



2022 - 2025 OPERATING BUDGET

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Mission, Vision, Values and Principles

The Mission, Vision, Values and Principles statements provide direction for everything that happens in the municipality. They bring focus to Council and Administration on where the organization is going and what it is trying to achieve in response to the needs of residents. They define the core values of the organization and how people are expected to behave as public servants.

OUR MISSION

Working together to build a complete community for today and the future through our commitment to the well-being of Morinville



OUR VISION

Morinville, embracing our past; building pride in our future



OUR CORE VALUES

Morinville’s Council and Administration have endorsed the following core 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



Municipal Sustainability Plan (MSP)

The Municipal Sustainability Plan provided high level, long-term strategic direction to guide community decision making toward a sustainable future. The MSP is organized around six “sustainability” pillars that represent the diverse aspects of the community including: governance, cultural, social, economic, infrastructure and environment.

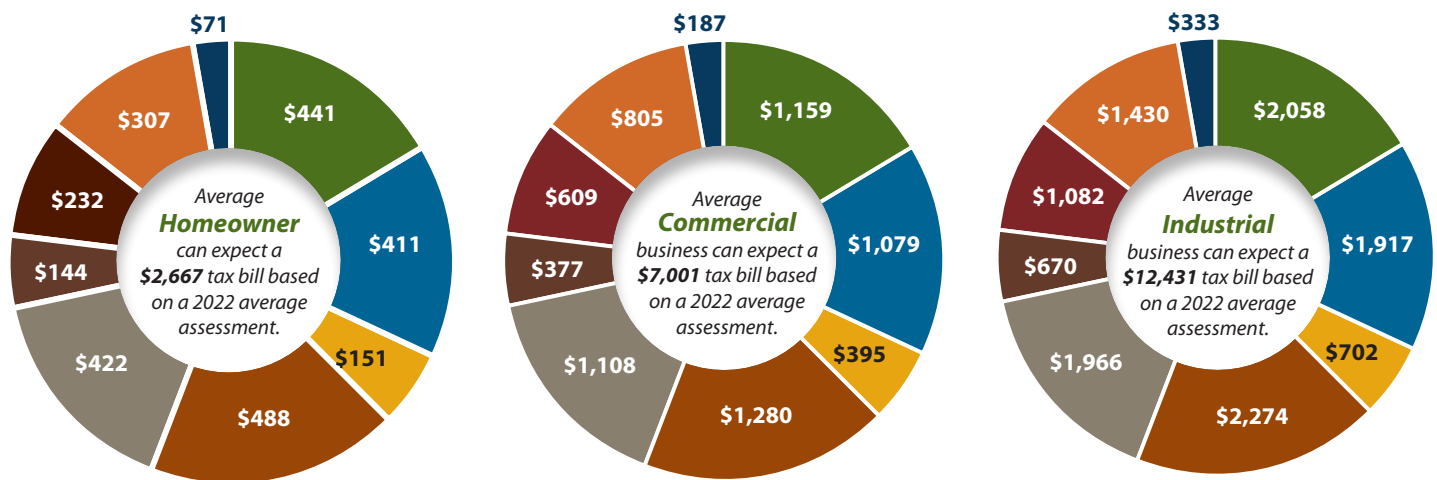


The budget information presented in this report is consolidated and organized into Tax Supported Operations and Utility Supported Operations.

Budget Impact on Property Taxes

The 2022 budget focuses on maintaining service levels to residents while addressing rising costs due to historic levels of inflation and the downloading of costs from the federal and provincial governments. Despite inflation of more than 5% over the past year, operational tax increases have been limited to 3.5%. New for 2022 is the inclusion of a capital tax increase of 1.5%. This amount has been included to provide funding to the 2022 Capital Budget to ensure all Council approved projects are fully funded. This brings the total tax increase to 5%. In recognition of the difficulties experienced by local businesses throughout the pandemic, Council has forgone the planned increase to the tax ratio, meaning the ratio of residential to non-residential taxes has been maintained at 1:1.1. As a result, non-residential property owners can expect the same proportionate increases to their tax levy as residential property owners.

- For the average **residential** property valued at \$334,596, the homeowner can expect a \$2,667 tax bill which results in an annual increase of \$127.03 or \$10.59/monthly.
- For the average **commercial** property valued at \$798,661, the business can expect a \$7,001 tax bill which results in an annual increase of \$333.40 or \$27.78/monthly.
- For the average **industrial** property valued at \$1,418,043, the business can expect a \$12,431 tax bill which results in an annual increase of \$591.97 or \$49.33/monthly.



- Corporate Services
- Enforcement & Police Services
- Fire Services
- Parks & Recreation
- Infrastructure Services
- Planning & Development
- Community Services
- General Administration
- Council
- Corporate Services
 - Financial Services
 - Human Resources
 - IT
 - Parks & Recreation
 - Morinville Leisure Centre
 - Sport Rec & Bus
 - Open Spaces
- Community Services
 - Community Engagement
 - Cultural Performance Programming
 - FCSS
 - Cultural Events Programming
- Enforcement & Police Services
 - Enforcement Services & Police Department
- Infrastructure Services
 - Public Works
 - Roads
- General Administration
 - Office of CAO
 - General Government Service
 - Emergency Management
 - Community Services Admin
 - Communications, Leg Services, IM

Budget Impact on Property Taxes

Annual increases outlined in the table below are based on average assessments.

*Collected by the Town on behalf of the Provincial Court.

Property Type	Municipal Services	* Estimated Provincial School Requisition	* Estimated Homeland Housing Requisition	Total Tax Increase
Residential	127.03	14.85	(4.98)	136.90
Commercial	333.40	(273.71)	(11.88)	47.82
Industrial	591.97	(485.97)	(21.09)	84.90

Where Your Municipal Property Taxes Go (continued)

Staffing levels are anticipated to return to pre-pandemic levels in 2022 as the town anticipates a full year of operations for the Morinville Leisure Center and Morinville Community Cultural Center, however there have been no increases in positions in 2022. While the 2022 Budget focuses on core service delivery and limits the number of operational projects and initiative undertaken, rising costs due to inflation and provincial and federal downloading have resulted in an increase to the forecasted deficit for 2022. Like all municipalities across Canada, Morinville has been hit with unexpected costs related to the retro active pay for RCMP officers as part of a new collective agreement with the federal government. This agreement included significant increases in compensation of more than 23% which, in addition to the retro-active pay, is driving up the costs of the policing contract and associated costs for 2022 and beyond. As noted above, inflation is also a significant driver of increased costs for Budget 2022 as it hit 5.7% early this year, a 30-year high. Rising inflation increases the costs of operations for every aspect of municipal operations. Operational revenues from recreation centres have been budgeted for conservatively, however Council's hope is for a full year of uninterrupted

operation that will allow the Town to outperform revenue estimates and reduce the deficit at year end.

Utility supported operations continue to be a strength in Morinville. As a result, rates for both the water utility and waste collection were maintained at 2021 levels. The 2022 wastewater rates include a small increase as a result of an increase in costs for treating the water through Alberta Capital Region Wastewater Commission. Storm water rates have increased in accordance with council's long-term plan to have storm water achieve self-sufficient storm water utility. Utility revenues also continue to support healthy capital reserves for the utility functions, ensuring sufficient revenue to address any capital needs.

Over the next fiscal year town administration will be updating the Long Range Financial Model to help better plan for the long-term fiscal future of the town given the significant challenges of the past two years. The model will help the new council make key decisions in ensuring the financial viability of the community.

2022 - 2025 Operating Budget - At A Glance

The 2022-2025 Operating Budget process has once again been a collaborative effort across the organization. The focus of the 2022 budget is fiscal austerity while maintaining the levels of municipal services expected by Town of Morinville residents and businesses. Driven by direction from the Executive Leadership Team, all members of the Senior Leadership Team and key staff members, have diligently scrutinized operational requirements to ensure budgets are focused on the absolute necessities of providing the services

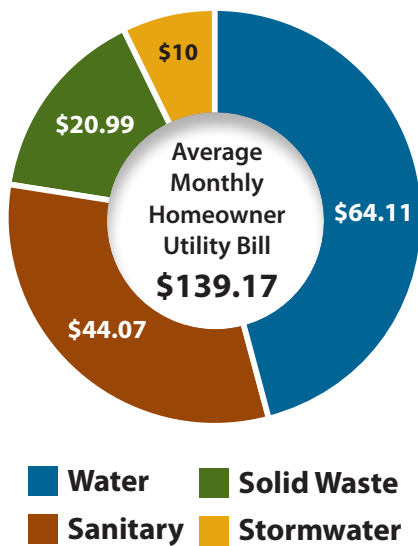
directed by Council. As a result, new operational initiatives have been limited to \$210,000 and include the following:

- Review and update of Municipal Engineering Standards \$120,000
- Development of an Information Technology Strategy \$30,000
- Further engagement with Alexander First Nations \$60,000

Total Projected Utility Cost per Household

	2021		2022		\$ Change	
	Annual	Monthly	Annual	Monthly	Annual	Monthly
Water	\$760.58	\$63.38	\$769.35	\$64.11	\$8.77	\$0.73
Sanitary	\$514.64	\$42.86	\$527.79	\$44.07	\$14.15	\$1.18
Total	\$1,275.21	\$106.27	\$1,298.14	\$108.18	\$22.92	\$1.91
Solid Waste	\$251.88	\$20.99	\$251.92	\$20.99	\$-	\$-
Total	\$1,527.13	\$127.26	\$1,550.02	\$129.17	\$0	\$0
Storm Water	\$90.00	\$7.50	\$120.00	\$10.00	\$30.00	\$2.50
Total	\$1,617.13	\$134.76	\$1,670.02	\$139.17	\$52.92	\$4.41

The combined monthly costs of Water, Sanitary, Storm Water and Solid Waste Services is anticipated to increase 3.7% for the average residential household in 2022. However much of the increase is due to projected growth in usage as water rate and solid waste rates remain unchanged from 2021. New rates for sewer and storm water are in effect April 1, 2022.



Property Tax Revenue

Comparators are chosen based on the Alberta Government's Municipal Measurement Index (MMI). The MMI uses population, equalized assessments and geographic information to develop a metric that allows for the comparison of statistically similar municipalities. The comparator communities referenced below were chosen based on their similarities to Morinville.

Revenue Comparisons

2020 Municipalities Comparable to Morinville

Municipality	Tax Revenue Per Capita	Sales & User Charges Per Capita	Total Revenue Per Capita
TABER	1,283.28	1,201.15	2,484.43
PEACE RIVER	1,619.42	760.86	2,380.29
DEVON	890.28	1,352.02	2,242.29
ROCKY MOUNTAIN HS	1,385.15	785.66	2,170.81
SLAVE LAKE	1,319.17	799.19	2,118.36
PONOKA	932.01	1,167.79	2,099.79
OLDS	1,068.49	988.11	2,056.60
BLACKFALDS	1,126.35	792.10	1,918.46
REDCLIFF	980.27	930.02	1,910.29
BONNYVILLE	1,233.36	616.15	1,849.51
INNISFAIL	981.66	816.15	1,797.80
MORINVILLE	1,043.71	653.10	1,696.81
COALDALE	988.75	658.59	1,647.34
Average	1,142.45	886.22	2,028.67

2020 Regional Municipalities Comparable to Morinville

Municipality	Tax Revenue Per Capita	Sales & User Charges Per Capita	Total Revenue Per Capita
LEDUC COUNTY	3,447	407	3,854
STURGEON COUNTY	3,115	496	3,611
STRATHCONA COUNTY	2,331	712	3,043
PARKLAND COUNTY	2,003	251	2,254
EDMONTON	1,774	443	2,218
LEDUC	1,487	669	2,156
SPRUCE GROVE	1,148	669	1,817
STONY PLAIN	977	810	1,787
MORINVILLE	1,044	653	1,697
BEAUMONT	1,104	525	1,629
GIBBONS	876	686	1,563
Average	1,755.22	574.73	2,329.95

Tax Rate Comparisons

2021 Non-Residential Tax Rate Comparison

Municipality	Gnrl Mncpl Rate
PEACE RIVER	18.8806
ROCKY MOUNTAIN HS	14.7458
REDCLIFF	13.8958
SLAVE LAKE	13.3390
TABER	12.5962
BONNYVILLE	10.9058
BLACKFALDS	10.7613
PONOKA	10.1711
COALDALE	9.9272
DEVON	8.9402
MORINVILLE	8.3491
INNISFAIL	8.1546
OLDS	8.1285
Average	11.4458

2021 Residential Tax Rate Comparison

Municipality	Gnrl Mncpl Rate
PEACE RIVER	10.1047
ROCKY MOUNTAIN HS	9.7618
SLAVE LAKE	9.0000
BLACKFALDS	8.6045
COALDALE	8.0628
TABER	8.0252
PONOKA	7.7933
MORINVILLE	7.5901
BONNYVILLE	7.2256
INNISFAIL	6.6088
DEVON	6.0504
OLDS	5.9414
REDCLIFF	5.2549
Average	7.6941

2021 Tax Rate Ratios

Note: Legislative Max Ratio of 5.00

Municipality	Non Rsdntl Rate	Rsdntl Rate	Ratio
REDCLIFF	13.8958	5.2549	2.64
PEACE RIVER	18.8806	10.1047	1.87
TABER	12.5962	8.0252	1.57
ROCKY MOUNTAIN HS	14.7458	9.7618	1.51
BONNYVILLE	10.9058	7.2256	1.51
SLAVE LAKE	13.3390	9.0000	1.48
DEVON	8.9402	6.0504	1.48
OLDS	8.1285	5.9414	1.37
PONOKA	10.1711	7.7933	1.31
BLACKFALDS	10.7613	8.6045	1.25
INNISFAIL	8.1546	6.6088	1.23
COALDALE	9.9272	8.0628	1.23
MORINVILLE	8.3491	7.5901	1.10
Average			1.50

Regional Municipality	Gnrl Mncpl Rate
EDMONTON	19.9792
GIBBONS	12.9850
STURGEON COUNTY	10.2808
BEAUMONT	9.9485
STRATHCONA COUNTY	9.6494
SPRUCE GROVE	9.4487
LEDUC	8.5410
PARKLAND COUNTY	8.4455
MORINVILLE	8.3491
STONY PLAIN	7.8020
LEDUC COUNTY	6.3700
Average	10.1636

Regional Municipality	Gnrl Mncpl Rate
LEDUC	7.5940
MORINVILLE	7.5901
BEAUMONT	7.1430
EDMONTON	7.0109
GIBBONS	6.9998
SPRUCE GROVE	6.7251
STONY PLAIN	6.4120
STRATHCONA COUNTY	4.6423
PARKLAND COUNTY	4.2229
STURGEON COUNTY	3.6449
LEDUC COUNTY	2.9150
Average	5.9000

Municipality	Non Rsdntl Rate	Rsdntl Rate	Ratio
EDMONTON	19.9792	7.0109	2.85
STURGEON COUNTY	10.2808	3.6449	2.82
LEDUC COUNTY	6.3700	2.915	2.19
STRATHCONA COUNTY	9.6494	4.6423	2.08
PARKLAND COUNTY	8.4455	4.2229	2.00
GIBBONS	12.9850	6.9998	1.86
SPRUCE GROVE	9.4487	6.7251	1.40
BEAUMONT	9.9485	7.1430	1.39
STONY PLAIN	7.8020	6.4120	1.22
LEDUC	8.5410	7.5940	1.12
MORINVILLE	8.3491	7.5901	1.10
Average			1.82

The following account grouping detail outlines which accounts are consolidated into our budgeted revenue and expense categories.

REVENUES	
Net taxation	Municipal Taxes, School & Senior's Requisitions paid
Utility Revenue	Water, Sanitary, Waste Management & Storm Water Levies
Gov't Transfers	Federal & Provincial Conditional grants
Penalties & Fines	Tax/Utility Penalties, Photo Enforcement/ Bylaw fines
Offsite Levies	Roads, Sanitary, Water & Storm water
Development Fees & Permits	Business Licenses, Building permits, Sub-division appeals, Lot grading
Rentals	Rental & Lease Revenue for all facilities
Investment Income	Returns on Investments
Sales & User Charges	RCMP Clearance revenue, Tax Certificates, Fire Billings, Curling Club Lease Revenue
Other Revenues	Developer contributions, cost recoveries, MCCC Ticket Sales, Donations, Admission Revenue, Sponsorship
Franchise Fees	Gas & Power Franchise Revenue

EXPENSES	
Salaries, Wages & Benefits	Salaries, Wages, Benefits, Training, Professional Development
Contracted & General	Mileage & Subsistence, Memberships, Contracted Services, Information Technology Costs, Repairs & Maintenance, Legal & Audit, Policing Contract
Materials, Goods & Supplies	Office Supplies, Postage, Telecommunications, Insurance, Land Title/Board Expenses, Advertising, Subscriptions/ Publications, Heat, Power, Fuel, Advertising/Promotion, OH&S Committee Expenses, Uniforms/ PPE, Gas & Diesel, Other Community Events, Licenses, Repairs & Maintenance, Public Relations
Other	Financial Service Charges, Bad debts, Grants to Organizations (Museum, Festival Society, Library), Instructor Fees, Program Supplies, Program Subsidies, Vacant Non-Residential Improvement Tax Grant, Misc . w/o, Sporting Events

Consolidated Operating Budget

The Consolidated Operating Budget reflects revenues totaling \$24.2M which represents an increase of 5% over the 2021 approved budget. The increase is primarily associated with increased municipal property tax projections (based on a 3.5% operational tax increase). Also contributing to the increase is a 2.3% increase in assessment, increased franchise fee revenue and an increase in utility revenue. Much of the increase in franchise and utility revenue is due to higher usage as there have been no increases to franchise or water rates. Wastewater and storm water fees have increased slightly.

The 2022 Budgeted Consolidated Expenses reflect approx. \$23.6M and have increased by 6% compared to the 2021 budget. The increase projected is largely due to a significant increase in inflation and the requirement for RCMP retro pay and pay increases, resulting from the new collected bargaining agreement. **The overall Budget reflects a surplus totaling \$542K.**

	2021	2022	Change
Revenues			
Tax Supported	15,672,219	16,497,716	825,497
Utility Supported	7,362,732	7,698,367	335,635
Consolidated	23,034,951	24,196,083	1,161,132
Expenses			
Tax Supported	17,284,007	18,347,994	1,063,987
Utility Supported	5,021,838	5,305,621	283,783
Consolidated	22,305,845	23,653,615	1,347,770
Surplus/(Deficit)	729,106	542,469	(186,637)

Town of Morinville 2022 Consolidated Budget

	2019 Actual	2020 Actual	2021 Forecast	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Revenue:								
Net Taxation	9,999,507	10,325,403	10,255,509	10,288,346	10,910,454	11,237,767	11,574,810	11,922,149
Franchise Fees	1,754,392	1,825,012	1,928,223	1,868,111	1,998,342	2,038,309	2,079,075	2,120,654
Sales to Other Governments	801,777	892,706	669,224	753,083	930,685	948,265	961,533	975,065
Government Transfers	940,076	901,772	1,628,594	1,502,990	1,517,684	1,533,693	1,550,021	1,566,677
Penalties & Fines	557,400	350,721	339,764	462,000	389,000	424,000	424,000	429,000
Development Fees & Permits	277,923	133,709	188,905	171,000	196,000	154,000	167,000	179,000
Rentals	378,465	130,834	186,539	286,820	348,804	326,020	326,020	326,020
Investment Income	155,687	45,754	52,945	75,000	75,000	75,000	75,000	75,000
Sales & User Charges	119,162	38,594	50,000	59,000	178,400	228,860	229,110	229,360
Offsite Levies	64,313	645,036						
Other Revenues	1,674,497	856,221	637,876	637,876	461,267	400,300	280,600	275,600
Water, Wastewater & Solid Waste Fees	5,892,177	6,325,605	6,819,864	6,930,725	7,190,447	7,584,734	7,961,069	8,179,402
Total Revenue	22,615,376	22,471,367	22,757,442	23,034,951	24,196,083	24,950,948	25,628,238	26,277,928
Expense:								
Salaries, Wages & Benefits	9,522,192	9,580,749	10,355,788	10,507,870	11,051,610	11,717,656	11,963,436	12,149,101
Contracted & General Services	4,435,448	4,206,058	4,113,173	4,441,132	5,167,983	5,674,935	5,729,260	5,765,283
Materials Goods & Utilities	4,780,317	4,458,492	4,647,837	4,924,985	5,123,176	5,024,171	5,165,954	5,058,132
Interest on Long Term Debt	538,752	556,349	669,681	669,681	553,632	522,947	487,737	465,641
Purchases from Other Governments	927,328	987,996	1,068,897	1,094,276	1,176,310	1,199,836	1,223,832	1,260,647
Bank Charges & Short Term Interest	13,798	9,300	10,495	10,500	9,000	9,000	9,000	9,000
Other Expenses	404,316	394,270	111,678	357,694	338,249	362,539	368,826	369,066
- Morinville Community Library	480,020	493,276	442,707	442,707	531,655	547,605	564,033	580,954
- Morinville Historical Society	106,000	107,000	107,000	107,000	107,000	110,210	113,516	116,922
- Salary Attrition				(250,000)	(405,000)	(250,000)	(250,000)	(250,000)
Total Expense	21,208,171	20,793,490	21,527,257	22,305,845	23,653,615	24,918,898	25,375,595	25,524,746
Net Total	1,407,205	1,677,877	1,230,185	729,106	542,469	32,049	252,643	753,182

The Town of Morinville has a robust Municipal Reserve Policy that identifies what reserves are required for the Town, how they are funded and what their appropriate balances should be. Current reserve balances vary with tax supported reserves having limited funding and in many cases in a negative balance. Tax supported reserves have been established to provide both operational or tax-stabilization reserves and capital reserves for tax supported capital activities such as recreation and transpiration.

Much in the same way, utility reserves have been established for rate stabilization and capital purposes. Capital utility reserves support water, sanitary, stormwater and solid waste projects. Morinville utility reserves balances are in a stronger position and projected to continue to increase.

Off-site levies reserves are established to collect revenue to support the investment in infrastructure that supports development in the Town. Morinville has pro-actively invested in supporting development, resulting in negative off-site balances. These amounts will be recovered as development in these areas of investment occurs and levies are collected.

Where a reserve has a negative balance, the cash flow for those expenses has been supported by the reserves with positive balances.

	2021 Forecast	2022 Budget	2023 Budget	2024 Budget
(1) Tax Stabilization Reserve				
Estimated Surplus (Deficit)	(855,808)	(1,850,278)	(2,591,541)	(2,406,295)
Other Estimated Reserve/Forecast Adjustments				
Other Revenue				
Final Surplus (Deficit)	(855,808)	(1,850,278)	(2,591,541)	(2,406,295)
Impact on Tax Stabilization Reserve				
Cumulative Balance	(194,405)	(1,050,213)	(2,900,491)	(5,492,032)
Year over Year Change	(855,808)	(1,850,278)	(2,591,541)	(2,406,295)
Tax Stabilization Reserve Projection	(1,050,213)	(2,900,491)	(5,492,032)	(7,898,327)
Other Operating Reserves				
(2) Utility Stabilization	673,836	921,582	1,194,328	1,492,074
(3) Safety Initiative Reserve	166,449	171,442	176,586	181,883
(3) Operating Program - Snow Removal	20,059	20,661	21,281	21,919
Total Other Operating Reserves	860,344	1,113,685	1,392,194	1,695,876
Total - All Operating Reserves	(189,869)	(1,786,806)	(4,099,838)	(6,202,451)
Debenture Payment - Principal	(887,955)	(1,124,493)	(1,196,436)	(2,054,420)
Total - All Operating Reserves (including LT Debt Principal)	(1,077,824)	(2,911,299)	(5,296,274)	(8,256,871)

(1) Previous General Operating Reserve, renamed in 2020.

(2) Previous Water Stabilization & Sanitary/Solid Waste Stabilization Reserves, combined into one utility stabilization reserve in 2020.

(3) Newly established operating program reserves, approved in 2020. Funded through annual surplus' within Building Repairs and Maintenance and Snow Removal.

Amortization

Morinville follows the Public Sector Accounting Board practices for amortizing capital assets. While this is a budget item, amortization is a non-cash expenditure. Through the development of the Capital Plan, Administration has determined the value of capital assets and the life of these assets. Amortization expenses do affect the annual surplus (deficit) and it is not charged to the operating accumulated surplus (deficit), but rather is charged to equity in fixed assets. The estimated amortization for 2022 is \$6,952,308.

Depreciation Budget 2022-2025

Amount Description	2022	2023	2024	2025
394000 - Depreciation Expense - Admin	270,839	276,255	281,780	287,416
394001 - Depreciation Expense - Fire Dept.	158,788	161,963	165,203	168,507
394002 - Depreciation Expense - Enforcement	22,614	23,066	23,528	23,999
394003 - Depreciation Expense - Programming	1,093	1,126	1,149	1,172
394004 - Depreciation Expense - Arena	-	-	-	-
394005 - Depreciation Expense - Open Spaces	511,140	521,362	531,790	542,426
394009 - Depreciation Expense - Public Works	171,737	175,172	178,675	182,249
394010 - Depreciation Expense - Roads	3,110,558	3,172,770	3,236,225	3,300,950
394011 - Depreciation Expense - Bus	11,965	12,204	12,448	12,697
394012 - Depreciation Expense - Storm	561,369	572,597	584,049	595,730
394017 - Depreciation Expense - Ambulance	36,504	37,234	37,979	38,739
394018 - Depreciation Expense - CCC	351,856	358,893	366,071	373,392
394013 - Depreciation Expense - Water	521,559	531,990	542,630	553,483
394014 - Depreciation Expense - Sanitary	480,485	490,094	499,896	509,894
394015 - Depreciation Expense - MLC	741,802	756,638	771,770	787,205
Total Depreciation Expense	6,952,308	7,091,365	7,233,193	7,377,857

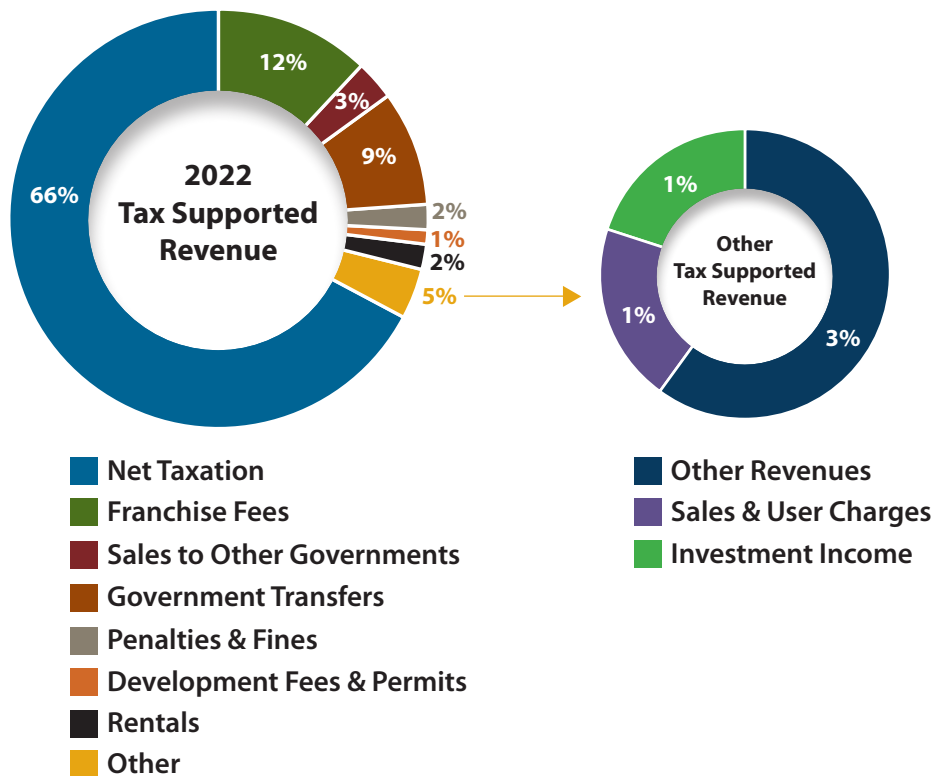


Tax Supported Operating Budget

The 2022 Tax Supported Operating Budget reflects revenues totaling \$16.4M which represents an increase of approximately \$825K, primarily associated with a 3.5% municipal tax increase, and other net incremental revenue increases. Operating expenses total \$18.3M and are projected to rise over last year's amended budget by 6% or \$1.06M, which is driven by inflation and RCMP retroactive pay. The increases in operating costs are partially offset by various other cost reductions which occurred in most all Town Departments. **The overall budget for 2022 reflects a deficit within the Tax Supported operations of \$1.85M.**

Town of Morinville 2022 Tax Supported

Revenue	2019 Actual	2020 Actual	2021 Forecast	2021 Amended Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Net Taxation	9,999,507	10,325,403	10,255,509	10,288,346	10,910,454	11,237,767	11,574,810	11,922,149
Franchise Fees	1,754,392	1,825,012	1,928,223	1,868,111	1,998,342	2,038,309	2,079,075	2,120,654
Sales to Other Governments	313,633	351,478	276,299	343,076	446,765	454,884	458,500	462,188
Government Transfers	940,076	901,772	1,628,594	1,502,990	1,517,684	1,533,693	1,550,021	1,566,677
Penalties & Fines	531,762	334,398	316,367	440,000	365,000	400,000	400,000	405,000
Development Fees & Permits	277,923	133,709	188,905	171,000	196,000	154,000	167,000	179,000
Rentals	378,465	130,834	186,539	286,820	348,804	326,020	326,020	326,020
Investment Income	155,687	45,754	52,945	75,000	75,000	75,000	75,000	75,000
Sales & User Charges	119,162	38,594	50,000	59,000	178,400	228,860	229,110	229,360
Offsite Levies	64,313							
Other Revenues	1,674,497	856,221	637,876	637,876	461,267	400,300	280,600	275,600
Total Revenue	16,209,417	14,943,175	15,521,256	15,672,219	16,497,716	16,848,833	17,140,136	17,561,648
Expense								
Salaries, Wages & Benefits and Training	8,440,045	8,548,946	9,292,780	9,381,343	9,955,395	10,585,281	10,816,178	10,975,500
Contracted & General Services	3,515,141	3,291,012	3,260,126	3,545,202	4,292,353	4,757,018	4,791,160	4,854,106
Materials Goods & Utilities	2,824,387	2,675,921	2,881,641	3,024,880	2,970,710	2,800,775	2,884,045	2,815,341
Interest on Long Term Debt	538,752	556,346	669,681	669,681	553,632	522,947	487,737	465,641
Bank Charges & Short Term Interest	13,798	9,300	10,495	10,500	9,000	9,000	9,000	9,000
Other Expenses	401,749	390,589	100,000	102,694	(71,751)	107,539	113,826	114,067
Morinville Community Library	480,020	493,276	442,707	442,707	531,655	547,605	564,033	580,954
Morinville Historical Society	106,000	107,000	107,000	107,000	107,000	110,210	113,516	116,922
Total Expense	16,319,892	16,072,390	16,764,431	17,284,007	18,347,994	19,440,374	19,779,496	19,931,530
Net Total	(110,475)	(1,129,215)	(1,243,175)	(1,611,788)	(1,850,278)	(2,591,541)	(2,639,359)	(2,369,882)



Alberta municipalities deliver necessary and desirable services for all residents.

Municipal Councils are empowered to consider a broad spectrum of services, and the level of service may evolve with a Municipality's needs.

Council's role in this process is to decide what services are needed, what level they need to be delivered and what methods of delivery best fit the needs of the community.

Service delivery is often the largest component of a municipality's budget which is primarily delivered through internal resources. Councils decide, by resolution or bylaw, what services will be delivered and how they will be

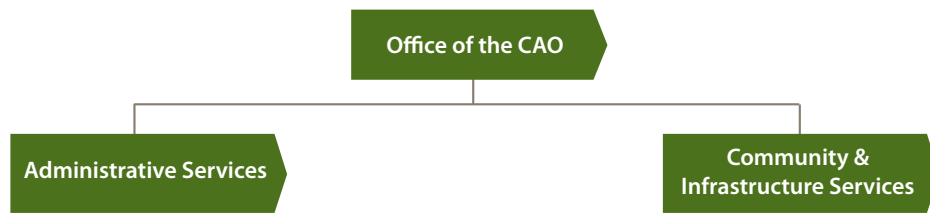
delivered. Service delivery may be affected by regulatory requirements or other Legislation, such as the FCSS Act, Library Act, Police Act, Public Lands Act, the Environmental Protection and Enhancement Act, agreements and provincial and federal laws.

Mandatory Services are either legislated or dictated by an approved Bylaw. Discretionary Services are all other municipal services as determined by Council.

Municipal Governments provide services, facilities and amenities that enhance their communities. They also strive to develop communities that are safe, healthy and viable for its residents.

Based on (s) 207 of the *Municipal Government Act, RSA 2000, Chapter M-26*, the Chief Administrative Officer (CAO) is responsible for the following:

- a) is the administrative head of the municipality;
- b) ensures that the policies and programs of the municipality are implemented;
- c) advises and informs the council on the operation and affairs of the municipality;
- d) performs the duties and functions and exercises the powers assigned to a chief administrative officer by this and other enactments or assigned by council.



- Facilitation of Governance
- Overall Strategic Management
- Executive Leadership
- Stewardship of the Corporate Vision, Mission & Goals
- Intergovernmental Relations
- Strategic Advice and Support to Council
- Service Area/Delivery Management
- Organizational Business Planning & Budget Alignment
- Community Engagement
- Intermunicipal Collaboration
- Regional Initiatives

Office of CAO Budget Comparison

	2022 Budget	2021 Budget	Change	% Change
Expenditures				
Council	464,576	442,776	21,800	4.69%
Office of CAO	473,320	1,175,111	(701,791)	-59.72%
	937,896	1,617,887	(679,991)	-42.03%
Total	(937,896)	(1,617,887)	679,991	-42.03%

The Office of the CAO Division oversees the overall organizational administration and includes Council. Overall, the 2022 Budget reflects a decrease in operating expenditures of 42%. Significant changes include reallocating communications, legislative administrative support functions to their own department.

Summary Council

	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	\$ Change 2021/2022	% Change 2021/2022
Expenditures									
Salaries, Wages & Benefits	315,699	358,209	382,711	398,576	414,339	415,180	415,968	15,865	4%
Contracted & General Services	26,770	6,696	21,165	32,800	33,784	34,800	35,835	11,635	55%
Materials, Goods & Utilities	14,727	3,848	38,900	33,200	34,106	35,038	35,998	(5,700)	-15%
Total Expense	357,196	368,753	442,776	464,576	482,229	485,018	487,801	21,800	4.92%
Net Total	357,196	(368,753)	(442,776)	(464,576)	(482,229)	(485,018)	(487,801)	(21,800)	

Council's 2022 Budget reflects an increase in operating expenditures of 6.13% or \$22K .

Summary Office of CAO

	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	\$ Change 2021/2022	% Change 2021/2022
Expenditures									
Salaries, Wages & Benefits	612,290	744,831	826,136	334,820	347,828	360,455	365,666	(491,316)	-59%
Contracted & General Services	66,680	236,473	226,250	120,000	123,600	127,308	131,126	(106,250)	-47%
Materials, Goods & Utilities	30,190	44,138	106,500	1,500	1,545	1,591	1,639	(105,000)	-99%
Other Expenses	15,145	13,820	16,225	17,000	17,510	18,035	18,576	775	5%
Total Expense	724,305	1,039,262	1,175,111	473,320	490,483	507,389	517,007	(701,791)	-60%
Net Total	(724,305)	(1,039,262)	(1,175,111)	(473,320)	(490,483)	(507,389)	(517,007)	701,791	

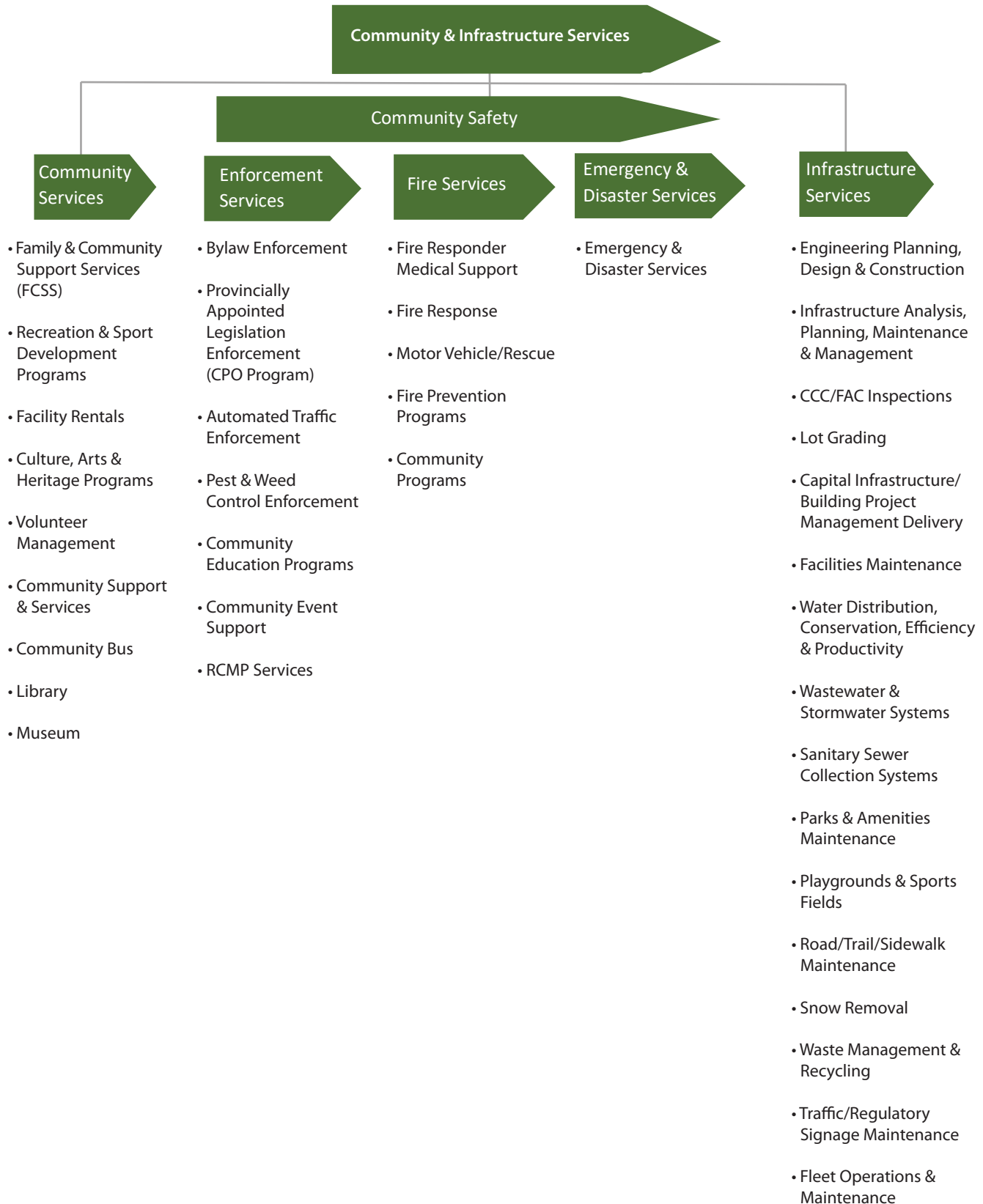
The Office of CAO Division is comprised of 2 FTE's and is responsible for a large area of mandatory services including overall service delivery management, stewardship of the corporate vision, mission and goals, strategic direction and leadership. Overall, the 2022 Budget reflects a decrease in operating expenditures of \$702K or 59%. Significant changes include reallocating the communications, legislative services and administrative support functions to their own department.

Expected Outcomes

- Work with Council to establish and implement the 2022 – 2025 Strategic Plan
- Oversee development organizational work plans to support the Strategic Plan
- Truth and Reconciliation Task Force and Community Engagement Initiatives
- Organizational Transformation Phase 2
- Support to Council on regional initiatives such as EMRB, Edmonton Global and sub-regional initiatives including St. Albert and Sturgeon Region.

Community & Infrastructure Services Division Overview

Community & Infrastructure Services responds to the needs of residents and community members by providing high quality, supportive and responsive services. Key services provided by the division are illustrated below.



Community Services - How We Serve Citizens

Family and Community Support Services - responsible for development, planning, promoting and facilitation of preventative social initiatives, services, programs and events. Provides support and referral services that address physical, emotional and mental wellbeing. Responsible for the coordination of funding requests and outcome measures evaluations.

Events & Culture - responsible to develop, implement, manage, support and evaluate initiatives related to culture programs, and special events by direct delivery or through community partnerships. Supports the activities through Culture expression and direct engagement.

Community Recreation - responsible for providing support to create and maintain healthy and self-sustaining community groups that provide recreation, sport, and leisure services opportunities for the community, through organizational development, capital projects, project support, information and referral and community group partner agreements.

Fitness & Wellness - responsible for planning, coordination, supervision and delivery of all fitness/wellness and sport/recreation programs and services offered at the Morinville Leisure Centre.

Guest Services – responsible for front line service delivery through CSR's for both the MCCC and MLC as well as processing all financial transactions. All Town facilities and amenities are booked through the Bookings Clerk in Guest Services.

Operations – responsible for all day to day operations and custodial functions for both the MCCC and MLC. The operations staff make sure the facilities are clean and maintained so the community and staff can safely use the facilities. The operations staff also provide support for events.

Community Services Department Budget Comparisons

	2021 Budget	2022 Budget	Change	% Change
Revenue				
Community Engagement	75,000	96,800	21,800	29.07%
Cultural Performance Programming	55,150	-	(55,150)	-100.00%
Morinville Leisure Centre	653,000	1,435,318	782,318	119.80%
FCSS	296,348	316,622	20,274	6.84%
MCCC	849,724	97,000	(752,724)	-88.58%
Culture Events	19,000	12,000	(7,000)	-36.84%
Community Recreation	14,700	20,320	5,620	38.23%
	1,962,922	1,978,060	15,138	0.77%
Expenditures				
Community Engagement	617,224	1,029,635	412,411	66.82%
Cultural Performance Programming	218,366	-	(218,366)	-100.00%
Morinville Leisure Centre	2,049,844	2,133,348	1,142	0.06%
FCSS	431,510	420,000	(11,510)	-2.67%
MCCC	905,304	815,188	(90,116)	-9.95%
Culture Events Programming	251,407	244,087	(7,320)	-2.91%
Community Recreation	165,998	155,978	(10,020)	-6.04%
	4,639,653	4,798,236	158,583	3.42%
Total	(2,676,731)	(2,820,176)	(143,445)	

Community Services

Community Services consists of 24.6 FTE staff as well as 50+ casual staff including Customer Service Representatives, Venue Technicians, Facility Monitors, Program instructors and Facility Operators. Overall, the 2022 Budget reflects an increase in annual revenues totaling \$15K or 1% along with an increase in operating expenditures totaling \$158K or 3%. The most significant changes include the reallocation of Community Engagement, Community Recreation, and FCSS expenses to better reflect operating function.

Expected Outcomes

- Continued collaboration with regional partners, community groups and other municipalities to deliver programs and services
- Focus on increased marketing to support participation in events, purchasing of MLC membership and overall facility usage

Infrastructure Services - How We Serve Citizens

Parks – Staff are responsible for parks and open spaces to ensure they are properly maintained and safe for use by residents throughout the year. Areas of responsibility include parks, grass cutting, flower maintenance, trails, and waste management. In winter, clear snow and ice off trails, walkways, and in front own town-owned buildings. Staff also setup and maintain the outdoor ice rinks.

Roads - Responsible for the repair and maintenance of the Town of Morinville’s hard surface infrastructure including, roadways including alleys, sidewalks, trails, traffic signs and traffic signals.

Utilities - Responsible for the safe and sustainable operation of the Town of Morinville’s utilities including water mains, sanitary sewers, and storm collection. Conducts inspections, repairs and regular maintenance ensuring critical infrastructure and services remain available.

Facility Maintenance – Responsible for the upkeep of Town facilities, ensuring they remain open and usable for public and Town employees. Staff also maintain the building envelopes and mechanical systems including the roofing, HVAC, plumbing, fire suppression, and regular maintenance items.

Capital Projects - Responsible for coordinating the Town of Morinville’s Infrastructure capital projects including transportation, utility, or open space projects. Ensures projects meet the business case requirements and are aligned with strategic priorities – such as budget, scope and timelines.

Infrastructure Services Department Budget Comparisons

	2021 Budget	2022 Budget	Change	% Change
Revenue				
Ray MacDonald Sports Centre	0	0	0	0.00%
Open Spaces	15,836	0	(15,836)	-100.00%
Roads	0	0	0	0.00%
Storm Sewers	347,952	470,895	122,943	35.33%
Water	3,909,715	4,068,146	158,431	4.05%
Sanitary Sewage	2,271,911	2,369,977	98,066	4.32%
Solid Waste Management	833,153	789,348	(43,805)	-5.26%
	7,378,567	7,698,366	319,799	4.33%
Expenditures				
Ray MacDonald Sports Centre	9,085	3,913	(5,172)	-56.93%
Open Spaces	869,611	884,393	14,782	1.70%
Public Works	1,112,974	1,166,992	54,018	4.85%
Roads	1,610,585	1,882,790	272,205	16.90%
Storm Sewers	221,384	268,647	47,263	21.35%
Water	2,262,623	2,404,952	142,329	6.29%
Sanitary Sewage	1,725,451	1,863,292	137,841	7.99%
Solid Waste Management	812,380	768,730	(43,650)	-5.37%
	8,624,093	9,243,709	619,616	7.18%
Total	(1,245,526)	(1,545,343)	(299,817)	-24.07%

Infrastructure Services

The Infrastructure Services Department consists of 23.6 FTE's and 14 seasonal staff. Overall, the 2022 Budget reflects an increase in annual revenues totaling \$320K or 4% along with an increase in operating expenditures totaling \$619K or 7%. Expenditure increases reflect the higher inflation pressure on construction goods (parts, materials, fuel) as well as the expansion of maintenance area responsibilities through the addition of new growth areas (MLC lands, Four Winds area, St. Kateri Tekawitha area). Significant changes include increasing snow clearing budget to 1.5 clear cycles (from 1), snowmelt management due to regulatory requirements, increasing weed control budget and tree management (diseased tree removals), planned replacements to two sanitary lift station parts (circuit breaker & three-way valve), addition of two catch basin replacements, and a planned reservoir inspection.

Expected Outcomes

- Engineering Standards Business Case
- Safe and sustainable operations of essential infrastructure
- Ensure compliance with regulatory requirements
- Enhance livability through capital improvements

Community Safety - How We Serve Citizens

Morinville Fire Department - provides fire rescue services to Morinville and Sturgeon County residents, and Alexander First Nation.

Enforcement Services - oversees enforcement of municipal bylaws, automated traffic enforcement (in coordination with the RCMP), community education programming, event support and pest and weed control management.

Emergency Management - provides oversight and support during emergencies and disasters.

Community Safety Department Budget Comparisons

	2021 Budget	2022 Budget	Change	% Change
Revenue				
Emergency Management	22,784	22,784	0	0.00%
Police	665,444	665,444	0	0.00%
Fire department	137,566	222,255	84,689	61.56%
Enforcement Services	309,500	232,500	(77,000)	-24.88%
	1,135,294	1,142,983	7,689	0.68%
Expenditures				
Emergency Management	117,759	109,528	(8,231)	-6.99%
Police	1,946,789	2,312,269	365,480	18.77%
Fire department	954,176	993,851	39,675	4.16%
Enforcement Services	852,757	567,284	(285,473)	-33.48%
	3,871,481	3,982,932	111,451	2.88%
Total	(2,736,187)	(2,839,949)	103,761	

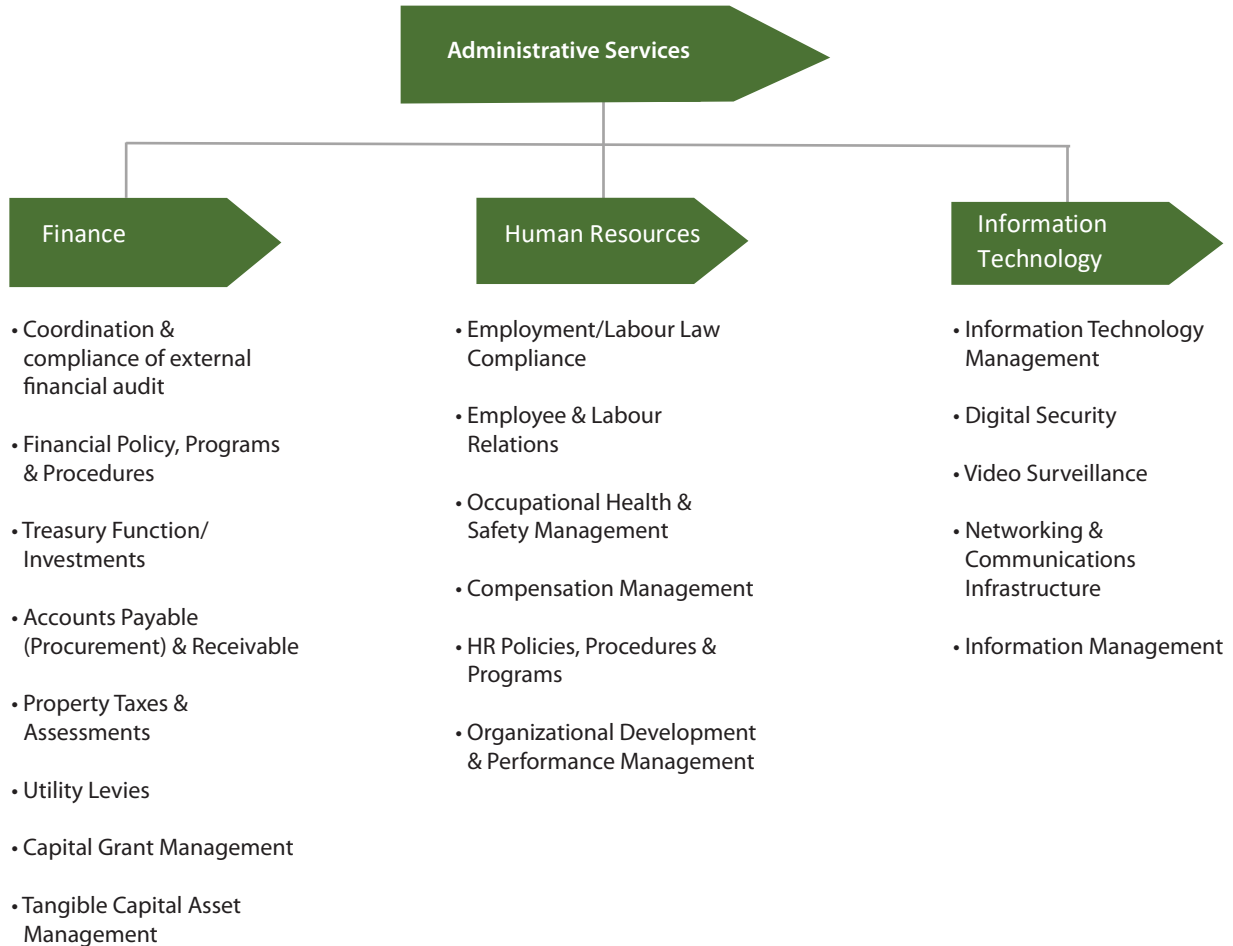
The Community Safety Department consists of 10.5 FTE's as well as 45 Paid On Call Firefighters to provide Enforcement and Fire service delivery as well as Emergency & Disaster Service management. Overall, the 2022 Budget reflects an increase in annual revenues totaling \$7K or .68% along with an increase in operating expenditures totaling \$111K or 2%. Significant changes include: Federally regulated retroactive pay for RCMP members and subsequent salary increases, and variety of expense reductions from 2021.

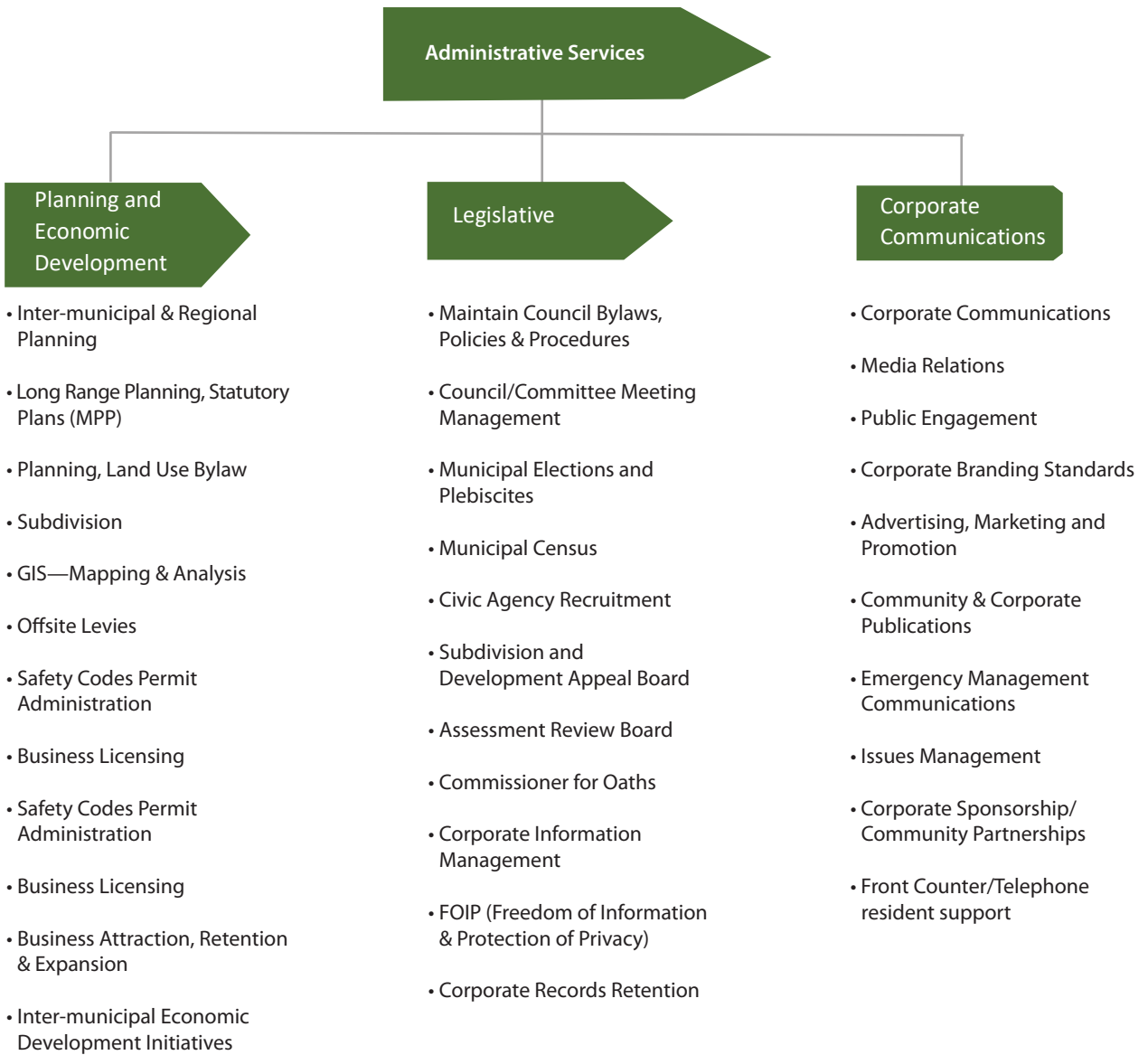
Expected Outcomes

- Replacement of Front-line fire engine
- Maintenance and replacement of aging equipment
- Training and skills development
- Membership in Sturgeon Regional Emergency Management Partnership
- Commitment to ensuring community is well served by both Fire and Enforcement services

Administrative Services Division Overview

Administrative Services responds to the needs of our internal and external clients by providing high quality, supportive and responsive services. Key services provided by the division are illustrated below.





Human Resources - How We Serve the Organization

Human Resources plays a dual role organizationally as both an advisor to the leadership team and an employee advocate. This department is responsible for several areas, including:

- Employee & Labour Relations
- Occupational Health and Safety (OH & S)
- Organizational Development, Performance & Effectiveness
- Workforce Planning & Recruitment
- Learning & Development
- Total Compensation & Rewards
- Payroll & Benefit Administration

Human Resources Department Budget Comparisons

	2021 Budget	2022 Budget	Change	% Change
Revenue				
OH & S	-	8,000	8,000	100.00%
HR	-	-	0	0.00%
Pay & Benefits	-	-	0	0.00%
	-	8,000	8,000	100.00%
Expenditures				
OH & S	-	163,853	163,853	100.00%
Human Resources	774,624	571,948	(202,676)	-29.86%
Pay & Benefits	-	223,321	223,321	100.00%
	774,624	959,122	184,498	23.82%
Total	(774,624)	(951,122)	(176,498)	19.29%

The Human Resources Department consists of 6.5 equivalent FTE's. Overall, the 2022 Budget reflects an increase in annual revenues totaling \$8K along with an increase in operating expenditures totaling \$184K or 23%. Significant changes include increased Occupational Health and Safety revenue, as well as the establishment of new Occupational Health and Safety, and pay and benefits departments cost centres to align with function.

Expected Outcomes

- Alignment of HRS Strategies with organizational objectives
- Risk Management / Legislative & Regulatory Compliance
- Employee Engagement & Inclusion / Survey
- HRS Systems & Technology
- HRS Program / Process Improvements
- HRS Policies & Directives
- Corporate Learning & Development Plans

Financial Services - How We Serve Citizens and Organizations

- Revenue collection (taxes, utilities, A/R)
- Customer service
- Assessment oversight
- Budgeting
- Treasury Management
- Financial Policy Development
- Long-Term Financial Planning
- Financial Statements and Reporting

Finance Department Budget Comparisons

	2021 Budget	2022 Budget	Change	% Change
Revenue				
General Government Services	12,356,457	13,108,796	752,339	6.09%
Financial Services	37,500	64,167	26,667	71.11%
	12,393,957	13,172,963	779,006	6.29%
Expenditures				
General Government Services	(200,076)	(361,814)	(161,738)	80.64%
Financial Services	2,075,791	908,905	(1,166,886)	-56.21%
	1,875,715	547,091	(1,328,624)	-70.83%
Total	10,518,242	12,625,872	2,107,630	20.04%

Financial Services consists of 5.6 FTE's who oversee the Finance functions for the organization. Overall, the 2022 Budget reflects an increase in annual revenues totaling \$779K or 6.29% associated with a 5% residential tax increase, and a split ratio of 1:1.1 residential to non-residential along with a decrease in operating expenditures totaling \$1,210K or 64%. Significant changes include realigning the Information Technology, Human Resources and Information Management functions to their own respective departments and cost centres.

Expected Outcomes

- Support to Council and Administration on the preparation of the budget and any significant financial decisions
- Collection of all Town revenues
- Support and customer service to utility customers and taxpayers
- Oversight and implementation of accounting controls for town payables
- Ensuring timely, informative and accurate financial reporting
- Ensuring assessments are prepared on time and in alignment with legislative requirements

Information Technology - How We Serve the Organization

- Information Technology Management
- Digital Security
- Information Management
- Network and Communications Infrastructure

Information Technology Department Budget Comparisons

	2021 Budget	2022 Budget	Change	% Change
Revenue				
Information Technology	-	-	0	
	-	-	0	
Expenditures				
Information Technology	-	1,128,605	1,128,605	
	-	1,128,605	1,128,605	
Total	-	(1,128,605)	(1,128,605)	

The Information Technology Department consists of 2 FTE's who oversee the Information Technology functions for the organization. Information Technology has been reallocated from the Financial Services Department to its own department to better reflect function and cost centres.

Expected Outcomes

- Organizational support of all IT infrastructure - both hardware and software
- Cyber security including training for staff on potential risks
- Development and implementation of a new IT Strategy to ensure a coordinated and efficient approach to IT management across all departments
- Implementation of new recreation software
- Continued roll out of meeting management and Occupational Health and Safety software

Planning & Economic Development - How We Serve the Organization

- Statutory Land Use Plans & Policies
- Land Use Bylaw
- Long Range and Current Planning
- Support for Regional Economic Development Initiatives
- Business Licensing
- Building & Safety Codes
- Permits
- Business Attraction, Retention & Expansion

Planning and Economic Development Department Budget Comparisons

	2021 Budget	2022 Budget	Change	% Change
Revenue				
Economic Development	50,000	55,000	5,000	10.00%
Planning & Development	114,210	134,710	20,500	17.95%
	164,210	189,710	25,500	9.13%
Expenditures				
Economic Development	436,465	514,026	77,561	17.77%
Planning & Development	465,928	524,766	58,838	12.63%
	902,393	1,038,792	136,399	19.52%
Total	(738,183)	(849,082)	(110,899)	

The Planning & Economic Development Department consists of 6 FTE's. The 2022 Budget reflects an increase in annual revenues totaling 9% or \$15K and an increase in operating expenditures of 15% or \$136K. Significant changes include allocating a portion of the GM, Administrative Services salary, new regional opportunities, as well as implementation of the Truth and Reconciliation engagement strategy.

Expected Outcomes

- Increased regional collaboration – EMRB, CED, Edmonton Global
- Regional Air Services Agreement
- Continue to move the Residential/Non-Residential Tax split
- Promote Morinville as a preferred location for new investment
- Leverage incentives to increase new business interest in non-residential development
- Promote available Morinville lands for development and strategic purposes
- Work with local developers and builders to increase growth in Morinville
- Review development regulations to identify areas to create efficiencies and reduce “red tape”

Communications & Legislative Services - How We Serve Citizens and the Organization

- Corporate Communications
- Council Communications
- Corporate Sponsorships & Community Partnerships
- Legislative Matters and Governance Support
- Elections & Census
- Historical Records Management
- Access to Information and Protection of Privacy
- Front Line Customer Services at Town Hall

Communications and Legislative Services Department Budget Comparison

	2021 Budget	2022 Budget	Change	% Change
Revenue				
Information Management		6,000		
		6,000		
Expenditures				
Communications		552,528		
Admin Support Services		147,699		
Information Management		191,057		
Legislative Services		125,949		
		1,017,233		
Total		(1,011,233)		

The Communications and Legislative Services Department consists of 8 FTE's and was established in 2021 to amalgamate the functions of Corporate Communications, Legislative Services, Information Management and Administration Support Services. These departments have been reallocated to their own departments to better align with function as well as cost centres.

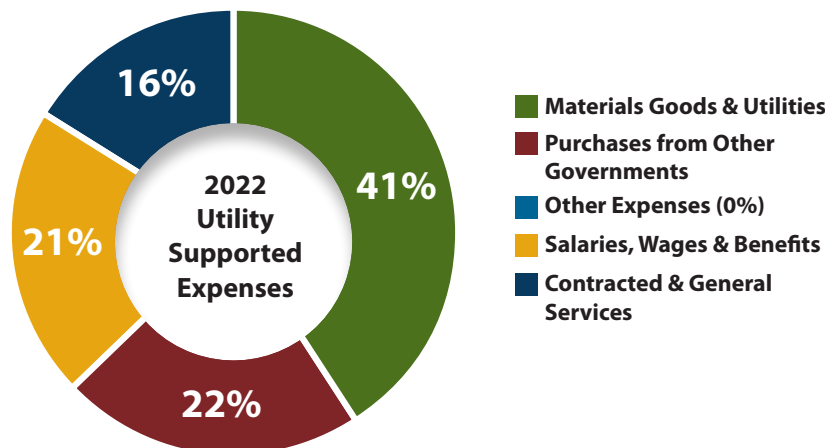
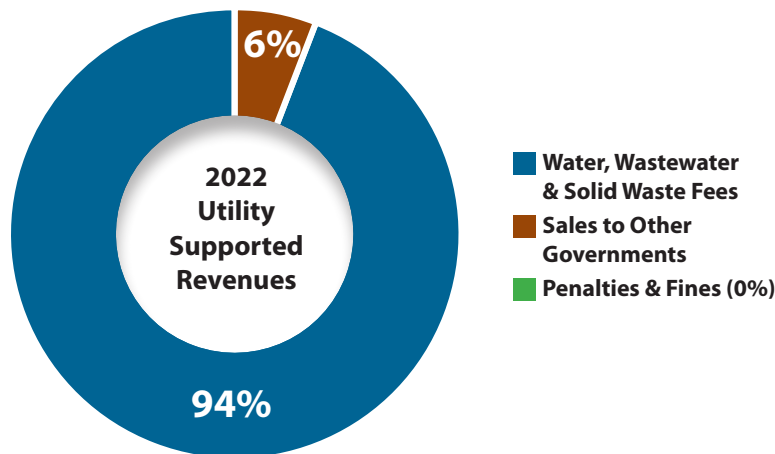
Expected Outcomes

- Resident & business communications outreach
- Implementation of Electronic File Management System
- Council Governance & Secretariat
- Increased Council Community Engagement
- Enhanced Customer Services

The 2022 Utility Supported Operating Budget reflects revenues totaling \$7.6M which represents an increase of approximately \$335K or 4.5% primarily as a result growth with some modest increases to wastewater and storm water utility levies. Operating expenses total \$5.3M, which reflects a projected increase over last year’s budget of approximately 4.5% or \$276K as a result of inflation and repairs and maintenance costs. The overall budget for 2022 reflects a surplus within the Utility Supported operations of \$2.3M which is an increase over the prior year approved budget of \$50K.

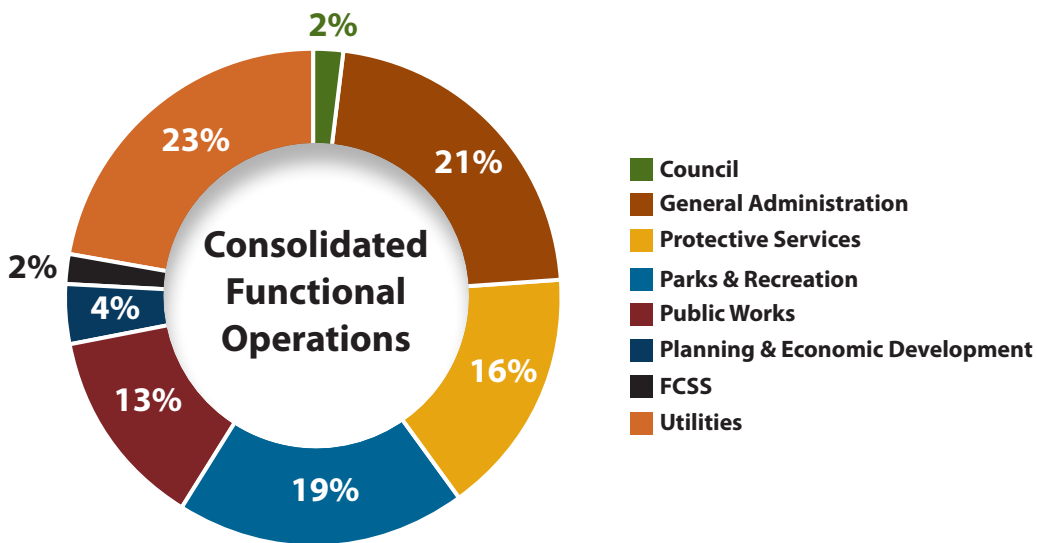
Town of Morinville 2022 Utility Supported

	2019 Actual	2020 Actual	2021 Forecast	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Revenue								
Water, Wastewater & Solid Waste Fees	5,892,177	6,325,605	6,819,864	6,930,725	7,190,447	7,584,734	7,961,069	8,179,402
Sales to Other Governments	488,145	541,229	392,925	410,007	483,920	493,381	503,033	512,877
Penalties & Fines	25,637	16,323	23,397	22,000	24,000	24,000	24,000	24,000
Total Revenue	6,405,959	6,883,157	7,236,186	7,362,732	7,698,367	8,102,115	8,488,102	8,716,280
Expense								
Salaries, Wages & Benefits	1,082,147	1,031,803	1,063,008	1,126,527	1,096,215	1,132,375	1,147,258	1,173,601
Contracted & General Services	920,307	915,046	853,047	895,930	875,630	917,917	938,100	911,177
Materials Goods & Utilities	1,955,930	1,782,571	1,766,196	1,900,105	2,152,466	2,223,396	2,281,909	2,242,792
Purchases from Other Governments	927,328	987,996	1,068,897	1,094,276	1,176,310	1,199,836	1,223,832	1,260,647
Other Expenses	2,567	3,681	11,678	5,000	5,000	5,000	5,000	5,000
Total Expense	4,888,279	4,721,097	4,762,826	5,021,838	5,305,621	5,478,524	5,596,099	5,593,217
Net Total	1,517,680	2,162,060	2,473,360	2,340,894	2,392,746	2,623,591	2,892,002	3,123,063



Town of Morinville 2022 Consolidated Tax & Utility Supported

	Council	General Administration	Protective Services	Parks & Recreation	Public Works	Planning & Development	FCSS	Utilities	Total Town
Revenue									
Net Taxation		10,910,454							10,910,454
Water, Wastewater & Solid Waste Fees								7,190,447	7,190,447
Franchise Fees		1,998,342							1,998,342
Sales to Other Governments		8,000	428,555			10,210		483,920	930,685
Government Transfers		0	379,144	892,418			246,122		1,517,684
Penalties & Fines		125,000	240,000					24,000	389,000
Development Fees & Permits			17,000			179,000			196,000
Rentals		119,784		229,020					348,804
Investment Income		75,000							75,000
Sales & User Charges		17,500	40,000	120,400		500			178,400
Other Revenues		52,667	15,500	322,600	0		70,500		461,267
Total Revenue	-	13,306,747	1,120,199	1,564,438	-	189,710	316,622	7,698,367	24,196,083
Expense									
Salaries, Wages & Benefits	398,576	3,459,154	1,573,422	2,212,168	1,240,432	769,042	302,600	1,096,215	11,051,609
Contracted & General Services	32,800	1,286,694	2,090,361	223,198	484,950	107,250	67,100	875,630	5,167,983
Materials Goods & Utilities	33,200	630,341	191,248	686,621	1,321,300	90,000	18,000	2,152,466	5,123,176
Purchases from Other Governments								1,176,310	1,176,310
Interest on Long Term Debt		29,186		524,446	0				553,632
Bank Charges & Short Term Interest		8,500		0	0		500		9,000
Other Expenses		(363,790)	18,373	804,922	3,100	72,500	31,800	5,000	571,905
Total Expense	464,576	5,050,085	3,873,404	4,451,355	3,049,782	1,038,792	420,000	5,305,621	23,653,612
Net Total	(464,576)	8,256,662	(2,753,205)	(2,886,917)	(3,049,782)	(849,082)	(103,378)	2,392,746	542,468



Community Services Software Replacement Project

DEPARTMENT: Community Services

CAPITAL BUDGET: \$65,000

OPERATING COST IMPACTS: Replacing existing system

PROJECT TYPE: ANNUAL PROGRAM NEW INITIATIVE

MSP PILLAR: GOVERNANCE CULTURAL SOCIAL ECONOMIC INFRASTRUCTURE ENVIRONMENTAL

LINKAGE TO OTHER PLANS: Strategic Priority 6 – optimize utilization of municipal facilities

PROJECT DESCRIPTION

Summary of Proposed Project:

Replacement of Rec Desk, existing program registration, point of sale, admission and bookings software for a new system that can efficiently manage and report the diversity of the transactions.

Municipal Engineering Standards Update

DEPARTMENT: Infrastructure Services

CAPITAL BUDGET: \$120,000

OPERATING COST IMPACTS:

PROJECT TYPE: ANNUAL PROGRAM NEW INITIATIVE

MSP PILLAR: GOVERNANCE CULTURAL SOCIAL ECONOMIC INFRASTRUCTURE ENVIRONMENTAL

LINKAGE TO OTHER PLANS:

PROJECT DESCRIPTION

Summary of Proposed Project:

The Municipal Engineering Standards were approved in 2003 and last amended in 2005. The Standards provide the framework for Developers and Contractors who are building or reconstructing infrastructure within the Town.

The project will update the Municipal Engineering Standards document, including development procedures, design standards, construction specifications, and standard drawings. The project will utilize current Capital Region standards where applicable, which will reduce the costs associated with a full re-write and will provide consistency for Developers and Contractors across the region.





2022 - 2025 **OPERATING BUDGET**

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