



BUDGET 2021

November 30, 2020

City Manager Introduction

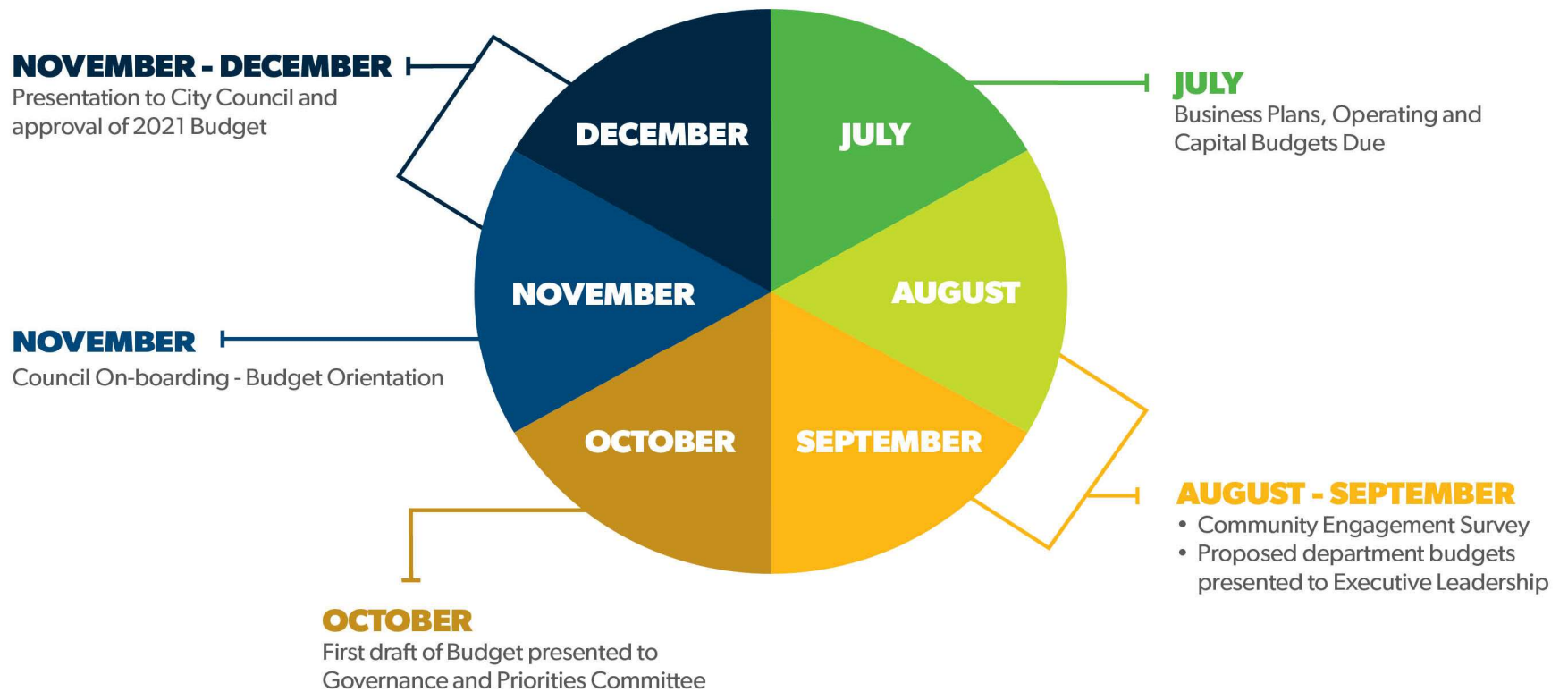
For consideration of Mayor and Council, City of Lloydminster Administration is pleased to present the Draft 2021 Municipal Budget.

Administration has endeavored to prepare an efficient and responsible 2021 budget that accounts for future capital needs while maintaining current service levels to the community. The City of Lloydminster continues to be challenged by economy-related revenue decreases, which have historically helped to offset tax-funded requirements. COVID-19 continues to place uncertainty with not only the health of our citizens but also the establishment of a 'new normal'. Additionally, the cost of providing basic municipal services continues to rise.

Given the current economic outlook and the impacts of COVID-19, Administration has strived to realize opportunities for savings and maintain revenues in 2021.

Throughout the 2021 Draft Budget, Administration has aligned its plans with Council's strategic direction, leveraging federal and municipal funding programs to support critical infrastructure, attract investment and spur our local economy. In mapping fiscal priorities for 2021, Administration sought to maintain 2020 municipal service levels, while also implementing infrastructure replacement that may stimulate the local economy.

2021 BUDGET PROCESS



Community Engagement

Collecting feedback during a pandemic

Due to COVID-19, Administration committed its citizen-engagement resources to online methods.

This year's budget-engagement campaign garnered 118 comments and 198 completed survey responses.

The 'Your City. Your Dollar' campaign was hosted digitally between August 14 and September 4, 2020 and was actively advertised through both digital and traditional media.



Lloydminster Today

Businesses, government, families and individuals have all been affected by the COVID-19 pandemic. To help all clients, stakeholders, and the market at large navigate the impact, the City recognizes a three-phase framework.

Respond

The City is focused on learning from the pandemic with the intent to emerge stronger, maintain citizen service levels and manage critical resources while preparing for the new normal.

Recover

Working collaboratively with community stakeholders on a recovery plan to build a more dynamic, resilient and secure City.

Thrive

The City is working to build nimble and secure processes and systems to ensure Lloydminster's ability to thrive as social and economic indicators begin to show signs of genuine recovery.



Key Challenges

❑ **COVID-19**

The City is preparing for significant future decreases as we continue to respond to the pandemic, keeping an eye on recovery.

❑ **Infrastructure Deficit**

Council has made progress on a number of infrastructure deficits. Administration continues to refine its asset-management strategy to address the City's true infrastructure deficit.

❑ **Protective Services**

The City continues to address staffing and capital requirements to meet community needs and current protective services which include, fire, police and public safety.

❑ **Facility Refresh and Replacement**

Will continue with the refresh of the public library and the LCSC as well as the new Wastewater Treatment Facility.



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OPERATING BUDGET

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Operational Highlights

- ❑ Proposed 3% increase to municipal tax levy.
- ❑ Utility rates adjusted by 3%.
- ❑ Contribution 1% to operating and capital reserves
- ❑ Focus on infrastructure priorities established in our multi-year maintenance and capital.
- ❑ With consideration to economic realities, Administration worked diligently to keep costs at a minimum without reducing service levels.
- ❑ Not included at this time is the unfunded amortization of \$23 million for ease of identifying the balanced budget.



Historical Operating Budget

	Budget 2019	Budget 2020	Budget 2021
Revenues			
Net Municipal Taxes	36,139,139	35,958,439	37,022,890
User Fees and Sale of Goods	33,315,351	33,254,672	32,250,688
Government Transfers for Operating	3,800,898	4,029,447	4,069,779
Investment Income	1,110,500	1,500,000	1,350,000
Penalties and Cost of Taxes	1,586,300	1,380,900	1,470,400
Licenses and Permits	1,033,814	938,017	827,430
Franchise and Concession Contracts	6,067,903	5,988,783	5,989,684
Transfers from Reserves	5,151,611	759,197	50,000
	\$ 88,205,516	\$ 83,809,455	\$ 83,030,871
Expenses			
Salaries, Wages and Benefits	31,081,635	32,505,023	35,207,067
Contracted Services	19,795,693	20,132,924	19,438,488
Materials and Goods	3,449,798	3,392,370	3,405,398
Utilities	6,148,590	5,995,067	5,995,740
Transfers to Local Boards or Agencies	1,852,965	1,836,322	1,846,283
Bank Charges	91,190	65,840	136,768
Interest on Long-Term Debt	978,884	906,394	1,112,544
Principal Debt Payments	2,218,362	2,279,126	2,709,769
Cost of Sales	1,294,259	1,356,594	808,956
Provisions for Landfill Closure	-	-	150,000
Bad Debt	60,000	100,000	30,000
Transfers to Reserves	21,234,139	15,231,701	12,147,271
	\$ 88,205,516	\$ 83,801,361	\$ 82,988,284
Surplus/(Deficit)	\$ 0	\$ 8,094	\$ 42,587

Future Operating Budget

	Budget 2021	Budget 2022	Budget 2023
Revenue			
Net Municipal Taxes	37,022,890	38,132,548	39,275,498
User Fees & Sale of Goods	32,250,688	31,148,665	31,707,003
Government Transfers for Operating	4,069,779	4,038,079	3,971,579
Investment Income	1,350,000	1,400,000	1,500,000
Penalties and Cost of Taxes	1,470,400	1,470,400	1,470,400
Licenses and Permits	827,430	892,187	924,430
Franchise and Concession Contracts	5,989,684	6,076,409	6,188,481
Transfers from Reserves	50,000	-	-
	\$ 83,030,871	\$ 83,158,288	\$ 85,037,391
Expense			
Salaries, Wages and Benefits	35,207,067	\$ 35,368,966	\$ 35,619,199
Contracted Services	19,438,488	18,765,175	19,035,935
Materials and Goods	3,405,398	3,355,600	3,409,347
Utilities	5,995,740	6,063,801	6,092,632
Transfers to Local Boards or Agencies	1,846,283	1,854,599	1,885,596
Bank Charges	136,768	140,971	141,181
Interest on Long-Term Debt	1,112,544	1,315,940	1,357,217
Principal Debt Payments	2,709,769	3,658,817	3,957,720
Cost of Sales	808,956	355,751	400,724
Provisions for Landfill Closure	150,000	150,000	150,000
Bad Debt	30,000	30,000	30,000
Transfers to Reserves	12,147,271	12,011,609	12,861,313
	\$ 82,988,284	\$ 83,071,229	\$ 84,940,864
Surplus/(Deficit)	\$ 42,587	\$ 87,059	\$ 96,527



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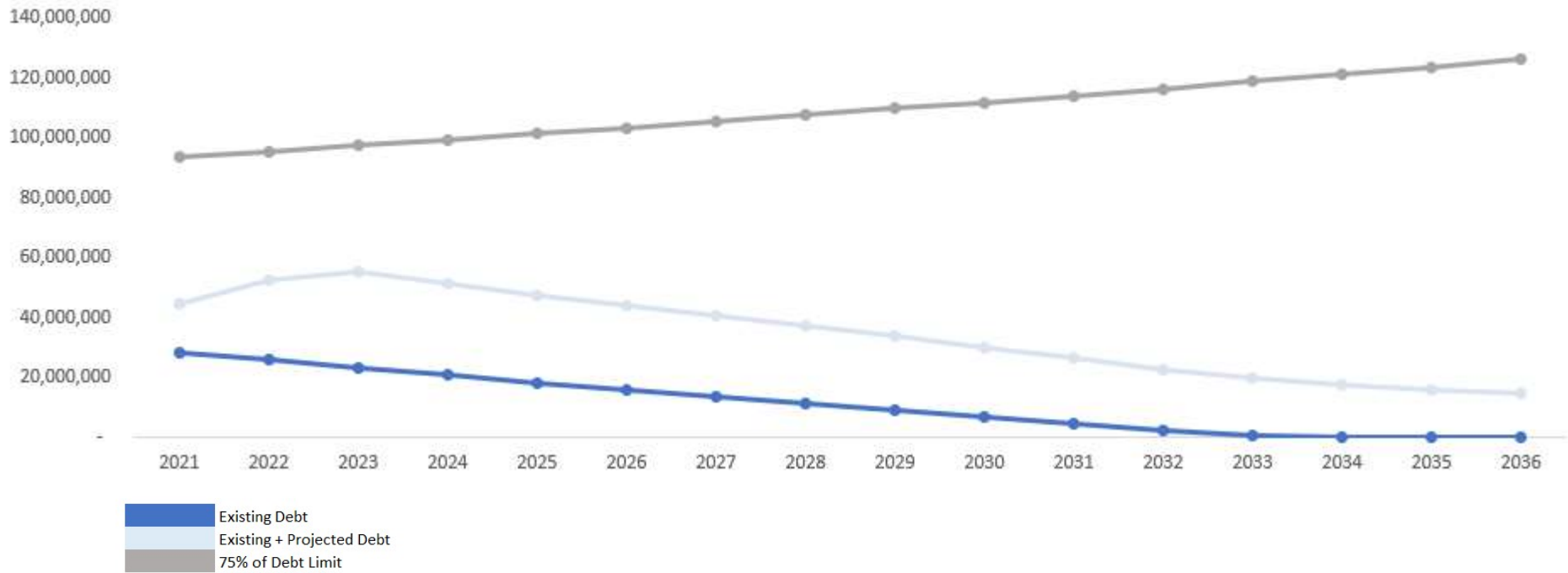
Existing Debt

Debenture Name	Year Borrowed	Total Amount Borrowed	Current Amount Outstanding	Last Payment Date
RCMP Building	2012	6,500,000	4,343,741	17-Dec-32
Operations Centre	2013	20,592,965	14,277,215	15-Mar-33
North South Corridor	2014	5,500,000	4,173,859	17-Dec-34
25th Street Sanitary Trunk (Lakeside)	2015	2,600,000	2,009,012	15-Mar-35
25th Street Sanitary Trunk (53 Avenue)	2015	1,400,000	1,117,382	15-Sep-35
Outdoor Pool	2015	350,000	182,986	25-Sep-25
Husky Land Purchase	2016	1,292,346	1,092,550	17-Dec-36
2015 W&S Replacement Program	2016	2,500,000	1,432,061	17-Jun-26
2016 W&S Replacement Program	2016	1,850,000	1,160,308	17-Dec-26
Russ Robertson	2016	1,365,000	785,569	15-Mar-26
Fire Hall	2020	1,500,000	1,492,694	15-Jun-30
		45,450,311	32,067,375	



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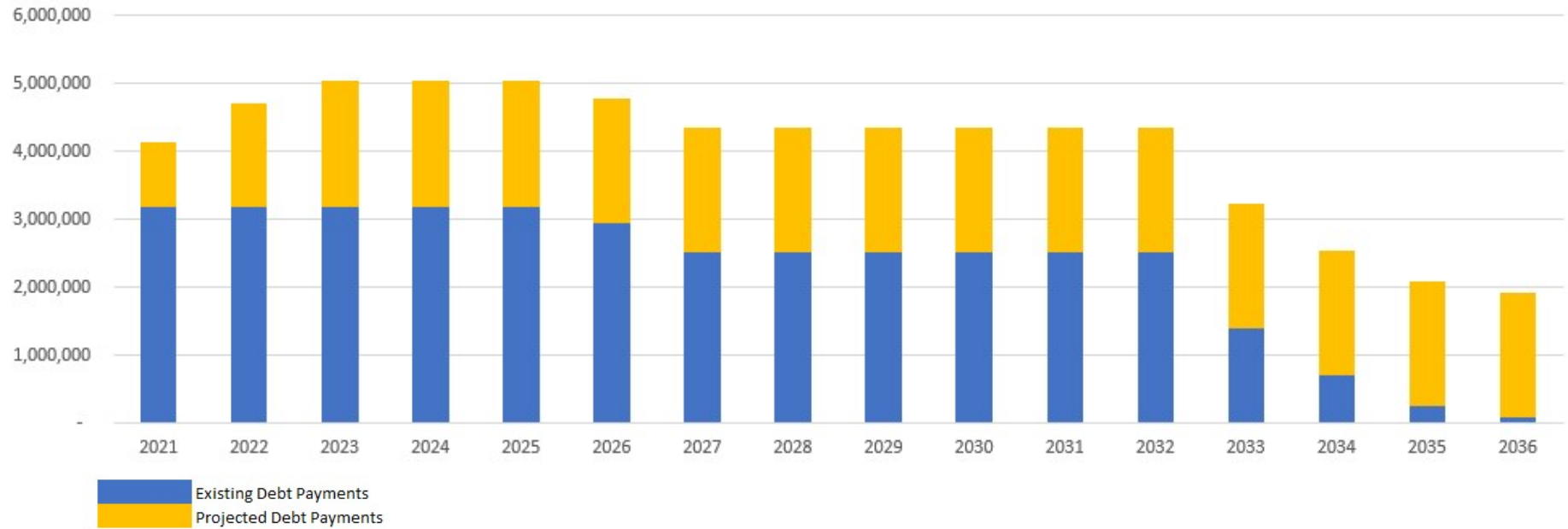
Projected Debt





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Debt Payments





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Reserves

	Actual 2019	Forecast 2020	Budget 2021
Restricted Reserves			
Business Improvement District (BID)	166,629	113,122	113,122
Grants	2,014,847	3,485,643	3,485,643
Offsites	7,345,003	8,904,655	7,404,655
Public Municipal	169,186	169,186	169,186
Subdivision Prepaid Improvements	2,065,381	2,065,381	2,065,381
	\$ 11,761,046	\$ 14,737,987	\$ 13,237,987
Unrestricted Reserves			
General Government	14,692,050	11,745,911	12,654,898
Protective Services	1,379,000	1,957,900	2,337,490
Transportation Services	7,528,288	8,578,714	7,707,257
Environmental Services	8,570,035	8,417,560	8,729,309
Social Services	110,000	110,000	136,895
Planning and Economic Development	1,360,141	1,407,781	696,518
Recreation and Culture	3,655,554	1,887,204	2,074,440
	\$ 37,295,068	\$ 34,105,070	\$ 34,336,807
	\$ 49,056,114	\$ 48,843,057	\$ 47,574,794

Grant Revenue

Government Transfers for Operating	2021 Budget
General Government	
AB MSI Operating Grant	148,508
SK Municipal Revenue Sharing Grant	2,372,586
AB Muncipal Internship Grant	37,000
Protective Services	
AB 911 Grant	147,000
AB Municipal Policing Assistance Grant (MPAG)	375,030
AB Police Officer Grant (POG)	200,000
Transportation Services	
SK Urban Highway Connector Program (UHCP)	51,644
Environmental Services	
AB Electronics Recycling Grant (ARMA)	16,000
AB Paint Recycling Grant (ARMA)	2,000
SK Cardboard Recycling Grant (MMSW)	61,200
Social Services	
AB Family and Community Support Services (FCSS)	465,585
AB Volunteer Grant	500
SK Lotteries Grant	81,414
SK Transit Assistance for People with Disabilities Grant (TADP)	16,312
Recreation and Culture	
County of Vermilion River Recreation Contribution	33,000
SK Multicultural Council Strategic Initiative Funding (MSOS)	1,000
SK Culture Museum Grant Program	26,500
SK Recreation Grant	4,500
Canadian Heritage Grant	10,000
Canada Museum Assistance Program (Exhibition Circulation Fund)	15,000
Young Canada Works	5,000
	<u>\$ 4,069,779</u>



Grant Revenue

Government Transfers for Capital

2021 Budget

Protective Services

SK SGI Grant 29,100

Transportation Services

Canada ACAP Grant 762,000

AB Municipal Stimulus Program Grant (MSP) 2,131,325

AB MSI Capital Grant 2,910,000

SK Federal Gas Tax Fund Grant (SK FGT) 835,822

Environmental Services

AB Federal Gas Tax Fund Grant (AB FGT) 1,000,000

AB MSI Capital Grant 1,350,000

AB Municipal Water/Wastewater Partnership 341,860

AB New Building Fund - Small Communities Fund (SCF) 1,369,153

Canada ICIP - Green Infrastructure Stream 4,143,475

Canada New Building Fund - National/Regional Projects (NRP) 5,522,251

Canada New Building Fund - Small Communities Fund (SCF) 1,369,153

SK ICIP - Landfill Decommissioning Grant 835,822

SK ICIP - Resilience Infrastructure Stream (Covid-19) Grant 4,000,000

SK New Building Fund - National/Regional Projects (NRP) 5,522,251

\$ 32,122,212



Operating Revenues

	Taxation	Land Division	Utilities	Operating Budget
	<i>Funded by: Property Taxes</i>	<i>Funded by: Land Sales</i>	<i>Funded by: Utility Revenue</i>	<i>All Fund Types</i>
Revenues				
Net Municipal Taxes	37,022,890			37,022,890
User Fees & Sale of Goods	6,438,515	1,566,979	24,245,194	32,250,688
Government Transfers for Operating	3,990,579		79,200	4,069,779
Investment Income	1,350,000			1,350,000
Penalties, Fines, and Cost of Taxes	1,470,400			1,470,400
Licenses and Permits	827,430			827,430
Franchise Fees and Concession Contracts	5,989,684			5,989,684
Transfers from Reserves	50,000			50,000
Total Revenues	\$ 57,139,498	\$ 1,566,979	\$ 24,324,394	\$ 83,030,871



Operating Expenses

	Taxation	Land Division	Utilities	Operating Budget
	<i>Funded by: Property Taxes</i>	<i>Funded by: Land Sales</i>	<i>Funded by: Utility Revenue</i>	<i>All Fund Types</i>
Expenses				
Salaries, Wages & Benefits	31,377,415	103,251	3,726,401	35,207,067
Contracted Services	16,324,000	176,234	2,938,254	19,438,488
Materials and Goods	2,924,155	144	481,099	3,405,398
Utilities	4,331,186	636	1,663,918	5,995,740
Transfers to Local Boards or Agencies	1,846,283			1,846,283
Bank Charges	77,968		58,800	136,768
Interest on Long-Term Debt	707,237		405,307	1,112,544
Principal Debt Payments	1,677,900		1,031,869	2,709,769
Cost of Sales	39,000	569,956	200,000	808,956
Provisions for Landfill Closure			150,000	150,000
Bad Debt			30,000	30,000
Total Expenses before Transfers to Reserves	\$ 59,305,144	\$ 850,221	\$ 10,685,648	\$ 70,841,013
Transfers to Reserves				
Annual Transfer to Operating Reserves	607,321		138,500	745,821
Annual Transfer to Capital Reserves	811,749		188,249	999,998
Annual Transfer to Equipment Fleet Reserve	1,632,468		473,436	2,105,904
Annual Transfer to Public Safety Photo Radar Reserve	180,000			180,000
Transfer to General Government Capital Reserve	600,000			600,000
Annual Transfer to Capital Programs	2,348,800	717,268	4,449,480	7,515,548
Total Transfers to Reserves	\$ 6,180,338	\$ 717,268	\$ 5,249,665	\$ 12,147,271
Total Expenses	\$ 65,485,482	\$ 1,567,489	\$ 15,935,313	\$ 82,988,284
Total Operating Surplus/(Deficit)	\$ (8,345,984)	\$ (510)	\$ 8,389,081	\$ 42,587



Operating by Department

General Government

	Revenue	Expense	Budget 2021 Surplus/ (Deficit)	Budget 2020 Surplus/ (Deficit)
General Government				
MUNREV-General Municipal Revenue	47,263,668		47,263,668	46,319,097
COUNCIL-City Council		754,640	(754,640)	(676,170)
CTYMNG-Office of the City Manager	50,096	2,246,054	(2,195,958)	(1,704,095)
LEGSRV-Legislative Services	54,840	1,073,204	(1,018,364)	(874,430)
LEGAL-Legal Services		383,729	(383,729)	(353,500)
ASMTAX-Assessment & Taxation	311,174	865,946	(554,772)	(434,192)
COMM-Communications & Marketing		1,069,976	(1,069,976)	(1,012,793)
EMPREL-Employee Relations		1,793,755	(1,793,755)	(1,528,451)
FIN-Finance	594,320	1,798,517	(1,204,197)	(981,788)
IT-Information Technology		1,925,857	(1,925,857)	(1,818,655)
BLDMNT-Building Maintenance	50,000	910,426	(860,426)	(1,713,937)
MUNEXP-General Municipal Expense		2,948,800	(2,948,800)	(11,050,172)
	\$ 48,324,098	\$ 15,770,903	\$ 32,553,195	\$ 24,170,913



Capital by Department

	Submitted	Accepted	Deferred
Taxation			
General Government			
BLDMNT-Building Maintenance			
2161309 - BM - Building Maintenance - Furniture Replacement	47,000	30,000	17,000
2161310 - BM - Safety - Furniture Replacement	15,000	15,000	-
2161315 - BM - City Hall - Parking Lot Repair	50,000	50,000	-
2161316 - BM - Atrium - Parking Lot Repair	33,000	33,000	-
IT-Information Technology			
2113201 - IT - Application Software (Recreation software TV displays)	15,000	15,000	-
2113206 - IT - Application Software (HRIS System)	150,000	-	150,000
2113212 - IT - Council Chambers Audio/Video and Meeting Webcasting Upgrade	140,000	140,000	-
2113224 - IT - Network Hardware	57,000	57,000	-
2113225 - IT - Desktop Hardware	90,000	74,000	16,000
2113226 - IT - Multi-Function Printers	92,500	76,500	16,000
LEGSRV-Legislative Services			
2112001 - Legislative Services - Building Appraisals	90,000	-	90,000
	\$ 779,500	\$ 490,500	\$ 289,000



Operating by Department

Protective Services

	Revenue	Expense	Budget 2021 Surplus/ (Deficit)	Budget 2020 Surplus/ (Deficit)
Protective Services				
PSAFTY-Public Safety	887,850	1,534,222	(646,372)	(408,310)
RCMP-RCMP/911 Services	1,080,030	10,516,403	(9,436,373)	(8,819,091)
FIRE-Fire Services	60,000	3,950,680	(3,890,680)	(2,802,555)
EMGMT-Emergency Management	25,260	218,134	(192,874)	(180,490)
	\$ 2,053,140	\$ 16,219,440	\$ (14,166,300)	\$ (12,210,447)



Capital by Department

	Submitted	Accepted	Deferred
Protective Services			
FIRE-Fire Services			
2123002 - Fire - Inter-truck Mobile(s) Communication	60,000	-	60,000
2123003 - Fire - 1/2 Ton Truck	60,000	-	60,000
2123004 - Fire - SCBA Replacement Program	315,000	315,000	-
2123010 - Fire - Fire Hall 2 - Exhaust Filtration System	10,000	10,000	-
PSAFTY-Public Safety			
2122001 - Unit 21-34 - Emergency Equipment Addition	17,000	17,000	-
2122002 - Bylaw Services - Pedestrian Safety Awareness	44,100	44,100	-
2122003 - Bylaw Services - Electronic Ticketing	20,000	20,000	-
RCMP-RCMP/911 Services			
2124101 - RCMP/911 Services - Nice Audio Recorder	30,000	-	30,000
2124102 - RCMP/911 Services - NG 911 Call Management System	120,000	-	120,000
	\$ 676,100	\$ 406,100	\$ 270,000



Operating by Department

Social Services

	Revenue	Expense	Budget 2021 Surplus/ (Deficit)	Budget 2020 Surplus/ (Deficit)
Social Services				
SOCSRV-Social Programs & Services	694,011	1,060,759	(366,748)	(502,087)
	<u>\$ 694,011</u>	<u>\$ 1,060,759</u>	<u>\$ (366,748)</u>	<u>\$ (502,087)</u>



Operating by Department

Planning & Economic Development

	Revenue	Expense	Budget 2021 Surplus/ (Deficit)	Budget 2020 Surplus/ (Deficit)
Planning and Economic Development				
ECDEV-Economic Development	-	454,817	(454,817)	(265,011)
LAND-Land Development	1,566,979	1,567,489	(510)	79,264
ENG-Engineering	-	1,831,985	(1,831,985)	(1,726,568)
LRPLN-Long-Range Planning & Development	5,592	402,660	(397,068)	(240,436)
PLANN-Planning & Development	160,302	1,093,075	(932,773)	(909,642)
	\$ 1,732,873	\$ 5,350,027	\$ (3,617,154)	\$ (3,062,393)



Capital by Department

Economic Development & Land

	Submitted	Accepted	Deferred
Planning and Economic Development			
ENG-Engineering			
2113208 - Pictometry & Airphoto Update	35,000	35,000	-
LRPLN-Long-Range Planning & Development			
2161008 - Municipal Development Plan Update	150,000	150,000	-
	\$ 185,000	\$ 185,000	\$ -
Land			
Planning and Economic Development			
LAND-Land Development			
2161202 - Land Division - Land Acquisition	1,500,000	1,500,000	-
	\$ 1,500,000	\$ 1,500,000	\$ -



Operating by Department

Transportation Services

	Revenue	Expense	Budget 2021 Surplus/ (Deficit)	Budget 2020 Surplus/ (Deficit)
Transportation Services				
APORT-Airport	690,390	1,076,063	(385,673)	(333,393)
FLEET-Fleet Services		2,225,661	(2,225,661)	(2,124,221)
ROADS-Roadway Services	133,130	8,516,473	(8,383,343)	(8,478,972)
TRNSCAN-Transport Canada Liaison		149,981	(149,981)	(140,356)
	\$ 823,520	\$ 11,968,178	\$ (11,144,658)	\$ (11,076,942)



Capital by Department

	Submitted	Accepted	Deferred
Transportation Services			
APORT-Airport			
2134001 - Airport - Replace Boiler System	50,000	50,000	-
2134002 - Airport - Taxiway Rehabilitation	200,000	-	200,000
2134003 - Airport - Airport Signage	50,000	50,000	-
2134004 - Airport - Snow Plow Truck Replacement	253,000	253,000	-
2134005 - Airport - Grader	329,000	329,000	-
2134006 - Airport - De-icing Equipment	180,000	180,000	-
2134007 - Airport - Terminal building maintenance	50,000	50,000	-
2134008 - Airport - Parking Lot Design	50,000	50,000	-
FLEET-Fleet Services			
2122050 - Bylaw - Unit 21-34 - SUV	55,000	55,000	-
2122051 - Bylaw - Unit 22-51 - 1/2 Ton Truck	46,000	46,000	-
2132051 - Roads - Unit 17-60 - Grader	580,000	580,000	-
2132052 - Roads - Unit 22-60 - 1/2 Ton Truck	46,000	46,000	-
2171050 - BMASP - Unit 18-42 - Utility Side-by-Side	25,000	25,000	-
2171259 - Parks - Unit 11-26 - Front Mount Mower	34,000	34,000	-
2171261 - Parks - Unit 11-14 - Wing Mower	126,000	126,000	-
2273101 - LGCC - Golf Carts	175,000	100,000	75,000
ROADS-Roadway Services			
2032003 - Concrete Intersection Construction (44 Street and 62 Avenue)	1,010,000	1,010,000	-
2032004 - Road Rehabilitation (44 Street between 62 Avenue and 75 Avenue)	4,085,401	4,085,401	-
2113607 - 2021 Street Improvement Program – Construction	3,200,000	1,700,000	1,500,000
2113611 - 2021 Traffic Signal Installation Program: 67 Street and 50 Avenue (Hwy 17) – Design and Construction	1,000,000	-	1,000,000
2113628 - Dangerous Goods and Truck Route Signage Procurement and Implementation	150,000	150,000	-
2213606 - 2022 Street Improvement Program – Design Services	100,000	100,000	-
	\$ 11,794,401	\$ 9,019,401	\$ 2,775,000

Operating by Department

Environmental Services

	Revenue	Expense	Budget 2021 Surplus/ (Deficit)	Budget 2020 Surplus/ (Deficit)
Environmental Services				
WATER-Water Services	15,770,890	3,405,063	12,365,827	14,690,975
WTP-Water Treatment Plant	1,672,382	2,678,392	(1,006,010)	(634,713)
WWC-Wastewater Collection	29,000	1,539,122	(1,510,122)	(1,531,949)
WWTP-Wastewater Treatment Plant	443,295	1,808,952	(1,365,657)	(725,531)
STORM-Stormwater Drainage	2,266,000	2,360,957	(94,957)	-
SWASTE-Solid Waste Services	4,142,827	4,142,827	0	1,109,138
	\$ 24,324,394	\$ 15,935,313	\$ 8,389,080	\$ 12,907,921



Capital by Department

Environmental Services

STORM-Stormwater Drainage

2035001 - Stormwater - Neale Edmunds Downstream User Impact Study	15,000	15,000	-
2113605 - Northwest Drainage Channel – Phase III - Construction	1,800,000	1,800,000	-
2113606 - East Drainage Channel Improvements (Lake K Pond and Control Structure) – Phase III - Construction	2,500,000	2,500,000	-
2135005 - East Drainage Channel Improvements (40 Avenue to Lake K Drainage Channel) - Phase IV Construction	1,500,000	1,500,000	-
2135006 - Stormwater - Overland Drainage Repair	51,300	51,300	-

SWASTE-Solid Waste Services

2143001 - Landfill - Historic Landfill Closure Remediation	835,822	835,822	-
2143002 - Landfill - GPS Unit for Compactor	120,000	-	120,000
2143004 - Landfill - Integrated Solid Waste Management Plan	100,000	100,000	-
2143005 - Landfill - Transfer Station and Weigh Scale (WMF-4)	500,000	50,000	450,000
2143007 - Landfill - Maintenance Building	1,200,000	100,000	1,100,000

WATER-Water Services

2113601 - 2021 Water and Sewer Replacement Program – Construction	2,900,000	2,900,000	-
2113626 - 67 Street Water Line Extension - Design and Construction	1,500,000	1,500,000	-
2141002 - Water Distribution - Electric Valve Exerciser	15,200	15,200	-
2141004 - Pressure Monitoring Device	34,400	34,400	-
2141050 - Water Services - Unit 22-64 - 1/2 Ton Truck	46,000	46,000	-
2141053 - Water Services - Unit 23-47 - 3/4 Ton Truck	50,000	50,000	-
2213603 - 2022 Water and Sewer Replacement Program – Design Services	100,000	100,000	-



Capital by Department

	Submitted	Accepted	Deferred
WTP-Water Treatment Plant			
1841107 - Water Treatment Plant - Chemical Feeder System (Carbon)	450,240	450,240	-
1841108 - Water Treatment Plant - Chemical Feeder System (Lime)	517,200	517,200	-
2113627 - Water Treatment Plant Fibre Optic Line Connection - Design and Construction	215,000	215,000	-
2141101 - Water Treatment Plant - SCADA Replacement	400,000	400,000	-
2141105 - Water Treatment Plant - Rectifier	20,000	20,000	-
2141108 - River Intake - High Lift Pump #102 Overhaul	100,000	100,000	-
2141113 - Water Treatment Plant - Building Assessment	35,000	35,000	-
2141114 - Water Treatment Plant - Clarifier Structural/Mechanical Repairs and Cathodic Protection	350,000	350,000	-
2141151 - Water Treatment Plant - Unit 22-72 - 1/2 Ton Truck	46,000	46,000	-
WWC-Wastewater Collection			
2013604 - Central Business District Replacement Program - Planning and Design Services (Underground Assess.)	150,000	-	150,000
2113602 - 2021 Sanitary Main Replacement Program – Phase III - Construction	1,500,000	-	1,500,000
2113625 - Sanitary Sewer Master Plan	300,000	-	300,000
2135004 - Neale Edmunds Complex Easement Plan	50,000	50,000	-
2142003 - Manhole Installation Program	60,000	60,000	-
2242002 - Wastewater Collection - Inflow/Infiltration Reduction Program	25,000	25,000	-
WWTP-Wastewater Treatment Plant			
1813602 - Engineering - Wastewater Treatment Plant	29,829,000	29,829,000	-
	\$ 47,315,162	\$ 43,695,162	\$ 3,620,000



Operating by Department

Recreation and Culture

	Revenue	Expense	Budget 2021 Surplus/ (Deficit)	Budget 2020 Surplus/ (Deficit)
Recreation and Culture				
RECCUL-Recreation & Cultural Services	33,000	298,116	(265,116)	(247,772)
AQUA-Aquatic Centres	942,147	2,369,370	(1,427,223)	(1,204,379)
ARENAS-Arenas	570,160	1,381,036	(810,876)	(710,422)
LCSC-Lloydminster Cultural & Science Centre	92,800	1,155,614	(1,062,814)	(714,769)
LGCC-Lloydminster Golf & Curling Centre	1,138,244	1,425,584	(287,340)	(251,439)
PLNTOPS-Plant Operators		886,089	(886,089)	(912,087)
PRGRM-Programming & Events	208,560	969,198	(760,638)	(679,131)
SERVUS-Servus Sports Centre	1,643,424	3,243,678	(1,600,254)	(1,400,691)
PARKS-Parks	450,500	3,752,162	(3,301,662)	(3,019,201)
LGCY-Legacy Centre		24,470	(24,470)	(23,155)
LIBRY-Library		954,380	(954,380)	(874,325)
VICJU-Vic Juba Theatre		223,966	(223,966)	(181,500)
	\$ 5,078,835	\$ 16,683,664	\$ (11,604,829)	\$ (10,218,872)

Capital by Department

	Submitted	Accepted	Deferred
Recreation and Culture			
AQUA-Aquatic Centres			
2173001 - BAC- Whirlpool Skimmer Replacement & Concrete Repairs	100,000	100,000	-
2173004 - BAC - Blinds	10,000	10,000	-
2173005 - BAC- Interior Painting	50,000	50,000	-
2173006 - BAC - Exterior Renovations	50,000	50,000	-
2173007 - BAC - Locker Replacement	250,000	-	250,000
ARENAS-Arenas			
2173401 - AM- Exterior Door Replacement	12,000	12,000	-
2173402 - AM - Facility Assessment	10,000	10,000	-
2173601 - RR - Facility Assessment	10,000	10,000	-
LCSC-Lloydminster Cultural & Science Centre			
2176105 - LCSC - Log Church Restoration Plan	35,000	35,000	-
2176106 - LCSC - Compound Fencing Improvements	25,500	25,500	-
2176108 - LCSC - Demolition	400,000	-	400,000
2176109 - LCSC - Fleet Vehicle	37,500	-	37,500



Capital by Department

	Submitted	Accepted	Deferred
LGCC-Lloydminster Golf & Curling Centre			
2173102 - LGCC - Backflow prevention system	10,000	10,000	-
2173105 - LGCC - Compressor Rebuild	10,000	-	10,000
2173106 - LGCC - Irrigation System Upgrade	597,300	597,300	-
2173110 - LGCC - Fencing Upgrades	20,000	-	20,000
2173111 - LGCC - Resurface Outdoor Stairs	30,000	30,000	-
2173116 - LGCC - Roofing upgrades to Maintenance shop	20,000	20,000	-
2173121 - LGCC - Restaurant Equipment Replacement	30,000	-	30,000
2173122 - LGCC - Sanitary Lift Station	50,000	50,000	-
PARKS-Parks			
2154001 - Cemetery Development	100,000	100,000	-
2171004 - BMASP - Asphalt Trail Upgrades	80,000	80,000	-
2171005 - BMASP - Refurbish Lawn Bowling Green	200,000	200,000	-
2171006 - BMASP - Parking Lot Improvements	60,000	-	60,000
2171007 - BMASP - Picnic Shelter Concrete Pad and Fireplace rehabilitation	40,000	40,000	-
2171101 - LBP - Ball Diamond Refurbish	20,000	20,000	-
2171201 - Parks - Playground Installation	100,000	100,000	-
2171203 - Parks - Beautification Projects	20,000	20,000	-
2171254 - Parks - Dirt Screener	25,000	25,000	-
2171302 - Weaver Park Office Construction	200,000	-	200,000



Capital by Department

	Submitted	Accepted	Deferred
PLNTOPS-Plant Operators			
2174002 - Plant Operators - Updating Plant Drawings	50,000	50,000	-
2174010 - Plant Operators - Compressor Rebuilds	35,000	35,000	-
2174012 - Plant Operators - SSC Condenser Fan Replacement	15,000	15,000	-
2174013 - Plant Operators - SSC Plant Vibration Analysis/Monitoring and Repairs	25,000	25,000	-
2174014 - Plant Operators - SSC VFD Replacement	7,500	7,500	-
2174015 - Plant Operators - SSC Glycol Pumps Replacement	15,000	15,000	-
2174016 - Plant Operators - Integrity Management System	15,000	15,000	-
2174017 - Plant Operators - SSC Condenser Walkway	35,000	35,000	-
2174018 - Plant Operators - Spray Park Sand/Filters & Equipment Upgrade	10,000	10,000	-
2174019 - Plant Operators - Archie Miller R-22 Refrigerant	10,000	10,000	-
RECCUL-Recreation & Cultural Services			
2074008 - Recreation & Culture - Building Designs	200,000	200,000	-
SERVUS-Servus Sports Centre			
2173311 - SSC - Internal Mechanical Duct Cleaning	90,000	90,000	-
2173312 - SSC - Floor Scrubber	40,000	40,000	-
2173314 - SSC - Asphalt Parking Lot Rehabilitation	156,000	156,000	-
2173315 - SSC Electrical Panels Relocation to Admin Office (from Alta/Sask)	46,000	46,000	-
2173316 - SCC - Admin Office Heating Upgrades	32,000	32,000	-
	\$ 3,383,800	\$ 2,376,300	\$ 1,007,500



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CAPITAL BUDGET

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Capital Budget 2021

	Taxation	Land	Utilities	Total
Funding Sources				
Grants	6,668,247	-	25,453,965	32,122,212
Other Revenue	-	-	232,000	232,000
Reserves	3,460,254	782,732	1,657,000	5,899,986
Debenture	-	-	11,902,717	11,902,717
2021 Operating Funds	2,348,800	717,268	4,449,480	7,515,548
	\$ 12,477,301	\$ 1,500,000	\$ 43,695,162	\$ 57,672,463
Project Costs				
General Government	490,500			490,500
Protective Services	406,100			406,100
Transportation Services	9,019,401			9,019,401
Environmental Services			43,695,162	43,695,162
Planning and Economic Development	185,000	1,500,000		1,685,000
Recreation and Culture	2,376,300			2,376,300
	\$ 12,477,301	\$ 1,500,000	\$ 43,695,162	\$ 57,672,463
Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -



Capital Budget 2021

	Submitted	Accepted	Deferred
Taxation			
General Government			
BLDMNT-Building Maintenance	145,000	128,000	17,000
IT-Information Technology	544,500	362,500	182,000
LEGSRV-Legislative Services	90,000	-	90,000
Protective Services			
FIRE-Fire Services	445,000	325,000	120,000
PSAFTY-Public Safety	81,100	81,100	-
RCMP-RCMP/911 Services	150,000	-	150,000
Transportation Services			
APORT-Airport	1,162,000	962,000	200,000
FLEET-Fleet Services	1,087,000	1,012,000	75,000
ROADS-Roadway Services	9,545,401	7,045,401	2,500,000
Planning and Economic Development			
ENG-Engineering	35,000	35,000	-
LRPLN-Long-Range Planning & Development	150,000	150,000	-
Recreation and Culture			
AQUA-Aquatic Centres	460,000	210,000	250,000
ARENAS-Arenas	32,000	32,000	-
LCSC-Lloydminster Cultural & Science Centre	498,000	60,500	437,500
LGCC-Lloydminster Golf & Curling Centre	767,300	707,300	60,000
PARKS-Parks	845,000	585,000	260,000
PLNTOPS-Plant Operators	217,500	217,500	-
RECCUL-Recreation & Cultural Services	200,000	200,000	-
SERVUS-Servus Sports Centre	364,000	364,000	-
	\$ 16,818,801	\$ 12,477,301	\$ 4,341,500

Capital Budget 2021

	Submitted	Accepted	Deferred
Land			
Planning and Economic Development			
LAND-Land Development	1,500,000	1,500,000	-
	\$ 1,500,000	\$ 1,500,000	\$ -
Utilities			
Environmental Services			
STORM-Stormwater Drainage	5,866,300	5,866,300	-
SWASTE-Solid Waste Services	2,755,822	1,085,822	1,670,000
WATER-Water Services	4,645,600	4,645,600	-
WTP-Water Treatment Plant	2,133,440	2,133,440	-
WWC-Wastewater Collection	2,085,000	135,000	1,950,000
WWTP-Wastewater Treatment Plant	29,829,000	29,829,000	-
	\$ 47,315,162	\$ 43,695,162	\$ 3,620,000
	\$ 65,633,963	\$ 57,672,463	\$ 7,961,500



5 Year Capital Requirements

	2021	2022	2023	2024	2025	Total
Taxation						
General Government	490,500	415,000	529,500	376,000	535,700	2,346,700
Planning and Economic Development	185,000	7,805,000	3,570,000	3,490,000	3,320,000	18,370,000
Protective Services	406,100	50,000	715,000			1,171,100
Social Services		50,000				50,000
Recreation and Culture	2,376,300	4,648,000	1,430,800	1,966,000	1,064,000	11,485,100
Transportation Services	9,019,401	23,361,700	5,532,600	5,204,900	15,539,649	58,658,250
	\$ 12,477,301	\$ 36,329,700	\$ 11,777,900	\$ 11,036,900	\$ 20,459,349	\$ 92,081,150
Land						
Planning and Economic Development	\$ 1,500,000	\$ 3,887,454	\$ 11,817,840	\$ 13,911,288	\$ 27,940,824	\$ 59,057,406
Utilities						
Environmental Services	\$ 43,695,162	\$ 36,136,300	\$ 20,547,550	\$ 6,609,100	\$ 22,812,900	\$ 129,801,012
	\$ 57,672,463	\$ 76,353,454	\$ 44,143,290	\$ 31,557,288	\$ 71,213,073	\$ 280,939,568



Capital Highlights

- ❑ Administration has presented of submitted Capital projects totaling \$65,633,963. This list has been separated into an accepted list \$57,672,463 and a deferred list \$7,961,500.
- The deferred list of Capital projects has been removed to reduce the tax burden on the municipality.
- ❑ Since 1st draft the capital budget has been balanced.






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PROPOSED BUDGET IMPACTS

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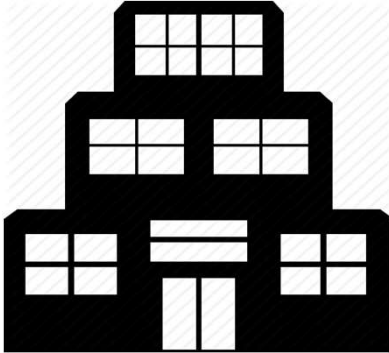
Residential impact

Based on 3% municipal tax levy increase.
Assumes no changes in assessed market value or school taxes.

Residential	 Value of \$250,000	 Value of \$350,000	 Value of \$500,000
2020	\$1,577 Municipal \$785 School <hr/> \$2,362 Taxes	\$2,208 Municipal \$1,099 School <hr/> \$3,307 Taxes	\$3,154 Municipal \$1,570 School <hr/> \$4,724 taxes
2021	\$1,624 Municipal \$785 School <hr/> \$2,409 taxes +\$47	\$2,274 Municipal \$1,099 School <hr/> \$3,373 Taxes +\$66	\$3,248 Municipal \$1,570 School <hr/> \$4,818 Taxes +\$94

Non-residential impact

Based on 3% municipal tax levy increase.
Assumes no changes in assessed market value or school taxes.

			
Commercial	Value of \$500,000	Value of \$1,000,000	Value of \$1,500,000
2020	\$5,677 Municipal \$2,034 School <hr/> \$7,711 Taxes	\$11,354 Municipal \$ 4,068 School <hr/> \$15,422 Taxes	\$17,030 Municipal \$6,103 School <hr/> \$23,133 Taxes
2021	\$5,847 Municipal \$2,034 School <hr/> \$7,881 Taxes +\$170	\$11,694 Municipal \$4,068 School <hr/> \$15,762 Taxes +\$340	\$17,541 Municipal \$6,103 School <hr/> \$23,644 Taxes +\$511

Residential Utility

Based on 3% utility increase.

Assumes an overall increase – further work necessary to break down between water, sewer, waste management.

Residential	Low Consumption (10 m ³)	Med consumption (25 m ³)	High consumption (60 m ³)
2020	\$75/month	\$150/month	\$275/month
2021	\$77/month +\$2	\$155/month +\$5	\$283/month +\$8

Commercial Utility

Based on 3% utility increase.

Assumes an overall increase – further work necessary to break down between water, sewer, waste management.

Commercial	Low consumption (15 m ³)	Med consumption (80 m ³)	High consumption (1300 m ³)
2020	\$90/month	\$400/month	\$6,000/month
2021	\$93/month +\$3	\$412/month +\$12	\$6,180/month +\$180



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SUMMARY AND NEXT STEPS

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Summary



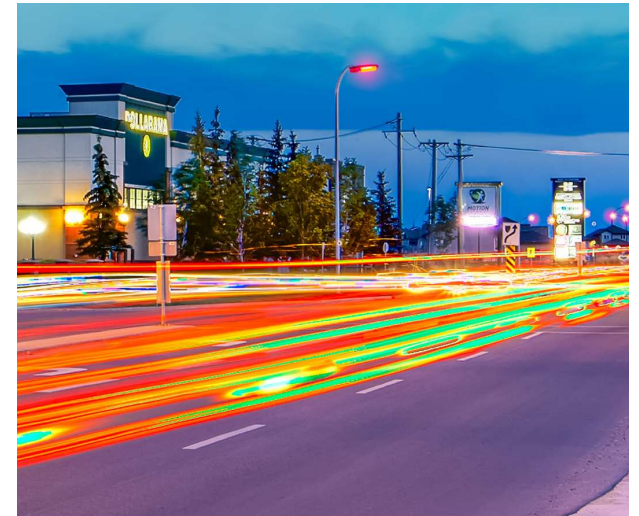
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The draft budget includes a residential/commercial municipal tax levy increase of 3% and a utility levy increase of 3%, which allows the City of Lloydminster to keep pace with inflationary costs, sustain service levels and contribute a modest amount towards the important Operational and Capital reserves.

Recommended motions:

1) That Council approve the 2021 Operating Budget with a total operating revenue of \$83,030,871; operating expenditure of \$82,988,284 resulting in municipal taxation levy requirement of \$37,022,890 (excluding amortization) and the 2021 Capital Budget which has total capital revenues of \$57,672,463 to support total costs of \$57,672,463.

2) That Council adopt the 5 year capital plan as presented.



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