for Life	Ongoing	RM, RD, CO	1 2 3 4 5 6 7
11. Emphasize Accessibility	Ongoing	RM, RD, CO	1 2 3 4 5 6 7
12. Keep Recreation Affordable	Ongoing	RM, RD	1 2 3 4 5 6 7
Parks and Trails 			
13. Develop a Trails Master Plan	Short Term	RM	1 2 3 4 5 6 7
14. Enhance Parkland Policies	Long Term	RM	1 2 3 4 5 6 7
Programming 			
15. Support Program Diversity	Short Term	RD, CO	1 2 3 4 5 6 7
16. Address Programming Needs + Demands	Medium Term	RD, CO	1 2 3 4 5 6 7
17. New Program Development Grant	Long Term	RM, RD	1 2 3 4 5 6 7

PLANS + STRATEGIES FOR RECREATION DEVELOPMENT	TIMELINE	CHAMPION	ALIGNMENT
Communications 			
18. Develop a Communications Strategy	Immediate	RD	1 2 3 4 5 6 7
Community Outreach 			
19. Form a Recreation Advisory Committee	Immediate	RM, RD	1 2 3 4 5 6 7
20. Build Volunteer Capacity	Medium Term	RD, CO	1 2 3 4 5 6 7



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