

REQUEST FOR COUNCIL DECISION



SUBJECT: 2026 Operating Budget and 2027-2028 Financial Plan
PREPARED BY: Michael Levia, Acting Manager of Financial Services
PRESENTED BY: Michael Levia, Acting Manager of Financial Services
DATE: November 24th, 2025

FILE: 13/931

PURPOSE:

To present, for Council's consideration, the proposed 2026 Operating Budget.

RECOMMENDED MOTION(S):

1. THAT Council approves the 2026 Operating Budget as presented.

AND

2. THAT Council approves the 2027-2028 Financial Plan as presented.

RELATED PRIOR MOTION(S):

1. (November 3, 2025) THAT Council acknowledges the proposed 2026 Operating Budget report.
2. (August 11, 2025) THAT Council directs Administration to prepare the draft 2026 Operating Budget, less than or equal to a property tax target of 2.3%.
3. (August 11, 2025) THAT Council directs Administration to prepare the draft 2026 budget with a wage correction allowance increase of up to 2.3%

EXECUTIVE SUMMARY:

At the [August 11th, 2025](#) Regular Council meeting, Council directed Administration to begin preparations for the 2026 Operating Budget. This directive included specific targets:

- A 2.3% tax rate increase
- A Wage Correction Allowance of up to 2.3%
- 1% Special Paving Tax

On [November 3rd, 2025](#), Administration presented the first draft of the 2026 Budget, aligning with Council's initial 2.3% tax rate increase target.

Council engaged in a comprehensive examination of the Operating Budget for the fiscal year 2026 during the Budget Workshop held November 5th – 7th. Adjustments made during the Workshop, along with updates to Utility Department 42, have resulted in a revised 2026 Operating Budget with a tax rate increase of 2.3%, and the removal of the 2026 Special Paving

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Tax. Furthermore, the Council directed budget changes that will maintain the average monthly municipal utility costs for single-family homes on a year-over-year basis. **Appendix 5 – Utility Bills Estimate** shows the utility cost per household type.

ANALYSIS:

Changes to the 2026 Operating Budget

From November 5th – 7th, Council and Administration reviewed the 2026 Operating Budget department by department during the Budget Workshop. The outcome of this workshop resulted in the budget changes shown in Table 1 below.

Table 1: 2026 Operating Budget Changes, following the Council Budget Workshop:

Dept #	Category	Department Name	Description	Tax Impact Increase/ (Decrease)	Utility Impact Increase/ (Decrease)
10	Revenue	General Fund	Special Paving Tax Removed		
12	Expense	Administration	Government Relations and Advocacy with Alberta Counsel Removed	\$ (30,000)	
12	Expense	Administration	Employee Cost-of-Living Adjustment Increased	\$ 128,186	\$ 41,288
12	Expense	Administration	New Positions Provision Reduced	\$ (74,447)	
71	Expense	Recreation, Parks and Culture Board	Lacombe Athletic Park Association Additional Funding Request	\$ 8,735	
72	Expense	Lacombe Memorial Centre	Debenture Debt Principal and Interest Reduced	\$ (224,474)	
41/42/43	Revenue	Utilities	User Fees Decreased		
41/42/43	Expense	Utilities	Transfer to Reserves Decreased		\$ (140,000)
Increase/(Decrease) from changes made to the Operating Budget				\$ (192,000)	\$ (98,712)

The impact of the net expenditure decrease is the removal of the Special Paving Tax for 2026, directly avoiding a 1% increase to the ratepayers' municipal tax bill.

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Revenue Summary

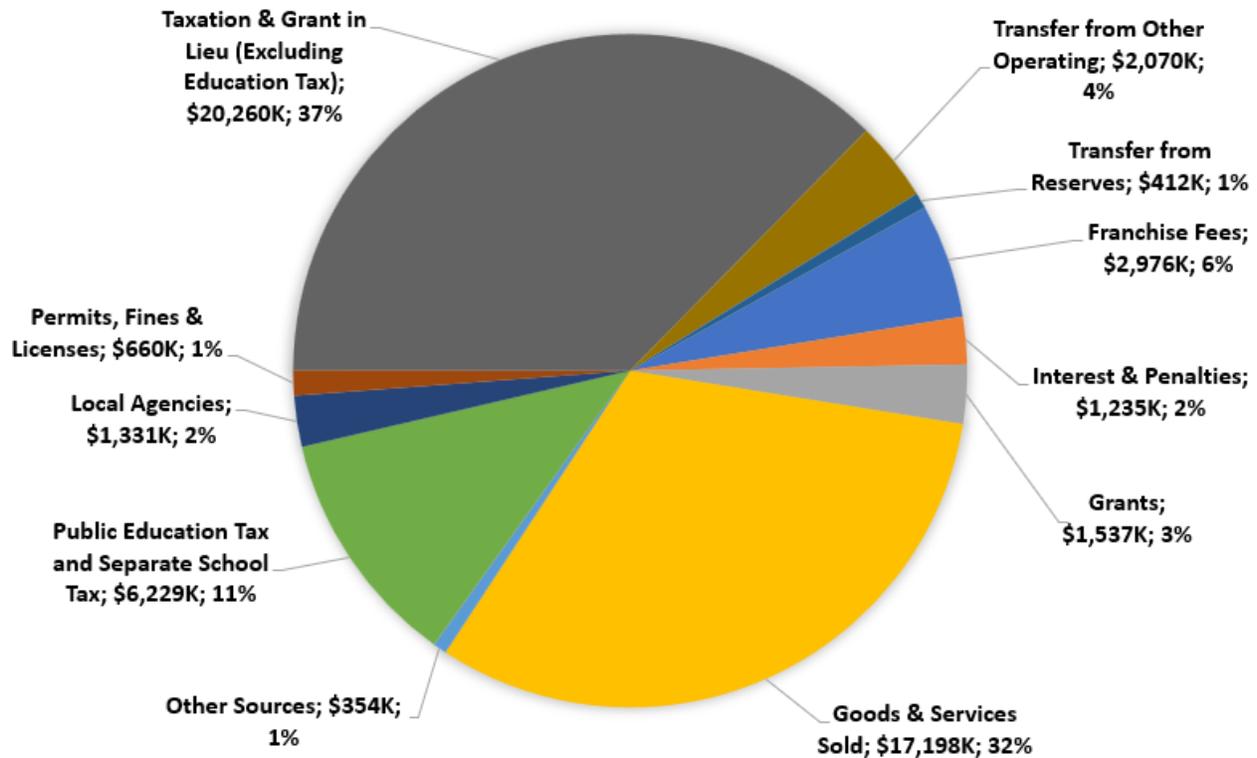


Figure 1 City of Lacombe Revenue by Fund Category

Revenue Highlights

- **Franchise Fees Revenue:**

- **Natural Gas – Atco Gas**

- The 2026 proposed budget for franchise fee revenue is \$90K higher than in 2025 including estimated growth and the rate adjustment included in Bylaw 533 - Natural Gas Distribution Franchise Agreement (Atco Gas), which was given third reading at the [November 10th, 2025](#) Council Meeting.

- **Electricity - Fortis**

- At the [September 22th, 2025](#) Council Meeting, Council carried over the 2025 electricity (FortisAlberta) franchise fee for the City of Lacombe at 17.63%, although the median rate of other comparator communities is 19.0%. There is an increase in electricity franchise fee revenue of \$26K, due to estimated growth in consumption.

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- **Goods and Services Revenue** increased by \$198K. This is primarily due to:
 - \$349K increase user fees (including \$296K in water, wastewater, and solid waste utilities, \$14K for the Michener Park Campground, \$39K increased rental income between the Lacombe Memorial Centre, and Gary Moe Auto Group Sportsplex).
 - \$27K increase in administrative fees charged to the North Red Deer River Water Services Commission and the North Red Deer Regional Wastewater Services Commission to reflect current contracts.
 - \$18K increase in charges to the Wolf Creek Recycle Site contractor for providing site maintenance (General Service revenue).
 - A \$196K decrease in security clearance revenue.
- **Grant Revenue** increased by \$123K. This includes:
 - \$200K Alberta Community Partnership grant application to examine the feasibility of a Regional Recreation Multiplex in partnership the Town of Blackfalds and Lacombe County (not confirmed).
 - A clerical coding correction to where funds received for the school resource officer, costs shared with the School Division, are reflected. They are now included in “Other revenue.”
- **Interest and Penalties** increased by \$378K. This includes:
 - \$15K increase in penalties to reflect actuals,
 - \$350K increase in term deposit interest because of higher interest rates,
 - \$13K net increase primarily related to projected Worker’s Compensation rebate.
- **Taxation and Grants in Lieu** increased by \$857K, driven by multiple factors:
 - \$441.6K increase as directed by Council (+2.3%),
 - \$355K increase from municipal growth,
 - \$73K increase from non-residential tax adjustment based on 2025 actuals,
 - \$164K increase for the Alberta Education requisition levied by the City on behalf of the Province (offset by an equivalent expenditure)
 - \$182K decrease from the removal of the Special Paving Tax, and
 - \$5.3K increase in grants received in place of taxes, due to Provincial policy change.
- **Transfer from Reserves** increased by \$76K. This includes “in and out” transfers to fund expenses.

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Expenses Summary

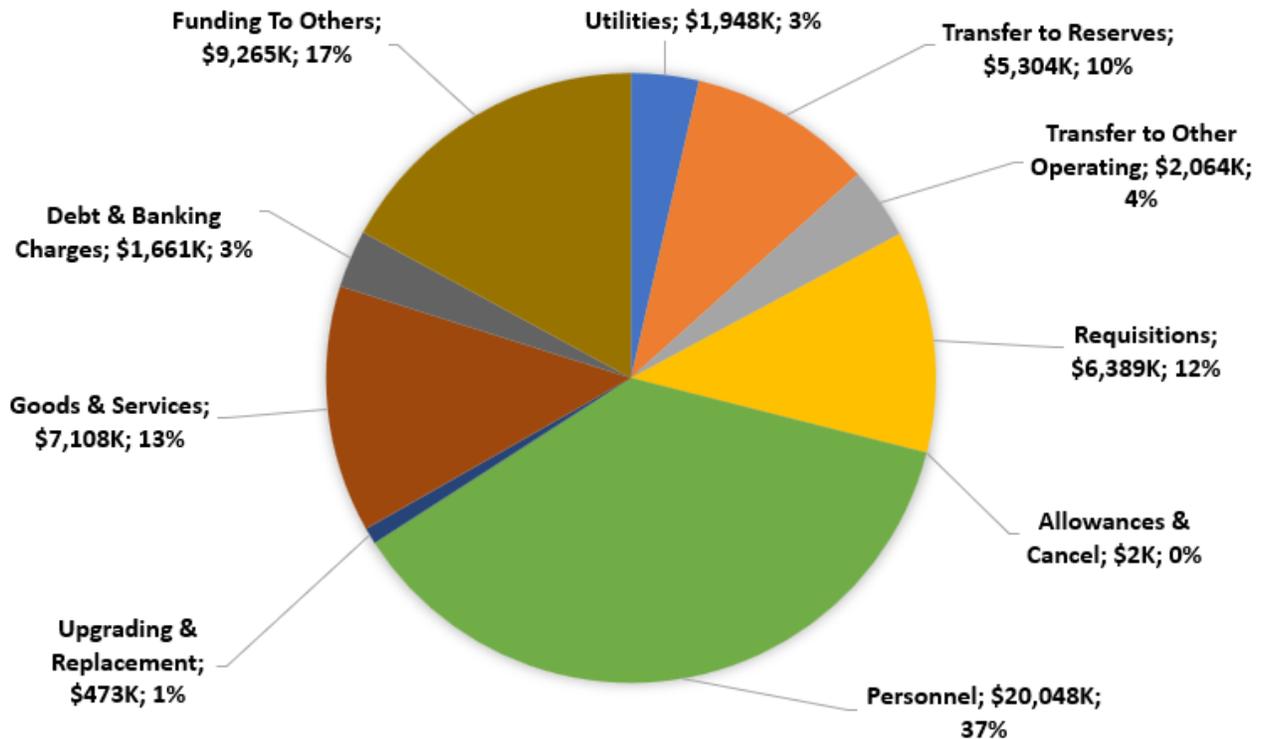


Figure 2 City of Lacombe Expenses by Fund Category

Expenses Highlights

- **Debt Servicing Costs** decreased by \$364K lower. This is mainly due to:
 - \$157K borrowing costs for the Fire Engines and Fire Hall, previously projected to occur in 2026, are now projected for 2027.
 - \$224K borrowing costs for LMC renovations are eliminated with the early repayment of loans (pending Council approval of this strategy).
- **Personnel Budget** (wages and benefits) is \$723K higher than the 2025 budget. **Appendix 2** provides a breakdown of changes by the Department and is summarized by:
 - \$120K increase for the wage correction allowance,
 - \$107K provisional increase for Lacombe Police Association contract negotiations,
 - \$334K cost of living allowance (2.3%),
 - \$189K for new positions (representing growth of 1.3%).

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- **Transfer to Other Operating** expenses have increased by \$42K. These annual internal transfers from utilities include:
 - \$24K increase for Internal Franchise Fees,
 - \$12K increase for Common Services Recovery of vehicle maintenance for the utility departments, police department, fire department, and accessible transportation department, and
 - \$6K for Administration Services Recovery from Utilities and Police.
- **Funding to Others** increased by \$369K. This includes
 - \$287K increase for Water Purchases for Resale (North Red Deer River Water Services Commission) and Wastewater Commission charges (North Red Deer Regional Wastewater Services Commission).
 - \$29K increase to Transfers to Local Government Agencies and Local Organizations. Local organizations presented to Council at the [October 6th, 2025 Committee of the Whole Meeting](#). The draft 2026 budget includes an allowance for agency requests equivalent to Council's prescribed 2.3% increase as well as the \$9K increase to Lacombe Athletic Park, as supported by Council in the Budget Workshop. **Appendix 4 – Grants to Agencies** outlines the agency requests.
 - \$5K increase from Direct Contributions to NRDRWWSC from updated rate model.
 - \$16K increase for Lacombe Regional Waste Service Commission Fees.
 - \$20K increased playground contribution endorsed by Council on [August 11th, 2025](#).
- **Utility Expenses** (including water, wastewater, gas, electricity and solid waste) increased by \$39K compared to 2025. This includes an increase in electricity of \$88K offset by a decrease in gas of \$49K based on lower actual costs and contracts in place.
- **Goods and Services Expenses** increased \$155K. This includes:
 - \$200K increase for the pending Alberta Community Partnership grant application to examine the feasibility of a Regional Recreation Multiplex in partnership the Town of Blackfalds and Lacombe County (grant not confirmed – will not proceed without grant approval).
 - \$50K decrease for the Municipal Election, which occurs every four years and is therefore not included in 2026.
 - \$30K decrease for removal of Government Relations and Advocacy with Alberta Counsel

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- \$28K increase for updated high resolution aerial photos.
- \$218K decrease in Recycling Depot expenses as Circular Materials took over responsibility in July 2025.
- \$78K increase in Subscriptions and Publications, primarily due to:
 - The Lacombe Police Service (LPS) Pro Q&A Dispatch system and the Canadian Police Information Service Integration Software Maintenance and Support (\$38K).
 - Higher licensing costs for Health & Safety records management software (\$16K) and
 - Addition of Information Systems Business Continuity Management (\$5K), which includes a once-per-year testing environment for emergency management.
- \$41K increase in Licenses and Registration, primarily due to
 - Next Generation 911 ('NG911') System Support and Maintenance for the Lacombe Police Service (\$30K).
 - Two-way radio and repeater licensing for Operations (\$5K).
- \$32K increase in Equipment and Vehicle Maintenance expenses, primarily reflecting actual costs, planned maintenance and recertifications.
- \$27K increase in Equipment Rentals including:
 - \$18K for expansion of vehicle lease program for Operations; and
 - \$7K to rent a steep slope mower for 50th Avenue and around pond slopes.
- \$22K increase in Membership Fees, which includes
 - \$10K increase for the Parkland Regional Library Requisition
 - \$1.5K for new membership in Local Government Administration Association
 - \$3K increase for AB Munis membership
 - \$7.5K in various other increases or additions under \$1K
- \$17K increase in Program and Event Materials and Supplies which is primarily for Implementation of the Social Needs Assessment Priorities, and Fitness Programs in the Gary Moe Auto Group Sportsplex for caregivers who do not want to swim or watch sport practices (offset by increased program revenue).

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- **Upgrading and Replacement Costs** have increased by \$40K largely for non-capital Information Technology (IT) replacements that include computers and accessories.
- **Transfers to Reserves** increased by \$685K, including the following changes:

Reserve	2025 Transfer	2026 Transfer	Difference (\$)
Water Reserve	\$450,000	\$740,000	\$290,000
Wastewater Reserve	\$350,000	\$260,000	\$(90,000)
Solid Waste Reserve	\$10,062	\$220,000	\$209,938
Roads Reserve	\$1,034,149	\$1,236,000	\$201,851
Information Technology Reserve	\$245,165	\$306,216	\$61,051
General Capital Reserve	\$1,227,104	\$1,251,234	\$24,130
Police Capital Reserve	\$130,000	\$135,000	\$5,000
Utilities Operating Reserve	\$33,612	\$16,584	\$(17,028)

Transfers to these reserves are driven by the Reserve Policy which indicates that the optimal transfer is the average cost per year to complete identified projects in the 10 Year Capital Plan. Current reserve balances and contributions will be unable to fully fund planned expenditures in the 10-Year Capital Plan. Even with the proposed increases, the 2026 transfers will be below the optimal amount needed to fund all identified projects.

Council Policies or Endorsed Priorities Not Included in Budget

As shown in **Table 2 – Unfunded Priorities and Policies** below, several items were not included in the 2026 Budget.

- On [June 9th, 2025](#) Council endorsed the Community Connector Platform Project. The proposed budget excludes \$60K in funding to adhere to Council’s direction for a policy aligned tax rate increase. This item remains not included in the 2026 Operating Budget.
- On [January 27th, 2025](#) directed Administration to include a \$65K transfer to the Capital Reserve to support infrastructure improvements projected to be impacted by infill development. The budget still includes a \$25K transfer leaving \$40K unfunded.

Two items that were not specifically endorsed by Council but have been identified by Administration as other unfunded priorities and policies are:

- \$30K for a Regional Labor Market Study and Workforce Strategy as a cost sharing collaboration with Lacombe County, the City of Lacombe, the Town of Blackfalds, and neighboring municipalities to analyze workforce trends, identify skill gaps, and develop actionable strategies to attract, retain, and upskill talent, supporting regional economic growth and competitiveness. This item remains not included in the 2026 Operating

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Budget but Council expressed interest in learning more about the potential benefits of Study to the City.

- \$51K for Local Agency funding requests exceeding a targeted 2.3% increase from prior year. Agency requests exceeding the 2.3% target are summarized in **Appendix 3**. The Lacombe Athletic Park Association’s funding request is included in the 2026 Operating Budget.
- The proposed 2026 Operating Budget aligns staff Cost of Living Adjustment (COLA) to the Alberta Consumer Price Index (ACPI) as outlined in the City’s Compensation Policy and reduces funds allocated to new positions.

In total, \$180,918 in identified priorities and policies were not included in the 2026 budget.

Table 2 - Unfunded Priorities and Policies

Amount	Description	Council date
\$ 60,000	Community Connector Platform Project - endorsed	9-Jun-25
\$ 40,000	Infill Development transfer to Capital Reserve - endorsed	7-Jan-25
\$ 50,918	Local Agency funding requests exceeding 2.3% target (Appendix 3)	6-Oct-25
\$ 30,000	Regional Labor Market Study and Workforce Strategy Project	
\$ 180,918	Total Unfunded Priorities and Policies	

Funding these priorities and policies could be accomplished by either:

- Increasing the tax rate – with Council’s direction selected expenses will be added to the operating budget with an offsetting tax revenue increase,
- Increase non-tax revenue – utilizing a median electricity franchise utility rate starting April 2026 (additional revenue of \$99,836),
- Reduce reserve transfers – diverge from policy-driven reserve transfers, such as interest revenue transfers,
- Reduce 2.3% cost-of-living-adjustment in wages,
- Reduce or eliminate provision for new staff,
- Reduce other expenses in the operating budget.

Borrowing Capacity

Debt is reconciled once per year using year-end confirmation reports received from the Province of Alberta to ensure accuracy of principal and accrued interest. As of December 2024, the total debt outstanding for the City of Lacombe is \$21.5M.

The City's debt currently stands at 43.9% of the municipal debt limit (or 32.9% of the MGA limit). The City has the following debt capacity as shown in **Table 3 and 4** below. The City's

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[Debt Management Fiscal Policy](#) sets limits below those allowed in the Municipal Government Act.

Table 3 - Debt Limit as of December 2024

Debt Limit	Council Policy	MGA
Debt Limit	\$49,209,826	\$65,613,101
Total Outstanding Debt	\$21,592,774	\$21,592,774
Debt Limit Available	\$27,617,052	\$44,020,327
Debt as a % of Debt Limit	43.9%	32.9%
Percent of Debt Limit Available	56.1%	67.1%

Table 4 - Debt Servicing Limits as of December 2024

Debt Servicing	Council Policy	MGA
Debt Servicing Limit	\$8,201,638	\$10,935,517
Debt Servicing	\$1,750,658	\$1,750,658
Debt Servicing as a % of Debt Servicing Limit	21.3%	16.0%
Debt Servicing Limit Available	\$6,450,979	\$9,184,859

Maximum debt service costs (DSC) for tax supported debt

Maximum DSC = Taxes available for municipal purposes x 20%

$$\$19,223,141 \times 20\% = \$3,844,628$$

Borrowing Rates and Servicing Costs

The cost of borrowing is lower than it was a year ago. **Table 5** illustrates annual servicing costs and tax impact when borrowing a million dollars.

Table 5 – Cost of borrowing \$1,000,000 as of Sept 29, 20255

Loan term	25 years	30 Years
Annual servicing cost	\$67,864	\$62,513
Loan rate	4.62%	4.72%
Tax rate impact	0.35%	0.33%

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Table 6 below shows the expected future debt servicing costs for tax-supported projects.

Table 6 - Tax Rate Impact of New borrowing

Project	Tax Supported	2026	2027	2028
6782 - Fire Engine	Yes		\$1,000,000	
6895 - Fire Station Building	Yes		\$1,000,000	
7014 - Fire Ladder Truck Replacement	Yes		\$2,000,000	
7128 - Pedestrian Trail to Midway Development	Yes			\$907,000
8003 - 76th Street Road Upgrade - 55% tax supported	Partially		\$1,000,000	
Tax Supported Borrowing Increase		\$0	\$5,000,000	\$907,000
Debt Servicing Costs		\$0	\$350,000	\$63,500
Tax Rate Increase from borrowing		0.00%	1.82%	0.33%

2026-2028 - 3-year Plan

Appendix 4 summarizes the three-year financial plan for 2026 - 2028.

STRATEGIC PLAN ALIGNMENT: [\(LINK\)](#)

Managing Community Resources

- ✓ Sustainable infrastructure
- ✓ Sustainable service levels
- ✓ Sustainable funding

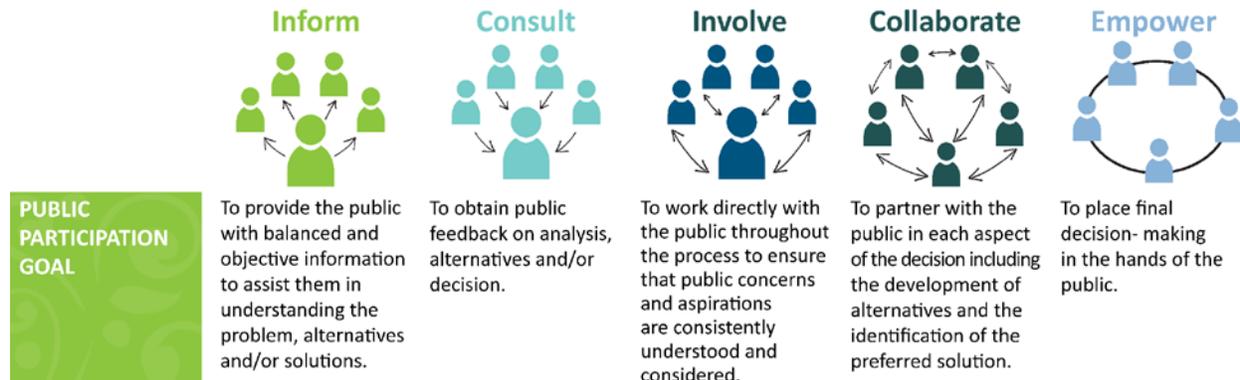
Building the Community

- ✓ Efficiently delivering core services

Supporting the Community

- ✓ Supporting community safety
- ✓ Supporting a healthy community

PUBLIC ENGAGEMENT STRATEGY: [\(LINK\)](#)



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The following engagement strategies have or will take place to inform Council's deliberations:

- **Inform** the public by Posting Budget information on the City's website and social media channels
- **Consultation** opportunities with the public occurred at the 2025 Lacombe Trade Show, Lacombe Farmers' Market, and Coffee with Council sessions and budget suggestions can be submitted to Councilconnect@lacombe.ca

POTENTIAL MOTION(S):

1. **[Recommended]** THAT Council approves the 2026 Operating Budget

AND

2. **[Recommended]** THAT Council approves the 2026-2028 Financial Plan

OR

3. **[Alternative]** THAT Council directs Administration on how to proceed

ATTACHMENTS:

- Appendix 1–Comparison–2026 Proposed Budget vs. 2025 Approved Budget
- Appendix 2–Departmental Personnel Comparison–2021-2026
- Appendix 3–Grants to Agencies–2026 vs. 2025
- Appendix 4–2026 - 2028 Financial Plan
- Appendix 5–Utility Bills Estimate

APPENDIX 1

COMPARISON – 2026 PROPOSED BUDGET vs. 2025 APPROVED BUDGET

	2025 Approved Budget	2026 Proposed Budget	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues				
Franchise Fees	2,885,500	2,975,988	90,488	3.1%
Goods & Services Sold	16,999,777	17,198,170	198,393	1.2%
Grants	1,413,066	1,536,543	123,477	8.7%
Interest & Penalties	857,000	1,235,000	378,000	44.1%
Local Agencies	1,336,934	1,331,129	(5,805)	-0.4%
Other Sources	274,709	353,930	79,221	28.8%
Permits, Fines & Licenses	646,550	659,950	13,400	2.1%
Taxation & Grant in Lieu	25,632,723	26,489,504	856,781	3.3%
Transfer from Other Operating	2,027,651	2,069,739	42,088	2.1%
Transfer from Reserves	336,040	412,110	76,070	22.6%
Total Revenues	52,409,950	54,262,063	1,852,113	3.5%
Expenses				
Allowances & Cancel	2,000	2,000	0	0.0%
Debt & Banking Charges	2,024,815	1,660,676	(364,139)	-18.0%
Funding To Others	8,896,263	9,265,023	368,760	4.1%
Goods & Services	6,952,978	7,107,918	154,940	2.2%
Personnel	19,325,790	20,048,469	722,679	3.7%
Requisitions	6,225,617	6,389,159	163,542	2.6%
Transfer to Other Operating	2,021,573	2,063,527	41,954	2.1%
Transfer to Reserves	4,619,092	5,304,034	684,942	14.8%

Upgrading & Replacement	433,200	473,320	40,120	9.3%
Utilities	1,908,622	1,947,937	39,315	2.1%
Total Expenses	52,409,950	54,262,063	1,852,113	3.5%

APPENDIX 2

DEPARTMENTAL PERSONNEL COMPARISON IN 2026

Department Name	Dept. #	2025 Approved Budget	2026 Draft Budget	Increase/(Decrease) from 2025
Council	Dept. 11	357,314	365,392	8,078
Administration	Dept. 12	3,181,953	3,225,333	43,380
Information Services	Dept. 15	798,612	947,498	148,886
Police Dept.	Dept. 21	5,048,690	5,148,810	100,120
Victim Services	Dept. 22	150,764	154,110	3,346
Fire Dept.	Dept. 23	704,377	841,324	136,947
Enforcement Services	Dept. 26	384,342	384,519	177
Common Services	Dept. 31	360,306	384,588	24,282
Streets & Roads	Dept. 32	1,276,242	1,289,629	13,387
Storm Sewer	Dept. 37	61,646	62,551	905
Engineering Services	Dept. 38	258,143	268,952	10,809
Water	Dept. 41	829,837	843,224	13,387
Wastewater	Dept. 42	610,085	621,346	11,261
Solid Waste	Dept. 43	599,571	603,268	3,697
Cemetery	Dept. 56	177,609	183,715	6,106
Planning & Development	Dept. 61	650,671	627,003	(23,668)
Economic Development	Dept. 62	273,511	400,974	127,463
Recreation Services	Dept. 71	-	-	-
Lacombe Memorial Centre	Dept. 72	436,865	479,126	42,261
Aquatic Centre	Dept. 73	1,230,482	1,209,269	(21,213)
Arena	Dept. 74	742,251	765,180	22,929
Parks & Playgrounds	Dept. 75	1,112,365	1,161,196	48,831
Library	Dept. 77	24,365	24,539	174
Culture	Dept 78	55,789	56,923	1,134
Total		19,325,790	20,048,469	722,679

APPENDIX 3

GRANTS TO AGENCIES - 2026 vs. 2025

Agency	Dept #	2025 Approved Budget	2025 Budget with 2.3% increase	2026 Request	Request above 2.3%	2026 Draft Budget
Airport	33	\$50,600	\$51,764	\$51,764	\$0	\$51,764
Lacombe & District FCSS - External Grant	51	\$50,000	\$51,150	\$50,000	\$0	\$50,000
Lacombe & District FCSS - Municipal Over contributions	51	\$53,108	\$54,329	\$54,329	\$0	\$54,329
Connex Operating	34	\$119,100	\$121,839	\$121,839	\$0	\$121,839
Heritage Resources Committee (HRC) Grant Funding and Operating Program	61	\$30,000	\$30,690	\$30,345	\$0	\$30,345
Lacombe & District Historical Society	62	\$82,500	\$84,398	\$115,000	\$30,603	\$84,398
Lacombe Regional Tourism Operating Grant	62	\$60,000	\$61,380	\$61,380	\$0	\$61,380
Lacombe Days Operating Grant	62	\$35,000	\$35,805	\$35,800	\$0	\$35,805
Lacombe Athletic Park Association*	Was 75 / now 71	\$55,000	\$56,265	\$65,000	\$8,735	\$65,000
Mary C Moore Public Library	77	\$359,841	\$368,117	\$368,117	\$0	\$368,117

Agency	Dept #	2025 Approved Budget	2025 Budget with 2.3% increase	2026 Request	Request above 2.3%	2026 Draft Budget
Lacombe Performing Arts Centre Foundation	78	\$45,000	\$46,035	\$46,350	\$315	\$46,035
NEW REQUESTS:						
Chamber of Commerce**	62	\$0	\$0	\$10,000	\$10,000	\$0
Dancer's Edge	62	\$0	\$0	\$10,000	\$10,000	\$0
Total Agency Grants		\$940,149	\$961,772	\$1,019,924	\$59,653	\$969,012

*Lacombe Athletic Park Association – following the 2026 Budget Workshop, Council decided to approve the additional requested amount and as such the full 2026 request is in the Operating Budget.

** Chamber of Commerce - in addition to new funding request, also requested is 40 hours of rental at LMC (not reflected in budget).

APPENDIX 4

2026 – 2028 FINANCIAL PLAN

	2026 Proposed Budget	2027 Forecast	2028 Forecast
Revenues			
Franchise Fees	2,975,988	2,975,988	2,975,988
Goods & Services Sold	17,198,170	18,054,042	18,768,786
Grants	1,536,543	1,336,543	1,336,543
Interest & Penalties	1,235,000	1,235,000	1,235,000
Local Agencies	1,331,129	1,356,077	1,366,165
Other Sources	353,930	366,111	370,661
Permits, Fines & Licenses	659,950	664,300	664,300
Taxation & Grant in Lieu	26,489,504	27,507,484	27,879,307
Transfer from Other Operating	2,069,739	2,134,291	2,233,652
Transfer from Reserves	412,110	470,740	336,890
Total Revenues	54,262,063	56,100,576	57,167,292
Expenses			
Allowances & Cancel	2,000	2,000	2,000
Debt & Banking Charges	1,660,676	2,074,507	2,148,607
Funding To Others	9,265,023	9,622,938	9,988,963
Goods & Services	7,107,918	6,981,541	6,818,844
Personnel	20,048,469	20,606,357	20,797,578
Requisitions	6,389,159	6,389,159	6,389,159
Transfer to Other Operating	2,063,527	2,128,079	2,223,652
Transfer to Reserves	5,304,034	5,774,657	6,296,454
Upgrading & Replacement	473,320	536,340	480,460
Utilities	1,947,937	1,984,998	2,021,575
Total Expenses	54,262,063	56,100,576	57,167,292

APPENDIX 5

UTILITY BILLS ESTIMATE

UTILITY BILLS ESTIMATE (TYPICAL CUSTOMERS)

	2025	2026
Single Family Home	\$ 178.48	\$ 178.48
y-y % change	5.3%	0.0%
Condo (unit meters)	\$ 130.00	\$ 130.33
y-y % change	4.9%	0.3%
Manufactured Home Park	\$ 17,583.53	\$ 17,485.85
y-y % change	5.5%	-0.6%
Small Apartment (owner)	\$ 1,037.11	\$ 1,054.24
y-y % change	6.4%	1.7%
Large Apartment (owner)	\$ 3,923.11	\$ 3,981.90
y-y % change	7.9%	1.5%
Small Business	\$ 285.59	\$ 288.17
y-y % change	5.3%	0.9%
Medium Business	\$ 867.73	\$ 889.49
y-y % change	6.6%	2.5%
Large Business	\$ 4,469.36	\$ 4,461.74
y-y % change	5.1%	-0.2%
Very Large Business/Institution	\$ 5,425.75	\$ 5,482.65
y-y % change	7.4%	1.0%