



# Morinville

## 2022-2025 Strategic Plan Progress Report January-April 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	Progress and Summary
1.1.1	Implement the Agency, Board, Commission and Committee Appointments Policy	Began policy development to establish process for appointing Council Members and Public Members to internal and external Agencies, Boards, Commissions and Committees.

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

#	Objective 1.2	Progress and Summary
1.2.1	Increase community engagement and participation through expanded 2023 budget consultation and engagement (e.g., community bus, capital projects, etc.)	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.
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.)	
1.2.3	Improve program and service delivery through feedback from members of the public	<p>Completed Post-season debriefs with ice groups and pre-season meetings with outdoor sport groups.</p> <p>Monthly Community Services Advisory Committee meetings held giving committee members to provide feedback on events, programs, policies to Administration.</p> <p>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.</p>



## 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	Progress and Summary
2.1.1	Advocate to the provincial government for funding and support	<p>The Mayor met with Transportation Minister regarding intersection safety and improvements.</p> <p>Attended the Government of Alberta's provincial police service engagement session.</p>
2.1.2	Complete planning project to determine appropriate intersection improvement treatment	<p>Initiated development of implementation plan from recommendations in the Pedestrian Crossing Review.</p> <p>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.</p>

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

#	Objective 2.2	Progress and Summary
2.2.1	Update Municipal Engineering Standards to align with the Capital Region including current industry standards and best practices	Municipal Engineering Standards Update initiated. It will review and align the Town's design standards, construction specifications and standard drawings with recognized best practices.
2.2.3	Deliver presentation of the Pedestrian Crossing Review Report	Pedestrian Crossing Report delivered to Council on April 19, 2022.
2.2.4	Determine implementation plan based on recommendations from Crosswalk Study	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.



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

#	Objective 2.3	Progress and Summary
2.3.1	Develop and enhance community safety programs (e.g., bike rodeo, block parties, bike safety, LOST, Point/Pause/Proceed, etc.)	<p>Began promotion of Block Party and Good Neighborhood program. Community Peace Officers to attend all parties to promote safety education and ensure safety at the site.</p> <p>Collaboration and planning for upcoming Bike Rodeo that focuses on educating children and youth bike safety.</p> <p>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.</p>
2.3.2	Build public awareness and understanding of emergency preparedness	
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.)	<p>Began process to reactivate the Homeless / Houseless / Wrap Around Team. FCSS to provide support to individuals.</p> <p>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.</p> <p>Initiated a Community Safety and Well-Being implementation plan based on the report recommendations.</p>





## 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	Progress and Summary
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.)	<p>Prepared Expression of Interest (EOI) for operating the Morinville Community Cultural Centre (MCCC) and Morinville Leisure Centre (MLC).</p> <p>Initiated research and project scope for the Community Bus viable operating models project.</p>
3.1.2	Review and update budget process to reflect Council's guiding principles	<p>Began reviewing budget processes to align with proposed Council Policy.</p> <p>Administration's Joint Leadership Team met to identify budget process improvements for 2023.</p>
3.1.3	Explore service level adjustments to areas identified as potential expense reductions	<p>Removed the LIVE at the MCCC Performance Series due to service level changes that were approved in the 2022 Operating Budget.</p> <p>Began discussions on the lease renewal of MLC Concession 3<sup>rd</sup> party operations agreement.</p> <p>Began discussions with local community group for a proposal for 3<sup>rd</sup> party operations of the Skyline Diamonds.</p> <p>Began Snow and Ice Control Policy review with planned update to be completed in September 2022.</p>
3.1.4	Develop a Budget Policy that ensures budgets and associated property tax bylaws are crafted in alignment with Council's strategic objectives	<p>Began Budget Principles and Guidelines Council Policy development for discussion with Council.</p>

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

#	Objective 3.2	Progress and Summary
3.2.1	Advance asset management service levels	Initiated resource requirements for a sustainable asset management service level including maintaining an inventory, condition assessments and lifecycle planning.
3.2.3	Collaborate with the RCMP on facility needs	Completed initial planning with RCMP for options for facility needs of RCMP, Victim Services and Enforcement Services.
3.2.4	Develop an integrated planning process (e.g., Area Concept Plan, Area Structure Plans, etc.)	
3.2.5	Conduct an Offsite Levy review (aligns with initiative 3.3)	
3.2.6	Develop a long-term (10-year) capital budget that clearly articulates spending and revenue sources	

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

#	Objective 3.3	Progress and Summary
3.3.1	Identify opportunities to generate more revenue and/or new stable funding streams that will help supplement or leverage traditional revenue streams	Implementation of MCCC Ticketing Services for selling tickets on behalf of a 3 <sup>rd</sup> party and receiving a fee for service.
3.3.2	Identify provision of services to other municipalities (e.g., Community Peace Officers, Fire Services)	<p>Additional municipalities requested a proposal from Morinville to provide enforcement services. Presentations to respective administrations were completed in April 2022.</p> <p>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.</p> <p>Completed 3<sup>rd</sup> draft of Fire Services Agreement with Sturgeon County.</p> <p>Presented 3<sup>rd</sup> draft of Cost Schedule in the Fire Services Agreement to Sturgeon County for review in March 2022.</p>
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	A coordinated multi-year approach to taxation to be included as part of the Budget Guidelines and Principles policy brought before Council.
3.3.6	Develop a Corporate Sponsorship Strategy	<p>Review of current assets and assigning evaluations to update programs.</p> <p>Reviewing current contracts to ensure fulfillment and following up as Facilities are now open.</p>



## 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	Progress and Summary
4.1.1	Investigate what is required to develop a Climate Action Plan and develop a project plan	New goal approved in May 2023. Work to begin in T2.
4.1.2	Develop a municipal policy or position statement on climate change	New goal approved in May 2023. Work to begin in T2.
4.1.3	Investigate participating in the Federation of Canadian Municipalities Partners for Climate Protection	New goal approved in May 2023. Work to begin in T2.
4.1.4	Investigate available grants from the Federation of Canadian Municipalities for creating and implementing a Climate Action Plan	New goal approved in May 2023. Work to begin in T2.
4.1.5	Work with regional partners for climate change project cost sharing or collaborative opportunities	New goal approved in May 2023. Work to begin in T2.
4.1.6	Identify environmental priorities (e.g., water, air, biodiversity, waste, land use, etc.)	

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

#	Objective 4.2	Progress and Summary
4.2.1	Identify requirements for conducting an energy audit	



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

#	Objective 4.3	Progress and Summary
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	<p>Updated contacts, the municipal emergency plan and Incident Management Team roles for the Sturgeon Regional Emergency Management Partnership.</p> <p>A number of staff completed participation in Regional full day exercise to update and review skills and responsibilities.</p>
4.4.2	Engage in the exploration of the Edmonton Metropolitan Region Board (EMRB) environmental, social, and governance (ESG) initiative	Participated in the EMRB's ESG session where the primary focus was the environmental lens.







## 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	Progress and Summary
5.1.1	Contribute as a regional partner to improve investment readiness	<p>The Collaborative Economic Development (CED) working group received a grant from the Government of Alberta to support development of a financial model.</p> <p>Provided data to Edmonton Global to support its marketing needs.</p>
5.1.2	Promote Morinville's competitive advantage with access to road, rail and runway	<p>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.</p> <p>Promoted Morinville via the Economic Developers Association conference, strengthened networks, and gained insight into Alberta-specific economic development trends.</p> <p>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.</p>

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

#	Objective 5.2	Progress and Summary
5.2.1	Explore potential incentives to spur growth	
5.2.2	Research feasibility and implications of a non-residential split assessment to mitigate impacts to small business	
5.2.4	Review land-use regulations and land-use policies to better facilitate and encourage new non-residential development and expansion	



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

#	Objective 5.3	Progress and Summary
5.3.1	Collaborate with the business community and associations on activities to support expansion and retention of Morinville businesses	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.
5.3.2	Launch the Mayor's Business Advisory Council around budget engagement 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	Progress and Summary
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)	<p>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.</p> <p>Developed 1<sup>st</sup> draft of a mutual aid agreement for Fire Services between Town of Morinville and Alexander First Nations.</p> <p>Planning for collaborative projects such as cross-cultural training opportunities and leadership programs between Town of Morinville and Alexander First Nations.</p> <p>AFN Security provided contracted services for the Restriction Exemption Program for the MCCC and MLC.</p>
6.1.3	Investigate opportunities to integrate Indigenous culture into Town facilities, practices, programs and services	<p>Outreach completed to find creative and meaningful ways to include Indigenous content was part of Morinville Festival Days and Indigenous Peoples' Day.</p>



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

#	Objective 6.2	Progress and Summary
6.2.1	Identify opportunities to develop mutually beneficial agreements with regional partners	<p>The regional FCSS group began development of regional psychosocial supports to support residents and communities as they move out of the pandemic.</p> <p>Council attended numerous introductory regional events and meetings to build relationships and increase familiarity.</p> <p>Council met with the Greater St. Albert Catholic Schools Board to understand common interests and identify areas to work together.</p> <p>Proposals submitted and presentations delivered to provide enforcement services to neighboring municipalities.</p> <p>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.</p> <p>Presented 3<sup>rd</sup> draft of Cost Schedule in the Fire Services Agreement to Sturgeon County for review in March 2022.</p>
6.2.2	Implement a procurement support agreement with Sturgeon County	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).
6.2.3	Collaborate with Sturgeon County on similar purchasing opportunities	

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

#	Objective 6.3	Progress and Summary
6.3.1	Build understanding of Council's Strategic Plan with community groups and explore way to create alignment	
6.3.2	Conduct a review of municipal agreements with stakeholders	Began process of creating a Joint Use and Planning Agreement with St. Albert Catholic and Sturgeon Public School Divisions.

