



BUDGET 2022

November 22, 2021

Message from the City Manager

For the consideration of our Mayor and Council, City of Lloydminster Administration is pleased to present the Draft 2022 Municipal Budget.

The City made significant progress in high-profile capital items in 2021, including completion of major roadwork, the re-establishment of the Lloydminster Museum + Archives, relocation of the Lloydminster Public Library and commenced planning for the replacement of the Centennial Civic Centre. Despite an aggressive capital agenda, Administration stayed its commitment to long-term financial sustainability by enhancing reserves and refining its operations through a consultant-led Lean review.

Looking ahead, Administration continues to be challenged by diminishing revenue sharing from both Alberta and Saskatchewan, funding shortfalls that are exacerbated by limited population growth and sustained economic challenges. Escalating costs in providing services - compounded by the continued presence of COVID-19 variants - continue to be a point of concern for all municipalities working to set budgets amid uncertain social and economic landscapes.

Throughout the 2022 Draft Budget, Administration has aligned its plans with Council's recently refreshed Strategic Plan, leveraging federal and municipal funding programs to support critical infrastructure, attract investment and spur the local economy. In mapping fiscal priorities for 2022, Administration sought to maintain 2021 municipal service levels, while also charting the course for capital maintenance, improvement and replacement over the next several years.

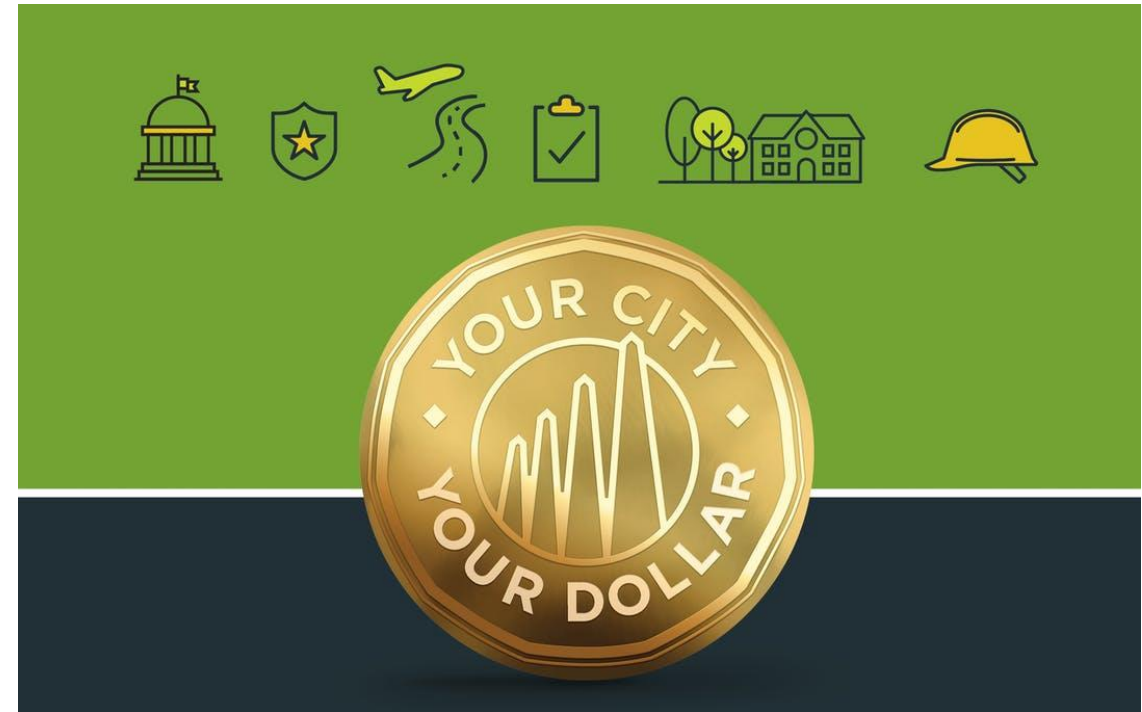


Community Engagement

From July 2 to September 6, the City of Lloydminster deployed a budget-simulation tool to learn about residents' priorities and to give them a say in allocating funding to municipal services.

Participants were tasked with increasing, decreasing or maintaining their property tax funding for different budget categories, while staying within a balanced budget.

The process educated residents on the City's various services while asking them to provide feedback based on the City's current service levels and budget.

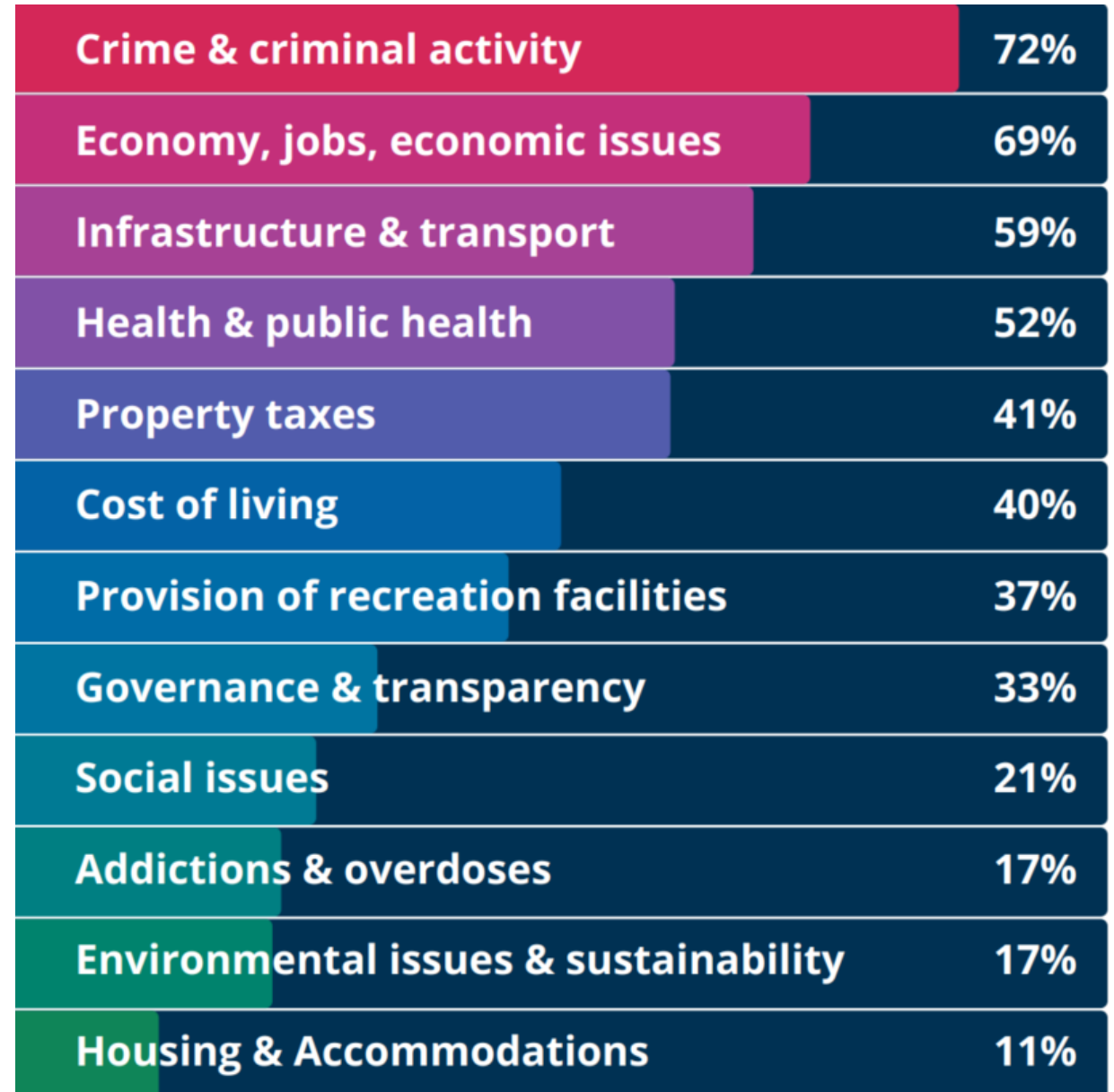


- 10,116 page views
- 1,225 unique visitors
- 304 unique local participants
- 183 completed simulations
- 286 comments
- 8-minute average visit length

Community Issues

To better understand the issues and priorities in the community, participants were asked to rank a list of 12 options.

The top issues identified were criminal activity, economic issues, as well as infrastructure and transport. Environmental issues and housing were found to be least priority concerns.



Overview

Below is the budget breakdown that would be most widely supported by participants.

Service Area	Sentiment
Environmental Services	Neutral
Funding Government Services	3% Decrease
Funding Planning & Development Services	Keep the same
Funding Protective Services	1% Increase
Funding Recreational Services	1% Increase
Funding Social Services	1% Increase
Funding Transportation Services	Keep the same

2021 and 2022 Budget Engagement Comparison

2021

Survey Respondents: 198
 Comments: 118

Funding Protective Services

+1% Increase

Funding Social Services

+2% Increase

Funding Government Services

Keep the Same

Funding Transportation Services

+1% Increase

Funding Planning & Development Services

-1% Decrease

Funding Recreational Services

+1% Increase

Funding Environmental Services

Neutral satisfaction based on the current service

2022

Survey Respondents: 183
 Comments: 286

Funding Protective Services

+1% Increase

Funding Social Services

+1% Increase

Funding Government Services

-3% Decrease

Funding Transportation Services

Keep the Same

Funding Planning & Development Services

Keep the Same

Funding Recreational Services

+1% Increase

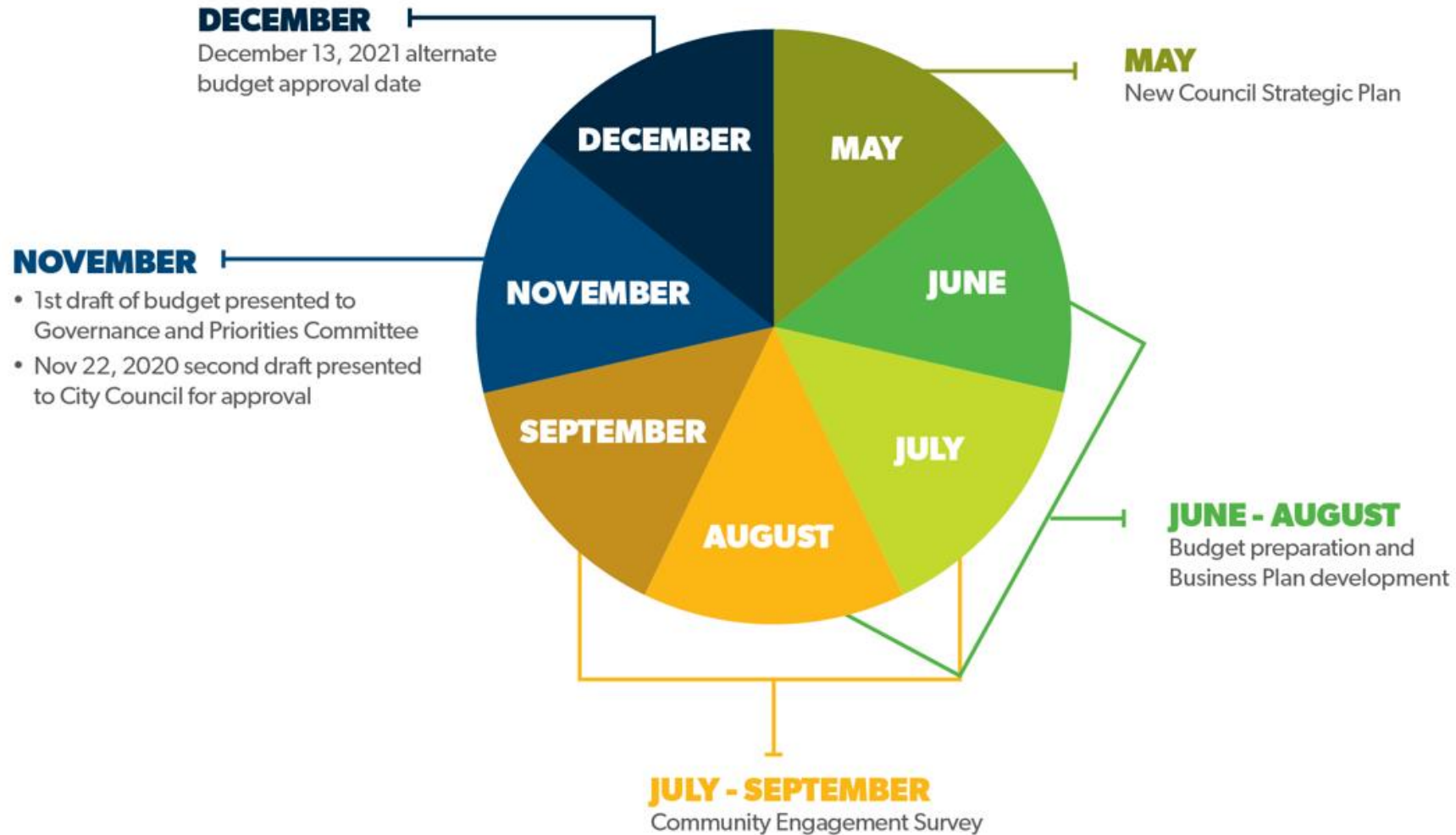
Funding Environmental Services

Neutral satisfaction based on the current service



Learn more at
yourvoicelloyd.ca/budget2022

2022 BUDGETING PROCESS



Lloydminster Today in Times of Pandemic

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.

Activity



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

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.

Time

Key Challenges

❑ COVID-19

The City is preparing for continued response to the pandemic, keeping an eye on recovery and putting processes in place for efficiencies and where possible a digital transformation.

❑ Declining Grants

The rapid reduction of funding from the provincial governments affects all plans and programs from assets like roads and buildings to recreation programs. Coupled with this is the lack of long-term predictable funding. The Alberta Government reduced funding for municipalities for the Municipal Sustainability Grant by roughly 25% for each of the 2021, 2022 and 2023 years. Then the province took \$1.9 mil from 2022 and 2023 to support the 2021 budget year as an economic stimulus. However, this reduction and adjustment means the City of Lloydminster will see a substantial decrease in funding from 2021 to 2022 of \$3.1 mil a reduction of approximately 42%. Regarding the Saskatchewan Municipal Revenue Sharing grant it is anticipated to be reduced by \$113,050 or approximately 5%.

❑ Infrastructure Deficit

Council has made progress on a number of infrastructure areas in recent years. Administration continues to refine its asset-management strategy to address the City's true infrastructure deficit and attempts to illustrate in this presentation the long-term infrastructure plans that are in the horizon.

Key Challenges

❑ Protective Services

The Federal Government and the RCMP members union ratified an agreement. This resulted in one time Retro pay requirement for the years 2017 to 2021 (anticipating an invoice of approximately \$2 million) in addition there are increased costs to the 2022 budgeted contract costs as the new salaries are now effective. This is a net increase of \$1.5 mil and equates to a 4% municipal tax increase. The City pays for 90% of the RCMP costs for the Alberta population with the province of Alberta paying for 10% of that cost. However, the City pays for 100% of the Saskatchewan population with no contribution from the province of Saskatchewan.

Administration is advocating that the Retro pay costs will be forwarded to the municipalities in a multi-year approach. Protective Services include RCMP, Fire, Public Safety and Emergency Management. Protective services area has an overall increase of \$2.2 mil which equates to a 6% municipal tax increase. Therefore, cost saving measures and cuts were introduced in other areas to reduce the overall impact to the tax payer.

❑ Facility Refresh and Replacement

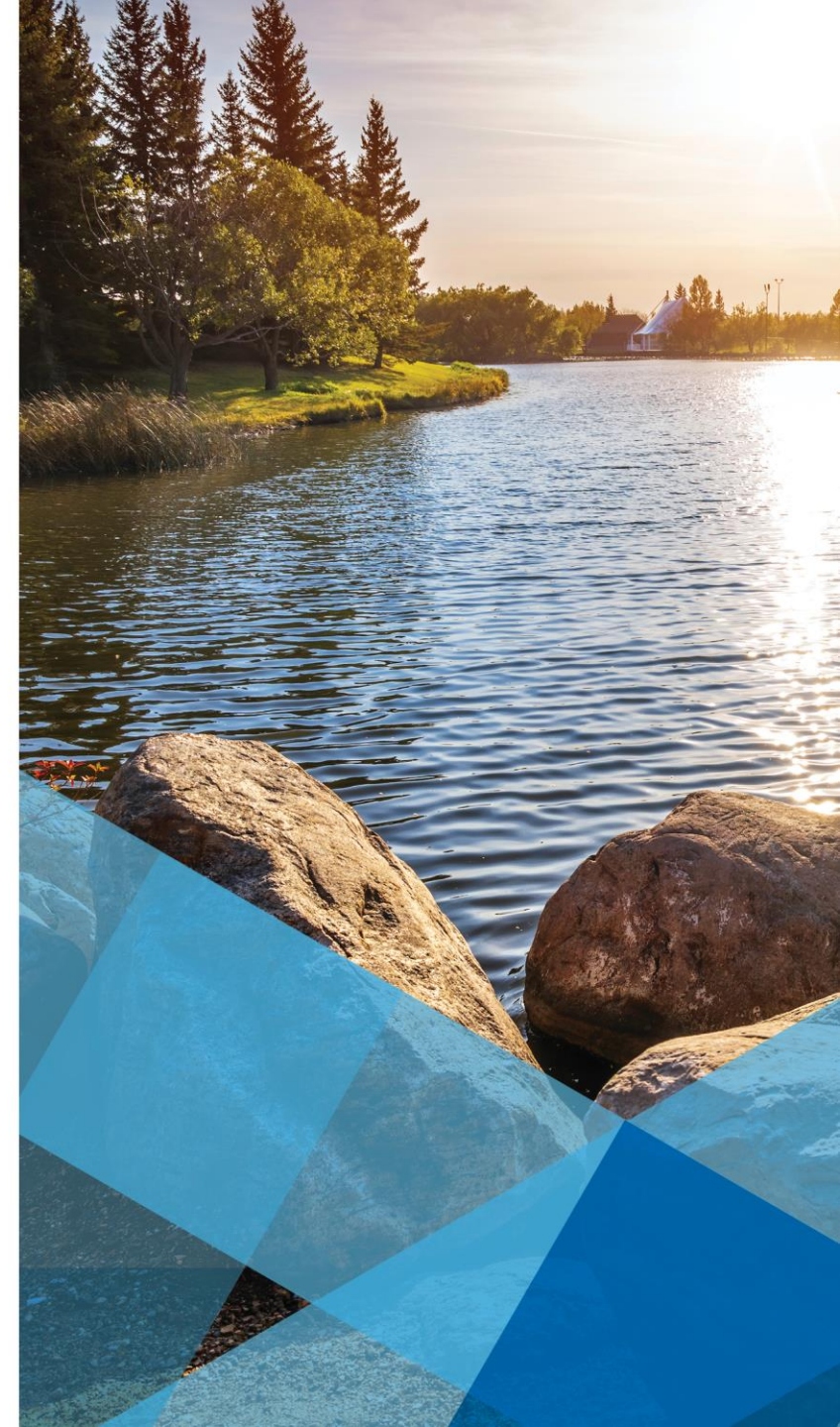
Will continue with the Wastewater Treatment Facility and commence working on a Multi-Use Recreation Facility for the future.



OPERATING BUDGET

Highlights to the Draft Operational Budget

- ❑ To support services and infrastructure the Draft 2022 budget includes a proposed 3.5% increase to municipal tax levy and 4% increase to the utility rates. Included in the calculations is a 1% growth in assessment.
- ❑ The Seamless Education Levy was reduced to \$ 2,287,942 from \$2,497,900 in 2021.
- ❑ To support future infrastructure capital replacement and cost increases the draft 2022 budget includes contribution of 1% to operating and 1.5% to capital reserves
- ❑ There is a concentrated focus on infrastructure priorities established in our multi-year maintenance and capital.
- ❑ Includes increased RCMP current contract costs but not the related Retro pay.
- ❑ With consideration to economic realities, Administration worked diligently to keep costs at a minimum without reducing service levels.
- ❑ Not included at this time for ease of identifying the balanced budget is the unfunded amortization of \$21,672,600.



Historical Operating Budget - Revenue

	Budget 2019	Budget 2020	Budget 2021	Budget 2022
Revenues				
Municipal Taxes	\$ 36,139,139	\$ 35,958,439	\$ 36,736,841	\$ 38,354,998
Education Taxes	12,985,847	12,634,259	12,634,260	13,132,945
Seamless Education Levy	2,420,399	2,501,825	2,497,900	2,287,942
User Fees and Sale of Goods	33,315,351	33,254,672	32,247,088	32,336,418
Government Transfers for Operating	3,800,898	4,029,447	4,049,735	4,062,999
Investment Income	1,110,500	1,500,000	1,350,000	1,350,000
Penalties and Cost of Taxes	1,586,300	1,380,900	1,470,400	1,434,400
Licenses and Permits	1,033,814	938,017	827,430	1,065,911
Franchise and Concession Contracts	6,067,903	5,988,783	6,130,752	6,439,443
Transfers from Reserves	5,151,611	787,372	316,520	10,526,133
	\$ 103,611,762	\$ 98,973,714	\$ 98,260,926	\$ 110,991,189

Historical Operating Budget - Expenses

	Budget 2019	Budget 2020	Budget 2021	Budget 2022
Expenses				
Education Requisition	\$ 12,985,847	\$ 12,634,259	12,689,512	\$ 13,132,945
Seamless Education Requisition	2,420,399	2,501,825	2,497,900	2,287,942
Salaries, Wages and Benefits	31,081,635	32,505,023	35,113,341	35,274,901
Contracted Services	19,795,693	20,161,099	19,730,081	20,837,858
Materials and Goods	3,449,798	3,392,370	3,437,398	3,269,549
Utilities	6,148,590	5,995,067	5,996,340	5,894,769
Transfers to Local Boards or Agencies	1,852,965	1,836,322	1,836,283	1,999,837
Bank Charges	91,190	65,840	136,768	147,593
Interest on Long-Term Debt	978,884	906,394	1,112,544	1,134,546
Principal Debt Payments	2,218,362	2,279,126	2,709,769	2,671,927
Cost of Sales	1,294,259	1,356,594	808,956	649,679
Provisions for Landfill Closure	-	-	150,000	150,000
Bad Debt	60,000	100,000	30,000	10,000
Transfers to Reserves	21,234,139	15,231,701	11,933,489	23,454,379
	\$ 103,611,762	\$ 98,965,620	\$ 98,182,381	\$ 110,915,925
Surplus/(Deficit)	\$ 0	\$ 8,094	\$ 78,545	\$ 75,264

Future Operating Budget - Revenue

	Budget 2022	Budget 2023	Budget 2024
Revenue			
Municipal Taxes	\$ 38,354,998	\$ 39,489,786	\$ 40,658,618
Education Taxes	13,132,945	13,461,269	13,797,801
Seamless Education Levy	2,287,942	2,287,942	2,287,942
User Fees & Sale of Goods	32,336,418	32,646,958	32,451,911
Government Transfers for Operating	4,062,999	4,047,634	4,042,837
Investment Income	1,350,000	1,350,000	1,400,000
Penalties and Cost of Taxes	1,434,400	1,434,400	1,434,400
Licenses and Permits	1,065,911	1,065,909	1,065,909
Franchise and Concession Contracts	6,439,443	6,568,233	6,699,598
Transfers from Reserves	10,526,133	6,617,244	5,860,000
	\$ 110,991,189	\$ 108,969,375	\$ 109,699,016

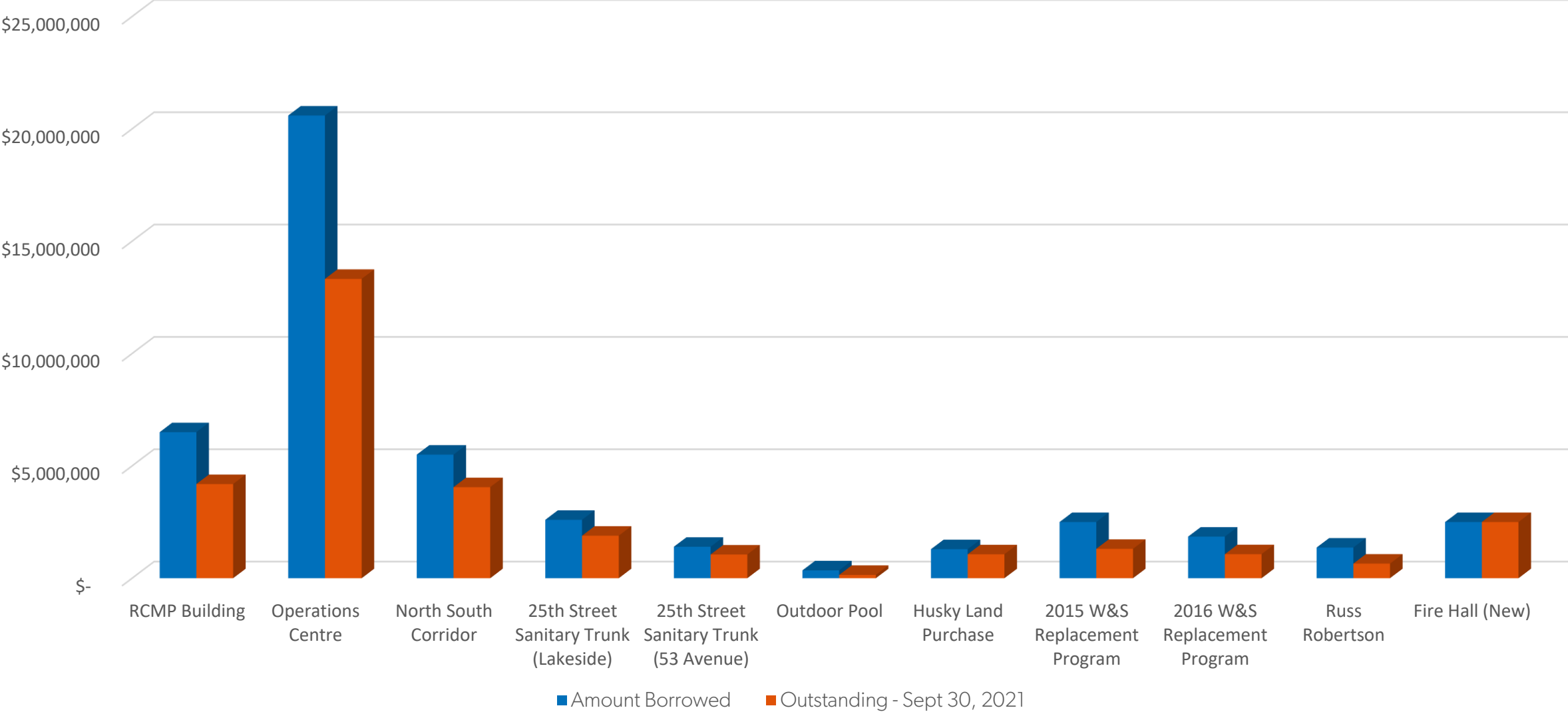
Future Operating Budget - Expenses

	Budget 2022	Budget 2023	Budget 2024
Expense			
Education Requisition	\$ 13,132,945	\$ 13,461,269	\$ 13,797,801
Seamless Education Requisition	2,287,942	2,287,942	2,287,942
Salaries, Wages and Benefits	35,274,901	35,540,143	35,713,611
Contracted Services	20,837,858	21,684,668	22,323,685
Materials and Goods	3,269,549	3,192,102	2,913,856
Utilities	5,894,769	6,098,582	5,989,724
Transfers to Local Boards or Agencies	1,999,837	2,128,633	2,104,502
Bank Charges	147,593	150,545	150,545
Interest on Long-Term Debt	1,134,546	1,462,379	1,497,591
Principal Debt Payments	2,671,927	3,370,200	3,564,622
Cost of Sales	649,679	661,600	411,600
Provisions for Landfill Closure	150,000	150,000	150,000
Bad Debt	10,000	10,000	10,000
Transfers to Reserves	23,454,379	18,684,544	18,654,050
	\$ 110,915,925	\$ 108,882,607	\$ 109,569,529
Surplus/(Deficit)	\$ 75,264	\$ 86,768	\$ 129,487

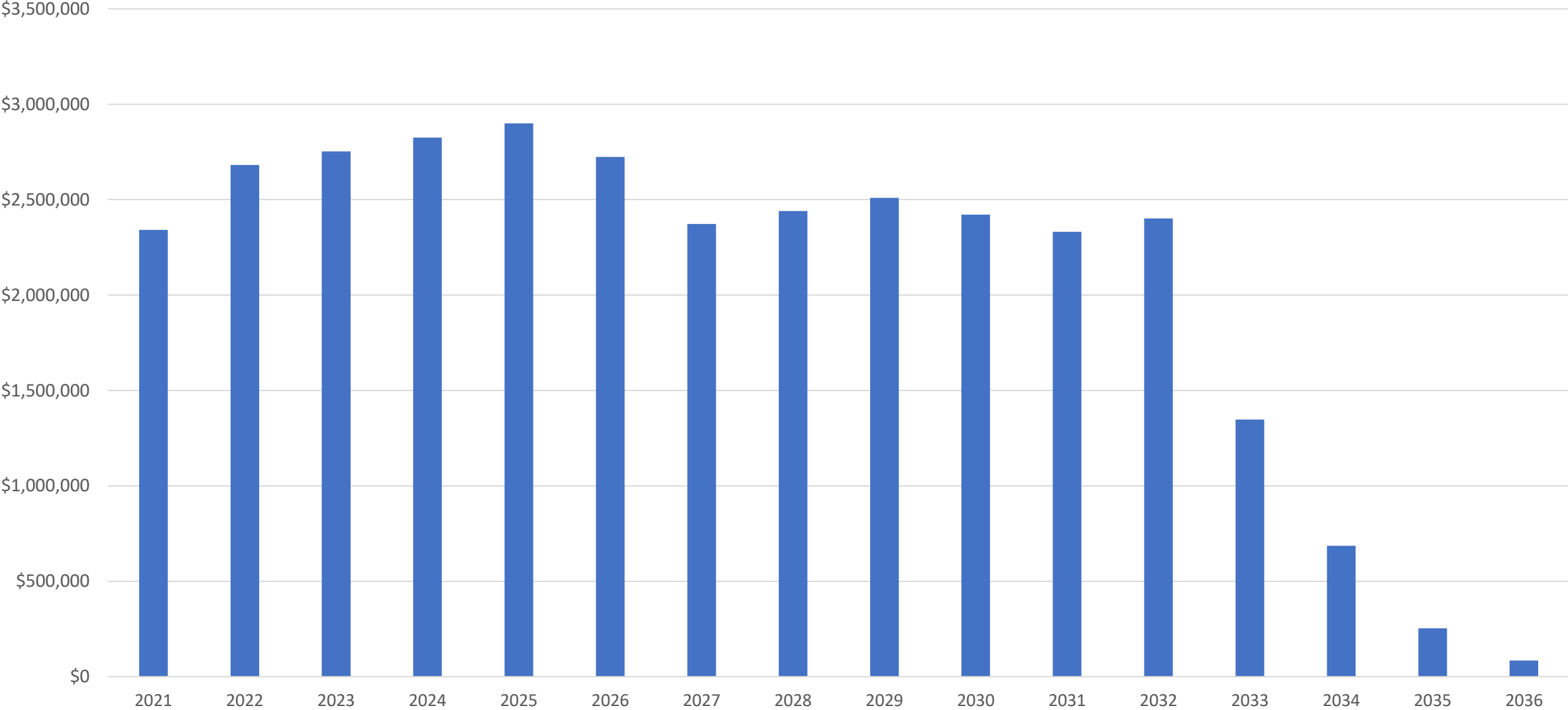
Existing Debt

Debenture Name	Year Borrowed	Amount Borrowed	Outstanding Dec 31, 2020	Outstanding Sept 30, 2021	Interest Rate	Year of Final Payment	Term (Years)
RCMP Building	2012	\$ 6,500,000	\$ 4,343,741	\$ 4,191,510	2.94%	2032	20
Operations Centre	2013	\$ 20,592,965	\$ 14,277,215	\$ 13,322,180	3.03%	2033	20
North South Corridor	2014	\$ 5,500,000	\$ 4,173,859	\$ 4,052,441	2.96%	2034	20
25th Street Sanitary Trunk (Lakeside)	2015	\$ 2,600,000	\$ 2,009,002	\$ 1,892,570	2.51%	2035	20
25th Street Sanitary Trunk (53 Avenue)	2015	\$ 1,400,000	\$ 1,117,382	\$ 1,056,134	2.72%	2035	20
Outdoor Pool	2015	\$ 350,000	\$ 182,986	\$ 147,713	1.84%	2025	10
Husky Land Purchase	2016	\$ 1,292,346	\$ 1,092,550	\$ 1,065,826	3.06%	2036	20
2015 W&S Replacement Program	2016	\$ 2,500,000	\$ 1,432,061	\$ 1,307,815	1.86%	2026	10
2016 W&S Replacement Program	2016	\$ 1,850,000	\$ 1,160,308	\$ 1,069,577	2.30%	2026	10
Russ Robertson	2016	\$ 1,365,000	\$ 785,569	\$ 649,310	2.08%	2036	20
Fire Hall (New)	2020	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	1.67%	2030	10
		\$ 46,450,311	\$ 33,074,672	\$ 31,255,076			

Existing Debt – Borrowed vs. Outstanding

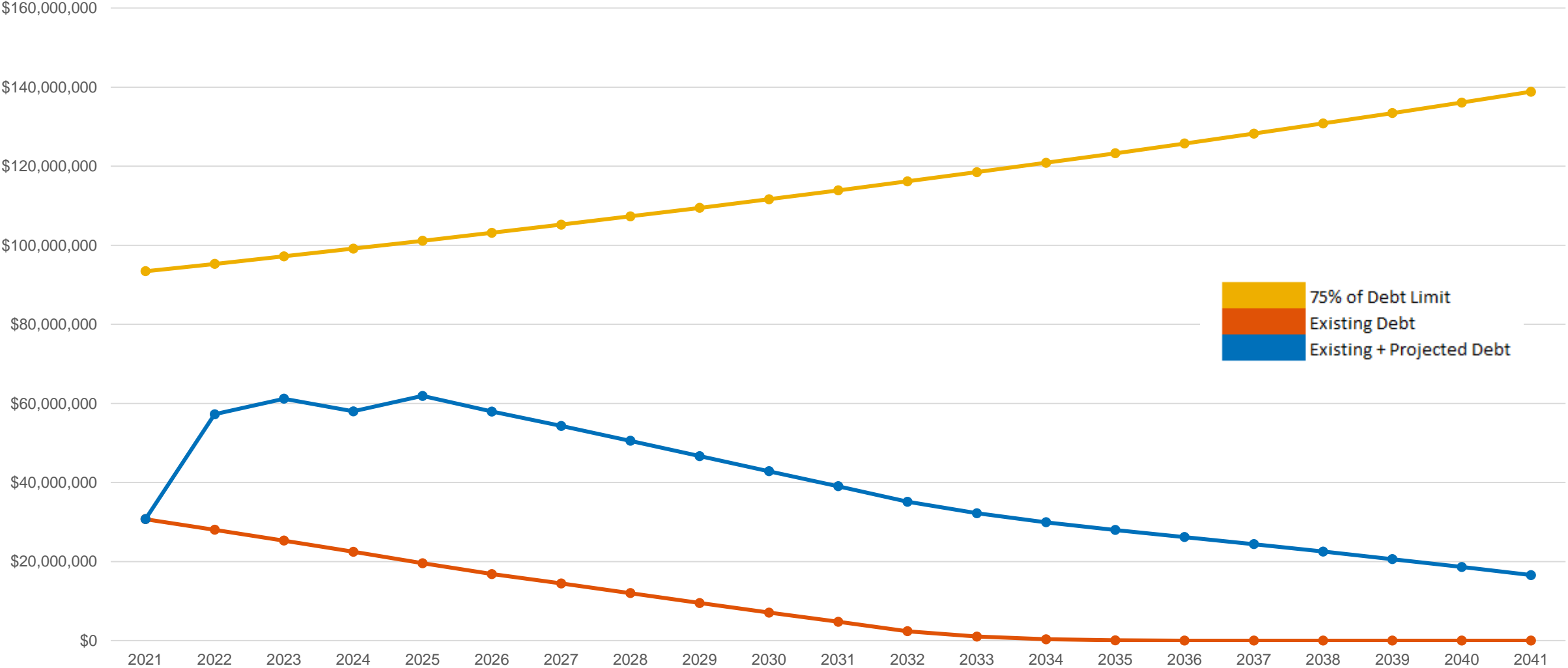


Existing Debt – Principal Balance Outstanding



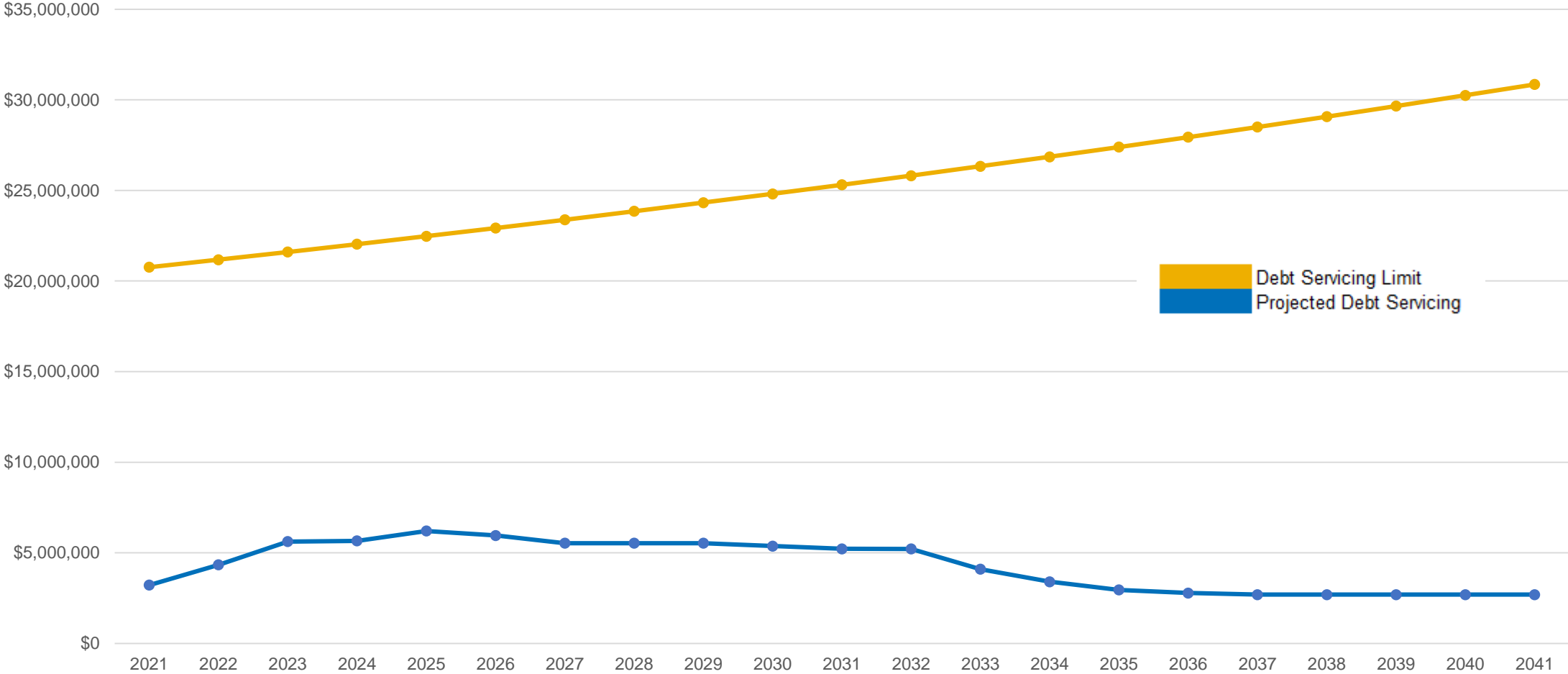
Projected Debt and Debt Limit

Projected Debt and 75% Debt Limit



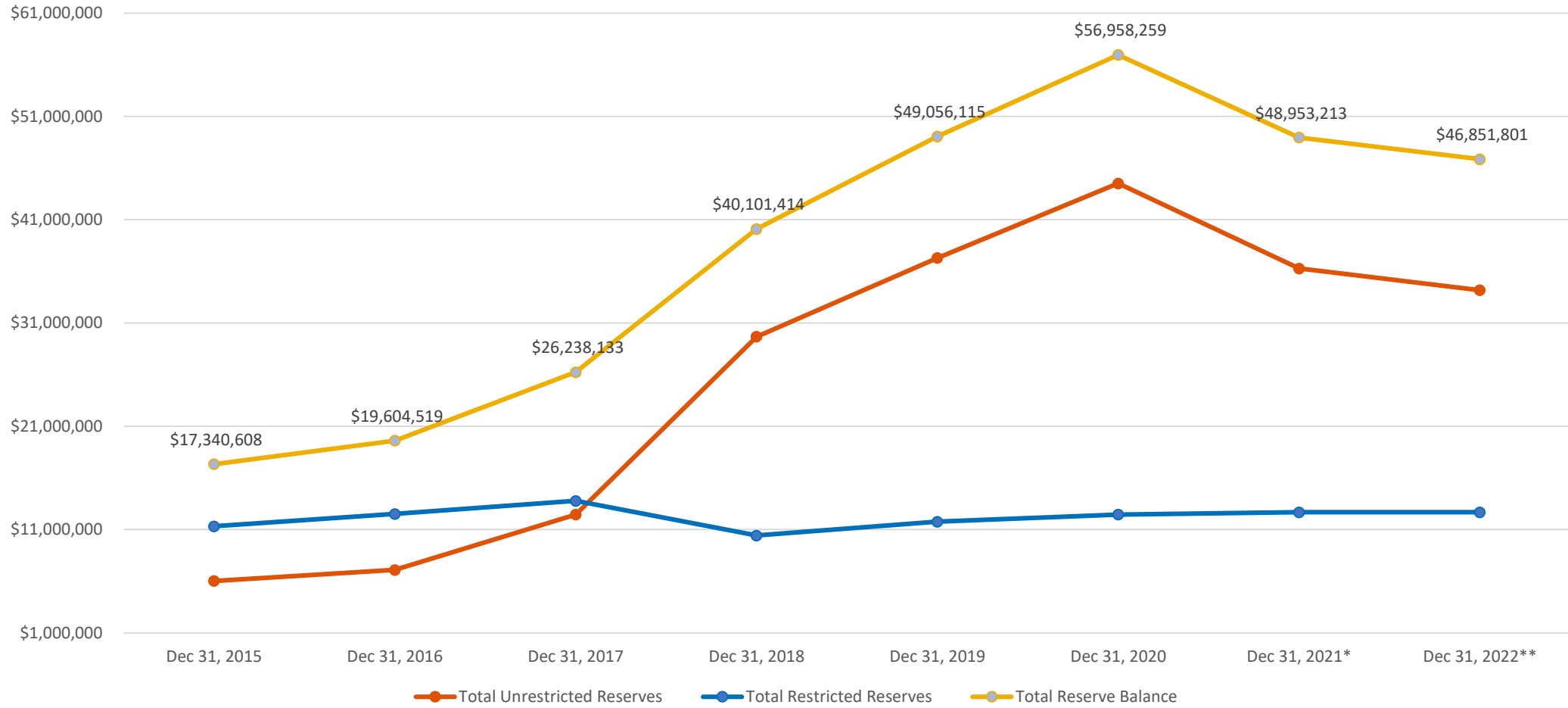
Projected Debt Servicing Limit

Existing and Projected Debt Servicing Limit



Reserves

Unrestricted and Restricted Reserves Trend



*Forecast - Dec 31, 2021

**Draft Budget - Dec 31, 2022

Reserves

	Prior Year	Prior Year	Forecast	Budget
	Dec 31, 2019	Dec 31, 2020	Dec 31, 2021	Dec 31, 2022
Restricted Reserves				
Business Improvement District (BID)	\$ 166,629	\$ 158,969	\$ 113,969	\$ 113,969
Grants	2,014,847	1,313,301	1,528,812	1,528,812
Offsites	7,345,003	8,744,368	8,800,126	8,800,126
Public Municipal	169,186	169,186	169,186	169,186
Subdivision Prepaid Improvements	2,065,381	2,065,381	2,065,381	2,065,381
Total Restricted Reserves	\$ 11,761,047	\$ 12,451,205	\$ 12,677,474	\$ 12,677,474
	Prior Year	Prior Year	Forecast	Budget
	Dec 31, 2019	Dec 31, 2020	Dec 31, 2021	Dec 31, 2022
Unrestricted Reserves				
General Government	\$ 14,692,050	\$ 15,359,764	\$ 11,435,506	\$ 12,211,623
Protective Services	1,379,000	2,561,825	2,291,415	2,853,087
Transportation Services	7,528,288	9,673,546	9,201,656	9,500,262
Environmental Services	8,570,035	11,588,968	4,851,137	3,472,054
Social Services	110,000	360,000	386,895	417,563
Planning & Economic Development	1,360,141	1,440,760	4,718,015	1,802,315
Recreation & Culture	3,655,554	3,522,191	3,391,115	3,917,423
Total Unrestricted Reserves	\$ 37,295,068	\$ 44,507,054	\$ 36,275,739	\$ 34,174,327
Total Reserve Balance	\$ 49,056,115	\$ 56,958,259	\$ 48,953,213	\$ 46,851,801

Grant Revenue – Transfers for Operating

	Budget 2022			
	Taxation	Land	Utilities	Total
General Government				
AB Municipal Internship Grant	\$ 21,500			\$ 21,500
SK Municipal Revenue Sharing	2,238,635			2,238,635
Protective Services				
AB 911 Grant	287,000			287,000
AB Municipal Policing Assistance Grant (MPAG)	375,030			375,030
AB Police Officer Grant (POG)	200,000			200,000
Transportation Services				
SK Urban Highway Connector Program (UHCP)	51,644			51,644
Environmental Services				
AB Electronics Recycling Grant (ARMA)			17,000	17,000
AB Paint Recycling Grant (ARMA)			4,000	4,000
SK Paper and Packaging Grant (MMSW)			80,000	80,000

Grant Revenue – Transfers for Operating

	Budget 2022			
	Taxation	Land	Utilities	Total
Social Services				
AB Family and Community Support Services (FCSS)	465,585			465,585
AB Volunteer Grant	1,500			1,500
SK Lotteries Grant	81,414			81,414
SK Transit Assistance for People with Disabilities Grant (TAPD)	8,866			8,866
Recreation and Culture				
AB MSI Operating Grant	149,365			149,365
Canadian Heritage Grant	8,000			8,000
Canadian Young Canada Works	5,000			5,000
County of Vermilion River Recreation Contribution	34,460			34,460
SK Culture Museum Grant Program	26,500			26,500
SK Multicultural Council Strategic Initiative Funding (MSOS)	1,000			1,000
SK Recreation Grant	6,500			6,500
	\$3,961,999	\$ -	\$ 101,000	\$4,062,999



2022 Operating & Capital Budget by Fund

2022 Operating Revenues by Fund

	Taxation <i>Funded by: Property Taxes</i>	Land Division <i>Funded by: Land Sales</i>	Utilities <i>Funded by: Utility Revenue</i>	Operating Budget <i>All Fund Types</i>
Revenues				
Municipal Taxes	\$ 38,354,998			\$ 38,354,998
Education Taxes	13,132,945			13,132,945
Seamless Education Levy	2,287,942			2,287,942
User Fees & Sale of Goods	6,076,787	981,767	25,277,864	32,336,418
Government Transfers for Operating	3,961,999		101,000	4,062,999
Investment Income	1,350,000			1,350,000
Penalties, Fines, and Cost of Taxes	1,434,400			1,434,400
Licenses and Permits	1,065,911			1,065,911
Franchise Fees and Concession Contracts	6,439,443			6,439,443
Transfers from Reserves	10,430,933		95,200	10,526,133
Total Revenues	\$ 84,535,358	\$ 981,767	\$ 25,474,064	\$ 110,991,189

2022 Operating Expenses by Fund

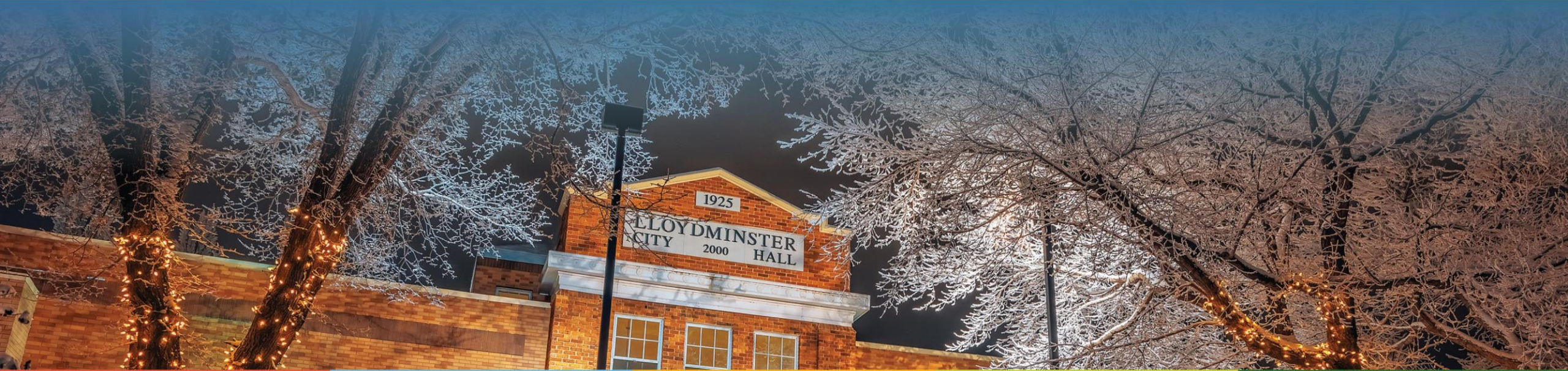
	Taxation <i>Funded by: Property Taxes</i>	Land Division <i>Funded by: Land Sales</i>	Utilities <i>Funded by: Utility Revenue</i>	Operating Budget <i>All Fund Types</i>
Expenses				
Education Requisition	\$ 13,132,945			\$ 13,132,945
Seamless Education Requisition	2,287,942			2,287,942
Salaries, Wages & Benefits	31,294,513	213,013	3,767,375	35,274,901
Contracted Services	17,677,236	166,667	2,993,955	20,837,858
Materials and Goods	2,785,239	500	483,810	3,269,549
Utilities	4,232,335	2,136	1,660,298	5,894,769
Transfers to Local Boards or Agencies	1,999,837			1,999,837
Bank Charges	75,593		72,000	147,593
Interest on Long-Term Debt	987,982		146,564	1,134,546
Principal Debt Payments	2,003,071		668,856	2,671,927
Cost of Sales	302,100	305,079	42,500	649,679
Provisions for Landfill Closure			150,000	150,000
Bad Debt			10,000	10,000
Total Expenses	76,778,793	687,395	9,995,358	87,461,546
Total Surplus/(Deficit) before Transfers	\$ 7,756,565	\$ 294,372	\$ 15,478,706	\$ 23,529,643

2022 Transfers to Reserves by Fund

	Taxation <i>Funded by: Property Taxes</i>	Land Division <i>Funded by: Land Sales</i>	Utilities <i>Funded by: Utility Revenue</i>	Operating Budget <i>All Fund Types</i>
Transfers to Reserves				
Operating Reserves				
Annual Transfer to Operating Reserves	\$ 631,370	\$ 7,072	\$ 103,017	\$ 741,459
Transfer to Planning & Economic Development	300,000	-	-	300,000
Transfer to Resiliency	-	-	10,000,000	10,000,000
Capital Reserves				
Annual Transfer to Capital Reserves	929,068	10,608	154,525	1,094,201
Annual Transfer to Fleet Equipment	1,806,984	-	490,968	2,297,952
Annual Transfer for Community Safety Initiatives	15,000	-	-	15,000
Transfer to Enviro (Self-Supported)	-	-	2,424,567	2,424,567
Transfer to General Government	2,094,200	-	-	2,094,200
Transfer to Protective Services	389,000	-	-	389,000
Transfer to Public Safety from Photo Radar	20,000	-	-	20,000
Transfer to Recreation and Culture	1,016,500	-	-	1,016,500
Transfer to Road Infrastructure	75,000	-	-	75,000
Transfer to Sale of City Land and Building	120,000	276,692	-	396,692
Transfer to Social Services and Cemetery	200,000	-	-	200,000
Transfer to Stormwater (Self-Supported)	150,000	-	2,239,808	2,389,808
Total Transfers to Reserves	\$ 7,747,122	\$ 294,372	\$ 15,412,885	\$ 23,454,379
Total Operating Surplus/(Deficit)	\$ 9,443	\$ -	\$ 65,821	\$ 75,264

2022 Capital Budget by Fund

	Taxation	Land	Utilities	Total
Funding Sources				
Grants	\$ 4,770,000	\$ -	\$ 27,803,286	\$ 32,573,286
Other Revenue	-	-	89,500	89,500
Reserves	5,990,700	2,514,091	6,871,000	15,375,791
Debenture	1,460,000	-	25,291,590	26,751,590
	\$ 12,220,700	\$ 2,514,091	\$ 60,055,376	\$ 74,790,167
Project Costs				
General Government	\$ 229,200	\$ -	\$ -	\$ 229,200
Protective Services	289,000	-	-	289,000
Transportation Services	5,103,500	-	-	5,103,500
Environmental Services	-	-	60,055,376	60,055,376
Social Services	90,000	-	-	90,000
Planning and Economic Development	350,000	2,514,091	-	2,864,091
Recreation and Culture	6,159,000	-	-	6,159,000
	\$ 12,220,700	\$ 2,514,091	\$ 60,055,376	\$ 74,790,167
Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -



General Government



Operating by Department General Government - Revenues

	Budget 2022	Budget 2021
Revenues		
Assessment & Taxation	\$ 22,400	\$ 315,174
Building Maintenance	15,000	50,000
Employee Relations	34,000	-
Finance	558,500	594,320
General Municipal	74,577,963	62,230,803
Information Technology	100,000	174,000
Legislative Services	64,360	50,840
Office of the City Manager	98,933	50,096
	\$ 75,471,156	\$ 63,465,233

Operating by Department

General Government - Expenses

	Budget 2022	Budget 2021
Expenses		
Assessment & Taxation	\$ 771,614	\$ 877,746
Building Maintenance	1,160,608	910,426
City Council	760,457	754,640
Communications & Marketing	1,124,022	1,069,976
Employee Relations	1,778,212	1,797,079
Finance	1,662,696	1,798,517
General Municipal	19,159,087	17,923,912
Information Technology	2,420,108	2,099,857
Legal	246,513	383,729
Legislative Services	1,163,687	1,061,404
Office of the City Manager	2,273,502	2,246,054
	\$ 32,520,506	\$ 30,923,340
Surplus/(Deficit)	\$ 42,950,650	\$ 32,541,893

Capital by Department General Government

General Government

BLDMNT-Building Maintenance

2261309 - BM - Building Maintenance - Furniture Replacement

IT-Information Technology

2213226 - IT - Multi-Function Printers

2213205 - IT - Master Plan

2213206 - IT - Meeting Room Upgrades

2213207 - IT - Enterprise Backup Device

2213225 - IT - Desktop Hardware

	Submitted	Accepted	Deferred
	43,000	20,000	23,000
	56,000	45,000	11,000
	90,000	-	90,000
	30,000	15,000	15,000
	27,000	27,000	-
	122,200	122,200	-
	\$ 368,200	\$ 229,200	\$ 139,000

10-Year Capital Plan by Department

General Government

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
General Government										
BLDMNT-Building Maintenance	20,000	38,000	615,000	5,015,000	15,000	15,000	15,000	15,000	-	-
IT-Information Technology	209,200	218,600	135,700	280,900	223,200	184,600	131,700	197,400	321,400	160,600
	\$ 229,200	\$ 256,600	\$ 750,700	\$ 5,295,900	\$ 238,200	\$ 199,600	\$ 146,700	\$ 212,400	\$ 321,400	\$ 160,600



Protective Services

Operating by Department Protective Services

	Budget 2022	Budget 2021
Revenues		
Emergency Management	\$ 25,260	\$ 25,260
Fire Services	80,000	60,000
Public Safety	664,784	887,850
RCMP/911 Services	1,170,770	1,076,430
	\$ 1,940,814	\$ 2,049,540
Expenses		
Emergency Management	\$ 207,027	\$ 215,638
Fire Services	4,676,242	3,950,680
Public Safety	1,374,556	1,536,468
RCMP/911 Services	12,075,238	10,513,753
	\$ 18,333,063	\$ 16,216,540
Surplus/(Deficit)	\$ (16,392,249)	\$ (14,167,000)

Capital by Department

Protective Services

	Submitted	Accepted	Deferred
Protective Services			
FIRE-Fire Services			
2223003 - FIRE - Mobile Radios	20,000	20,000	-
2223005 - FIRE - 1/2 Ton Truck	70,000	-	70,000
2223004 - FIRE - Rescue Struts	20,000	20,000	-
RCMP-RCMP/911 Services			
2224102 - RCMP/911 Services - Elite Call Logging Software and Audio Recorder	49,000	49,000	-
2224101 - RCMP/911 - Emergency Communication Centre	400,000	50,000	350,000
2224103 - RCMP/911 Services - NG 911 Call Management System	150,000	150,000	-
	\$ 709,000	\$ 289,000	\$ 420,000

10-Year Capital by Department Protective Services

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Protective Services										
FIRE-Fire Services	40,000	1,005,000	465,000	1,075,000	3,000,000	1,140,000	-	1,700,000	215,000	1,210,000
RCMP-RCMP/911 Services	249,000	350,000	-	-	-	-	-	-	-	-
	\$ 289,000	\$ 1,355,000	\$ 465,000	\$ 1,075,000	\$ 3,000,000	\$ 1,140,000	\$ -	\$ 1,700,000	\$ 215,000	\$ 1,210,000



Social Programs and Services

Operating by Department

Social Programs and Services

	Budget 2022	Budget 2021
Revenues		
Social Programs & Services	\$ 694,265	\$ 694,011
	\$ 694,265	\$ 694,011
Expenses		
Social Programs & Services	\$ 1,108,385	\$ 1,060,759
	\$ 1,108,385	\$ 1,060,759
Surplus/(Deficit)	\$ (414,120)	\$ (366,748)

Capital by Department

Social Programs and Services

Social Services

SOCSR- Social Programs & Services

2255101 - SOCSR - Community Event Trailer

Submitted Accepted Deferred

	90,000		90,000		-
\$	90,000	\$	90,000	\$	-



Planning and Economic Development

Operating by Department

Planning & Economic Development

	Budget 2022	Budget 2021
Revenues		
Engineering	\$ -	\$ 60,520
Land Development	981,767	1,566,979
Long-Range Planning & Development	-	5,592
Planning and Development	420,300	160,302
	\$ 1,402,067	\$ 1,793,393
Expenses		
Economic Development	\$ 529,789	\$ 445,417
Engineering	1,904,077	1,970,129
Land Development	981,767	1,566,835
Long-Range Planning & Development	-	282,084
Planning and Development	1,240,675	1,093,075
	\$ 4,656,308	\$ 5,357,541
Surplus/(Deficit)	\$ (3,254,241)	\$ (3,564,148)

Capital by Department Planning & Economic Development

	Submitted	Accepted	Deferred
Planning and Economic Development			
ECDEV-Economic Development			
2263001 - ECDEV - Retail Gap Analysis	70,000	50,000	20,000
ENG-Engineering			
2013201 - GIS - Software & Implementation	70,000		70,000
2213637 - ENG - 2022 Off Site Levy Update	150,000	150,000	
PLANN-Planning & Development			
2261001 - PLANN - Intermunicipal Collaboration Framework	75,000		75,000
2261003 - PLANN - Intermunicipal Development Plan Update	100,000		100,000
2261002 - PLANN - Land Use Bylaw Update	150,000	150,000	
	\$ 615,000	\$ 350,000	\$ 265,000

Land

	Submitted	Accepted	Deferred
Planning and Economic Development			
LAND-Land Development			
2261206 - LAND - Parkview Phase 6-5 Design	1,639,091	1,639,091	-
2261210 - LAND - Wig Industrial Area Structure Plan	90,000	90,000	-
2261209 - LAND - Parkview 6-3 - Greenspace development	255,000	255,000	-
2261211 - LAND - Martin Browne Redevelopment	180,000	180,000	-
2261208 - LAND - East End Residential Spray Park	350,000	350,000	-
	\$ 2,514,091	\$ 2,514,091	\$ -

10-Year Capital Plan by Department

Planning & Economic Development & Land

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Planning and Economic Development										
ECDEV-Economic Development	50,000	100,000	40,000	-	120,000	80,000	90,000	45,000	-	-
ENG-Engineering	150,000	100,000	180,000	100,000	100,000	100,000	180,000	100,000	40,000	80,000
PLANN-Planning & Development	150,000	450,000	355,000	-	-	-	150,000	-	160,000	-
	\$ 350,000	\$ 650,000	\$ 575,000	\$ 100,000	\$ 220,000	\$ 180,000	\$ 420,000	\$ 145,000	\$ 200,000	\$ 80,000

Land	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Planning and Economic Development										
LAND-Land Development	2,514,091	13,626,203	13,911,288	27,940,824	14,642,263	-	652,387	2,015,875	-	-
	\$ 2,514,091	\$ 13,626,203	\$ 13,911,288	\$ 27,940,824	\$ 14,642,263	\$ -	\$ 652,387	\$ 2,015,875	\$ -	\$ -



Transportation Services

Operating by Department Transportation Services

	Budget 2022	Budget 2021
Revenues		
Airport	\$ 686,394	\$ 690,390
Roads	133,130	133,130
	\$ 819,524	\$ 823,520
Expenses		
Airport	\$ 1,153,065	\$ 1,076,063
Fleet	2,213,934	2,225,661
Roads	8,046,300	8,516,473
Transport Canada Liaison	-	149,981
	\$ 11,413,298	\$ 11,968,178
Surplus/(Deficit)	\$ (10,593,775)	\$ (11,144,658)

Capital by Department Transportation Services

	Submitted	Accepted	Deferred
Transportation Services			
APORT-Airport			
2234003 - Airport - 1/2 Ton Truck	45,000	45,000	-
2234005 - Airport - Grader	400,000	400,000	-
2234006 - Airport - Snow Plow Truck Replacement	425,000	425,000	-
FLEET-Fleet Services			
2271263 - PARKS - (Unit 30-44) - Dirt Screener	50,000	50,000	-
2271264 - PARKS - (Unit 18-42) - Side / Side	25,000	25,000	-
2271261 - PARKS - (Unit 16-20) - Rough Cut Mower	26,500	26,500	-
2225050 - PSAFTY - (Unit 21-32) - SUV	35,000	35,000	-
2232054 - ROADS - (Unit 23-42) - 3/4 Ton Truck	50,000	50,000	-
2232067 - ROADS - (Unit 13-19) - Trailer	17,000	17,000	-
2234002 - APORT - (Unit 21-31) -SUV	35,000	35,000	-
2241052 - WATER - (Unit 23-50) - 3/4 Ton Truck	50,000	50,000	-
2261350 - BLDMNT - (Unit 22-57) - 1/2 Ton Truck	45,000	45,000	-
2261351 - BLDMNT - (Unit 22-58) - 1/2 Ton Truck	45,000	45,000	-
2261352 - BLDMNT - (Unit 22-63) - 1/2 Ton Truck	45,000	45,000	-
2261353 - BLDMNT - (Unit 23-48) - 3/4 Ton Truck	50,000	50,000	-
2271253 - PARKS - (Unit 22-59) - 1/2 Ton Truck	39,000	39,000	-
2271265 - PARKS - (Unit 13-41) - Trailer	6,000	6,000	-
2273350 - SERVUS - Unit 22-62 - 1/2 Ton Truck	45,000	45,000	-
2232068 - ROADS- (Unit 22-60) - 1/2 Ton Truck	46,000	46,000	-
2241151 - WTP - (Unit 22-72) - 1/2 Ton Truck	46,000	46,000	-

Capital by Department Transportation Services

	Submitted	Accepted	Deferred
FLEET-Fleet Services - Cont.			
2241058 - WATER - (Unit 22-64) - 1/2 Ton Truck	46,000	46,000	-
2241059 - WATER - (Unit 23-47) - 3/4 Ton Truck	50,000	50,000	-
2271250 - PARKS- (Unit 11-23) - Front Mount Riding Mower	42,000	42,000	-
2232066 - ROADS - (Unit 12-21) - Concrete Scarifier	30,000	30,000	-
2232060 - ROADS - (Unit 27-17) - Tandem Axle Truck	285,000	285,000	-
2232052 - ROADS - (UNIT 20-32) - Portable Sand Spreader	20,000	20,000	-
2232053 - ROADS - (Unit 20-33) - Portable Sand Spreader	20,000	20,000	-
2222050 - BYLAW- (Unit 22-52) - 1/2 Ton Truck	65,000	65,000	-
2222051 - BYLAW - (Unit 22-51) - 1/2 Ton Truck	45,000	45,000	-
2231251 - FLEET - (Unit 17-50) - Loader	300,000	300,000	-
2223001 - FIRE - Command Vehicle Replacement	70,000	-	70,000
2223002 - FIRE - Command Vehicle Replacement	70,000	-	70,000
ROADS-Roadway Services			
2213629 - ROADS - 50 Avenue and 67 Street Intersection Upgrades – Design Services	200,000	200,000	-
2313605 - ROADS - 2023 Surface Improvement Program – Design Services	150,000	150,000	-
2213604 - ROADS - 2022 Street Improvement Program – Construction	2,500,000	1,850,000	650,000
2232063 - ROADS - Road Rehabilitation and Paving - 49 Avenue and 57 Street to 60 Street	650,000	-	650,000
2232065 - ROADS - Back Lane Upgrade	275,000	275,000	-
2213609 - ROADS - Road, Sidewalk, and Trail Condition Survey – Three (3) Year SOA	180,000	-	180,000
2232064 - ROADS - Snow Dump Site Assessment	50,000	50,000	-
2213628 - ROADS - Public Transportation Study and Implementation Master Plan	150,000	150,000	-
	\$ 6,723,500	\$ 5,103,500	\$ 1,620,000

10-Year Capital by Department Transportation Services

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Transportation Services										
APOINT-Airport	870,000	1,850,000	-	8,500,000	-	-	-	60,000	-	-
FLEET-Fleet Services	1,558,500	2,183,600	2,084,900	3,124,649	2,338,348	1,713,500	996,582	764,000	572,500	1,143,885
ROADS-Roadway Services	2,675,000	11,965,000	3,205,000	3,915,000	7,255,000	3,740,000	42,510,000	13,005,000	-	-
	\$ 5,103,500	\$ 15,998,600	\$ 5,289,900	\$ 15,539,649	\$ 9,593,348	\$ 5,453,500	\$ 43,506,582	\$ 13,829,000	\$ 572,500	\$ 1,143,885



Environmental Services

Operating by Department Environmental Services

	Budget 2022	Budget 2021
Revenues		
Landfill	\$ 4,489,448	\$ 4,142,827
Stormwater Drainage	2,559,039	-
Wastewater Collection	22,250	2,295,000
Wastewater Treatment Plant	319,971	475,295
Water Services	16,357,190	15,770,890
Water Treatment Plant	1,726,166	1,672,382
	\$ 25,474,064	\$ 24,356,394
Expenses		
Landfill	\$ 4,463,306	\$ 4,142,827
Stormwater Drainage	2,627,055	-
Wastewater Collection	1,425,574	3,900,079
Wastewater Treatment Plant	1,162,682	1,840,952
Water Services	12,981,052	3,405,063
Water Treatment Plant	2,748,575	2,678,392
	\$ 25,408,243	\$ 15,967,313
Surplus/(Deficit)	\$ 65,821	\$ 8,389,081

Capital by Department

Environmental Services

	Submitted	Accepted	Deferred
Environmental Services			
STORM-Stormwater Drainage			
2213634 - STORM - East Drainage Channel Drainage Concern – Construction	80,000	80,000	-
2235002 - STORM - Neale Edmunds Landowner Road Crossing	60,000	60,000	-
2213636 - STORM - 59 Avenue Ditch Drainage Concern - Construction	90,000	-	90,000
2213638 - STORM - Drainage Improvement (75 Avenue / 29-44 Street) - Construction	1,100,000	-	1,100,000
2235003 - STORM - Neale Edmunds Culvert Upgrade (Road Crossing #3)	200,000	200,000	-
2213632 - STORM - North West Drainage Channel Improvements Phase IV – Design Services	220,000	-	220,000
2213631 - STORM - East Drainage Channel Improvements Phase III – Lake K and Channel – Design & Construction	2,860,000	2,860,000	-
2235001 - STORM - Neale Edmunds Easement Plan (Phase II)	38,500	38,500	-
SWASTE-Solid Waste Services			
2243004 - SWASTE - Landfill Maintenance Building, Entrance and Public Drop-off (Design and Construction)	2,000,000	2,000,000	-
WATER-Water Services			
2241001 - WATER - Water Meter Replacement Program	80,000	80,000	-
2241003 - WATER - Water Main Replacement (52 Ave between 52-54 st.)	320,000	-	320,000

Capital by Department Environmental Services

	Submitted	Accepted	Deferred
WTP-Water Treatment Plant			
2241118 - WTP - Water System Assessment Study	150,000	150,000	-
2241035 - WTP - Old WTP and Old West End Reservoir Pump House Demolition and Site reclamation	805,000	805,000	-
2241114 - River Intake - VFD Drive Replacement (LLP-101)	25,000	25,000	-
2241115 - Pumphouse - UBS - RWBP 401 Soft Start Replacement	12,000	12,000	-
2241116 - Pumphouse - UBS - RWBP 410/402 Pump overhaul	35,000	35,000	-
2241117 - Pumphouse - UBS RWBP 401/402 Motor Overhaul	30,000	30,000	-
2241104 - WTP - Roof and Parapet Replacement	775,000	-	775,000
2241113 - West End New VFD's for DP 3 & 4 and Pipe Modifications	45,000	-	45,000
2241110 - WTP - Tonner Room Overhead Crane Replacement	15,000	15,000	-
2241111 - West End On-Line Chlorine Analyzers	14,000	14,000	-
2241106 - WTP - Raw Water Reservoir Fence Upgrade	95,000	-	95,000
2241109 - WTP - Online Chlorine Analyzers (3)	21,000	21,000	-
2241107 - WTP - Ultraviolet Light Disinfection System	2,000,000	2,000,000	-

Capital by Department Environmental Services

	Submitted	Accepted	Deferred
WWC-Wastewater Collection			
2242025 - WWC - 52 Street between 67 Avenue and 75 Avenue Underground Servicing – Design & Construction	4,000,000	-	4,000,000
2213633 - WWC - Sanitary Sewer Master Plan	400,000	400,000	-
2342003 - 2023 Water and Sewer Replacement Program – Design Services	25,000	25,000	-
2213623 - WWC - 56 Avenue – 44 Street to 45 Street Sanitary Extension – Design & Construction Services	530,000	-	530,000
2213601 - 2022 Water and Sewer Replacement Program – Construction	2,750,000	2,000,000	750,000
2213630 - WWC - Sanitary Main Replacement Program – Phase III – Construction	1,500,000	1,450,000	50,000
2142003 - Manhole Installation Program	60,000	-	60,000
2242001 - WWC - Inflow/Infiltration Reduction Program	100,000	-	100,000
WWTP-Wastewater Treatment Plant			
1813602 - Engineering - Wastewater Treatment Plant	47,754,876	47,754,876	-
	\$ 68,190,376	\$ 60,055,376	\$ 8,135,000

10-Year Capital by Department

Environmental Services

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Environmental Services										
STORM-Stormwater Drainage	3,238,500	3,519,000	60,000	22,150,000	-	275,000	-	-	-	-
SWASTE-Solid Waste Services	2,000,000	2,350,000	4,200,000	330,000	-	-	-	-	7,100,000	-
WATER-Water Services	80,000	31,000	319,100	8,389,795	230,900	177,300	65,900	2,408,400	307,300	50,000
WTP-Water Treatment Plant	3,107,000	2,200,000	550,000	-	-	175,000	-	-	175,000	-
WWC-Wastewater Collection	3,875,000	5,600,000	3,180,000	3,360,000	3,160,000	3,160,000	7,160,000	9,260,000	-	-
WWTP-Wastewater Treatment Plant	47,754,876	16,112,550	-	-	-	-	-	-	-	-
	\$ 60,055,376	\$ 29,812,550	\$ 8,309,100	\$ 34,229,795	\$ 3,390,900	\$ 3,787,300	\$ 7,225,900	\$ 11,668,400	\$ 7,582,300	\$ 50,000



Recreation and Culture

Operating by Department

Recreation and Culture - Revenues

	Budget 2022	Budget 2021
Revenues		
Aquatic Centres	\$ 913,877	\$ 942,147
Arenas	581,760	570,160
Library	53,160	-
Lloydminster Cultural & Science Centre	102,700	92,800
Lloydminster Golf & Curling Centre	1,048,699	1,138,244
Parks	441,000	450,500
Programming & Events	211,146	208,560
Recreation & Cultural Services	183,825	33,000
Servus Sports Centre	1,653,132	1,643,424
	\$ 5,189,299	\$ 5,078,835

Operating by Department

Recreation and Culture - Expenses

	Budget 2022	Budget 2021
Expenses		
Aquatic Centres	\$ 2,609,249	\$ 2,372,370
Arenas	1,485,804	1,381,036
Legacy Centre	19,902	24,470
Library	1,187,421	954,380
Lloydminster Cultural & Science Centre	1,268,621	1,179,614
Lloydminster Golf & Curling Centre	1,624,054	1,403,630
Parks	3,872,495	3,752,162
Plant Operators	154,314	886,089
Programming & Events	949,104	969,198
Recreation & Cultural Services	672,829	298,116
Servus Sports Centre	3,442,572	3,243,678
Vic Juba Theatre	189,758	223,966
	\$ 17,476,123	\$ 16,688,710
Surplus/(Deficit)	\$ (12,286,824)	\$ (11,609,875)

Capital by Department Recreation and Culture

	Submitted	Accepted	Deferred
Recreation and Culture			
AQUA-Aquatic Centres			
2273001 - BAC - Diving Blocks Replacement	25,000	25,000	-
2273002 - BAC - Locker Replacement	200,000	200,000	-
2173006 - BAC - Exterior Renovations	450,000	450,000	-
LCSC-Lloydminster Cultural & Science Centre			
2276104 - LMA - Artifact Trailer	22,000	22,000	-
2276106 - WHP - Artifact Warehouse Repairs	13,000	13,000	-
2276107 - WHP - Air Replacement Unit Installation	15,000	15,000	-
2276103 - LCSC - Building Demolition	400,000	400,000	-
2276105 - WHP - Site & Interpretive Plan	125,000	-	125,000
2276108 - WHP - Weaver House Abatement	80,000	80,000	-

Capital by Department Recreation and Culture

	Submitted	Accepted	Deferred
LGCC-Lloydminster Golf & Curling Centre			
2273104 - LGCC - Yamaha Adventurer II Beverage Cart	22,000	22,000	-
2273115 - LGCC - Golf Cart Storage Facility	100,000	-	100,000
2273101 - LGCC - Golf Carts	100,000	100,000	-
2273102 - LGCC - Reelmaster 5410 Fairway Mower (2)	200,000	200,000	-
2273103 - LGCC - Toro Sand Pro 5040	32,000	32,000	-
2273105 - LGCC - Fairway Regrade	140,000	140,000	-
2273107 - LGCC - Grounds Master 3500 D	60,000	60,000	-
2273108 - LGCC - Workman 3300 D Replacement	45,000	45,000	-
2273110 - LGCC - Tractor Replacement	20,000	20,000	-
2273114 - LGCC - Pesticide Shed	40,000	40,000	-
2273116 - LGCC - Driving Range Picker	20,000	20,000	-
2273113 - LGCC - Replace Patio Windows and Doors	50,000	50,000	-
2273111 - LGCC - Kitchen Flooring	20,000	-	20,000

Capital by Department Recreation and Culture

	Submitted	Accepted	Deferred
PARKS-Parks			
2271004 - BMASP - Master Plan Update	150,000	-	150,000
2271205 - Parks - Golf & Cemetery Drainage Plan	150,000	150,000	-
2271005 - BMASP - Bud Miller Lake trail and outlet redevelopment	300,000	300,000	-
2271204 - Parks - Martin Browne Playground Replacement	120,000	120,000	-
1971209 - Study/Plan - Ball Diamond Complex Site Plan	300,000	-	300,000
2271209 - Parks - Slow Pitch Complex Construction	3,500,000	-	3,500,000
2271011 - BM - Park Centre - Rehabilitation - Design	30,000	30,000	-
2271012 - BM - Park Centre - Rehabilitation - Construction	1,000,000	1,000,000	-
2271020 - PLNTOPS - Spray Park valve replacement	50,000	50,000	-
2271303 - Weaver Park Office Replacement	300,000	300,000	-
2254002 - Cemetery - Phase 1 Development Plan	670,000	520,000	150,000

Capital by Department Recreation and Culture

	Submitted	Accepted	Deferred
RECCUL-Recreation & Cultural Services			
2074008 - Recreation & Culture - Recreation Sports Complex	1,460,000	1,460,000	-
SERVUS-Servus Sports Centre			
2273317 - SSC - Relief Air Agland Fitness Track	50,000	-	50,000
2273315 - SSC - Sports Netting	85,000	85,000	-
2273318 - SSC - Kitchen/Concesssion Renovations	150,000	-	150,000
2273316 - SSC - Security System Upgrades	30,000	-	30,000
2273302 - SSC - Sidewalk/Parking Lot Rehabilitation Phase 2	80,000	80,000	-
2273301 - PLNTOPS - SSC 3 Compressor replacement	130,000	130,000	-
	\$ 10,734,000	\$ 6,159,000	\$ 4,575,000

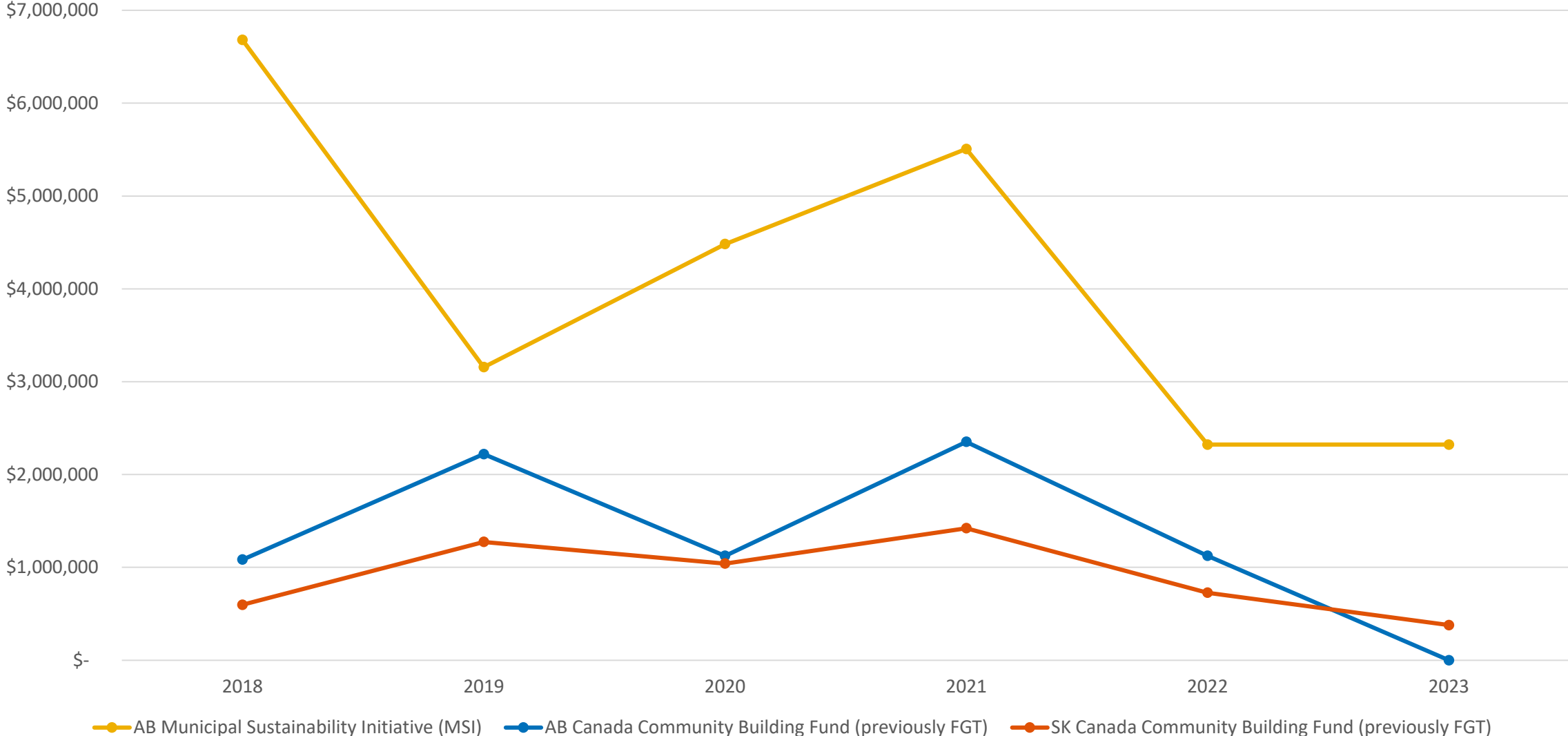
10-Year Capital by Department Recreation and Culture

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Recreation and Culture										
AQUA-Aquatic Centres	675,000	150,000	-	3,450,000	5,500	255,500	-	-	-	-
ARENAS-Arenas	-	1,082,000	-	-	1,150,000	-	-	-	-	-
LCSC-Lloydminster Cultural & Science Centre	530,000	100,000	-	-	-	-	-	-	-	-
LGCC-Lloydminster Golf & Curling Centre	729,000	91,000	561,000	126,000	252,000	90,000	175,000	-	-	-
LGCY-Legacy Centre	-	20,000	-	-	-	-	-	-	-	-
PARKS-Parks	2,470,000	360,000	935,000	310,000	900,000	160,000	430,000	160,000	-	-
PRGRM-Programming & Events	-	10,800	-	8,000	-	-	-	150,000	-	-
RECCUL-Recreation & Cultural Services	1,460,000	13,840,000	20,100,000	9,450,000	-	-	-	-	-	-
SERVUS-Servus Sports Centre	295,000	298,500	470,000	386,000	250,000	235,000	160,000	-	-	-
	\$ 6,159,000	\$ 15,952,300	\$ 22,066,000	\$ 13,730,000	\$ 2,557,500	\$ 740,500	\$ 765,000	\$ 310,000	\$ -	\$ -



CAPITAL BUDGET

Major Provincial Capital Grant Allocations



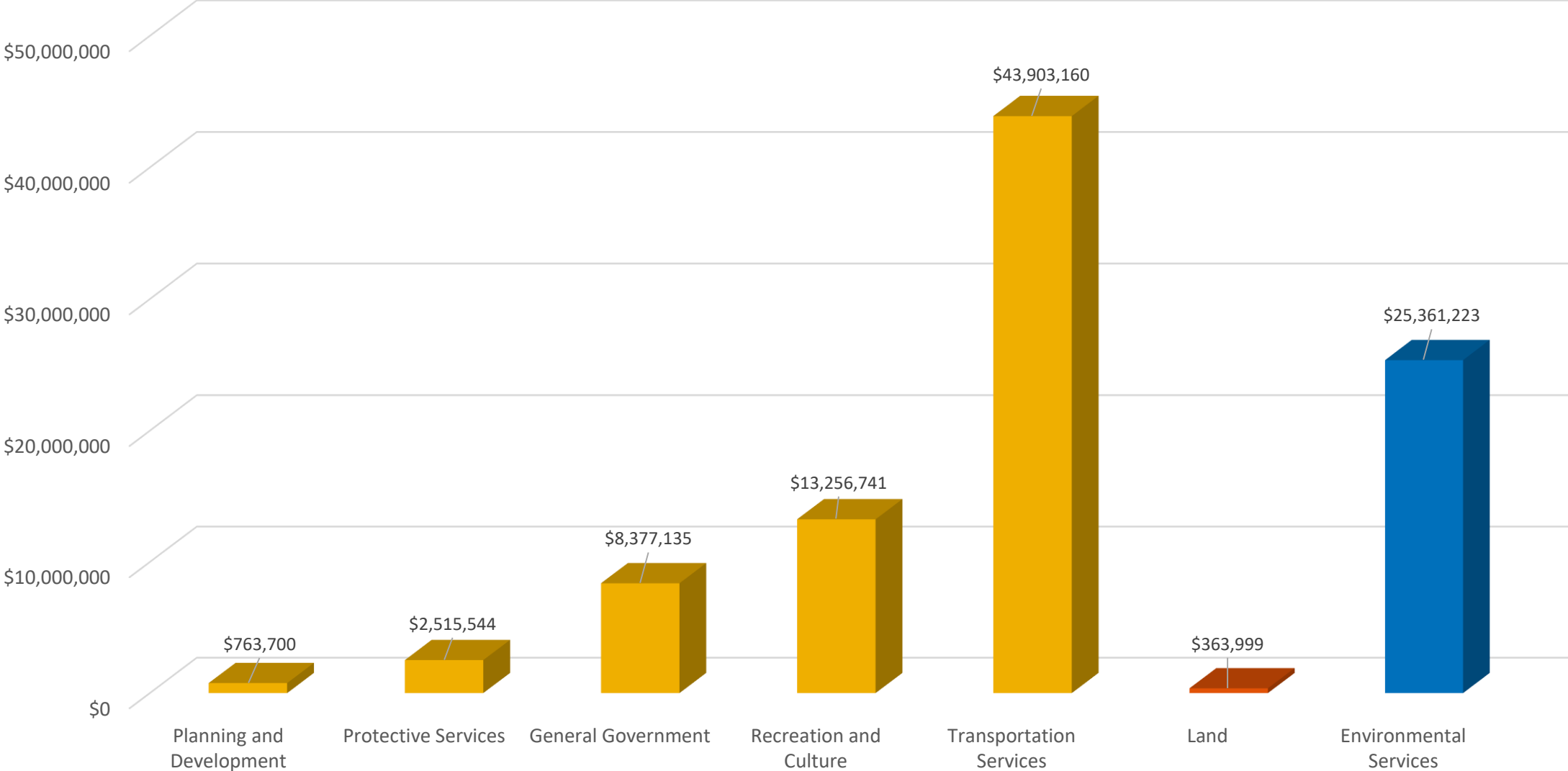
Grant Revenue – Transfers for Capital

	Budget 2022			
	Taxation	Land	Utilities	Total
Transportation Services				
AB Canada Community Building Fund (previously FGT)	400,000			400,000
AB MSI Capital Grant	1,830,000			1,830,000
Canada ACAP Grant	825,000			825,000
SK Urban Highway Connector Program	200,000			200,000
Environmental Services				
AB MSI Capital Grant			2,110,000	2,110,000
AB New Building Fund - Small Communities Fund (SCF)			1,974,850	1,974,850
Canada ICIP - Green Infrastructure Steam			5,963,655	5,963,655
Canada New Building Fund - National/Regional Projects (NRP)			6,972,112	6,972,112
Canada New Building Fund - Small Communities Fund (SCF)			1,974,850	1,974,850
SK Canada Community Building Fund (previously FGT)			1,230,000	1,230,000
SK New Building Fund - National/Regional Projects (NRP)			7,577,819	7,577,819
Social Services				
Grant TBD	90,000			90,000
Recreation and Culture				
AB Canada Community Building Fund (previously FGT)	650,000			650,000
Grant TBD	25,000			25,000
Western Economic Diversification Grant	750,000			750,000
	\$ 4,770,000	\$ -	\$ 27,803,286	\$ 32,573,286

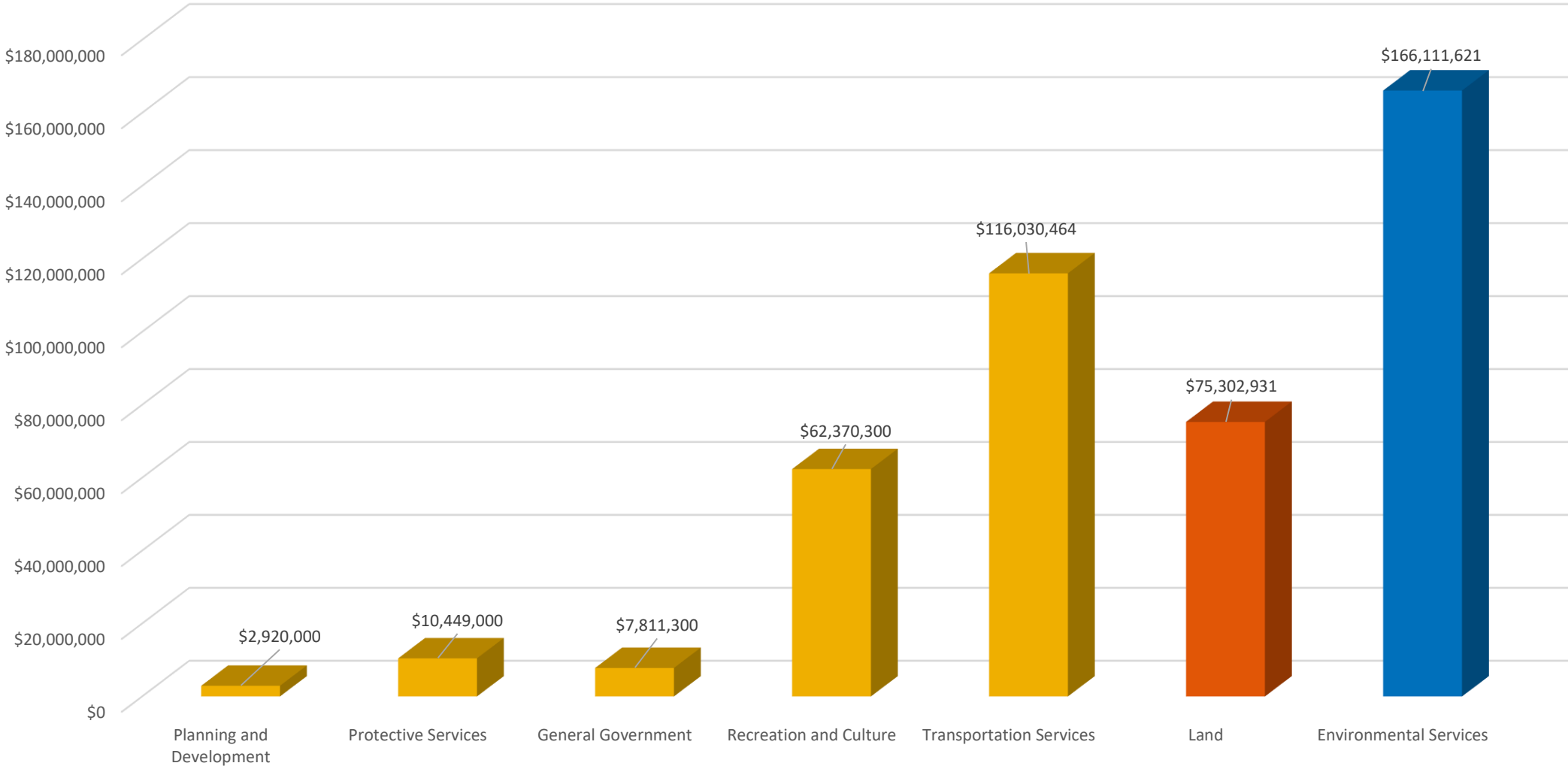
Grant Revenue – Major Grants by Project

	Budget 2022			
	Taxation	Land	Utilities	Total
AB MSI Capital Grant				
2213604 - ROADS - 2022 Street Improvement Program – Construction	1,830,000			1,830,000
2213601 - 2022 Water and Sewer Replacement Program – Construction			1,930,000	1,930,000
2213633 - WWC - Sanitary Sewer Master Plan			180,000	180,000
	\$ 1,830,000	\$ -	\$ 2,110,000	\$ 3,940,000
AB Canada Community Building Fund (previously FGT)				
2313605 - ROADS - 2023 Surface Improvement Program – Design Services	125,000			125,000
2232065 - ROADS - Back Lane Upgrade	275,000			275,000
2173006 - BAC - Exterior Renovations	450,000			450,000
2271303 - Weaver Park Office Replacement	200,000			200,000
	\$ 1,050,000	\$ -	\$ -	\$ 1,050,000
SK Canada Community Building Fund (previously FGT)				
2213630 - WWC - Sanitary Main Replacement Program – Phase III – Construction			1,230,000	1,230,000
	\$ -	\$ -	\$ 1,230,000	\$ 1,230,000
	\$ 2,880,000	\$ -	\$ 3,340,000	\$ 6,220,000

5-Year Historical Capital Investment



10-Year Future Capital Plans



10-Year Capital Plan

Taxation

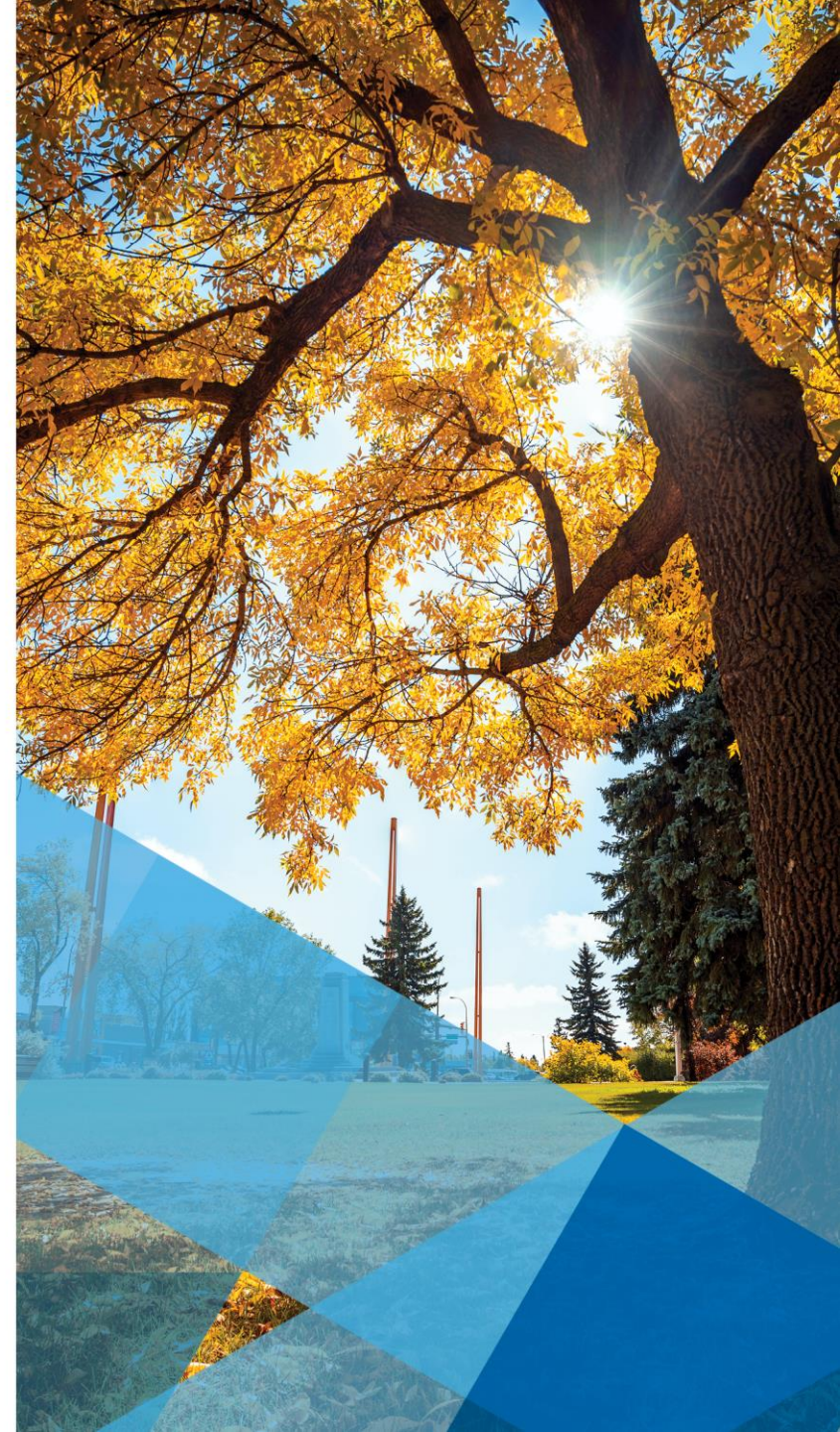
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
General Government											
BLDMNT-Building Maintenance	20,000	38,000	615,000	5,015,000	15,000	15,000	15,000	15,000	-	-	5,748,000
IT-Information Technology	209,200	218,600	135,700	280,900	223,200	184,600	131,700	197,400	321,400	160,600	2,063,300
	\$ 229,200	\$ 256,600	\$ 750,700	\$ 5,295,900	\$ 238,200	\$ 199,600	\$ 146,700	\$ 212,400	\$ 321,400	\$ 160,600	\$ 7,811,300
Protective Services											
FIRE-Fire Services	40,000	1,005,000	465,000	1,075,000	3,000,000	1,140,000	-	1,700,000	215,000	1,210,000	9,850,000
RCMP-RCMP/911 Services	249,000	350,000	-	-	-	-	-	-	-	-	599,000
	\$ 289,000	\$ 1,355,000	\$ 465,000	\$ 1,075,000	\$ 3,000,000	\$ 1,140,000	\$ -	\$ 1,700,000	\$ 215,000	\$ 1,210,000	\$ 10,449,000
Planning and Economic Development											
ECDEV-Economic Development	50,000	100,000	40,000	-	120,000	80,000	90,000	45,000	-	-	525,000
ENG-Engineering	150,000	100,000	180,000	100,000	100,000	100,000	180,000	100,000	40,000	80,000	1,130,000
PLANN-Planning & Development	150,000	450,000	355,000	-	-	-	150,000	-	160,000	-	1,265,000
	\$ 350,000	\$ 650,000	\$ 575,000	\$ 100,000	\$ 220,000	\$ 180,000	\$ 420,000	\$ 145,000	\$ 200,000	\$ 80,000	\$ 2,920,000
Recreation and Culture											
AQUA-Aquatic Centres	675,000	150,000	-	3,450,000	5,500	255,500	-	-	-	-	4,536,000
ARENAS-Arenas	-	1,082,000	-	-	1,150,000	-	-	-	-	-	2,232,000
LCSC-Lloydminster Cultural & Science Centre	530,000	100,000	-	-	-	-	-	-	-	-	630,000
LGCC-Lloydminster Golf & Curling Centre	729,000	91,000	561,000	126,000	252,000	90,000	175,000	-	-	-	2,024,000
LGCY-Legacy Centre	-	20,000	-	-	-	-	-	-	-	-	20,000
PARKS-Parks	2,470,000	360,000	935,000	310,000	900,000	160,000	430,000	160,000	-	-	5,725,000
PRGRM-Programming & Events	-	10,800	-	8,000	-	-	-	150,000	-	-	168,800
RECCUL-Recreation & Cultural Services	1,460,000	13,840,000	20,100,000	9,450,000	-	-	-	-	-	-	44,850,000
SERVUS-Servus Sports Centre	295,000	298,500	470,000	386,000	250,000	235,000	160,000	-	-	-	2,094,500
	\$ 6,159,000	\$ 15,952,300	\$ 22,066,000	\$ 13,730,000	\$ 2,557,500	\$ 740,500	\$ 765,000	\$ 310,000	\$ -	\$ -	\$ 62,280,300
Social Services											
SOCSRVS- Social Programs & Services	90,000	-	-	-	-	-	-	-	-	-	90,000
	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 90,000
Transportation Services											
APOINT-Airport	870,000	1,850,000	-	8,500,000	-	-	-	60,000	-	-	11,280,000
FLEET-Fleet Services	1,558,500	2,183,600	2,084,900	3,124,649	2,338,348	1,713,500	996,582	764,000	572,500	1,143,885	16,480,464
ROADS-Roadway Services	2,675,000	11,965,000	3,205,000	3,915,000	7,255,000	3,740,000	42,510,000	13,005,000	-	-	88,270,000
	\$ 5,103,500	\$ 15,998,600	\$ 5,289,900	\$ 15,539,649	\$ 9,593,348	\$ 5,453,500	\$ 43,506,582	\$ 13,829,000	\$ 572,500	\$ 1,143,885	\$ 116,030,464
	\$ 12,220,700	\$ 34,212,500	\$ 29,146,600	\$ 35,740,549	\$ 15,609,048	\$ 7,713,600	\$ 44,838,282	\$ 16,196,400	\$ 1,308,900	\$ 2,594,485	\$ 199,581,064

10-Year Capital Plan

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Land											
Planning and Economic Development											
LAND-Land Development	2,514,091	13,626,203	13,911,288	27,940,824	14,642,263	-	652,387	2,015,875	-	-	75,302,931
	\$ 2,514,091	\$ 13,626,203	\$ 13,911,288	\$ 27,940,824	\$ 14,642,263	\$ -	\$ 652,387	\$ 2,015,875	\$ -	\$ -	\$ 75,302,931
Utilities											
Environmental Services											
STORM-Stormwater Drainage	3,238,500	3,519,000	60,000	22,150,000	-	275,000	-	-	-	-	29,242,500
SWASTE-Solid Waste Services	2,000,000	2,350,000	4,200,000	330,000	-	-	-	-	7,100,000	-	15,980,000
WATER-Water Services	80,000	31,000	319,100	8,389,795	230,900	177,300	65,900	2,408,400	307,300	50,000	12,059,695
WTP-Water Treatment Plant	3,107,000	2,200,000	550,000	-	-	175,000	-	-	175,000	-	6,207,000
WWC-Wastewater Collection	3,875,000	5,600,000	3,180,000	3,360,000	3,160,000	3,160,000	7,160,000	9,260,000	-	-	38,755,000
WWTP-Wastewater Treatment Plant	47,754,876	16,112,550	-	-	-	-	-	-	-	-	63,867,426
	\$ 60,055,376	\$ 29,812,550	\$ 8,309,100	\$ 34,229,795	\$ 3,390,900	\$ 3,787,300	\$ 7,225,900	\$ 11,668,400	\$ 7,582,300	\$ 50,000	\$ 166,111,621
	\$ 74,790,167	\$ 77,651,253	\$ 51,366,988	\$ 97,911,168	\$ 33,642,211	\$ 11,500,900	\$ 52,716,569	\$ 29,880,675	\$ 8,891,200	\$ 2,644,485	\$ 440,995,615

Capital Highlights

- ❑ Administration has presented submitted Capital projects for 2022 totaling \$89,944,167. This list has been separated into an accepted list \$74,790,167 and a deferred list \$15,154,000.
- ❑ The deferred list of Capital projects has been removed to reduce the tax burden on the municipality.








PROPOSED BUDGET IMPACTS


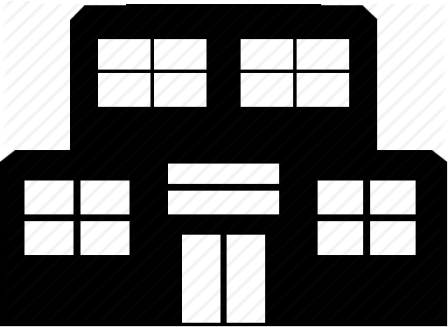
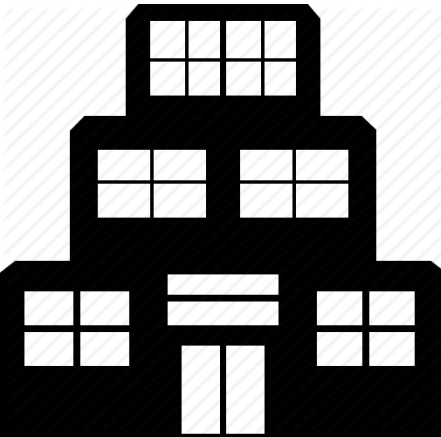
Residential Impact

Based on 3.5% municipal tax levy increase and approximate 1% growth
Assumes no changes in assessed market value or education taxes.

Residential	 Value of \$250,000	 Value of \$350,000	 Value of \$500,000
2021	\$1,655 Municipal \$141 Seamless Education \$662 Education <hr/> \$2,458 Taxes	\$2,318 Municipal \$197 Seamless Education \$926 Education <hr/> \$3,441 Taxes	\$3,311 Municipal \$282 Seamless Education \$1,323 Education <hr/> \$4,916 Taxes
2022	\$1,713 Municipal \$134 Seamless Education \$662 Education <hr/> \$2,509 Taxes +\$4/mo	\$2,399 Municipal \$188 Seamless Education \$926 Education <hr/> \$3,513 Taxes +\$6/mo	\$3,427 Municipal \$268 Seamless Education \$1,323 Education <hr/> \$5,018 Taxes +\$9/mo

Non-Residential Impact

Based on 3.5% municipal tax levy increase and approximately 1% 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
2021	\$5,959 Municipal \$282 Seamless Education \$1,940 Education <hr/> \$8,180 Taxes	\$11,919 Municipal \$563 Seamless Education \$ 3,879 Education <hr/> \$16,361 Taxes	\$17,878 Municipal \$845 Seamless Education \$5,819 Education <hr/> \$24,541 Taxes
2022	\$6,168 Municipal \$268 Seamless Education \$1,940 Education <hr/> \$8,375 Taxes +\$16/mo	\$12,336 Municipal \$536 Seamless Education \$3,879 Education <hr/> \$16,751 Taxes +\$33/mo	\$18,503 Municipal \$804 Seamless Education \$5,819 Education <hr/> \$25,126 Taxes +\$49 mo

Residential Utility

Based on 4% utility increase.

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

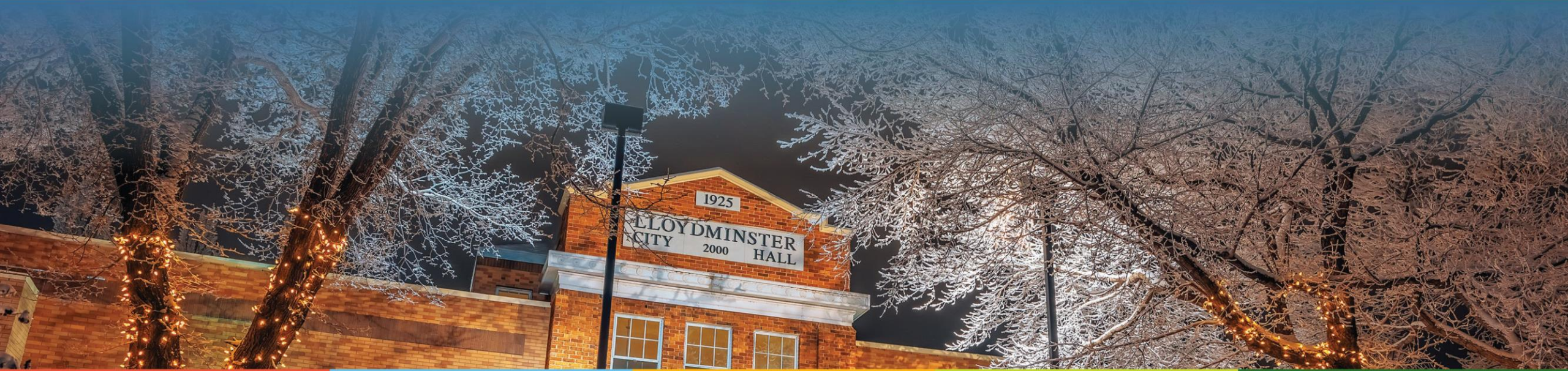
Residential	Low Consumption (10 m ³)	Med consumption (25 m ³)	High consumption (60 m ³)
2021	\$92/month	\$147/month	\$286/month
2022	\$96/month +\$4	\$153/month +\$6	\$297/month +\$11

Non-Residential Utility

Based on 4% 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
2021	\$99/month	\$376/month	\$5,291/month
2022	\$103/month +\$4	\$391/month +\$15	\$5,503/month +\$212



Summary and Next Steps



Summary

The draft budget includes a municipal tax levy increase of 3.5%, assumes a 1% growth in assessment and utility levy increase of 4% 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.

Recommendations:

1. That Council approve the 2022 Operating Budget with a total operating revenue of \$ 72,636,191; with operating expenditure of \$110,915,925 resulting in municipal taxation levy requirement of \$38,354,998 (excluding amortization of \$21,672,600) and the 2022 Capital Budget which has a total capital revenues of \$74,790,167 to support total costs of \$74,790,167.
2. That Council accept in principle the ten (10) year capital plan.

