

Morinville

2011-2013 Strategic Plan

April 4, 2011



www.morinville.ca

Acknowledgements

This 2011-2013 Strategic Plan was developed by Morinville's Mayor and Councillors with support from the Executive Team and Administration.

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(www.stratos-sts.com).

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Message from the Mayor and Council

We are proud to introduce Morinville's Strategic Plan for 2011-2013. This document is a blueprint that will guide us as we fulfill our vision of a complete community, unique because of our small town atmosphere and our strong sense of pride.

Our mission is to work with our citizens to build a healthy, vibrant, and sustainable community. This Strategic Plan will help make our vision a reality by focusing on the future and addressing important issues related to the governance, cultural, social, environmental, infrastructure, and economic pillars of our Municipal Sustainability Plan. Each of the MSP Goals that have been identified as areas of focus for this timeframe is accompanied by a number of strategic priorities that will guide the organization as we move toward our vision. We will report on our progress on annually in our Annual Report.

The Strategic Plan is the result of the commitment and involvement of the Council, staff, and citizens of Morinville. We thank everyone who got involved in the process and took an interest in the future of our community. However, the work does not end here as we proceed with the implementation of the various priorities identified in the Plan. As Morinville continues to develop and evolve so will our priorities, objectives, and the implementation actions. Morinville's Strategic Plan is a working document that enables us to be responsive to our community yet flexible so that we can anticipate and adapt to continuing changes and pressures. Most importantly, it enables us to be transparent about the vision for Morinville's future and how we intend to get there.

We have started down the road to our future by building this Strategic Plan. We will continue to need the whole community to work together to ensure that this Strategic Plan achieves a real and lasting impact. Doing so will enable us to move forward positively and confidently with the assurance that our community will be well positioned for the future.



Mayor R. Lloyd Bertschi



Left to Right: Councillor Ben Van De Walle, Deputy Mayor Paul Krauskopf, Councillor Lisa Holmes, Mayor Lloyd Bertschi, Councillor Nicole Boutestein, Councillor David Pattison, and Councillor Gordon Boddez.

Glossary

Term	Definition
Action	Specific task or decision to complete, complement or achieve an action or priority.
Administration	Morinville's administration encompassing all municipal public-service departments.
Affordable Housing	Housing is defined as being affordable if a household spends no more than 30% of gross income on housing and is applied to households where income is below 80% of Morinville's median income.
CAO	Chief Administrative Officer.
CEP	Water Conservation, Efficiency and Productivity (CEP).
Council	Morinville's locally elected municipal council.
Cultural Pillar	Defined in terms of the shared values and cultural and recreational activities that reflect the diverse traditions, customs, values, heritage, identity and history of Morinville.
Economic Pillar	Defined in terms of achieving economic vitality, growth and development that simultaneously improves our quality of life and the environment. It includes employment and income levels and the health, quality and diversity of employers, businesses and non-profit organizations in the community.
Environmental Pillar	Defined in terms of community environmental stewardship and the health, quality, diversity and abundance of local (and global) ecosystems.
Goal	A desired long-term (25 year) outcome that supports Morinville's vision.
Governance Pillar	Defined in terms of municipal election processes, the municipality's capacity to manage resources and develop and implement sound public policy, and the mechanisms through which citizens and groups engage and interact with Council, the administration and each other.
Indicator	A specific measure used to assess whether the town is achieving a target and moving towards its sustainability vision and goals.
Infrastructure Pillar	Defined in terms of the state of the built environment and the services that support it.
MDP	Municipal Development Plan.
Mission	A description of what the municipality does to deliver on its vision.
Morinville	When used in the first person (e.g. Morinville will or Morinville is committed to...) the term refers to the municipality of Morinville, including both the Council and administration. Otherwise the term refers to the geographic community (e.g. Morinville residents or Morinville is a community that...).
MSP	Municipal Sustainability Plan.
Principles	Specific ideas that describe the municipality's approach to operating and conducting its day-to-day business.
Social Pillar	Defined in terms of the health, wellbeing, safety and quality of life of individuals, families and the community.
Sustainability	Development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Based on this definition, a sustainable community is one that uses its resources to meet current needs while ensuring that future generations have equitable access to resources.

Term	Definition
Target	A specific, measurable, attainable, realistic and time-bound objective that supports the long-term goal.
Values	Fundamental beliefs that define our management style and behaviour and the manner in which the municipality wants to work to achieve our goals. They govern the way the municipality makes decisions, how we interact with others, and how we conduct ourselves.
Vision	A brief description of the ultimate, long-term outcome the municipality is working towards.



Introduction

The Morinville Mayor and Council are pleased to present the Town's first three-year Strategic Plan. This plan presents our priorities for 2011-2013 and also introduces Morinville's new strategic planning framework and process, which includes improved mechanisms for public engagement, reporting and accountability.

Morinville is at an exciting crossroads in its development. Like other Alberta communities, Morinville is facing a wide range of social, economic, and environmental challenges and opportunities. Global, national, and regional issues (such as climate change, demographic changes, environmental concerns, and health care) are having an increasing impact on municipal service delivery and local quality of life. Similarly, local planning and development decisions (such as where we get our energy from and how we design our neighbourhoods) are increasingly tied to regional and even global trends and decisions. Both the role and influence of municipalities and citizen expectations for quality service and effective governance are on the rise. During the upcoming three years the province and the region will see many changes and opportunities for growth such as a provincial election, a new Premier, and the commencement of the North West Upgrading bitumen refinery and pipeline project which will pour billions of dollars into the local economy, create an estimated 10,000 new construction jobs, 600 engineering jobs, and hundreds of new operating positions and draw new people into the region.

Morinville is well positioned to address these issues, opportunities, and challenges. Morinville's solid financial base augmented with quality infrastructure and strong community will provide the foundation on which to grow in the upcoming three years. 2011 is Morinville's Centennial year and we are celebrating this milestone with the rollout of a brand, the opening of a state-of-the-art Community Cultural Centre, and expanding festivals and events throughout the year. During 2011 and into 2013, Morinville will be strategically positioning itself for additional growth in residency and businesses with the update and modernization of key policies and plans such as the Municipal Development Plan, Land Use Bylaw, Parks and Recreation Master Plan, Transportation Master Plan, and the development of an Economic Development Strategy. Additionally, Morinville is committed to continuing to build relationships with regional stakeholders and to seek capacity building opportunities with local municipalities such as our active membership with the Capital Region Board and Alberta Urban Municipalities Association.

Morinville's Council and administration have taken a proactive approach and completed a long-term visioning and strategic planning process to guide current and future development. The two key outputs of this process are **Morinville 2035 Growing Together** (our Municipal Sustainability Plan or MSP) and this three-year Strategic Plan and supporting strategic planning framework. The Strategic Plan was developed in January and February 2011 and builds on the extensive research, planning, and public consultation work completed to develop the MSP. The key steps in the process included reviewing all of the MSP input received, conducting a survey and series of workshops with Council and staff, and engaging the public through an open house in February.

This first Strategic Plan will be used to guide all planning and decision-making at both the political and administrative levels. It outlines our key commitments to our residents and provides focus and a roadmap for the next three years of Morinville's development. Whereas our MSP defines where we are trying to go by establishing a set of goals and targets for 2035, this Strategic Plan outlines what we are going to focus on now to move towards those long term objectives.

Vision, Mission and Values

Morinville's Strategic Plan is grounded in Morinville's vision and mission guided by the Town's values and principles.

Our Vision	Morinville, the family choice, embracing the past to build our future through: <ul style="list-style-type: none">• Exhibiting inclusive, open and fiscally responsible governance;• Maintaining and celebrating small town culture;• Promoting social and community wellness;• Encouraging, facilitating and supporting opportunities for a vibrant, diverse and independent economy;• Efficient and sustainable planning, implementation and protection of municipal infrastructure; and• Respecting the environment and promoting responsible use of land and resources.
Our Mission	We work together to build a healthy, vibrant and sustainable community through our commitment to the future well-being of Morinville.

VALUES

Morinville's Council and Administration have endorsed the following values which govern the way the municipality makes decisions, how we interact with others, and how we conduct ourselves.

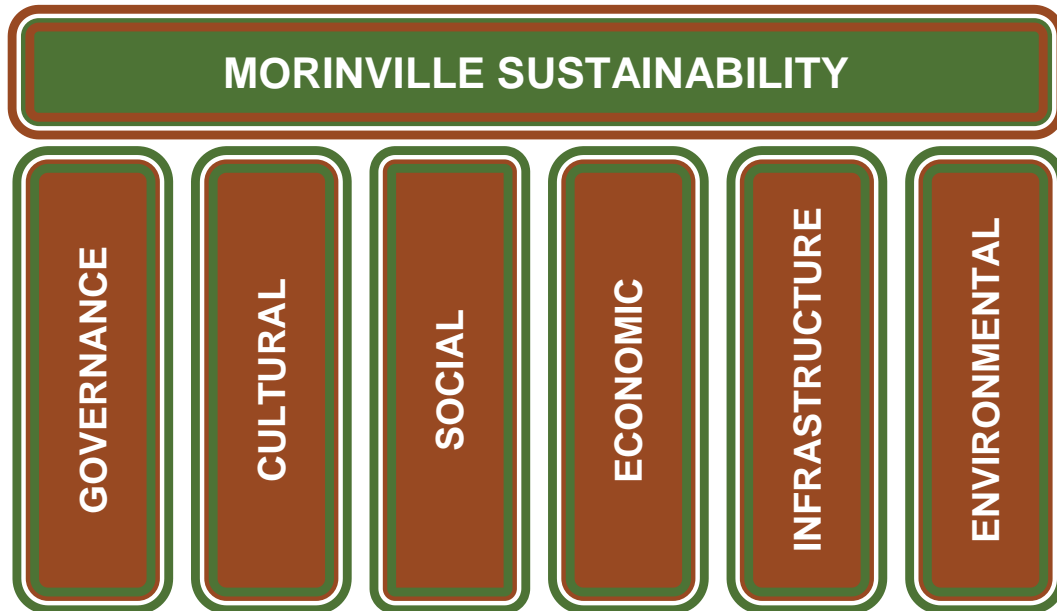
- Integrity and Respect
- Leadership and Innovation
- Accountability and Service Excellence
- Teamwork and Responsiveness
- Partnership and Collaboration



Planning and Sustainability Framework

Morinville's MSP and Strategic Plan are organized around six "sustainability pillars" that represent the diverse aspects of the community: governance, cultural, social, economic, infrastructure, and environmental. These pillars should not be thought of as competing priorities but rather as key elements to be considered and optimized in every decision. Definitions of each pillar are provided in the Glossary.

Figure 1: Morinville's Six Sustainability Pillars



Morinville's approach to long-term planning and sustainability is grounded in the following key principles:

- **Quality of life:** Meeting the needs of citizens and providing a high quality of life now and in the future.
- **Long term planning:** Establishing a long-term vision (i.e. 25 years or more) to guide short-term planning and decision-making.
- **Community engagement and partnership:** Actively involving community members, businesses and other organizations as partners and stakeholders in the plan.
- **Integration:** Actively aligning plans, departments and issues and managing them in an integrated fashion.
- **Multiple bottom lines:** Focusing on solutions that maximize the social, economic, and environmental benefits of every project and decision.
- **Equity and the common good:** Recognizing the importance of promoting the health, and welfare of all community members, both within and among generations.
- **Living within environmental limits:** Recognizing that community health and economic well-being are fundamentally dependent on the resources and services provided by the natural environment and ensuring that community activities fit within the capacity of local, regional, and global environments.

Strategic Planning Framework

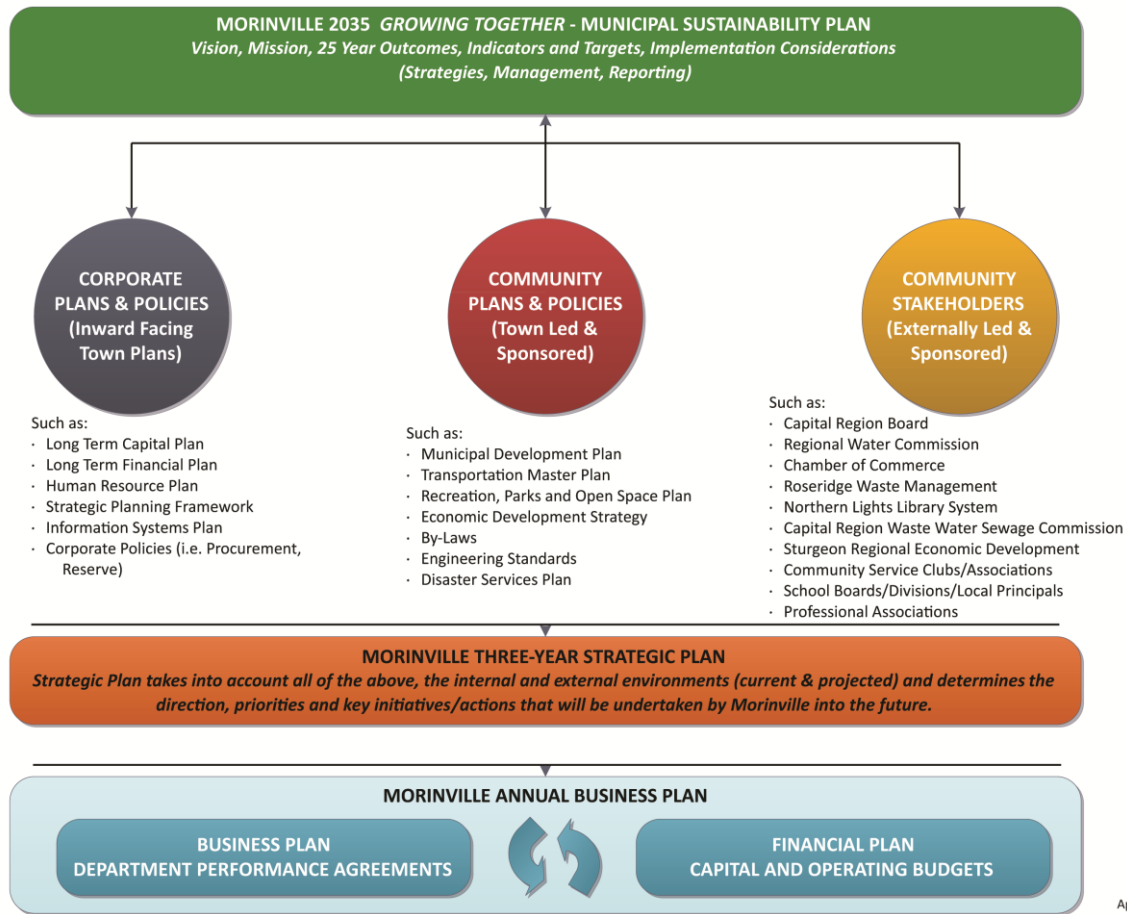
Morinville has developed a comprehensive strategic planning framework to guide planning, and decision-making. The key elements of the framework include a diagram that outlines the relationships among Morinville's various plans, and policies (Figure 2 below), and a strategic planning cycle that outlines the key annual and tri-annual steps in planning, monitoring, and reporting on Morinville's activities. Morinville's strategic planning documents include:

- **Municipal Sustainability Plan (MSP):** The MSP is Morinville's highest level planning document and sets the direction for all corporate and community plans and policies. It presents a long term vision for the community and articulates thirty goals and targets to be achieved by the year 2035. The MSP was developed with input from community members and organizations, and will continue to be a living, community-owned document that reflects our shared values and aspirations.
- **Corporate Plans, Community and Stakeholder Plans:** The MSP will guide and inform all of the plans and policies developed by the municipality, including both Corporate Plans (such as the long-term capital plan) and Community Plans (such as the municipal development plan). The MSP was developed with extensive community consultation and is also intended to guide the planning activities of other Community Stakeholders (organizations and stakeholders such as the Chamber of Commerce).
- **Strategic Plan:** Starting in 2011, Morinville will be developing a three-year Strategic Plan to cover the term of each newly elected Mayor and Council. This plan articulates a set of strategic priorities for the municipality based on a review of community needs, Morinville's current reality, external trends, and the goals and activities articulated in the MSP, Corporate Plans, and Community Stakeholder plans.
- **Annual Business Plan:** The annual business plan presents the municipality's budget and strategic initiatives for the year, including operations, human resources, planning, and capital activities and expenditures. It is developed based on ongoing operational needs and the Strategic plan and maps out clear timelines, roles and responsibilities.

This proactive approach to municipal strategic planning provides numerous benefits and helps to:

- Build a shared vision and sense of purpose, both within the municipality and in the broader community,
- Map out priority strategies and actions,
- Facilitate collaboration and align policies and actions across different groups and timeframes,
- Guide and inform decision-making at all levels of the organization,
- Establish clear timelines, roles and responsibilities, and
- Build internal and external trust.

Figure 2: Morinville Strategic Planning Framework



MORINVILLE’S STRATEGIC PLANNING CYCLE

Morinville’s strategic planning cycle describes the steps involved with developing, implementing, reporting on, and updating the annual business plan, the three-year strategic plan and the twenty-five year MSP. The planning cycle maps out the following steps:

1. Measuring and Reporting Performance

Morinville is committed to public reporting of progress towards its commitments. Commencing in 2012, an annual report card will be produced every April that reports on the progress towards the long term MSP goals and targets, the previous year’s business plan, and the priorities outlined in the three-year strategic plan. Commencing in 2013 and every three years thereafter, Morinville will produce a more comprehensive report on the previous strategic plan and the progress towards the MSP, including the progress in the MSP Stewardship and governance implementation. This report will be informed by a regular resident census and other surveys that help us to assess residents’ needs, priorities and progress.

2. Strategic Planning

Commencing in 2013 and prior to each election thereafter, the outgoing Mayor and Council will undertake a preliminary strategic planning process to draft a new three-year strategic plan that will be targeted for first reading in September. After the swearing in ceremony in October, the newly elected Mayor and Council will undertake a follow-up strategic planning process to finalize and conduct second and third readings of the three-year strategic plan during the months of November and December. As part of the strategic management framework, during the annual business planning activities, an assessment will take place to determine if enough significant change has occurred (either externally or internally in Morinville) that would cause the current strategic plan to become ineffective and/or irrelevant. If so, this assessment may trigger a decision by Council to undergo an early strategic planning process and the development of an updated or new three-year strategic plan.

Each three-year strategic plan will be posted on Morinville's website and will be available in hardcopy.

3. Business Planning

Business and budget planning occurs annually and begins in May and ends in December of each year with third reading of the annual business plan (which includes the capital and operating budgets) by Council. To support quarterly reporting, reporting and forecasting tools that will be maintained and closely monitored throughout the year.

During election years, the business planning process will merge with the strategic planning process which will begin in early in March with a target of having first reading, with the three-year strategy in September, prior to the election. The incoming Mayor and Council will be required to undertake a strategic planning process to update and finalize the business and strategic plans with a target of completing public consultation, second and third readings by mid-December.

The final business plan will be posted on Morinville's website and will be available in hardcopy.

4. Public Engagement

Ongoing public engagement is a key part of Morinville's planning process. Business plans and strategic plans will be informed by resident surveys, online feedback forms, workshops and open houses where drafts will be shared with the public for input and feedback.

To help guide and implement the MSP, Morinville will be creating an ongoing Community Stewardship Committee as well as a volunteer Community Leaders and Partners program. Starting in 2012, Morinville will also host a Community Action Workshop each June, or May during Election years, to identify key priorities and ideas for the upcoming year(s).

5. Long Term Planning

Morinville has a number of long term planning documents that are updated on different cycles. For example, Morinville will conduct a light review of the MSP vision, mission, values, targets and goals, including an assessment of progress towards the MSP Stewardship and implementation, every 3 years and conduct a comprehensive review every 9 years.

2011 – 2013 MSP Areas of Focus

Morinville Council recognizes that implementing the MSP is a long term process, and we cannot take significant action on every goal in every year. Consequently, Council identified the following 8 MSP goals that will be areas of focus for these first three years:

Governance Pillar	Regional Leadership	The municipality is a regional leader in local government innovation, policy development and sustainability.
Cultural Pillar	Celebrated Arts, Culture and Heritage	Diverse arts, cultural and heritage venues and events are visible, celebrated and supported.
	Diverse Recreation	Quality recreational opportunities are accessible, affordable and reflect the needs of Morinville's diverse residents.
Social Pillar	Inclusive Community	Community services and programs are in place to meet residents' diverse needs.
Economic Pillar	Healthy Economy	Morinville's local and regional economies are healthy, resilient and environmentally responsible.
Infrastructure Pillar	Water Stewardship	Morinville is a leader in water conservation and wastewater management.
	Responsible Management	All municipal infrastructure is sound, secure, safe, well maintained and managed in a fiscally responsible manner.
Environmental Pillar	Air Quality Stewardship	Morinville proactively ensures that air emissions generated within the community are non-invasive, non-toxic and environmentally responsible.

A complete list of the MSP goals is provided in Appendix A.

Building on these goals, Morinville has identified an ambitious program of 27 strategic priorities for 2011-2013. These priorities focus on key strategic activities that will shape our development as a community (such as developing an economic development strategy and launching the Community Cultural Centre) rather than ongoing operational activities (such as enforcing bylaws or operating the arena) that continue relatively unchanged from previous years. Figure 3 on the next page presents each priority listed in alphabetical order within the pillar it is most closely associated with.

For each priority, Morinville has identified key actions for the next 3 years. These actions will be carefully reviewed annually as part of the business planning process. They may be revised as needed to respond to new issues and fiscal considerations.

Figure 3: Morinville’s 2011-2013 Strategic Priorities

Listed in alphabetical order by sustainability pillar.

Governance	Cultural	Social	Economic	Infrastructure	Environmental
<ul style="list-style-type: none"> • Communications - Improve reporting and communications with the public. • Financial Systems - Continually improve the effectiveness of our financial systems. • Master Planning - Create and update all master plans and establish key targets to support the MSP. • MSP Governance - Create and institutionalize key MSP governance and management bodies, policies and procedures. • Regional Partners - Work with surrounding municipalities and Morinville stakeholders to leverage opportunities, identify efficiencies and build regional capacity. 	<ul style="list-style-type: none"> • Celebrate History - Celebrate Morinville’s Centennial and promote local history and culture. • Community Cultural Centre - Establish the Community Cultural Centre as a regional hub. • Morinville Identity - Enhance and display a strong, unified Morinville identity that reflects community values. • Recreational Opportunities - Plan, finance and enhance the diversity of recreational opportunities. • Trail System - Enhance the appeal, connectivity and area of local trail systems. 	<ul style="list-style-type: none"> • Affordable Housing - Increase the diversity of housing options in Morinville. • Beautify Morinville - Enhance Morinville’s physical appearance to make it even more welcoming and attractive. • Community Services - Adapt services to respond to changing demographics and needs. • Community Volunteering - Promote, recognize and encourage community volunteerism. • Engaged Youth - Develop and implement a youth strategy. • Healthy Lifestyles - Promote healthy lifestyles for Morinville residents. • Public Safety - Identify and address priority public safety issues. 	<ul style="list-style-type: none"> • Economic Development - Develop and implement an economic development strategy. • Tourism - Promote Morinville as a destination for regional and provincial tourism. 	<ul style="list-style-type: none"> • Asset Management - Create a comprehensive municipal asset management plan complete with financing strategy. • Drinking Water - Continue to provide adequate and safe drinking water into the future. • Infrastructure Maintenance - Ensure sustainable, fiscally responsible management of utilities, road infrastructure and other capital assets. • Waste Diversion - Increase solid waste diversion rates. • Water Conservation - Prepare and implement a water conservation and efficiency plan. 	<ul style="list-style-type: none"> • Air Quality - Address priority air quality issues. • Green Spaces - Enhance the health and usability of local green spaces, open spaces and ecosystems. • Sustainability Awareness - Implement a sustainability education and awareness program.

Reporting Performance

Progress on the Strategic Plan will be measured through both an annual and a three year reporting process. Each April, Morinville will release an Annual Report on the previous year's progress towards the previous business plan, strategic plan priorities and the MSP.

Every 3 years, Morinville will publish the MSP Report Card which will report on progress towards the strategic plan priorities and the MSP goals and targets. This report will be grounded by the results of regular Census and resident survey data supplemented with additional data and proxies outlined in *Appendix A, Potential Indicators* within **Morinville 2035 Growing Together**. The MSP Report Card will help to inform the development of the next three-year plan.



Appendix A – Morinville’s 2035 MSP Goals

GOVERNANCE	Involved Citizens	Citizens are active participants in community building, planning and decision-making.
	Sound Management	Municipal services are managed efficiently and effectively to ensure long-term fiscal sustainability.
	Accountable Leadership	Municipal decision-making is transparent and accountable to the community and its long-term vision.
	Quality Service	The Municipality delivers cost-effective, quality customer service.
	Efficient Community Planning	Land-use and community planning supports the development of an efficient, well-connected, complete and beautiful community.
	Regional Leadership	The municipality is a regional leader in local government innovation, policy development and sustainability.
CULTURAL	Celebrate Arts, Culture and Heritage	Diverse arts, cultural and heritage venues and events are visible, celebrated and supported.
	Diverse Recreation	Quality recreational opportunities are accessible, affordable and reflect the needs of Morinville's diverse residents.
	Shared Identity	Backgrounds of residents become more diverse and continue to be respected and reflected in Morinville's welcoming and inviting small town culture and identity.
SOCIAL	Desirable Community	Morinville is recognized as the family choice: a desirable community with a high quality of life.
	Healthy Community	Residents have healthy lifestyles and comprehensive community services support their physical and mental wellbeing.
	Safe Community	Morinville is a friendly, safe and prepared community.
	Inclusive Community	Community services and programs are in place to meet residents' diverse needs.
	Affordable Community	Morinville is an affordable place in which to live and retire.
	Learning Community	All Morinville residents can access opportunities for lifelong learning and personal development.
ECONOMIC	Healthy Economy	Morinville's local and regional economies are healthy, resilient and environmentally responsible.
	Thriving Local Business	Morinville supports and encourages a diverse range of local businesses and employers.
	Thriving Local Agriculture	Morinville is the local centre for production, consumption and distribution of healthy and sustainable food in the region.
	Complete Visitor Experience	Morinville is a desirable community to visit that offers a complete visitor experience and acts as a hub for regional tourism.
INFRASTRUCTURE	Smart Transportation	A multimodal transportation system supports efficient movement throughout the community and region.
	Green Buildings	Buildings, developments and public facilities are green and barrier-free.
	Toward Zero Waste	Morinville proactively reduces, diverts and manages solid waste.
	Water Stewardship	Morinville is a leader in water conservation and wastewater management.
	Energy Efficiency	Morinville supports the efficient and responsible use of clean and renewable energy.
	Effective Information Technology and Communications	Automation, communication and information systems support effective planning and service delivery.
	Responsible Management	All municipal infrastructure is sound, secure, safe, well-maintained and managed in a fiscally responsible manner.
ENVIRONMENTAL	Healthy Ecosystems	Morinville's parks and surrounding natural ecosystems are healthy and protected.
	Air Quality Stewardship	Morinville proactively ensures that air emissions generated within the community are non-invasive, non-toxic and environmentally responsible.
	Climate Stewardship	Morinville proactively reduces greenhouse gas emissions and adapts to changing climatic conditions.
	Lighter Ecological Footprint	Morinville proactively reduces its consumption of non-renewable resources and its ecological footprint.

Morinville *Centennial Celebrations* 1911-2011



Morinville...
Embracing Our Past

Morinville...
Growing Our Future

