

2024 Draft Budget

Version 2

November 20, 2023



Message from the City Manager

This presentation was prepared in collaboration of all our municipal departments and takes into consideration the thoughts and opinions shared during our public engagement activities.

Simply stated, the cost of providing services and programs has risen sharply over the past year. Municipalities across western Canada continue to face inflationary pressures and Lloydminster is not exempt from these challenges. The City has also been challenged to work within reduced grants and funding supports from both the Alberta and Saskatchewan as the provinces continue to grapple with their own fiscal priorities.

Significant capital investment is required for the replacement of aging infrastructure as well as new services to accommodate the community's evolution. One example of this is the matter of public transportation which has emerged as an item of significant community interest over the past year.

Lloydminster continues to experience growth in both population and urban footprint; while this is a positive for the long-term sustainability of the community, it poses urgent need for investment, which was another key consideration in compiling the 2024 Draft Budget.

Overall, this Draft Budget aims strike an appropriate balance in addressing urgent capital and operational needs, while also positioning the community for long-term financial viability. Administration has endeavoured to align this budget with Council's strategic direction, leveraging federal and municipal funding to support critical infrastructure, attract investment and spur local economy.

The 2024 draft budget presentation is divided into six (6) sections:



Community Engagement



Municipal Overview



Executive Summary



Financial Summaries

- Operating
- Capital
- Infrastructure Gap



Department Details

- Operating
- Capital



Budget Impacts & Summary



2024 Budget Process

NOVEMBER 8

First draft of Budget presented to Governance and Priorities Committee

NOVEMBER 20

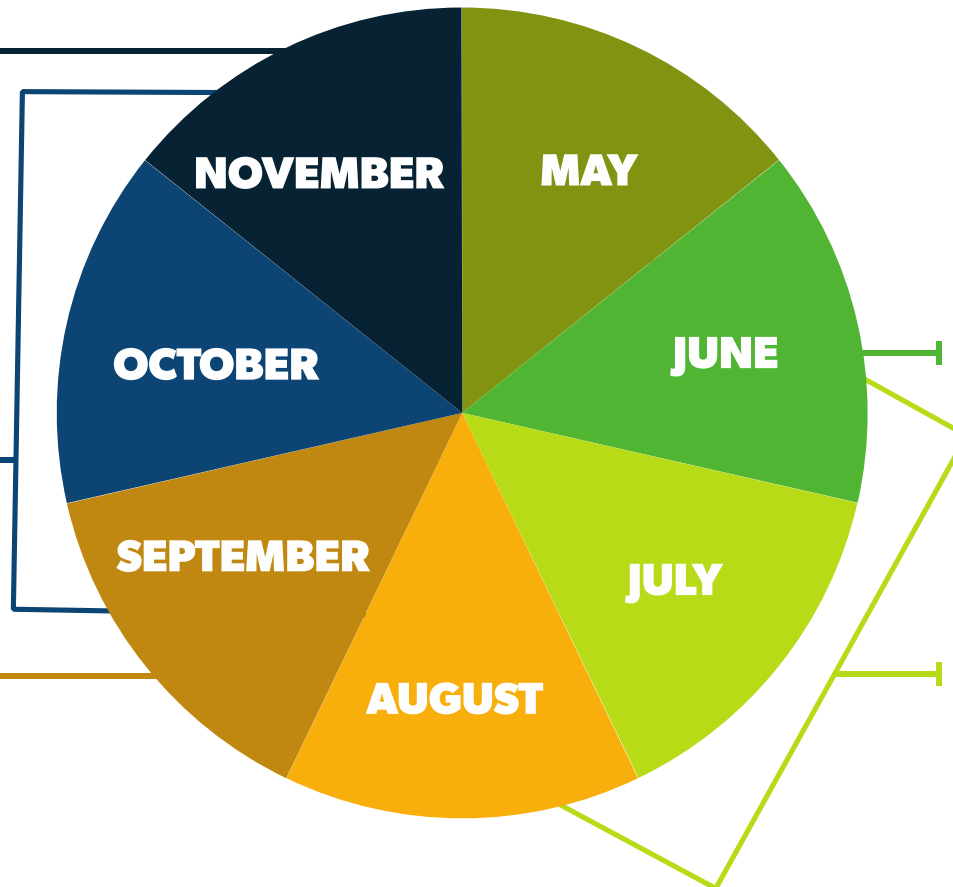
Second Draft Budget presentation to City Council for approval

SEPTEMBER - NOVEMBER

ELT review and revision of budget

SEPTEMBER

Departments present proposals to ELT



JUNE

Council reviewed Strategic Plan for updates

JUNE - AUGUST

- Departments complete Business plans
- Community budget engagement period

Community Engagement

Our most recent budget engagement exercise sought resident input on the long-term vision for the Lloydminster economy and explored potential benefits of investing in enhanced visitation.

In addition to the 292 responses gathered through the online survey, City Council and Administration engaged informally with an additional 467 people during a series of public engagement events between June 13 and August 24, 2023.

A series of traditional and digital advertising to educate residents on consultation opportunities and collect input to support Council and Administration in identifying budget priorities over the next 3-5 years.



8

weeks survey was open

5

in-person engagement activities

467

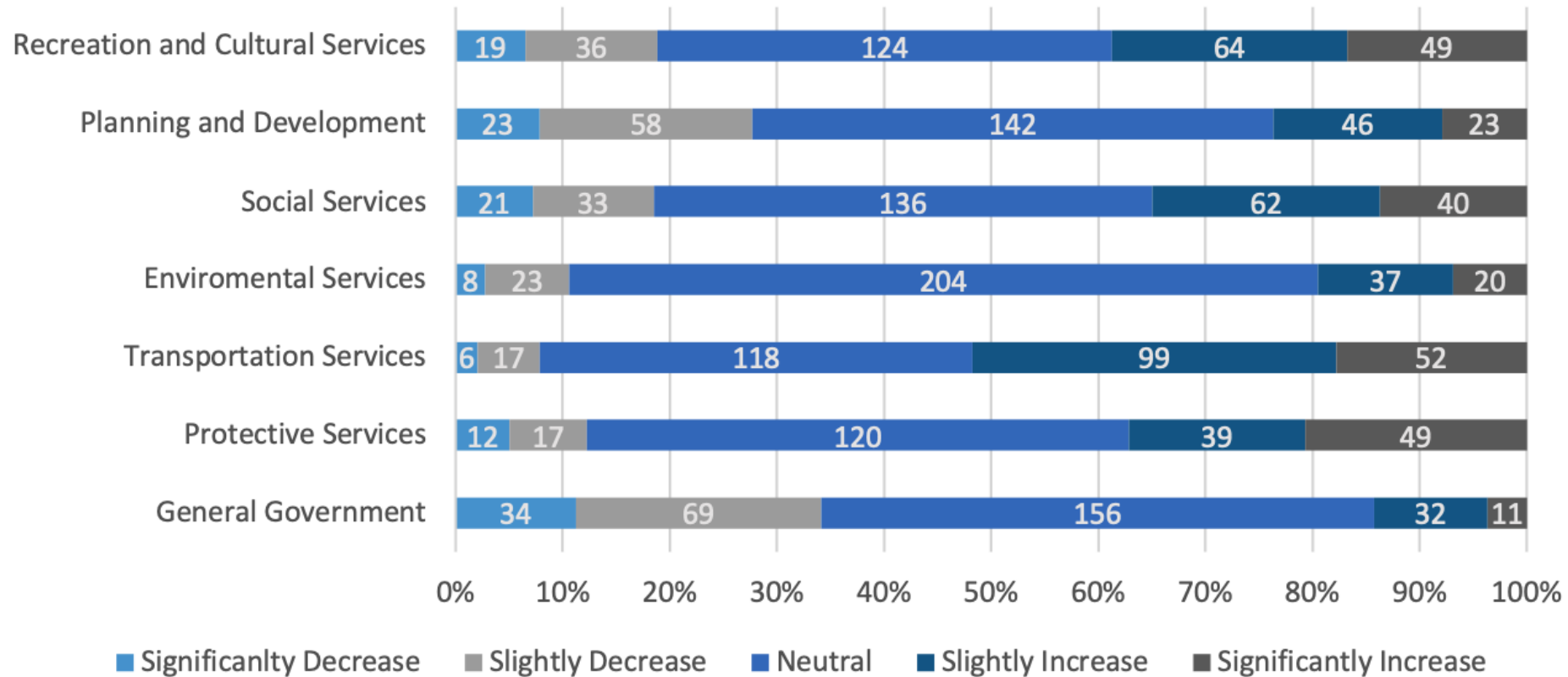
in-person conversations

292

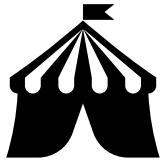
completed surveys

Survey Highlights

Understanding the current services offered by each department, please indicate how you would like to see municipal spending, and services adjusted for 2024.'



Survey Highlights



42% of respondents are satisfied with the City's current level of investment in major seasonal events with another **29%** indicating significant interest in making moderate enhancement.



48% of respondents believe the City should only attempt to attract new events that are a good match for the City's existing infrastructure.

Survey Highlights



45% of respondents feel the City should utilize the Cenovus Energy Hub – once constructed – as an economic driver, seeking to bring as many live acts as possible.



35% of respondents are satisfied with the City's current level of investment in community beautification while **33%** would like the City to moderately increase spending to make the community more scenic.



Learn more at
yourvoicelloyd.ca

Municipal Overview



Strategic Plan (2022-2025)



Deliver Good
Governance



Manage Our
Environment
and
Infrastructure



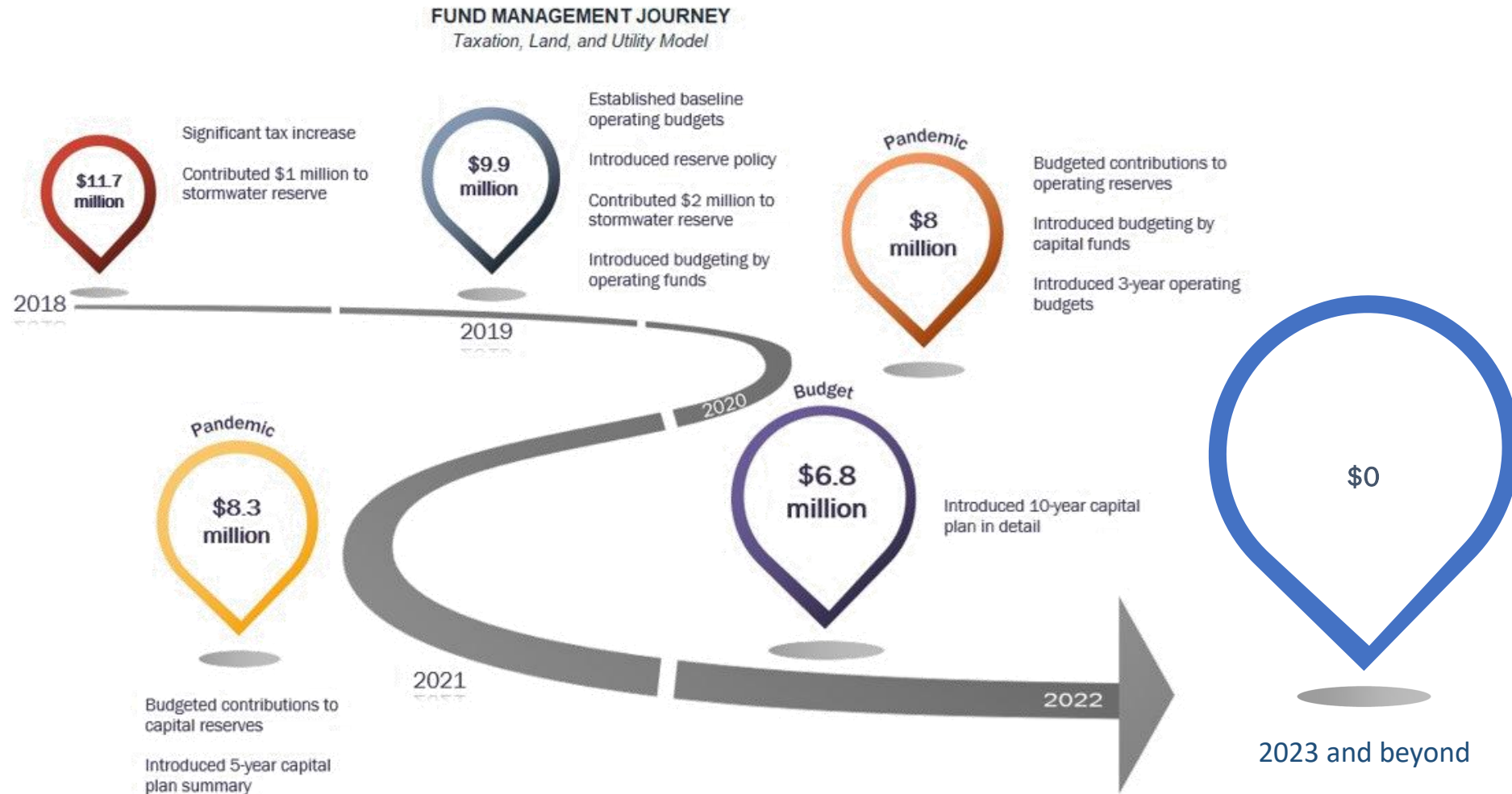
Build Economic
Resilience



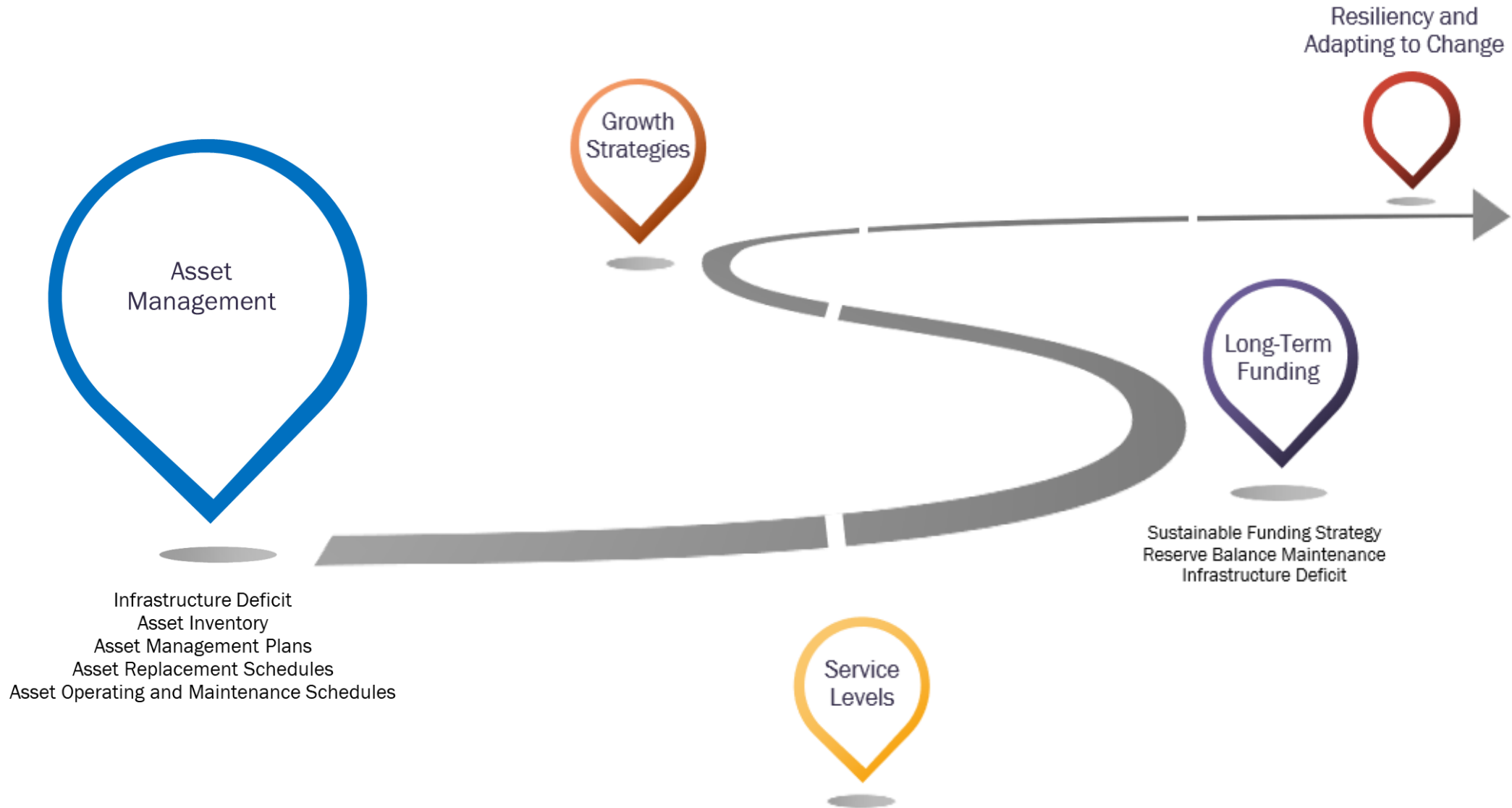
Provide a Safe
Community

Where are we now?

Financial Sustainability



Where are we going?



Financial Health Snapshot



Progress and Opportunities



- Healthy economic interest in region.
- Assessment growth.
- Reserves to support a lower municipal tax rate impact.
- Investment rates have returned and are supporting sustainability.
- Construction of Wastewater Treatment Facility on schedule.
- Proposing the same level of municipal services as 2023.

Lloydminster has a track record for being one of the most “*Livable places in Canada*” according to School of Public Policy - Lloydminster was scored High in the 6 variables:

- Population increase
- Net Migration
- Household income
- Increase in household income (based on 2011 and 2016 census data)
- Employment rate of adults ages 25-64 number of households with Low income.



- Economic recovery from pandemic but different from pre-pandemic days.
- Employment and other economic opportunities on the rise.
- Anticipate further growth and economic opportunities.
- Choosing a reasonable approach to challenging infrastructure deficit.
- Continual improvement sought and considered for efficiencies in operations.



- 190,000 Person Trade Area, growing to 210,000 by 2031.
- 4.4% increase in local hotel occupancy in 2023 over 2022.
- Continual entrepreneurial growth through Covid and in recovery.

Challenges and Continuous Improvement



- At risk are the contributions to reserve balances outpaced by draw from reserves contributing to the infrastructure deficit due to funding gap.
 - Debt is a financial instrument that allows major capital projects to proceed. However, the repayment of the debt has an impact on future tax and user fees.
 - Continue to address critical infrastructure gaps (*Cenovus Hub, Archie Miller Arena, Russ Robertson Arena, Downtown Area Redevelopment Plan, etc*).
 - Continue to establish long-term infrastructure replacement plans.
- Inflationary factors are fluctuating on the supply chain, delivery as well as fuel cost, carbon tax and interest rates affecting future costs.
 - MSI funding ends in 2023 and LGFF introduced for 2024/25 however no formula is established.
 - RCMP new contract negotiations for the future.
 - Service level reviews and analysis of cost of though services being evaluated in 2024
 - Public transportation Plan
 - Housing needs assessment and Strategy

Maintain Financial Stability

Revenue
Levers

Cost Optimization

Service Fees



- Utility Fees
- Licenses & Permits
- Recreation User Fees
- Sales and User Fees
- Rentals

- Continuous Improvements

Penalty / Charges



- Tax Penalty Charges
- Bylaw Enforcement
- Protective Services revenue
- Photo Radar

- Reduce Administrative Red Tape

Tax Levy



- Tax rates
- Local improvement taxes
- Intermunicipal sharing agreements
- Franchise & Concession Fees
- Grants
- Offsites

- Regional Partnerships

Asset Monetization

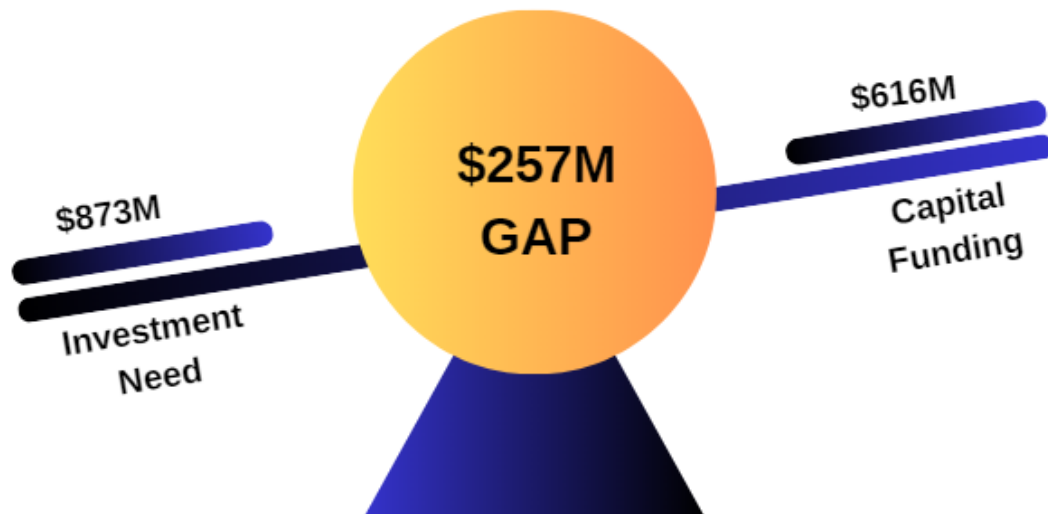


- Naming Rights
- Billboard & Signs
- Land Leases
- Investment Revenue
- Parks
- Donations

- Community Partnerships

Infrastructure Gap

The number of City assets is large and is worth approximately \$873M for the total replacement value at historical costs.

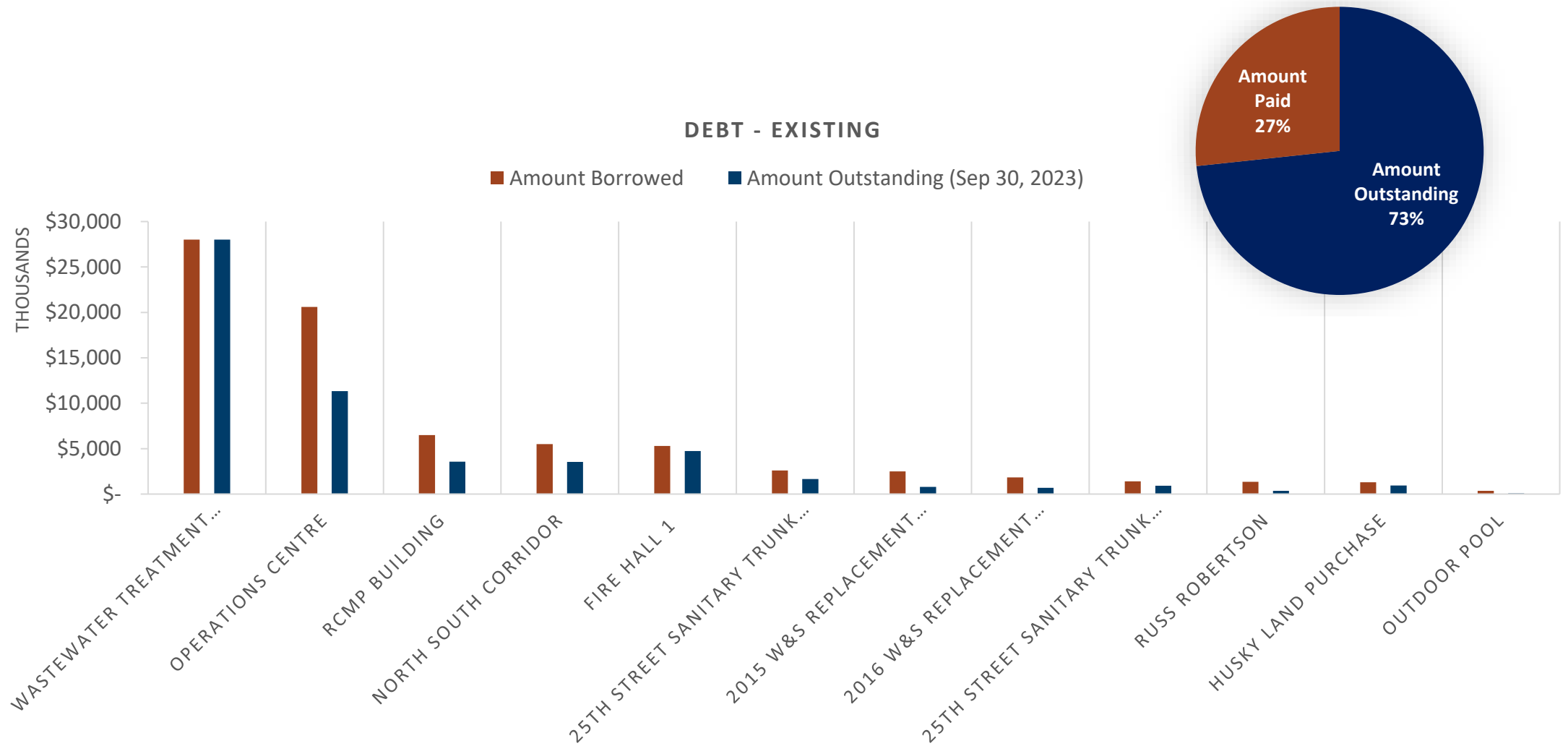


Aging infrastructure, chronic funding shortages and continued population growth has presented most major municipalities in Canada with what is known as an “infrastructure gap.” An infrastructure gap is defined as the difference between infrastructure investment needs and the funding available to pay for infrastructure.

2024 Budget – Executive Summary

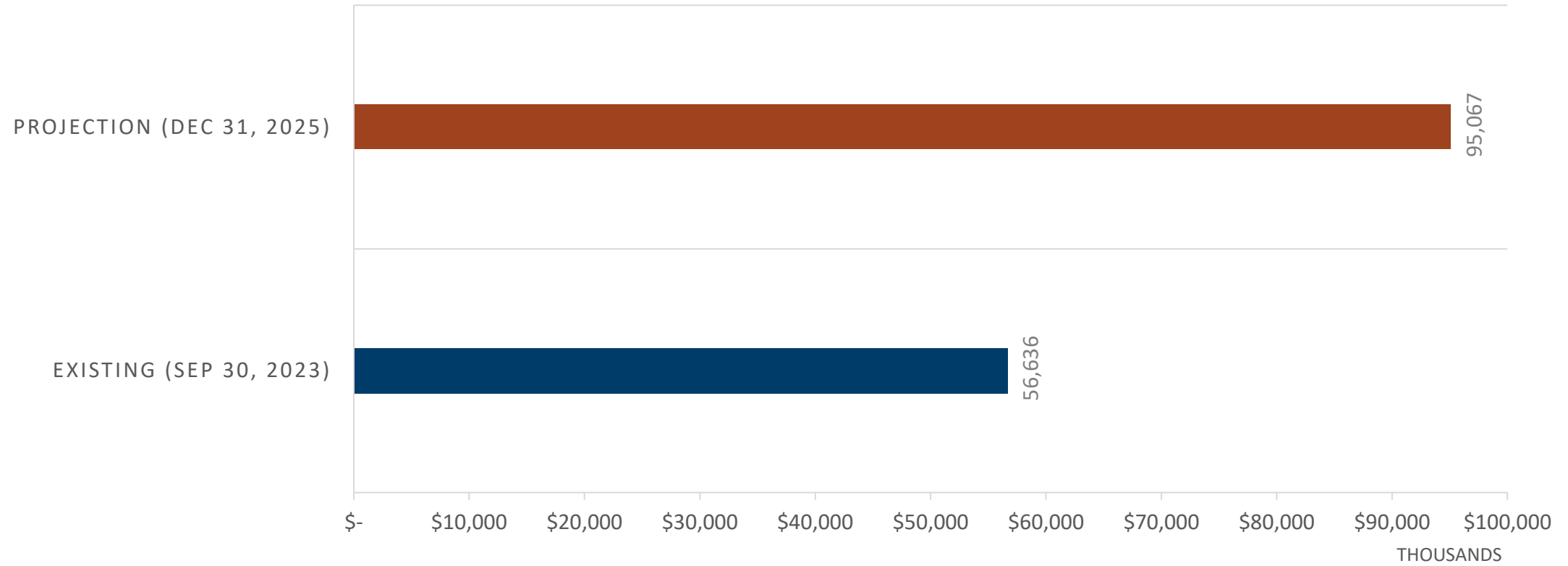
- 5% tax levy requirement
- 5% taxation user fee requirement
- 5% utility fee requirement
- 3% estimated growth
- Inflationary impacts
- Maintain existing service levels
- 1% annual contribution to operating reserves
- 1.5% annual contribution to capital reserves
- Operating draw from reserves to support reasonable tax rate
- \$8 million increase in operational costs
- \$64.5 million in capital project costs
- Prior year approved capital project costs excluded
- 1% Infrastructure deficit gap tax levy
- Amortization (unfunded) excluded

Debt - Existing

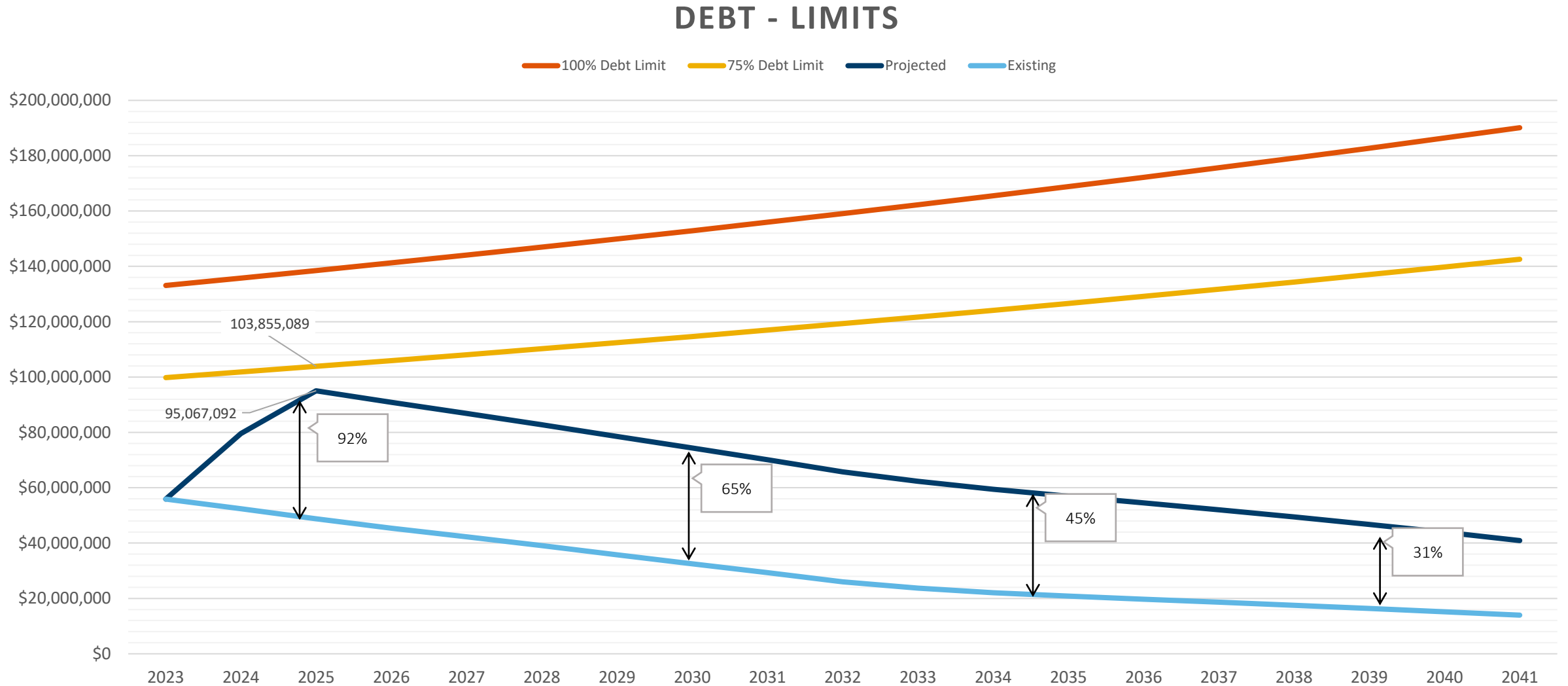


Debt - Projection

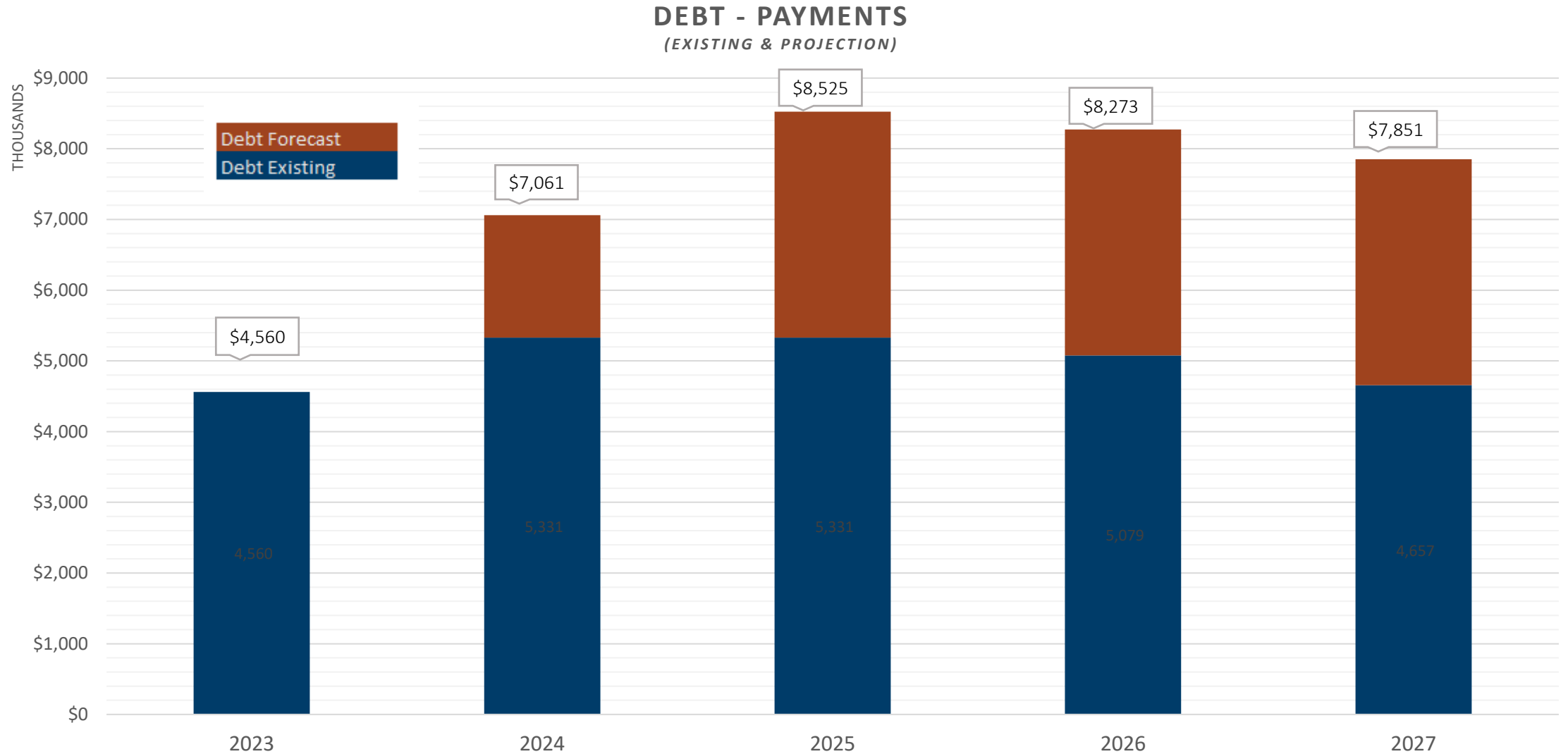
DEBT - PROJECTION



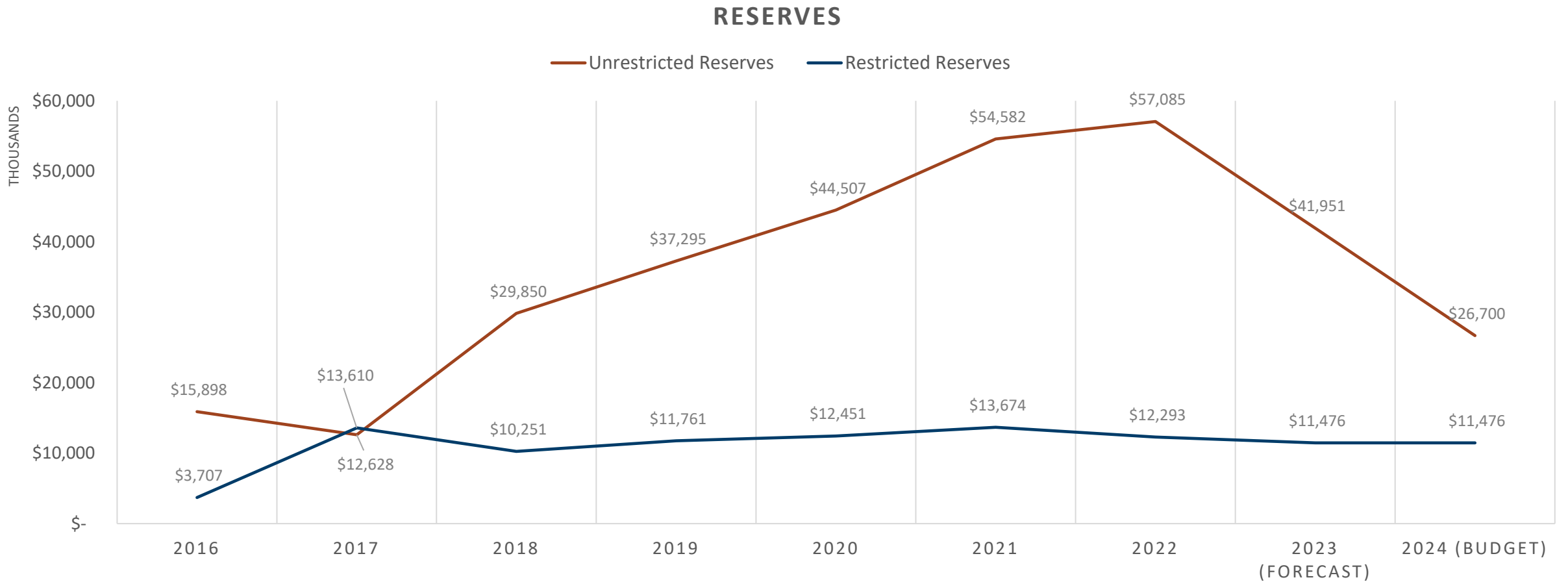
Debt - Limits (Existing & Forecast)



Debt – Payments *(Existing & Forecast)*



Reserves - Balances



Reserves

	Prior Year Dec 31, 2019	Prior Year Dec 31, 2020	Prior Year Dec 31, 2021	Prior Year Dec 31, 2022	Forecast Dec 31, 2023	Budget Dec 31, 2024
Restricted Reserves						
Business Improvement District (BID)	\$ 166,629	\$ 158,969	\$ 156,414	\$ 1,056,414	\$ 351,414	\$ 351,414
Grants	2,014,847	1,313,301	1,839,532	-	-	-
Offsites	7,345,003	8,744,368	9,443,754	9,002,000	8,889,690	8,889,690
Public Municipal	169,186	169,186	169,186	169,186	169,186	169,186
Subdivision Prepaid Improvements	2,065,381	2,065,381	2,065,381	2,065,381	2,065,381	2,065,381
Total Restricted Reserves	\$ 11,761,047	\$ 12,451,205	\$ 13,674,267	\$ 12,292,981	\$ 11,475,671	\$ 11,475,671

	Prior Year Dec 31, 2019	Prior Year Dec 31, 2020	Prior Year Dec 31, 2021	Prior Year Dec 31, 2022	Forecast Dec 31, 2023	Budget Dec 31, 2024
Unrestricted Reserves						
General Government	\$ 14,692,050	\$ 15,359,764	\$ 9,792,739	\$ 10,172,554	\$ 5,582,491	\$ 4,598,630
Protective Services	1,379,000	2,561,825	2,328,004	1,867,364	1,962,279	2,294,486
Transportation Services	7,528,288	9,673,546	10,716,610	11,063,696	10,300,662	8,980,648
Environmental Services	8,570,035	11,588,968	15,366,380	16,190,825	10,643,626	6,232,228
Social Services	110,000	360,000	578,456	824,907	426,626	458,777
Planning & Economic Development	1,360,141	1,440,760	5,796,304	6,665,068	4,889,383	2,485,561
Recreation & Culture	3,655,554	3,522,191	10,003,325	10,300,684	8,146,313	1,731,843
Total Unrestricted Reserves	\$ 37,295,068	\$ 44,507,054	\$ 54,581,818	\$ 57,085,097	\$ 41,951,379	\$ 26,782,172

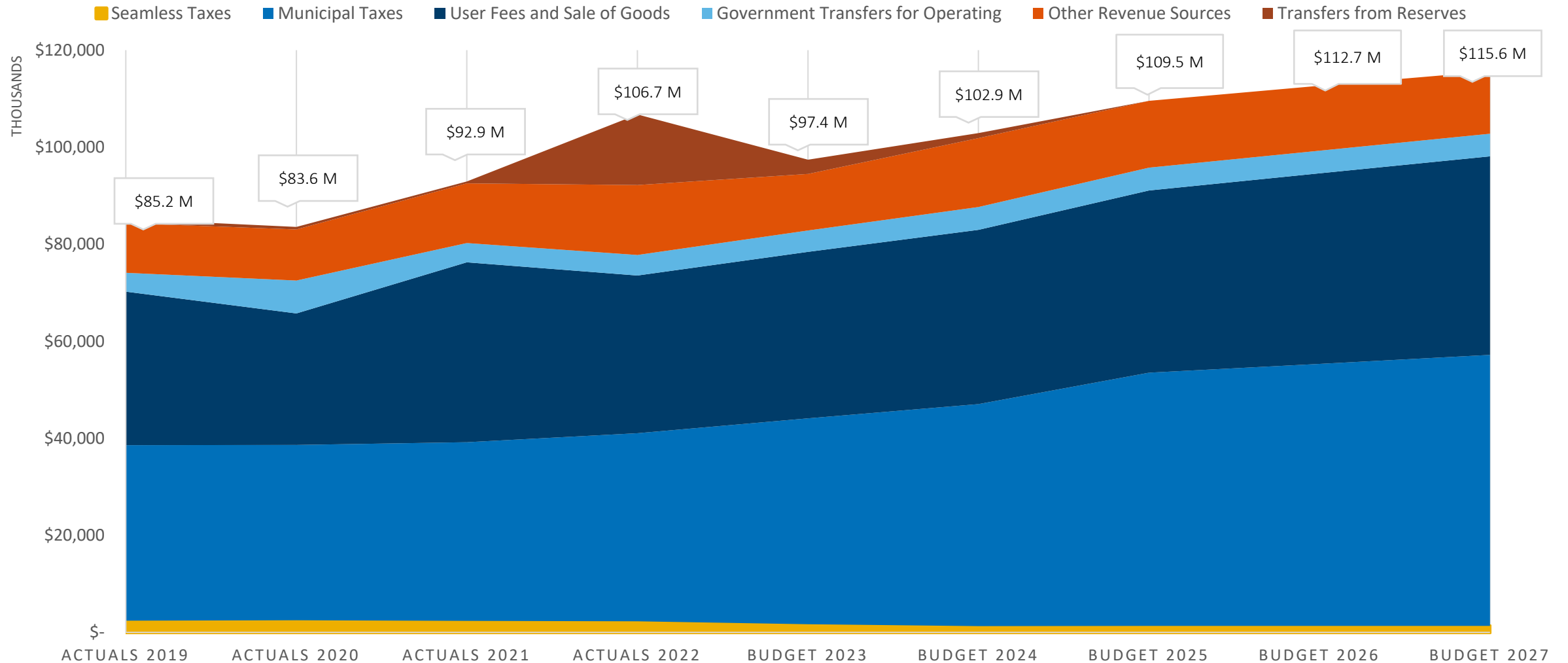
Operating



Operating Budget – Historical & Future

Major Revenues

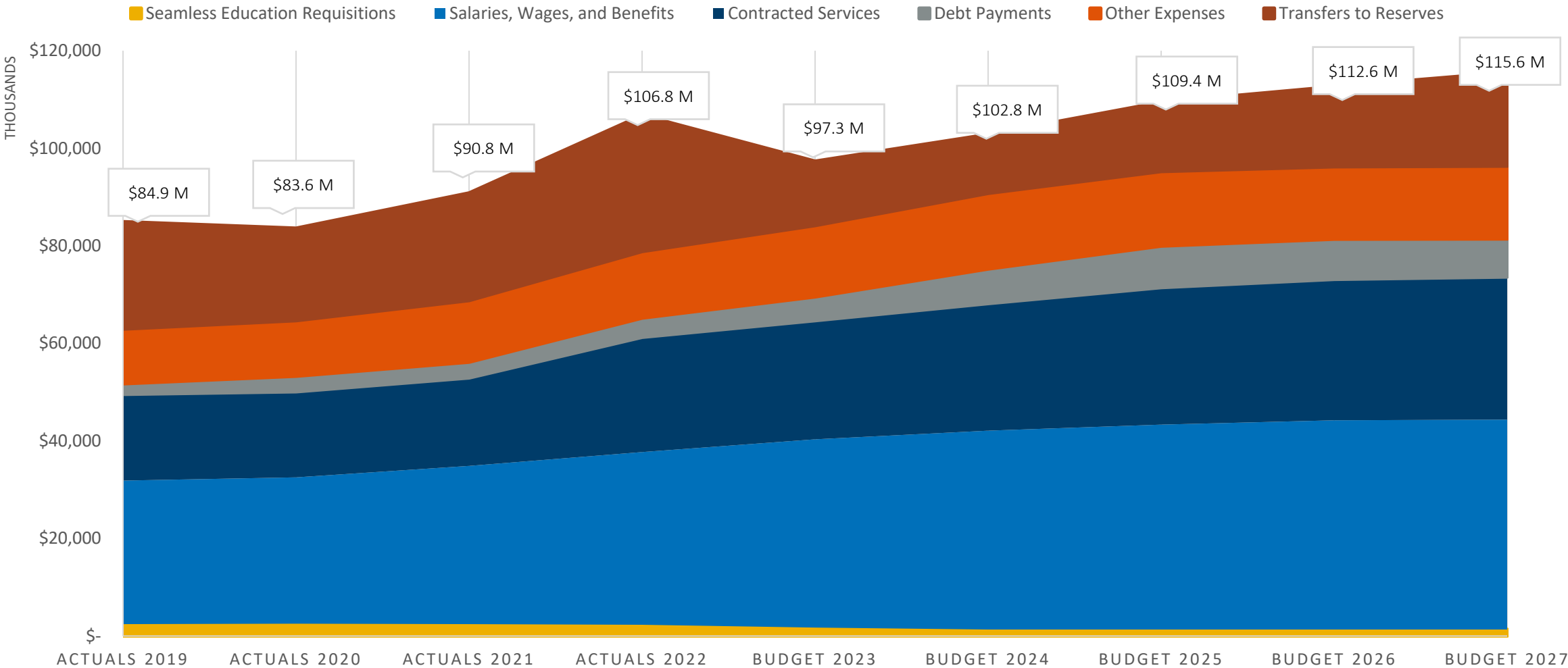
OPERATING BUDGET - MAJOR REVENUES



Operating Budget – Historical & Future

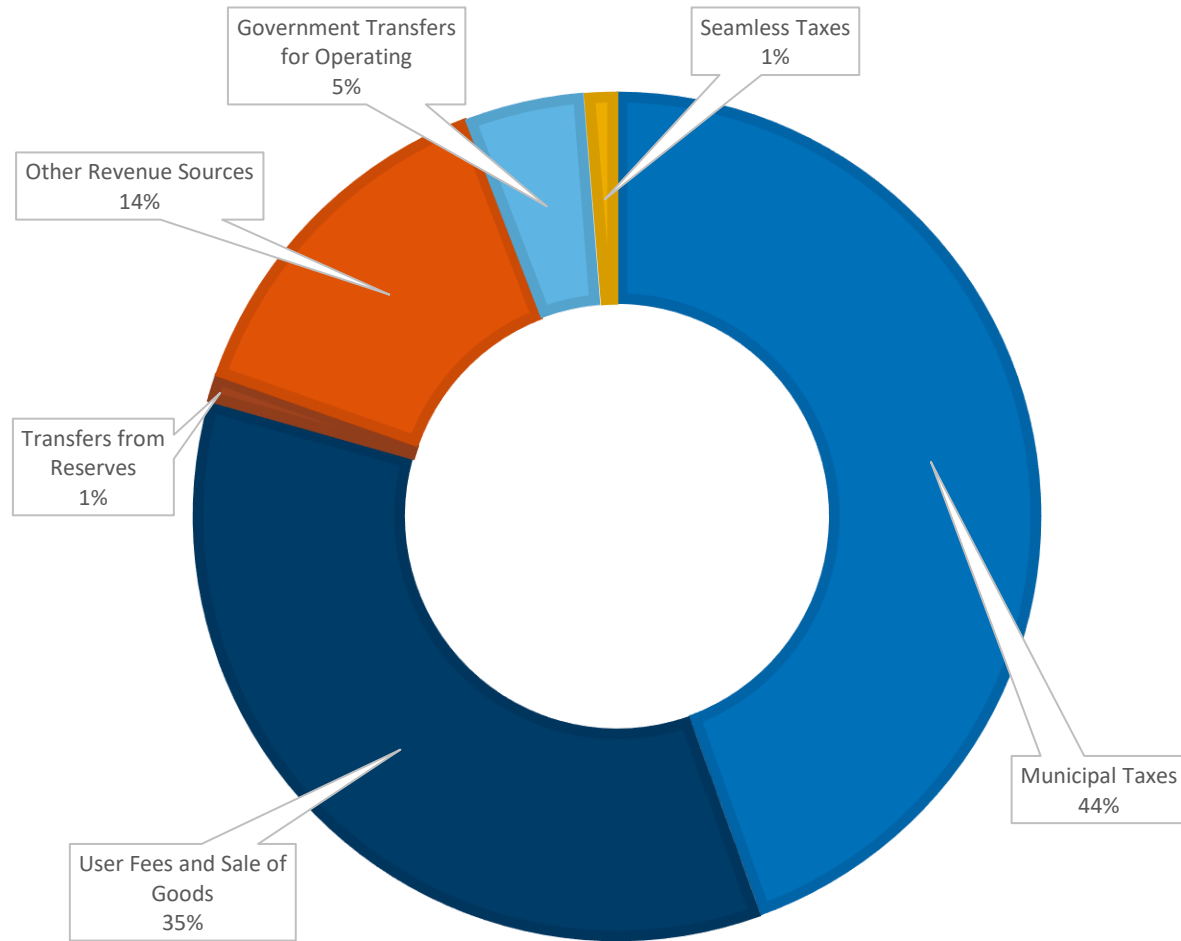
Major Expenses

OPERATING BUDGET - MAJOR EXPENSES

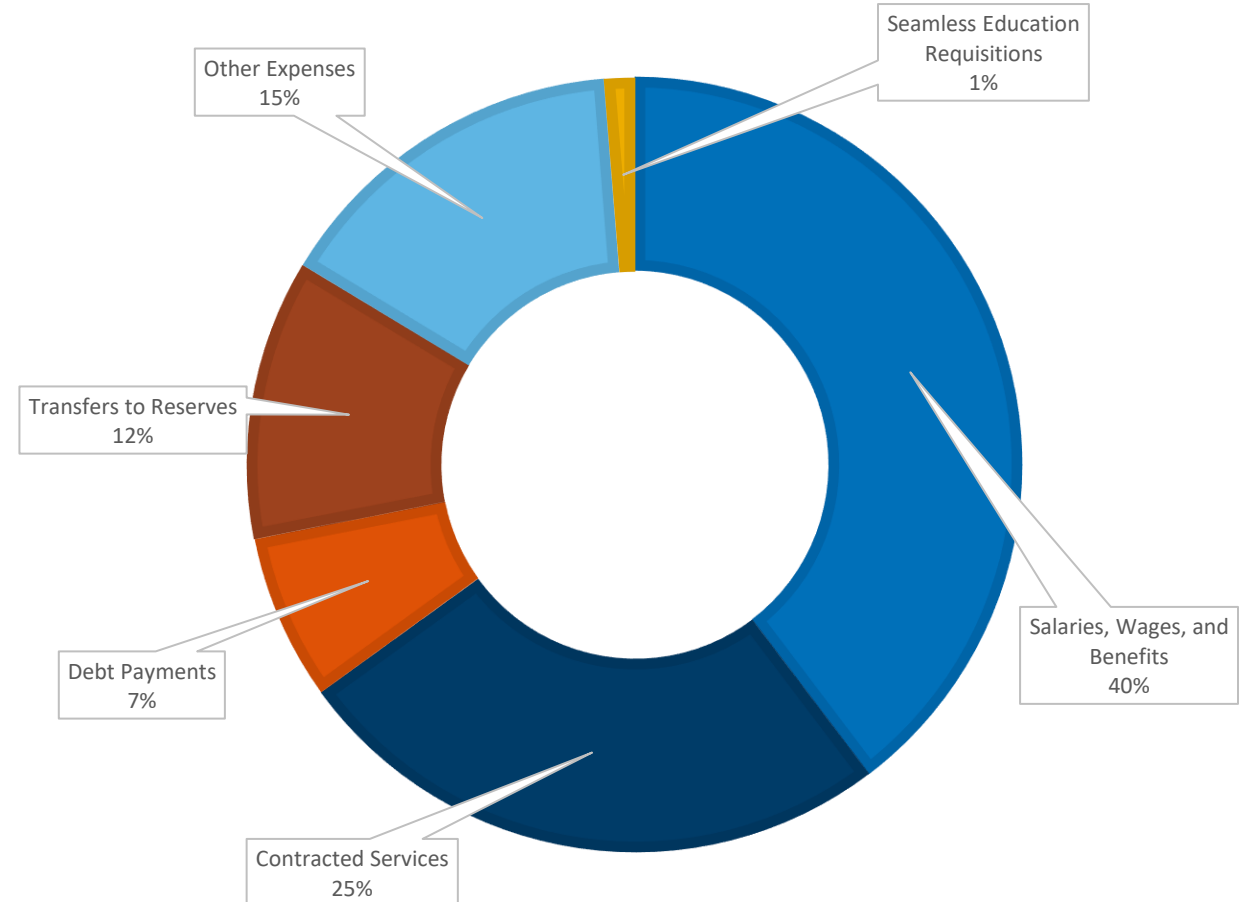


2024 Draft Operating Budget

2024 MAJOR REVENUES



2024 MAJOR EXPENSES



Operating Revenues – Historical Actuals & Future Budget

	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027
Revenues									
Municipal Taxes	\$ 36,146,570	\$ 36,116,515	\$ 36,758,428	\$ 38,749,485	\$ 42,377,534	\$ 45,749,764	\$ 52,154,730	\$ 53,980,146	\$ 55,869,450
Local Improvements	34,272	34,272	34,272	28,730	28,730	28,730	28,730	28,730	-
Seamless Taxes	2,421,045	2,499,164	2,399,880	2,291,321	1,710,292	1,295,529	1,329,213	1,329,213	1,329,213
User Fees and Sale of Goods	31,621,099	27,093,832	37,092,468	32,507,410	34,319,088	35,903,319	37,584,898	39,275,903	40,910,056
Government Transfers for Operating	3,882,515	6,775,165	3,962,973	4,194,806	4,400,922	4,705,024	4,685,741	4,686,471	4,687,217
Investment Income	1,995,927	1,219,555	1,057,182	2,469,457	2,000,000	4,000,000	3,450,000	2,850,000	2,150,000
Penalties and Cost of Taxes	317,164	399,045	614,271	796,720	757,900	757,900	757,900	757,900	757,900
Fine Revenue	827,990	661,310	586,575	539,905	577,400	530,000	530,000	530,000	530,200
Development Levies	132,092	1,559,651	778,697	256,894	-	-	-	-	-
Licenses and Permits	917,943	821,569	1,092,753	1,110,675	1,077,084	1,096,484	1,143,323	1,191,807	1,196,808
Franchise and Concession Contracts	5,921,024	5,782,751	5,953,163	7,091,729	7,159,324	7,727,235	7,881,785	8,039,428	8,200,211
Donations	13,710	5,392	30,707	37,827	60,000	60,000	-	-	-
Other Income	96,665	146,130	138,712	105,298	-	-	-	-	-
Gain/(Loss) on Disposal of Capital Assets	9,189	(41,907)	177,717	809,371	-	-	-	-	-
Total Revenues before Transfers	\$ 84,337,205	\$ 83,072,444	\$ 90,677,798	\$ 90,989,628	\$ 94,468,274	\$101,853,985	\$109,546,320	\$112,669,598	\$115,631,055
Contributed Assets	-	-	1,872,559	1,215,486					
Transfers from Reserves	878,608	500,000	370,140	14,522,991	2,954,203	1,044,500	-	-	-
Total Revenues	\$ 85,215,813	\$ 83,572,444	\$ 92,920,497	\$106,728,105	\$ 97,422,477	\$102,898,485	\$109,546,320	\$112,669,598	\$115,631,055

Operating Expenses – Historical Actuals & Future Budget

	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027
Expenses									
Seamless Education Requisition	\$ 2,421,045	\$ 2,499,164	\$ 2,399,880	\$ 2,291,311	\$ 1,710,292	\$ 1,295,529	\$ 1,329,213	\$ 1,329,213	\$ 1,329,213
Salaries, Wages and Benefits	29,423,924	29,994,143	32,474,530	35,399,224	38,604,220	40,795,986	41,990,832	42,897,410	43,037,427
Contracted Services	17,707,985	17,595,214	18,062,000	23,580,374	24,346,984	26,061,219	28,136,692	28,916,068	29,250,370
Goods and Materials	3,390,832	3,212,654	3,179,066	3,958,923	4,123,727	4,941,099	4,809,607	4,828,484	4,931,358
Cost of Sales	136,762	573,508	1,568,799	561,960	756,501	787,141	562,680	593,680	593,680
Transfers to Local Boards or Agencies	1,860,729	1,788,512	1,885,965	2,712,601	3,165,352	2,691,633	2,674,474	2,268,678	2,123,342
Interest on Long-Term Debt	967,573	914,889	873,475	1,149,308	1,927,738	3,190,803	4,156,093	4,013,984	3,874,635
Principal Debt Payments	1,188,535	2,279,125	2,341,595	2,783,025	2,970,558	3,904,559	4,342,476	4,232,819	3,950,729
Bank Charges	71,135	165,342	178,363	177,869	146,190	176,365	180,030	183,480	186,980
Utilities	5,766,946	5,355,023	5,386,696	6,204,296	6,223,831	6,793,176	6,933,381	6,824,353	6,927,165
Provisions for Landfill Closure	(25,173)	264,556	319,760	-	150,000	-	-	-	-
Accretion Expense	-	-	-	-	-	121,569	125,736	130,044	134,501
Contaminated Sites	(1,000)	31,726	6,731	6,866	-	-	-	-	-
Bad Debt	29,497	2,254	124,618	5,169	30,000	10,000	10,000	10,000	10,000
Total Expenses before Transfers	\$ 62,938,790	\$ 64,676,110	\$ 68,801,478	\$ 78,830,926	\$ 84,155,393	\$ 90,769,079	\$ 95,251,214	\$ 96,228,213	\$ 96,349,400
Transfers to Reserves	22,004,420	18,937,473	22,038,231	27,963,056	13,169,320	12,044,923	14,195,792	16,375,311	19,204,802
Total Expenses	\$ 84,943,210	\$ 83,613,583	\$ 90,839,709	\$106,793,982	\$ 97,324,713	\$102,814,002	\$109,447,006	\$112,603,524	\$115,554,202
Total Operating Surplus/(Deficit)	\$ 272,603	\$ (41,139)	\$ 2,080,788	\$ (65,877)	\$ 97,764	\$ 84,483	\$ 99,314	\$ 66,074	\$ 76,853

Grant Revenue – Transfers for Operating

	2019 Actuals	2020 Actuals	2021 Actuals	2022 Actuals	2023 Forecast	2024 Budget
	(12 months)	(12 months)	(12 months)	(12 months)	(12 months)	(12 months)
OPERATING GRANTS						
Alberta						
9-1-1 Grant Program	\$ 73,986	\$ 147,089	\$ 147,111	\$ 293,577	\$ 294,672	\$ 294,672
Alberta Municipal Operating Support Transfer	-	1,994,233	-	-	-	-
Family and Community Support Services	465,585	466,585	465,585	465,585	465,585	486,536
Municipal Sustainability Initiative	144,629	149,289	149,365	149,365	298,730	298,730
Police Support Grant	575,030	575,030	575,030	575,030	575,030	575,030
Other	233,646	11,197	36,914	67,131	36,239	21,000
Saskatchewan						
Municipal Revenue Sharing	2,144,151	2,372,586	2,351,685	2,143,548	2,433,857	2,783,627
Saskatchewan Safe Restart Program	-	701,829	-	-	-	-
Other	230,604	198,741	152,532	282,334	236,054	198,576
Federal						
Other	40,593	101,992	51,630	135,113	298,373	11,000
Other						
County Of Vermilion River Recreation Allocation	32,473	33,122	33,122	33,122	35,149	35,852
Other	-	-	-	50,000	35,000	-
	\$ 3,940,697	\$ 6,751,693	\$ 3,962,974	\$ 4,194,805	\$ 4,708,689	\$ 4,705,024

Operating Budget by Fund



Operating Revenues

	Taxation <i>Funded by: Property Taxes</i>	Land Division <i>Funded by: Land Sales</i>	Utilities <i>Funded by: Utility Revenue</i>	2024 Budget <i>All Fund Types</i>	2023 Budget
Revenues					
Municipal Taxes	\$ 45,749,764	\$ -	\$ -	\$ 45,749,764	\$ 42,377,534
Local Improvements	28,730	-	-	28,730	28,730
Seamless Taxes	1,295,529	-	-	1,295,529	1,710,292
User Fees & Sale of Goods	6,705,570	1,175,300	28,022,450	35,903,320	34,319,088
Government Transfers for Operating	4,705,024	-	-	4,705,024	4,400,922
Investment Income	4,000,000	-	-	4,000,000	2,000,000
Penalties and Cost of Taxes	675,500	-	82,400	757,900	757,900
Fine Revenue	530,000	-	-	530,000	577,400
Licenses and Permits	1,096,484	-	-	1,096,484	1,077,084
Franchise Fees and Concession Contracts	7,727,235	-	-	7,727,235	7,159,324
Donations	60,000	-	-	60,000	60,000
Total Revenues before Transfers	\$ 72,573,835	\$ 1,175,300	\$ 28,104,850	\$ 101,853,986	\$ 94,468,274

Transfers from Reserves

	Taxation <i>Funded by: Property Taxes</i>	Land Division <i>Funded by: Land Sales</i>	Utilities <i>Funded by: Utility Revenue</i>	2024 Budget <i>All Fund Types</i>	2023 Budget
Transfers from Reserves					
Operating Reserves					
Transfer from General Government	\$ 465,000	\$ -	\$ -	\$ 465,000	\$ 1,123,240
Transfer from Protective Services	34,500	-	-	34,500	-
Transfer from Enviro (Self-Supported)	-	-	-	-	82,000
Transfer from Transportation Services	-	-	-	-	60,000
Transfer from Social Services & Cemetery	-	-	-	-	15,000
Transfer from Planning & Economic Development	320,000	-	-	320,000	372,000
Transfer from Recreation & Culture	150,000	-	-	150,000	103,777
Transfer from City Manager Contingency	-	-	-	-	64,128
Transfer from Innovation	75,000	-	-	75,000	63,323
Transfer from Resiliency	-	-	-	-	744,600
Transfer from BID	-	-	-	-	10,000
Capital Reserves					
Transfer from Public Art	-	-	-	-	10,350
Transfer from Enviro (Self-Supported)	-	-	-	-	115,000
Transfer from Recreation & Culture	-	-	-	-	190,785
Total Transfers from Reserves	\$ 1,044,500	\$ -	\$ -	\$ 1,044,500	\$ 2,954,203
Total Revenues	\$ 73,618,335	\$ 1,175,300	\$ 28,104,850	\$ 102,898,486	\$ 97,422,477

Operating Expenses

	Taxation <i>Funded by: Property Taxes</i>	Land Division <i>Funded by: Land Sales</i>	Utilities <i>Funded by: Utility Revenue</i>	2024 Budget <i>All Fund Types</i>	2023 Budget
Expenses					
Seamless Requisition	\$ 1,295,529	\$ -	\$ -	\$ 1,295,529	\$ 1,710,292
Salaries, Wages & Benefits	35,974,635	225,688	4,595,663	40,795,986	38,604,220
Contracted Services	21,653,179	262,132	4,145,908	26,061,219	24,346,984
Materials and Goods	3,645,201	2,330	1,293,568	4,941,099	4,123,727
Cost of Sales	401,050	343,591	42,500	787,141	756,501
Transfers to Local Boards or Agencies	2,691,633	-	-	2,691,633	3,165,352
Administration Overhead	(4,988,208)	200,000	4,788,208	-	-
Interest on Long-Term Debt	1,382,584	-	1,808,219	3,190,803	1,927,738
Principal Debt Payments	2,410,182	-	1,494,377	3,904,559	2,970,558
Bank Charges	98,465	-	77,900	176,365	146,190
Utilities	4,533,556	2,654	2,256,967	6,793,177	6,223,831
Provisions for Landfill Closure	-	-	-	-	150,000
Accretion Expense	-	-	121,569	121,569	-
Bad Debt	-	-	10,000	10,000	30,000
Total Expenses	\$ 69,097,806	\$ 1,036,395	\$ 20,634,879	\$ 90,769,080	\$ 84,155,393
Total Surplus/(Deficit) before Transfers	\$ 4,520,529	\$ 138,905	\$ 7,469,971	\$ 12,129,406	\$ 13,267,084

Transfer to Reserves

	Taxation <i>Funded by: Property Taxes</i>	Land Division <i>Funded by: Land Sales</i>	Utilities <i>Funded by: Utility Revenue</i>	2024 Budget <i>All Fund Types</i>	2023 Budget
Transfers to Reserves					
Operating Reserves					
Transfer to General Government	\$ 161,054	\$ -	\$ -	\$ 161,054	\$ 150,535
Transfer to Protective Services Operating	207,083	-	-	207,083	627,283
Transfer to Transportation Services	121,872	-	-	121,872	57,374
Transfer to Social Services & Cemetery	12,860	-	-	12,860	13,115
Transfer to Planning & Economic Development	36,430	-	-	36,430	35,175
Transfer to Recreation & Culture	183,131	-	-	183,131	230,336
Transfer to Enviro (Self-Supported)	-	-	148,432	148,432	121,562
Transfer to Sale of City Land & Building	-	138,905	-	138,905	577,985
Total Operating Reserves	\$ 722,430	\$ 138,905	\$ 148,432	\$ 1,009,767	\$ 1,813,365

Transfer to Reserves (continued)

	Taxation <i>Funded by: Property Taxes</i>	Land Division <i>Funded by: Land Sales</i>	Utilities <i>Funded by: Utility Revenue</i>	2024 Budget <i>All Fund Types</i>	2023 Budget
Transfers to Reserves					
Capital Reserves					
Annual Transfer to Fleet Equipment	\$ 2,068,940	\$ -	\$ 641,368	\$ 2,710,308	\$ 2,417,316
Transfer to Enviro (Self-Supported)	-	-	4,384,122	4,384,122	5,130,573
Transfer to General Government	241,585	-	-	241,585	225,797
Transfer to Protective Services	310,624	-	-	310,624	276,503
Transfer to Transportation Services	182,809	-	-	182,809	161,060
Transfer to Public Safety from Photo Radar	-	-	-	-	-
Transfer to Planning & Economic Development	54,646	-	-	54,646	52,762
Transfer to Recreation and Culture	435,722	-	-	435,722	395,253
Transfer to Arena	400,000	-	-	400,000	400,000
Transfer to Social Services and Cemetery	19,291	-	-	19,291	19,672
Transfer to Stormwater (Self-Supported)	-	-	2,296,049	2,296,049	2,277,019
Total Capital Reserves	\$ 3,713,617	\$ -	\$ 7,321,539	\$ 11,035,156	\$ 11,355,955
Total Transfers to Reserves	\$ 4,436,047	\$ 138,905	\$ 7,469,971	\$ 12,044,923	\$ 13,169,320
Total Operating Surplus/(Deficit)	\$ 84,482	\$ -	\$ -	\$ 84,483	\$ 97,764

Capital

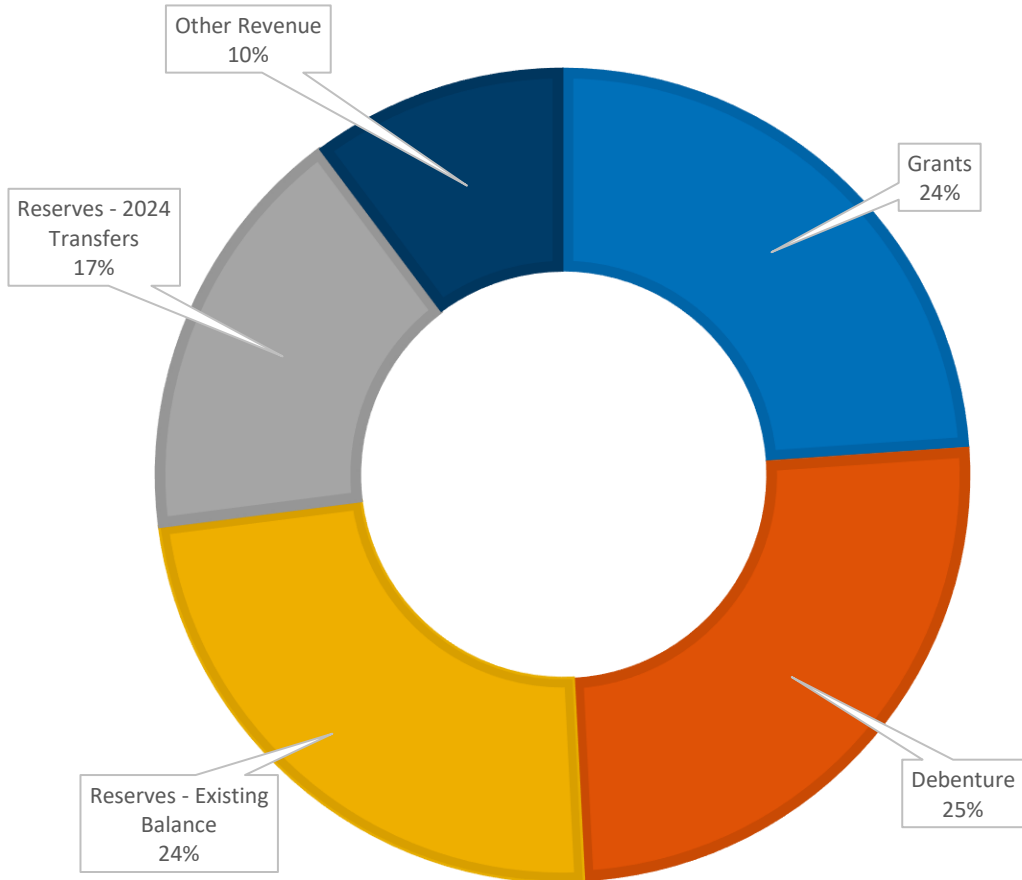


2023 Capital Projects – Not Yet Started

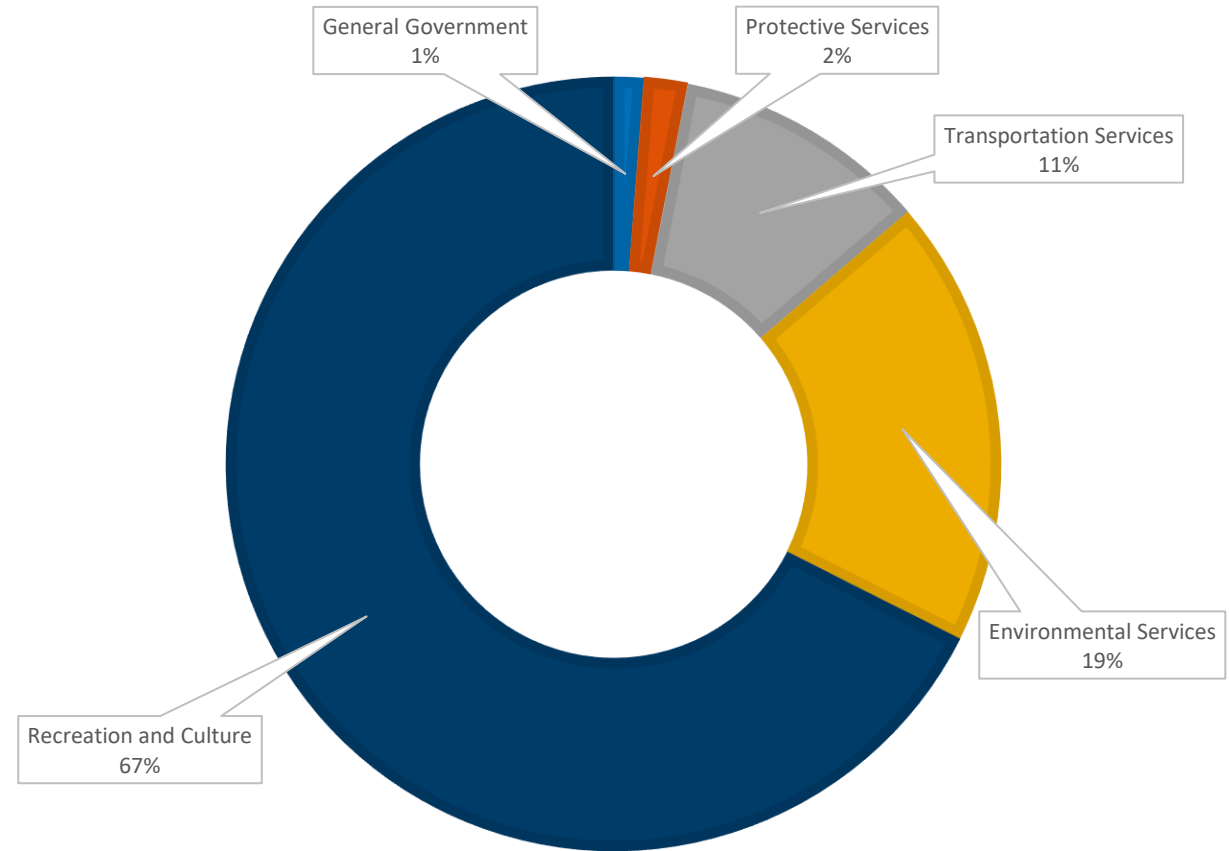
		Budget
General Government		
132 - Information Technology	2313227 - IT - Fibre Optics Network	\$ 50,000
135 - Employee Relations	2313501 - EMPREL - Employee Management System	350,000
139 - GIS	2313901 - GIS - GIS Web Mapping Solution	50,000
140 - Building Maintenance	2314013 - BM - Rebuild Steps at Heritage Building	50,000
Transportation Services		
312 - Fleet Services	2331201 - FLEET - Scanning Program - Warehouse	150,000
Environmental Services		
350 - Stormwater Drainage	2335013 - STORM - STM-E-4 (WEST LLOYD/CBD)	60,000
421 - Wastewater Treatment Plant	2342101 - WWTP - Lagoon Desludging	500,000
430 - Solid Waste Services	2143001 - Landfill - Historic Landfill Closure Remediation	835,822
Planning & Economic Development		
610 - Planning & Development	2361003 - PLANN - LPDC - Official Community Plan (OCP) - Review and Update	80,000
610 - Planning & Development	2361004 - PLANN - Area Structure Plan - SW	125,000
612 - Land Development	2261206 - LAND - Parkview Phase 6-5 Design	200,000
612 - Land Development	2261211 - LAND - Martin Browne Redevelopment	180,000
612 - Land Development	2361202 - LAND - North East Area - Rail Design	20,000
612 - Land Development	2361207 - LAND - North East Area Design	250,000
612 - Land Development	2361211 - LAND - Parkview Medium Density Lot Adjustment	192,500
630 - Economic Development	2363001 - ECDEV - Industrial Business Case Study	50,000
Recreation & Culture		
710 - Parks	2271204 - Parks - Martin Browne Playground Replacement	120,000
730 - Aquatic Centres	2373001 - BAC - Loading Dock Expansion	20,000
731 - Lloydminster Golf & Curling Centre	2273116 - LGCC - Driving Range Picker	20,000
734 - Arenas	2373604 - RR - Design for Russ Robertson Expansion	50,000
Total Projects Not Started		\$ 3,353,322

2024 Draft Capital Budget

2024 MAJOR REVENUES

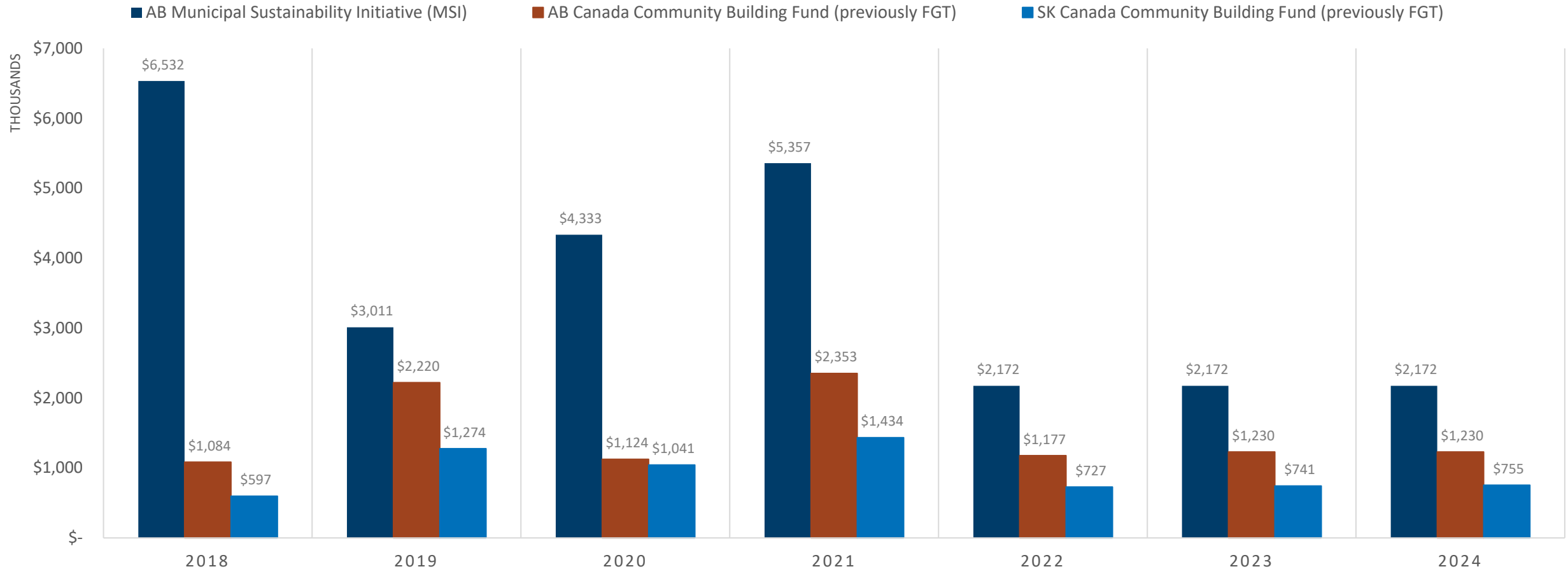


2024 MAJOR EXPENSES



Major Capital Grants – Provincial Contributions

MAJOR CAPITAL GRANTS



Grant Revenue – Major Grants by Project

	Budget 2024			
	Taxation	Land	Utilities	Total
AB Local Government Fiscal Framework (previously MSI)				
2432002 - ROADS - Arterial and Collector Roads 2024 Street Improvement Program – Construction Services	\$ 897,375	\$ -	\$ -	\$ 897,375
2432009 - ROADS - 2024 Local Road Street Improvement Program – Construction Services	635,000	-	-	635,000
2471002 - BMASP - Bridge Replacement	190,000	-	-	190,000
2473001 - BAC Replace Air Conditioner Unit	130,000	-	-	130,000
2473314 - SSC - Industrial Water Heater Replacements	125,000	-	-	125,000
2473109 - PLNTOPS - LGCC Ammonia relief line upgrade	35,000	-	-	35,000
2473303 - PLNTOPS - SSC Ammonia Relief Line Upgrade	100,000	-	-	100,000
2473604 - PLNTOPS - RR Ammonia relief line upgrade	60,000	-	-	60,000
	\$ 2,172,375	\$ -	\$ -	\$ 2,172,375
AB Canada Community Building Fund				
2432002 - ROADS - Arterial and Collector Roads 2024 Street Improvement Program – Construction Services	\$ 864,809	\$ -	\$ -	\$ 864,809
2432009 - ROADS - 2024 Local Road Street Improvement Program – Construction Services	365,000	-	-	365,000
	\$ 1,229,809	\$ -	\$ -	\$ 1,229,809
SK Canada Community Building Fund				
2432002 - ROADS - Arterial and Collector Roads 2024 Street Improvement Program – Construction Services	\$ 755,313	\$ -	\$ -	\$ 755,313
	\$ 755,313	\$ -	\$ -	\$ 755,313
	\$ 4,157,497	\$ -	\$ -	\$ 4,157,497

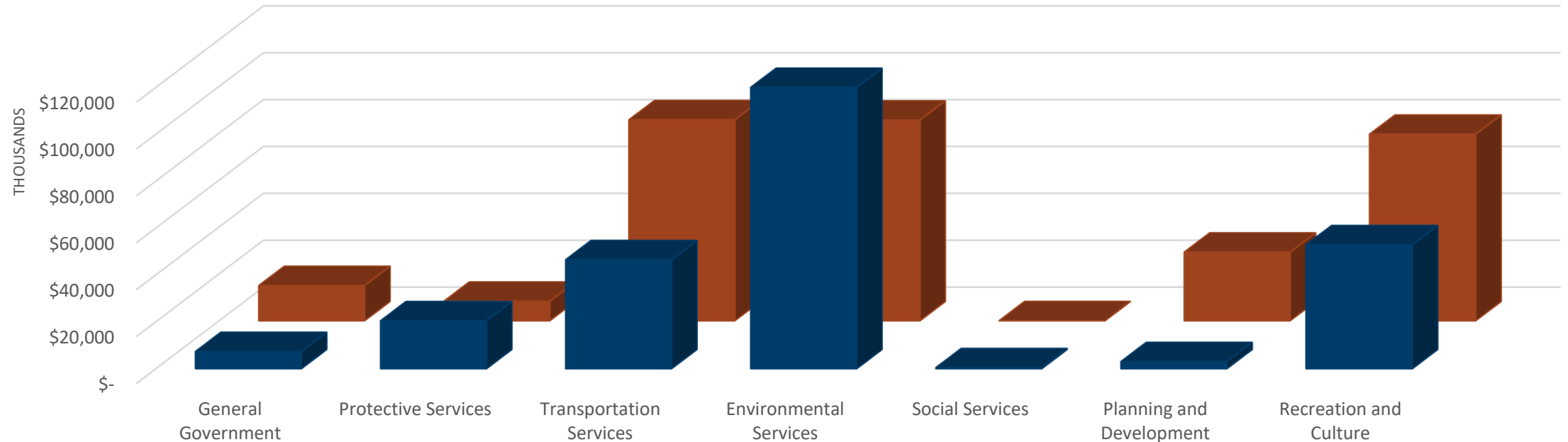
2024 Draft Capital Budget

	Taxation	Land	Utilities	Total
Funding Sources				
Grants	\$ 15,420,205	\$ -	\$ -	\$ 15,420,205
Debenture	16,300,000	-	-	16,300,000
Reserves - Existing Balance	8,599,402	1,674,898	5,059,829	15,334,129
Reserves - 2024 Transfers	4,016,425	138,905	6,680,171	10,835,501
Other Revenue	6,592,668	-	-	6,592,668
	\$ 50,928,700	\$ 1,813,803	\$ 11,740,000	\$ 64,482,503
Project Costs				
General Government	\$ 777,000	\$ -	\$ -	\$ 777,000
Protective Services	1,146,000	-	-	1,146,000
Transportation Services	6,667,500	-	-	6,667,500
Environmental Services	-	-	11,740,000	11,740,000
Social Services	-	-	-	-
Planning and Economic Development	-	1,813,803	-	1,813,803
Recreation and Culture	42,338,200	-	-	42,338,200
	\$ 50,928,700	\$ 1,813,803	\$ 11,740,000	\$ 64,482,503
Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -

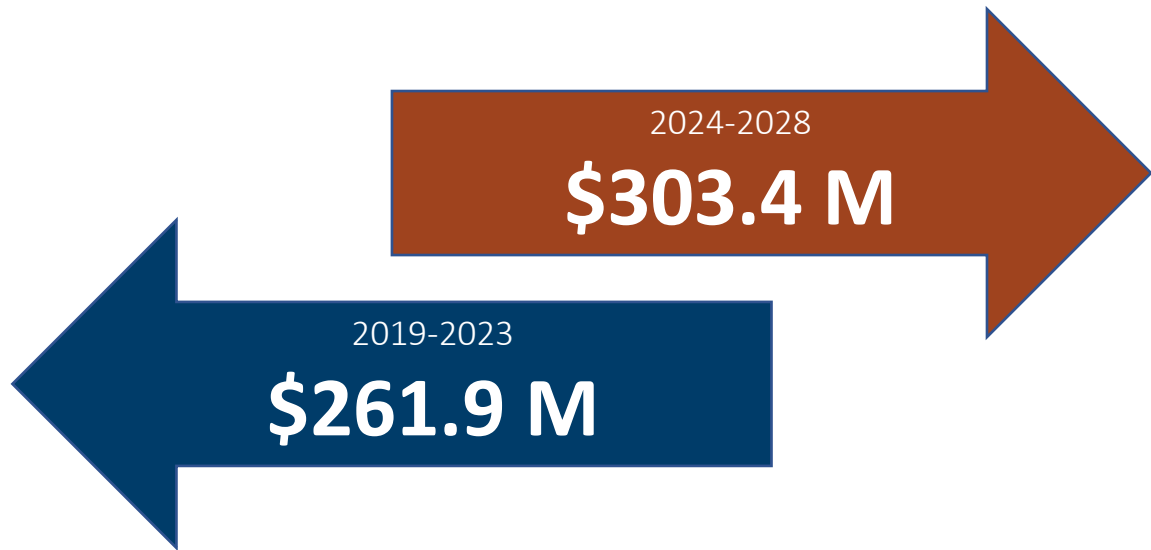
5-Year Historical & Future Capital Investment

5-YEAR HISTORICAL & FUTURE CAPITAL INVESTMENT

■ Historical (2019-2023) ■ Future (2024-2028)

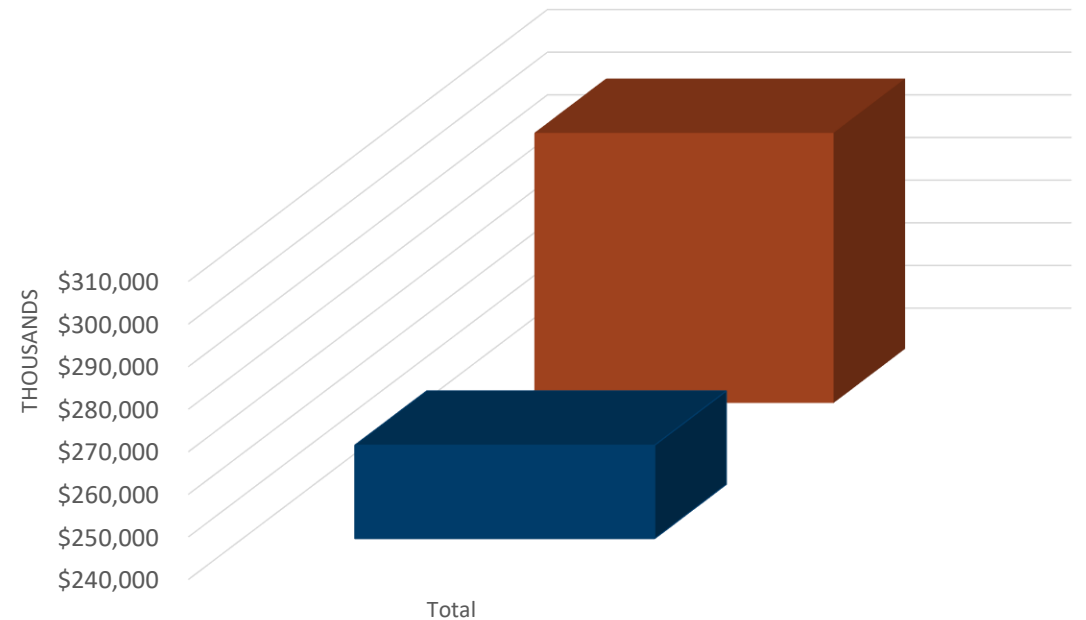


5-Year Historical & Future Capital Investment



5-YEAR HISTORICAL & FUTURE CAPITAL INVESTMENT

■ Historical (2019-2023) ■ Future (2024-2028)



10-Year Capital Plan

Taxation

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
General Government											
132 - Information Technology	742,000	1,645,000	1,325,000	1,150,000	1,285,000	1,150,000	245,000	150,000	350,000	245,000	8,287,000
133 - Communication & Marketing	-	85,000	-	-	-	-	-	-	-	-	85,000
135 - Employee Relations	-	450,000	-	-	-	-	-	-	-	-	450,000
140 - Building Maintenance	35,000	8,260,000	-	-	-	-	-	-	-	-	8,295,000
	\$ 777,000	\$ 10,440,000	\$ 1,325,000	\$ 1,150,000	\$ 1,285,000	\$ 1,150,000	\$ 245,000	\$ 150,000	\$ 350,000	\$ 245,000	\$ 17,117,000
Protective Services											
220 - Public Safety	-	-	30,000	-	-	150,000	-	-	-	-	180,000
230 - Fire Services	1,146,000	1,189,000	3,000,000	1,140,000	-	16,700,000	215,000	1,210,000	-	-	24,600,000
240 - Emergency Management	-	25,000	-	1,500,000	-	-	-	-	-	-	1,525,000
241 - 911 Services	-	270,000	-	-	-	-	-	-	-	-	270,000
	\$ 1,146,000	\$ 1,484,000	\$ 3,030,000	\$ 2,640,000	\$ -	\$ 16,850,000	\$ 215,000	\$ 1,210,000	\$ -	\$ -	\$ 26,575,000
Transportation Services											
312 - Fleet Services	2,037,500	3,250,649	3,986,348	1,951,500	1,936,582	764,000	572,500	1,143,885	600,500	412,000	16,655,464
320 - Roadway Services	4,615,000	23,335,000	9,165,000	6,830,000	17,165,000	25,490,000	18,740,000	11,770,000	5,100,000	5,100,000	127,310,000
340 - Airport	15,000	1,920,000	3,500,000	5,000,000	1,000,000	60,000	1,568,000	575,000	250,000	200,000	14,088,000
	\$ 6,667,500	\$ 28,505,649	\$ 16,651,348	\$ 13,781,500	\$ 20,101,582	\$ 26,314,000	\$ 20,880,500	\$ 13,488,885	\$ 5,950,500	\$ 5,712,000	\$ 158,053,464

10-Year Capital Plan *(continued)*

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Social Services											
510 - Social Programs & Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Planning and Economic Development											
610 - Planning & Development	\$ -	\$ 520,000	\$ 125,000	\$ 80,000	\$ 80,000	\$ -	\$ -	\$ 160,000	\$ -	\$ -	\$ 965,000
630 - Economic Development	-	150,000	-	-	-	-	-	-	-	-	150,000
	\$ -	\$ 670,000	\$ 125,000	\$ 80,000	\$ 80,000	\$ -	\$ -	\$ 160,000	\$ -	\$ -	\$ 1,115,000
Recreation and Culture											
710 - Parks	\$ 597,000	\$ 915,000	\$ 1,710,000	\$ 772,000	\$ 960,000	\$ 730,000	\$ 390,000	\$ 440,000	\$ 150,000	\$ 150,000	\$ 6,814,000
730 - Aquatic Centres	130,000	2,040,000	60,000	145,000	575,000	250,000	375,000	150,000	400,000	550,000	4,675,000
731 - Lloydminster Golf & Curling Centre	3,265,000	565,000	-	12,000	-	-	-	-	-	-	3,842,000
733 - Servus Sports Centre	412,500	730,000	965,000	590,000	495,000	550,000	550,000	650,000	1,000,000	450,000	6,392,500
734 - Arenas	125,000	2,815,000	800,000	-	47,000	-	-	-	-	-	3,787,000
740 - Recreation & Cultural Services	37,500,000	22,848,250	-	-	-	-	-	-	-	-	60,348,250
761 - Lloydminster Museum & Archives	308,700	170,676	-	-	-	-	-	-	-	-	479,376
	\$ 42,338,200	\$ 30,083,926	\$ 3,535,000	\$ 1,519,000	\$ 2,077,000	\$ 1,530,000	\$ 1,315,000	\$ 1,240,000	\$ 1,550,000	\$ 1,150,000	\$ 86,338,126

10-Year Capital Plan *(continued)*

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Land											
Planning and Economic Development											
612 - Land Development	\$ 1,813,803	\$ 4,344,916	\$ 2,676,665	\$ 3,370,520	\$ 16,073,742	\$ 12,309,464	\$ 5,814,773	\$ 5,223,979	\$ 7,024,980	\$ -	\$ 58,652,842
	\$ 1,813,803	\$ 4,344,916	\$ 2,676,665	\$ 3,370,520	\$ 16,073,742	\$ 12,309,464	\$ 5,814,773	\$ 5,223,979	\$ 7,024,980	\$ -	\$ 58,652,842
Utilities											
Environmental Services											
350 - Stormwater Drainage	\$ 4,565,000	\$ 1,370,000	\$ 200,000	\$ 5,150,000	\$ 10,275,000	\$ 8,400,000	\$ 7,200,000	\$ 8,150,000	\$ -	\$ 275,000	\$ 45,585,000
410 - Water Services	-	450,000	150,000	2,000,000	520,000	-	-	-	-	250,000	3,370,000
411 - Water Treatment Plant	-	1,081,895	2,850,000	615,000	700,000	5,495,000	4,175,000	-	-	-	14,916,895
420 - Wastewater Collection	1,925,000	19,140,000	8,030,000	8,030,000	8,230,000	15,130,000	12,030,000	8,030,000	8,030,000	8,230,000	96,805,000
421 - Wastewater Treatment Plant	500,000	-	-	175,000	500,000	500,000	10,500,000	-	-	-	12,175,000
430 - Solid Waste Services	4,750,000	830,000	3,000,000	550,000	-	-	7,100,000	-	-	-	16,230,000
	\$ 11,740,000	\$ 22,871,895	\$ 14,230,000	\$ 16,520,000	\$ 20,225,000	\$ 29,525,000	\$ 41,005,000	\$ 16,180,000	\$ 8,030,000	\$ 8,755,000	\$ 189,081,895
	\$ 64,482,503	\$ 98,400,386	\$ 41,573,013	\$ 39,061,020	\$ 59,842,324	\$ 87,678,464	\$ 69,475,273	\$ 37,652,864	\$ 22,905,480	\$ 15,862,000	\$ 536,933,326

Capital Highlights

- Administration had presented Capital projects for 2024 totaling \$95,652,179.
- This list has been evaluated thoroughly to develop a 2024 list of \$64,482,503 to propose to Council and a deferred list of \$31,169,676.
- The deferred Capital projects are forward to future years to reduce the tax burden on the municipality in 2024.



Infrastructure Gap



Forecasting the Next 10 Years

**subject to change*

For Illustrative Purposes Only

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Tax (Mill Rate) Increase	5.0%	11.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Assessment Growth	3.0%	3.0%	1.5%	1.5%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
	<i>(thousands of dollars)</i>									
Revenues	\$ 101,603	\$ 108,217	\$ 111,340	\$ 114,302	\$ 117,765	\$ 121,281	\$ 124,914	\$ 128,668	\$ 132,548	\$ 136,557
Expenses	89,474	93,922	94,899	95,020	97,870	100,806	103,830	106,945	110,153	113,457
Total Surplus/(Deficit) before Transfers	\$ 12,129	\$ 14,295	\$ 16,441	\$ 19,282	\$ 19,895	\$ 20,475	\$ 21,084	\$ 21,724	\$ 22,395	\$ 23,100
Transfers to Reserves	12,045	14,196	16,375	19,205	19,805	20,405	21,005	21,655	22,305	23,005
Total Operating Surplus/(Deficit)	\$ 84	\$ 99	\$ 66	\$ 77	\$ 90	\$ 70	\$ 79	\$ 69	\$ 90	\$ 95

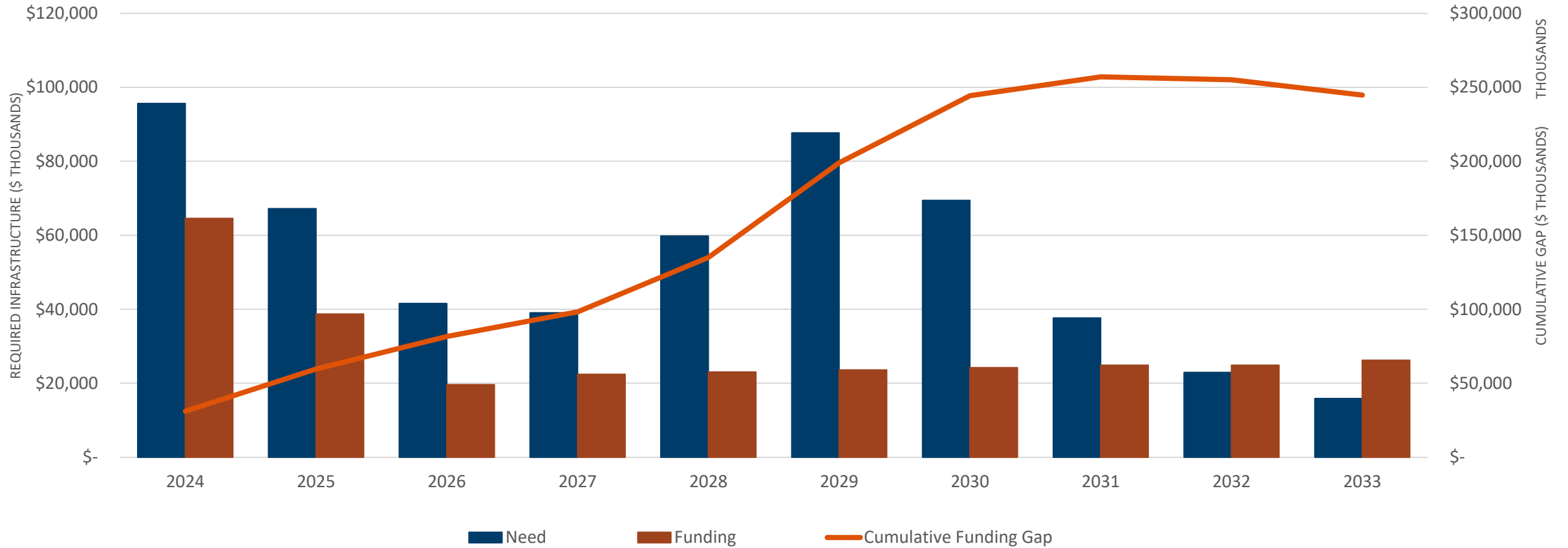
Infrastructure Investment

	Tangible Capital Assets As At December 31, 2022			2024 Budget Contribution to Capital Reserves
	Net Book Value	Replacement Value	2% Replacement Value	
		A	A x 2%	
Water Systems	\$ 67,327,288	\$ 130,341,993	\$ 2,606,840	\$ 3,800,184
Storm Systems	57,796,429	80,432,647	1,608,653	2,296,049
Wastewater Systems	29,427,574	58,780,599	1,175,612	
Roadway Systems	157,860,811	275,393,366	5,507,867	127,320
Building & Facilities	101,928,787	167,238,353	3,344,767	400,000
Machinery & Equipment	22,670,597	72,150,780	1,443,016	2,710,308
Other (including WIP)	81,461,927	89,297,341	1,785,947	1,701,295
	\$ 518,473,413	\$ 873,635,079	\$ 17,472,702	\$ 11,035,156

- This rule of thumb looks at high level historical costs to estimate approximate replacement values.

Overall Infrastructure Gap

Overall Infrastructure Gap



General Government



General Government - Revenues

	Budget 2023	Budget 2024
Revenues		
000 - General Municipal	\$ 56,359,737	\$ 62,234,885
120 - Legislative Services	60,210	140,100
130 - Office of the City Manager	83,323	75,000
132 - Information Technology	259,755	155,000
133 - Communications & Marketing	80,000	-
134 - Finance	544,510	571,500
135 - Employee Relations	286,415	100,000
137 - Assessment & Taxation	35,984	39,500
139 - GIS	100,000	95,000
140 - Building Maintenance	38,000	-
141 - Asset Management	21,325	-
	\$ 57,869,259	\$ 63,410,985

General Government - Expenses

	Budget 2023	Budget 2024
Expenses		
000 - General Municipal	\$ (4,308,133)	\$ (3,579,279)
110 - City Council	796,895	807,303
120 - Legislative Services	1,389,126	1,639,311
130 - Office of the City Manager	2,417,914	2,565,239
132 - Information Technology	2,649,283	2,914,138
133 - Communications & Marketing	1,293,370	1,347,530
134 - Finance	1,886,689	2,005,198
135 - Employee Relations	2,418,740	2,227,405
137 - Assessment & Taxation	820,201	876,353
139 - GIS	791,461	680,192
140 - Building Maintenance	1,432,864	1,652,787
141 - Asset Management	161,158	235,930
	\$ 11,749,568	\$ 13,372,108
Surplus/(Deficit)	\$ 46,119,691	\$ 50,038,877



General Government - Capital

General Government	Submitted	Accepted	Deferred
132 - Information Technology			
2413225 - IT - Desktop Hardware	132,000	132,000	-
2413226 - IT - Multi-Function Printers	20,000	10,000	10,000
2413227 - IT - Upgrade Network Connectivity	1,000,000	600,000	400,000
133 - Communication & Marketing			
2413301 - COMMS - New Parade Float	85,000	-	85,000
140 - Building Maintenance			
2414009 - BM - City Hall - Furniture Replacement	35,000	35,000	-
2413902 - GIS - Relocate IT & GIS to a common area	60,000	-	60,000
2414001 - BM - Ops Centre 2nd Floor Fit-out Design Services	100,000	-	100,000
2414002 - RCMP - 2nd Floor Renovation	300,000	-	300,000
2414012 - BM - CMMS Integration	25,000	-	25,000
	\$ 1,757,000	\$ 777,000	\$ 980,000

General Government – 10-Year Capital Plan

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
General Government											
132 - Information Technology	\$ 742,000	\$ 1,645,000	\$ 1,325,000	\$ 1,150,000	\$ 1,285,000	\$ 1,150,000	\$ 245,000	\$ 150,000	\$ 350,000	\$ 245,000	\$ 8,287,000
133 - Communication & Marketing	-	85,000	-	-	-	-	-	-	-	-	85,000
135 - Employee Relations	-	450,000	-	-	-	-	-	-	-	-	450,000
140 - Building Maintenance	35,000	8,260,000	-	-	-	-	-	-	-	-	8,295,000
	\$ 777,000	\$ 10,440,000	\$ 1,325,000	\$ 1,150,000	\$ 1,285,000	\$ 1,150,000	\$ 245,000	\$ 150,000	\$ 350,000	\$ 245,000	\$ 17,117,000

Protective Services



Protective Services - Operating



	Budget 2023	Budget 2024
Revenues		
210 - Police Services	\$ 804,286	\$ 874,506
220 - Public Safety	756,500	370,200
230 - Fire Services	100,250	120,000
240 - Emergency Management	25,323	120,000
241 - 911 Services	319,233	316,672
	\$ 2,005,592	\$ 1,801,378
Expenses		
210 - Police Services	\$ 11,856,001	\$ 12,426,122
220 - Public Safety	1,651,507	1,466,995
230 - Fire Services	4,927,679	5,153,562
240 - Emergency Management	204,727	272,130
241 - 911 Services	1,268,378	1,314,691
	\$ 19,908,292	\$ 20,633,500
Surplus/(Deficit)	\$ (17,902,700)	\$ (18,832,122)

Protective Services - Capital

Protective Services

230 - Fire Services

2423001 - FIRE - Vehicle Headsets

\$ 30,000 \$ 16,000 \$ 14,000

2423002 - FIRE - Fire Truck Replacement

1,100,000 1,100,000 -

2423003 - FIRE - Expansion of Training Center

100,000 - 100,000

2423009 - FIRE - Rehab and Command Trailer

30,000 30,000 -

240 - Emergency Management

2424001 - EMO - Emergency Operations Centre Upgrades

25,000 - 25,000

241 - 911 Services

2424101 - 911 - Renovation of Old 911 Vault

270,000 - 270,000

\$ 1,555,000 \$ 1,146,000 \$ 409,000

Protective Services – 10-Year Capital Plan

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Protective Services											
220 - Public Safety	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 180,000
230 - Fire Services	1,146,000	1,189,000	3,000,000	1,140,000	-	16,700,000	215,000	1,210,000	-	-	24,600,000
240 - Emergency Management	-	25,000	-	1,500,000	-	-	-	-	-	-	1,525,000
241 - 911 Services	-	270,000	-	-	-	-	-	-	-	-	270,000
	\$ 1,146,000	\$ 1,484,000	\$ 3,030,000	\$ 2,640,000	\$ -	\$ 16,850,000	\$ 215,000	\$ 1,210,000	\$ -	\$ -	\$ 26,575,000



Transportation Services



Transportation Services - Operating



Revenues

- 312 - Fleet
- 320 - Roads
- 340 - Airport

Expenses

- 312 - Fleet
- 320 - Roads
- 340 - Airport

Surplus/(Deficit)

	Budget 2023	Budget 2024
	\$ 60,000	\$ -
	877,728	144,906
	758,057	867,523
	\$ 1,695,785	\$ 1,012,429
	\$ 2,523,781	\$ 2,616,563
	9,452,965	9,261,000
	1,236,905	1,444,358
	\$ 13,213,651	\$ 13,321,921
	\$ (11,517,866)	\$ (12,309,492)

Transportation Services - Capital

Transportation Services

312 - Fleet Services

	Submitted	Accepted	Deferred
2423004 - FIRE - SUV - Unit C2 (Leigh)	\$ 80,000	\$ 80,000	\$ -
2431201 - FLEET - Vermac Message Board - 14-41	32,500	32,500	-
2432054 - ROADS - 3/4 Ton Truck - UNIT 23-54	75,000	75,000	-
2432055 - ROADS - 3/4 Ton Truck - UNIT 23-55	75,000	75,000	-
2432056 - ROADS - 3/4 Ton Truck - UNIT 23-61	75,000	75,000	-
2432058 - ROADS - (Unit 26-26) - F550	100,000	100,000	-
2432059 - ROADS - Snow Blower - Unit 15-32	210,000	210,000	-
2441001 - WATER - 1.5 Ton Truck - Unit 24-11	95,000	95,000	-
2441050 - WATER - 3/4 Ton Truck - Unit 23-42	75,000	75,000	-
2442150 - WWTP - 1/2 Ton Truck - Unit 22-77	65,000	65,000	-
2443001 - SWASTE - DOZER - UNIT 17-55	850,000	850,000	-
2454051 - CMTRY - 2 Ton Truck - Unit 26-25	100,000	100,000	-
2471051 - BMASP - SIDE / SIDE - Unit 18-46	30,000	30,000	-
2473102 - LGCC - Golf Carts	175,000	175,000	-
	<hr/>	<hr/>	
	\$ 2,037,500	\$ 2,037,500	\$ -

Transportation Services – Capital (continued)

	Submitted	Accepted	Deferred
Transportation Services			
320 - Roadway Services			
2432001 - ROADS - Transportation Master Plan - 2024 Update	\$ 400,000	\$ 400,000	\$ -
2432002 - ROADS - Arterial and Collector Roads 2024 Street Improvement Program – Construction Services	4,900,000	3,000,000	1,900,000
2432003 - ROADS - 50 Avenue and 62 Street Intersection Upgrades – Construction Services	590,000	-	590,000
2432004 - ROADS - 40 Avenue Foamed Asphalt Rehabilitation Program – Construction Services	1,875,000	-	1,875,000
2432005 - ROADS - 2024 Asphalt Walking Trail Improvement Program – Construction Services	375,000	-	375,000
2432007 - ROADS - 2025 Surface Improvement – Design Services	100,000	25,000	75,000
2432008 - ROADS - 12 Street Functional Plan – 50 Avenue to 75 Avenue – Design Services	100,000	100,000	-
2432009 - ROADS - 2024 Local Road Street Improvement Program – Construction Services	2,000,000	1,000,000	1,000,000
2432010 - ROADS - 75 Avenue Functional Plan – 12 Street to 44 Street – Design Services	90,000	90,000	-
2432063 - ROADS - Road Rehabilitation and Paving - 49 Avenue and 57 Street to 60 Street	650,000	-	650,000
340 - Airport			
2434002 - AIRPORT - Parking Lot Rehabilitation	1,850,000	-	1,850,000
2434005 - AIRPORT - Terminal Building Lights	30,000	-	30,000
2434006 - AIRPORT - Bathroom Upgrade Consultant/Design	15,000	15,000	-
2434007 - AIRPORT - Runway Gates	40,000	-	40,000
	\$ 15,052,500	\$ 6,667,500	\$ 8,385,000

Transportation Services – 10-Year Capital Plan

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Transportation Services											
312 - Fleet Services	\$ 2,037,500	\$ 3,250,649	\$ 3,986,348	\$ 1,951,500	\$ 1,936,582	\$ 764,000	\$ 572,500	\$ 1,143,885	\$ 600,500	\$ 412,000	\$ 16,655,464
320 - Roadway Services	4,615,000	23,335,000	9,165,000	6,830,000	17,165,000	25,490,000	18,740,000	11,770,000	5,100,000	5,100,000	127,310,000
340 - Airport	15,000	1,920,000	3,500,000	5,000,000	1,000,000	60,000	1,568,000	575,000	250,000	200,000	14,088,000
	\$ 6,667,500	\$ 28,505,649	\$ 16,651,348	\$ 13,781,500	\$ 20,101,582	\$ 26,314,000	\$ 20,880,500	\$ 13,488,885	\$ 5,950,500	\$ 5,712,000	\$ 158,053,464

Social Programs and Services



LLOYDMINSTER
Seniors Taxi Program

LLOYDMINSTER

FCSS
Lloydminster
FAMILY AND COMMUNITY SUPPORT SERVICES

This poster features a yellow taxi cab against a bright orange background. The text 'Seniors Taxi Program' is prominently displayed in white. Logos for Lloydminster and FCSS are included at the bottom.



JOIN US
SENIORS FOOD FOR THOUGHT BREAKFAST

BREAKFAST PROVIDED BY SYNERGY CREDIT UNION

THURSDAY JUNE 16

9:00 - 10:00 AM
10:00 - 12:00 PM

LEGACY CENTRE, 203 - 46 STREET

LEAP

This poster features a stack of golden-brown waffles. The text is in white and yellow on a dark background. It includes the event name, date, time, and location.



LLOYDMINSTER
SUPPORTS

A COMMUNITY SERVICES DIRECTORY

This poster shows a group of diverse people, including a person in a wheelchair, against a blue background. The text is white and yellow.



RECREATION PROGRAMS
SAFETY
HEALTH CARE
DOOR PICK-UP
SERVICING

Seniors Information Fair

Friday, February 11, 2022
From 1 to 4 p.m. | Drop-in Event
At The Legacy Centre

FCSS
Lloydminster
FAMILY AND COMMUNITY SUPPORT SERVICES

This poster features a superhero illustration with various icons. The text is white and yellow on a dark blue background.



Social Programs & Services - Operating

	Budget 2023	Budget 2024
Revenues		
510 - Social Programs & Services	\$ 716,506	\$ 740,190
	\$ 716,506	\$ 740,190
Expenses		
510 - Social Programs & Services	\$ 1,207,357	\$ 1,321,241
	\$ 1,207,357	\$ 1,321,241
Surplus/(Deficit)	\$ (490,851)	\$ (581,051)

Planning and Economic Development (Taxation)



Planning & Economic Development (Taxation) - Operating

	Budget 2023	Budget 2024
Revenues		
136 - Engineering	\$ -	\$ -
610 - Planning and Development	439,902	426,100
630 - Economic Development	372,000	320,000
	\$ 811,902	\$ 746,100
Expenses		
136 - Engineering	\$ 1,333,223	\$ 1,383,016
610 - Planning and Development	1,302,620	1,327,814
630 - Economic Development	968,958	1,043,332
	\$ 3,604,801	\$ 3,754,162
Surplus/(Deficit)	\$ (2,792,899)	\$ (3,008,062)



Planning & Economic Development (Taxation) - Capital

Planning and Economic Development

630 - Economic Development

2463002 - DARP - Plaza Upgrade or Park Development

Submitted Accepted Deferred

\$ 150,000	\$ -	\$ 150,000
\$ 150,000	\$ -	\$ 150,000



Planning & Economic Development (Taxation) – 10-Year Capital Plan

Planning and Economic Development

610 - Planning & Development
630 - Economic Development

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
\$ -	\$ 520,000	\$ 125,000	\$ 80,000	\$ 80,000	\$ -	\$ -	\$ 160,000	\$ -	\$ -	\$ -	\$ 965,000
-	150,000	-	-	-	-	-	-	-	-	-	150,000
\$ -	\$ 670,000	\$ 125,000	\$ 80,000	\$ 80,000	\$ -	\$ -	\$ 160,000	\$ -	\$ -	\$ -	\$ 1,115,000



Recreation and Culture



Recreation and Culture - Revenues

	Budget 2023	Budget 2024
Revenues		
710 - Parks	\$ 542,609	\$ 498,080
730 - Aquatic Centres	965,134	926,915
731 - Lloydminster Golf & Curling Centre	1,092,575	1,117,185
733 - Servus Sports Centre	1,708,502	1,860,015
734 - Arenas	763,206	839,160
740 - Recreation & Cultural Services	449,727	459,152
760 - Library	59,593	46,296
761 - Lloydminster Museum & Archives	268,503	150,450
762 - Vic Juba Theatre	210,785	-
763 - Legacy Centre	25,000	10,000
	\$ 6,085,634	\$ 5,907,252



Recreation and Culture - Expenses

	Budget 2023	Budget 2024
Expenses		
710 - Parks	\$ 4,221,016	\$ 4,466,052
730 - Aquatic Centres	2,920,998	3,149,210
731 - Lloydminster Golf & Curling Centre	1,686,906	1,759,091
733 - Servus Sports Centre	3,656,104	3,960,221
734 - Arenas	1,864,966	2,863,242
740 - Recreation & Cultural Services	1,594,384	1,709,087
760 - Library	1,298,729	1,286,383
761 - Lloydminster Museum & Archives	1,706,720	1,694,204
762 - Vic Juba Theatre	461,505	205,687
763 - Legacy Centre	45,201	37,745
	\$ 19,456,529	\$ 21,130,922
Surplus/(Deficit)	\$ (13,370,895)	\$ (15,223,670)

Recreation and Culture - Capital

	Submitted	Accepted	Deferred
Recreation & Culture			
710 - Parks			
2471002 - BMASP - Bridge Replacement	\$ 190,000	\$ 190,000	\$ -
2471007 - BMASP - Asphalt Trail Replacement	120,000	120,000	-
2471101 - VLA - Irrigation Replacement	500,000	-	500,000
2471102 - LBP - Perimeter Fence Replacement	40,000	40,000	-
2471110 - LBP - Outfield Fence Capping Upgrade	25,000	25,000	-
2471202 - PARKS - Bowsfield Playground Replacement	105,000	105,000	-
2471205 - PARKS - Bowsfield Ball Diamond	80,000	-	80,000
2471206 - PARKS - New Ventrac Tractor	85,000	85,000	-
2471212 - PARKS - New Irrigation at Operations Center	32,000	32,000	-
730 - Aquatic Centres			
2473001 - BAC Replace Air Conditioner Unit	250,000	130,000	120,000
2473002 - BAC- Changing Room Upgrades	620,000	-	620,000
2473004 - BAC- Office Renovations	1,020,000	-	1,020,000
2473201 - ODP-Interior Renovations	100,000	-	100,000
731 - Lloydminster Golf & Curling Centre			
2473101 - LGCC - Maintenance Shop Replacement	3,600,000	3,100,000	500,000
2473106 - LGCC - Engineering/Mechanical Design for Building	150,000	50,000	100,000
2473107 - LGCC - Additional parking lot lighting	30,000	30,000	-
2473108 - LGCC - Golf Course Review	50,000	50,000	-
2473109 - PLNTOPS - LGCC Ammonia relief line upgrade	35,000	35,000	-
2473110 - LGCC - Furnace Replacement	40,000	-	40,000
2473111 - LGCC - Roof Rehabilitation (Partial)	300,000	-	300,000

Recreation and Culture – Capital *(continued)*

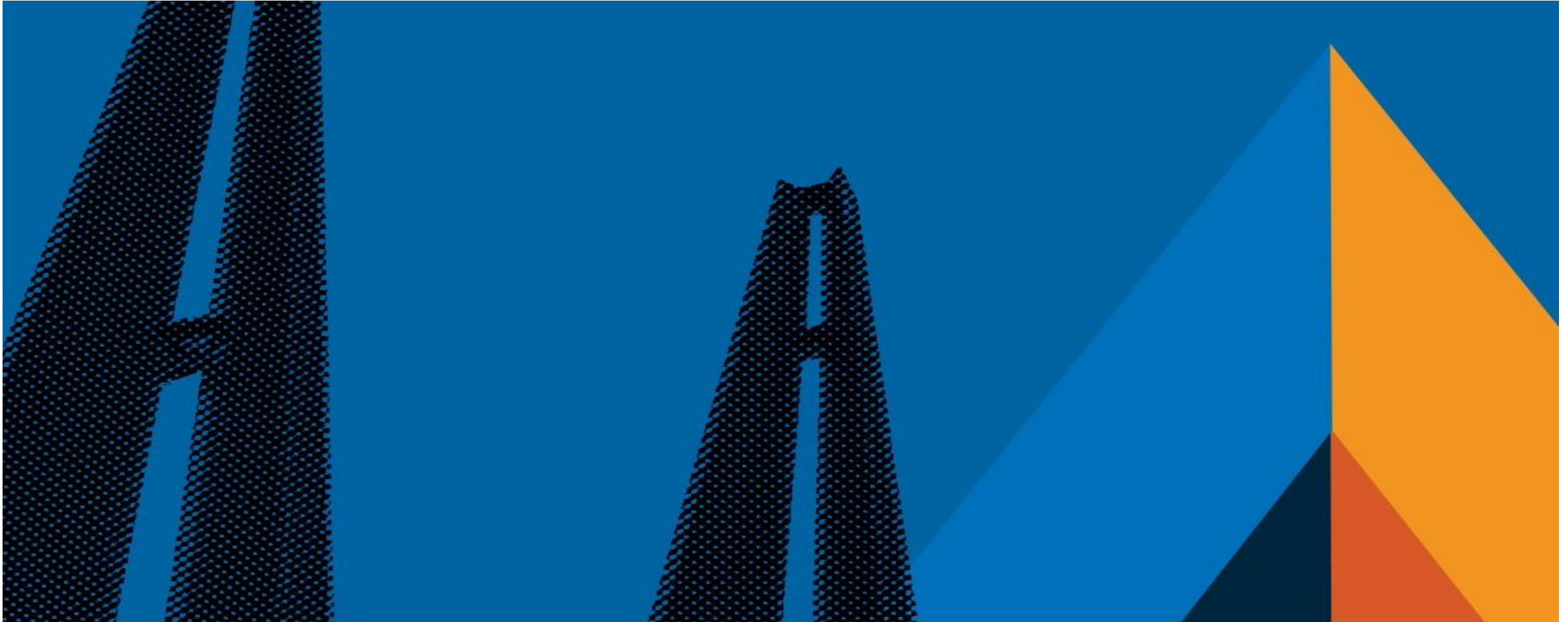
	Submitted	Accepted	Deferred
Recreation & Culture			
733 - Servus Sports Centre			
2314010 - BM - SSC Furniture Replacement	\$ 37,500	\$ 37,500	\$ -
2373309 - SSC - Bleacher Handrail Additions - Arena/Fieldhouses	25,000	25,000	-
2473302 - PLNTOPS - SSC Condenser platform extension	35,000	-	35,000
2473303 - PLNTOPS - SSC Ammonia Relief Line Upgrade	100,000	100,000	-
2473304 - SSC - Lift Gate Fleet Truck	15,000	-	15,000
2473313 - SSC - Sound System - OTS Room and Fitness Centre	90,000	-	90,000
2473314 - SSC - Industrial Water Heater Replacements	125,000	125,000	-
2473315 - SSC - Table/Chair Replacement Initiative	65,000	-	65,000
2473318 - SSC - Front Administration/Reception Area Construction	125,000	125,000	-
734 - Arenas			
2373401 - AM - Feasibility Study	65,000	65,000	-
2373602 - RR - Arena cement pad replacement	1,500,000	-	1,500,000
2373603 - RR - South Wall Expansion	1,245,000	-	1,245,000
2473601 - RR - Sidewalk addition to West and North	10,000	-	10,000
2473604 - PLNTOPS - RR Ammonia relief line upgrade	60,000	60,000	-
740 - Recreation & Cultural Services			
2074008 - RECCUL - Multi-Use Sports Facility	37,500,000	37,500,000	-
2474003 - RECCUL - Recreation and Culture Master Plan	175,000	-	175,000
761 - Lloydminster Museum & Archives			
2476101 - WHP - Weaver House Renovations	100,000	-	100,000
2476102 - WHP - Log Church Restoration	379,376	308,700	70,676
	\$ 49,023,876	\$ 42,338,200	\$ 6,685,676

Recreation and Culture – 10-Year Capital Plan

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Recreation and Culture											
710 - Parks	\$ 597,000	\$ 915,000	\$ 1,710,000	\$ 772,000	\$ 960,000	\$ 730,000	\$ 390,000	\$ 440,000	\$ 150,000	\$ 150,000	\$ 6,814,000
730 - Aquatic Centres	130,000	2,040,000	60,000	145,000	575,000	250,000	375,000	150,000	400,000	550,000	4,675,000
731 - Lloydminster Golf & Curling Centre	3,265,000	565,000	-	12,000	-	-	-	-	-	-	3,842,000
733 - Servus Sports Centre	412,500	730,000	965,000	590,000	495,000	550,000	550,000	650,000	1,000,000	450,000	6,392,500
734 - Arenas	125,000	2,815,000	800,000	-	47,000	-	-	-	-	-	3,787,000
740 - Recreation & Cultural Services	37,500,000	22,848,250	-	-	-	-	-	-	-	-	60,348,250
761 - Lloydminster Museum & Archives	308,700	170,676	-	-	-	-	-	-	-	-	479,376
	\$ 42,338,200	\$ 30,083,926	\$ 3,535,000	\$ 1,519,000	\$ 2,077,000	\$ 1,530,000	\$ 1,315,000	\$ 1,240,000	\$ 1,550,000	\$ 1,150,000	\$ 86,338,126



Planning and Economic Development (Land)



Planning & Economic Development (Land) - Operating

	Budget 2023	Budget 2024
Revenues		
612 - Land Development	\$ 1,416,639	\$ 1,175,300
	\$ 1,416,639	\$ 1,175,300
Expenses		
612 - Land Development	\$ 1,416,639	\$ 1,175,300
	\$ 1,416,639	\$ 1,175,300
Surplus/(Deficit)	\$ -	\$ -



Planning & Economic Development (Land) - Capital

Planning and Economic Development

612 - Land Development

2461204 - LAND - North East Phase 1 Lot Development

Submitted Accepted Deferred

\$ 1,813,803 \$ 1,813,803 \$ -

Planning & Economic Development (Land) - 10-Year Capital Plan

Land	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Planning and Economic Development											
612 - Land Development	\$ 1,813,803	\$ 4,344,916	\$ 2,676,665	\$ 3,370,520	\$ 16,073,742	\$ 12,309,464	\$ 5,814,773	\$ 5,223,979	\$ 7,024,980	\$ -	\$ 58,652,842
	\$ 1,813,803	\$ 4,344,916	\$ 2,676,665	\$ 3,370,520	\$ 16,073,742	\$ 12,309,464	\$ 5,814,773	\$ 5,223,979	\$ 7,024,980	\$ -	\$ 58,652,842

Environmental Services



Environmental Services - Operating



ARE YOU ORGANICS COMPLIANT?

Since January 2023, almost 500 tonnes of contaminated organics have been sent to the landfill.



	Budget 2023	Budget 2024
Revenues		
350 - Stormwater Drainage	\$ 2,761,742	\$ 2,784,959
410 - Water Services	17,229,960	18,502,895
411 - Water Treatment Plant	2,122,872	2,011,592
420 - Wastewater Collection	23,522	28,749
421 - Wastewater Treatment Plant	328,447	353,835
430 - Landfill	4,354,614	4,422,819
	\$ 26,821,157	\$ 28,104,849
Expenses		
350 - Stormwater Drainage	\$ 2,875,175	\$ 2,784,959
410 - Water Services	12,545,891	10,752,497
411 - Water Treatment Plant	3,054,955	3,433,672
420 - Wastewater Collection	1,566,671	1,777,663
421 - Wastewater Treatment Plant	2,509,223	4,918,042
430 - Landfill	4,215,962	4,438,017
	\$ 26,767,877	\$ 28,104,849
Surplus/(Deficit)	\$ 53,280	\$ -

Environmental Services - Capital

Environmental Services	Submitted	Accepted	Deferred
350 - Stormwater Drainage			
2335017 - STORM - Northwest Drainage Channel Improvements Phase IV – Construction Services	\$ 3,500,000	\$ 3,500,000	\$ -
2435002 - STORM - Neale Edmunds Landowner Crossing	65,000	65,000	-
2435003 - STORM - Lake K Clay Removal	1,000,000	1,000,000	-
410 - Water Services			
2441002 - WATER - 52 Avenue Water Main Rehabilitation	450,000	-	450,000
420 - Wastewater Collection			
2442001 - WWC - 2024 Water and Sewer Replacement Program – Construction	3,060,000	1,900,000	1,160,000
2442003 - WWC - 56 Avenue – 44 Street to 45 Street Sanitary Extension – Design & Construction Services	410,000	-	410,000
2442004 - WWC - Central Business District Replacement Program – Phase 2 – Construction Services	4,150,000	-	4,150,000
2442005 - WWC - 2025 Water and Sewer Replacement Program – Design Services	25,000	25,000	-
2442006 - WWC - 52 Street between 67 Avenue and 75 Avenue Underground Servicing – Construction Services	5,390,000	-	5,390,000
421 - Wastewater Treatment Plant			
2442101 - WWTP - Lagoon Desludging	3,500,000	500,000	3,000,000
430 - Solid Waste Services			
2343001 - SWASTE - Landfill Cell 1.4 - Design and Construction	4,750,000	4,750,000	-
	\$ 26,300,000	\$ 11,740,000	\$ 14,560,000

Environmental Services – 10-Year Capital Plan




	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Environmental Services											
350 - Stormwater Drainage	\$ 4,565,000	\$ 1,370,000	\$ 200,000	\$ 5,150,000	\$ 10,275,000	\$ 8,400,000	\$ 7,200,000	\$ 8,150,000	\$ -	\$ 275,000	\$ 45,585,000
410 - Water Services	-	450,000	150,000	2,000,000	520,000	-	-	-	-	250,000	3,370,000
411 - Water Treatment Plant	-	1,081,895	2,850,000	615,000	700,000	5,495,000	4,175,000	-	-	-	14,916,895
420 - Wastewater Collection	1,925,000	19,140,000	8,030,000	8,030,000	8,230,000	15,130,000	12,030,000	8,030,000	8,030,000	8,230,000	96,805,000
421 - Wastewater Treatment Plant	500,000	-	-	175,000	500,000	500,000	10,500,000	-	-	-	12,175,000
430 - Solid Waste Services	4,750,000	830,000	3,000,000	550,000	-	-	7,100,000	-	-	-	16,230,000
	\$ 11,740,000	\$ 22,871,895	\$ 14,230,000	\$ 16,520,000	\$ 20,225,000	\$ 29,525,000	\$ 41,005,000	\$ 16,180,000	\$ 8,030,000	\$ 8,755,000	\$ 189,081,895



Proposed Budget Impacts


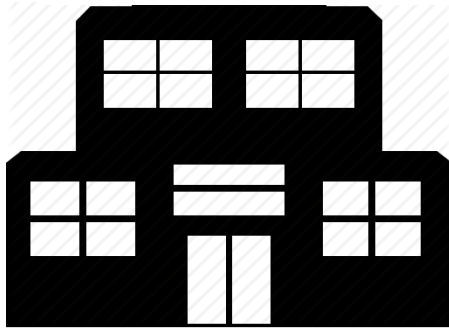

Residential Impact

Based on 5% municipal tax levy increase and approximate 3% growth
Assumes no changes in assessed market value or education taxes.

Residential	 Value of \$250,000	 Value of \$350,000	 Value of \$500,000	
2023	\$1,815 Municipal \$100 Seamless \$662 Education <hr/> \$2,577 Taxes	\$2,542 Municipal \$141 Seamless \$926 Education <hr/> \$3,608 Taxes	\$3,631 Municipal \$200 Seamless \$1,323 Education <hr/> \$5,154 Taxes	
2024	\$1,906 Municipal \$76 Seamless \$662 Education <hr/> \$2,643 Taxes +\$6/mo	\$2,669 Municipal \$106 Seamless \$926 Education <hr/> \$3,701 Taxes +\$8/mo	\$3,812 Municipal \$152 Seamless \$1,323 Education <hr/> \$5,287 Taxes +\$11/mo	
Infrastructure Additional Contribution		+\$1/mo	+\$2/mo	+\$3/mo

Non-Residential Impact

Based on 5% municipal tax levy increase and approximately 3% growth.
Assumes no changes in assessed market value or education taxes

Non - Residential				
	Value of \$500,000	Value of \$1,000,000	Value of \$1,500,000	
2023	\$6,535 Municipal \$200 Seamless \$1,940 Education <hr/> \$8,675 Taxes	\$13,069 Municipal \$421 Seamless \$3,879 Education <hr/> \$17,369 Taxes	\$19,603 Municipal \$601 Seamless \$5,819 Education <hr/> \$26,023 Taxes	
2024	\$6,861 Municipal \$152 Seamless \$1,940 Education <hr/> \$8,953 Taxes +\$23/mo	\$13,723 Municipal \$319 Seamless \$3,879 Education <hr/> \$17,920 Taxes +\$46/mo	\$20,583 Municipal \$455 Seamless \$5,819 Education <hr/> \$26,857 Taxes +\$70 mo	
	Infrastructure Additional Contribution	+6/mo	+\$13/mo	+\$17/mo

Residential Utility

Based on 5% utility increase

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

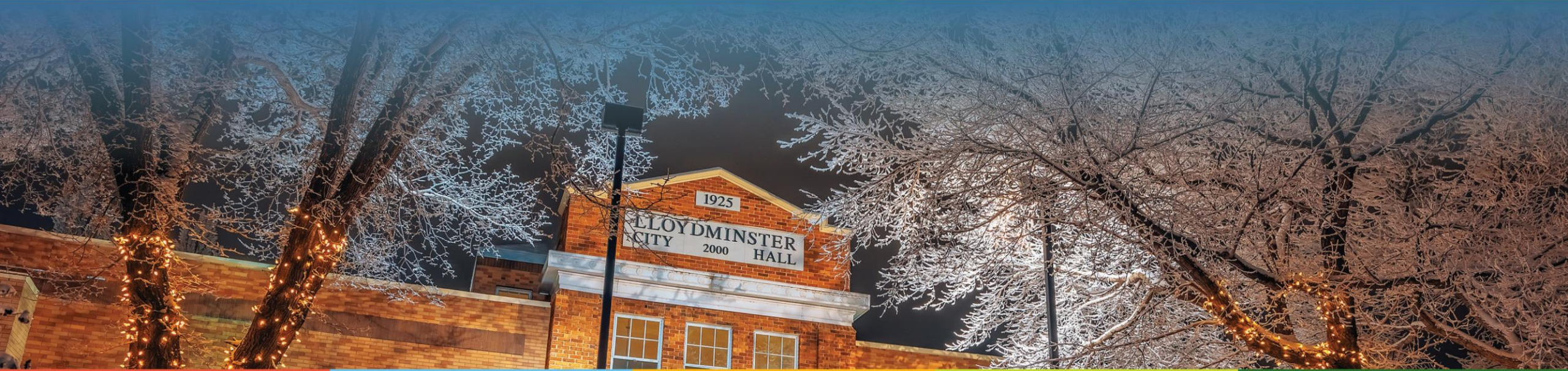
Residential	Low Consumption (10 m ³)	Med consumption (25 m ³)	High consumption (60 m ³)
2023	\$101/month	\$161/month	\$312/month
2024	\$107/month +\$6	\$169/month +\$8	\$328/month +\$16

Non-Residential Utility

Based on 5% utility increase

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

Non - Residential	Low consumption (15 m ³) ¾" meter	Med consumption (80 m ³) 1" meter	High consumption (1,300 m ³) 2" meter
2023	\$108/month	\$411/month	\$5,778/month
2024	\$113/month +\$5	\$432/month +\$21	\$6,067/month +\$289



Summary and Next Steps



Summary

The draft budget includes a municipal tax levy increase of 5%, assumes a 3% growth in assessment, taxation user fee increase of 5% and a utility user fee increase of 5% which allows the City of Lloydminster to keep pace with inflationary costs, maintain the current service levels, and contribute a modest amount towards the important Operational and Capital reserves in preparation for the future.

The draft budget proposes to start addressing the Infrastructure deficit gap through implementing a 1% mill rate increase to a dedicated infrastructure reserve.

Next Steps

1. That Council approve the 2024 Operating budget with a total operating revenue of \$57,148,721; with operating expenditures of \$102,898,485 resulting in municipal taxation levy requirement of \$45,749,764 (excluding amortization of \$22,553,288) and the 2024 Capital budget which has a total capital revenues of \$64,482,503 to support total costs of \$64,482,503.
2. That Council accept Operating written plans for 2025, 2026 and 2027 and the ten (10) year Capital plan in principle.
3. That Council approve an additional 1% increase in the mill rate to be contributed to support the infrastructure deficit resulting in an additional tax revenue of \$425,000 and a related contribution to infrastructure reserve of \$425,000.

