



Morinville

**2022-2025**

Strategic Plan Progress Report

T2: May to August 2023

# CONTENTS

On May 20, 2022, Morinville 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 Morinville's vision and mission. This report aims to update Council on the strategically aligned outcomes achieved from May to August 2023. During this time, Administration is also engaged in day-to-day operations, delivering core services and programs, and participating in other significant initiatives.

## COMMUNITY BUILDING



PAGE  
3

## COMMUNITY SAFETY & WELLBEING



PAGE  
4

## FINANCIAL STEWARDSHIP



PAGE  
7

## ENVIRONMENTAL RESPONSIBILITY



PAGE  
11

## ECONOMIC DEVELOPMENT



PAGE  
13

## COLLABORATIVE RELATIONSHIPS



PAGE  
15

## STRATEGIC PLAN PROGRESS REPORT T2 HIGHLIGHTS

PAGE  
18

## APPENDIX

PAGE  
19



## 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

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

Completed in 2022

1.1.2 Undertake an organizational review of Terms of Reference (TOR) and effectiveness of Committees (e.g., Community Services Advisory Committee, etc.)

Completed in 2022

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

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

Completed in 2022

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

Completed in 2022

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

Completed in 2022

1.2.4 Identify opportunities to engage residents and businesses in Town planning and decision making

#### T1 Progress and Summary

The 2023 Winter Maintenance Survey was undertaken to seek input from Morinville residents to help shape future service levels for snow-clearing activities. More than 550 surveys were completed. The information gathered from the survey helped inform the updated Snow and Ice Policy. Administration prepared a series of information sessions for Council to facilitate public education on land-use planning and development. The first session focused on the legislative framework in Alberta and general planning principles. The second session focused on the role of different provincial, regional, and local plans and how they relate. The third session is to be presented to Council in T2.

#### T2 Progress and Summary

The 2024 Budget Engagement process was launched through the Engage Morinville ([engagemorinville.ca](https://engagemorinville.ca)) platform on June 14, 2023. The number of survey respondents increased significantly, from 149 in 2022, to 533 in 2023. That represents an increase in participation of 250%. The information gathered helped inform the development of the 2024 Operating and Capital Budgets.

Administration presented the third and final information session to Council on the role of the Municipal Development Plan and other local plans.



## 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 642 and Grandin for pedestrian and vehicular traffic

2.1.1 Advocate to the provincial government for funding and support

Completed in 2022

2.1.2 Complete planning project to determine appropriate intersection improvement treatment

Completed in 2022

2.1.3 Undertake design and construction for the project

#### T1 Progress and Summary

A project for intersection design and construction will be put forward as part of the 2024 Capital Budget for Council's review and decision.

#### T2 Progress and Summary

No update.

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

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

Completed in 2022

2.2.2 Evaluate and develop processes to implement new engineering standards towards existing crosswalks

Completed in 2022

2.2.3 Deliver presentation of the Pedestrian Crossing Review Report

Completed in 2022

2.2.4 Determine implementation plan based on recommendations from Crosswalk Study

Completed in 2022

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

**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**

Planning and implementation of the 'Point, Pause and Proceed Program' with three local elementary schools was undertaken. Council and administration established the Morinville Policing Priorities 2023/2024 on March 30, 2023.

**T2 Progress and Summary**

The Bike Rodeo took place May 17 for youth ages 5-12. There were 35 registered participants.

The Summer Travelling Adventure program was provided to local youth. This free program held throughout the summer, aims to increase physical and social activities at local parks. The Morinville Fire Department attended one of the program days which increases fire safety knowledge amongst attendees.

Five officers attended local schools in June for crosswalk safety talks building a strong relationship with the youth of our community and strengthening our message on crosswalk safety.

There were three block parties hosted in July and August.

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

**T1 Progress and Summary**

Planning for the Seniors Emergency Preparedness Workshop began.

As part of Sturgeon Regional Emergency Management Partnership (SREMP), monthly messages focused on emergency preparedness were shared on official social media channels.

A number of staff participated in the SREMP Regional exercise in March. A tabletop exercise was also undertaken to practice the set up of our Morinville Emergency Operation Centre. Eleven staff members furthered their training in the Incident Command System 300 program.

Municipal Emergency Management Agency (MEMA) meeting was held in April.

**T2 Progress and Summary**

An Emergency Management Open House was held at the fire hall during Emergency Preparedness week in May 2023. The event promoted the "Be Prepared. Know your risks." theme and the 72-hour emergency kit, both assisting residents to be prepared in case of an emergency.

Staff are currently updating their ICS training and ongoing meetings regarding emergency preparedness have been occurring with the goal to have staff prepared to engage and educate the public.

Monthly emergency preparedness messages, in coordination with SREMP are posted monthly to Morinville's emergency preparedness webpage and social media channels.

## Objective 2.3: Continued from page 5

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

### T1 Progress and Summary

FCSS spearheaded Morinville Pride Connection, a peer-supported group for members of the 2SLGBTQIA+ community and those who support them. Monthly meetings are focused on providing teens with informal support and discussion opportunities as a group, while adult peer supporters will simultaneously connect separately for support and discussion.

Enforcement Services and the Community Support Navigator continue to collaborate through wellness checks on vulnerable individuals including the hard to house/homeless individuals.

The Home with Dignity, Eat Well Food Program, and Period Dignity Hampers, all focus on wellbeing and continue to support low-income individuals.

Monthly community of practice meetings, with regional social service agencies continue with a focus on developing strategies, programs, and initiatives to support community needs.

### T2 Progress and Summary

The monthly Communities of Practice meetings continue, with ongoing discussions around houselessness and housing precarity. The Community Support Navigator works closely with community agencies and vulnerable residents and connecting at risk community members to preventative resources.

The Pride Committee continues to meet and provides feedback and suggestions on LGBTQIA+ programming.

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| 2.3.4 | Advance community wellness through service and program delivery |
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### T1 Progress and Summary

Several programs and workshops were offered, including: Seniors programs: February Heart Health Workshop, Connect Café, in-home supports. Community workshops: Women's Week health packages, Eat Well Food Workshops (in collaboration with the PCN). Youth programs: After-School Hangout, M.Y. Loft, Lunch at the Loft, Home Alone and Babysitting courses, Pink Shirt Day, Recipe for Happiness (inter-generational) and spring break camps.

### T2 Progress and Summary

Several programs and events were offered including: Bike Rodeo, Pitch-in, Town Wide Garage Sale, Pride Week, Seniors' Week, Volunteer Development Workshop, Festival Days, Picnic in the Park, Canada Day, Summer Travelling Adventure, Rock the Rails, and National Indigenous Peoples Day.

Additionally, 196 drop-in fitness and wellness classes were offered, with a total of 1,757 participants attending these programs. Classes offered included: Silver Shoes, Sliver Circuit, Zumba, Bootcamp, Lift, Tabata, Chair Yoga, Cardio Circuit. Nerf Turf Games was held on July 20 with 28 participants and a Pickleball Social on July 15 with 22 participants. Total memberships sold in T2 was 865. Total day passes sold was 2,550. Over 27,000 people entered the MLC during T2.





## 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

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| 3.1.1 | Explore alternate service models for identified community assets (e.g., Morinville Community Culture Centre and Morinville Leisure Centre alternate models, community bus, etc.) |
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Completed in 2022

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| 3.1.2 | Review and update budget process to reflect Council's guiding principles |
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Completed in 2022

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| 3.1.3 | Explore and implement service level adjustments to address financial impacts |
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#### T1 Progress and Summary

As part of the commitment to continuous improvement of the municipal budgeting process, Administration has compiled a comprehensive list of all services provided by all Town departments. This information will be used to inform both Council and the public of the services currently provided by the Town. While not all services have been costed at this point, the list will inform conversations of potential service level adjustments through the budget process for 2024.

#### T2 Progress and Summary

No update.

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| 3.1.4 | Develop a Budget Policy that ensures budgets and associated property tax bylaws are crafted in alignment with Council's strategic objectives |
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Completed in 2022

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| 3.1.5 | Explore cost reduction and collaboration opportunities |
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#### T1 Progress and Summary

Morinville partnered with Emcon on the street sweeping on Highway 642 and parking lanes. Administration reduced the overall operating expenses by \$100K as per council direction.

#### T2 Progress and Summary

Explored and collaborated with Sturgeon County on procurement of new AFRRCS communications including two-way radios and pagers that create a standardized and seamless inter-agency communications network to support public safety.

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

#### **3.2.1 Identify resource needs for asset management service levels**

##### **T1 Progress and Summary**

Completed the hiring of a summer student to assist with data collection during summer 2023.

##### **T2 Progress and Summary**

The inclusion of CCTV has been incorporated into the 2024 budget to help with our asset management condition assessment of our underground pipes.

#### **3.2.2 Develop a process to review, update and keep current and relevant, all Master Plans and Functional Studies**

##### **T1 Progress and Summary**

No update.

##### **T2 Progress and Summary**

A conceptual plan for the refresh of key infrastructure master plans has been identified.

Annual budget cycles will include the refresh of master plans in accordance with their need to be updated for relevancy.

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

##### **T1 Progress and Summary**

Began to explore opportunities in alternate venues for possible space allocation for the Enforcement team.

##### **T2 Progress and Summary**

Located a potential alternate venue for the Enforcement team.

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

##### **T1 Progress and Summary**

No update.

##### **T2 Progress and Summary**

No update.

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

##### **T1 Progress and Summary**

Administration reviewed current data and determined update requirements. The next steps will be to update the long-term capital project cost estimates and update the levy software model.

##### **Deferred pending resources**



### Objective 3.2: Continued from page 8

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| 3.2.6 | Develop long-term Operational Plan that both supports Council's vision for Town operations and provides necessary revenue for the Long-term Capital Plan |
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#### T1 Progress and Summary

Administration has developed a 10-year capital budget identifying Morinville's infrastructure needs. The plan was presented to Council for information in the spring of 2023. As part of the 2024 budget process, funding options for the plan will be developed and a 10-year long-term Capital Budget, supported by a long-term financial plan will be presented to Council for approval.

#### T2 Progress and Summary

A 5-year Operational Plan has been developed for Council's consideration as part of the 2024 Budget.

A 10-year Capital Plan has been finalized, focusing on asset renewal and prioritized growth and value-added projects have been compiled. Ongoing work is required due to year-over-year updates to priorities, unexpected changes, or changes in assumptions.

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

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| 3.3.1 | Identify opportunities to generate more revenue and/or new stable funding streams that will help supplement or leverage traditional revenue streams |
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#### T1 Progress and Summary

The Town of Morinville Media Opportunity program was implemented, offering advertising options and partnership opportunities. Opportunities include rink board advertising, program guide ads, and sponsorship. Participated in the Morinville District Chamber of Commerce and the St. Albert Chamber of Commerce Spring Trade Shows to create awareness of opportunities.

In 2023, Council approved the Supplementary Assessment Bylaw and included supplemental tax as part of the 2023 Property Tax Bylaw. This will allow the Town to collect municipal property tax on properties with improvements completed during the calendar year, providing a new and stable revenue stream for the Town.

#### T2 Progress and Summary

Administration has updated the planning forms/permitting webpage allowing compliance certificates and property file searches to be completed online. This provides easier access and efficiency for residents who need these newly reintroduced services.

Morinville's Economic Development Officer visited all the businesses located along 100 Street and 100 Avenue as an introduction and to ensure business licence compliance.

Wherever credit cards are the primary source of payment, fees and charges have taken into consideration the cost of credit card service charges. Further work will be done to provide a cost-neutral option for residents who wish to pay for property taxes via credit card for the 2024 tax season.

Objective 3.3: Continued from page 9	
3.3.2	Identify provision of services to other municipalities (e.g., Community Peace Officers, Fire Services)
Completed in 2022	
3.3.3	Explore cost sharing options for new infrastructure with provincial and/or other stakeholders
T1 Progress and Summary	
<p>The Town successfully lobbied the Government of Alberta to cost share the installation of signal lights at the intersection of Grandin Drive and 100 Avenue. The province will provide 60% of the estimated \$650,000 project.</p> <p>In Spring 2023, the Town commenced improvements to the Outdoor Multi-Sport Facility to include permanent restrooms as well as landscaping and façade upgrades. This project was made possible by leveraging municipal investment in the Multi-Sport Facility through the Canada Community Revitalization Fund grant provided by the Government of Canada.</p>	
T2 Progress and Summary	
No update.	
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
Completed in 2022	
3.3.5	Investigate opportunities to collaborate with volunteer and user groups on securing grant funding
T1 Progress and Summary	
<p>Applied for the Safe Energy Grant for Lite Up the Nite Festival. Researched other opportunities for grants to support youth programming. Successfully secured a grant from the New Horizons for Seniors Program to provide transportation assistance funding for seniors excursion bus pilot.</p>	
T2 Progress and Summary	
<p>Collaborated with the Morinville Library to complete the Alberta Culture Days grant and was successful in receiving a sum for the Alberta Culture Days event.</p>	
3.3.6	Develop a Corporate Sponsorship Strategy
Completed in 2022	



## 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

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

Deferred pending resources

4.1.2 Develop a municipal policy or position statement on climate change

Deferred pending resources

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

#### Completed in 2022

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

Deferred pending resources

4.1.5 Work with regional partners for climate change collaborative opportunities (e.g., Edmonton Metropolitan Regional Board)

#### T1 Progress and Summary

Administration continues to support the work at the Edmonton Metropolitan Region Climate Risk and Vulnerability Assessment (CRVA) Working Group table. This work will inform the region's Climate Adaptation Plan.

#### T2 Progress and Summary

Administration continues to support the work of the CRVA Working Group. The Working Group created a draft vision and principles, climate risks and vulnerability scenarios and rankings, and identified the economic impacts for each scenario. A draft report is expected in T3.

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

Deferred pending resources

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

4.2.1 Identify requirements for conducting an Energy Audit

Deferred pending resources

4.2.2 Conduct an energy audit

Deferred pending resources

### Objective 4.3: Continue to support local community-driven initiatives that protect and promote the environment

4.3.1 Utilize the Climate Action Plan to support community services and business

#### Deferred pending resources

4.3.2 Advance community efforts related to environmental responsibility (e.g., Pitch-in Community Clean Up, community gardens)

#### T1 Progress and Summary

Planning and promotion of the annual Pitch-in Community Cleanup program began.

#### T2 Progress and Summary

Residents were encouraged to help clean up Morinville in May to increase environmental stewardship in the community. École Georges H. Primeau Middle School participated in this year's event and new this year was the addition of a scavenger hunt contest. Completed scavenger hunt forms were accepted through the Engage Morinville platform and one winner was awarded a prize basket.

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

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

#### Deferred pending resources

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

#### T1 Progress and Summary

No update.

#### T2 Progress and Summary

Administration continues to support the work of the Edmonton Metropolitan Region Climate Risk and Vulnerability Assessment (CRVA) Working Group. The Working Group created a draft vision and principles, climate risks and vulnerability scenarios and rankings, and identified the economic impacts for each scenario. A draft report is expected in T3.



## 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

5.1.1 Contribute as a regional partner to improve investment readiness

Completed in 2022

5.1.2 Develop and promote Morinville's value proposition (aligns with Initiative 3.3.7)

Deferred to 2024

5.1.3 Target complimentary sectors/markets for development attraction

Deferred to 2024

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

5.2.1 Explore potential incentives to spur growth (e.g., CED - collaborative economic development)

#### T1 Progress and Summary

Administration is working with Collaborative Economic Development initiative to create a list of incentives related to industrial business development which will be combined with a list of possible retail commercial incentives that is being developed internally. Expected completion in T3 2023.

#### T2 Progress and Summary

Administration is continuing to work with Collaborative Economic Development and an outside consultant to develop a comprehensive list of incentives. Scheduled to be completed in T3. Administration will supplement this work with research tailored to Morinville's context. Administration coordinated with the Urban Development Institute to promote commercial and residential lands for sale in Morinville.

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

Completed in 2022

5.2.3 Investigate sub-class mill rate options

Completed in 2022

## Objective 5.2: Continued from page 13

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| 5.2.4 | Review land-use regulations and land-use policies to better facilitate and encourage new non-residential development and expansion |
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### T1 Progress and Summary

Administration is reviewing the Land Use Bylaw to increase clarity and consistency. The Bylaw was substantially amended in 2012, and has undergone many amendments since without a comprehensive review. The intended changes will improve the usability of the existing Bylaw but does not substitute a comprehensive overhaul.

### T2 Progress and Summary

Administration continues to review the Land Use Bylaw. Stakeholders will be engaged in T3.

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| 5.2.5 | Investigate partnerships or incentives to support broadband |
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### T1 Progress and Summary

In progress.

### T2 Progress and Summary

Administration is engaging service providers and exploring options to bring in broadband service.

## Objective 5.3: Support and collaborate through a multifaceted approach to leverage resources and opportunities for our business' success

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|-------|--|
| 5.3.1 | Collaborate with the business community and associations on activities to support expansion and retention of Morinville businesses |
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### T1 Progress and Summary

Administration continues to work with individual businesses and the Chamber of Commerce to identify barriers to business development and mitigate where possible on a case-by-case basis.

### T2 Progress and Summary

Ongoing.

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| 5.3.2 | Launch the Mayor's Business Advisory Council around budget engagement 2023 |
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### Completed in 2022

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| 5.3.3 | Conduct a review of the Municipal Development Plan |
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Deferred to 2024 & 2025





## GOAL 6: COLLABORATIVE RELATIONSHIPS

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

### Objective 6.1: Administration to work with Task Force to identify shared interests and opportunities (e.g., economic development, Indigenous Peoples' Day, Fire Services Agreement)

**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

No update.

#### T2 Progress and Summary

Discussions continue regarding cross training opportunities with Alexander First Nation's fire department. Both departments are awaiting scheduling.

Signed official mutual aid agreement with Alexander First Nation on May 9, 2023.

**6.1.2** Review the Truth and Reconciliation Commission of Canada: Calls to Action and identify opportunities for the Town of Morinville

#### T1 Progress and Summary

No update.

#### Deferred pending resources

**6.1.3** Investigate opportunities to integrate Indigenous culture into Town facilities, practices, programs and services

#### T1 Progress and Summary

Researched partnership opportunities to collaborate on art installations at Morinville facilities. Secured artwork for Town Hall to be installed in June of 2023 in support of National Indigenous Peoples Day.

#### T2 Progress and Summary

As part of National Indigenous Peoples Day, Morinville held the Treaty 6 Flag Raising on June 21 at Town Hall. The Treaty 6 flag will permanently fly at this location. Additionally, Indigenous artwork was installed at Town Hall.

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

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

#### T1 Progress and Summary

The Fire Services Mutual Aid Agreement was completed and signed off with Sturgeon County.

Development of the Alberta First Responders Radio Communication System (AFRRCS) fleet map began, identifying channels for mutual aid response with various municipalities.

#### T2 Progress and Summary

Morinville FCSS partnered with Sturgeon County FCSS for Pride Week, National Truth and Reconciliation Day, and a variety of older adult and seniors programs.

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

#### Completed in 2022

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

#### Completed in 2022

### 6.2.4 Review options for shared facilities to reduce and share costs, such as salt storage and snow storage

#### T1 Progress and Summary

Began the initial review of a shared snow storage facility and looked into feasible options to help reduce overall costs.

#### T2 Progress and Summary

A sand and salt storage project is proposed as part of the 2024 Capital Budget. The project will be specified to meet Morinville's urgent needs.

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

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

#### T1 Progress and Summary

Meetings were held for both Sturgeon Regional Partnership and Intermunicipal Affairs Committee.

#### T2 Progress and Summary

No update.

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

#### T1 Progress and Summary

Administration reviewed the agreement with the operators of Heritage Lakes Campground and RV Park. Both parties left with a fuller understanding of the obligations under the agreement.

Collaboration continued with St. Albert Catholic and Sturgeon Public School Divisions to formalize the Joint Use and Planning Agreement (JUPA) – a new tri-party agreement that meets the new MGA requirements.

#### T2 Progress and Summary

School Resource Officer Program continues to be prominent in Morinville and Sturgeon Schools.

Economic Development Officer has access to the Land Lease Agreements the Town has with outside entities and will be reviewing them to ensure they are up to date and all parties are following the terms.

### 6.3.3 Leverage the Community Services Advisory Committee to strengthen relationships

#### T1 Progress and Summary

Received new signed CSAC mandate letter and bylaw.

Meetings held January, March and April.

Created 2023 annual workplan based on Council's Strategic Plan and new mandate letter.

Reviewed the first CS volunteer event feedback (fall of 2022), very successful. Provided input into the future 2023 events.

#### Completed in 2023

### 6.3.4 Enhance utilization of Engage Morinville platform

#### T1 Progress and Summary

Utilized the Engage Morinville platform for the Winter Maintenance Survey and Eat Well Recipe Contest. Began development of the Morinville Insight bi-weekly e-newsletter to be launched in June 2023.

#### T2 Progress and Summary

Used the Engage Morinville platform for various engagement opportunities including: Budget 2024 Survey, Traffic Safety Bylaw recommended changes, Shuttle Service for Seniors, and Winter Program Guide Photo Submissions.

# Strategic Plan Progress Report: T1 Highlights

## May to August 2023



### Rock the Rails

Rock the Rails took place at Bob Foster Extreme Skate Park August 25 for youth 6-17. There were skate demos, spray painting the park, food trucks and prizes. This free event increases community awareness and development and participation grows each year.

### Volunteer Development Workshop

We hosted our second Volunteer Development Workshop May 24 for community groups in and around Morinville to increase community group networking with volunteers and groups.



**FREE** program designed to equip teenagers with essential life skills.

## Set yourself up for the future!

Wednesdays, October 4 to November 29  
4 to 7 p.m.  
Morinville Community Cultural Centre,  
9502 100 Avenue  
Details & register @ [calendar.morinville.ca](https://calendar.morinville.ca)

**BEYOND**

Morinville | FCSS | Alliance Pipeline

### BEYOND Youth Program

BEYOND is an innovative youth program designed to equip teenagers with essential life skills necessary for a successful transition into adulthood with engaging learning environments in areas such as basic financial management, resume writing and job applying, cooking for oneself, apartment hunting and responsibilities, career exploration and other critical skills needed immediately after graduation. This program is possible due to the support of Alliance Pipeline. A full cohort will participate in this exciting program which began October 4.

### Updated Budget Process

Administration has implemented the new budget process for the development of Budget 2024. The process included several administrative improvements including the development of a comprehensive Budget Handbook that supplements Council direction with administrative guidance on the development of departmental budgets. The new process also implemented an updated timeline including key milestones that were presented to Council in the spring. The timeline provides for early fall introduction of the draft budget with increased time for Council review, clarifying questions and deliberation. Budget documents and recommendations reflect engagement input as well as the expertise of Administration. While improvements are expected each year, the foundation of an improved process has been completed.



### Festival Days

Festival Days was held June 16-18 and included the Festival Fun Zones, the Morinville Firefighter Combat Challenge, the "Kiddie Commando Course" hosted by the Canadian Armed Forces, great shopping, a show & shine, and a variety of family friendly events hosted by local community groups. NEW this year, a licensed concert event featuring Jersey Boulevard (a Journey & Bon Jovi tribute band). Estimate attendance approximately 1,500 people.

### Mutual Aid Agreement

Officially finalized the mutual aid agreement with Alexander First Nation on May 9.

## 2023 Financial Update

## Statement of Operations

The consolidated Statement of Operations shows that through the second trimester, the Town's financial position remains strong with revenues only slightly behind year to date projections and expenses well under budget. Council should be aware that surplus shown on the T2 report is unlikely to carry through to year-end at current levels as many of the operational bills for the summer are not processed until fall, which will bring the expense lines closer to the budgeted amounts. Furthermore, Council is reminded that the figures presented for salary and benefits always lag one pay period which inflates the positive variance for that budgetary item. That said, the Town is well positioned to exceed Council's budgeted surplus and transfer to reserves of \$440K.

## Statement of Operations: Town combined for the four months ending August 31, 2023

REVENUE:	Year to Date (YTD)			Total Budget	YTD to Total Budget (Dollars)	YTD to Total Budget (Percent)
	Actual	Budget	Variance (unfavorable)			
Net Taxes	13,773,053	13,764,366	8,687	11,878,930	1,894,123	116%
Government Grants	1,257,982	1,509,825	(251,843)	1,577,355	(319,373)	80%
User fees & charges	8,263,710	8,189,917	73,793	12,373,681	(4,109,971)	67%
<b>Total Revenue</b>	<b>23,294,745</b>	<b>23,464,107</b>	<b>(169,362)</b>	<b>25,829,966</b>	<b>2,535,221</b>	<b>90%</b>
<b>EXPENSE:</b>						
Salary/Wages/Benefits	7,196,751	7,824,138	627,388	11,531,419	4,334,668	62%
General & Contracted Services	3,582,682	5,323,605	1,740,923	8,304,120	4,721,438	43%
Grants	730,823	760,473	29,650	770,123	39,300	95%
Utilities	2,363,865	2,445,055	81,190	3,686,927	1,323,062	64%
<b>Total Operating Expense</b>	<b>13,874,121</b>	<b>16,353,271</b>	<b>2,479,150</b>	<b>24,292,588</b>	<b>10,418,467</b>	<b>57%</b>
Excess (Deficiency) before other Revenue and Expense	9,420,624	7,110,837	2,309,788	1,537,378	12,953,688	613%
<b>OTHER (REVENUE) EXPENSE</b>						
Other Revenue	(16,805)	0	(16,805)	0	0	-100%
Offsite Levy	(98,094)	0	(98,094)	0	(45,286)	100%
Interest on Debt	133,931	136,287	(2,356)	521,279	387,348	26%
Depreciation	0	0	0	7,091,364	7,091,364	0%
Proceeds on Fixed Assets	0	0	0	0	0	0%
	<b>19,032</b>	<b>136,287</b>	<b>(117,255)</b>	<b>7,612,643</b>	<b>7,478,712</b>	<b>0%</b>
<b>NET EXCESS (DEFICIENCY)</b>	<b>9,401,592</b>	<b>6,974,550</b>	<b>2,427,043</b>	<b>(6,075,266)</b>	<b>15,476,855</b>	

## 2023 Financial Update

**Tax-Supported Operations**

Tax-supported operations have had a strong 2023 to date. Tax-supported revenues exceeded budget expectations in T2 as a result of continued positive trends from MLC revenues, which are 10% or \$125,720 higher than budgeted, and investment revenue, which is 455% or \$194,436 higher than budgeted. Where we see negative variances in revenues are government grants as we have yet to receive the Municipal Policing Assistance Grant (we expect to collect that amount later in 2023 and eliminate the negative variance).

On the expense side, the only negative variances of significance are insurance (\$8,444 over budget) and utilities (\$13,211 over budget). As discussed in the T1 report, both local and global economic factors continue to drive up the costs of both insurance and utility costs. Fortunately the positive variances in expenses far outweigh these small amounts with total tax supported expenses \$1.85 million under budget. It should be noted that included in this amount is \$547K for the policing contract due to the timing difference between federal and municipal reporting periods, as such the majority of this variance will be eliminated by year-end.

**Statement of Operations: Tax Supported for the four months ending August 31, 2023**

REVENUE:	Year to Date (YTD)			Total Budget	YTD to Total Budget (Dollars)	YTD to Total Budget (Percent)
	Actual	Budget	Variance (unfavorable)			
Net Taxes	13,773,053	13,764,366	8,687	11,878,930	8,687	116%
Government Grants	1,257,982	1,509,825	-251,843	1,577,355	(251,843)	80%
User fees & charges	3,096,417	2,634,036	462,381	4,054,641	462,381	76%
<b>Total Revenue</b>	<b>18,127,452</b>	<b>17,908,226</b>	<b>219,226</b>	<b>17,510,926</b>	<b>219,226</b>	<b>104%</b>
<b>EXPENSE:</b>						
Salary/Wages/Benefits	6,483,811	6,938,238	454,427	10,227,694	3,743,883	63%
Grants	730,823	760,473	29,650	770,123	39,300	95%
Utilities	584,552	571,341	(13,211)	876,927	292,375	67%
General Goods & Contracted Services	2,750,220	4,126,949	1,376,730	6,649,814	3,899,594	41%
<b>Total Operating Expense</b>	<b>10,549,406</b>	<b>12,397,011</b>	<b>1,847,595</b>	<b>18,524,557</b>	<b>7,975,152</b>	<b>57%</b>
Excess (Deficiency) before other Revenue and Expense	7,578,054	5,511,215	2,066,822	(1,013,632)	8,194,378	
<b>OTHER (REVENUE) EXPENSE</b>						
Other Revenue	(16,805)		16,805	0	0	-100%
Offsite Levy	(98,094)		98,094	0	98,094	-100%
Interest on Debt	133,931	136,287	2,356	521,279	387,348	26%
Depreciation	0	0	0	5,496,683	0	0%
(Gain)/Loss on Capital Asset Disposal	0	0	0	0	0	0%
	<b>19,031</b>	<b>136,287</b>	<b>117,255</b>	<b>6,017,962</b>	<b>5,998,931</b>	
<b>NET EXCESS (DEFICIENCY)</b>	<b>7,559,022</b>	<b>5,374,928</b>	<b>2,184,067</b>	<b>(7,031,594)</b>	<b>14,193,309</b>	



## 2023 Financial Update

**Utility-Supported Operations**

Utility-supported revenues continue to trail expected budgets, however the percentage has dropped from 13% in the T1 report to 7.5% for this report. Additionally, all utility expense accounts continue to show positive variances. The resulting net total for utility operations is a positive variance of \$242,966 year-to-date.

**Statement of Operations: Utility Supported for the four months ending August 31, 2023**

REVENUE:	Year to Date (YTD)			Total Budget	YTD to Total Budget (Dollars)	YTD to Total Budget (Percent)
	Actual	Budget	Variance (unfavorable)			
User fees & charges	5,167,293	5,555,881	(388,588)	8,319,040	3,151,747	62%
<b>Total Revenue</b>	<b>5,167,293</b>	<b>5,555,881</b>	<b>(388,588)</b>	<b>8,319,040</b>	<b>(3,151,747)</b>	<b>62%</b>
<b>EXPENSE:</b>						
Salary/Wages/Benefits	712,939	885,900	172,961	1,303,725	590,785	55%
Utilities	1,779,314	1,873,714	94,400	2,810,000	1,030,687	63%
General & Contracted services	832,462	1,196,656	364,193	1,654,306	821,843	50%
<b>Total Operating Expense</b>	<b>3,324,715</b>	<b>3,956,270</b>	<b>631,554</b>	<b>5,768,031</b>	<b>631,554</b>	<b>58%</b>
				<b>2,551,010</b>	<b>(2,520,193)</b>	
Excess (Deficiency) before Other Revenue and Expense	1,842,578	1,599,612	242,966			
<b>OTHER (REVENUE) EXPENSE</b>						
Depreciation	0	0	0	1,594,681	0	
<b>NET EXCESS (DEFICIENCY)</b>	<b>1,842,578</b>	<b>1,599,612</b>	<b>242,966</b>	<b>956,329</b>	<b>(2,520,193)</b>	

## 2023 Financial Update

## Council Expenses

To date, Council has utilized 45% of their annual budgeted professional development, mileage and subsistence budgets, 65% of telecommunications and 29% of public relations budget. This represents a positive variance of 11% to date, or approximately \$37,000. Similarly, salary, benefits and honorariums for Council are approximately \$19,000 or 7.5% under year-to-date budgets.

## Statement of Operations: Council statement of operations for the four months ending August 31, 2023

	To August 31, 2023			* Total Budget (TB)	YTD to TB
	Actual	Budget	Variance (unfavorable)		
<b>REVENUE:</b>					
Total Revenue	0	0	0	0	0.00%
<b>EXPENSE:</b>					
Salary Staff Group Benefits	25,146	29,688	4,542	44,532	56.47%
Salary Staff Payroll Taxes	12,141	13,990	1,849	20,690	58.68%
Honorarium & Per Diem - Mayor Boersma	42,961	48,445	5,484	72,667	59.12%
Honorarium & Per Diem - Councillor Anheliger	24,265	28,191	3,926	42,286	57.38%
Honorarium & Per Diem - Councillor Balanko	27,264	28,191	927	42,286	64.48%
Honorarium & Per Diem - Councillor Dafoe	24,014	28,191	4,177	42,286	56.79%
Honorarium & Per Diem - Councillor Richardson	24,114	28,191	4,077	42,286	57.03%
Honorarium & Per Diem - Councillor St. Denis	23,464	28,191	4,727	42,286	55.49%
Honorarium & Per Diem - Councillor White	24,364	28,191	3,827	42,286	57.62%
<b>Total Salaries &amp; Benefit Expense</b>	<b>227,733</b>	<b>261,162</b>	<b>33,536</b>	<b>391,277</b>	<b>58.20%</b>
Professional Development - Council	0	3,438	3,438	5,150	0.00%
Professional Development - Councillor Anheliger	1,894	1,545	(349)	3,090	61.29%
Professional Development - Councillor Balanko	2,164	1,545	(619)	3,090	70.03%
Professional Development - Councillor Dafoe	1,285	1,545	260	3,090	41.59%
Professional Development - Councillor Richardson	2,349	1,545	(804)	3,090	76.02%
Professional Development - Councillor St. Denis	1,809	1,545	(264)	3,090	58.54%
Professional Development - Councillor White	1,285	1,545	260	3,090	41.59%
Professional Development - Mayor Boersma	1,308	1,545	237	3,090	42.33%
Mileage & Subsistence - Council	484	3,296	2,812	4,944	9.79%
Mileage & Subsistence - Councillor Anheliger	2,735	2,060	(675)	4,120	66.38%
Mileage & Subsistence - Councillor Balanko	3,909	2,060	(1,849)	4,120	94.88%
Mileage & Subsistence - Councillor Dafoe	175	2,060	1,885	4,120	4.25%
Mileage & Subsistence - Councillor Richardson	2,925	2,060	(865)	4,120	71.00%
Mileage & Subsistence - Councillor St. Denis	3,072	2,060	(1,012)	4,120	74.56%
Mileage & Subsistence - Councillor White	110	2,060	1,950	4,120	2.67%
Mileage & Subsistence - Mayor Boersma	609	2,060	1,451	4,120	14.78%
Memberships & Associations - Council	14,345	14,500	155	14,500	98.93%
Telecommunications - Mayor Boersma	186	927	741	1,854	10.02%
Telecommunications - Councillor Anheliger	500	500	0	500	100.00%
Telecommunications - Councillor Balanko	500	500	0	500	100.00%
Telecommunications - Councillor Dafoe	500	500	0	500	100.00%
Telecommunications - Councillor Richardson	500	500	0	500	100.00%
Telecommunications - Councillor St. Denis	500	500	0	500	100.00%
Telecommunications - Councillor White	500	500	0	500	100.00%
Public Relations - Mayor Boersma	631	618	(13)	1,236	51.05%
Public Relations - Councillor Anheliger	248	618	370	1,236	20.06%
Public Relations - Councillor Balanko	0	618	618	1,236	0.00%
Public Relations - Councillor Dafoe	0	618	618	1,236	0.00%
Public Relations - Councillor Richardson	123	618	495	1,236	9.95%
Public Relations - Councillor St. Denis	209	618	409	1,236	16.91%
Public Relations - Councillor White	123	618	495	1,236	9.95%
Public Relations - Council	7,938	15,450	7,512	20,600	38.53%
<b>Total Operating Expense</b>	<b>280,649</b>	<b>331,345</b>	<b>50,792</b>	<b>500,462</b>	<b>56.08%</b>
Excess (Deficiency) before Other Revenue and Expense	(280,649)	(331,345)	50,792	(500,462)	-56.08%
<b>OTHER REVENUE AND EXPENSE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>NET EXCESS (DEFICIENCY)</b>	<b>(280,649)</b>	<b>(331,345)</b>	<b>50,792</b>	<b>(500,462)</b>	<b>-56.08%</b>

The annual Council budget is an allocation of funds within the consolidated budget, intended to fund the operational requirements on behalf of Council. This financial report will reflect a deficiency due to the fact no revenues are generated within this department.

## Capital

While all 2023 projects are in progress at this stage, the majority have not seen substantial project billings to date as most invoicing for capital occurs in the fall. All projects, including any carry-over work-in-progress (WIP) from past years are within budget. For Council's information, the Town's reserve schedule accounts for the full cost of projects that are WIP. They are accounted for in the "Budget Commitments" column. In this way the schedule demonstrates both the actual cash currently in municipal reserves (in alignment with the annual financial statements) and the reserves available for future use – represented by actual cash, less budget commitments. When a project is complete, actual costs are applied to the reserves and the project is removed from "budget commitments". In this way, any unused budget for the project is freed up and added back to the uncommitted balance, therefore available for future use.

### Approved Capital Projects: Report as of August 31, 2023



#### Tax Supported Capital Projects

<b>Residential Road Rehab</b> <b>2023 Budget:</b> \$824,980 <b>Funding Source:</b> MSI <b>Spending:</b> 4%	<b>Main and Arterial Road Rehab</b> <b>2023 Budget:</b> \$350,000 <b>Funding Source:</b> MSI <b>Spending:</b> 2%	<b>Sidewalk Rehabilitation</b> <b>2023 Budget:</b> \$250,000 <b>Funding Source:</b> MSI <b>Spending:</b> 9%
<b>Parks and Infrastructure Rehabilitation</b> <b>2023 Budget:</b> \$60,000 <b>Funding Source:</b> Parks, Recreation & Culture Capital Reserve <b>Spending:</b> 41%	<b>Municipal Buildings Major Repairs &amp; Refurbishments</b> <b>2023 Budget:</b> \$165,000 <b>Funding Source:</b> General Capital Reserve <b>Spending:</b> 36%	<b>Fleet &amp; Equipment Replacements</b> <b>2023 Budget:</b> \$975,000 <b>Funding Source:</b> Water Reserve - \$60K, Sani Reserve - \$60K, Fleet Reserve - \$191,180 General Capital - \$93,320, MSI - \$570,500 <b>Spending:</b> 0%
<b>Town Hall Back Up Generator Design</b> <b>2023 Budget:</b> \$35,000 <b>Funding Source:</b> General Capital Reserve <b>Spending:</b> 22%	<b>FD AFRRCS Radio Communications</b> <b>2023 Budget:</b> \$150,000 <b>Funding Source:</b> 2022 Surplus <b>Spending:</b> 1%	<b>MCCC Boiler Replacement</b> <b>2023 Budget:</b> \$150,000 <b>Funding Source:</b> Municipal Taxes <b>Spending:</b> 28%
<b>Total Tax Supported Projects</b> <b>2023 Budget:</b> \$2,959,980 <b>Spending:</b> 7%		



#### Utility Supported Capital Projects

<b>Sanitary Sewer Manhole Relining</b> <b>2023 Budget:</b> \$300,000 <b>Spending:</b> 0%
<b>Utilities Infrastructure Renewal Program</b> <b>2023 Budget:</b> \$325,000 <b>Spending:</b> 43%
<b>Total Utility Supported Projects</b> <b>2023 Budget:</b> \$625,000 <b>Spending:</b> 22%
<b>TOTAL CURRENT YEAR CAPITAL PROJECTS</b> <b>2023 Budget:</b> \$3,584,980 <b>Spending:</b> 9%



### 2022 Capital Projects Status Report

All 2022 Capital Projects have been completed within budget and are now in warranty phase.

## T2: Automated Traffic Enforcement

May	June	July	August
		School closed for summer break	School closed for summer break
<b>School/Playground Zones</b> 18 violations 8.86 hours 49% hours operated  <b>Speed Zones</b> 7 violations 9.2 hours 51% hours operated	<b>School/Playground Zones</b> 9 violations 2.93 hours 23% hours operated  <b>Speed Zones</b> 80 violations 10.03 hours 77% hours operated	<b>School/Playground Zones</b> 0 violations 0 hours 0% hours operated  <b>Speed Zones</b> 0 violations 0 hours 0% hours operated	<b>School/Playground Zones</b> 0 violations 0 hours 0% hours operated  <b>Speed Zones</b> 0 violations 0 hours 0% hours operated



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