

REQUEST FOR COUNCIL DECISION



SUBJECT: 2023 Operating Budget and 2024-2025 Financial Plan
PREPARED BY: Tracey McKinnon, Senior Manager of Financial Services
PRESENTED BY: Tracey McKinnon, Senior Manager of Financial Services
DATE: November 14, 2022

FILE: 13/931

PURPOSE:

To present, for Council's consideration, the proposed 2023 Operating Budget.

RECOMMENDED MOTION(S):

1. THAT Council accept the 2023 Operating Budget as presented.

AND

2. THAT Council receive the 2024 - 2025 Financial Plan as information.

RELATED PRIOR MOTION(S):

1. (Oct 24, 2022) Council Accepted the proposed 2023 Operating Budget and 2024-2025 Plan as information

EXECUTIVE SUMMARY:

Administration presents the revised 2023 Operating Budget for discussion and deliberation.

Each year, Administration prepares City budgets in alignment with the [Annual Budget and Taxation Preparation Policy](#). This policy targets a property tax rate increase equal to the [Alberta Consumer Price Index \(CPI\)](#) as of July 1 of each year. The Alberta CPI for June 2022 was 8.4%.

The City's [Compensation Policy](#) targets the staff Cost of Living Adjustment (COLA) the average of the Alberta CPI increases for the 12 months from July 1 to June 30 which equals 5.4%.

The 2023 Operating Budget adheres to the [Debt Management Fiscal Policy](#) and [Council Remuneration and Expenses Policy](#).

ANALYSIS:

On October 24, 2022, Administration presented the first draft of the 2023 Operating budget to Council. This version of the budget was based on Council direction provided on August 15, 2022, to prepare the 2023 budget based on a tax rate increase and COLA equal to 5.4% (average of Alberta CPI increases for the 12 months July 1, 2021, to June 30, 2022.)

REQUEST FOR COUNCIL DECISION



The 2023 revised operating budget presented today is based on Council feedback provided during the November 1, 2022, budget workshop.

On November 1, 2022, Council directed Administration to revise the budget to a tax rate increase and COLA equal to 4%. The tax rate increase of 4% represents a 52% reduction from Council's [Annual Budget and Taxation Preparation Policy](#). The 4% COLA is a 26% reduction from Council's [Compensation Policy](#).

Appendix 1 shows a comparison of the updated 2023 budget compared to the 2022 approved budget by the major expense and revenue categories.

Revenue and Expenditure budgets have decreased by \$191k from October 24 to the current proposed budget. Table 1 and 2 show the changes.

Table 1 - Summary of Revenue Budget Changes since Oct 24, 2022

Revenues	Tax Supported increase/ (decreases)	Utility Supported increase/ (decreases)	City of Lacombe Total Budget Changes	Explanation of Changes in the revised budget
Residential Taxes	\$ (179,200)	\$ -	\$ (179,200)	Tax Rate increase changed from 5.4% to 4%
Non-Residential Taxes	\$ (44,800)	\$ -	\$ (44,800)	Tax Rate increase changed from 5.4% to 4%
Other Revenue	\$ (50,000)	\$ -	\$ (50,000)	Fire Department Inspection Revenue decreased
Transfer from Reserves	\$ 90,268	\$ (6,497)	\$ 83,771	\$90k Increase in Transfer from Operating Reserve; \$6.4k decrease in transfer from Solid Waste Reserve
Transfer from Other Operating	\$ (354)	\$ -	\$ (354)	Decrease in Administration Fees from Police
Total Revenue Changes	\$ (184,086)	\$ (6,497)	\$ (190,583)	

REQUEST FOR COUNCIL DECISION



Table 2 - Summary of Expense Budget Changes since Oct 24, 2022

Expenses	Tax Supported increase/ (decreases)	Utility Supported increase/ (decreases)	City of Lacombe Total Budget Changes	Explanation
Wages	\$ (126,424)	\$ (20,340)	\$ (146,764)	COLA changed from 5.4% to 4%
Payroll Benefits	\$ (14,706)	\$ (2,421)	\$ (17,127)	COLA changed from 5.4% to 4%
Travel & Subsistence	\$ 14,950	\$ -	\$ 14,950	Increase in council travel
Training & Conferences	\$ 6,433	\$ -	\$ 6,433	Increase in council training
Postage & Freight	\$ (5,864)	\$ -	\$ (5,864)	Decrease in Administration Postage
Staff & Volunteer Appreciation	\$ 350	\$ -	\$ 350	Increase in Council Staff and Volunteer Appreciation
Telephone & Fax	\$ (187)	\$ -	\$ (187)	Decrease in Council expense
Advertising & Promotions	\$ (3,500)	\$ -	\$ (3,500)	Decrease in unallocated Council expenses
Upgrading & Replacement	\$ (20,000)	\$ -	\$ (20,000)	Sign upgrading reduced
Transfer to Reserves	\$ (34,784)	\$ 16,264	\$ (18,520)	General Capital Reserve (decrease) and Utility Reserves
Administration Services Recovery	\$ (354)	\$ -	\$ (354)	Decrease in Administration Fees from Police
Total Expenditure Changes	\$ (184,086)	\$ (6,497)	\$ (190,583)	

Administration amended the council budget to reflect current travel and accommodation costs. The proposed budget for the Mayor and per Councillor is shown in Table 3.

Table 3 - 2023 Proposed Budgets for Council

Category	Councillor	Mayor
Conference Registration	\$ 2,000	\$ 2,000
Mid-sized City's Mayor Caucus		\$ 2,000
General Travel & Accommodations	\$ 5,200	\$ 6,000
Advertising and Promotions	\$ 250	\$ 500
Staff and Volunteer Appreciation	\$ 100	\$ 100
Telephone and Fax	\$ 200	\$ 1,100
Office Supplies		\$ 300
Total	\$ 7,750	\$ 12,000

TAX FUNDED OPERATIONS

Municipal Revenues Highlights

Municipal Taxes

Council directed Administration to prepare the proposed operating budget with a 4% tax increase in the General Municipal Requisition, as well as a 1% Special Paving Tax. The 4% tax increase translates to approximately \$640,000 in additional tax revenue. \$100,000 in new growth taxation revenue has been included in the proposed 2023 Budget, as well as a Special Paving Tax equivalent to \$160,000 or 1% of the municipal taxes.

Not including assessment growth, the following tax rate increases will generate tax revenue as follows:

Every 1.0% tax increase = \$160,000 (approximately)

4% tax increase = \$640,000

The special paving tax represents an additional \$160,000 designated to maintain overall road conditions, supporting the Road Asset Management Plan that was presented to Council on May 3, 2021.

Franchise Fees

In 2023, the proposed budget for franchise fee revenue is \$44,000 higher than in 2022 based on the retailers' projected sales.

User Fees

Goods and Services Revenue increased by \$828,000. The revenue budgets in the Arena and Aquatic Center, and Cemetery have increased to reflect current actuals. Utility Revenue has increased by 3.9% on average, in accordance with updated utility rate models. Utility user fees revenue budgeted for water, wastewater and solid waste services has increased by \$538,316 from 2022. The increases per department are:

- Water: 5.4% (Utility model recommends 5.9%, but Administration has limited increase to Alberta CPI) - \$314,822
- Wastewater: 2.4% - \$134,458
- Solid Waste: 3.6% - \$89,036

REQUEST FOR COUNCIL DECISION



Transfer From Reserves

The transfers from reserves as a funding source increased by \$496k in the 2023 proposed budget from the 2022 budget. \$190k of this increase is a one-time transfer from the operating reserve to offset one-time costs and balance the budget. There also a transfer from the offsite reserves to fund debt servicing related to development of \$186k that is new in 2023. Other reserve transfer increases include: The Community Builder fund transfer of \$75k to offset Fish and Games application, a \$25k transfer from IT reserve to fund Aerial photos and a \$19k transfer from the solid waste reserve to fund utility operations.

Municipal Expense Highlights

Personnel

The proposed budget includes a cost-of-living allowance (COLA) of 4% for 2023. Appendix 2 provides a 2023 budget comparison of wages and benefits from the 2022 budget, by Department. Wages and Benefits are \$1.23 million higher than the 2022 Operating Budget. The increase in wages and benefits are the combined result of the Cost-of-Living Allowance (COLA), pay grid increments, LPA contract changes and new positions. Appendix 3 provides a breakdown of these changes by Department.

Table 4 shows the personnel budget changes due to new positions.

Table 4 - New Positions

Position	Wages	Benefits	Total
Community Safety Liason	\$ 92,841	\$ 23,210	\$ 116,051
Project Manager	\$ 82,525	\$ 20,631	\$ 103,156
Data Analyst	\$ 72,681	\$ 11,435	\$ 84,116
Deputy Fire Chief - Fire Inspection	\$ 82,525	\$ 20,631	\$ 103,156
Parks - additional casual hours	\$ 6,760		\$ 6,760
Total Wages and Benefits	\$ 337,332	\$ 75,907	\$ 413,239

Grants to Organizations

Community groups presented to Council at the October 11th Council meeting. The additional funds requested are shown in Appendix 4 – Agency Request increases.

Education Requisitions

Alberta Education requisitions have been budgeted at the same levels as in 2022 but the 2022-2023 Provincial budget indicated a potential to increase by 1.3%. In early 2023, the province will announce the education requisition amounts for the 2023 fiscal year, and Administration will adjust these amounts as a part of the 2023 spring budget adjustments.

Utility Expenses

The budgeted utility costs for the City of Lacombe increased by \$239k due to increases in Electricity and Natural Gas prices.

Goods and Services

The proposed 2023 budget for Goods and Services is \$572k higher than the 2022 budget. The following contributes to this overall increase:

- Oil, Fuel and Gas has increased by \$71k
- Telephone and Fax increased by \$26k
- Subscriptions and publications increased by \$44k for various systems
- Chemicals, Materials and Supplies increased by \$43k
- Equipment Maintenance and Repairs increased by 43k
- Training and Conferences increased by \$53k (new Police Recruits/Council)
- Travel and subsistence increased by \$22k
- Other professional Services have increased by \$270k as follows:

One-time expenditures include:

- 2023 Census (\$40k),
- Aerial Photos (\$25k),
- Jardine Sandpit Reclamation study (\$35k),
- Water Asset Management Plan (\$45k),
- Community Needs Assessment (Recreation, Culture, and Social Gap Analysis) (2 years of \$55k)
- Public Art 1% of Capital (\$15k)

Ongoing increases include:

- Increased weed removal in Cranna Lake (\$12k),
- Contracted line painting (\$50k),
- Amended Community Builder Partnership Policy (net increase \$30k).

REQUEST FOR COUNCIL DECISION



Transfers to Reserves - tax supported

The reserve contributions have been increased to minimize future borrowing for the City of Lacombe.

Appendix 5 shows the Reserves and Grant forecast and the increase in Transfer to Reserves from the 2022 to 2023 proposed budget.

The recommended transfers to tax-supported reserves 2023 budget have increased by approximately \$307k from 2022. The 1% Special Paving tax is offset by a \$160k increase in the transfer to the road reserve. The transfer to the Common Services - Fleet Replacement Reserve was increased by \$201k to reflect the higher cost of fleet replacements over the 10-year plan. The transfer to the Parks Reserve has increased by \$40k to fund future trail and playground upgrades.

Debt Servicing Costs

The proposed 2023 budget includes debt servicing costs that are \$295k lower than in 2022. The decrease is due to early repayment of the loan for the Len Thompson Phase II Industrial Land in 2022.

In the next 5 years, the City of Lacombe anticipates borrowing for the following projects:

- New Public Works Building - 2023/2024
- 76 Street Road Upgrade - 2025
- Fire Hall - 2025
- Fire Engine Replacement - 2025
- Fire Ladder truck replacements - 2026

UTILITY FUNDED OPERATIONS

Water

The 2023 budget for the Water Department revenues is \$307k higher than the 2022 approved budget. The proposed 2023 Operating Budget includes a 5.4% increase in user fee revenue, offset largely by a \$277k increase in transfer to the water reserve.

Wastewater

The overall proposed 2023 revenue budget for the Wastewater Department is approximately \$140k higher than the 2022 approved budget, with a \$187k increase in transfer to the

REQUEST FOR COUNCIL DECISION



wastewater reserve. The proposed 2023 Operating Budget includes a 2.4% increase in user fee revenue.

Solid Waste

The proposed 2023 Operating Budget for the Solid Waste Department revenue is \$116,136 higher than 2022. This is approximately 3.6% higher user fee revenue than the 2022 approved budget. In 2023, there is a \$19k transfer from the solid waste reserve to offset solid waste utility expenses.

Transfers to Reserves

Appendix 5 shows the Reserves and Grant forecast as well as a comparison of Transfer to Reserves between the 2022 Operating Budget and the proposed 2023 Operating Budget. The transfers to the Utility Reserves have increased by \$397,814 in 2023 to help fund the average cost of capital maintenance and replacement over the 10-Year Capital Plan.

BORROWING CAPACITY

Long Term Debt

As of December 31, 2021, the total debt outstanding for the City of Lacombe is \$23,602,876.

Currently, the City's debt stands at 59% of the municipal debt limit (or 44% of the limit identified in the Municipal Government Act (MGA)). The City has the following debt capacity based on both the City's [Debt Management Fiscal Policy](#) and the Municipal Government Act:

The City is compliant with both its self-imposed debt servicing limit as well as the debt servicing limit imposed by the Municipal Government Act.

REQUEST FOR COUNCIL DECISION



Table 5 - Debt Limit as of December 2021

Debt Limit	Council Policy	MGA
Debt Limit (2021)	\$40,175,810	\$53,567,746
Total Outstanding Debt	\$23,602,876	\$23,602,876
Debt Limit Available	\$16,572,934	\$29,964,870
Debt as a % of Debt Limit	58.7%	44.1%
Percent of Debt Limit Available	41.3%	55.9%

Table 6 - Debt Servicing Limits as of December 2021

Debt Servicing	Council Policy	MGA
Debt Servicing Limit (2021)	\$6,695,969	\$8,927,958
Debt Servicing	\$2,055,876	\$2,055,876
Debt Servicing as a % of Debt Servicing Limit	30.7%	23.0%
Debt Servicing Limit Available	\$4,640,093	\$6,872,082

Borrowing Rates and Servicing Costs

Due to increasing interest rates, the cost of borrowing is considerably higher than a year ago. The following table illustrates annual servicing costs and the tax impact when borrowing one million dollars (\$1,000,000).

Table 7 – Cost of borrowing \$1,000,000 as of October 16, 2022:

Loan term	25 years	30 Years
Annual servicing cost	\$71,577	\$65,964
Loan rate	5.15%	5.17%
Tax rate impact	0.45%	0.41%

OPERATING PLAN

Appendix 6 summarizes the 3-year financial plan for 2023-2025. The proposed municipal tax rate increase is 4% in 2023 and an additional 5% and 2% in 2024 and 2025, respectively, (including 2 % estimated COLA per year). The 1% Special Paving Tax is projected to continue throughout 2023-2025.

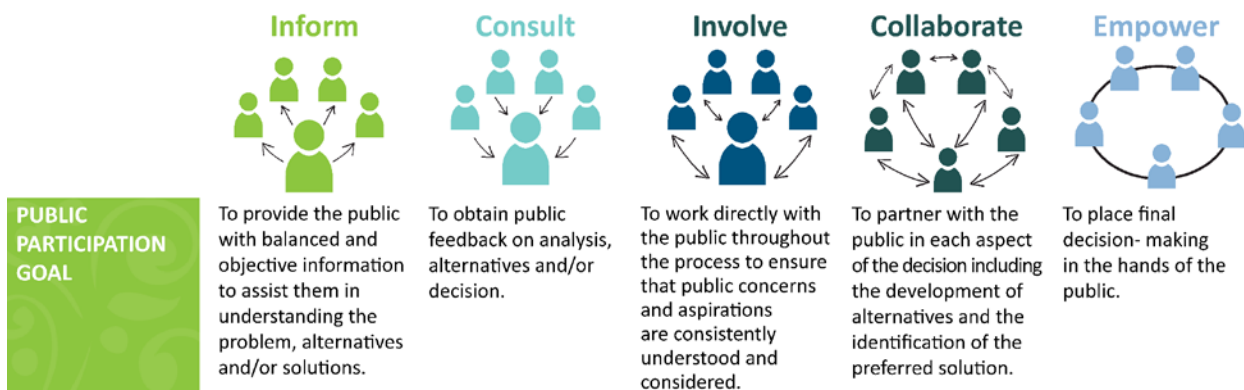
REQUEST FOR COUNCIL DECISION



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: [\(LINK\)](#)



The following engagement strategies have taken place to support Council's deliberations:

- **Inform** public by Posting Budget information on the City's website and social media channels
- **Consult** with public on budget Discussions at the 2022 Lacombe Trade Show, Lacombe Farmers' Market, and Coffee with Council sessions. Council budget workshops are available for the public to attend and Budget suggestions can be sent to Budget2022@lacombe.ca, or councilconnect@lacombe.ca

Following Council's adoption of the 2023 Operating Budget and 2024- 2025 Financial Plan, the public will be **Informed** via media release, social media channels, and by the documents being uploaded to the City's website under the 'Budget 2023' heading.

REQUEST FOR COUNCIL DECISION



POTENTIAL MOTION(S):

1. **[Recommended]** THAT Council accept the 2023 Operating Budget as presented.

AND

2. **[Recommended]** THAT Council receive the 2024-2025 Financial Plan as information.

OR

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

ATTACHMENTS:

Appendix 1 – Comparison – 2023 Proposed Budget vs. 2022 Approved Budget

Appendix 2 – Departmental Wages and Benefits Comparison – 2023 vs. 2022

Appendix 3 – Wages and Benefit Changes in 2023

Appendix 4 - Grants to Organizations – 2023 vs. 2022

Appendix 5 – Reserves and Grants Forecast 2023

Appendix 6 – 2023-2025 Financial Plan

Appendix 1
City of Lacombe
Comparison 2023 Proposed Budget vs. 2022 Approved Budget
Updated November 4, 2022

	2022 Approved Budget	2023 Proposed Budget	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues				
Franchise Fees	2,529,834	2,573,828	43,994	1.7%
Goods & Services Sold	14,050,476	14,878,488	828,012	5.9%
Grants	1,044,810	1,058,147	13,337	1.3%
Interest & Penalties	578,500	661,000	82,500	14.3%
Local Agencies	1,147,561	1,280,461	132,900	11.6%
Other Sources	178,057	291,976	113,919	64.0%
Permits, Fines & Licenses	779,950	722,450	(57,500)	-7.4%
Taxation & Grant in Lieu	21,346,436	22,093,836	747,400	3.5%
Transfer from Other Operating	1,813,048	1,656,003	(157,045)	-8.7%
Transfer from Reserves	93,099	589,261	496,162	532.9%
Total Revenues	43,561,771	45,805,450	2,243,679	5.2%
Expenses				
Allowances & Cancel	8,315	6,315	(2,000)	-24.1%
Debt & Banking Charges	2,099,213	1,803,924	(295,289)	-14.1%
Funding To Others	8,187,749	8,143,796	(43,953)	-0.5%
Goods & Services	5,328,741	5,901,202	572,461	10.7%
Personnel	15,926,596	17,154,600	1,228,004	7.7%
Requisitions	5,181,757	5,181,757	0	0.0%
Transfer to Other Operating	1,807,152	1,638,470	(168,682)	-9.3%
Transfer to Reserves	3,132,832	3,837,461	704,629	22.5%
Upgrading & Replacement	431,958	441,700	9,742	2.3%
Utilities	1,457,458	1,696,225	238,767	16.4%
Total Expenses	43,561,771	45,805,450	2,243,679	5.2%

Appendix 2

City of Lacombe

Departmental Personnel (Wages and Benefit) Budgets - 2020-2023 draft

Updated November 4, 2022

Department Name	Dept. #	2020 Approved Budget	2021 Approved Budget	2022 Approved Budget	2023 proposed Budget (4% COLA)	2023 Increase from 2022
Council	Dept. 11	255,331	261,412	323,008	327,375	4,367
Administration	Dept. 12	1,890,771	2,086,868	2,155,485	2,297,321	141,836
Information Services	Dept. 15	494,915	508,256	588,606	723,050	134,444
Police Dept.	Dept. 21	4,049,290	4,102,474	4,288,407	4,594,615	306,208
Fire Dept.	Dept. 23	541,739	623,479	637,011	768,211	131,200
Enforcement Services	Dept. 26	165,436	174,587	221,306	313,133	91,827
Common Services	Dept. 31	330,942	335,446	358,717	353,787	- 4,930
Streets & Roads	Dept. 32	1,074,864	1,083,714	1,115,595	1,186,544	70,949
Storm Sewer	Dept. 37	32,927	33,104	37,746	52,491	14,745
Engineering Services	Dept. 38	280,663	228,197	256,750	277,652	20,902
Water	Dept. 41	722,788	746,289	775,757	773,467	- 2,290
Wastewater	Dept. 42	470,600	485,964	507,620	594,385	86,765
Solid Waste	Dept. 43	411,341	414,176	467,811	528,163	60,352
Cemetery	Dept. 56	116,227	116,893	121,924	138,561	16,637
Planning & Development	Dept. 61	491,271	503,084	543,815	579,171	35,356
Economic Development	Dept. 62	349,846	326,288	318,305	240,681	- 77,624
Recreation Services	Dept. 71	154,777	77,528	80,110	-	- 80,110
Lacombe Memorial Centre	Dept. 72	458,335	407,321	447,701	558,930	111,229
Aquatic Centre	Dept. 73	1,080,131	1,081,591	1,121,904	1,097,039	- 24,865
Arena	Dept. 74	567,747	586,140	594,746	729,353	134,607
Parks & Playgrounds	Dept. 75	858,623	874,574	941,664	951,341	9,677
Library	Dept. 77	23,361	21,247	22,608	22,027	- 581
Culture	Dept 78			-	47,303	47,303
Total		14,821,925	15,078,632	15,926,596	17,154,600	1,228,004

Wages and Benefits total changes from 2022-2023

Dept. #	Department Name	Category	2022 Final Budget	2023 Draft Budget	Increase / (decrease)
Dept. 11	Council	Wages	308,300	313,734	5,434
Dept. 11	Council	Benefits	14,708	13,641	(1,067)
Dept. 12	Administration	Wages	1,766,076	1,845,977	79,901
Dept. 12	Administration	Benefits	385,849	447,784	61,935
Dept. 12	Administration	HR	3,560	3,560	0
Dept. 15	Information Services	Wages	482,097	594,254	112,157
Dept. 15	Information Services	Benefits	106,509	128,796	22,287
Dept. 21	Police Dept.	Wages	3,474,416	3,716,820	242,404
Dept. 21	Police Dept.	Benefits	813,991	877,795	63,804
Dept. 23	Fire Dept.	Wages	575,704	684,303	108,599
Dept. 23	Fire Dept.	Benefits	61,307	83,908	22,601
Dept. 26	Enforcement Services	Wages	184,266	251,153	66,887
Dept. 26	Enforcement Services	Benefits	37,040	61,980	24,940
Dept. 31	Common Services	Wages	293,589	292,624	(965)
Dept. 31	Common Services	Benefits	65,128	61,163	(3,965)
Dept. 32	Streets & Roads	Wages	913,546	974,858	61,312
Dept. 32	Streets & Roads	Benefits	202,049	211,686	9,637
Dept. 37	Storm Sewer	Wages	30,679	43,106	12,427
Dept. 37	Storm Sewer	Benefits	7,067	9,385	2,318
Dept. 38	Engineering Services	Wages	209,790	225,161	15,371
Dept. 38	Engineering Services	Benefits	46,960	52,491	5,531
Dept. 56	Cemetery	Wages	100,174	113,276	13,102
Dept. 56	Cemetery	Benefits	21,750	25,285	3,535
Dept. 61	Planning & Development	Wages	446,290	475,254	28,964
Dept. 61	Planning & Development	Benefits	97,525	103,917	6,392
Dept. 62	Economic Development	Wages	260,999	194,172	(66,827)
Dept. 62	Economic Development	Benefits	57,306	46,509	(10,797)
Dept. 71	Recreation Services	Wages	63,974		(63,974)
Dept. 71	Recreation Services	Benefits	16,136		(16,136)
Dept. 72	Lacombe Memorial Centre	Wages	366,723	457,693	90,970
Dept. 72	Lacombe Memorial Centre	Benefits	80,978	101,237	20,259
Dept. 73	Aquatic Centre	Wages	959,560	939,662	(19,898)
Dept. 73	Aquatic Centre	Benefits	162,344	157,377	(4,967)
Dept. 74	Arena	Wages	483,225	592,804	109,579
Dept. 74	Arena	Benefits	111,521	136,549	25,028
Dept. 75	Parks & Playgrounds	Wages	809,986	814,649	4,663
Dept. 75	Parks & Playgrounds	Benefits	131,678	136,692	5,014
Dept. 77	Library	Wages	18,342	17,893	(449)
Dept. 77	Library	Benefits	4,266	4,134	(132)
Dept. 78	Culture	Wages		39,200	39,200
Dept. 78	Culture	Benefits		8,103	8,103
Total Tax Supported			14,175,408	15,258,585	1,083,177
Dept. 41	Water	Wages	637,646	643,316	5,670
Dept. 41	Water	Benefits	138,111	130,151	(7,960)
Dept. 42	Wastewater	Wages	415,446	493,714	78,268
Dept. 42	Wastewater	Benefits	92,174	100,671	8,497
Dept. 43	Solid Waste	Wages	378,574	428,550	49,976
Dept. 43	Solid Waste	Benefits	89,237	99,613	10,376
Total Utility Supported			1,751,188	1,896,015	144,827
Total City of Lacombe			15,926,596	17,154,600	1,228,004

Breakdown of changes in Wages and Benefits from 2022-2023

Reversal of One time approved 2022 Wages	Cost of Living Allowance (COLA) Salary increase 4%	Lacombe Police Service (New, LPA contract, Benefit & Step increases)	Step increases, Benefit Corrections, Reclassifications, and Community Service Restructure	Salary Allocations Changes	New Personnel Requests	Increase / (decrease)
	12,054		(6,620)			5,434
	539		(1,606)			(1,067)
	70,947		11,532	(2,578)		79,901
	9,177		53,274	(516)		61,935
	0					0
(20,000)	23,463		8,035	64,618	36,041	112,157
	3,144		279	13,147	5,717	22,287
	26,920	215,484				242,404
	14,678	49,126				63,804
	22,653		3,421		82,525	108,599
	1,403		567		20,631	22,601
(35,000)	5,840		3,206		92,841	66,887
	890		840		23,210	24,940
	11,188		(3,891)	(8,262)		(965)
	1,539		(3,852)	(1,652)		(3,965)
	36,630		20,213	4,469		61,312
	5,269		3,474	894		9,637
	1,595		1,216	9,616		12,427
	206		189	1,923		2,318
	5,479		(4,584)	(68,049)	82,525	15,371
	804		(2,294)	(13,610)	20,631	5,531
	4,317		8,785			13,102
	674		2,861			3,535
	18,286		10,678			28,964
	2,621		3,771			6,392
	7,420		(74,247)			(66,827)
	1,159		(11,956)			(10,797)
	-		(63,974)			(63,974)
	-		(16,136)			(16,136)
	17,362		73,608			90,970
	2,403		17,856			20,259
	34,968		(54,866)			(19,898)
	3,890		(8,857)			(4,967)
	22,101		87,478		6,760	109,579
	3,033		21,995			25,028
	30,402		(32,499)			4,663
	3,434		1,580			5,014
	676		(1,125)			(449)
	94		(226)			(132)
	1,511		37,689			39,200
	223		7,880			8,103
(55,000)	408,992	264,610	93,694	-	370,881	1,083,177
	23,777		12,049	(48,476)	18,320	5,670
	3,114		(4,239)	(9,695)	2,859	(7,960)
	18,172		13,862	27,914	18,320	78,268
	2,374		(2,319)	5,583	2,859	8,498
	16,197		13,031	20,748		49,976
	2,434		4,016	3,926		10,376
-	66,068	-	36,401	-	42,358	144,827
(55,000)	475,060	264,610	130,095	-	413,239	1,228,004

Appendix 4
City of Lacombe
Agency Request Increases
Updated November 4, 2022

Agency	Dept #	2022 Approved Budget	2023 Draft Budget	Total Increase	Percentage Increase
Lacombe Police Commission	21	\$ 3,770,495	\$ 4,023,297	\$ 252,802	6.70%
Lacombe & District FCSS	51	172,461	182,494	10,033	5.82%
Connex Operating	34	158,724	164,313	5,589	3.52%
Heritage Resources Committee (HRC) Grant Funding and Operating Program	61	11,400	13,000	1,600	14.04%
Lacombe & District Historical Society	62	55,900	58,919	3,019	5.40%
Mary C Moore Public Library	77	716,592	713,648	(2,944)	(0.41%)
Lacombe Regional Tourism Operating Grant	62	61,566	64,634	3,068	4.98%
Lacombe Days Operating Grant	62	30,000	31,200	1,200	4.00%
Lacombe Performing Arts Centre Foundation	78	30,000	31,500	1,500	5.00%
Total Agency Grants		\$ 5,007,138	\$ 5,283,005	\$ 275,867	5.51%

Appendix 6
City of Lacombe
2023-2025 Financial Plan
Updated November 4, 2022

	2023 Proposed Budget	2024 Forecast	2025 Forecast
Revenues			
Franchise Fees	2,573,828	2,625,309	2,677,810
Goods & Services Sold	14,878,488	15,294,729	15,643,268
Grants	1,058,147	1,059,477	1,060,835
Interest & Penalties	661,000	677,500	698,000
Local Agencies	1,280,461	1,299,273	1,316,610
Other Sources	291,976	257,596	245,736
Permits, Fines & Licenses	722,450	725,450	729,700
Taxation & Grant in Lieu	22,093,836	23,111,392	23,633,861
Transfer from Other Operating	1,656,003	1,682,482	1,707,905
Transfer from Reserves	589,261	375,290	366,901
Total Revenues	45,805,450	47,108,498	48,080,626
Expenses			
Allowances & Cancel	6,315	6,315	6,315
Debt & Banking Charges	1,803,924	2,058,911	2,256,790
Funding To Others	8,143,796	8,219,090	8,294,799
Goods & Services	5,901,202	5,932,951	5,886,006
Personnel	17,154,600	17,681,774	18,145,063
Requisitions	5,181,757	5,181,757	5,181,757
Transfer to Other Operating	1,638,470	1,681,038	1,708,800
Transfer to Reserves	3,837,461	4,139,771	4,322,730
Upgrading & Replacement	441,700	421,700	417,210
Utilities	1,696,225	1,785,191	1,861,156
Total Expenses	45,805,450	47,108,498	48,080,626