



# Morinville

**2022-2025 Strategic Plan Progress Report**  
**T3: September to December 2022**



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On May 20, 2022, Morinville Town Council approved its Strategic Plan to guide the corporation for the current term of Council. The Strategic Plan consists of six goals and will remain in place until 2025. Upon adopting the Strategic Plan, Administration began working on implementing the plan by developing the Corporate Business Plan that articulates specific actions to help meet Council's goals and achieve the Town's vision and mission. This report aims to update Council on the strategically aligned outcomes achieved from January to April 2022. During this time, Administration is also engaged in day-to-day operations, delivering core services and programs, and participating in other significant initiatives.

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## GOAL 1: COMMUNITY BUILDING

Morinville is a growing community with a small town feel where we all feel proud to live, play and participate.

### Objective 1.1: Boards, committees, task forces, community groups, have participants / members representative of Morinville's diverse population

#### Objective 1.1

##### 1.1.1 Implement the Agency, Board, Commission and Committee Appointments Policy

#### T1 Progress and Summary

Began policy development to establish process for appointing Council Members and Public Members to internal and external Agencies, Boards, Commissions and Committees.

#### T2 Progress and Summary

Agency, Board, Commission and Committee Appointments Policy was approved by Council and recruitment began to fill upcoming vacancies.

#### T3 Progress and Summary

Complete.

### Objective 1.2: Residents and businesses are actively engaged in and aware of decision making and planning our future

#### Objective 1.2

##### 1.2.1 Increase community engagement and participation through expanded 2023 budget consultation and engagement (e.g., community bus, capital projects, etc.)

#### T1 Progress and Summary

In alignment with the Council approved Public Engagement Policy, undertook a public engagement plan that focused on informing Morinville residents and businesses with balanced and objective information to assist them in gaining understanding the budget process, pressures of the 2022 Operating Budget and Capital Plan.

#### T2 Progress and Summary

In June, Council approved the procurement of a new online engagement portal, [engagemorinville.ca](http://engagemorinville.ca). This public engagement tool was introduced in support of Council's commitment and direction to improve outreach, engagement, and decision-making.

In July, the portal was launched to support Budget 2023 engagement. 149 respondents (online and printed surveys) participated and provided input which was used as one form of input into developing the budget.

## Objective 1.2: Continued from page 3

### 1.2.1

#### T3 Progress and Summary

An open house and subsequent public engagement survey was held for two capital projects – the intersection planning for 100 Avenue/Grandin Drive and Cardiff Road/100 Street. There was a high level of engagement seen for both.

A Budget Information Session was hosted by Council in November to support the proposed 2023 Budget. This session provided a forum for residents and business owners to provide feedback. The "What We Heard" report provided input to budget deliberations.

### 1.2.2

**Expand engagement and increase education with residents, community groups, stakeholders around the Corporate Fees and Charges Bylaw (e.g., Fees and Charges Survey, community user groups, etc.)**

#### T1 No Update

#### T2 Progress and Summary

Community groups were notified of the August 1 change to Community Services fees and charges as well as invited to provide feedback for the 2023 review process.

Administration engaged with building and development industry stakeholders on select fees currently inconsistent with regional trends that may represent a barrier to development. Administration has adjusted a key fee to bring it closer to alignment with regional rates for the 2023 Fees and Charges Bylaw. Administration also engaged with our Safety Codes agency to identify Permit related fees currently out of sync with regional trends to bring them into alignment for 2023.

#### T3 No Update

### 1.2.3

**Improve program and service delivery through feedback from members of the public**

#### T1 Progress and Summary

Completed post-season debriefs with ice groups and pre-season meetings with outdoor sport groups.

Monthly Community Services Advisory Committee meetings held, giving committee members to provide feedback on events, programs and policies to Administration.

Initiated planning for Morinville Leisure Centre program and membership surveys. Completed guest experience survey during Chamber Trade Show. Completed Family and Community Support Services (FCSS) youth and senior program surveys.

#### T2 Progress and Summary

Completed pre-season meetings with baseball, slo-pitch and soccer community groups and held the MLC ice allocation for ice groups.

Presentation to Community Services Advisory Council on the Volunteer Survey results, reviewed updated Recreation Access Program, provided a Block Party update and reviewed the draft of new Strategic Plan. Began Committee Terms of Reference review for this committee.

The Morinville Leisure Centre hosted a booth at the Morinville Farmers Market to connect directly with the community, provide demos and engage shoppers in activity to promote MLC, additionally marketed the 2023 Budget survey and encouraged residents to complete the survey.

Created an updated social media plan for MLC to create awareness about classes, programs, trainers, instructors, and members.

## Objective 1.2: Continued from page 4

### T3 Progress and Summary

Snow and ice control activities were communicated through multiple avenues including, website updates and alerts, street billboard signage, utility invoice mailouts, and social media. From lessons learned throughout 2022, Administration is looking into other options to increase public awareness, such as an open house and public engagement surveys.

Improved the tracking of resident feedback through the internal rollout of Service Tracker. Service Tracker allows for the compilation of common or repeated issues with the ability to track issues that require action and closeout.



## GOAL 2: COMMUNITY SAFETY & WELLBEING

Morinville is a community that collaboratively prioritizes the safety and well-being of residents and businesses.

### Objective 2.1: Improve safety for intersection at Highway 624 and Grandin for pedestrian and vehicular traffic

#### Objective 2.1

##### 2.1.1 Advocate to the provincial government for funding and support

###### T1 Progress and Summary

The Mayor met with Transportation Minister regarding intersection safety and improvements.  
Attended the Government of Alberta's provincial police service engagement session.

###### T2 Progress and Summary

Ongoing discussions with Alberta Transportation in regard to intersection safety and improvements on HWY 642.  
Ongoing discussions with our MLA to advocate for the return of the X-ray machine to the local lab.

###### T3 Progress and Summary

Ongoing discussions with Alberta Transportation in regard to intersection safety and improvements on HWY 642.

##### 2.1.2 Complete planning project to determine appropriate intersection improvement treatment

###### T1 Progress and Summary

Initiated development of implementation plan from recommendations in the Pedestrian Crossing Review.  
A 2022 capital project for intersection planning was approved for Hwy 642 and Grandin. The project will review current traffic conditions, future traffic demands and evaluate the best long-term solution for upgrades for the intersection (i.e. roundabout or signalization). Engagement will follow with Alberta Transportation, residents and other stakeholders.

###### T2 Progress and Summary

The Hwy 642 and Grandin intersection planning project is in progress. The consultant reviewed existing conditions and has confirmed the intersection surpassed the threshold for intersection improvements. Through this planning project they began developing criteria to help evaluate the intersection improvement options for a roundabout vs signalization. Further work is underway including public engagement planned for fall 2022.

###### T3 Progress and Summary

Hwy 642 and Grandin intersection planning project near completion. An open house was held on October 22, for all residents and stakeholders to attend. An online survey was setup afterwards to secure feedback from those that were unable to attend the open house in person. Reports were drafted, with a presentation to Council being planned for early 2023.  
Presented the Pedestrian Crossing Review Implementation Plan to Council at the December 13 Regular Meeting of Council. Continue to work with Council to review and prioritized recommendations for future Capital Budget planning discussions.

## Objective 2.2: Consistent design standards are applied to existing and future crosswalks

### Objective 2.2

#### 2.2.1 Update Municipal Engineering Standards to align with the Capital Region including current industry standards and best practices

##### T1 Progress and Summary

Municipal Engineering Standards Update initiated. It will review and align the Town's design standards, construction specifications and standard drawings with recognized best practices.

##### T2 Progress and Summary

The consultant has assessed the Town's Engineering Standards and reviewed comparable sized municipalities. Of the five sections of the Engineering Standards, the consultant has worked on sections 1.0 General and 2.0 Procedures, which focus on the Planning and Development submission and review processes.

##### T3 Progress and Summary

The consultant has prepared a draft report of the Municipal Engineering Standards. The report is being reviewed internally and will be provided to external stakeholders and Council in early 2023.

#### 2.2.3 Deliver presentation of the Pedestrian Crossing Review Report

##### T1 Progress and Summary

Pedestrian Crossing Report delivered to Council on April 19, 2022.

##### T2 Progress and Summary

Complete.

#### 2.2.4 Determine implementation plan based on recommendations from Crosswalk Study

##### T1 Progress and Summary

Identified recommended improvements to standardize and improve the safety of Morinville's crosswalks. Administration is reviewing the scope of the improvements and budget requirements will be advanced through capital budget planning cycles.

##### T2 Progress and Summary

Revitalized identified crosswalks and curb along Grandin Drive and Sunnydale Road. Also installed additional pararamps to support our residents in utilizing wheelchairs, strollers, and other walking aids.

##### T3 Progress and Summary

Presented the Pedestrian Crossing Review Implementation Plan to Council at the December 13 Regular Meeting of Council. Continue to work with Council to review and prioritized recommendations for future Capital budget planning discussions.

## Objective 2.3: Continue to support, collaborate, and educate through a multifaceted approach to community crime prevention, safety and wellbeing

### Objective 2.3

#### 2.3.1 Develop and enhance community safety programs (e.g., bike rodeo, block parties, bike safety, LOST, Point/Pause/Proceed, etc.)

##### T1 Progress and Summary

Began promotion of Block Party and Good Neighbourhood program. Community Peace Officers to attend all parties to promote safety education and ensure safety at the site.

Collaboration and planning for upcoming Bike Rodeo that focuses on educating children and youth bike safety.

Began planning the return of the youth safety education program with community schools. Resources will include a School Resource Officer. Programs will include; Point, Pause and Proceed, Bike Safety and the LOST program.

##### T2 Progress and Summary

Enforcement attended three block parties this summer, promoting safety and education to kids in attendance. Four block parties scheduled between June and August.

Work began with local schools to return to the classrooms with programs including Pedestrian Safety, Bike Safety and other safety education programs for the youth in our community.

Hosted the Bike Rodeo on May 18, 2022. Total of 82 participants registered.

Began the process of renewing our School Resource Officer Program and Agreement with Greater St. Albert Catholic School Division and Sturgeon School Division.

##### T3 Progress and Summary

One additional Block Party scheduled in October. Total for the year is five.

Enforcement Services did attend a "Train the Trainer" course for distracted driving targeted at high school age groups to help promote driving safety.

Scheduling various programs to be conducted in schools at the end of T1, 2023.

School Resource Officer (SRO) Program and Agreement was signed between the Sturgeon Public School Division, the Greater St. Albert Roman Catholic Separate School Division and the Town of Morinville to provide a RCMP officer to serve as a SRO to each of the schools from 2022-2025.

#### 2.3.2 Build public awareness and understanding of emergency preparedness

##### T1 No Update

##### T2 Progress and Summary

Began planning discussions on a regional public education campaign with SREMP partners and sharing of communications resources.

##### T3 Progress and Summary

Discussions and collaboration with SREMP in regard to 2023 Emergency Management Week and initiatives to promote emergency preparedness, for example, building a 72-hour home emergency preparedness kit.

Completed debrief with stakeholders following the Morinville Plaza fire.



**2.3.3** | **Develop an implementation plan based on the recommendations within the Community Safety and Well-Being Report (aligns with initiative 1.1) (e.g., public washroom strategy, houseless and housing precarity, etc.)**

**T1 Progress and Summary**

Began process to reactivate the Homeless/ Houseless/ Wrap Around Team. FCSS to provide support to individuals.

Initiated becoming a 'Community of Practice', which sees social service agencies within the region meeting to develop strategies, programs and initiatives to support individuals of risk.

Initiated a Community Safety and Well-Being implementation plan based on the report recommendations.

**T2 Progress and Summary**

The public washroom strategy is underway. Infrastructure Services is assessing current levels of service and identifying needs, gaps, and opportunities within the community. Service level options are intended to be provided with the report when it returns to Council.

Identified and developed Master List recommendations as well as identified Scope 1, 2, and 3 recommendations.

**T3 Progress and Summary**

The public washroom strategy report was prepared for Council and accepted as information at the October 11 Regular Meeting of Council. The report showed that the Town is performing an adequate level of service to meet the current needs of residents by including washroom options at a variety of locations throughout high usage areas.

Continue to evaluate recommendations and consult with other departments to develop an implementation plan to carry out recommendations from Scope 1, 2 & 3.



## GOAL 3: FINANCIAL STEWARDSHIP

Morinville improves its financial health while demonstrating value for money.

**Objective 3.1: Operational spending and service levels reflect the principles of relevance, efficiency and effectiveness**

### Objective 3.1

**3.1.1 Identify alternate service models for identified community assets (e.g., Morinville Community Cultural Centre and Morinville Leisure Centre alternate models, community bus, etc.)**

#### T1 Progress and Summary

Prepared Expression of Interest (EOI) for operating the Morinville Community Cultural Centre (MCCC) and Morinville Leisure Centre (MLC).

Initiated research and project scope for the Community Bus viable operating models project.

#### T2 Progress and Summary

Administration launched and closed Expression of Interest (EOI) for operating the Morinville Community Cultural Centre (MCCC) and Morinville Leisure Centre (MLC). One applicant received but did not meet EOI criteria.

Draft MCCC Usage Growth Plan developed to address request to increase MCCC use by promoters and producers of Arts & Culture activities.

Continued with research for the Community Bus viable operating models project to present to Council.

#### T3 Progress and Summary

Began investigation of Regional Collaborative Service Model between TOM and Sturgeon County FCSS and Culture and Events.

Completion application for New Horizon Pilot Community Grant Bus Project and continued research for the Charter Community Bus pilot project.

**3.1.2 Review and update budget process to reflect Council's guiding principles**

#### T1 Progress and Summary

Began reviewing budget processes to align with proposed Council Policy.

Administration's Joint Leadership Team met to identify budget process improvements for 2023.

Initiated research and project scope for the Community Bus viable operating models project.

#### T2 Progress and Summary

Administration developed and began implementing a new budget process that engages Council earlier in the process, ensures public consultation, incorporates a review of Fees and Charges, and provides time for Council's review and deliberations.

As part of this process, Administration drafted a Budget Principles and Guidelines Policy. The draft policy was presented to Council in July and approved with amendments from Council.

The development of the 2023 Operating and Capital Budget began in late T2 and is informed by the Council approved policy.

### T3 Progress and Summary

Budget process improvements were put into practice for the development of the 2023–2025 Operating Budget and 2023–2027 Capital Budget. This included adherence to the new Budget Principles and Guidelines Policy, incorporation of public engagement into the draft documents and integrating approval of fees and charges with the budget.

While significant improvements were made, the Finance team also took inventory of where additional improvements could be made for 2024. Specific input was sought from Council, ELT and SLT on how the budget process can yet again evolve and improve. The learnings garnered during the development of the 2023 process will be used to develop a full year plan for the 2024 budget cycle.

#### 3.1.3 Explore service level adjustments to areas identified as potential expense reductions

### T1 Progress and Summary

Removed the LIVE at the CCC performance series due to service level changes that were approved in the 2022 Operating Budget.

Began discussions on the lease renewal of MLC Concession 3rd party operations agreement.

Began discussions with local community group for a proposal for 3rd party operations of the Skyline Diamonds.

Began Snow and Ice Control Policy review with planned update to be completed in September 2022.

### T2 Progress and Summary

Completed new lease signing for MLC Concession 3rd party operations agreement.

Continued discussions with local community group for a proposal for 3rd party operations of the Skyline Diamonds.

The Snow and Ice Policy review will include options for service level adjustments and is scheduled for Council review in September. Service levels will involve snow trigger depths, clearing speeds, and snow dump charges.

### T3 Progress and Summary

The Snow and Ice Control Policy was approved at the September 13 Regular Meeting of Council. Service levels for Snow and Ice Control were reviewed and it was decided to keep the same levels as 2021, with the exception of the snow dump operation, which the Town began charging for use in order to make up for the internal costs to operate.

Discontinued discussions with local community group for a proposal for 3rd party operations of Skyline Diamonds.

As per Council motion during 2023 budget process, operational hours at the Morinville Community Cultural Centre and Morinville Leisure Centre reduced to save \$360,000 in the Operating Budget for 2023.

Began Community Services re-organization planning to find efficiencies and better align Community Services to address operating needs and gaps.

#### 3.1.4 Develop a Budget Policy that ensures budgets and associated property tax bylaws are crafted in alignment with Council's strategic objectives

### T1 Progress and Summary

Began Budget Principles and Guidelines Council Policy development for discussion with Council.

### T2 Progress and Summary

Council approved the Budget Principles and Guidelines Policy that ensures Council's expectations for the annual budget are consistently communicated to administration.

During the review of the draft Budget Principles and Guidelines Policy, Council directed Administration to develop a separate Council policy on taxation. Discussion and development of a taxation policy will take place in T3.

### T3 Progress and Summary

As directed by Council, Administration developed a specific taxation policy for Council's approval, outlining Council's direction for the development of tax rates, residential to non-residential tax splits, assessment sub-classes and supplementary assessment.

Through these discussions on taxation, Council provided further direction on bringing forward a non-residential tax incentive program, supplementary assessment and new residential assessment classes. Initial drafts of these documents were completed in T3 and will be brought forward for Council's review and approval in T1 of 2023.

## Objective 3.2: Morinville's current and future infrastructure needs are managed with diligent planning and affordable spending

### Objective 3.2

#### 3.2.1 Advance asset management service levels

### T1 Progress and Summary

Initiated resource requirements for a sustainable asset management service level including maintaining an inventory, condition assessments and life cycle planning.

### T2 Progress and Summary

The Asset management program requires resources to conduct the inventory collection, condition assessments, and assembly of information. Resource requirements have been identified and are intended to be included through the 2023 budget process.

### T3 Progress and Summary

GIS resources were approved in the 2023 budget to support the ongoing process of asset management work.

Identified what asset management resources were required to advance the asset management service. A co-op student was determined to be required to conduct data entry and condition assessments. This resource was included in the 2023 Budget for deliberations.

#### 3.2.3 Collaborate with the RCMP on facility needs

### T1 Progress and Summary

Completed initial planning with RCMP for options for facility needs of RCMP, Victim Services and Enforcement Services.

### T2 Progress and Summary

Following consultation with the local RCMP detachment, the Replacement Protective Services Facility has been deferred and will be included in a future long-term capital budget when more information becomes available.

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### T3 Progress and Summary

Discussions with Infrastructure Services and the building needs assessment, now includes potential housing for Enforcement Services. Research alternative options for short to midterm occupancy.

#### 3.2.4 Develop an integrated planning process (e.g., Area Concept Plan, Area Structure Plans, etc.)

T1 No Update

### T2 Progress and Summary

CIS and Finance begun the initial stages of preparing a 2023 – 2026 Capital Budget to be finalized in T3.

Development of an updated long-term Capital Budget has been delayed to allow for the completion of projects key to supporting an improved long-term capital plan, most importantly Asset Management, as well as the lack of a provincial capital grant program beyond 2023.

### T3 Progress and Summary

The 2023–2027 Capital Plan was developed and presented for approval to Council during the budget process. Council approved the plan without amendment.

#### 3.2.5 Conduct an Offsite Levy review (aligns with initiative 3.3)

T1 & T2 No Update

### T3 Progress and Summary

Administration initiated the process of identifying available internal resources to complete updates of the Offsite Levy supporting data to test the existing model. Revisions to the Offsite Levy Bylaw will be required to reflect the current realities of Provincial funding.

#### 3.2.6 Develop a long-term (10-year) capital budget that clearly articulates spending and revenue sources

T1 No Update

### T2 Progress and Summary

Ongoing work to refine the 5-year capital plan is underway. Research and data collection phase in progress to inform the asset management program.

### T3 Progress and Summary

Started the framework planning for the 10-year capital plan preparation. Began compiling renewal project requirements based off asset inventory and growth capital requirements based off Planning Studies and Master Plans.

**Objective 3.3: Continue to seek and obtain additional sources of revenue to mitigate the financial impact on residents and businesses**

### Objective 3.3

#### 3.3.1 Identify opportunities to generate more revenue and/or new stable funding streams that will help supplement or leverage traditional revenue streams

### T1 Progress and Summary

Implementation of MCCC Ticketing Services for selling tickets on behalf of a 3rd party and receiving a fee for service.

### T2 Progress and Summary

Draft MCCC Usage Growth Plan developed to address request to increase MCCC use by promoters and producers of Arts & Culture activities.

A review was initiated of the suite of administrative fees and charges in Town to identify any services currently provided by the Town where costs are not being recovered. This review will result in several updates to the Fees and Charges Bylaw in T3.

Began an investigation of options for Council consideration regarding additional options for assessment classifications and resulting tax rates. These options will come forward to Council in T3 as part of the proposed Taxation Policy.

### T3 Progress and Summary

The snow dump was identified as a cost to the Town that provided a free service for public. The Town included new snow dump fees as a “cost-recovery” in the Snow and Ice Policy and updated the Fees and Charges Bylaw for consideration in the 2023 Budget deliberations.

The updated Fees and Charges Bylaw and its integration with the annual budget process provided an opportunity to ensure that all Morinville fees and charges appropriately capture revenue from those who utilize services, mitigating some of the pressure on property taxes.

The taxation policy approved by Council provides direction to administration to bring forward options regarding supplementary taxation and the subclass of residential assessment. Both of these initiatives have the potential to diversify the Town’s property tax revenue. Bylaws and supporting reports/documentation were developed in T3 and will be brought forward for Council review in T1 of 2023.

### 3.3.2 Identify provision of services to other municipalities (e.g., Community Peace Officers, Fire Services)

#### T1 Progress and Summary

Additional municipalities requested a proposal from Morinville to provide enforcement services. Presentations to respective administrations were completed in April 2022.

Initial consultations and a first drafts of agreements prepared fire service mutual aid between Morinville and the municipalities of St. Albert, Gibbons, and Alexander First Nations.

Completed 3rd draft of Fire Services Agreement with Sturgeon County.

Presented 3rd draft of Cost Schedule in the Fire Services Agreement to Sturgeon County for review in March 2022.

#### T2 Progress and Summary

Signed agreement with the Municipality of Gibbons to provide Enforcement Services to the Town of Gibbons. Enforcement services commenced May 2022 and are going well.

Signed and implemented Mutual Assistance Agreements: Emergency Services with the City of St. Albert and the Town of Gibbons. Agreements captured the collaboration between municipalities and equitable compensation for services provided.

Continue to work with neighbouring municipality of Sturgeon County to finalize the Fire Services Agreement. Discussions continue with participating CAO’s.

**T3 Progress and Summary**

Gibbons CPO program provided a Q3 update to Gibbons Council which was very well received. Our officers continue to build on the relationships within the community.

Continue to strengthen the relationships with the City of St. Albert and the Town of Gibbons. Provided mutual aid support for fire suppression incidents as well as back up services during major incidents.

Good progress is being made with finalizing the Fire Services Agreement. Negotiations and discussions with the perspective CAO's are going well.

**3.3.4 Identify options to improve the use of property taxation and develop a Council approved Tax Policy as part of the overall Budget Policy**

**T1 Progress and Summary**

A coordinated multi-year approach to taxation to be included as part of the Budget Guidelines and Principles Policy brought before Council.

**T2 Progress and Summary**

Began an investigation of options for Council consideration regarding additional options for assessment classifications and resulting tax rates. These options will come forward to Council in T3 as part of the proposed Taxation Policy.

**T3 Progress and Summary**

As directed by Council, Administrations developed a specific taxation policy for Council's approval outlining Council's direction for the development of tax rates, residential to non-residential tax splits, assessment sub-classes and supplementary assessment.

Through these discussion on taxation, Council provided further direction on bringing forward a non-residential tax incentive program, supplementary assessment and new residential assessment classes. Initial drafts of these documents were completed in T3 and will be brought forward for Council's review and approval in T1 of 2023.

**3.3.6 Develop a Corporate Sponsorship Strategy**

**T1 Progress and Summary**

Review of current assets and assigning evaluations to update programs.

Reviewing current contracts to ensure fulfillment and following up as facilities are now open.

**T2 Progress and Summary**

Identified and secured corporate sponsorship and community partnerships for Morinville Festival Days. Began identifying new opportunities and discovery meetings for Lite Up the Nite Christmas Festival. Engaged with Landrex to expand their presence in the MLC.

**T3 Progress and Summary**

Identified and secured corporate sponsorship and community partnerships for Lite Up the Nite Festival, including multi-year agreements. Engaged in 14 new discovery meetings and 9 community engagement and partnership meetings. Advertising program was introduced and sales of the program guide increased over previous issue. Engaged with existing sponsors and began implementation of new assets.



## GOAL 4: ENVIRONMENTAL RESPONSIBILITY

Morinville is an environmental steward through collaboration, innovation, education and implementation.

### Objective 4.1: Develop a Climate Action Plan by 2025

#### Objective 4.1

##### 4.1.1 Investigate what is required to develop a Climate Action Plan and develop a project plan

###### T1 Progress and Summary

New goal approved in May 2023. Work to begin in T2.

###### T2 Progress and Summary

Reviewed available resources from the Municipal Climate Change Action Centre (MCCAC), including the option to complete a community climate resilience self-assessment.

###### T3 Progress and Summary

Continue collaboration with Sturgeon Regional Emergency Management Partnership on programs and initiatives to help promote capacity in emergency response. SREMP supplied funding for NAIT EM courses, however the course was cancelled. Positive procurement partnerships.

Continuing further education for staff in the Emergency Management field. Staff registered for ICS 100, 200, 300 courses as well the potential for section training courses.

##### 4.1.2 Develop a municipal policy or position statement on climate change

###### T1 Progress and Summary

New goal approved in May 2023. Work to begin in T2.

###### T2 Progress and Summary

Reviewed available resources from the Municipal Climate Change Action Centre (MCCAC), including the option to complete a community climate resilience self-assessment.

###### T3 Progress and Summary

Off track due to resource constraints.



## Objective 4.1

### 4.1.3 Investigate participating in the Federation of Canadian Municipalities Partners for Climate Protection

#### T1 Progress and Summary

New goal approved in May 2023. Work to begin in T2.

#### T2 Progress and Summary

Administration connected with FCM to determine PCP's alignment with the strategic priority and determine Morinville's eligibility for grant funding.

#### T3 Progress and Summary

Off track due to resource constraints.

### 4.1.4 Investigate available grants from the Federation of Canadian Municipalities for creating and implementing a Climate Action Plan

#### T1 Progress and Summary

New goal approved in May 2023. Work to begin in T2.

#### T2 No Update

#### T3 Progress and Summary

Off track due to resource constraints.

### 4.1.5 Work with regional partners for climate change project cost sharing or collaborative opportunities

#### T1 Progress and Summary

New goal approved in May 2023. Work to begin in T2.

#### T2 Progress and Summary

Liaised with regional municipalities to understand their experience with the PCP's program.

#### T3 Progress and Summary

Off track due to resource constraints.

### 4.1.6 Identify environmental priorities (e.g., water, air, biodiversity, waste, land use, etc.)

#### T1 Progress and Summary

New goal approved in May 2023. Work to begin in T2.

#### T2 No Update

#### T3 Progress and Summary

Off track due to resource constraints.

## Objective 4.2: Leverage Municipal Climate Change Action Centre to conduct an energy audit

### Objective 4.2

#### 4.2.1 Identify requirements for conducting an energy audit

##### T1 Progress and Summary

New goal approved in May 2022

##### T2 No Update

New goal approved in May 2022

##### T3 Progress and Summary

Off track due to resource constraints.

## Objective 4.4: Will maintain, review annually, and educate the public quarterly on our environmental risk assessment and disaster preparedness.

### Objective 4.3

#### 4.4.1 Work with Sturgeon Regional Emergency Management Partnership (SREMP) and Capital Regional Emergency Preparedness Partnership (CREPP) to build capacity and resilience in organizational response

##### T1 Progress and Summary

Updated contacts, the municipal emergency plan and Incident Management Team roles for the Sturgeon Regional Emergency Management Partnership.

A number of staff completed participation in regional full day exercise to update and review skills and responsibilities.

##### T2 Progress and Summary

Established incident management team roles for SREMP collaboration. Continue to attend and participate in CREPP meetings and establishing networks.

Morinville staff participated in ICs 200 and emergency operations centre half day exercise and debrief in Morinville to improve readiness and preparedness. Developing training plan for emergency management courses for staff in all areas of organization.

##### T3 Progress and Summary

Continued training and development to ensure Town staff have proper ICS training levels.

Plaza fire initiated Emergency Response plan. Town staff fulfilled roles (within Emergency Social Services) as assigned and supported as requested.

#### 4.4.2 Engage in the exploration of the Edmonton Metropolitan Region Board (EMRB) environmental, social, and governance (ESG) initiative

##### T1 Progress and Summary

Participated in the EMRB's ESG session where the primary focus was the environmental lens.

##### T2 Progress and Summary

In June 2022, the Board directed the development of a project charter for a regional climate risk and vulnerability assessment.

##### T3 No Update



## GOAL 5: ECONOMIC DEVELOPMENT

Morinville has a diverse economy with thriving businesses, quality jobs and growing business opportunities.

### Objective 5.1: Grow the proportion of non-residential assessment from 14 per cent to 16 per cent

#### Objective 5.1

##### 5.1.1 Contribute as a regional partner to improve investment readiness

###### T1 Progress and Summary

The Collaborative Economic Development (CED) working group received a grant from the Government of Alberta to support development of a financial model.

Provided data to Edmonton Global to support its marketing needs.

###### T2 Progress and Summary

The Collaborative Economic Development (CED) is advancing its financial modeling work, including a site identification methodology. Currently working to progress model to ultimately identify the return on investment of regional investment on a per site basis. Target completion date for model is end of year.

###### T3 Progress and Summary

The Collaborative Economic Development (CED) is nearing the completion of the financial modeling work. The model will undergo real-world data testing in T1 2023. The contract for the development of the site identification methodology and tool will be finalized early in T1 2023. Project completion, including the financial modeling tool, site selection tool, and governance structure is scheduled for T3 2023.

##### 5.1.2 Promote Morinville's competitive advantage with access to road, rail and runway

###### T1 Progress and Summary

Attended the Innovating Commerce Serving Communities (ICSC) Conference. Five direct follow-up engagements with different commercial interests from ICSC, with conversations still ongoing with several potential retailers.

Promoted Morinville via the Economic Developers Association conference, strengthened networks, and gained insight into Alberta-specific economic development trends.

Provided support to seven new business ventures: Quartz and Mane, Panchita's, Fusion, Morinville Cell Tech, MobiFix, Garden's Gate, iCandy Optical and AV Liquor House.

###### T2 No Update

###### T3 Progress and Summary

Greater Edmonton Economic Development Team (GEEDT) will have a booth at the Innovating Commerce Serving Communities (ICSC) Conference in T1 2023. The EDO will investigate sending information outlining Morinville's competitive advantage with them.

## Objective 5.2: Support the expansion and retention of existing businesses while attracting new commercial and light industrial

### Objective 5.2

#### 5.2.1 Explore potential incentives to spur growth

T1 No Update

#### T2 Progress and Summary

Finance has investigated, for inclusion in the draft Taxation Policy, options for Council's consideration to encourage the development of new non-residential and high-density residential properties in Morinville.

Discussion on and development of the Taxation Policy will take place in T3.

#### T3 Progress and Summary

Through discussion on the taxation policy, Council expressed a desire to investigate a non-residential tax incentive program. Finance developed a proposed bylaw and supporting documentation to be presented to Council for review and approval in T1 of 2023.

#### 5.2.2 Research feasibility and implications of a non-residential split assessment to mitigate impacts to small business

T1 No Update

T2 No Update

#### T3 Progress and Summary

Upon review of a potential small business sub-class, Council determined that the nature of the business community in Morinville and its high percentage of small businesses made the sub-call of commercial properties inequitable. Therefore, Council directed Administration not to proceed with this initiative.

#### 5.2.3 Investigate sub-class mill rate options

T1 No Update

#### T2 Progress and Summary

Explored several assessment sub-classifications, including the small business sub-classification. It was determined there were no material tax advantages to be garnered by the imposition of a small business assessment sub-classification or tax rate and no further action will be taken at this time.

#### T3 Progress and Summary

While the small business sub-class of non-residential assessment was determined to no be appropriate for Morinville, through discussion on the Taxation Policy, Administration has proposed to sub-class residential assessment for serviced lots. This sub-class will allow the Town to impose higher rates of taxation on serviced undeveloped lots to offset costs of installed infrastructure and incentivize appropriate sub-division development.

**Objective 5.3: Support the expansion and retention of existing businesses while attracting new commercial and light industrial**

**Objective 5.3**

**5.3.1 Collaborate with the business community and associations on activities to support expansion and retention of Morinville businesses**

**T1 Progress and Summary**

Morinville has utilized 73% of its Digital Economy Program funding allocation, representing 19 businesses. So far 15 digital transformations have been completed - program provided by the Business Link.

**T2 Progress and Summary**

Two additional Morinville businesses entered the Digital Economy Program. No additional businesses completed the program.

**T3 Progress and Summary**

Two additional Morinville businesses completed the Digital Economy Program. Four additional businesses have entered the program, bringing the utilization rate to 88.5%.

Administration initiated pre-engagement with Business Industrial Park stakeholders to determine both interest and effective timing for an engagement session in T1 2023.



## GOAL 6: COLLABORATIVE RELATIONSHIPS

Morinville is a trusted and valued partner in regional and community stakeholder collaboration.

**Objective 6.1: Build and strengthen relationships with Indigenous and Metis peoples to collaborate on shared interests, opportunities and concerns**

### Objective 6.1

**6.1.1 Administration to work with Task Force to identify shared interests and opportunities (e.g., economic development, Indigenous Peoples' Day, Fire Services Agreement)**

#### T1 Progress and Summary

The inaugural Alexander First Nations / Town of Morinville Joint Partnership Task Force meeting was held on March 12 and identified areas of common interest and determined a path for continue relationship building and important events to work collaboratively toward.

Developed 1st draft of a mutual aid agreement for Fire Services between Town of Morinville and Alexander First Nations.

Planning for collaborative projects such as cross-cultural training opportunities and leadership programs between Town of Morinville and Alexander First Nations.

AFN Security provided contracted services for the Restriction Exemption Program for the MCCC and MLC.

#### T2 Progress and Summary

The AFN Partnership Task Force held a Pipe Ceremony for Town of Morinville Council and AFN Council to celebrate this task force. This ceremony signaled importance of this task force and its importance to work together.

Morinville Town Council proudly attended the Pow Wow to show support from the town. Mayor Boersma was given the honour to walk with Chief George Arcand Jr. at the Grand Entry.

Discussions on training opportunities and mutual aid assistance continued between Alexander First Nations and the Morinville Fire Department. Collaboration with respective training departments is also being investigated.

A draft of Mutual Aid Agreement was sent to Alexander First Nations for consideration and signature.

#### T3 Progress and Summary

Mutual Aid Agreement was developed and approved by both municipalities legal counsel. Awaiting signatures from delegates from Alexander First Nations.

Meetings of respective training departments are scheduled in T1 and T2 of 2023. Opportunities will include AFN firefighters in Morinville, hosted NFPA programs.

## Objective 6.1: Continued from page 22

### Objective 6.1

#### 6.1.3 Investigate opportunities to integrate Indigenous culture into Town facilitates, practices, programs and services

##### T1 Progress and Summary

Outreach completed to find creative and meaningful ways to include Indigenous content was part of Morinville Festival Days and Indigenous Peoples' Day.

##### T2 No Update

##### T3 Progress and Summary

FCSS and youth volunteers partnered in a Truth and Reconciliation event hosted at the Morinville Community Cultural Centre. Alberta Culture Days was celebrated on September 25 in Champlain Park. The event was free to attend and featured live music from local musicians, Indigenous drumming, dream catcher crafts and additional activities. In addition, Morinville Centennial Community Gardens, Morinville Public Library and the Morinville Art Club partnered on this event.

## Objective 6.2: Identify and implement opportunities with regional partners to achieve cost savings and service efficiencies for both

### Objective 6.2

#### 6.2.1 Identify opportunities to develop mutually beneficial agreements with regional partners

##### T1 Progress and Summary

The regional FCSS group began development of regional psychosocial supports to support residents and communities as they move out of the pandemic.

Council attended numerous introductory regional events and meetings to build relationships and increase familiarity.

Council met with the Greater St. Albert Catholic Schools Board to understand common interests and identify areas to work together.

Proposals submitted and presentations delivered to provide enforcement services to neighboring municipalities.

Initial consultations and first drafts of agreements prepared fire service mutual aid between Morinville and the municipalities of St. Albert, Gibbons, and Alexander First Nations.

Presented 3<sup>rd</sup> draft of Cost Schedule in the Fire Services Agreement to Sturgeon County for review in March 2022.

##### T2 Progress and Summary

Continued development with regional FCSS group on regional psychosocial supports to support residents and communities as they move out of the pandemic.

Signed and implemented Mutual Assistance Agreements: Emergency Services with the City of St. Albert and the Town of Gibbons. Current draft of Mutual Assistance Agreements: Emergency Services with Alexander is sitting with AFN's legal department.

##### T3 Progress and Summary

Began investigation of Regional Collaborative Service Model between the Town and Sturgeon County FCSS and Culture and Events.

Continuing to work on partnerships and collaboration between the Town and Sturgeon County FCSS, CRC and Culture and Events.

Continue to strengthen relationships with the City of St. Albert and the Town of Gibbons Fire Departments. Provided mutual aid support for fire suppression incidents as well as back up services during major incidents.

## Objective 6.2: Continued from page 23

### 6.2.2 Implement a procurement support agreement with Sturgeon County

#### T1 Progress and Summary

Completed a fee-for-service agreement for procurement program support with Sturgeon County. The service was used for the MCCC/MLC expression of interest work (See 3.1.1).

#### T2 No Update

#### T3 Progress and Summary

Completed.

### 6.2.3 Collaborate with Sturgeon County on similar purchasing opportunities

#### T1 No Update

#### T2 Progress and Summary

The Town collaborated with Sturgeon County on using their pavement marking contractor to help paint the roadway lines on 100th Street.

The Town is partnering with Sturgeon County's bridge contractor to provide repairs to aged and deteriorated areas on Manawan bridge that were identified when reviewing fixes for bridge damage.

#### T3 Progress and Summary

Capitalized procurement opportunity with new AFRRCS radio communication equipment with neighbouring municipalities of Sturgeon County and the Town of Gibbons.

## Objective 6.3: Strengthen relationships with community stakeholders through enhanced communication and engagement

### Objective 6.3

#### 6.3.1 Build understanding of Council's Strategic Plan with community groups and explore way to create alignment

#### T1 No Update

#### T2 No Update

#### T3 No Update



**Objective 6.3: Continued from page 24**

**6.3.2 Conduct a review of municipal agreements with stakeholders**

**T1 Progress and Summary**

Began process of creating a Joint Use and Planning Agreement with St. Albert Catholic and Sturgeon Public School Divisions.

**T2 Progress and Summary**

Continued with the creation of a draft Joint Use and Planning Agreement with St. Albert Catholic and Sturgeon Public School Divisions.

**T3 Progress and Summary**

Continued the creation of a draft Joint Use and Planning Agreement with St. Albert Catholic and Sturgeon Public School Divisions.

# Strategic Plan Progress Report T:3 Highlights

## September to December 2022

### MLC Youth Takeover

The MLC Youth Takeover took place on November 10 at the Morinville Leisure Centre. Youth ages 12 to 17 enjoyed a day full of free activities in the fieldhouse and in the Landrex Arena.



### Family Fright Halloween Dance

The annual Family Fright Halloween Dance was held at the Morinville Community Cultural Centre on October 28. Guests required a free ticket to attend the dance. 600 tickets were distributed, making this a "sold out" event. Donations for the Morinville Food Bank were collected at the door.



### Manawan Bridge

The Manawan Bridge along East Boundary Road was damaged over the summer during dust suppression work, upon inspection several other deficiencies were discovered. Repairs to the Manawan Bridge were completed, extending the life of the bridge.

### Capital Project Updates

LAV III had a Grand Opening in October. This project's success was supported by the Town by providing the electrical power servicing to the site. The Town also provided the land itself and the clay fill for the project.

The 2022 Road Rehabilitation program was completed in September. This project rehabilitated approximately 350m of residential roadway along 97 Avenue and 95 Street.

The Morinville Leisure Centre lands were landscaped in 2022. This project included the planting of trees along the walking trail, benches, waste receptacles and the regrading and grass seeding of the field along the south property line.

### CAO Recruitment

Naleen Narayan began his role as the new CAO on September 28. A comprehensive onboarding plan was undertaken through T3 to integrate the new CAO into the organization at Council, Administration and regional levels.

### Alberta Cultural Days

Alberta Culture Days was celebrated on September 25 in Champlain Park. The event was free to attend and featured live music from local musicians, Indigenous drumming, dream catcher crafts and a watermelon eating contest.

### Lite Up the Nite Christmas Festival

Held annually, the Lite Up the Nite Christmas Festival took place on the last weekend of November. The three-day festival included a "Fill-A-Truck" in support of the Morinville Food Bank, a family friendly dance, family festival activities, live entertainment, parade, park lite up, fireworks, and a free skate. A variety of community groups, partners and sponsors made the event extra special. The parade drew an estimated 5000 guests. Public works participated in the Lite Up the Nite parade as staff showcased the winter maintenance equipment, including our newest plow truck and grader.



### Family Fright Halloween Skate

The Morinville Leisure Centre hosted a Halloween Family Fun Skate on October 30. Skaters were encouraged to dress up. Halloween themed music enhanced the event. The skate was sponsored by Champion Pet Foods.

### Lite Up the Nite Holiday Skate

Sponsored by Champion Pet Foods, in conjunction with Lite Up the Nite Festival, the Morinville Leisure Centre hosted a special holiday skate on November 27. Christmas themed music and special guests enhanced the event.

### Baby & Me Fitness and Stroller Fit Programs

Two pre/postnatal programs were added twice a week to the Morinville Leisure Centre programming to support new parents in physical, social and mental wellbeing.

### Chair Yoga

Chair Yoga was added to Morinville Leisure Centre programming to encourage older adults and individuals with limited mobility access to yoga programming. With an average attendance of 5 to 12 participants, a demand was identified for additional chair-based programming. Chair Fit was introduced in Winter 2023.

### Free Week of Fitness

December 11 to 17, members of the community were invited to try free group fitness classes at the Morinville Leisure Centre to promote winter program registration. The goal was to increase class attendance during slower times of the year.

### Beginner Pickleball and Pickleball Workshops

The MLC introduced time to support new pickleball players to the game. One hour coach instruction was followed by one hour of play. This was well received, with new players joining in every month since being introduced.



### Pembina Parent and Tot Skate

With the sponsorship of Pembina Pipeline Corporation, the MLC added free skating for parents and tots on Tuesdays. A special launch party was held on September 20, featuring Hunter (the Edmonton Oilers mascot), prizes, swag bags and Disney themed music. The event was attended by members of Council.

### FCSS Children and Youth Programs

FCSS offered successful youth programs and activities that met the FCSAA requirements for the community. Programs included: M.Y. Loft, Meet at the Mezz, Afterschool Hangout, Leadership Team, volunteer initiatives, Babysitter Training, Home Alone Course, Summer Day Camps, contributions to Truth and Reconciliation event and Recipe for Happiness - Intergenerational Cooking.

### MCHS/Fire Dept Student Training Program (STP)

The Student Training Program (STP) began on September 27. Fire Services went into schools to promote, recruit and begin training for partnership between Morinville Community High School and Morinville Fire Services for a junior firefighter program. The STP Program had four students participating in 2022.

### FCSS Older Adult and Family Programs

FCSS offered several community programs for adults and family, including: Period with Dignity Hamper, Home with Dignity Hamper, Empty Bowl Project, Eat Well Food Program and high need client case management.

Programs for older adults included: Fall Prevention and Keeping Your Mind Active Workshops

### Back to School Patrols and Public Engagement

Enforcement was out in strong force performing school patrols and educating the public on back to school pedestrian safety.

### HOWLS Luncheon

Morinville Fire Department sponsored and assisted MCHS with their HOWLS Luncheon, where students who displayed the strong attributes of honour, ownership, wisdom, leadership and safety were invited to a hot dog lunch, prepared and delivered by Morinville Firefighters and MCHS Administration. This event took place September 29.

## Arrival of Engine #1 and "Push In" Ceremony

The culmination of a two year project, the Morinville Fire Department received the new Engine #1 on November 25. Community Safety Services and the Communications Department organized an entry procession as well as a traditional "Push In" ceremony. Members of council, administration and the public were invited to attend this historic event.



## Fire Prevention Month Activities

The Morinville Fire Department (MFD) completed initiatives during the month of October in recognition of Fire Prevention Week (October 9 to 15). Initiatives included:

- 1) Annual Howls Luncheon
- 2) MFD followed Domino's pizza drivers to check on the home of each delivery to ensure that smoke detectors were working in each home. If the detectors were operational, the pizza delivery was free. If detectors were not operable, MFD supplied new batteries for the detectors.
- 3) MFD conducted annual school fire drills and evacuation protocols in both Catholic and Public school divisions to promote public education and safety for students and staff.
- 4) The MFD Open House was held on October 22 in collaboration with the Communications department. The Don Found Fire Hall was open to the public for tours, free hotdogs and refreshments. Over 600 residents stopped by, making this a great success.
- 5) Enforcement and Fire Services patrolled the community on October 31, ensuring kids were safe on the streets. Community Safety Services brought out emergency vehicles and monitored key intersections and residential streets.

