



Proposed
2023-2025 Operating Budget
2023-2027 Capital Budget

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**Town of Morinville
2023 Consolidated Budget**

	2020 Actual	2021 Actual	2022 Forecast	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Revenue:							
Net Taxation	10,325,403	10,295,960	10,955,109	10,910,454	12,334,021	13,361,409	14,338,550
Franchise Fees	1,825,012	1,839,027	2,004,196	1,998,342	2,038,309	2,079,074	2,120,654
Sales to Other Governments	892,706	814,750	818,057	930,685	1,041,592	1,109,852	1,153,060
Government Transfers	901,772	1,272,413	1,189,199	1,517,684	1,577,355	1,628,960	1,683,662
Penalties & Fines	350,721	243,649	317,448	389,000	324,000	374,000	429,000
Development Fees & Permits	133,709	187,409	164,433	196,000	185,000	166,000	176,000
Rentals	130,834	176,071	296,959	348,804	341,835	323,028	327,549
Investment Income	45,754	43,292	108,098	75,000	50,000	53,000	56,180
Sales & User Charges	38,594	34,853	96,036	178,400	347,410	324,896	378,851
Other Revenues	856,221	290,051	570,115	461,267	334,433	207,970	204,440
Water, Wastewater & Solid Waste Fees	6,325,605	6,738,355	6,907,383	7,190,447	7,680,959	8,366,396	8,883,903
Total Revenue	21,826,331	21,935,830	23,427,032	24,196,083	26,254,914	27,994,585	29,751,849
Expense:							
Salaries, Wages & Benefits and Training	9,580,749	9,924,532	9,858,933	11,051,610	12,095,409	12,264,479	12,455,586
Contracted & General Services	4,206,058	4,388,717	4,271,432	5,167,983	5,431,777	5,665,525	5,884,283
Materials Goods & Utilities	4,458,492	4,641,236	4,597,857	5,123,176	5,557,350	5,703,523	5,921,728
Interest on Long Term Debt	556,349	584,516	553,632	553,632	521,279	496,665	465,642
Purchases from Other Governments	987,996	1,116,665	1,152,925	1,176,310	1,192,058	1,223,832	1,260,547
Bank Charges & Short Term Interest	9,300	6,167	8,807	9,000	9,000	9,010	9,550
Other Expenses	394,270	267,660	250,862	(66,751)	34,828	28,832	30,204
- Morinville Community Library	493,276	442,707	531,655	531,655	547,605	564,033	580,954
- Morinville Historical Society	107,000	107,000	107,000	107,000	110,210	112,965	115,789
- Salary Attrition (included in other expenses)				(405,000)	(350,000)	(350,000)	(350,000)
Total Expense	20,793,490	21,479,200	21,333,103	23,653,615	25,499,516	26,068,863	26,724,284
Net Before Other Expenditures	1,407,205	456,630	2,093,929	542,468	755,398	1,925,722	3,027,565
Other Expenditures (Revenues)							
Debt Principal	887,955	1,039,574	1,071,701	1,071,701	1,035,753	1,065,894	1,096,928
Federal Capital Grants	(565,897)	(783,475)	(592,847)	(592,847)	(610,632)	(628,951)	(647,819)
Transfers to Reserves	1,085,148	200,531	1,615,075	63,614	330,277	1,488,779	2,578,456
Net Total	0	0	0	0	0	0	0

Town of Morinville
2023 Tax Supported

	2020 Actual	2021 Actual	2022 Forecast	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Revenue:							
Net Taxation	10,325,403	10,295,960	10,955,109	10,910,454	12,334,021	13,361,409	14,338,550
Franchise Fees	1,825,012	1,839,027	2,004,196	1,998,342	2,038,309	2,079,074	2,120,654
Sales to Other Governments	351,478	247,770	316,679	446,765	427,510	458,925	463,078
Government Transfers	901,772	1,272,413	1,189,199	1,517,684	1,577,355	1,628,960	1,683,662
Penalties & Fines	334,398	218,217	291,947	365,000	300,000	350,000	405,000
Development Fees & Permits	133,709	187,409	164,433	196,000	185,000	142,000	152,000
Rentals	130,834	176,071	296,959	348,804	341,835	323,028	327,549
Investment Income	45,754	43,292	108,098	75,000	50,000	53,000	56,180
Sales & User Charges	38,594	34,853	96,036	178,400	347,410	324,896	378,851
Offsite Levies							
Other Revenues	856,221	290,051	567,275	461,267	334,433	207,970	204,440
Tranfers from Utilities					1,798,167	1,275,233	556,400
Total Revenue	14,943,175	14,605,063	15,989,930	16,497,716	19,734,040	20,204,495	20,686,364
Expense:							
Salaries, Wages & Benefits and Training	8,440,045	8,880,800	8,888,496	9,955,395	10,794,239	10,941,731	11,119,429
Contracted & General Services	3,515,141	3,516,422	3,452,532	4,292,353	4,489,851	4,668,452	4,826,438
Materials Goods & Utilities	2,824,387	2,647,918	2,713,822	2,970,710	3,232,028	3,387,808	3,543,359
Interest on Long Term Debt	538,752	584,518	549,493	553,632	521,279	496,665	465,642
Bank Charges & Short Term Interest	13,798	6,167	6,763	9,000	9,000	9,010	9,550
Other Expenses	401,749	265,198	242,316	(66,751)	29,828	23,832	25,204
- Morinville Community Library	480,020	442,707	531,655	531,655	547,605	564,033	580,954
- Morinville Historical Society	106,000	107,000	107,000	107,000	110,210	112,965	115,789
- Salary Attrition (included in other expenses)				(405,000)	(350,000)	(350,000)	(350,000)
Total Expense	16,319,892	16,450,730	16,492,077	18,352,994	19,734,040	20,204,495	20,686,364
Net Total	(1,376,717)	(1,845,667)	(502,148)	(1,855,278)	0	0	(0)

Town of Morinville
2023 Utility Supported

	2020 Actual	2021 Actual	2022 Forecast	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Revenue:							
Water, Wastewater & Solid Waste Fees	6,325,605	6,738,355	6,907,383	7,190,447	7,680,959	8,366,396	8,883,903
Sales to Other Governments	541,229	566,980	501,378	483,920	614,082	650,927	689,982
Penalties & Fines	16,323	25,433	25,501	24,000	24,000	24,000	24,000
Total Revenue	6,883,157	7,330,768	7,434,261	7,698,367	8,319,041	9,041,323	9,597,885
Expense:							
Salaries, Wages & Benefits & Training	1,031,803	1,043,732	970,438	1,096,215	1,301,170	1,322,748	1,336,158
Contracted & General Services	915,046	872,295	818,899	875,630	941,926	997,073	1,057,845
Materials Goods & Utilities	1,782,571	1,993,318	1,884,035	2,152,466	2,325,322	2,315,715	2,378,370
Purchases from Other Governments	987,996	1,116,665	1,152,925	1,176,310	1,192,058	1,223,832	1,260,547
Other Expenses	3,681	2,463	10,589	5,000	5,000	5,000	5,000
Transfer to Tax Supported	0	0		0	1,798,167	1,275,233	556,400
Total Expense	4,721,097	5,028,473	4,836,886	5,305,621	7,563,643	7,139,601	6,594,319
Net Total	2,162,060	2,302,295	2,597,375	2,392,746	755,398	1,901,722	3,003,566

Municipal Tax Levy Impacts

Property Class	Assessment	Annual	Monthly	Total Levy
Residential	\$ 339,614	\$ 270.62	\$ 22.55	\$ 2,977.24
Commercial	\$ 810,641	\$ 1,065.98	\$ 88.83	\$ 8,172.49
Industrial	\$ 1,488,945	\$ 1,957.93	\$ 163.16	\$ 15,010.82

Note: As we do not yet have 2023 Assessment data, average assessments are based on 2022 plus a 1.5% growth estimate

Utility Rate Impacts

Residential	2023		2022		\$ Change	
	Annual	Monthly	Annual	Monthly	Annual	Monthly
Water	\$ 820.62	\$ 68.39	\$ 769.35	\$ 64.11	\$ 51.27	\$ 4.28
Sanitary	\$ 570.01	\$ 47.50	\$ 528.79	\$ 44.07	\$ 41.22	\$ 3.43
Sub Total	\$ 1,390.64	\$ 115.89	\$ 1,298.14	\$ 108.18	\$ 92.50	\$ 7.71
Solid Waste	\$ 257.96	\$ 21.50	\$ 251.88	\$ 20.99	\$ 6.08	\$ 0.51
Storm Water	\$ 180.00	\$ 15.00	\$ 120.00	\$ 10.00	\$ 60.00	\$ 5.00
Total	\$ 1,828.60	\$ 152.38	\$ 1,617.13	\$ 134.76	\$ 158.58	\$ 13.21

Non-Residential	2023		2022		\$ Change	
	Annual	Monthly	Annual	Monthly	Annual	Monthly
Water	\$ 9,211.89	\$ 767.66	\$ 8,793.81	\$ 732.82	\$ 418.08	\$ 34.84
Sanitary	\$ 5,674.55	\$ 472.88	\$ 5,294.22	\$ 441.19	\$ 380.33	\$ 31.70
Sub Total	\$ 14,886.44	\$ 1,240.54	\$ 14,088.03	\$ 1,174.00	\$ 798.41	\$ 66.54
Solid Waste	\$ 257.96	\$ 21.50	\$ 251.88	\$ 20.99	\$ 6.08	\$ 0.51
Storm Water	\$ 180.00	\$ 15.00	\$ 120.00	\$ 10.00	\$ 60.00	\$ 5.00
Total	\$ 15,324.40	\$ 1,277.04	\$ 14,459.91	\$ 1,204.99	\$ 864.49	\$ 72.04

2023 ORGANIZATIONAL STAFFING

PROPOSED AMENDMENTS: Continuous Positions

Division / Department	Position	Net FTE Amendments	Explanation
Division: Administrative Services			
Financial Services	Tax and Utility Clerk	0.40	Reclassification: Increase from 0.6 to 1.00 FTE
Communications and Legislative Services	Community Engagement and Partnership Specialist	1.00	Reclassification: Reallocate contracted services funding (Temporary position) to Permanent FT position
Administrative Services Division Total:		1.40	
Division: Community & Infrastructure Services			
Community Safety Services	Deputy Fire Chief, Operations	0.25	Reclassification: Increase from 0.25 to 0.5 FTE
Community Safety Services	Administrative Support (Shared CSS/IS position)	1.00	New Position: 1 Permanent full-time position
Infrastructure Services	Parks Operator II	1.00	New Position: 1 Permanent full-time position
Infrastructure Services	COOP Seasonal	0.40	New Position: 1 Seasonal full-time position
Community & Infrastructure Services Division Total:		2.65	
Total Proposed Amendments to Full-Time Equivalent (FTE) Staff		4.05	

PROPOSED AMENDMENTS: Contracted Services

Division / Department	Position	Net FTE Amendments	Explanation
Division: Administrative Services			
Communications and Legislative Services	Digital/Website Content Creator	0.50	PT contracted support for 2023; then re-evaluate needs
Communications and Legislative Services	Records Technician	0.50	PT contracted support for 2023; then re-evaluate needs
Planning & Economic Development	GIS Planning Technician	1.00	FT contracted support for 2023; then re-evaluate needs
Total Proposed Amendments to Full-Time Equivalent (FTE) Staff		2.00	

BUSINESS CASE STAFFING

PROPOSED POSITION INFORMATION	
DIVISION & DEPARTMENT:	2023 Organizational Staffing Proposal
SUBMITTED BY (Name/Title):	Trish Pretzlaw / Manager, Human Resource Services
TYPE OF REQUEST:	<input checked="" type="checkbox"/> NEW FTE/POSITION (Brand new role/job description) <input checked="" type="checkbox"/> ADDITIONAL FTE/POSITION (New/additional FTE for an existing role/job description) <input checked="" type="checkbox"/> RECLASSIFICATION of FTE/POSITION (Reclassify an existing position [Change to FTE or Role/Position]) <input checked="" type="checkbox"/> CONTRACTED SERVICES (Temporary staffing resources; Defined term [Non-Continuous positions])
OTHER/ADDITIONAL INFORMATION:	See attached 2023 Staffing Proposal Overview and 2024+ Staffing Projections Overview for summarized details.
PROPOSAL DETAILS	
<p>Overview of Staffing Proposal: Overall summary of the current staffing structure and services, reasoning for the proposal, and the proposed staffing options.</p> <ul style="list-style-type: none"> Background: Current staff structure and service provisions. Proposed options for consideration (Itemize if multiple). Scope, function, key demands & duties of position. Service delivery requirements/changes. Potential funding available (ex. grants). Historical trends. Impacts on other Town Divisions / Departments. 	
<p>The organization is experiencing issues in which we are unable to maintain acceptable levels of service to meet current standards and demands/workloads of the organization. Additional staffing resources are required to ensure our ability to provide services that support organizational effectiveness, employer compliance, risk mitigation, employee safety and wellness and also align with and support Morinville's vision, mission and priorities set by Council in their Strategic Plan.</p> <p>This combined organization-wide staffing proposal for 2023 outlines the recommended staffing to adequately resource the current levels of service. The approach taken was to:</p> <ul style="list-style-type: none"> evaluate impending and continuing service level risks and program delivery commitments, identify presently critical roles, positions and support requirements, reduce risk of staff burnout, overtime costs, underutilized vacation leaves due to excessively high workloads, and assess the effectiveness of current budget expenditures (ex. Continued or reallocated contracted services for ongoing services). <p>The requested positions have direct impacts on both public and internal facing services related to the overall business needs of the organization. The proposed staffing adjustments are presented as either:</p> <ul style="list-style-type: none"> Continuous Positions – A permanent change via an increase to the FTE (full time equivalency) of an already established position, or a new position (FT, PT or Casual employee). These positions are proposed for ongoing/continuous staffing to be implemented in 2023 with either no end date, or recurring terms (Seasonal position). Contracted Services – Staffing resources that are temporary in nature to fulfill project or workload requirements, provided by a third-party resource or through term staff positions. These resources are proposed as temporary solutions to address current areas of risk as contracted support for a select period of time in 2023, then re-evaluated for potential future or ongoing needs. 	

The 2023 staffing amendments formally outlined in this document have been worked into the 2023 budget presentation to provide a fulsome picture of the total budgetary impact. Additionally, for line of sight, future projected resources have also been captured in the attached 2024+ Staffing Projections Overview.

2023 Recommended Solution/Proposed Additions:

PROPOSED AMENDMENTS – Continuous Positions: 4.05 FTE

Department	Position	Net FTE Amendments	Explanation
Administrative Services Division:			
Communications and Legislative Services	Community Engagement and Partnership Specialist	1.00	Reclassification: Reallocate contracted services funding (Temporary position) to Permanent FT position
Financial Services	Tax and Utility Clerk	0.40	Reclassification: Increase from 0.6 to 1.00 FTE
Community and Infrastructure Services Division:			
Community Safety Services	Deputy Fire Chief, Training & Logistics	0.25	Reclassification: Increase from 0.25 to 0.5 FTE
Community Safety Services (Shared CSS/IS position)	Administrative Support (Shared CSS/IS position)	1.00	New Position: 1 Permanent full-time position
Infrastructure Services	Parks Operator II	1.00	New Position: 1 Permanent full-time position
Infrastructure Services	COOP Seasonal	0.4	New Position: 1 Seasonal position

Total Organizational Proposed Amendments to FTE Staff: 4.05

PROPOSED AMENDMENTS – Contracted Services: 2.0 FTE

Note: FTE for contracted services is estimated and may vary pending third party and/or positional provisions.

Department	Position	Net FTE Amendments	Explanation
Administrative Services Division:			
Communications and Legislative Services	Digital/Website Content Creator	0.50	PT contracted support for 2023; then re-evaluate needs
Communications and Legislative Services	Records Technician	0.50	PT contracted support for 2023; then re-evaluate needs
Planning & Economic Development	GIS Planning Technician	1.00	FT contracted support for 2023; then re-evaluate needs

**Total Organizational Proposed Amendments
to Contracted Services (estimated FTE value):**

2.00

Summary of Rationale:

High-level overview of business rationale and justification for staffing proposal.

- Anticipated service delivery enhancements.
- Addresses service delivery deficiencies or gaps.
- Potential new revenue opportunities.
- Addresses safety of infrastructure and/or staff.
- Maintains infrastructure to extend life.
- End of life infrastructure.

Organizational Rationale:

Emerging and ongoing factors have made maintaining required levels for essential services very difficult and creates unnecessary risk for the organization in areas of accuracy and compliance, and risk management.

Risk factors have been further exacerbated by the long term impacts of the pandemic and recent staffing level issues resulting in adverse impacts on the organization including unattainable and unsustainable workloads, high levels of risk in our ability to provide required levels of essential services or in some circumstances even at reasonably reduced levels.

Through assessment of ability to provide current services, Administration has identified a need for adjustments to our current staffing resources that:

- Is representative of what is needed to provide determined levels of service
 - Adequately resources current and ongoing program delivery commitments (projects and services)
- Recognizes workloads that are unsustainable by current staff compliment
- Returning services to being more proactive and less reactionary
- Addresses disproportionate OT costs due to ongoing and/or rising workload impacts due to community, asset, and/or organizational growth
 - more effective cost management through staff growth (regular hours paid at 1:1) vs continuous and increasing OT (paid at 1:1.5)
- Accounts for discretionary/voluntary effort given by staff
 - often unclaimed time worked by staff
- Alleviates staff burnout and increased disability claims
 - Short-Term and Long-Term Disability claims in 2021 and first ½ of 2022 are up 550% from 2020, placing unprecedented demands on both the department of the vacated position and HR Services staff as the internal administrators for claims management and vacancy recruitment
 - STD/LTD claims:
 - 550% increase from 2020 to 2021
 - 900% increase from 2020 to Oct 2022 (Up 46% from 2021 to 2022)
 - Claim numbers:
 - 2020: 2 (consistent for previous 15+ years)
 - 2021: 13
 - 2022 (to Oct): 20
- Works to counterbalance increasing turnover rates
- Applies continuous improvement required to maintain set service standards
- Mitigates risk in areas of compliance and prevention

- Is the most effective and efficient use of approved budget/funds (internal services/staff vs third party or vice versa)

Rationale by Position:

Financial Services – Tax & Utility Clerk

Reclassify from 0.6 to 1.0 FTE

As the Town of Morinville has grown over the last number of years, so too has the number of tax and utility accounts managed by the Financial Services Department.

The increase in customer accounts, coupled with increasing regulatory requirements regarding tax and assessment, has led to an increase in workload not manageable with the current 2.6 FTE compliment of Tax & Utility Clerks. As a result, the department has experienced increased costs for overtime as well as staff burnout, including the early retirement of a long-time Town employee.

The increase to 3 full-time positions will allow for a significant reduction in overtime and position the department to absorb the workload associated with a continually increasing number of customer accounts for the next several years.

Communications and Legislative Services – Community Engagement and Partnership Specialist

Reclassify from Temporary Contracted Services to Continuous 1.0 FTE (Budget neutral)

Community engagement and partnership building is central to the success of several initiatives in our Corporate Business Plan to support the vision of Council's newly adopted Strategic Plan. Community engagement permits a deeper understanding of the needs of stakeholders, allowing us to build better partnerships. Partnership building in turn leads to opportunities for the Town of Morinville to expand its capacity and value across an expanding network of stakeholders.

Previously, the Town contracted services to secure Corporate Sponsorships and was only focused on the MLC. This position was responsible for sponsor discovery, proposal development and contract negotiations. Once a sponsor was signed, it was the responsibility of the Town to manage the relationship and facilitate fulfillment.

Transitioning this role to a permanent position will better align an incumbent as a champion in building ongoing relationships with community connections such as volunteer-led community organizations and service clubs, and strong partnerships with sponsors, creating lasting returns on investment. This position will also be responsible for:

- Managing inventory, sales, and implementation of advertising opportunities. This is a new initiative that is being undertaken and will be a revenue generator for the organization.
- Development, implementation & fulfilment of legacy initiatives (i.e. memorial bench program)
- Council engagements and event support and outreach (i.e. Council Orientation, Flag Raisings)
- Community Engagement Initiatives (i.e. Budget Information Sessions)

Community Safety Services – Deputy Fire Chief, Operations

Reclassify from 0.25 to 0.5 FTE

The Deputy Chief of Operations and Fleet Management is responsible for two main areas:

1) Equipment/apparatus maintenance:

- Equipment and apparatus maintenance for both Town and County owned equipment located at the Morinville Fire Hall.
- Works on the day-to-day operations of the fire hall.

- Responsible for the preventative maintenance programs for damaged or lost equipment.

2) The Medical Branch:

- Inventory of medical supplies and equipment
- Liaison with AHS for continuing education and is responsible for our continued participation in the Medical First Responder program.
- Implementation of the new AFRRCS (radio) portfolio; collaboration with surrounding agencies to prepare for the introduction of the new provincial AFRRCS system.
- Support to Emergency Operations Centre in the event of a major Municipal Emergency Response.

Bringing the current position to a 0.5 FTE, will enhance the service delivery to the community and the organization itself including availability of an additional member to assist in operational needs and response to emergencies during some of our most critical times. This position will also take on more responsibility within Emergency Management (i.e. various committee work, representative/ liaison to other Town departments, training in Emergency Management).

Community Safety Services (CSS) and Infrastructure Services (IS) – Administrative Support (Shared CSS/IS position)

New FT Position, 1.0 FTE

Prior to 2021, Enforcement Services had 1.0 FTE Administrative Assistant that completed all the necessary duties to support the Community Peace Officers; and, Fire Services had 1.0 FTE Administrative Assistant. In March of 2021, this entire portfolio was placed solely on the Fire Services (now CSS) Admin Support. The administrative workload for CSS has exceeded the resources of current 1.0 FTE and several items can no longer be completed in a timely manner which poses risk to the department.

It has been identified that Infrastructure Services (IS) also requires additional capacity during peak periods to ensure the department can maintain sufficient organization, response to residents, and meet upcoming documentation controls from the regulatory requirements through OHS and other legislation.

To address the needs of both CSS and IS (75/25 split respectively), a new shared Administrative Support position is proposed to address operational insufficiencies. Overall duties include:

- Invoice coding, office supply management, meeting preparation (agendas/minutes), website and communication updates, training scheduling, and resident inquiries
- New Prompt Payment legislation requiring coding of invoices within strict and specified timeframes.
- Coverage for vacation and peak workloads (i.e. during snow clearing/removal) for the other CSS and IS Admin Support staff. Currently coverage is being provided between the current CSS and IS which is not effective as the workloads for both positions far exceeds what can be managed by one person.

As well as some specific functional area duties:

- Fire Services: Investigate outstanding account receivables; insurance invoicing for motor vehicle collisions; expense/budget updates for the department heads; payroll audits to ensure accuracy; statistical data and reporting.
- Enforcement Services: Time sensitive duties such as assisting with phone calls, entering violation tickets, bylaw tags and traffic violation notices into Omnigo; enter and prepare all violations for the court system in Alberta; Court packs which involve a lengthy system and multiple parties to participate in preparation for the Crown; support for the addition of Enforcement Services to the municipality of Gibbons.
- Infrastructure Services: OHS Improvements – New commercial vehicle program maintenance and safety requirements; Resident Inquiry Support – During high demand periods (snow clearing), resident phone calls and work order preparations take up entire days with no other tasks able to get done.

Infrastructure Services – Parks Operator II***New FT Position, 1.0 FTE***

The Parks team is currently comprised of 1 Team Lead and 2 full-time Operators (3 FTE combined). Upon opening of the new MLC facility, the majority of Operators responsible for parks and facilities were relocated to the MLC leaving the parks area understaffed to handle workloads that have increased due to Town development over the past few years and fluctuate based on seasonal demands.

During summer, the Parks team gains 10-14 summer seasonal staff who help with park maintenance. Full-time Operators play a vital role in providing leadership to seasonal employees on-site, managing tasks and productivities, and providing technical experience, to ensure work is being done properly. The current ratio of operators to seasonal employees consumes significant time for coordination and oversight of staff and hinders the full-time operators on completing other priority tasks.

During winter, there are no seasonal employees which leaves the Park's winter operations understaffed for the tasks required of them including clearing snow off trails, building sidewalks, and recreational facilities (outdoor ice). With only 3 Parks team members during winter, the team needs to prioritize tasks, sometimes falling short on other tasks, such as outdoor ice. When one member is away (illness, injury, vacation) during winter, the team is extremely hampered. Parks also goes on a rotational 24/7 "on-call" schedule for winter emergencies; with only a 3-team member group, they have a very short turn around between on-call rotations.

Overall, the Parks team has also taken on increasingly higher amounts of assets to manage, including MLC Lands, Four Winds park space, St Kateri's park space, plus several new development areas which include trees, planting beds, and boulevards.

Infrastructure Services – COOP Seasonal***New Seasonal Position, 0.4 FTE***

Council previously approved the Asset Management Policy in November 2021. From there, Administration has identified a need for a dedicated asset management seasonal position to fulfill the data collection and data management aspects of the asset management program; specifically, for inventory collection, condition assessments, and information assembly into reportable trends and focus areas. The University of Alberta and NAIT offer coop programs which allow for students to participate in technical seasonal work placements. This type of position would best fit the needs for the Town's Asset Management Program to carry forward.

Administration has reviewed what can be conducted with current staff and realized that the asset management program requires a dedicated staff member to tackle the high amount of information collection work at its onset. This work can not be accomplished through casual asset management tasks being done between other work duties.

The benefit of the asset management program will allow the Town to better plan its capital programs and preventative maintenance programs to ensure longer lasting assets and properly timing repairs and rehabilitations. This program will become a valuable tool to help allocate funds towards assets that need it most and it requires this dedicated coop seasonal position to get it off the ground.

Communications and Legislative Services – Digital/Website Content Creator***Contracted Service (Est. 0.5 FTE) for 2023; then re-evaluate.***

The new Morinville.ca website was launched in July 2019 with de-centralized responsibility for regular updating and content review landing within department across the organization. Due to turnover of many departmental content creators, there is a need to do extensive training with new staff with ongoing expertise

being drawn from Communications staff as well.

The Morinville Website is the Town's primary communications tool. It has not been updated visually or had a full content and structure review since it was implemented. With the addition of the MLC and many new programs, it is important to ensure continuous improvement on how we provide our residents and users with information.

This contracted service will support the progression from a decentralized system to a hybrid model providing support, advise and technical services to all departments in the organization. This streamlining will provide a better product, in a more timely and efficient manner. This position will also support the ongoing development of our public engagement platform – Engagemorinville.ca which will be a key community engagement tool for all departments in 2023.

Communications and Legislative Services – Records Filing Clerk

Contracted Service (Est. 0.5 FTE) for 2023; then re-evaluate.

The Town's current records structure and platforms are in need of re-organization and structuring to support in regulatory compliant, efficient and consistent corporate records management.

This position will reduce risk by address inefficiencies and improving information security. The clerk will address the backlog of filing, scanning and digitizing of records and provide some additional support to the Records and Information Management team. This will create time savings for all staff who need to access and utilize records on a regular basis.

Planning & Economic Development – GIS Planning Technician

Contracted Service (Est. 1.0 FTE) for 2023; then re-evaluate.

Geographic Information Systems (GIS) provide important services to the public and Town departments that rely on up to date mapping information for various operational needs such as: snow clearing, public lands maintenance, fire service delivery, enforcement, infrastructure maintenance, asset management, economic development. There are no staff assigned to provide GIS services at this time.

GIS is a critical in-house municipal service in the event an Emergency Operations Centre needs to be made operational. Updated addressing is essential to the delivery and effective communication of emergency services.

As well, the Town cannot advance any spatial component of its asset management program without this service. Any new plans, many plan amendments, and any land use bylaw amendments, require updating the Town's GIS data. Maps are a vital communication tool for the public and, as part of our Economic Development strategy, for potential investors. Up to date geographic information is used for regional KPI's and part of the decision-making process for site selectors.

Estimated Budget Impacts:

- Compensation Implications (Consult with HR for an estimation of wage/salary and potential benefit implications).
- Additional requirement expenses (IT/Computer, phone, etc.; furniture/equipment; other staff related expenditures)
- NOTE: For current year proposals, verify and document current budget availability to support the proposal.

Estimated compensation and/or cost for services implications are as follows:

Continuous Positions:

- The overall compensation for the proposed 4.05 FTE is \$239,016.
- Note: The Community Engagement and Partnership Specialist reclassification is cost/budget neutral as the FTE salaries amount has been reduced from the Contracted Services budget.

Contracted Services:

- The overall compensation and/or cost for services for the proposed 2.0 FTE is \$123,522.

Overall estimated budget impacts for organizational staffing proposal: \$362,538.

PROPOSAL PROCESSED FOR ELT REVIEW

(Completed by HR)

HR SIGNATURE:

ELT REVIEW DATE:

PROPOSAL APPROVAL

(To proceed with formal budget approval process)

APPROVAL:

☐

APPROVED

☐

DENIED

CAO SIGNATURE:

DATE:

2024+ ORGANIZATIONAL STAFFING

PROPOSED AMENDMENTS: Positions / Full-Time Equivalent (FTE)

Division / Department	Position	Net FTE Amendments	Explanation
Division: Administrative Services			
Human Resource Services	HR Services Assistant	0.50	Projected for 2024: Increase FTE from 0.5 to 1.00
Human Resource Services	Claims Management Specialist	1.00	Projected for 2024: New FT position
Human Resource Services	OHS Advisor	1.00	Projected for 2024: New FT position
Planning & Economic Development	Development Officer I	1.00	Projected for 2024: New FT position
Planning & Economic Development	Development Officer II	0.00	Projected for 2024: Reclassify position
Planning & Economic Development	Planning Assistant	0.60	Projected for 2024: New PT (0.6 FTE) position
Administrative Services Division Total:		4.10	
Division: Community & Infrastructure Services			
Community Safety Services	Training Captain	1.00	Projected for 2024: New FT position
Community Safety Services	Community Peace Officer	1.00	Projected for 2024: New FT position
Community Safety Services	Firefighter	1.00	Projected for 2025: New FT position
Community Safety Services	Community Peace Officer	1.00	Projected for 2025: New FT position
Infrastructure Services	Seasonal Laborer	0.33	Projected for 2024: New Seasonal (0.33 FTE) position
Infrastructure Services	Building Maintenance Worker	0.50	Projected for 2025: New PT (0.5 FTE) position
Infrastructure Services	Mechanic	0.50	Projected for 2026: New PT (0.5 FTE) position
Infrastructure Services	Municipal Engineer	1.00	Projected for 2026: New FT position
Infrastructure Services	Operator I	1.00	Projected for 2026: New FT position
Community & Infrastructure Services Division Total:		7.33	
Total Proposed Amendments to Full-Time Equivalent (FTE) Staff		11.43	

PROPOSED AMENDMENTS: Contracted Services

Division / Department	Position	Net FTE Amendments	Explanation
Division: Administrative Services			
Communications and Legislative Services	Census coordinator	0.25	Projected for 2024: Temporary (0.25 FTE) position
Total Proposed Amendments to Full-Time Equivalent (FTE) Staff		0.25	

CAPITAL PROJECTS	Trigger	2023	2024	2025	2026	2027	2028 - 2032	2032+
REOCCURRING RENEWAL PROGRAMS								
Transportation								
Residential Road Rehab	Asset Mgmt.	\$ 824,980.00	\$ 1,600,000.00	\$ 1,600,000.00	\$ 1,600,000.00	\$ 1,600,000.00	\$ 8,000,000.00	\$ 1,600,000.00
Main & Arterial Road Rehab	Asset Mgmt.	\$ 350,000.00	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	\$ 1,500,000.00	\$ 300,000.00
Alley & Parking Lot Program	Asset Mgmt.	\$ -	\$ 30,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 500,000.00	\$ 100,000.00
Sidewalk Rehab Program	Asset Mgmt.	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 1,250,000.00	\$ 250,000.00
Open Spaces, Parks, and Recreation								
Parks Infrastructure Rehab Program (Parks, Playgrounds, Sports Fields, Furniture)	Asset Mgmt.	\$ 60,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 500,000.00	\$ 100,000.00
Multi-Use Trail Development and Rehab	Asset Mgmt.	\$ -	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 500,000.00	\$ 100,000.00
Utilities								
Underground CCTV Inspection	Asset Mgmt.	\$ -	\$ 50,000.00	\$ 60,000.00	\$ 70,000.00	\$ 80,000.00	\$ 500,000.00	\$ 100,000.00
Sanitary Sewer Trunk and Manhole Relining	Asset Mgmt.	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	\$ 1,500,000.00	\$ 300,000.00
Utilities Infrastructure Renewal Program (Hydrants, Manholes, Pipes, Culverts)	Asset Mgmt.	\$ 325,000.00	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	\$ 1,500,000.00	\$ 300,000.00
Buildings								
Municipal Buildings - Major Repairs and Refurbishments	Asset Mgmt.	\$ 165,000.00	\$ 200,000.00	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00	\$ 750,000.00	\$ 150,000.00
Fleet								
Fleet & Equipment Replacements	Asset Mgmt.	\$ 975,000.00	\$ 750,000.00	\$ 750,000.00	\$ 750,000.00	\$ 750,000.00	\$ 3,750,000.00	\$ 750,000.00
Subtotal Reoccurring Renewal Programs		\$ 3,249,980.00	\$ 3,980,000.00	\$ 4,010,000.00	\$ 4,020,000.00	\$ 4,030,000.00	\$ 20,250,000.00	\$ 4,050,000.00
GROWTH AND VALUE ADDED PROJECTS								
Transportation								
Pedestrian Safety Improvements	Ped. Plan	\$ -	\$ 270,000.00	\$ 130,000.00				
Intersection Improvements Projects								
100 Ave/Grandin Drive - DLU	TMP		\$ 330,000.00					
100 Ave/Grandin Drive - C	TMP				\$ 1,200,000.00			
Cardiff Road & 100th Street - DLU	TMP		\$ 360,000.00					
Cardiff Road & 100th Street - C	TMP				\$ 1,650,000.00			
101 Ave & 100 Street - DLC	TMP							\$ 150,000.00
100 Street & 107 Ave - DLUC	TMP					\$ 750,000.00		
100 Street & 95 Ave - DLUC	TMP							\$ 750,000.00
100 Street & 94 Avenue - DLUC	TMP							\$ 750,000.00
100 Ave & 100 Street - DLUC	TMP							\$ 1,500,000.00
Arterial Upgrades - 100st, 90Ave to 87Ave c/w Multi-Use Trail	TMP							\$ 2,000,000.00
Overhead pedestrian flashing beacon system - 87Ave/100St	TMP							\$ 300,000.00
East Boundary Road Projects								
East boundary road improvements - Land Acquisition	TMP							\$ 400,000.00
East boundary road improvements Stage 1 - Manawan to Hwy 642	TMP							\$ 1,200,000.00
East boundary road improvements Stage 2 - Cardiff to CN Tracks	TMP							\$ 2,600,000.00
East boundary road improvements Stage 3 - Hwy 642 to CN Tracks	TMP							\$ 3,800,000.00
East Boundary Road - CN Tracks At-Grade Crossing	TMP							\$ 500,000.00
East Boundary Road - Bridge Replacement	TMP							\$ 600,000.00
Open Spaces, Parks, and Recreation								
MLC 77 Acre Site Development							\$ 1,000,000.00	\$ 250,000.00
Tennis Court Reconstruction								
Utilities								
Waterline Replacement - 99 Ave from 95 Street to 92 Street					\$ 300,000.00			
Vac Truck Slurry Drying Pad				\$ 250,000.00				
Fish Screen Heritage Lake			\$ 25,000.00					
Diesel Air Compressor			\$ 25,000.00					
Waterline Upgrades								
Waterline Upgrade 165m Length - 99 Ave & 104 Street	UMP						\$ 231,000.00	
Waterline Upgrade 105m Length - 101 Ave & 104 Street	UMP						\$ 147,000.00	
Waterline Upgrade 70m Length - 100 Ave & 98 Street	UMP						\$ 98,000.00	
Waterline Upgrade 85m Length - 98 Avenue and 98 Street	UMP						\$ 119,000.00	
Waterline Upgrade 85m Length - 99 Avenue and 107 Street	UMP						\$ 119,000.00	
Add 3rd pump at Oakmont Booster Stations (100 lps) & Replace Existing Pumps	UMP						\$ 625,000.00	
Upgrade Pump at Pumphouse #1	UMP						\$ 250,000.00	
Sanitary Pipe Upgrades								
Sanitary Upgrade 125m Length - 101AVE TRUNK FROM 100ST TO 99ST	UMP					\$ 130,000.00		
Sanitary Upgrade 225m Length - 101AVE TRUNK FROM 101A ST TO 100ST	UMP					\$ 209,000.00		
Sanitary Upgrade 225m Length -100ST MAIN FROM 101AVE TO 100AVE	UMP					\$ 171,000.00		
Sanitary Upgrade 475m Length - GRANDIN DRIVE FROM 98AVE TO 101AVE	UMP					\$ 1,500,000.00		

Sanitary Upgrade 175m Length - 97A Ave from 99St to 97St	UMP						\$ 149,000.00	
Business Park Lift Station Add Pump to 70L/s	UMP							\$ 1,425,000.00
Business Park Forcemain	UMP							\$ 1,180,000.00
Westwinds Lift Station Add Pump to 27L/s	UMP						\$ 750,000.00	
Westwinds Forcemain	UMP						\$ 255,000.00	
Business Park Forcemain & Cardiff	UMP							\$ 3,250,000.00
Business Park Forcemain & Rail Crossing	UMP							\$ 95,000.00
Sanitary Upgrade 525m Length - 87 Ave from 100St to 95St	UMP						\$ 546,000.00	
Business Park Lift Station Add Pump to 146 L/s	UMP							\$ 3,000,000.00
Westwinds Lift Station Add Pump to 50L/s	UMP						\$ 1,125,000.00	
Buildings								
Salt and Sand Storage Shed		\$ -	\$ 300,000.00					
Enforcement Services Trailer / RCMP Addition		\$ -	\$ 250,000.00					
Infrastructure Services Building Replacement Design				\$ 600,000.00				
Infrastructure Services Building Reaplacement Construction						\$ 7,000,000.00		
Public Works Additional Storage (Flammable Materials, Grader Blades)		\$ -	\$ 60,000.00					
Replacement Protective Services Facility								
FD Fire Hall Expansion - Station 1								
MCCC Main Hall Sound System Upgrade								
MCCC Bleacher Replacement		\$ -	\$ 180,000.00					
MCCC Concrete Floors		\$ -	\$ 140,000.00					
MCCC Exterior Concrete Front Entrance		\$ -	\$ 200,000.00					
MLC Personal Training and Fitness Space		\$ -	\$ 56,050.00					
Town Hall Backup Generator		\$ 35,000.00	\$ 170,000.00					
MLC Exterior Paving - Current gravel road								
MLC Phase 2 - Aquatics, Expanded Fitness & Common Area								
MLC Phase 3 - Added Ice Surface, Outdoor Rink, Curling Rink								
Corporate								
FD AFRRCS Radio Communications		\$ 150,000.00						
Subtotal Growth and Value Added Projects		\$ 185,000.00	\$ 2,366,050.00	\$ 980,000.00	\$ 3,150,000.00	\$ 9,760,000.00	\$ 5,414,000.00	\$ 23,750,000.00

TOTAL COMBINED	\$ 3,434,980.00	\$ 6,346,050.00	\$ 4,990,000.00	\$ 7,170,000.00	\$ 13,790,000.00	\$ 25,664,000.00	\$ 27,800,000.00
	2023	2024	2025	2026	2027	2028 - 2032	2032+

Funding Sources								
Capital Grants (MSI)		\$ 1,218,000.00	\$ 1,882,700.00	\$ 1,982,405.00	\$ 1,997,360.75	\$ 1,999,604.11		
Reserve Tranfers		\$ 2,216,980.00	\$ 4,463,350.00	\$ 2,407,595.00	\$ 2,322,639.25	\$ 2,540,395.89		
Debentures		\$ -		\$ 600,000.00	\$ 2,850,000.00	\$ 9,250,000.00		
Total Funding	2022	\$ 3,434,980.00	\$ 6,346,050.00	\$ 4,990,000.00	\$ 7,170,000.00	\$ 13,790,000.00		

	2022	2023	2024	2025	2026	2027	2028 - 2032	2032+
Reserve Balance								
Capital Reserves								
Beginning	\$ 11,389,148.00	\$ 12,817,876.00	\$ 10,931,173.00	\$ 8,916,602.00	\$ 9,217,463.00	\$ 9,394,823.75		
Additions (estimated for 2026/2027)	\$ 2,000,000.00	\$ 330,277.00	\$ 1,488,779.00	\$ 2,578,456.00	\$ 2,500,000.00	\$ 2,500,000.00		
Drawdowns	-\$ 571,272.00	-\$ 2,216,980.00	-\$ 3,503,350.00	-\$ 2,277,595.00	-\$ 2,322,639.25	-\$ 2,540,395.89		
Balance	\$ 12,817,876.00	\$ 10,931,173.00	\$ 8,916,602.00	\$ 9,217,463.00	\$ 9,394,823.75	\$ 9,354,427.86		
Growth Reserves Offsite Levies								
Beginning	-\$ 3,719,464.85	-\$ 3,363,178.33	-\$ 3,122,678.27	-\$ 3,652,391.21	-\$ 3,417,391.21	-\$ 3,417,391.21		
Additions (estimated)	\$ 456,286.52	\$ 240,500.06	\$ 430,287.06	\$ 365,000.00	\$ -	\$ -		
Drawdowns	-\$ 100,000.00	\$ -	-\$ 960,000.00	-\$ 130,000.00	\$ -	\$ -		
Balance	-\$ 3,363,178.33	-\$ 3,122,678.27	-\$ 3,652,391.21	-\$ 3,417,391.21	-\$ 3,417,391.21	-\$ 3,417,391.21		
Ending Capital Reserve Balance	\$ 9,454,697.67	\$ 7,808,494.73	\$ 5,264,210.79	\$ 5,800,071.79	\$ 5,977,432.54	\$ 5,937,036.65		

OPERATIONAL PROJECTS (FYI ONLY)	Trigger	2023	2024	2025	2026	2027	2028 - 2032	2032+
REOCCURING RENEWAL PROGRAMS								
Engineering								
Utility Servicing Master Plan		\$ 120,000.00						
Building Condition Assessments + Regional Water Master Plan			\$ 150,000.00					
Transportation Network Model, Traffic Counts				\$ 120,000.00				
Parks, Recreation, Culture Master Plan					\$ 80,000.00			
Transportation Master Plan						\$ 100,000.00		
Municipal Engineering Standards (Refresh)							\$ 100,000.00	

Summary
General Government Services

	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2024 Budget	2025 Budget	\$ Change 2022/2023	% Change 2022/2023
Revenues								
Net Taxation	10,325,403	10,295,960	10,910,454	12,334,021	13,361,409	14,338,550	1,423,567	13%
Franchise Fees	1,825,012	1,839,027	1,998,342	2,038,309	2,079,074	2,120,654	39,967	2%
Government Transfers	2,461,150	3,468,038					-	
Penalties & Fines	97,512	125,826	125,000	125,000	125,000	125,000	-	0%
Offsite Levies	645,036						-	
Investment Income	45,754	43,292	75,000	50,000	53,000	56,180	(25,000)	-33%
Other Revenues	674,741						-	
Total Revenue	16,074,608	15,772,143	13,108,796	14,547,330	15,618,483	16,640,384	1,438,534	11%
Expenditures								
Materials, Goods & Utilities	22,709	27,958	9,000	-	-	-	(9,000)	-100%
Interest on Long Term Debt	39,385	34,353	29,186	24,120	18,683	13,101	(5,066)	-17%
Other Expenses	234,232	68,787	(400,000)	(345,000)	(345,000)	(345,000)	55,000	-14%
Total Expense	296,326	131,098	(361,814)	(320,880)	(326,317)	(331,899)	40,934	-11%
Net Total	15,778,282	15,641,045	13,470,610	14,868,210	15,944,800	16,972,283	1,397,600	

**Summary
Council**

	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2024 Budget	2025 Budget	\$ Change 2022/2023	% Change 2022/2023
Expenditures								
Salaries, Wages & Benefits	377,770	368,560	398,576	420,025	420,866	421,654	21,449	5%
Contracted & General Services	6,696	7,640	32,800	33,784	34,800	35,835	984	3%
Materials, Goods & Utilities	3,848	27,715	33,200	34,121	35,038	31,032	921	3%
Other Expenses				14,500				
Total Expense	388,314	403,915	464,576	502,430	490,704	488,521	37,854	8.15%
Net Total	(388,314)	(403,915)	(464,576)	(502,430)	(490,704)	(488,521)	(37,854)	

Summary
Office of CAO

	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2024 Budget	2025 Budget	\$ Change 2022/2023	% Change 2022/2023
Expenditures								
Salaries, Wages & Benefits	744,831	945,397	334,820	359,346	365,454	373,306	24,526	7%
Contracted & General Services	236,473	298,055	120,000	126,300	130,308	134,126	6,300	5%
Materials, Goods & Utilities	44,138	101,660	1,500	6,545	6,591	6,639	5,045	336%
Other Expenses	13,820	15,306	17,000	5,000	18,035	18,576	(12,000)	-71%
Total Expense	1,039,262	1,360,418	473,320	497,191	520,388	532,647	23,871	5%
Net Total	(1,039,262)	(1,360,418)	(473,320)	(497,191)	(520,388)	(532,647)	(23,871)	

**Summary
Communications**

	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2024 Budget	2025 Budget	\$ Change 2022/2023	% Change 2022/2023
Revenues								
Other Revenues				23,750	32,000	38,000	23,750	100
Expenditures								
Salaries, Wages & Benefits			398,878	499,627	507,645	515,050	100,749	25%
Contracted & General Services			75,500	43,300	48,300	49,400	(32,200)	-43%
Materials, Goods & Utilities			77,500	196,500	204,500	212,000	119,000	154%
Other Expenses			650	750	950	1,050	100	15%
Total Expense	0	0	552,528	740,177	761,395	777,500	187,649	33.96%
Net Total	0	0	(552,528)	(716,427)	(729,395)	(739,500)		

Summary

Admin Support Services

	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2024 Budget	2025 Budget	\$ Change 2022/2023	% Change 2022/2023
Expenditures								
Salaries, Wages & Benefits			147,700	194,352	199,756	201,961	46,652	32%
Contracted & General Services				62,000	62,500	63,000	62,000	100%
Materials Goods & Utilities				45,900	47,700	50,200	45,900	100%
Total Expense	0	0	147,700	302,252	309,956	315,161	154,552	104.64%
Net Total	0	0	(147,700)	(302,252)	(309,956)	(315,161)	(154,552)	

Summary
Information Management

	2022 Budget	2023 Budget	2024 Budget	2025 Budget	\$ Change 2022/2023	% Change 2022/2023
Revenues						
Other Revenue	6,000	6,000	6,000	6,000	0	0
Expenditures						
Salaries, Wages & Benefits	180,657	182,395	182,595	182,795	1,738	1%
Contracted & General Services	10,400	30,500	20,600	20,700	20,100	193%
Other Expenses		400	500	600	400	100%
Total Expense	191,057	213,295	203,695	204,095	21,838	
Net Total	(185,057)	(207,295)	(197,695)	(198,095)	(21,838)	

Summary
Legislative Services

	2020 Actual	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	\$ Change 2022/2023	% Change 2022/2023
Expenditures								
Salaries, Wages & Benefits			112,199	108,837	111,764	114,767	(3,362)	-3%
Contracted & General Services			13,500	1,000	1,000	1,000	(12,500)	-93%
Materials, Good & Utilities			250	12,500	75,000	75,000	12,250	4900%
Other Expenses				250	250	250	250	100%
Total Expense	0	0	125,949	122,587	188,014	191,017		
Net Total	0	0	(125,949)	(122,587)	(188,014)	(191,017)	0	

Summary

Financial Services

	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2024 Budget	2025 Budget	\$ Change 2022/2023	% Change 2022/2023
Revenues								
Rentals	-	10,000					-	
Sales & User Charges	13,624	20,985	17,500	20,000	20,000	55,000	2,500	14%
Sales Of Goods&Services	13,244	16,020	46,667	53,333	20,000	20,000	6,666	14%
Total Revenue	26,868	47,005	64,167	73,333	40,000	75,000	9,166	14%
Expenditures								
Salaries, Wages, Benefits & Training	1,067,366	920,544	485,930	526,872	489,102	537,576	40,942	8%
Contracted & General Services	698,028	901,686	206,458	130,278	132,036	139,689	(76,180)	-37%
Materials, Goods & Utilities	363,243	311,521	199,517	157,188	166,201	193,936	(42,329)	-21%
Bank Charges & Short Term Interest	9,300	6,167	8,500	8,500	9,010	9,550	-	0%
Other Expenses	(113,428)	8,140	8,500	8,275	8,471	5,376	(225)	-3%
Total Expense	2,024,509	2,148,058	908,905	831,113	804,820	886,127	(77,792)	-9%
Net Total	(1,997,641)	(2,101,053)	(844,738)	(757,780)	(764,820)	(811,127)	86,958	

Summary
Information Technology

	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2024 Budget	2025 Budget	\$ Change 2022/2023	% Change 2022/2023
Expenditures								
Salaries, Wages, Benefits & Training			266,589	368,156	375,427	381,586	101,567	38%
Contracted & General Services			712,036	719,030	761,244	805,964	6,994	1%
Materials Goods & Utilities			150,000	154,500	159,135	163,909	4,500	3%
Total Expense	-	-	1,128,625	1,241,686	1,295,806	1,351,459	113,061	10%
Net Total			(1,128,625)	(1,241,686)	(1,295,806)	(1,351,459)		

Summary

Economic Development

	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2024 Budget	2025 Budget	\$ Change 2022/2023	% Change 2022/2023
Revenues								
Business Licenses	47,471	57,787	30,386	55,000	55,000	55,000	24,614	81%
Total Revenue	47,471	57,787	30,386	55,000	55,000	55,000	24,614	81%
Expenditures								
Salaries, Wages, Benefits & Training	310,450	300,179	195,093	368,666	378,955	389,550	173,573	89%
Contracted & General Services	21,089	23,434	24,022	28,900	29,700	29,700	4,878	20%
Materials, Goods & Utilities	43,031	50,297	11,344	60,000	60,000	60,000	48,656	429%
Other Expenses	74,832	24,048	38,974	43,000	45,000	46,000	4,026	10%
Total Expense	449,402	397,958	269,433	500,566	513,655	525,250	231,133	86%
Net Total	(401,931)	(340,171)	(459,026)	(445,566)	(458,655)	(470,250)	13,460	

Summary
Planning & Development

	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2024 Budget	2025 Budget	\$ Change 2022/2023	% Change 2022/2023
Revenues								
Development Fees & Permits	70,201	113,228	124,000	112,000	123,000	132,500	(12,000)	-10%
Sales and User Charges	10,210	10,105	10,710	10,960	10,210	10,210	250	2%
Other Revenues				54,000	51,000	51,250	54,000	
Total Revenue	80,411	123,333	134,710	176,960	184,210	193,960	42,250	31%
Expenditures								
Salaries, Wages, Benefits & Training	326,080	299,005	442,516	376,027	386,087	395,556	(66,489)	-15%
Contracted & General Services	76,912	10,925	52,250	124,500	224,500	229,500	72,250	138%
Other Expenses	26,938	25,037	30,000	28,000	29,200	29,800	(2,000)	-7%
Total Expense	429,930	334,967	524,766	528,527	639,787	654,856	3,761	1%
Net Total	(349,519)	(211,634)	(390,056)	(351,567)	(455,577)	(460,896)	38,489	

Summary

Emergency Management

	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2024 Budget	2025 Budget	\$ Change 2022/2023	% Change 2022/2023
Revenues								
Sales to Other Governments	12,826	22,785	22,784	23,209	23,209	23,674	425	2%
Total Revenue	12,826	22,785	22,784	23,209	23,209	23,674	425	2%
Expenditures								
Salaries, Wages, Benefits & Training	102,148	54,941	58,978	62,852	64,452	59,952	3,874	6%
Contracted & General Services	81,432	8,943	11,800	14,800	11,800	11,800	3,000	20%
Materials Goods & Utilities	32,670	32,649	36,000	36,000	36,000	36,000	0	0%
Other Expenses	5,403	3,515	2,750	2,750	2,750	2,750	0	0%
Total Expense	221,653	100,048	109,528	116,402	115,002	110,502	6,874	6%
Net Total	(208,827)	(77,263)	(86,744)	(93,193)	(91,793)	(86,828)	(6,449)	

Summary
RCMP

	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2024 Budget	2025 Budget	\$ Change 2022/2023	% Change 2022/2023
Revenues								
Sales to Other Governments	145,094	124,972	211,300	211,300	211,300	211,300	0	0%
Government Transfers	379,144	379,144	379,144	379,144	379,144	379,144	0	0%
Penalties & Fines	36,044	14,564	35,000	35,000	35,000	35,000	0	0%
Sales & User Charges	24,360	13,800	40,000	40,000	40,000	40,000	0	0%
Total Revenue	584,642	532,480	665,444	665,444	665,444	665,444	0	0%
Expenditures								
Salaries, Wages, Benefits & Training	244,579	271,353	333,223	344,687	349,252	353,380	11,464	3%
Contracted & General Services	1,410,128	1,551,320	1,962,246	1,868,976	1,868,976	1,868,976	(93,270)	-5%
Materials Goods & Utilities			16,800	18,500	21,800	20,000	1,700	10%
Total Expense	1,654,707	1,822,673	2,312,269	2,232,163	2,240,028	2,242,356	(80,106)	-3%
Net Total	(1,070,065)	(1,290,193)	(1,646,825)	(1,566,719)	(1,574,584)	(1,576,912)	80,106	

Summary
Fire Department

	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2024 Budget	2025 Budget	\$ Change 2022/2023	% Change 2022/2023
Revenues								
Sales to Other Governments	169,698	117,693	217,255	198,000	224,416	228,104	(19,255)	-9%
Other Revenues	25,377	22,421	5,000	5,000	5,000	5,000	0	0%
Total Revenue	195,075	140,114	222,255	203,000	229,416	233,104	(19,255)	-9%
Expenditures								
Salaries, Wages, Benefits & Training	541,612	697,464	805,115	968,866	996,765	1,023,552	163,751	20%
Contracted & General Services	30,982	80,520	36,115	40,180	37,693	38,860	4,065	11%
Materials, Goods & Utilities	135,346	177,788	137,248	148,167	175,276	182,199	10,919	8%
Other Expenses	20,512	12,391	15,373	21,480	24,235	24,962	6,107	40%
Total Expenses	728,452	968,163	993,851	1,178,693	1,233,968	1,269,573	184,842	19%
Net Total	(533,377)	(828,049)	(771,596)	(975,693)	(1,004,552)	(1,036,469)	(204,097)	

Summary
Enforcement Services

	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2024 Budget	2025 Budget	\$ Change 2022/2023	% Change 2022/2023
Revenues								
Penalties & Fines	200,842	77,728	205,000	140,000	190,000	245,000	(65,000)	-32%
Development Fees & Permits	16,038	16,395	17,000	18,000	19,000	19,500	1,000	6%
Other Revenue	6,356	4,839	10,500	10,500	10,500	10,500	-	0%
Total Revenue	223,236	98,962	232,500	168,500	219,500	275,000	(64,000)	-28%
Expenditures								
Salaries, Wages, Benefits & Training	544,270	442,553	435,084	488,215	492,276	486,431	53,131	12%
Contracted & General Services	55,894	134,017	92,000	74,000	99,500	124,500	(18,000)	-20%
Materials, Goods & Utilities	26,172	35,041	37,200	40,200	40,350	41,300	3,000	8%
Other Expenses	711	596	3,000	3,000	3,000	3,500	0	0%
Total Expense	627,047	612,207	567,284	605,415	635,126	655,731	38,131	7%
Net Total	(403,811)	(513,245)	(334,784)	(436,915)	(415,626)	(380,731)	(102,131)	

Summary
Occupational Health & Safety

		2020 Actual	2021 Actual	2022 Budget	2023 Budget	2024 Budget	2025 Budget	\$ Change 2022/2023	% Change 2022/2023
<hr/>									
Revenues									
	Cost Recoveries			8,000	8,000	8,000	8,000	-	
<hr/>									
Total Revenue				8,000	8,000	8,000	8,000		
Expenditures									
	Salaries, Wages, Benefits & Training			128,853	171,716	177,441	183,691	42,863	33%
	Contracted & General Services			1,000	11,100	12,200	13,300	10,100	1010%
	Materials, Goods & Utilities			33,000	19,000	21,000	23,000	(14,000)	-42%
	Other Expenses			1,000	3,400	3,600	3,800	2,400	240%
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Total Expense		-	-	163,853	205,216	214,241	223,791	41,363	
<hr/>									
Net Total		0	0	(155,853)	(197,216)	(206,241)	(215,791)	(41,363)	
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Summary
Human Resources

	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2024 Budget	2025 Budget	\$ Change 2022/2023	% Change 2022/2023
Revenues								
Sales to Other Governments	26,476	68					0	0%
Total Revenue	26,476	68	-	-	-	-	0	0%
Expenditures								
Salaries, Wages & Benefits	670,834	752,966	473,448	532,557	543,924	547,424	59,109	12%
Contracted & General Services	138,292	44,046	95,500	174,100	182,500	190,600	78,600	82%
Materials, Goods & Utilities	5,553	23,722					0	0%
Other Expenses	1,747	2,654	3,000	3,500	3,750	4,000	500	17%
Total Expense	816,426	823,388	571,948	710,157	730,174	742,024	138,209	24%
Net Total	(789,950)	(823,320)	(571,948)	(710,157)	(730,174)	(742,024)	(138,209)	

Summary

Pay & Benefits

	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2024 Budget	2025 Budget	\$ Change 2022/2023	% Change 2022/2023
Expenditures							-	
Salaries, Wages, Benefits & Training			220,821	284,713	291,129	294,233	63,892	29%
Contracted & General Services			1,000	16,100	1,200	1,300	15,100	1510%
Other Expenses			1,500	2,000	2,100	2,200	500	33%
Total Expense			223,321	302,813	294,429	297,733	79,492	36%
Net Total			(223,321)	(302,813)	(294,429)	(297,733)	(79,492)	

Summary

Community Services Admin

	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2024 Budget	2025 Budget	\$ Change 2022/2023	% Change 2022/2023
Revenues								
Government Transfers	75,537	75,671	75,000	75,000	75,000	75,000	-	0%
Rentals		-	-	6,967	6,967	6,967	6,967	100%
Sales & User Charges	2,770	-	16,800		-	-	(16,800)	0%
Other Revenues	-	-	5,000	5,000	5,000	5,000	-	100%
Total Revenue	78,307	75,671	96,800	86,967	86,967	86,967	(9,833)	-10%
Expenditures								
Salaries, Wages & Benefits	-	-	318,463	268,065	275,020	275,020	(50,398)	100%
Contracted & General Services	500	273	5,000	5,000	5,000	5,000	-	100%
Materials, Goods & Utilities	2,743	342	-		-	-	-	100%
Other Expenses	51,657	14,171	156,465	77,517	79,104	80,727	(78,948)	-50%
- Morinville Community Library	508,759	493,276	442,707	559,096	564,033	580,954	116,389	26%
- Morinville Historical Society	106,000	107,000	107,000	110,210	112,965	115,789	3,210	3%
Total Expense	669,659	615,062	1,029,635	1,019,888	1,036,122	1,057,490	(9,747)	-1%
Net Total	(591,352)	(539,391)	(932,835)	(932,921)	(949,155)	(970,523)	(86)	

Morinville Leisure Centre

	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2024 Budget	2025 Budget	\$ Change 2022/2023	% Change 2022/2023
Revenues								
Government transfers			800,418	860,089	911,694	966,396	59,671	100%
Rentals	69,524	124,087	197,900	249,714	253,458	257,260	51,814	26%
Sales & User Charges			120,400	234,660	254,686	273,641	114,260	100%
Other Revenue	61,949	153,449	316,600	137,300	27,600	17,600	(179,300)	-57%
Total Revenue	131,473	277,536	1,435,318	1,481,763	1,447,438	1,514,897	46,445	3%
Expenditures							-	
Salaries, Wages & Benefits	818,955	1,028,131	1,095,005	1,122,864	1,151,272	1,164,579	27,859	3%
Contracted & General Services	49,859	73,845	120,788	120,788	165,880	181,365	-	0%
Materials, Goods & Utilities	256,158	206,128	322,023	350,910	368,806	379,403	28,887	9%
Interest on Long Term Debt	507,192	543,956	520,533	497,159	477,982	452,541	(23,374)	-4%
Other Expenses	32,848	6,425	75,000	77,285	78,104	78,947	2,285	3%
Total Expense	1,665,012	1,858,485	2,133,349	2,169,006	2,242,044	2,256,835	35,657	2%
Net Total	(1,533,539)	(1,580,949)	(698,031)	(687,243)	(794,606)	(741,938)	10,788	

Summary

FCSS

	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2024 Budget	2025 Budget	\$ Change 2022/2023	% Change 2022/2023
Revenues								
Government Transfers	246,122	246,122	246,122	246,122	246,122	246,122	0	0%
Other Revenues	43,570	73,090	70,500	70,500	55,500	55,500	0	0%
Total Revenue	289,692	319,212	316,622	316,622	301,622	301,622	0	0%
Expenditures								
Salaries, Wages & Benefits	281,982	276,971	302,600	296,208	302,799	309,379	(6,392)	-2%
Contracted & General Services	34,275	51,251	67,100	68,150	29,150	27,391	1,050	2%
Materials, Goods & Utilities	20,989	25,796	18,000	20,000	24,500	22,010	2,000	11%
Bank Charges & Short Term Interest	0	0	500	500	500	500	0	0%
Other Expenses	37,712	26,760	31,800	30,100	31,000	23,690	(1,700)	-5%
Total Expenditures	374,958	380,778	420,000	414,958	387,949	382,970	(5,042)	-1%
Net Total	(85,266)	(61,566)	(103,378)	(98,336)	(86,327)	(81,348)	5,042	

Summary

Morinville Community Cultural Center

	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2024 Budget	2025 Budget	\$ Change 2022/2023	% Change 2022/2023
Revenues								
Government Transfers	266,621	894,724						
Rentals	25,707	10,918	97,000	47,235	47,893	48,612	(49,765)	-51%
Other Revenues	13	0	0	19,750	20,070	20,290	19,750	100%
Total Revenue	292,341	905,642	97,000	66,985	67,963	68,902	(30,015)	-31%
Expenditures								
Salaries, Wages & Benefits	642,796	524,442	650,304	633,791	636,593	644,678	16,513	3%
Contracted & General Services	27,969	14,212	39,500	33,400	29,900	29,900	6,100	15%
Materials, Goods & Utilities	91,440	71,137	123,824	136,849	142,567	143,764	(13,025)	-11%
Other Expenses	0	200	1,560	1,530	1,560	1,560	30	2%
Total Expense	762,205	609,991	815,188	805,570	810,620	819,902	9,618	1%
Net Total	(469,864)	295,651	(718,188)	(738,585)	(742,657)	(751,000)	(20,397)	

Summary
Cultural Events

	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2024 Budget	2025 Budget	\$ Change 2022/2023	% Change 2022/2023
Revenues								
Government Transfers	-	-	12,000	12,000	12,000	12,000	0	0%
Other Revenue	572	100	0				0	0%
Total Revenue	572	100	12,000	12,000	12,000	12,000	0	0%
Expenditures								
Salaries, Wages & Benefits	50,553	156,178	159,537	182,573	182,572	182,572	23,036	14%
Contracted & General Services	4,281	12,129	6,750	13,500	14,300	15,100	6,750	100%
Materials, Goods & Utilities	17,206	59,012	77,800	78,100	93,400	99,000	300	0%
Total Expense	72,040	227,319	244,087	274,173	290,272	296,672	30,086	12%
Net Total	(71,468)	(227,219)	(232,087)	(262,173)	(278,272)	(284,672)	(30,086)	

Summary
Community Recreation

	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2024 Budget	2025 Budget	\$ Change 2022/2023	% Change 2022/2023
Revenues								
Government Transfers			5,000	5,000	5,000	5,000	-	0%
Rentals	3,168	5,654	14,320	14,710	14,710	14,710	390	3%
Other Revenue	8,650	975	1,000	1,300	1,300	1,300	300	30%
Total Revenue	11,818	6,629	20,320	21,010	21,010	21,010	690	3%
Expenditures								
Salaries, Wages & Benefits	219,478	115,955	122,268	132,588	135,762	139,015	10,320	8%
Contracted & General Services	-	166	1,460	1,770	1,823	1,878	310	21%
Materials, Goods & Utilities	12,777	4,340	8,500	5,000	-	-	(3,500)	-41%
Other Expenses	3,760	5,148	23,750	37,400	36,840	38,356	13,650	57%
Total Expense	236,015	125,609	155,978	176,758	174,425	179,249	20,780	13%
Net Total	(224,197)	(118,980)	(135,658)	(155,748)	(153,415)	(158,239)	(20,090)	

Summary
Open Spaces

	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2024 Budget	2025 Budget	\$ Change 2022/2023	% Change 2022/2023
Revenues								
Rentals	9,650	2,328						
Total Revenue	9,650	2,328	0	0	0	0	0	
Expenditures								
Salaries, Wages & Benefits	296,654	497,292	516,895	590,539	596,381	602,879	73,644	14%
Contracted & General Services	18,196	55,472	89,200	108,850	116,553	120,543	19,650	22%
Materials, Goods & Utilities	237,831	351,293	278,298	314,710	335,873	348,202	36,412	13%
Bank Charges & Short Term Interest	-	-						
Total Expense	552,681	904,057	884,393	1,014,099	1,048,807	1,071,624	129,706	15%
Net Total	(543,031)	(901,729)	(884,393)	(1,014,099)	(1,048,807)	(1,071,624)	(129,706)	

Summary

Infrastructure Services

	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2024 Budget	2025 Budget	\$ Change 2022/2023	% Change 2022/2023
Expenditures								
Salaries, Wages, Benefits & Training	728,328	572,983	609,140	615,847	627,641	635,706	6,707	1%
Contracted & General Services	173,843	43,135	189,950	202,410	208,124	214,196	12,460	7%
Materials, Goods & Utilities	306,191	352,627	364,284	406,548	413,753	437,234	42,264	12%
Other Expenses	1,332	1,339	3,100	3,200	3,383	3,576	100	3%
Total Expense	1,209,694	970,084	1,166,474	1,228,005	1,252,901	1,290,712	61,531	5%
Net Total	(1,209,694)	(970,084)	(1,166,474)	(1,228,005)	(1,252,901)	(1,290,712)	(61,531)	

Summary

Roads

	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2024 Budget	2025 Budget	\$ Change 2022/2023	% Change 2022/2023
Revenues								
Other Revenues	-	7,000			-	-		
Total Revenues	-	7,000					-	
Expenditures								
Salaries, Wages, Benefits & Training	452,373	566,331	630,774	693,755	700,801	703,136	62,981	10%
Contracted & General Services	198,964	171,248	295,000	437,135	468,765	502,715	142,135	48%
Materials, Goods & Utilities	937,640	775,624	957,016	990,790	1,040,318	1,095,531	33,774	4%
Total Expense	1,588,977	1,513,203	1,882,790	2,121,680	2,209,884	2,301,382	238,890	13%
Net Total	(1,588,977)	(1,506,203)	(1,882,790)	(2,121,680)	(2,209,884)	(2,301,382)	(238,890)	

Summary
Storm Water

	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2024 Budget	2025 Budget	\$ Change 2022/2023	% Change 2022/2023
Revenues								
Water, Wastewater & Solid Waste Fees	336,623	339,372	470,895	689,940	955,917	1,025,794	219,045	47%
Total Revenues	336,623	339,372	470,895	689,940	955,917	1,025,794	219,045	47%
Expenditures								
Salaries, Wages, Benefits & Training	103,282	115,315	105,365	111,491	113,514	113,990	6,126	100%
Contracted & General Services	12,000	13,445	47,500	58,150	62,197	66,530	10,650	22%
Materials, Goods & Utilities	74,888	69,942	115,782	125,769	96,638	116,211	9,987	9%
Total Expense	190,170	198,702	268,647	295,410	272,349	296,731	26,763	10%
Net Total	146,453	140,670	202,248	394,530	683,568	729,063	192,282	

Summary

Water

	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2024 Budget	2025 Budget	\$ Change 2022/2023	% Change 2022/2023
Revenues								
Water, Wastewater & Solid Waste Fees	3,091,587	3,324,195	3,560,227	3,605,562	3,821,895	4,051,209	45,335	1%
Sales To Other Governments	541,229	566,980	483,920	614,082	650,927	689,982	130,162	27%
Penalties & Fines	16,323	25,433	24,000	24,000	24,000	24,000	0	0%
Total Revenue	3,649,139	3,916,608	4,068,147	4,243,644	4,496,822	4,765,191	175,497	4%
Expenditures								
Salaries, Wages, Benefits & Training	668,723	546,351	569,983	731,424	746,321	756,393	161,441	28%
Contracted & General Services	29,912	31,831	61,400	74,318	76,851	81,809	12,918	21%
Materials, Goods & Utilities	1,623,180	1,752,480	1,768,569	1,916,605	1,921,003	1,947,139	148,036	8%
Other Expenses	3,681	2,463	5,000	5,000	5,000	5,000	0	0%
Total Expense	2,325,496	2,333,125	2,404,952	2,727,347	2,749,175	2,790,341	322,395	13%
Net Total	1,323,643	1,583,483	1,663,195	1,516,297	1,747,647	1,974,850	(146,898)	

Summary
Sanitary Sewage

	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2024 Budget	2025 Budget	\$ Change 2022/2023	% Change 2022/2023
Revenues								
Water, Wastewater & Solid Waste Fees	1,968,183	2,174,773	2,369,977	2,450,871	2,597,923	2,756,799	80,894	3%
Total Revenue	1,968,183	2,174,773	2,369,977	2,450,871	2,597,923	2,756,799	80,894	3%
Expenditures								
Salaries, Wages, Benefits & Training	259,799	382,066	420,867	458,256	462,913	465,775	37,389	9%
Materials, Goods & Utilities	84,503	169,891	266,115	280,388	295,338	312,096	14,273	5%
Purchases from other Governments	987,996	1,116,665	1,176,310	1,192,058	1,223,832	1,260,547	15,748	1%
Total Expense	1,332,298	1,668,622	1,863,292	1,930,702	1,982,083	2,038,418	67,410	4%
Net Total	635,885	506,151	506,685	520,169	615,840	718,381	13,484	

Summary
Solid Waste

	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2024 Budget	2025 Budget	\$ Change 2022/2023	% Change 2022/2023
Revenues								
Water, Wastewater & Solid Waste Fees	929,214	900,015	789,348	934,586	990,661	1,050,101	145,238	18%
Total Revenue	929,214	900,015	789,348	934,586	990,661	1,050,101	145,238	18%
Expenditures								
Contracted & General Services	873,134	827,009	766,730	809,458	858,025	909,506	42,728	5.57%
Materials, Goods & Utilities	-	1,005	2,000	2,560	2,736	2,924	560	28%
Total Expense	873,134	828,014	768,730	812,018	860,761	912,430	43,288	5.63%
Net Total	56,080	72,001	20,618	122,568	129,900	137,671	101,950	