



Morinville

2022-2025

Strategic Plan Progress Report

T1: January to April 2023

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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 2023. 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

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

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.)

Completed in 2022

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.)

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.



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

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.

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

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 an 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

Objective 2.3

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

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| 2.3.2 | Build public awareness and understanding of emergency preparedness |
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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.

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| 2.3.4 | 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.) |
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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, both with a focus on wellbeing, 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.

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| 2.3.5 | 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.



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.)
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Completed in 2022

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

3.1.3	Explore and implement service level adjustments to areas identified as potential expense reductions
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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.

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

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.

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

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

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.

3.2.4 Conduct an Offsite Levy review (aligns with initiative 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.

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

T1 Progress and Summary

Infrastructure Services, with support from Financial Services, has developed a 10-year capital budget identifying the Town'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.

Objective 3.3: Revenue: 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

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.

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

Completed in 2022

Objective 3.3: Continued from page 8**3.3.3 Explore cost sharing options for new infrastructure with provincial and/or other stakeholders****T1 Progress and Summary**

The Town successfully lobbied the Government of Alberta to cost share the installation of signal lights at the intersection of Grandin and 100 Ave. The province will provide 60% of the estimated \$650,000 project.

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.

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**

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.

3.3.6 Develop a Corporate Sponsorship Strategy**Completed in 2022****3.3.7 Develop a Sales and Marketing Strategy for Morinville Community Cultural Centre and Morinville Leisure Centre users and sponsors****T1 Progress and Summary**

Developed communication assets to support rentals at the MCCC.

Distributed flyers to promote programs at the MLC/MCCC.

Continue testing digital ads/content.

Took targeted approach to distributing program guides.



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

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

T1 Progress and Summary

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

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

Objective 4.2

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

Objective 4.3

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

4.3.2	Advance community efforts related to environmental responsibility (e.g., Pitch-in Community Clean Up, community gardens)
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T1 Progress and Summary

Planning and promotion of the annual Pitch-in community cleanup program began.

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

Objective 4.4

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
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Deferred pending resources

4.4.2	Engage in the exploration of the Edmonton Metropolitan Region Board (EMRB) environmental, social, and governance (ESG) initiative.
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T1 Progress and Summary

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

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

Objective 5.2

5.2.1 Explore potential incentives to spur growth

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.

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 12

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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 is not substitute a comprehensive overhaul.

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| 5.2.5 | Investigate partnerships or incentives to support broadband |
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In Progress

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

Objective 5.3

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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.

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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: 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

No update.

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.

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 Town Facilities. Secured artwork for Town Hall to be installed in June of 2023 in support of National Indigenous Peoples Day.

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 and Implement a procurement support agreement with Sturgeon County

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 fleet map began, identifying channels for mutual aid response with various municipalities.

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.

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 Progress and Summary

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

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.

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.

6.3.4 Enhance utilization of Engage Morinville website

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.

Strategic Plan Progress Report: T1 Highlights

January-April 2023



Shuttle Service for Seniors Pilot Project

The Shuttle Service for Seniors is a pilot project for seniors 55+ to utilize a charter bus to attend excursions outside of Morinville. This pilot project runs April to September 2023. The Town offered two excursions in T1. Both were cancelled due to low or no attendance.



Swing into Spring Show & Sale Hosted By Morinville District Chamber

On April 28 & 29, the Town sponsored and participated in the Swing into Spring Show & Sale. This event allowed us to inform residents about Engage Morinville, to market programs and services offered at the MLC, promote the MCCC as an event venue and provided an engagement opportunity for the Morinville Fire Department. We also leveraged this opportunity to market the Morinville media kit to local businesses. By hosting a vendor hospitality room, we onboarded several new advertisers.

Volunteer Workshop and Networking Night

This three-part workshop focuses on the volunteer recruitment and retention process from the perspective of what makes a great volunteer experience from start to finish. The first session was held on March 16 with 27 registered.

Outdoor Rink Success

The outdoor rink was heavily used this past winter. The Infrastructure Services team worked hard to maintain the ice throughout the season, despite weather challenges (including a January warm spell).



Morinville Media Kit

Launched in February, the Morinville media kit outlines advertising and sponsorship opportunities in the MLC and for community events and programs. Since the launch, nearly half of the rink boards have been sold, program guide advertising continues to increase and corporate support of events and programming is growing.



Landrex 80's & 90's Ice Skating Party

On April 1, the Landrex 80's & 90's Ice Skating Party was hosted to provide value to our sponsors and to increase their desire to support programming in the community. Landrex was pleased with the outcomes and is eager to negotiate similar opportunities. The opportunity also provided a free, memorable experience for nearly 40 families from the community.

2023 Financial Update

Statement of Operations

Overall the Town had a strong start to the 2023 fiscal year. While revenues are slightly behind budget estimates for T1, expenses are well below budget resulting in a net surplus of \$1.49 million. However, future expectations must be tempered with the knowledge that many of the expense categories will even out over the course of the year, particularly as we get into construction season. That said, the reported T1 performance bodes well for meeting Council's budgeted contribution to reserves of more than \$440,000. With respect to salaries and benefits, Council is reminded that the figures presented always lag behind one pay period, inflating the positive variance of Salaries and Benefits.

Statement of Operations: Town combined for the four months ending April 30, 2023

REVENUE:	Year to Date (YTD)			Total Budget	YTD to Total Budget (Dollars)	YTD to Total Budget (Percent)
	Actual	Budget	Variance (unfavorable)			
Net Taxes	-1,057,728	-942,718	-115,010	11,878,930	-12,936,658	-9%
Government Grants	1,041,391	991,150	50,241	1,577,355	-535,964	66%
User fees & charges	4,063,797	4,165,546	-101,749	12,373,681	-8,309,885	33%
Total Revenue	4,047,460	4,213,978	-166,518	25,829,966	21,782,506	16%
EXPENSE:						
Salary/Wages/Benefits	3,242,566	3,863,181	620,615	11,531,419	8,288,853	28%
General & Contracted Services	2,135,250	2,735,475	600,225	8,304,120	6,168,870	26%
Grants	442,690	754,648	311,958	770,123	327,433	57%
Utilities	1,171,263	1,252,742	81,479	3,686,927	2,515,664	32%
Total Operating Expense	6,991,769	8,606,046	1,614,277	24,292,588	17,300,819	29%
Excess (Deficiency) before other Revenue and Expense	-2,944,309	-4,392,068	1,447,759	1,537,378	39,083,326	
OTHER (REVENUE) EXPENSE						
Offsite Levy	-45,286	0	45,286	0	-45,286	100%
Interest on Debt	92,343	94,699	2,357	521,279	428,937	18%
Depreciation			0	7,091,364	7,091,364	0%
Proceeds on Fixed Assets	0	0	0	0	0	100%
	47,057	94,699	47,643	7,612,643	7,520,301	1%
NET EXCESS (DEFICIENCY)	-2,991,366	-4,486,768	1,495,402	-6,075,266	3,083,897	

2023 Financial Update

Tax-Supported Operations

Council will note that tax-supported revenues exceeded budget expectations in T1 as a result of higher than expected user fees and charges. The primary drivers of this positive trend are MLC revenues (43% or \$38,962 higher than budgeted), franchise fee revenue (9% or \$62,835 higher than budgeted) and investment revenue (710% or \$101,779 higher than budgeted). Investment revenue has already surpassed the expected total budgeted revenue for 2023 due to higher-than-expected interest rates.

On the expense side, all tax-supported expense accounts are under the year-to-date budget with the exception of insurance, utilities and engineered structure repairs and maintenance. Insurance costs continue to rise due to global pressures and the continued increase of major disasters and resulting claims. This trend is particularly prevalent in Alberta which has accounted for more of the top 10 most expensive natural disasters in Canada than any other province. Utility charges remain volatile, and while the Town has hedged our risk exposure with partial rate lock-ins, we are still impacted by the swings in the market driven by the continued war in Ukraine, and local and global demand. Engineered structures repairs and maintenance absorbed the cost of the necessary temporary measures regarding the boiler at the MCCC but is expected to remain within budget for the year. Total negative variance for all three amounts to \$45,588.

Statement of Operations: Tax Supported for the four months ending April 30, 2023

REVENUE:	Year to Date (YTD)			Total Budget	YTD to Total Budget (Dollars)	YTD to Total Budget (Percent)
	Actual	Budget	Variance (unfavorable)			
Net Taxes	-1,057,728	-942,718	-115,010	11,878,930	-115,010	-9%
Government Grants	1,041,391	991,150	50,241	1,577,355	50,241	66%
User fees & charges	1,595,165	1,372,824	222,341	4,054,641	222,341	39%
Total Revenue	1,578,828	1,421,256	157,572	17,510,926	157,572	9%
EXPENSE:						
Salary/Wages/Benefits	2,925,219	3,423,935	498,716	10,227,694	7,302,475	29%
Grants	442,690	754,648	311,958	770,123	327,433	57%
Utilities	332,270	312,074	-20,196	876,927	544,657	38%
General Goods & Contracted Services	1,711,248	2,104,930	393,681	6,649,814	4,938,566	26%
Total Operating Expense	5,411,428	6,595,597	1,184,159	18,524,557	13,113,130	29%
Excess (Deficiency) before other Revenue and Expense	-3,832,600	-5,174,341	1,341,731	-1,013,632	13,270,702	
OTHER (REVENUE) EXPENSE						
Other Revenue	0		0	0	0	-100%
Offsite Levy	-45,286		45,286	0	45,286	-100%
Interest on Debt	92,343	94,699	2,357	521,279	428,937	18%
Depreciation	0	0	0	5,496,683	0	0%
(Gain)/Loss on Capital Asset Disposal	0	0	0	0	0	0%
	47,056	94,699	47,643	6,017,962	5,970,906	
NET EXCESS (DEFICIENCY)	-3,879,656	-5,269,040	1,389,364	-7,031,594	19,241,608	

2023 Financial Update

Utility-Supported Operations

Utility-supported revenues trail expected budgets by 13%, however, it is anticipated this will even out over the summer months as the nature of the utilities provided by the Town (water, wastewater, solid waste) naturally leads to higher consumption in the warmer months.

Utility-supported expenses are showing a modest positive variance, however many expenses here are directly correlated to usage, meaning as use goes up so too will expenses.

Statement of Operations: Utility Supported for the four months ending April 30, 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	2,468,632	2,792,722	-324,090	8,319,040	5,850,409	30%
Total Revenue	2,468,632	2,792,722	-324,090	8,319,040	-5,850,409	30%
EXPENSE:						
Salary/Wages/Benefits	317,346	439,245	121,899	1,303,725	986,378	24%
Utilities	838,993	940,668	101,676	2,810,000	1,971,008	30%
General & Contracted services	424,002	630,545	206,544	1,654,306	1,230,304	26%
		2,010,459	430,118	5,768,031	430,118	27%
Total Operating Expense	1,580,341					
Excess (Deficiency) before Other Revenue and Expense	888,291	782,263	106,028	2,551,010	-5,420,290	
OTHER (REVENUE) EXPENSE						
Depreciation	0	0	0	1,594,681	0	
NET EXCESS (DEFICIENCY)	888,291	782,263	106,028	956,329	-5,420,290	

2023 Financial Update

Council Expenses

To date Council has utilized 29% of its budgeted professional development, mileage and subsistence, telecommunications and public relations budget. This represents a positive variance of 18% or approximately \$32,000. Similarly, salary, benefits and honorariums for Council are approximately \$16,000 or 12% under year-to-date budgets.

Statement of Operations: Council statement of operations for the four months ending April 30, 2023

	To April 30, 2023			* Total Budget (TB)	YTD to TB
	Actual	Budget	Variance (unfavorable)		
REVENUE:					
Total Revenue		\$0	\$0	\$0	0.00%
EXPENSE:					
Salary Staff Group Benefits	13,411	14,844	1,433	44,532	30.12%
Salary Staff Payroll Taxes	6,112	7,104	992	20,690	29.54%
Honorarium & Per Diem - Mayor Boersma	22,055	24,222	2,167	72,667	30.35%
Honorarium & Per Diem - Councillor Anheliger	11,558	14,095	2,537	42,286	27.33%
Honorarium & Per Diem - Councillor Balanko	13,557	14,095	538	42,286	32.06%
Honorarium & Per Diem - Councillor Dafoe	12,457	14,095	1,638	42,286	29.46%
Honorarium & Per Diem - Councillor Richardson	11,857	14,095	2,238	42,286	28.04%
Honorarium & Per Diem - Councillor St. Denis	11,407	14,095	2,688	42,286	26.98%
Honorarium & Per Diem - Councillor White	12,607	14,095	1,488	42,286	29.81%
Total Salaries & Benefit Expense	115,021	130,633	15,719	391,277	29.40%
Professional Development - Council	0	1,717	1,717	5,150	0.00%
Professional Development - Councillor Anheliger	1,249	773	-476	3,090	40.42%
Professional Development - Councillor Balanko	1,414	773	-641	3,090	45.76%
Professional Development - Councillor Dafoe	535	773	238	3,090	17.31%
Professional Development - Councillor Richardson	1,599	773	-826	3,090	51.75%
Professional Development - Councillor St. Denis	1,164	773	-391	3,090	37.67%
Professional Development - Councillor White	535	773	238	3,090	17.31%
Professional Development - Mayor Boersma	635	773	138	3,090	20.55%
Mileage & Subsistence - Council	277	1,648	1,371	4,944	5.60%
Mileage & Subsistence - Councilor Anheliger	864	1,030	166	4,120	20.97%
Mileage & Subsistence - Councillor Balanko	1,525	1,030	-495	4,120	37.01%
Mileage & Subsistence - Councilor Dafoe	0	1,030	1,030	4,120	0.00%
Mileage & Subsistence - Councillor Richardson	1,037	1,030	-7	4,120	25.17%
Mileage & Subsistence - Councilor St. Denis	991	1,030	39	4,120	24.05%
Mileage & Subsistence - Councilor White	110	1,030	920	4,120	2.67%
Mileage & Subsistence - Mayor Boersma	528	1,030	502	4,120	12.82%
Memberships & Associations - Council	14,345	14,500	155	14,500	98.93%
Telecommunications - Mayor Boersma	186	464	278	1,854	10.02%
Telecommunications - Councilor Anheliger	500	500	0	500	100.00%
Telecommunications - Councilor Balanko	500	500	0	500	100.00%
Telecommunications - Councilor Dafoe	500	500	0	500	100.00%
Telecommunications - Councilor Richardson	500	500	0	500	100.00%
Telecommunications - Councilor St. Denis	500	500	0	500	100.00%
Telecommunications - Councilor White	500	500	0	500	100.00%
Public Relations -Mayor Boersma	46	309	263	1,236	3.72%
Public Relations -Councillor Anheliger	0	309	309	1,236	0.00%
Public Relations -Councillor Balanko	0	309	309	1,236	0.00%
Public Relations -Councillor Dafoe	0	309	309	1,236	0.00%
Public Relations -Councillor Richardson	0	309	309	1,236	0.00%
Public Relations -Councillor St. Denis	0	309	309	1,236	0.00%
Public Relations -Councillor White	0	309	309	1,236	0.00%
Public Relations - Council	310	10,300	9,990	20,600	1.50%
Total Operating Expense	145,371	177,042	31,782	500,447	29.05%
Excess (Deficiency) before Other Revenue and Expense	-145,371	-177,042	31,782	-500,447	-29.05%
OTHER REVENUE AND EXPENSE	0	0	0	0	0.00%
NET EXCESS (DEFICIENCY)	-145,371	-177,042	31,782	-500,447	-29.05%

The annual Council budget is an allocation of funds within the consolidated Town 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

As expected, the 2023 capital projects are either in the planning/development phase or not yet started at this stage. A more substantive update on those projects will be available for the T2 and T3 reports. Several projects from both 2021 and 2022 continue to be included in the work-in-progress (WIP) report. All carry-over WIP projects remain well within budget. Most projects are either stalled due to lingering supply chain issues or are substantively completed but still within the project warranty phase.

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 and, therefore, available for future use.

Approved Capital Projects: Report as of April 30, 2023



Tax Supported Capital Projects

Residential Road Rehab 2023 Budget: \$824,980 Funding Source: MSI Spending: 0%	Main and Arterial Road Rehab 2023 Budget: \$350,000 Funding Source: MSI Spending: 1%	Sidewalk Rehabilitation 2023 Budget: \$250,000 Funding Source: MSI Spending: 0%
Parks and Infrastructure Rehabilitation 2023 Budget: \$60,000 Funding Source: Parks, Recreation & Culture Capital Reserve Spending: 19%	Municipal Buildings Major Repairs & Refurbishments 2023 Budget: \$165,000 Funding Source: General Capital Reserve Spending: 7%	MCCC Boiler Replacement 2023 Budget: \$150,000 Funding Source: Municipal Taxes Spending: 0%
Townhall Back Up Generator Design 2023 Budget: \$35,000 Funding Source: General Capital Reserve Spending: 0%	FD AFRRCS Radio Communications 2023 Budget: \$150,000 Funding Source: 2022 Surplus Spending: 0%	Fleet & Equipment Replacements 2023 Budget: \$975,000 Funding Source: Water Reserve - \$60K, Sani Reserve - \$60K, Fleet Reserve - \$191,180 General Capital - \$93,320, MSI - \$570,500 Spending: 0%



Utility Supported Capital Projects

Sanitary Sewer Manhole Relining 2023 Budget: \$300,000 Spending: 0%
Utilities Infrastructure Renewal Program 2023 Budget: \$325,000 Spending: 0%
Total Utility Supported Projects 2023 Budget: \$625,000 Spending: 0%

Total Tax Supported Projects

2023 Budget: \$2,959,980

Spending: 1%



TOTAL CURRENT YEAR CAPITAL PROJECTS

2023 Budget: \$3,584,980

Spending: 1%

2022 Capital Projects Status Report



- Closing phase
 - On-going phase
 - Completed in warranty phase
- All projects were within budget.*

T1: Automated Traffic Enforcement

January Violations	February Violations	March Violations	April Violations
School/Playground Zones 16 13.30 hours 70% hours operated Speed Zones 2 5.63 hours 30% hours operated	School/Playground Zones 20 11.22 hours 62% hours operated Speed Zones 1 6.73 hours 38% hours operated	School/Playground Zones 13 9.90 hours 49% hours operated Speed Zones 5 10.48 hours 51% hours operated	School/Playground Zones 16 9.15 hours 70% hours operated Speed Zones 0 3.87 hours 30% hours operated



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