

ANNUAL REPORT

# LLOYD MINSTER

2023



For the fiscal year ended December 31, 2023



## PURPOSE

The City of Lloydminster's 2023 annual report (formerly known as the Report to the Community) serves as an overview of the city's progress and achievements over the past year.

This report aims to provide residents, businesses and interested parties with a transparent and informative account of the city's operations and budget. The report aims to foster a greater understanding of the city's initiatives and priorities while encouraging community feedback and engagement.

Through this report, the city hopes to strengthen its relationship with its residents and build a more sustainable and prosperous future.

A digital version of this report is available online at [Lloydminster.ca/Reports](https://lloydminster.ca/Reports).



A key component of good governance is planning for a community's long-term health and sustainability. In looking towards the future, it is important your municipal leaders reach a consensus on what the journey and destination look like. With this in mind, City Council first decides on the city's ideal future (vision) and its general direction to achieve that future (mission).

## VISION

### **CANADA'S BORDER CITY, A PROUD COMMUNITY WITH OPPORTUNITY FOR ALL.**

A community's vision provides a long-term picture of where or what the community wishes to be or become. The vision also indicates what makes Lloydminster unique.

## MISSION

### **PROVIDING QUALITY PROGRAMS AND SERVICES TO THE COMMUNITY.**

A city's mission answers a question about what business the community is in. It lets readers know what Lloydminster does and who benefits. This mission statement is based on key ideas about how Council will achieve its vision.

## VALUES

The values expressed here are the guiding principles that help determine how the City behaves, both in public and privately.

### **ACCOUNTABILITY**

We represent the citizens of Lloydminster and we recognize they are the reason the City exists. We will govern responsibly, providing exceptional value in our service.

### **DIVERSITY**

Our community is home to many people, families and groups that represent the best of what Canada has to offer. As a city, we benefit from the engaged contributions of all.

### **INNOVATION**

We will take a creative and forward-thinking approach to decision-making with the future of our community in mind.

### **RESPECT**

We value the contributions of everyone, based on the shared desire to succeed as a city. As such, we will continue to build a community in which people feel safe and are safe.

### **TRANSPARENCY**

We are accountable to those we serve. We will ensure municipal information is readily accessible to our citizens and seek opportunities to engage them in key decisions.

The City of Lloydminster acknowledges that it's located on Treaty 6 territory and respects the histories, languages and cultures of First Nations, Métis, Inuit and all First Peoples of Canada, whose presence continues to enrich our vibrant community.

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## City of Lloydminster 2023 Annual Report

Year ended December 31, 2023, Lloydminster, AB/SK, Canada

Prepared and produced by Corporate Communications and Finance





## MESSAGE FROM THE MAYOR



As I reflect on the progress we have achieved together, I am filled with immense pride to introduce the 2023 City of Lloydminster Annual Report. The accomplishments showcased in this report underscore our community's resilience, determination and collective spirit.

Although not explicitly mentioned in the report, I want to draw your attention to our community's dedication to volunteering. The report highlights the number of attendees at city-hosted events, and while city staff put in a lot of time and effort behind the scenes, these events would not be possible without volunteers. Whether it is a city-hosted event or a community event, I am incredibly proud of Lloydminster's volunteer culture.

Our collective efforts in 2023 focused on enhancing the quality of life for all residents and laying the groundwork for future growth and prosperity. From infrastructure improvements, such as the new Wastewater Treatment Facility, which will serve the region for the next 20 years, to economic development initiatives like downtown revitalization and other business supports, we remain dedicated to building a stronger and more vibrant Lloydminster.

In 2023, we further enhanced our efficiency by introducing additional services aimed at enhancing the convenience of residents' lives. Examples include:

- Electronic property tax notices were introduced thanks to changes to the Lloydminster Charter.
- Expanded the stormwater retention pond on the Cenovus Energy Hub site as part of the site's beautification efforts and to expand the community's flood prevention.
- Initiated the development of online permitting options, such as building permits, to streamline application processes and reduce turnaround times. We eagerly anticipate the launch of this service in 2024.

Efforts to research the efficacy of public transit continued in 2023 and remains a top priority for our city. Through ongoing studies and community feedback, we are dedicated to finding a solution to meet the evolving needs of residents while promoting sustainability and accessibility. Simultaneously, we are committed to enhancing Bud Miller All Seasons Park and Weaver Heritage Park, two beloved recreational spaces in our community. Through public consultation and respective feasibility studies, we are looking at potential amenity upgrades, expanding green spaces and implementing innovative programming to ensure these parks remain vibrant hubs for leisure and community engagement year-round. By investing in public transit research and park enhancements, we are actively working toward a more connected, livable and enjoyable city for residents and visitors.

Grappling with the effects of mental health issues, addiction and homelessness remained a formidable task in 2023. As a City Council, we persistently seek increased provincial engagement and explore avenues to enhance collaboration with local partners, aiming to tackle issues of safety, shelter availability and affordable housing. Our Emergency Management Operations team devised various strategies to assist community organizations in aiding our most vulnerable community members during the harsh winter months.

As we look forward to the year ahead, let's carry forward this momentum. Our achievements and progress on ongoing projects reflect not just the current city council and administration but also the strength and spirit of each of you. Your resilience, commitment to the community and unwavering support propel us forward.

Thank you for your continued support. Let's continue to work together to build a city that we are all proud to call home.

Yours in community,

Gerald S. Aalbers  
Mayor

# MAYOR & COUNCIL

**GERALD AALBERS**  
mayor@lloydminster.ca



**MICHAEL DIACHUK**  
mdiachuk@lloydminster.ca



**LORELEE MARIN**  
lmarin@lloydminster.ca



**JASON WHITING**  
jwhiting@lloydminster.ca



**(OUTGOING)**  
January to October. Accepted the role of fire chief for the Lloydminster Fire Department in November.

**AARON BUCKINGHAM**  
abuckingham@lloydminster.ca



**GLENN FAGNAN**  
gfagnan@lloydminster.ca



**JONATHAN TORRESAN**  
jtorresan@lloydminster.ca

*In accordance with The Local Government Election Act, 2015, a byelection was held in the City of Lloydminster on Tuesday, February 13, 2024. This byelection was mandated through Saskatchewan legislation as the vacancy did not occur within the same calendar year as the general election scheduled for November 2024.*

# 2022-2025 STRATEGIC PLAN

Lloydminster City Council has adopted a series of goals and strategies to support the City of Lloydminster in setting short- and long-term priorities that will shape the community for generations to come.

The following information is a summary of the updated strategic plan, which is intended to provide residents, businesses and other interested parties with a high-level overview of this Council's vision for the future of Lloydminster.

Once Council has set the City's strategic direction, Administration is able to build plans that carry out Council's vision. Examples of Administration's plans that follow from this Strategic Plan may include operational plans, recreation master plans, and capital plans, among others.

## SUSTAINABILITY PILLARS

THE CITY OF LLOYDMINSTER EMBARKED ON THE 2022-2025 STRATEGIC PLAN WITH A FOCUS ON FIVE PILLARS OF COMMUNITY SUSTAINABILITY:

GOVERNANCE	Governance includes the election process, management of resources, development and implementation of public policy, and the establishment of mechanisms through which citizens engage and interact with Council.
CULTURE	Shared values, cultural and recreational activities that reflect the diverse traditions, customs, values, heritage identity and history of Lloydminster.
SOCIAL	Health, well-being, safety and quality of life for individuals, families and the community.
ECONOMY	Achieving economic vitality, growth and development that simultaneously improves quality of life and the environment. It includes employment, income levels and the health, quality and diversity of employers, businesses and non-profit organizations in the community.
ENVIRONMENT	Community environmental stewardship and the health, quality, diversity and abundance of local and global ecosystems, the state of the built environment and the services that support it.



# KEY PRIORITIES

THE FOLLOWING FOUR AREAS REPRESENT THIS COUNCIL'S AREAS OF KEY FOCUS OVER THE 2022-2025 TERM.

<p><b>DELIVER GOOD GOVERNANCE</b></p>	<p>Council is committed to the continued provision of responsible, fair and transparent governance. Council will sustain the delivery of quality municipal services through prudent management of assets, retention of quality staff and informed investment designed to minimize the burden on ratepayers and enhance community services.</p>
<p><b>BUILD ECONOMIC RESILIENCE</b></p>	<p>Council is committed to enhancing economic vibrancy in Lloydminster and the surrounding region by promoting Lloydminster as a destination for investment. The City of Lloydminster will work collaboratively with new and existing businesses to understand market challenges and seize opportunities that support long-term community prosperity.</p>
<p><b>MANAGE OUR ENVIRONMENT AND INFRASTRUCTURE</b></p>	<p>Council is committed to supporting long-term growth and environmentally sustainable services through strategic investment in new and existing infrastructure. Council will ensure residents have access to attractive, functional public spaces, including roadways, parks and public facilities, by matching available resources to stakeholder-driven priorities.</p>
<p><b>PROVIDE A SAFE COMMUNITY</b></p>	<p>Council is committed to building a safe and inclusive community, beginning with a heightened understanding of the city's social landscape. Council acknowledges the rich and diverse composition of the Lloydminster community and will seek opportunities to enhance the flow of key information and resources between community stakeholders. Additionally, Council will ensure the availability of enforcement and emergency resources to uphold the safety of persons and property.</p>

## SETTING THE STAGE FOR A STRONG, PROSPEROUS LLOYDMINSTER

With the 2022-2025 Strategic Plan setting the course, Council and Administration will work toward achieving the priorities outlined in this plan.

Through the development of this plan, Council and Administration acknowledge the environment in which the City operates is ever-changing; therefore, the City's plans must be somewhat malleable to ensure the community's current needs are met.

For more information on the 2022-2025 strategic plan or to view past strategic plans, please visit [Lloydminster.ca/StrategicPlan](http://Lloydminster.ca/StrategicPlan).

# ECONOMIC DEVELOPMENT STRATEGIC PLAN

In 2016, the City of Lloydminster began renewing the economic development model. The Economic Development strategic plan was developed based on Council and Senior Management deliberations, stakeholder input, comparative analysis and dialogue with the City of Lloydminster's Economic Development department.

The following information is part of a broader economic development strategic-planning process, with the finalized framework to include plans for additional development actions.

## GOALS AND OBJECTIVES

GENERATE DEVELOPMENT THROUGH LAND AND AVAILABLE ASSETS	ENCOURAGE BUSINESS INVESTMENT ACROSS KEY SECTORS	ACHIEVE OPTIMAL USE OF THE LLOYDMINSTER AIRPORT	IMPROVE OVERALL ATTRACTIVENESS, LIVABILITY AND INVESTMENT READINESS
<p><b>A</b> Encourage growth in retail, commercial, industrial and residential zones</p> <p><b>B</b> Provide a timely and effective service to support suitable development ventures</p> <p><b>C</b> Explore partnerships to advance land development</p>	<p><b>A</b> Research and determine advantages to define opportunities and challenges</p> <p><b>B</b> Present the value proposition and roadmap to the Lloydminster product</p> <p><b>C</b> Target value-added expansion of the agricultural sector</p> <p><b>D</b> Explore transformational opportunities in the oil and gas sector</p> <p><b>E</b> Investigate options to enhance transportation linkages for the region</p>	<p><b>A</b> Pursue a range of partnerships around the airport</p> <p><b>B</b> Capitalize on commercial air service</p> <p><b>C</b> Ensure a quality experience for travellers</p> <p><b>D</b> Expand commercial activity surrounding the airport</p> <p><b>E</b> Encourage business investment and development around the airport</p>	<p><b>A</b> Provide a high quality of life</p> <p><b>B</b> Marketing and providing a range of tourism products, attractions and experiences</p> <p><b>C</b> Encourage partnerships that advance business development</p> <p><b>D</b> Build community brand through public relations, advertising and marketing to maintain ownership position</p> <p><b>E</b> Promote the Lloydminster experience for businesses, residents, travellers and connections</p>



# VISION, MISSION AND VALUES

VISION	<b>Going beyond borders to secure economic opportunities.</b>
MISSION	<b>Actively deliver timely and effective information and services to attract, secure and retain business investment.</b>
VALUES	<p><b>THE ECONOMIC DEVELOPMENT STRATEGY IS BASED ON THE FOLLOWING VALUES:</b></p> <ul style="list-style-type: none"> <li>▪ Creating the most responsive city for opportunities</li> <li>▪ Taking a solutions-based approach to development challenges</li> <li>▪ Delivering timely, professional services to secure investment</li> <li>▪ Dedication to positive economic results for the community</li> <li>▪ Respecting the clients' need for certainty and clarity</li> <li>▪ Improving the position of the city for economic diversity</li> <li>▪ Fostering positive relationships, partnerships and connections</li> <li>▪ Positioning the community beyond borders to secure investment</li> </ul>
PILLARS	<p><b>Land division for economic development</b></p> <p><b>Business attraction</b></p> <p><b>Business retention and expansion</b></p> <p><b>Tourism, destination marketing and event hosting</b></p> <p><b>Business development and diversification</b></p>

The economic development strategic planning cycle takes all reasonable steps to position the Lloydminster area as an ideal location for investment and development. For more information, please visit [Lloydminster.ca/EcDev](http://Lloydminster.ca/EcDev).



# MESSAGE FROM CITY MANAGER



Welcome to the 2023 City of Lloydminster Annual Report. If you've picked up previous editions of our community report, you will notice some changes this time around, most notably the addition of our audited financial statements. This new format was introduced as part of our continuous commitment to transparency in local governance and provides readers with detailed information about the City's expenses and revenues over the past year.

To begin, let's take a look back at 2023, which kicked off with changes to the provincially recognized Lloydminster Charter that took effect on January 1; these changes further our efforts to provide modern, seamless legislation across our border city and will ensure this important document is reviewed and updated on a routine basis. Also in January, we embarked on the first phase of public engagement for the Bud Miller All Seasons Park master plan, which sought resident input and ideas for future development within the city's largest green space.

February brought about another successful edition of WinterFest at Servus Sports Centre, and by April, we were underway with the Central Business District Replacement Program, marking the beginning of a 15-year transformation of the city's downtown core into a welcoming and thriving area. Our work to enhance the appeal and viability of our downtown was augmented by the introduction of the Downtown Façade and Building Improvement Program.

In June, we received confirmation of an extraordinary show of financial support for the Cenovus Energy Hub event facility project when Cenovus Energy announced a \$5-million, multi-year commitment for the construction and future operation of what will become Lloydminster's premier indoor ice and entertainment facility. This announcement – made during a large public event in Bud Miller All Seasons Park in June – marks one of the largest private contributions in our municipality's history, and we continue to be extremely grateful for the support Cenovus Energy has shown our community on many fronts.

The Cenovus Energy Hub project officially broke ground over the summer, and in August 2022, more than 100 people joined the construction team on site for a special ceremony to mark the historic occasion.

In September, a collaboration between the City of Lloydminster, the Public Art Advisory Committee, and local artists resulted in a series of captivating concrete/fibreglass face sculptures. Coined the 'Faces of Lloydminster,' these sculptures remain in place along portions of College Drive (59 Avenue), contributing to the growing presence of public art in our city.

In October, residents were invited to provide input on the community's public transportation needs and priorities as the City of Lloydminster underwent the second phase of its Public Transportation Master Plan assessment. The City continues its work on a comprehensive transportation needs assessment and feasibility study to better understand how transit might serve local travel needs most effectively.

In November, City Council approved the 2024 municipal budget which includes an investment of \$64.5 million in capital projects to build and enhance our growing community. While the City of Lloydminster continues to grapple with the effects of inflation, positive economic momentum continues to bring new investment and employment opportunities to our region.

In December, we hit a milestone many years in the making when we officially completed the construction of our new Wastewater Treatment Facility, which was the result of an extraordinary team effort among Council, Administration, federal and provincial governments, and the many contractors and industry experts that helped guide this project to completion on time and on budget. We look forward to welcoming the community to a grand opening event in early 2024.

On behalf of City of Lloydminster Administration, thank you to all our residents, businesses and community partners for the support and feedback shared over the past year. Together, we are shaping a community that offers the opportunity for prosperity and a quality of life that entices people to call Lloydminster home.

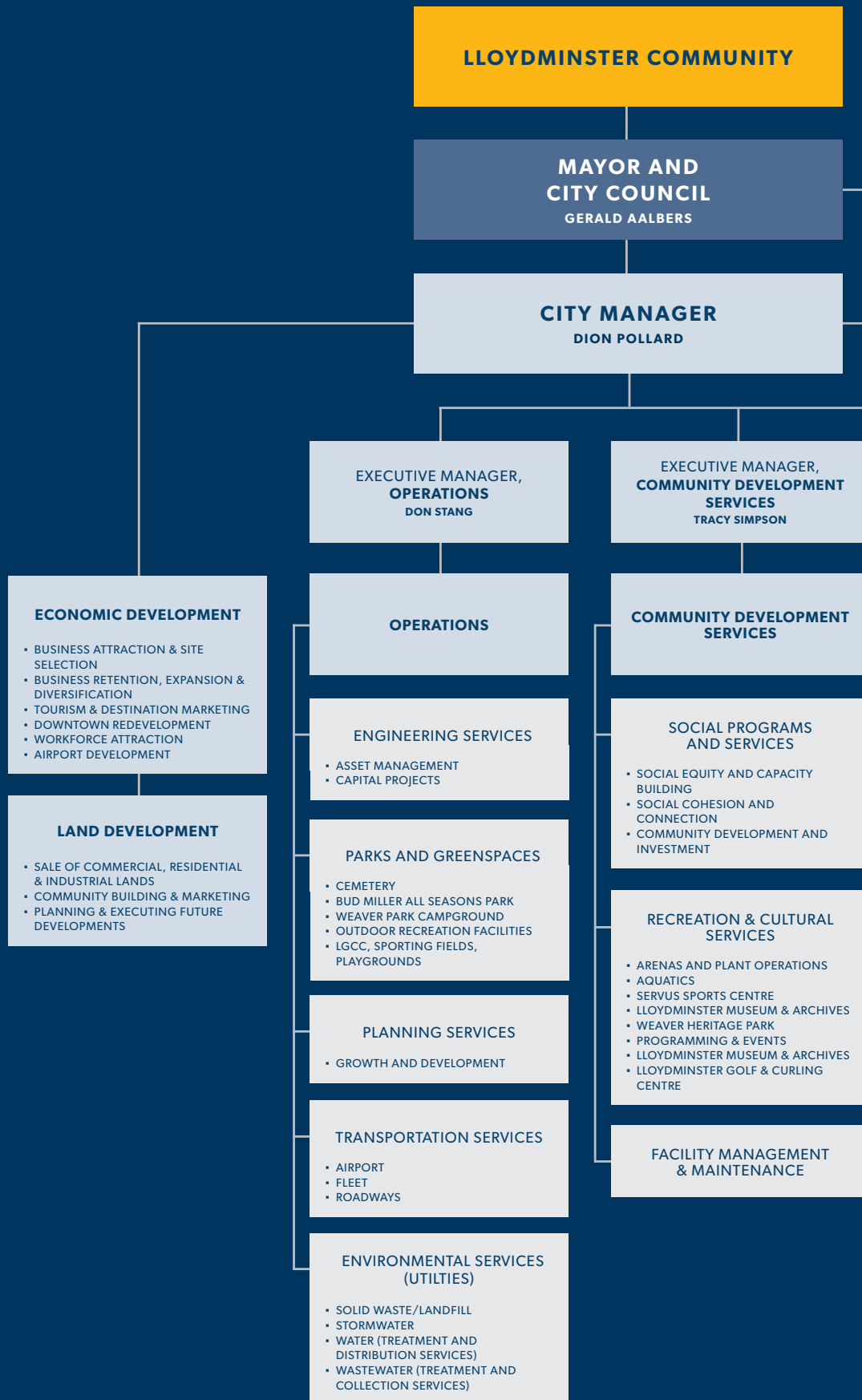
Our City employees care deeply about the betterment of this community, and we sincerely hope that passion shines in the services we provide each and every day.

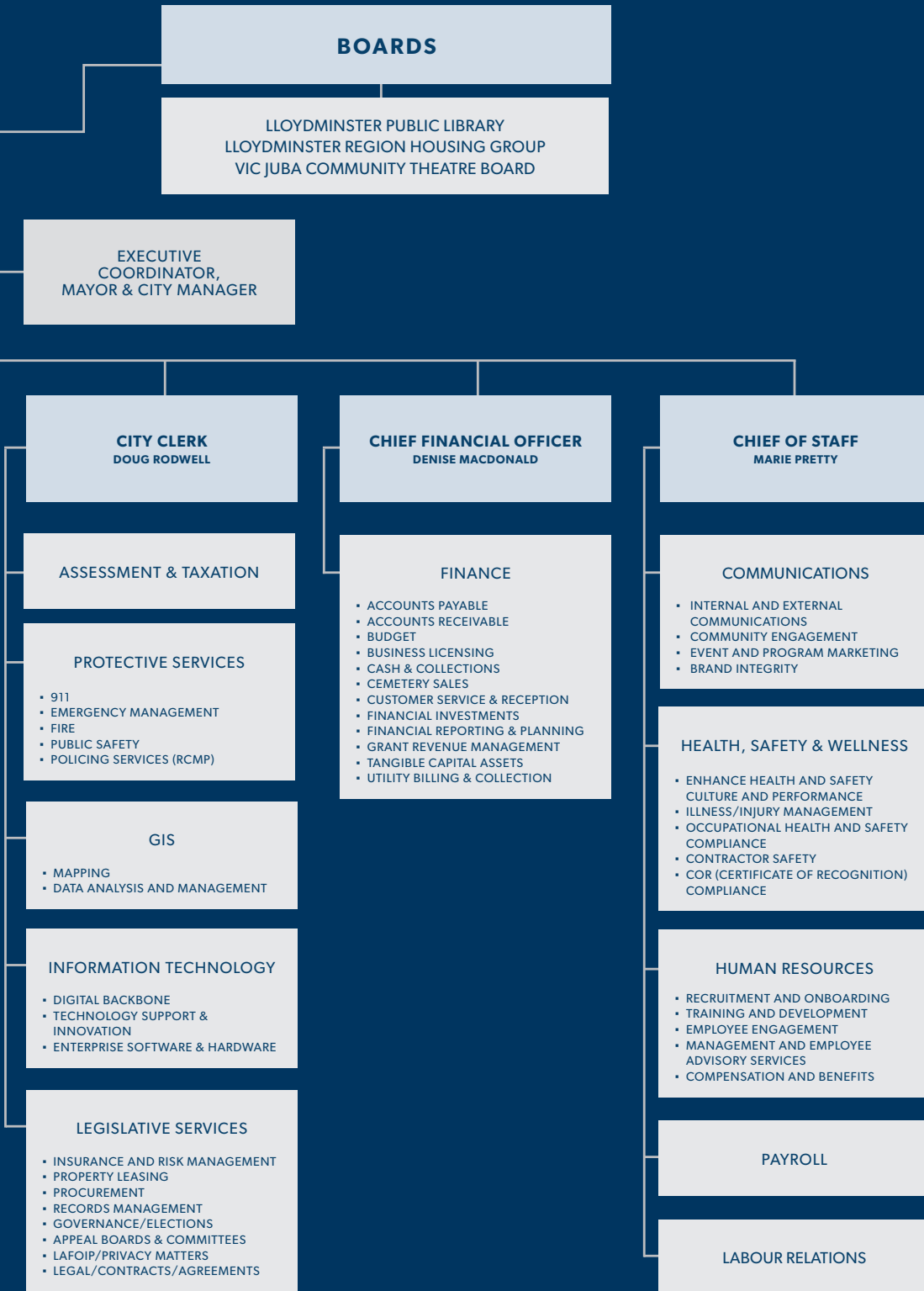
Yours in service,

Dion Pollard  
City Manager



# ORGANIZATIONAL CHART





**BOARDS**

LLOYDMINSTER PUBLIC LIBRARY  
LLOYDMINSTER REGION HOUSING GROUP  
VIC JUBA COMMUNITY THEATRE BOARD

EXECUTIVE  
COORDINATOR,  
MAYOR & CITY MANAGER

**CITY CLERK**  
DOUG RODWELL

ASSESSMENT & TAXATION

PROTECTIVE SERVICES

- 911
- EMERGENCY MANAGEMENT
- FIRE
- PUBLIC SAFETY
- POLICING SERVICES (RCMP)

GIS

- MAPPING
- DATA ANALYSIS AND MANAGEMENT

INFORMATION TECHNOLOGY

- DIGITAL BACKBONE
- TECHNOLOGY SUPPORT & INNOVATION
- ENTERPRISE SOFTWARE & HARDWARE

LEGISLATIVE SERVICES

- INSURANCE AND RISK MANAGEMENT
- PROPERTY LEASING
- PROCUREMENT
- RECORDS MANAGEMENT
- GOVERNANCE/ELECTIONS
- APPEAL BOARDS & COMMITTEES
- LAFOIP/PRIVACY MATTERS
- LEGAL/CONTRACTS/AGREEMENTS

**CHIEF FINANCIAL OFFICER**  
DENISE MACDONALD

FINANCE

- ACCOUNTS PAYABLE
- ACCOUNTS RECEIVABLE
- BUDGET
- BUSINESS LICENSING
- CASH & COLLECTIONS
- CEMETERY SALES
- CUSTOMER SERVICE & RECEPTION
- FINANCIAL INVESTMENTS
- FINANCIAL REPORTING & PLANNING
- GRANT REVENUE MANAGEMENT
- TANGIBLE CAPITAL ASSETS
- UTILITY BILLING & COLLECTION

**CHIEF OF STAFF**  
MARIE PRETTY

COMMUNICATIONS

- INTERNAL AND EXTERNAL COMMUNICATIONS
- COMMUNITY ENGAGEMENT
- EVENT AND PROGRAM MARKETING
- BRAND INTEGRITY

HEALTH, SAFETY & WELLNESS

- ENHANCE HEALTH AND SAFETY CULTURE AND PERFORMANCE
- ILLNESS/INJURY MANAGEMENT
- OCCUPATIONAL HEALTH AND SAFETY COMPLIANCE
- CONTRACTOR SAFETY
- COR (CERTIFICATE OF RECOGNITION) COMPLIANCE

HUMAN RESOURCES

- RECRUITMENT AND ONBOARDING
- TRAINING AND DEVELOPMENT
- EMPLOYEE ENGAGEMENT
- MANAGEMENT AND EMPLOYEE ADVISORY SERVICES
- COMPENSATION AND BENEFITS

PAYROLL

LABOUR RELATIONS

# AT-A-GLANCE





**POPULATION****31,582**

STATS CANADA, 2021 CENSUS OF POPULATION

**MEDIAN AGE****35.6**

STATS CANADA, 2021 CENSUS OF POPULATION

**UNEMPLOYMENT RATE****5.9%**

STATS CANADA, LABOUR FORCE CHARACTERISTICS

**MEDIAN INDIVIDUAL INCOME****\$46.9k**

STATS CANADA, CENSUS PROFILE 2023

**AVERAGE HOUSEHOLD SIZE****2.6 people**

STATS CANADA, CENSUS PROFILE 2023

**COMMERCIAL CONSTRUCTION VALUE****\$21.2M**

CITY OF LLOYDMINSTER. BUILDING PERMIT REPORT. DECEMBER 31, 2023

**CITY AREA****58.71 km<sup>2</sup>**

CITY OF LLOYDMINSTER GIS

**POPULATION GROWTH****0.55%**

STATS CANADA, 2021 CENSUS OF POPULATION

**LABOUR FORCE PARTICIPATION****69.6%**

STATS CANADA, LABOUR FORCE CHARACTERISTICS

**MEDIAN HOUSEHOLD INCOME****\$92.8k**

STATS CANADA, CENSUS PROFILE 2023

**BUILDING PERMITS ISSUED****123**

CITY OF LLOYDMINSTER. BUILDING PERMIT REPORT. DECEMBER 31, 2023

**PST EXEMPTION**

AS A BI-PROVINCIAL COMMUNITY, LLOYDMINSTER IS PST EXEMPT WITHIN MUNICIPAL BOUNDARIES (FEW EXCEPTIONS APPLY)

# GENERAL GOVERNMENT



OPERATING  
BUDGET  
**\$8,529,754**

CAPITAL  
BUDGET  
**\$1,007,500**



In 2023, \$57,061,184 was the total budgeted revenue from municipal taxes, penalties, franchise fees, operating grants and investment income. The money received from general revenue sources supports the operating costs associated with the departments outlined within General Government and all other City operations, including salaries, wages and benefits. These general government revenues do not support Land Division or Environmental Services, as these two departments are self-supported.

**General Revenue Sources Budget**

Municipal Taxes & Penalties	\$43,164,164
Franchise Fees	\$7,159,324
Operating Grants	\$4,733,696
Investment Income	\$2,004,000
	<b>\$57,061,184</b>

# ASSESSMENT & TAXATION

## ASSESSMENT

Conducting in-house assessment services provides an enhanced service level to City ratepayers through exceptional communication and customer service that fosters positive relationships with residents and business owners. The in-house transition allows for better control over assessment data and ensures that assessments are fair and equitable to property owners. The Assessment and Taxation team provides ratepayers with equal and transparent means to share the cost of civic services essential to a vibrant and growing city.

## TAXES

Providing sustainable services for the City of Lloydminster and the residents who reside within the community, Taxation is responsible for annual tax levy collection and abides by provincial policies and procedures.

## HIGHLIGHTS

- 1,270 property owners registered for electronic notices as a result of the changes made to The Lloydminster Charter and the new electronic notices bylaw
- 90% of the 2023 tax levy was collected by the due date
- 19% increase in enrolment in Pre-Authorized Debit Plan for monthly property tax payments in 2023

# COMMUNICATIONS AND PUBLIC ENGAGEMENT

The Communications department's mandate is to engage with the community and media through various modern and traditional tools and platforms. The team prepares in-depth strategies for a wide variety of initiatives. It maintains a client-focused approach when addressing public projects and Lloydminster's bi-provincial nature's unique needs.

The City utilizes media relations, the Your Voice Lloyd community engagement website, marketing and advertising, website services and social media to communicate and engage residents, employees and key stakeholders.

## MAJOR PROJECTS

### Public Transportation Master Plan

The second phase of the Public Transportation Master Plan engagement ran from October 18 until November 8. A total of 917 responses were recorded through online and digital surveys. Paper surveys were available at City Hall and the Lloydminster Public Library as pop-up locations.

Approximately 187 individuals were engaged in four different methods of engagement: Pioneer Lodge Senior Living Facility pop-up, an open house and a farmers market pop-up at Servus Sports Centre and a lunch and learn at the city's Operations Centre. City Council and the Executive Leadership Team were presented the findings in December. Learn more about this ongoing project at [Lloydminster.ca/PTM](https://lloydminster.ca/PTM).

## OTHER ENGAGEMENT PROJECTS

- Budget 2024
- Bud Miller All Seasons Park Master Plan
- Outdoor Sporting Complex Study
- Weaver Heritage Park Master Plan

## HIGHLIGHTS

- 332 news releases/public notices
- 100+ interviews
- 300+ community events advertised
- 8 public engagement campaigns
- 4 seasonal program guides



## SOCIAL MEDIA

The City uses Facebook, Instagram, X (previously Twitter), LinkedIn and YouTube as its primary social media and networking sites.

### f Facebook:

@CityofLloydminster  
 @LloydminsterMuseumArchives  
 @LloydGolfandCurling  
 @ServusSportsCentre  
 @BiocleanAquaticCentre  
 @LloydVotes  
 @ThinkLloydFirst  
 @DowntownLloydminster  
 @CenovusEnergyHub  
 @LloydminsterFireDepartment  
 @COLLandDivision

### @ Instagram:

@CityofLloydminster  
 @Your\_LMA  
 @thinklloydfirst  
 @DowntownLloydminster  
 @CenovusEnergyHub  
 @col\_land\_division

### X X:

@CityofLloyd  
 @LloydGCC  
 @LloydVotes  
 @DowntownLloyd  
 @CenovusHub

### in LinkedIn:

@CityofLloydminster  
 @lloydminster-economic-development-corporation  
 @COL-land-division

### ▶ YouTube:

@CityofLloydminster

## SOCIAL MEDIA (MAIN CITY ACCOUNTS)

### f Facebook

**11,065 followers**  
 ↑ 7.2% (2022)

### X X (previously Twitter)

**4,099 followers**  
 ↑ 0.4% (2022)

### @ Instagram

**3,113 followers**  
 ↑ 11.7% (2022)

### ▶ YouTube

**879 subscribers**  
 ↑ 12.5% (2022)

### in LinkedIn

**1,627 followers**  
 ↑ 66.4% (2022)

## WWW.LLOYDMINSTER.CA

**1,027,471 page views**  
 25.6% (2022)

Top 5 web pages (by page views):

1. Bioclean Aquatic Centre – 50,482
2. Servus Sports Centre – 29,067
3. Arenas & outdoor skating surfaces – 22,033
4. Career Opportunities – 20,471
5. Program Guides – 16,193

## WWW.YOURVOICELLOYD.CA

**17,745 visits**  
 45.4% (2022)

Top 3 Surveys:

1. Bud Miller All Seasons Park Master Plan:  
Phases 1 & 2 – 1,583 responses
2. Public Transportation Master Plan:  
Phase 2 – 917 responses
3. Outdoor Sporting Complex Study:  
Phase 1 – 318 responses

# FINANCE

Responsible for upholding sound practises safeguarding the City's assets, the Finance department aims to reduce financial risk and support short- and long-term financial sustainability.

The department's core services include:

- establishing strong financial policies and procedures;
- preparing valuable and timely financial reports;
- leading a fiscally responsible budget process;
- collaborating with other departments to apply LEAN principles to business processes;
- advising on financial matters for all City departments, the City Manager, and Council; and
- managing the City's financial assets prudently and effectively.

## HIGHLIGHTS

- Council approved the 2024 budget assuming a 5% increase to the municipal tax levy and a 3% growth in assessment to maintain existing service levels and adjust for inflationary impacts. The budget also included a 1% infrastructure deficit gap tax levy.
- The 10-year (2024-2033) Capital Infrastructure Plan identified \$537M in spending required to replace, rehabilitate, acquire or construct assets. The 2024 capital budget was approved at \$64.5M, including \$37.5M for Cenovus Energy Hub.
- The City worked with six different grants from three levels of government to help fund the Wastewater Treatment Facility. No project in the City has ever had this level of grant funding or complexity. Through consistent claims, open communication, and collaboration with all parties, the City successfully submitted 13 claims worth over \$47.5M in 2023. The success of these claims and the framework created to support them has laid a positive foundation for future major grant-funded projects within the City.
- Developed six major policies to support effective, transparent and practical financial management for tangible capital assets, asset disposals, donations, accounts receivable and purchasing cards.
- Created a new homeowner and tenant package that outlines key information about residential utility services, how to apply, payment options, and water-saving tips. The team has contacted new residential developments to support a more straightforward utility account setup for new residents.

# INFORMATION TECHNOLOGY & GIS

## INFORMATION TECHNOLOGY

The Information Technology (IT) department provides technology solutions to City staff and City Council. The core functions include implementing and supporting desktop computing environments and peripherals, infrastructure and application servers, storage, enterprise backups, networking and firewall devices and business applications.

### HIGHLIGHTS

- Partnered with the Waste Water Treatment Facility project to install and set up the required technology for the new facility.
- Collaborated with City departments in LEAN initiatives to streamline processes and improve value to customers.
- Replaced end-of-life hardware and updated software maintenance levels to remain current, enabling City staff access to up-to-date technology.
- Successfully completed multi-year RFPs for desktop computing devices and security cameras to reduce platform administration and ensure costs remain known over the next five years.
- Major improvements to our internal network infrastructure to further advance our security posture, performance and monitoring.
- Launched an IT Steering Committee, an advisory board of high-level stakeholders establishing the strategic direction of significant IT projects.
- Received 4,662 internal service requests

## GEOGRAPHIC INFORMATION SYSTEMS (GIS)

The Geographic Information Systems (GIS) department provides and supports GIS and mapping solutions for City staff and external stakeholders. The core functions include using GIS software and data for spatial analysis and visualization. This includes GIS data updates, data capture, including aerial photos, generating internal and external maps, both interactive and point in time, and GIS app development.

### HIGHLIGHTS

- Created a schedule to update the aerial photo, Pictometry, LiDAR etc., to ensure our data stays current.
- Streamlined GIS data share agreements and processes.
- Migrated the mapping system to a new platform, improving ease of use and allowing the decommissioning of aging infrastructure.
- Engaged as an arm of the Emergency Response Team to generate maps as required
- Created 6 public-facing interactive maps located at [Lloydminster.ca/maps](http://Lloydminster.ca/maps)
  - City Map
  - Lots for sale
  - Speed map
  - Baseball diamond locations
  - Residential street cleanup
  - Truck and dangerous good route
- App creation allowed the migration from paper forms to digital data collection for improved accuracy.
- Received 552 requests for mapping information

# SAFETY

Health, safety and wellness remain the focus of City operations, resulting in increased productivity, safety performance and the overall improvement of the city's safety culture. Commitment and compliance to the City of Lloydminster's Physical and Psychological Safety Management System has been verified by maintaining a Certificate of Recognition (COR).

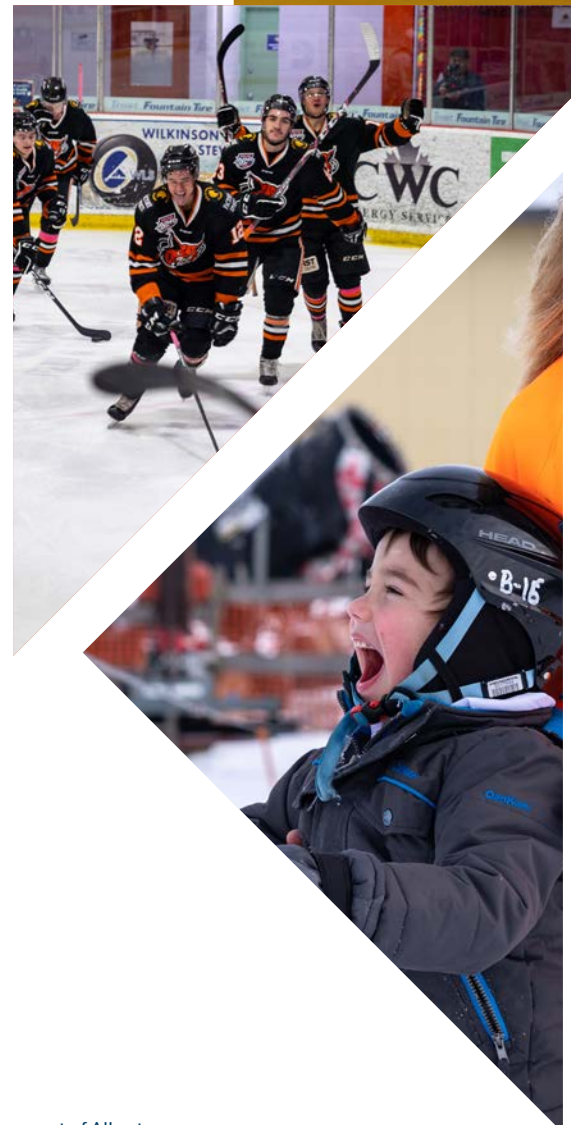
Adherence to new legislation and industry best practices is important to the City of Lloydminster. The Safety department actively engages with safety professionals from other communities across Alberta and Saskatchewan, sharing resources, ideas and solutions to problems. The fostering of information allows the City to be a municipal leader and work collaboratively with others. The relationships extend to regulatory agencies, where collaboration and proactive work are combined with initiatives to further ensure worker safety.

## HIGHLIGHTS

→ The City of Lloydminster was nominated as one of Canada's Safest Employers in 2023 and was selected as one of 10 finalists from across Canada in the category of Best Wellness Program (originally submitted as Best Wellness and Psychological Safety Program). The nomination and selection as a finalist is a testament to the dedication that Lloydminster employees have to providing and maintaining a safe and healthy work environment. While the City was not awarded the prize, reaching the final stage is a significant achievement and reinforces the City's position as a leader in workplace safety and wellness. The City of Lloydminster is encouraged by this recognition and will remain dedicated to continuously improving programs and initiatives to ensure the well-being of all employees.

## WHAT IS COR?

A COR shows that a certified auditor has evaluated the employer's health and safety management system and meets provincial standards. These standards are established by Occupational Health and Safety (OHS)<sup>1</sup>.



<sup>1</sup> Government of Alberta. (2021). Get a Certificate of Recognition (COR). Retrieved from Government of Alberta: <https://www.alberta.ca/get-certificate-recognition.aspx>



# LEGISLATIVE SERVICES

Legislative Services' primary function is to ensure that proper legislative process is being followed by the City and Council, and is responsible for:

- Council Meetings
- Governance document management
- Legal services
- Procurement
- Insurance
- Records management
- Property leasing

## THE LLOYDMINSTER CHARTER

*The Lloydminster Charter* is the governing document of the City of Lloydminster, adopted by both the provinces of Alberta and Saskatchewan to recognize Lloydminster's unique challenges of being bi-provincial.

In 2022, Administration worked with both the Province of Alberta and the Province of Saskatchewan to complete a review of the governance portions of the Charter. *The Cities Act* (Saskatchewan municipal legislation) and the *Municipal Government Act* (Alberta municipal legislation) have completed amendments in recent years. This legislative review and update of the Charter will ensure alignment with provincial legislative changes.

Amendments include, but are not limited to:

- the addition of a review clause to review the Charter on a routine basis;
- the requirement of Council disclosure forms;
- additional clarification on taxation and assessment legislation to align with the *Municipal Government Act*;
- updated requirements for the Procedure Bylaw; and
- the requirement of a Public Participation Policy.

Charter amendments were finalized in December 2022, with the newly revised Lloydminster Charter going into effect on January 1, 2023.

## GOVERNANCE

Legislative Services continued to work collaboratively with all departments' needs while reviewing and updating current policies, bylaws, and processes to ensure compliance and accuracy. Some key governance documents brought forward were:

- Annexation Bylaw
- Cemetery Bylaw
- Community Standards Bylaw
- License of Occupation Policy
- Records Management Bylaw
- Safe & Healthy Community Grant Policy
- Saskatchewan Task Enforcement Policy

Legislative Services follows the Governance Document Review Schedule outlined within the Records Management Bylaw, which ensures proper review and updating of all governance documents, ensuring legislative compliance.

## LEASING

Leasing provides the City of Lloydminster with a window of opportunity to develop a partnership and working relationship with individuals in the community. All lease agreements are executed at market value in accordance with The Lloydminster Charter, ensuring all lessees are treated fairly.

The City of Lloydminster actively leases or licenses space not currently required for civic purposes.

Current leasing opportunities are available in:

- farmland;
- bare land;
- airport terminal space;
- airport hangar land;
- facility space;
- billboards; and
- downtown parking.

# PARKS, RECREATION AND CULTURE



OPERATING  
BUDGET  
**\$13,370,894**

CAPITAL  
BUDGET  
**\$39,260,305**



The City of Lloydminster facilitates healthy living through access to attractive and functional recreational and cultural spaces. Each facility and public park are inclusive spaces and welcome people of all ages, backgrounds and abilities to support an active community.

## PARKS AND GREEN SPACES

The Parks & Green Spaces department covers a wide variety of areas ranging from Bud Miller All Seasons Park, the Lloydminster Golf and Curling Centre, Weaver Park Campground, the Lloydminster Cemetery and the general community.

- 35 parks
- 26 playgrounds
- 87 garden plots
- 26 ball diamonds
- 100+ shrub beds
- 1 speedskating oval
- 10,500 annual flowers
- 8 kilometres of ski trails
- 790 acres of green space
- 300 acres of development
- 9 outdoor boarded skating surfaces
- 193 acres of green space for schools
- 6 acres of lake ice for recreational skating

### MAJOR PROJECTS

- Outdoor sporting complex study
- Ongoing irrigation replacement at VLA Soccer Fields
- Lloydminster Cemetery expansion
- New announcer booth at Driven Energy Legion Ball Park



## PARKS



## BUD MILLER ALL SEASONS PARK

Sitting on 200 acres of land, Bud Miller All Seasons Park is the perfect backdrop for any occasion, especially the annual Canada Day celebrations, bringing in an estimated 10,000-plus attendees from across the region.

### AMENITIES

- 2 playgrounds
- 6 tennis courts
- 87 garden plots
- 2 slow-pitch ball diamonds
- 6 horseshoe pits
- 18-hole minigolf
- Basketball courts
- 3 volleyball courts
- 540 sq. m spray park
- 15+ km of multi-use and seasonal trails
- 200-plus seat Amphitheatre
- 6 acres of lake ice for recreational skating (with lighting)

### MAJOR PROJECTS

- 10-year master plan
- Various trail repairs and improvements
- Sunshades near the spray park
- Planted over 300 shrubs & trees



## BIOCLEAN AQUATIC CENTRE

Featuring a six-lane, 25-metre pool complete with a 150-foot slide and wave pool, the Bioclean Aquatic Centre provides a safe, family-friendly atmosphere that includes public swimming times, swimming lessons, day camps, birthday parties and water aerobics.

Learn more at [Lloydminster.ca/BAC](http://Lloydminster.ca/BAC).

### BY THE NUMBERS

- 2,934 registered public swimming lesson participants
- 600 registered private swimming lesson participants
- 50 lifeguard course participants
- 139 babysitter and Stay Safe course participants
- 46 first aid course participants
- 486 membership holders checked in 6,432 times
- 38,911 drop-in passes sold
- 1,036 multi-facility membership holders checked in 30,056 times

## LLOYDMINSTER OUTDOOR POOL

Three metres deep, 25 metres in length and featuring two waterslides, the Outdoor Pool is a great way to beat the summer heat.

### BY THE NUMBERS

- 53 membership holders checked in 594 times
- 8,272 general admission entries



## CENOVUS ENERGY HUB

The City of Lloydminster celebrated the region's highly anticipated Cenovus Energy Hub with a ceremonial groundbreaking on Tuesday, August 29, 2023. This event marked a significant step forward in the realization of a dynamic multi-purpose facility that promises to transform the region's recreational and economic landscape.

Construction on the \$101.3-million event facility and surrounding site funded by the Government of Canada, the Government of Saskatchewan and the City of Lloydminster began in mid-2023. The facility is expected to be fully operational by winter 2025.

### FACILITY PLANS

The design phase of the facility has concluded. The drawings for Cenovus Energy Hub include key features such as:

- a primary arena with seating for 2,500, expandable up to 4,500 with floor seats
- a second full-size indoor ice surface with permanent seating capacity of 500
- a third outdoor ice surface, directly adjacent to the building

The site design extends well beyond the ice rinks, encompassing a comprehensive array of amenities to enrich the community experience. The long-term vision for Lloydminster's Entertainment District includes:

- walking trails winding through lush greenery, providing opportunities for outdoor leisure.
- 6 slo-pitch diamonds, catering to sports enthusiasts and fostering a vibrant athletic culture.

- an outdoor park pavilion, fostering a sense of togetherness and providing a gathering space for various events.
- over 35 powered camp stalls, catering to visitors eager to explore the city's offerings and contribute to local tourism.
- 6 commercial retail units, creating a hub of economic activity and cultivating entrepreneurial growth.
- a hotel welcoming visitors and ensuring a seamless experience for event attendees.

The Cenovus Energy Hub is poised to boost economic development, diversify the region's offerings, and attract athletes, artists, families and tourists. This project exemplifies the City's commitment to progress and reflects the collective aspirations of a community eager to embrace a brighter, more vibrant future.

Learn more at [CenovusEnergyHub.ca](https://CenovusEnergyHub.ca).

### QUICK FACTS

- The Government of Canada is investing \$16,463,508 toward Cenovus Energy Hub
- The Government of Saskatchewan is investing \$16,665,000
- The City of Lloydminster committed \$16,871,492 to secure federal and provincial funding
- Cenovus Energy committed \$5,000,000 toward the facility in a 15-year naming rights partnership



## ARCHIE MILLER ARENA

Built in 1966, this 24,000-sq. ft. arena is the epitome of your hometown's rustic arena with its exposed beam ceiling.

### BY THE NUMBERS

→ 846 hours of booked ice time



## RUSS ROBERTSON ARENA

The Russ Robertson Arena is available for bookings yearlong for hockey, lacrosse, ball hockey and figure skating.

### BY THE NUMBERS

→ 1,818 hours of booked ice time

→ 183 hours of dryfloor training



## CENTENNIAL CIVIC CENTRE

The Centennial Civic Centre is a 1,700-seat multi-purpose arena that regularly hosts Junior A and Junior B hockey, lacrosse and ball hockey.

### BY THE NUMBERS

→ 2,277 hours of booked ice time



## LLOYDMINSTER GOLF & CURLING CENTRE

The Lloydminster Golf & Curling Centre provides an outstanding and welcoming user experience for all skills and levels and is a staple of the Lloydminster region. It's home to one of the top golf courses in Saskatchewan, offering an 18-hole public golf course and driving range. The multi-use recreation facility also features an eight-sheet curling rink and squash and racquetball courts.

Learn more at [LGCC.ca](http://LGCC.ca).

### AT A GLIMPSE

- 18-hole public golf course
- Driving range
- 8-sheet curling rink
- Event centre

### BY THE NUMBERS

- 31,200 rounds of golf
- 12,617 green fees sold
- 317 memberships sold
- 5,896 driving range participants
- 40 squash/racquetball memberships sold

### MAJOR EVENTS

- Warrior Golf's All Nations Cup (500+ golfers)

### MAJOR PROJECTS

- Drainage repairs
- New sod at Hole 1
- Fairway repairs
- Other improvements across the course
- Grade adjustments and resurfacing







## LLOYDMINSTER MUSEUM + ARCHIVES

The Lloydminster Museum + Archives is a diverse recreational facility providing extra-curricular arts and cultural programming to the community, research services for local history, develops informative cultural and historical exhibitions and displays, and offers curriculum-based educational programs to schools. The facility also hosts cultural events that showcase Lloydminster's diversity and celebrate art and culture.

The LMA houses a large museum of artifacts and an archival record collection documenting the historical development of Lloydminster and the region from settlement to present day.

Weaver Heritage Park, a seasonal living history site, hosts historical buildings and related programming celebrating our local culture. Staff and volunteers work together to provide guided tours of some of Lloydminster's first buildings and interpret the region's pioneer and agricultural history.

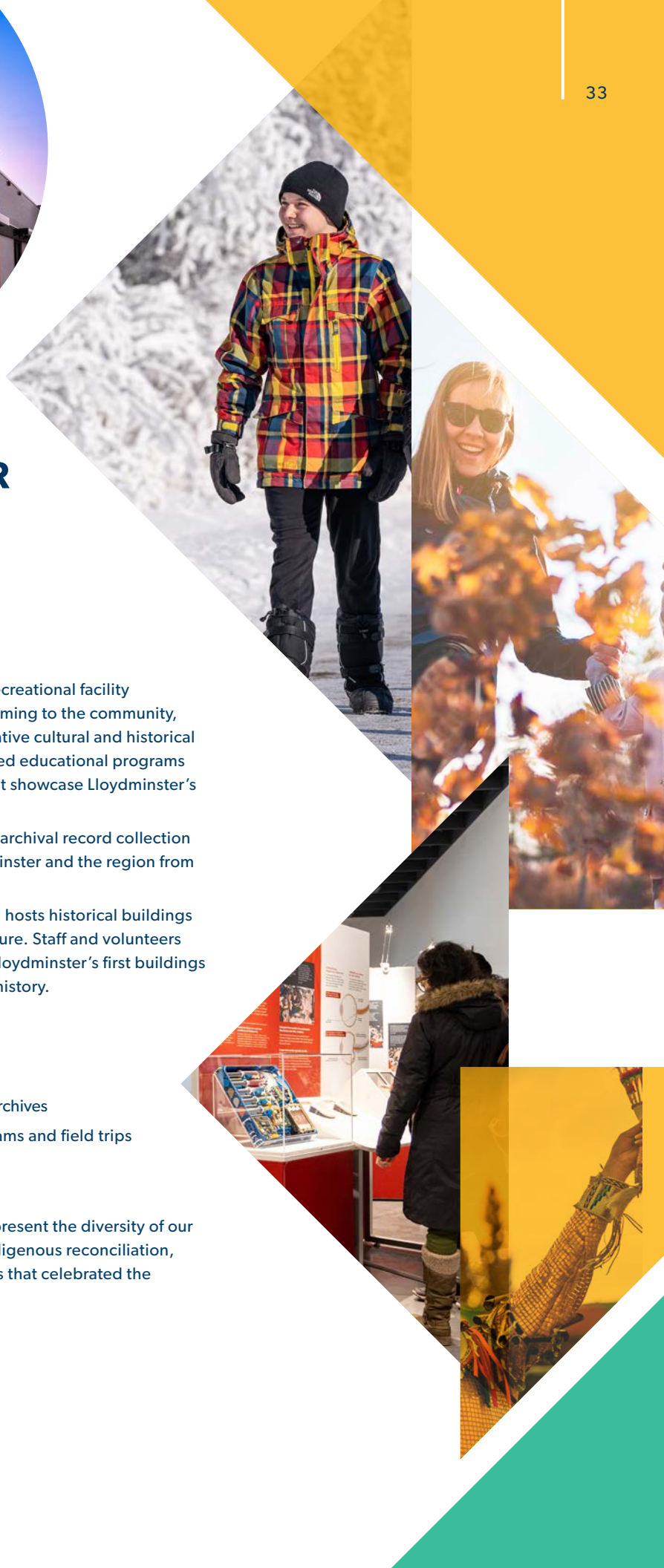
Learn more at [Lloydminster.ca/LMA](http://Lloydminster.ca/LMA).

### BY THE NUMBERS

- 3,931 admissions to the Lloydminster Museum + Archives
- 1,182 students/teachers attended school programs and field trips

### MAJOR PROJECTS

- Focused on developing cultural programs to represent the diversity of our community better. Programs that focused on Indigenous reconciliation, cultural practices, and forms of art and programs that celebrated the multicultural diversity of Lloydminster.





## LLOYDMINSTER PUBLIC LIBRARY

Founded in 1930, the Lloydminster Public Library is a hub that fosters connections, encourages lifelong learning and sparks the flame of imagination in every individual it serves.

Learn more at [Lloydminster.info](http://Lloydminster.info).

### BY THE NUMBERS

- 90,667 visitors
- 347 programs hosted
- 7,960 program participants
- 120,113 physical resources
- 49,892 e-resources circulated

The City of Lloydminster is the primary funding partner of the Lloydminster Public Library. The Library operates as its own facility and is governed by an independent board of directors.



## SERVUS SPORTS CENTRE

Lloydminster's largest multi-sport and event-hosting facility, Servus Sports Centre, provides visitors of every age, skill level and ability an opportunity to work out, compete and play under one roof.

Learn more at [Lloydminster.ca/SSC](http://Lloydminster.ca/SSC).

### BY THE NUMBERS

- 4,320 membership holders checked in 73,214 times
- 2,600 hours of field house bookings
- 1,036 multi-facility membership holders checked in 30,056 times
- 3,000 Walk Across Canada check-ins, recording 8,288 kilometres walked
- 24,155 drop-in passes sold
- 261 private skating lesson participants (may incl. repeat participants)
- 628 personal training sessions
- 7,068 hours of ice time

### MAJOR PROJECTS

- Parking lot rehabilitation
- Fire suppression upgrades
- Bleacher handrail additions
- Heat exchanger replacements



## WEAVER HERITAGE PARK

Explore the bygone days of Lloydminster by visiting the historic buildings and collections at Weaver Heritage Park.

Visit Rendell House to learn about the Barr Colonists and one of Lloydminster's founding families. Tour the site to view a variety of agricultural implements that helped build Lloydminster's farming community.

### MAJOR EVENTS

→ Heritage Day

### BY THE NUMBERS

→ 2,827 visitors

### PROUDLY SUPPORTED BY

- Barr Colony Heritage Society
- Friends of Weaver Park (formerly known as the Richard Larsen Barr Colony Foundation)

Weaver Heritage Park is open from the May longweekend through the end of August.

Learn more at [Lloydminster.ca/WHP](http://Lloydminster.ca/WHP).

## PROGRAMMING AND EVENTS

The City of Lloydminster offers a wide range of programming for residents at its facilities and parks. As a vibrant and active community with inclusivity at heart, the City and staff are committed to providing a welcoming, recreational experience for all guests.

### MAJOR EVENTS

- Winterfest
- Canada Day
- Downtown Streetfest
- Heritage Day
- Fall Fest

### AVAILABLE PROGRAMMING, AMONG OTHERS:

- Birthday parties
- Camps
- Courses and classes
- Family activities
- Fitness and wellness
- Lessons

### BY THE NUMBERS

- 162 programs
- 1,472 participants

# SOCIAL PROGRAMS & SERVICES



OPERATING  
BUDGET  
**\$490,851**

CAPITAL  
BUDGET  
**\$240,000**

The Social Programs and Services department builds connection, resiliency and capacity for the residents of Lloydminster through innovative programs and community partnerships. It helps develop the community's social fabric through grant funding, direct programming, and a diverse network of relationships with volunteers, service providers and community members. The team also helps support other City departments by providing information about community social issues and resources.

The Social Programs and Services department proudly serves Lloydminster as community builders, facilitators and connectors.

### BY THE NUMBERS

- Grants \$526,625 in Community Investment
- 13 FCSS grants distributed, totalling \$385,000
- 15 Sask Lotteries grants distributed, totalling \$81,414
- 4 Safe and Healthy Communities grants distributed, totalling \$31,200
- Lloydminster Youth Council Operating Grant for \$7,500
- Border City Connect Operating Grant for \$12,600
- Government of Saskatchewan Transportation Assistance for People with Disabilities for \$12,241 for operating costs and \$55,000 towards a new vehicle purchase.



## INFORMATION AND REFERRAL

Social Programs and Services connects residents to resources and services in the community through referrals and the distribution of materials such as directories, brochures and one-on-one conversations. In 2023, the department answered 271 requests for information about community resources.

### REQUESTS BY YEAR

2019	2020	2021	2022	2023
159	195	188	301	271

## RECREATION ACCESS PROGRAM

This program is income-based, accessible, and designed to remove some of the financial barriers associated with using the City of Lloydminster recreation and cultural facilities.

It allows eligible Lloydminster residents to access these facilities at a reduced cost.

In 2023, the City of Lloydminster partnered with the Vic Juba Community Theatre to add a new benefit to the Recreation Access Program: Two-for-one pricing on select shows at the theatre.

Learn more at [Lloydminster.ca/RAP](https://lloydminster.ca/RAP).

### BY THE NUMBERS

→ 901 cards issued

→ 4,117 drop-ins and two tickets purchased at Vic Juba Community Theatre

### PROGRAM APPROVALS BY YEAR

2019	2020	2021	2022	2023
443	127	263	739	901

## SENIORS TAXI PROGRAM

Almost 27,000 taxi vouchers were sold in 2023. The Seniors Taxi program allows seniors (65+) to purchase one-way, local taxi vouchers for \$5. Across all cab companies in Lloydminster, the City received a total bill of \$277,261.77, of which \$142,551.77 was subsidized by the City to cover the cost of transportation services for seniors.

## YOUTH GRAFFITI CLEANUP

Over four sessions, 18 youth from the Lloydminster Community Youth Centre cleaned up graffiti and created a fun and festive mural on the north wall of the Tandoori Tadka restaurant at 4701 50 Avenue B. Youth were supported by donations and volunteers from Home Depot Lloydminster, Giant Tiger, Downtown and Area Redevelopment Committee, Domino's Pizza Lloydminster, the City of Lloydminster, Lloydminster RCMP and members of the community.



# WORKSHOPS AND EVENTS

Working in collaboration with community partners, the Social Programs and Services department supported 12 events and workshops, including Collective Impact training for agencies, mental health speakers for students and volunteer appreciation events.

## BY THE NUMBERS

- 4,107 participants
- 12 events and workshops

# NEIGHBOURHOOD PROGRAMS

Launched in 2023, the Neighbourhood Grant Program targets residents who want to build connections within their neighbourhoods with collaborative projects. The first recipients of the grant hosted a two-day event of games, street hockey and a barbecue.

The Neighbourhood Connector Program has grown to five Connectors. Neighbourhood Connects volunteer their time to get to know their neighbours and help organize opportunities to share, connect and support.

The Neighbourhood Block Party Program provides games and support for individuals wanting to host block parties in their neighbourhood. The program supported 11 events in 2023, with over 745 participants.



# PROTECTIVE SERVICES



OPERATING  
BUDGET  
**\$17,902,698**

CAPITAL  
BUDGET  
**\$2,287,634**



# LLOYDMINSTER FIRE

Through the protection of life, property, and the environment, the Lloydminster Fire Department improves everyone's livability in the Border City. The Fire Department team strives to honour the history and is excited for the future in providing professional and dedicated emergency service to the City of Lloydminster.

The department is operated 24/7 with continuous staffing out of Fire Station No. 1. The staffing model includes a fire chief and an assistant fire chief, a training officer, four full-time captains, an additional four full-time firefighters, and nearly three dozen part-time/paid-on-call department members.

Emergency response times are significantly reduced with four members on duty, six on standby, and an apparatus always at the ready.

## INSPECTION STATISTICS

- 530 business inspections. This is a 55% increase in community contact.
- Lockbox program education to business owners continues.
- The 2024 inspection program will continue to increase community engagement and public safety

## PREVENTION STATISTICS

- 64 fire prevention events
- 25 school visits
- 23 station tours
- 11 community fire prevention events
- 2 senior fire safety group visits

## CAPITAL PURCHASES

- Approved capital budget to replace 1 pump apparatus
- Approved capital budget for a rehab trailer for team safety

## GRANTS

- SGI grant through Saskatchewan Public Safety Agency (SPSA) for auto extrication enhancement (\$70,000.00)



# STUDENT RESOURCE OFFICER PROGRAM

School Resource Officers (SROs) are embedded in each school division within Lloydminster. The role of an SRO is to ensure a 'safe and caring place of learning' by balancing prevention, intervention and enforcement – a proactive role. The officer is involved in various activities, including making themselves available to students experiencing difficulties, offering presentations, enforcing laws and organizing and participating in school and community events.

## Goals of the SRO are to:

- Build positive relationships between the RCMP, youth and other community members;
- Diminish the number of calls to police;
- Support with personal and family issues;
- Reduce dangerous driving;
- Increase safety for children;
- Reduce bullying; and
- Decrease property damage.

## PROGRAMMING

- Bike safety
- Impaired driving presentation, including a hands-on demo with impairment goggles and peddle scooters
- Violence Threat Risk Assessment Training
- PARE (Physical Abilities Requirement Evaluation) to show students requirements of becoming an RCMP officer, Police Dog Services
- Career and police vehicle presentations
- Alcohol, drug, tobacco and vaping presentations
- Halloween safety

## COMMUNITY EVENTS

The SROs are active not only in the schools but also in the community. They attend events such as Street Fest, Pilipino Fest, Canada Day, National Day for Truth and Reconciliation, Remembrance Day, multiple parades, and Christmas events around the city. Attendance at these events is critical as it allows the SROs to engage with youth and promote positive engagement with RCMP.

## BY THE NUMBERS

- 126 community events attended
- 16,000+ estimated participants/attendees
- \$15,000 raised in food and toys raised at the First Responders Kick Off to Christmas, supporting the Salvation Army Foodbank and the Olive Tree
- \$5,500 raised at the Squash Hunger Event, supporting the Salvation Army Foodbank



## PEACE OFFICERS

The Municipal Enforcement Service maintains a strong relationship with the RCMP and works out of the Lloydminster RCMP detachment.

### DUTIES INCLUDE:

- Enforcing the Traffic Safety Act, including speeding, seat belt infractions, Transportation of Dangerous Goods Regulations and vehicle weight and dimension regulations.
- Dealing with traffic bylaw violations, such as parking, road and sidewalk obstructions, prohibited off-highway vehicle use and truck route enforcement, among others.
- Enforcing the animal bylaw and investigating issues such as dogs at large, out-of-control and dangerous dogs and nuisance animal complaints, including excessive barking.
- Enforcing various other municipal bylaws and provincial statutes, including the Community Standards Bylaw, Noise Bylaw, Trespass to Premises Act, Animal Protection Act, portions of the Gaming and Liquor Act and Environmental Protection and Enhancement Act.

The officers in the unit have been appointed as Community Peace Officers (Level 1) through the Alberta Solicitor General and Public Security Officer Program under the authority of the Peace Officer Act. For more information on this program, visit the Solicitor General and Public Security website at [Alberta.ca/justice](https://www.alberta.ca/justice).

## PHOTO TRAFFIC ENFORCEMENT

Peace officers employed as photo enforcement operators add flexibility to law enforcement by providing a continuum of personnel with varied training and authority levels. This approach recognizes that many enforcement roles, such as regulatory compliance, do not require highly trained police officers. The use of peace officers for these roles, such as photo radar enforcement, enables police officers to remain focused on more complex and more serious criminal enforcement activities.



# EMERGENCY MANAGEMENT

The City of Lloydminster's Emergency Management department is responsible for organizing resources and programs to prepare for all hazards that may have adverse consequences for life, property or the environment. Emergency Management works with internal and external stakeholders to identify and implement ways residents can reduce vulnerability to hazard impacts and increase household-level resilience during major emergencies or disasters.

Emergency Management also organizes and conducts training with community groups and internal staff to ensure our Incident Management Team is always ready to respond and protect Lloydminster when it needs it most.

## MITIGATION

The City of Lloydminster continually monitors and examines the hazards residents face to ensure consistent attempts to reduce the occurrence, frequency or severity of the impacts are made. In 2023, this included updating our Hazard Identification and Risk Analysis documents to ensure updated information on hazards exists.

## PREPAREDNESS

Preparedness includes actions that can be taken before any hazard onset to ensure the community is constantly ready to face a hazard and overcome its impacts. Planning, training and stockpiling equipment ensures City Administration can respond appropriately when called upon.

- The City of Lloydminster has a trained Incident Management Team consisting of 30 members of administration, and various non-government groups that train together periodically to ensure sharp response skills and effectiveness.
  - 2 functional Incident Management Team exercises
  - 1 full-scale Emergency Social Services exercise
  - 10 internal and external tabletop exercises
  - Over 550 hours of emergency management training
- May 1-7 marked Emergency Preparedness Week in Canada. City administration attended schools throughout the community to provide presentations to students on emergency preparedness.
- Emergency Management works with various groups and organizations throughout the community to identify areas of collaboration or cooperation during a hazard.



## RESPONSE

Throughout the response phase, immediate and emergent actions are taken to limit injury, loss of life and damage to property or the environment. This begins when the City recognizes actual or potential hazard impacts are likely to occur. Responses throughout 2023 included:

### Northern Saskatchewan Wildfires

→ From May 3 through June 3, 2023, various communities from Northern Saskatchewan evacuated to Lloydminster due to wildfire. With over 1,000 evacuees in the community, Lloydminster and a myriad of community groups supported these communities during their stay in Lloydminster.

### Hazmat Spill

→ On June 25, 2023, a partially derailed train released diesel fuel into the surrounding area, requiring Lloydminster Emergency Management to support a co-ordinated response effort to ensure impacts were minimized and fully remediated.

### Northwest Territory Wildfires

→ On August 17, 2023, the Government of Alberta requested support from Lloydminster in the evacuation of Hay River and Yellowknife residents. Lloydminster supported evacuees for over one month.

## EXTERNAL RESPONSES

### Rocky River Wildfires

→ In May 2023, the Regional Municipality of Wood Buffalo requested support for the Rocky River Fire, which required the evacuation of Fort Chipewyan. Lloydminster sent two staff members to support their Regional Emergency Operations Centre in Fort McMurray for one week, providing operational and logistical support.

## RECOVERY

This includes the actions and efforts undertaken to repair, reconstruct or regain what has been lost or affected by a hazard. With no large-scale impacts throughout 2023, the recovery process has not been initiated; however, Emergency Management is consistently working with local and provincial partners to strengthen recovery processes.



# ECONOMIC DEVELOPMENT, PLANNING AND GROWTH



OPERATING  
BUDGET  
**\$2,792,899**

CAPITAL  
BUDGET  
**\$986,417**



# ECONOMIC DEVELOPMENT

The Economic Development department delivers timely and effective information and services to attract, secure and retain business investment.

	2021	2022	2023
New Business Licences	221	190	215
Hotel Occupancy	39.4%	50.7%	51.4%
Houses Sold Total Residential	529	413	363
Airport passenger count	2,133	6,430	12,954
Single Residential Lot Sales	3	4	2
Trade Shows Attended	1	4	3

## PRIMARY AND SECONDARY TRADE AREA

2023 Lloydminster Annual Productivity Update

Primary and Secondary Trade Area:

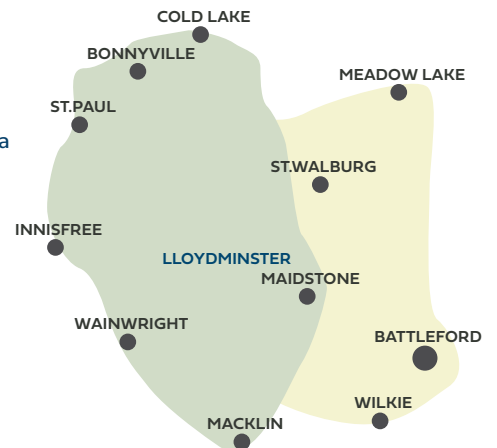
- 181,376 – total trade area population (PTA + STA)
- \$137,978 – average household income in PTA
- \$97,288 – average household income in STA
- \$1.6B in retail sales

→ \$333/sq. ft. – average retail sale productivity

For a community of Lloydminster’s size and large retail offering, a retail sales productivity of greater than \$300 per sf is considered strong.

Primary Trade Area (PTA)  
136,363

Secondary Trade Area (STA)  
52,866



## THINK LLOYD FIRST

*Think Lloyd First* is an initiative supported by several local organizations, including Community Futures Lloydminster, Lloydminster Chamber of Commerce, Startup Lloydminster, Lloydminster Construction Association, Alberta Innovates, BDC, Lakeland College, Discover Lloydminster, and the City of Lloydminster. Through the program, participating organizations are encouraged to advocate for local businesses among their respective networks.

By supporting local businesses, we are promoting and benefiting the local economy. Local businesses are owned or managed by people who live and work in our city, raise their families and invest in the community.

### HIGHLIGHTS

→ *Think Lloyd First* ranked No. 6 of 16 in important factors relating to doing business in Lloydminster

## BUSINESS SURVEY

Economic Development conducted its annual business survey to identify the needs of current and future businesses and provide guidance and directions for future growth.

With 311 respondents, 79 per cent of Lloydminster businesses reported being satisfied with the support they receive from other businesses, and 57 per cent of business decision-makers reported plans to expand within the next two years.

### REVENUE INFORMATION

→ 36% of respondents reported that their total revenue has increased over the past 12 months

→ The percentage of businesses that reported that their revenues had remained the same was higher compared to previous years, suggesting a relatively stable economic environment.

### SATISFACTION WITH SPECIFIC AREAS OF DOING BUSINESS IN LLOYDMINSTER

	2021	2022	2023
Cellular phone service	85%	86%	88%
Business licence process	95%	88%	87%
Support for other businesses	95%	88%	84%
Support from local residents	94%	85%	84%
Availability of property for purchase	91%	83%	79%
Think Lloyd First (shop local) campaign	-	78%	73%
Internet service	75%	75%	73%
Availability of adequate housing	95%	87%	69%
Development and building permit process	73%	82%	66%
Availability of space for rent or lease	91%	79%	64%
Support from the City of Lloydminster	76%	69%	62%
Availability of unskilled labour	65%	64%	50%
Availability of health and medical services	72%	55%	49%
Local roads and streets	55%	42%	47%
Availability of skilled labour	59%	51%	43%
Municipal property taxes	53%	48%	38%

Source: 2023 Economic Development Business Survey conducted by Deloitte



## LIKELIHOOD TO RECOMMEND LLOYDMINSTER

More than 8-in-10 decision-makers would *very likely* or *somewhat* recommend Lloydminster as a place to do business.

	<b>Top 2</b> <i>Somewhat and very likely</i>	<b>Bottom 2</b> <i>Not very and not at all likely</i>
2021	92%	8%
2022	83%	17%
2023	79%	21%

Source: 2023 Economic Development Business Survey conducted by Deloitte

To view the complete survey results, visit [YourVoiceLloyd.ca/YCYB](https://YourVoiceLloyd.ca/YCYB).

## LLOYDMINSTER FOOD TRADE PILOT

In a bid to address food trade issues caused by the Alberta-Saskatchewan border, a two-year pilot is being run in Lloydminster. The pilot, managed by the Lloydminster Chamber of Commerce in partnership with the City of Lloydminster, aims to overcome the challenges food businesses face when trading between the two provinces. On January 16, 2023, the CFIA published its notice to amend the Safe Food for Canadians Regulations, with the goal of facilitating the movement of safe food into and within Lloydminster without any hindrance caused by the provincial border.

## RURAL RENEWAL STREAM

Lloydminster was designated as a community under the Government of Alberta’s Rural Renewal Stream initiative, allowing eligible workers to immigrate with municipal and community support. In 2023, 56 local companies were approved for the program, and 89 endorsement letters were issued. The 2023 business survey found that 53% of respondents somewhat agreed that the local workforce capacity meets their business needs, while 17% strongly disagreed. Management staff commonly faced issues related to work ethic, wage pressure and worker shortages. The Rural Renewal Program helps address worker shortages while supporting the workforce for retention and longevity.

Learn more at [Lloydminster.ca/RRS](https://Lloydminster.ca/RRS).



# DEVELOPMENT AND GROWTH

## PLANNING

The Planning department represents the City's interests within the development process while facilitating development and guiding growth. The department works with the community to develop and implement planning documents, including the Municipal Development Plan, area structure plans, the Land Use Bylaw and other legislated planning documents, which bring our community vision to fruition.

### BY THE NUMBERS

- 2023 Building and Development
  - 22 new dwellings
  - 123 building permit applications
  - \$120,000,004 construction value
  - 246 development applications
  - 53 sign permits
  - 45 file history
  - 20 compliance letters
  - 17 removal/demolition
- Planning
  - 22 subdivision applications

## MAJOR PROJECTS

### MUNICIPAL DEVELOPMENT PLAN – CONNECTION TO OUR FUTURE

Completed the new Municipal Development Plan – Connection to our Future. This plan will guide development and decision-making for the City and provide a high-level vision of what Lloydminster aspires to be.

### APPROVED THE NEW LOT GRADING AND DRAINAGE BYLAW

## ENGINEERING

Responsible for the assessment, design, construction and implementation of municipal system upgrades. The Engineering department is also responsible for developing the City's water, sanitary sewer, storm sewer, transportation and drainage channel infrastructure.

Engineering maintains and regularly updates the City's master plans, which form the baseline for system upgrades and improvements and provide a roadmap for future development and expansion.

## CAPITAL PROJECTS

### DOWNTOWN REVITALIZATION

The Central Business District Rehabilitation Program is associated with implementing the vision set within the Downtown Area Redevelopment Plan (DARP), adopted by City Council in 2020.

The program consists of replacing and upgrading underground municipal infrastructure throughout the downtown core to maintain the serviceability and longevity of our systems. Further work includes removing and reconstructing the surface works cross-section (i.e., roadway surface, sidewalks, and other public amenities) to bring the DARP's vision to life.

Phase 1 of the program took place along 50 Street between 49 Avenue and 50 Avenue, including the intersection of 50 Avenue and 50 Street. At a high level, program improvements included:

- increased sidewalk widths and available outside business frontage spaces
- increased density of trees and public seating facilities
- increased density of streetlighting
- modernization of roadway travel and parking lane widths
- intersection "bump-outs" and revitalized crosswalks
- replacement of underground infrastructure

### BY THE NUMBERS

- 222.5 m of water main replaced (various sizes)
- 241.8 m of sanitary main replaced (various sizes)
- 246.6 m of storm main replaced (various sizes)
- 16 water service connections
- 2,615.1 m<sup>2</sup> asphalt rehabilitation
- 30 m of 600 mm culvert

## EAST DRAINAGE CHANNEL UPGRADES

Lake K, located near 41 Street and 37 Avenue, was expanded to properly buffer incoming stormwater flows and mitigate surcharging flood risk to areas upstream of Lake K and its surrounding areas.

The expansion of Lake K was recommended following the completion of the 2015 Stormwater Master Plan. The lake's size will accommodate 90,000 m<sup>3</sup> of live storage volume, making Lake K more resilient to historical events such as the five- and 100-year rain events the community has experienced in recent years.

### BY THE NUMBERS

- 15,850 m<sup>3</sup> earthworks excavation
- 12,983 m<sup>3</sup> topsoil removal
- One 1.5 m x 3.0 m x 40.0 m concrete box culvert installed
- Three gabion drop structures installed
- 19,8840 m<sup>2</sup> of turf reinforcement mat installed
- 3,500 m<sup>2</sup> of rip-rap installed

## SERVUS SPORTS CENTRE PARKING LOT REHABILITATION

The Sanitary Sewer Replacement Program rehabilitates ageing underground municipal infrastructure.

- 16,395 m<sup>2</sup> of asphalt slurry seal applied
- 312 m<sup>2</sup> of accessible stall asphalt ramp installation

## IMPROVEMENT PROGRAMS

The Street Improvement Program, the Asphalt Trail Improvement Program and the Concrete Sidewalk Improvement Program all target infrastructure to prolong the asset's lifespan. These programs improved pedestrian and vehicle movement and targeted safety concerns by constructing walking trails, implementing crosswalks, and enhancing pedestrian-crossing visibility.

### BY THE NUMBERS

- 26,367.9 m<sup>2</sup> asphalt overlay
- 2,122.7 m<sup>2</sup> new asphalt
- 1,405.5 m new asphalt walking trail
- 358 m rehabilitated sidewalk
- 669.6 m rehabilitated curb and gutter



# LAND DIVISION



**OPERATING  
BUDGET  
\$0**

**CAPITAL  
BUDGET  
\$2,335,491**



Land Division is responsible for developing, maintaining and selling city-owned land assets.

In addition to single-family residential lots, Land Division sold 2.5 acres within the City of Lloydminster for medium-density residential development.

In partnership with Midwest Family Connections, the City of Lloydminster received over \$50,000 in funding through the Co-op Community Spaces program to help establish an approximate 2,840 sq. m. play structure, splash pad and shelter space in the Aurora neighbourhood in the city’s southeastern corridor.

The funding will be used to purchase inclusive and accessible playground features to help ensure children of all ages and abilities can access outdoor recreational opportunities. The new playground is part of a multi-phase development that includes Lloydminster’s second splash park, neighbourhood connecting pathways, resting areas and lush green space. Installation is expected to be completed by summer 2024.

### REAL ESTATE MARKET – REAL ESTATE OF LLOYDMINSTER

	2021	2022	2023
Number of residential units sold	529	492	461
Average detached residential price	\$316,357	\$305,975	\$320,896
Detached residential units sold	447	413	363

### POPULATION AND DWELLINGS

2021 Statistics Canada | City of Lloydminster Planning and Development and GIS

#### BY THE NUMBERS

- 31,582 pop. 2021
- 31,400 pop. 2016
- 14,044 dwellings
- 537.93 pop. density per square kilometre
- 58.71 km<sup>2</sup> total land area

Land Division is a municipal entity with a self-sustaining operating model, meaning its capital and operating expenses are fully funded by the revenues it generates through the sale of City-owned land. Land Division manages the City’s residential, commercial and industrial land assets.



# ROADS AND TRANSPORTATION



**OPERATING  
BUDGET**  
**\$11,517,865**

**CAPITAL  
BUDGET**  
**\$7,508,396**



Transportation Services is a multifunctional team of three departments providing key community services. They ensure the safety and efficiency of Lloydminster streets for residents and visitors.

## ROADWAY SERVICES

Responsible for the year-round maintenance of all roadways, the Roadway Services team preserves assets, including:

- asphalt and gravel, including grading;
- dust control and back lane repairs;
- asphalt maintenance;
- winter snow and ice operations;
- signs and signals repair and maintenance; and
- road surface drainage.

### BY THE NUMBERS

- 2,000 m<sup>3</sup> sand used (2.4% decrease from 2022)
- 270 tonnes of salt used (45.8% decrease from 2022)
- 229,450 yd<sup>3</sup> of snow removed during residential snow removals (29.2% decrease from 2022)
- 110,000 litres of calcium
- 24,000 litres of WSPE asphalt tack oil
- 180 tonnes of asphalt
- 52 concrete repairs
- 171 tonnes of buckshot for pothole repair



## FLEET SERVICES

Responsible for maintaining and repairing approximately 300 pieces of equipment ranging from string, trimmers, and golf course equipment to graders and plow trucks. The Fleet Services department concentrates on a superior maintenance program that includes internal customer service.

### CAPITAL PURCHASES

- 14 golf carts for the golf course
- 4 3/4 ton trucks
- 2 sidewalk plows
- 2 zero-turn mowers
- 1 loader
- 1 SUV for the fire department
- 1 rough cut side mower with side arm
- 1 half ton truck for bylaw
- 1 beverage cart for the golf course

## LLOYDMINSTER AIRPORT

The Transport Canada Liaison co-ordinates compliance with rules and regulations through a continuous comprehensive monitoring, inspections and audits program. The Lloydminster Airport provides users with a safe and enjoyable travel experience through safe program management.

Airport Services is responsible for year-round maintenance, including:

- buildings
- runway
- taxiways
- all green spaces
- continuous upgrades to taxi services

### BY THE NUMBERS

- 10,254 air traffic
- 12,986 scheduled flight passengers
- 6,969 charter aircraft passengers
- 772 air ambulance







# ENVIRONMENTAL SERVICES

**OPERATING  
BUDGET**  
**\$0**

**CAPITAL  
BUDGET**  
**\$53,631,933**

*Environmental Services is a self-sufficient department and is supported by user fees. All surplus is transferred to reserves for future purposes.*



The Environmental Services department was formed by merging Waste Services and Water Services into one team to provide the City with the best value by leveraging resources, collaboration and efficiencies between teams. The new department operates under one leadership and is expected to improve internal and external customer service. Residents will continue to seamlessly receive services related to waste and recycling, wastewater collection, wastewater treatment, water treatment and water distribution.

## WASTE AND RECYCLING

### CURBSIDE COLLECTION

Over 2,600 tonnes of organics and recyclables were collected from the residential curbside collection program. In total, the community diverted 32% of the materials from the landfill.

### BY THE NUMBERS

- 2,149 Tonnes Organics
- 5,846 Tonnes Garbage
- 546 Tonnes Recyclables
- 68% Landfilled
- 32% Total Diversion (Organics & Blue Bag)

### LANDFILL

The City received 70,023 tonnes of material at the landfill, of which 68% was diverted:

- 25,988 tonnes landfilled: Garbage, asbestos, unrecyclable concrete, mattress
- 17,844 tonnes diverted: cardboard, clean concrete, clean fill, wood chips, metal, tires, e-waste
- 10,970 tonnes treated: septic, hydro-vac, sump waste

### COMMUNITY CLEANUP

Community Cleanup (formerly known as Household Hazardous Waste Roundup), a regional favourite event, returned in 2023. The City, along with community partners and volunteers, provided residents of Lloydminster and surrounding areas the opportunity to dispose of household hazardous materials. The event safely diverted 38 drums of hazardous waste materials from landfills.



## WASTEWATER COLLECTION

Wastewater collection looks after maintaining the sewer/storm infrastructure throughout the city. Wastewater collection is responsible for cleaning and removing debris from catch basins and culverts, storm mains, sewer mains, beaver grates at Neale Edmunds stormwater complex. Wastewater collection also offers sewer auguring and sewer camera inspections to the public. Sewer main cleaning helps prevent blockages and backups by removing build-up in the mains, including grease, grit, and sand. This important maintenance work keeps our sewer mains flowing, reduces the potential for nuisance odours and helps protect property and infrastructure.

### BY THE NUMBERS

- 78.3 km of storm and sewer lines flushed
- 18 catch basin and sinkhole repairs
- 12 sanitary service repairs
- 1 sanitary mainline repairs
- 26 camera inspections
- 7 manhole repairs
- 120 augers

### MAJOR PROJECTS

- Entered a 3-year water and sewer maintenance standing offer agreement with Rusway Construction Ltd.
- Neale Edmunds road crossing No. 4 culvert replacement project
- Started an education campaign on stormwater pond use and safety.

## WASTEWATER TREATMENT

The Wastewater Treatment team is responsible for treating all sanitary wastewater before it is deposited into the North Saskatchewan River and for enforcing the City's Source Control and Pollution Prevention Program. The department is also responsible for the 35-kilometre pipeline to the river.

### BY THE NUMBERS

- 3,640,831 m<sup>3</sup> wastewater treated
- 65 yd<sup>3</sup> solid waste screened from wastewater
- 268,706 kg of contaminants removed from wastewater

### HIGHLIGHTS

#### MECHANICAL WASTEWATER TREATMENT FACILITY PROJECT

- IPD Team reached substantial completion on November 13, 2023.
- As of December 1, 2023, the City of Lloydminster was in full compliance with the Water Security Agency's Permit to Operate a Sewage Works.
- Two major presentations were delivered at the Alberta Water and Wastewater Operators Association annual conference and the Western Canada Water annual conference regarding Lloydminster's new Wastewater Treatment Facility and the Integrated Project Delivery.

# WATER TREATMENT

Responsible for operating and maintaining the River Pump house, West End Storage Reservoir and the Water Treatment Plant. Contract services for water supply to the Cenovus Upgrader, Alberta Central East (ACE) Water Corporation and the SaskWater Prairie North Potable Water Supply System.

## BY THE NUMBERS

- 3,914,423 m<sup>3</sup> treated water
- 310,356 m<sup>3</sup> potable water supplied to neighbouring communities
- 10,724 m<sup>3</sup> average daily flow
- 16,545 m<sup>3</sup> peak daily flow
- 10,000+ water tests completed\*
- 5 facilities operated and maintained

A summary of water quality and sample submissions are available online at [Lloydminster.ca/waterquality](https://lloydminster.ca/waterquality).

The Water Treatment Plant team is continuously working on long-term capital planning and upgrading, as facilities and equipment are nearing the end of their life cycle. Assessments, engineering designs and replacements are ongoing to ensure the City can maintain safe and reliable drinking water for the residents and neighboring communities.

## MAJOR PROJECTS

- Installation and commissioning of a modernized powder-activated carbon feeder system to improve water treatment and remove taste and odour.
- Installation of four Trojan ultraviolet light (UV) disinfection installed with final commissioning in 2024Q1. UV Disinfection is a multi-barrier approach to providing safe drinking water.
- Designed, procured and equipment delivery of modernized high-density hydrated lime feeder system to improve treatment and pH control. Installation is to be completed in 2024Q1.
- Electrical upgrade to the west end storage reservoir distribution pumps enabling additional pumping and redundancy if equipment failure occurs.
- Ongoing engineering services to update and validate the City of Lloydminster Waterworks Master Plan and System Assessment.

# WATER DISTRIBUTION

The Water Distribution team operates and maintains the water supply network that carries potable water from a centralized treatment plant to consumers to satisfy residential, commercial, industrial and firefighting requirements.

## BY THE NUMBERS

- 622 mainline valve inspections
- 978 semiannual fire hydrant inspections
- 77 curb stops repaired
- 14 water main repairs
- 4 mainline valve repairs
- 4 fire hydrant replacements
- 10 service repairs

## ACHIEVEMENTS

The Water Distribution department minimized the number of customers impacted during a water interruption due to a water break, valve or hydrant replacement through the annual maintenance and inspections of water valves and fire hydrants.

The Water Distribution department is committed to reducing water service interruptions through inspections, proactive maintenance and repairs, and education. Water Distribution and the Geomatics Information team have made over 100 amendments to the mapping system so that in the event of a water emergency, water shut-offs can occur rapidly and effectively to reduce property damage and water service interruptions.

## MAJOR PROJECTS

### 2023 CROSS CONNECTION CONTROL PROGRAM

The cross-connection control program is intended to reduce cross connections in the city's water distribution system to mitigate risks of contamination and meet all water security agency standards. Education and public engagement will be the next phase of implementing the cross-connection control program. In 2022, the first phase of the program was completed following and 261 commercial and industrial inspections.



ANNUAL REPORT

# FINANCIAL SECTION 2023



For the fiscal year ended December 31, 2023

# MESSAGE FROM THE CHIEF FINANCIAL OFFICER



May 1, 2024

I am pleased to present to you the 2023 Annual Report for the City of Lloydminster. As the Chief Financial Officer (CFO), it is my privilege to share with you the financial performance, achievements, and key highlights of the past year.

This comprehensive report provides an overview of our City's financial standing, strategic initiatives, and accomplishments throughout the 2023 fiscal year. Within this document, you will find detailed information about our consolidated financial statements, including a statement of financial position, operations, and cash flows. Administration is committed to the preparation of financial statements that are objective, accurate, and compliant with Canadian Public Sector Accounting Standards. These financial statements have been externally audited by WLS LLP Chartered Professional Accountants, who issued an unqualified audit opinion in their report dated April 29, 2024.

For the first time, the City is participating in the Canadian Award for Financial Reporting Program by the Government Finance Officers Association. This initiative highlights our dedication to upholding public confidence through transparent financial reporting. Continuously striving for

improvement, Administration seeks to enhance financial reporting to accurately depict the City's financial well-being, communicate changes in financial position, evaluate performance, and demonstrate the responsible use of taxpayer dollars and government funds.

## MUNICIPAL OVERVIEW

The annual report provides insights into our operational milestones, market trends, and notable events, reflecting our commitment to transparency and accountability. The City delivers various services to its residents which include General Government, Recreation and Culture, Social Programs and Services, Protective Services, Economic Development, Planning and Growth, Transportation and Environmental Services.

Over the past year, the expenses associated with delivering services and programs have notably increased. Striking a balance between meeting community needs and managing inflation remains an ongoing challenge; demanding flexibility, and adaptability. Furthermore, the City has confronted constraints in managing reduced grants and funding





support from both Alberta and Saskatchewan, as these provinces navigate their fiscal priorities. In response to these challenges, Administration persists in devising long-term funding strategies, including intermunicipal sharing agreements, fostering community and regional partnerships, and making strategic investments. Additionally, asset management plans and replacement strategies are continually being refined to ensure sustainable infrastructure development.

Overall, the City's work and finances in 2023 were guided by Council's priorities and department workplans. Please see the Strategic Priorities and Department Overview sections of this report for more details.

## FINANCIAL OVERVIEW

The City of Lloydminster has consistently prioritized sound financial management and sustainability. Maintaining the integrity and accuracy of our financial information is paramount. Over the past five years, we have focused on developing and strengthening our financial governance policies and procedures to further solidify our financial stewardship. See Financial Management and Control Section of the report for more information.

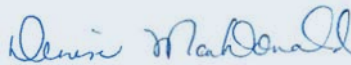
In 2023, the City realized excellent investment returns as a result of favourable interest rates. The returns will offset the future impact to taxpayers and support continual reinvestment in assets to deliver quality municipal services. The completion of the new Wastewater Treatment Plant is another major milestone accomplished during the year and had a major financial impact as noted in the Financial Statement Discussion and Analysis.

Lastly, in 2023, the City felt a shift in economic conditions. Assessment growth, land sales, and the construction of the Cenovus Energy Hub and entertainment district are positive indications of long-term sustainability for our community.

Looking ahead, the City faces the challenge of navigating ongoing global and economic uncertainties while striving to save for future infrastructure replacement, keeping taxes affordable, and addressing emerging community needs. To address these challenges, the City will persistently seek operational efficiencies by diversifying revenue streams through grant opportunities and partnerships, asset management and optimization, and adopt a holistic approach to financial sustainability, considering both short-term needs and long-term objectives.

The City's population and urban footprint are experiencing continuous growth, which is positive for the community's long-term financial health and sustainability. However, this growth presents an immediate need for investment in infrastructure. As we plan future budgets, we will prioritize initiatives in line with Council's strategic direction. Our goal is to leverage federal, provincial, and municipal funding to support critical infrastructure projects, attract investment and stimulate the local economy. The City's primary financial challenge is balancing affordability for the community both now and into the future. A sustainable approach to the City's finances will ensure essential services are available for years to come.

Respectfully,



Denise MacDonald, BBA, CLGM  
Chief Financial Officer

# FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

## INTRODUCTION

The Financial Statement Discussion & Analysis (FSD&A) provides an explanation of the significant items, transactions, and events presented in the City of Lloydminster's audited consolidated financial statements and the trends and factors that influenced them.

Combined with the City's consolidated financial statements, The FSD&A section of the Annual Report is prepared by management in accordance with the principles and standards established by the Canadian Public Sector Accounting Board (PSAB) published by the Chartered Professional Accountants of Canada, as required by the Lloydminster Charter.

This discussion should be read in conjunction with the audited financial statements and accompanying notes. The City's 2023 audited financial statements include:

## CONSOLIDATED STATEMENT OF FINANCIAL POSITION

This statement reports on the City's financial assets, liabilities, net financial assets, non-financial assets, and accumulated surplus at December 31. This statement can be used to analyze the City's ability to finance future activities and fulfill past commitments.

## CONSOLIDATED STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS

This statement reports the revenues earned and expenses incurred in the year with the resulting annual surplus or deficit and summarizes the change in the accumulated surplus.

## CONSOLIDATED STATEMENT OF CASH FLOWS

This statement reports on the cash expended and generated by operating, capital, investing, and financing activities, and how those resources were used during the reporting period. Net changes to cash and cash equivalents since the last reporting period are also reported in this statement.

## CONSOLIDATED STATEMENTS OF CHANGES IN NET FINANCIAL ASSETS

This statement reports the City's net financial asset position and changes to that position on December 31.

## 2023 FINANCIAL HIGHLIGHTS

In 2023, the City saw economic conditions improve within the community resulting in assessment growth of 3.4% from 2022, a positive indication of economic viability.

The City's revenues were slightly higher than anticipated which is mainly related to \$1.5 million of unbudgeted sponsorship for the Cenovus Hub Event Arena, a land sale of \$1.2 million, and \$3.5 million of investment returns above budget. The investment of funds between the time of receipt and the time of use allowed Administration to leverage climbing interest rates and maximize the opportunity for investment returns on public funds.

Overall, operating expenditures were slightly under budget; however, like businesses, City departments also managed supply shortages and inflationary price increases while maintaining existing service levels, an admirable achievement. Wastewater Treatment and Disposal costs saw an increase as the new plant became fully operational.

The City succeeded in its final phase of a fund management journey to achieve a self-sustaining utility model as presented in the 2023 budget. It was the first year that the City's Taxation, Land, and Utility funds were completely self-sustaining. Prior to 2023, revenues from the Utility fund were being used to balance the Taxation fund. Managing this transition took several years to minimize the impact to taxpayers.

Lastly, the City completed the largest project in Lloydminster's history, the construction of an \$81.5 million Wastewater Treatment Plant. This project was funded in part by Alberta and Saskatchewan provincial grants and federal grants of \$49 million. In total, six different grants were used which required a novel reporting process to be adopted by both the City and grant authorities, an unprecedented feat in Canada.

## FINANCIAL POSITION

### FINANCIAL ASSETS

Financial assets are resources available to readily pay liabilities, such as cash, cash equivalents or assets that generate cash. The City's financial assets exceed liabilities by \$46.1 million, resulting in a net financial asset position. A net financial asset position is a representation of the City's ability to continue to provide services and meet future obligations. The City's total net financial assets decreased from \$52.6 million in 2022 to \$46.1 million in 2023. The various reasons for this change are discussed below.

The City's 2023 total financial assets of \$133.9 million decreased by \$10.8 million from the prior year (2022: \$144.7 million).

### CASH

In 2022, the City received a \$24 million loan disbursement for the construction of the Wastewater Treatment Plant which significantly increased the ending cash balance of 2022. These funds were expended throughout 2023 to pay for the construction of the facility resulting in a decrease in the City's cash and temporary investments by year-end.



Figure 1 - 2019-2023 Cash and Temporary Investments

## RECEIVABLES

The upward trend of Taxes and Grants in Place of Taxes Receivable is correlated with the growth of municipal tax revenue. The receivable balances in 2020 and 2021 were impacted by the global pandemic as the City provided relief to property owners on the payment deadlines and penalties.

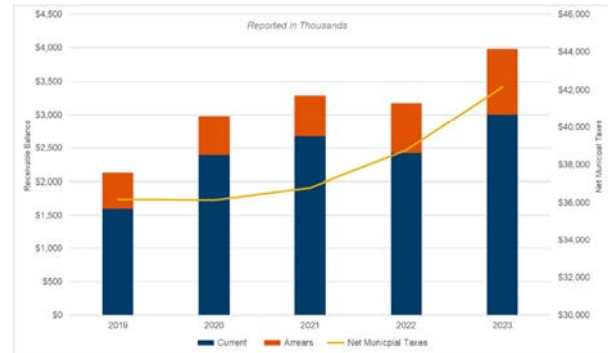


Figure 2 - 2019-2023 Net Municipal Taxes and Taxes and Grants in Place of Taxes Receivable

Trade and Other Receivables were impacted by the Wastewater Treatment Plant. The City received federal and provincial funding for the construction of the facility. These funds became receivable after the City had incurred the costs and submitted a claim to the grant authorities.

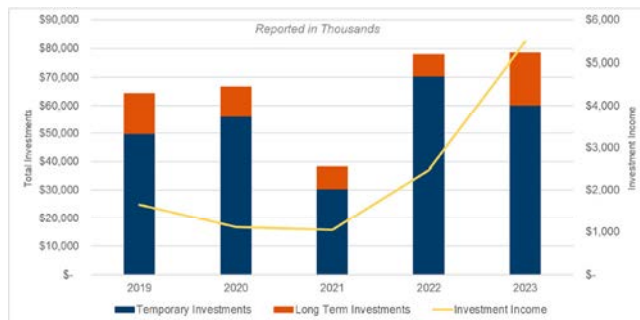
## LAND AND INVENTORY FOR RESALE

The City's Land and Inventory for Resale is made up of residential, industrial, commercial, and raw land available for sale, as well as a minimal amount of other inventory for resale. In 2023, the City sold raw land to Covenant Energy for \$1.2 million and used raw land for the location of the Cenovus Energy Hub Event Arena. These decreases in land inventory were offset by the development of Commercial Retail Units (CRUs) at the Cenovus Energy Hub Event Arena site. The CRUs are available for purchase and the revenue generated will contribute to the capital costs of the Cenovus Energy Hub Event Arena.

## INVESTMENTS

The investment activities of the City are governed by the Lloydminster Charter and an investment policy which has been adopted by City Council. Short term investments are those that mature in the upcoming year, whereas long term investments have maturity dates exceeding one year. The investment policy must meet three objectives: capital preservation by safeguarding of principal, maintain sufficient liquidity to meet operating cash flow requirements, and ensure an optimum rate of return is realized. Investments must also comply with the Lloydminster Charter, and at no time can investments at any one financial institution total over 60% of the reserve balance of the prior year's audited statements. These objectives and restrictions serve to safeguard public funds and ensure appropriate management.

High interest rates enabled the City to earn \$5.5 million in investment returns, approximately \$3.5 million more than budgeted, and over double the prior year (2022, \$2.5 million). By actively monitoring cash flows, the City was able to capitalize on higher interest rates being offered by financial institutions. Throughout the year, approximately \$96 million in short- and long-term investments matured and were re-invested. The City's average annual return on investments in 2023 was 5.45%.



**Figure 3 – 2019-2023 Investments and Investment Income**

## ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Accounts payable and accrued liabilities consist of unpaid amounts due to vendors and other entities, such as the RCMP contract, and accrued debenture interest owing. With the substantial completion of the Wastewater Treatment Plant, the construction amounts payable to vendors were significantly less than the amount owing at the end of 2022. Furthermore, as substantial completion was achieved, construction holdback liens were released back to vendors further reducing the City's accounts payable balance.

Additionally, like many other Canadian municipalities, the City entered into a payment schedule agreement with the Government of Canada for the RCMP retroactive salary costs of just over \$1.7 million which is included in the balance at year-end 2023 (note 7). The first payment of 50% is due March 31, 2024, the second is due March 31, 2025.

## DEFERRED REVENUE

Deferred Revenue represents funds received for services that the City has not yet performed, or government grant funds received with stipulations that the City has not yet met. The deferred revenue remained relatively consistent in 2023, decreasing only \$0.6 million or 7%. The composition of the balance changed, with deferred capital grants decreasing significantly, and deferred sales and sponsorships increasing significantly.

As of the end of 2023, 99% of the grant revenue for the New Mechanical Wastewater Treatment Facility has been recognized. For this reason, there was minimal deferred capital grants in 2023 for the facility, which contributed to the decreased balance. Since 2019, over \$48.8 million has been recognized in federal and provincial grant funding for the facility. The deferred sales and sponsorships balance increased due to an advanced installment of \$1.5 million from Cenovus Energy for the naming rights of the new Event Arena. This amount will be recognized as revenue in 2024.

## LONG-TERM DEBT

Debt is a strategic financing tool that is most often used to fund assets that have a long-term benefit to the community. The cost of the asset is shared by taxpayers and/or ratepayers over the term of the loan. In other words, those that benefit from the asset will share in the cost of the asset over its useful life. High debt servicing costs can reduce the City's ability to operate effectively or respond to emergent situations. For this reason, both the debt limit and debt service limit are closely monitored to minimize the fiscal impact to residents.

As defined by regulation disclosed in section 185(1) of the Lloydminster Charter, the City's debt limit is calculated as 1.5 times the consolidated revenue net of capital grant revenue and contributed assets. The debt service limit is set as 0.25 times the revenue. On December 31, 2023, the City has used 37% of the debt limit and 21% of the debt service limit, well below the respective legislated limits.

In 2023, long-term debt increased by \$1.1 million as a result of \$4 million of debt issued and \$2.9 million of principal debt repaid. The City's existing long-term debt is comprised of amounts borrowed for the projects listed in the graph below.

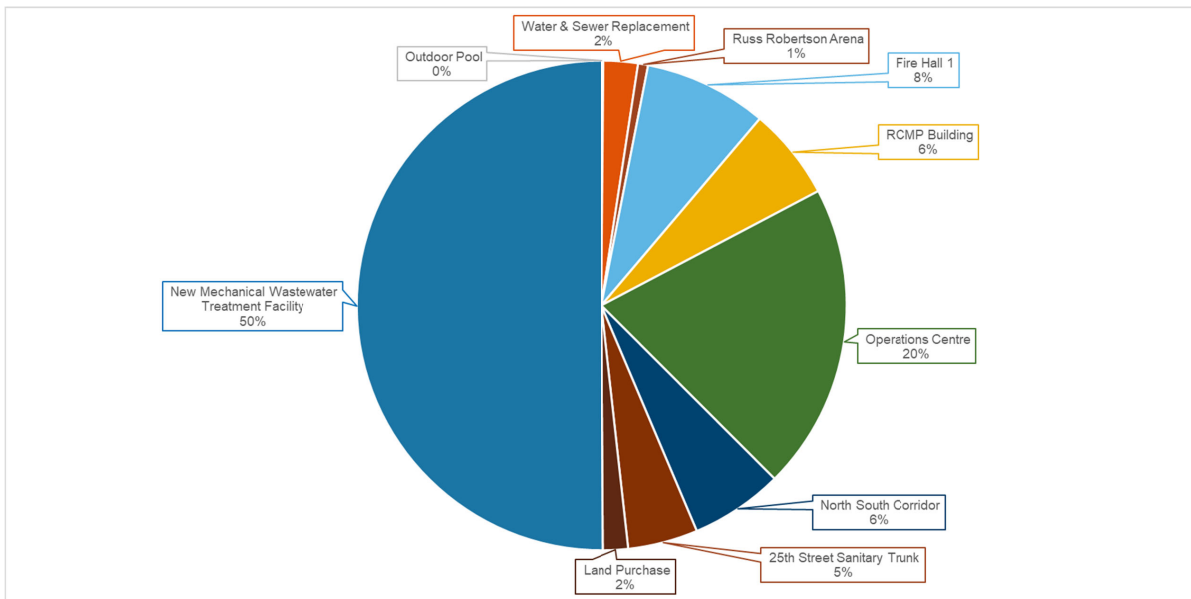


Figure 4 – 2023 Long-Term Debt Breakdown

## NON-FINANCIAL ASSETS

Non-financial assets are not readily convertible to cash and do not generate cash. They are assets used by the City to provide municipal services to the community. Non-financial assets consist primarily of Tangible Capital Assets, such as roadways, utility infrastructure, recreation facilities, and other amenities. The City’s continued investment in Tangible Capital Assets allows the City to provide services to the community and attracts residents and businesses alike to live and work in Lloydminster. The City’s non-financial assets increased by \$23.9 million in 2023 primarily due to investment in Tangible Capital Assets.

## TANGIBLE CAPITAL ASSETS

Tangible Capital Assets are initially recorded at the cost of acquisition or construction. Assets are depreciated over their useful life by recording amortization expense. The net book value is calculated as the historical cost of assets less the accumulated amortization expense. The net book value of the City’s Tangible Capital Assets is comprised of the following categories:

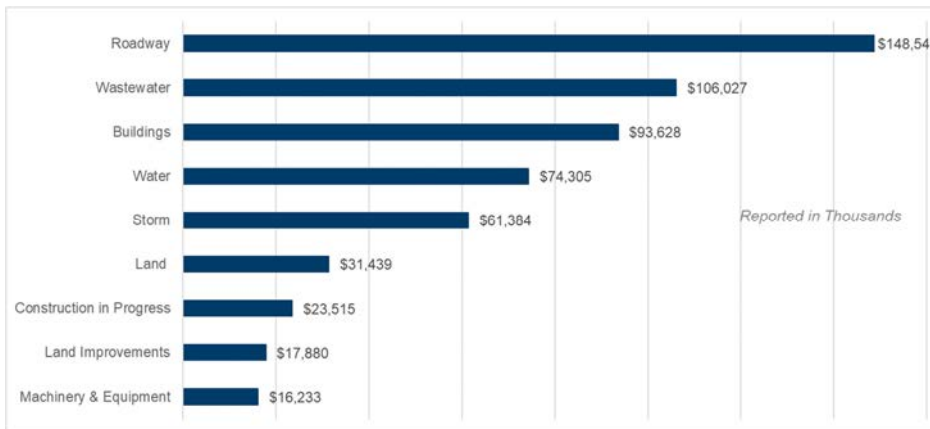


Figure 5 – 2023 Tangible Capital Assets by Asset Subcategory

The City’s net tangible capital assets increased by \$23.9 million in 2023. This is the net impact of the capital additions, disposals, and depreciation for the year. Over \$46.6 million of 2023 funds were invested into tangible capital assets, and over \$62 million of previous project construction was completed and capitalized in 2023. This is largely due to the new Wastewater Treatment Plant, which has had a significant impact on the City’s capital spending since 2019.

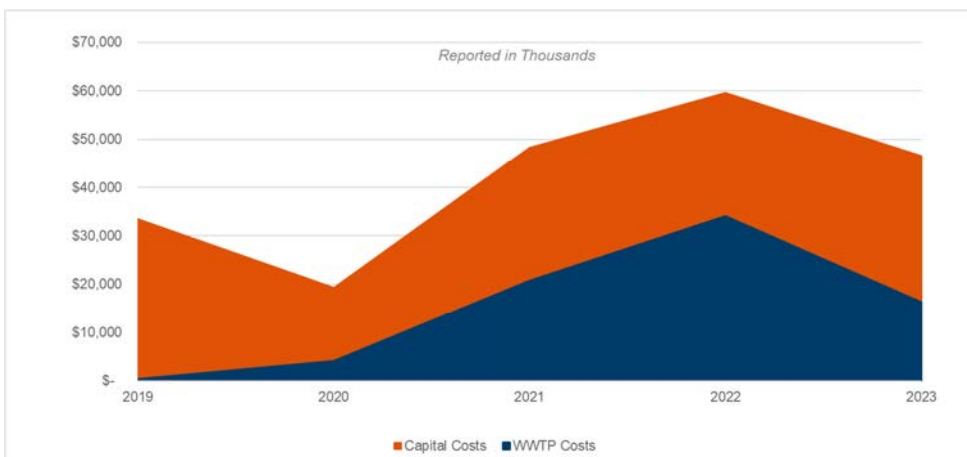


Figure 6 – 2019-2023 Capital Costs and WWTP

The construction of the Cenovus Energy Hub Event Arena started in spring 2023. The costs for this project are currently classified as Construction in Progress (see Schedule 2), as the project is ongoing. The estimated completion date of construction is September 2025.

The 2023 capital funding sources were comprised of the following:

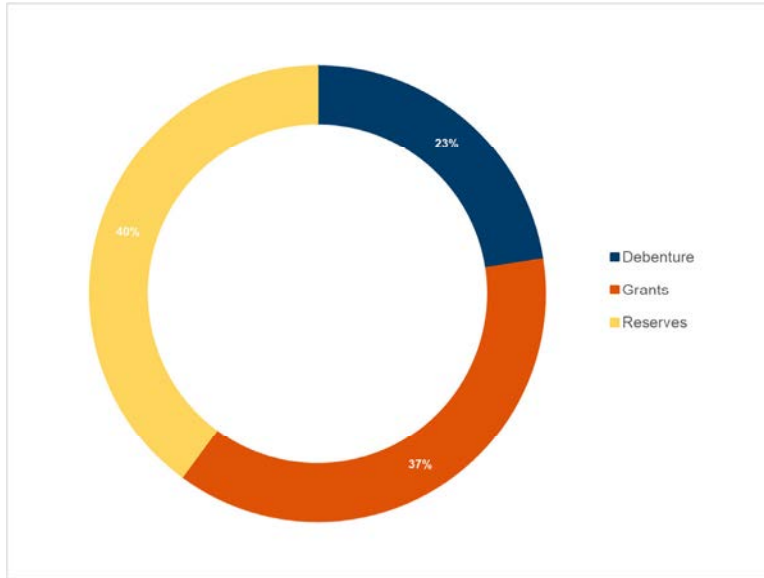


Figure 7 – 2023 Capital Funding Sources

### ACCUMULATED SURPLUS

Accumulated surplus is calculated by subtracting all liabilities from all assets. The remaining amount represents the equity of the municipality. The equity balance is comprised of the accumulated unrestricted surplus, reserves, and the equity invested in tangible capital assets. The 2023 accumulated surplus increased by \$17.4 million which is an increase of 2.89% over last year.

### UNRESTRICTED SURPLUS

Unrestricted Surplus represents the accumulated surpluses from operations which have not been designated by City Council for any specific use. The unrestricted surplus can act as working capital to maintain the operations of the City. The \$7.3 million decrease in unrestricted surplus in 2023 is largely the result of the 2023 surplus of \$17.4 million offset by the investment of current year funds into reserves of \$25.3 million (schedule 1).

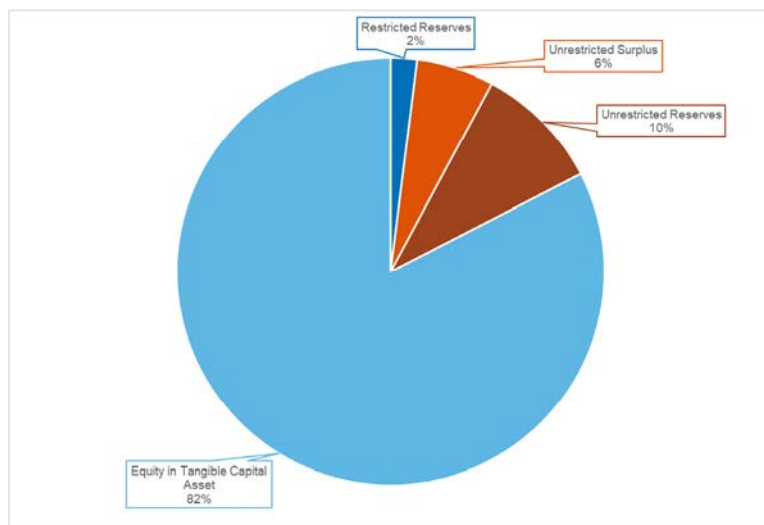
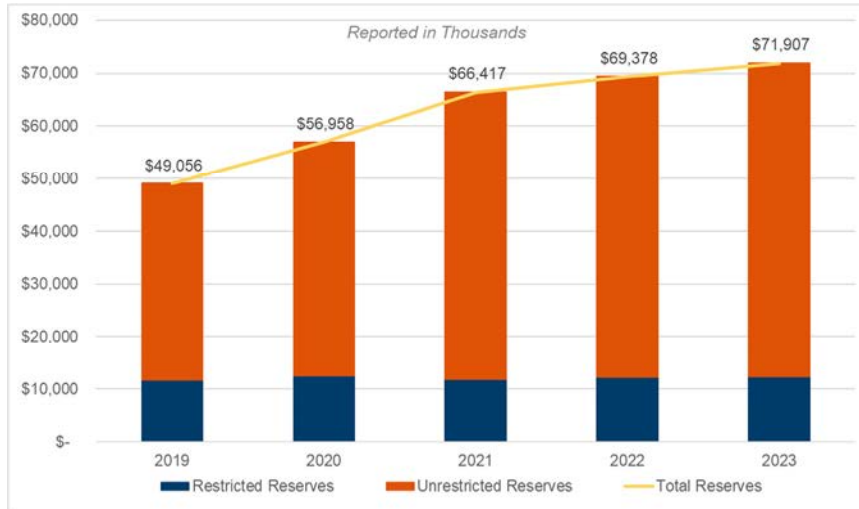


Figure 8 – 2023 Accumulated Surplus Breakdown

## RESERVES

Reserves are either restricted or unrestricted. Restricted reserves have legislation or contractual agreements that limit their use for prescribed purposes. Unrestricted reserves are created, maintained, and used based on Council's direction to fund current or future expenditures. Reserves allow the City to save for major infrastructure projects, support asset lifecycle costs, and fund municipal programs and services.

Over \$25.3 million was transferred to reserves for future use in 2023. This exceeds the amount pulled from reserves to fund current year expenditures, and thus reserves have increased by over \$2.5 million.



**Figure 9 – 2023 Restricted and Unrestricted Reserves**

## EQUITY IN TANGIBLE CAPITAL ASSETS

The equity in Tangible Capital Assets represents the depreciated value of the assets, less the long-term debt and retirement obligations of assets. The City invested over \$45.6 million in Tangible Capital assets in 2023, over twice the amount of the annual depreciation of \$21.7 million. The replacement cost of an asset is substantially higher than when it was originally purchased. Maintaining consistent reinvestment is key to maintaining existing levels of municipal services.



## FINANCIAL OPERATIONS

### REVENUE

In 2023, total consolidated revenues were \$101.3 million, an increase of \$12.2 million from 2022, which represents an approximate 13.7% increase. User fees and sale of goods increased by \$6.1 million from the prior year, mainly due to higher sponsorships for the naming rights of Cenovus Energy Hub, land sales, and higher utility revenue from commercial water sales. Furthermore, investment income was also higher than the prior year by \$3 million, which can be attributed to higher interest rates on both investments and the City’s bank account.

### EXPENSES

Total consolidated expenses increased by \$5 million from 2022 which represents an approximate 5% increase. Overall, total expenses in 2023 were \$102.4 million, including amortization which is unfunded. Most departments felt the effects of inflation in their day-to-day expenses, especially in the cost of contracted services, goods, and materials. Wastewater Treatment and Disposal saw the largest increase in costs of \$1.8 million primarily due to the new Wastewater Treatment Plant becoming operational. Expenses saw other increases, such as higher cost of sales related to higher land sales and higher fuel sales at the airport. There were some savings over the prior year including lower snow removal costs of \$1.4 million due to decreased snow events.

### SURPLUS (DEFICIT)

In 2023, the City had a surplus of \$17.4 million, most of which was attributable to \$18.2 million of government transfers for capital. These transfers were used to support the construction of the Wastewater Treatment Plant, Cenovus Energy Hub Event Arena and the Bioclean Aquatic Centre building envelope rehabilitation.

### CASHFLOWS

The City’s financial statements are prepared using the accrual basis of accounting, which recognizes revenues as they are earned, and expenses as they are incurred. The recognition of revenues and expenses does not always align with the related cash inflows or outflows. Further, accrual accounting does not report capital expenditures on the statement of operations as part of the annual surplus or deficit. The Consolidated Statement of Cash Flows is a valuable tool to analyze the City’s management of cash because it reports on how the City generated and spent cash in the year.

The City’s Cash and Cash Equivalents include cash and temporary investments that mature within the upcoming year. In 2023, the balance decreased by \$19.3 million because of operating, financing, capital, and investing activities.

### OPERATING ACTIVITIES

Positive cash flows from operations means that operating revenues exceeded operating expenses. The City generated over \$33.3 million of funds from operating activities which are also used to fund capital expenditures. In 2023, over \$26.2 million was used to fund capital projects. A portion of the funds were also added to operating reserves which can be used to support urgent or emergent issues, like increased snow removal after a major snowstorm.

### CAPITAL ACTIVITIES

Capital cash flows are typically negative, as cash is used to fund tangible capital assets, except when an asset is sold. The City invested over \$45.6 million in the acquisition of assets in 2023. Below are the major capital projects of 2023:

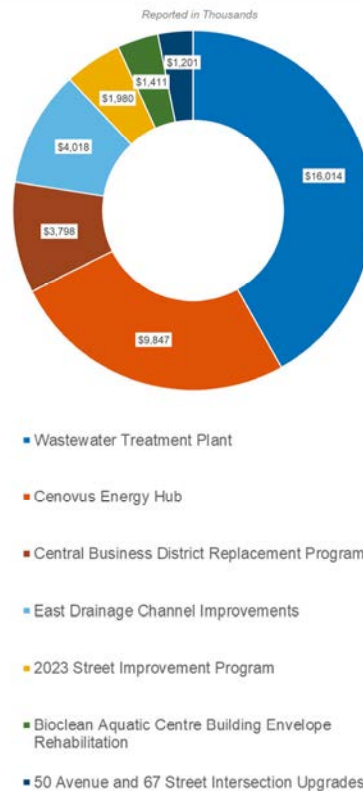


Figure 10 – 2023 Major Capital Projects

## INVESTING ACTIVITIES

Investing cash flows are negative when the City invests and positive when the investments mature. Cash balances of over \$10.9 million were invested into long term investments in 2023. By actively monitoring cash flows, the City was able to capitalize higher interest rates being offered by financial institutions.

## FINANCING ACTIVITIES

Financing cash flows are positive when the City obtains more financing, through the issuance of long-term debt, than what has been repaid during the year. In 2022, \$24 million of long-term debt was issued, and in 2023, \$4 million was issued. Both loans supported the construction of the Wastewater Treatment Plant. During 2023, \$2.9 million was repaid on existing debt.

## RESTRICTED CASH

The Consolidated Statement of Cash Flows reports the ending cash and cash equivalents balance less the restricted portion of cash, which is cash that must be used for specific purposes. In 2023, the restricted cash is the balance of operating and capital grants intended to be used in the future.

## CONCLUSION

2023 marks the first Annual Report for the City of Lloydminster and illustrates the continued effort to uphold public confidence through transparent financial reporting. By continuously enhancing the annual report, the City aims to communicate changes in the City’s financial position, evaluate performance, and demonstrate the responsible use of public funds to provide quality services to the community.

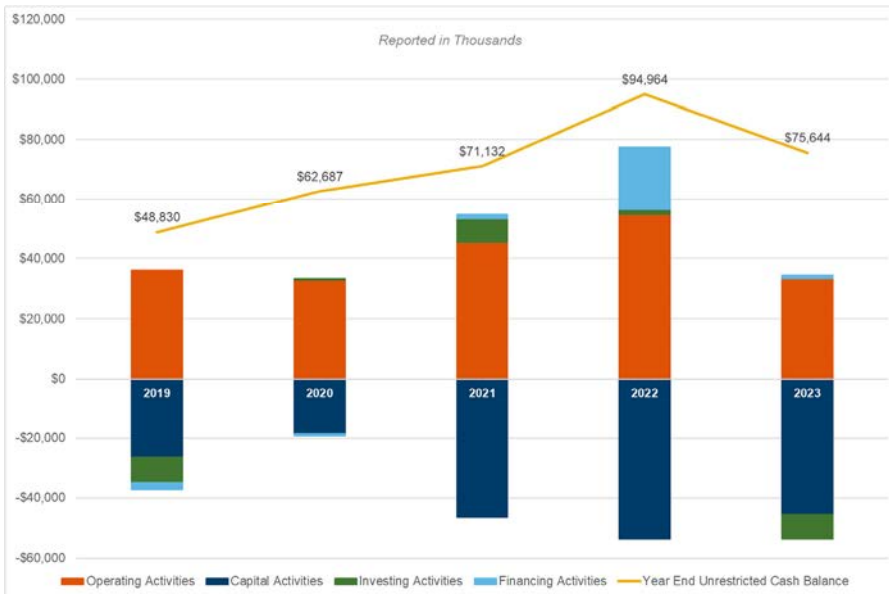


Figure 11 – 2019-2023 Cashflow Activities and Cash Balance



# FINANCIAL MANAGEMENT AND CONTROL

As stewards of the community's finances, we recognize the importance of transparency, accountability, and efficiency in managing the resources entrusted to us by our residents, businesses, and stakeholders. As a local government entity, we adhere rigorously to relevant laws, regulations, and accounting standards governing public sector finances. Our commitment to ethical conduct, transparency, and good governance is embodied in our policies and procedures, which are designed to safeguard against fraud, waste, and abuse while promoting the highest standards of fiscal responsibility and integrity.

## BUDGET PROCESS

The City's budget process is vital for allocating resources to programs and services based on Council's strategic priorities and community needs. Business plans are developed to detail operational aspects, with the Executive Leadership Team conducting a thorough review and making necessary adjustments. The budget, including clear objectives, timelines, and resource specifications, is then presented to Council for approval. Central to this process is community engagement, with efforts to understand public needs and align financial priorities with community aspirations. Feedback is actively sought through surveys, online platforms, and consultations to foster trust, build partnerships, and enhance accountability in managing public funds.

## LEAN JOURNEY

In 2021, the City began its citywide Lean journey guided by an experienced Lean coach. Utilizing Lean principles, the City aims for streamlined processes and standardization to reduce delays, optimize resources, and improve efficiency, all while prioritizing customer needs. By the end of 2023, a Lean Steering Committee was formed to further apply Lean principles across the organization for optimal results.

## ACCOUNTING PROCESS

The City of Lloydminster maintains an accounting system consistent with accepted standards for local government accounting in Alberta, Saskatchewan and Canada, and with the Public Sector Accounting Standards and guidelines relative to accounting for local governments.

## QUARTERLY FINANCIAL REPORTS

The City prepares comprehensive financial updates that are presented to Council. Projected revenues and expenses are compared to budget in a variance report that indicates whether a surplus or deficit is anticipated. Deficit are eliminated through revenue generation or internal transfers.

## AUDIT PROCESS AND CONSOLIDATED AUDITED FINANCIAL STATEMENTS

Pursuant to The Lloydminster Charter, the City must appoint an auditor for the municipality. In 2021, WLS LLP was awarded a three-year financial audit services contract spanning 2021-2023, with the option to extend for additional two years, subject to City Council's annual re-appointment of auditors.

The role of the external auditor is to express an opinion as to whether the consolidated financial statements present fairly, in all material respects, the consolidated statement of financial position, consolidated statements of operations and accumulated surplus, change in net financial assets (debt) and cash flows in accordance with Canadian public sector accounting standards.

The City, in accordance with The Lloydminster Charter, must submit the consolidated audited financial statements and financial information return to the Ministers by May 1 for the immediately preceding year.

## FINANCIAL GOVERNANCE AND POLICY

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### ACCOUNTS RECEIVABLE POLICY

The purpose of this policy is to establish guidelines for customer accounts, invoicing, payments, collection, and write-off of uncollectible amounts. The policy provides guidelines that will facilitate timely, accurate, consistent and properly authorized issuance of invoices, which in turn supports the efficient and effective collection of the related receivable.

### ASSET MANAGEMENT POLICY

This policy emphasizes the City's commitment to consistent and collaborative Asset Management practices across departments. It aims to balance community service expectations, costs, risks, and asset performance. Key principles include maintaining service standards, consistent asset maintenance for operational efficiency, prioritizing sustainable long-term investments, considering the asset's broader impact, adopting transparent practices, and ensuring compliance with legislative requirements.

### DEBT MANAGEMENT FOR CAPITAL EXPENDITURE POLICY

This policy outlines guidelines for debt financing to sustain the City's long-term capital plan and financial viability.

Borrowing is allowed if funds are not available from existing reserves or through external sources, if funds will be recovered from future operating revenues or savings, or it makes sense to use financing to spread the cost of major initiatives across present and future users.

### DONATION POLICY

The purpose of this policy is to ensure fair and transparent treatment of donations received or disbursed by the City, while maintaining compliance with all relevant regulations and legislation. The City leverages CanadaHelps (canadahelps.org) for its capabilities and cost benefit as a donation platform to fundraise for the Cenovus Energy Hub.

## INVESTMENT POLICY

This policy guides the City's prudent investment practices to protect and grow public funds adhering to the Lloydminster Charter.

Key Objectives:

1. **Capital Preservation:** Prioritizing the safeguarding of public funds through portfolio diversification.
2. **Liquidity:** Ensuring portfolio meets short and long-term cash flow needs.
3. **Return on Investment:** Managing investment for optimal returns within policy guidelines.
4. **Risk Management:** Limiting investment in any single financial institution to 60% of the previous year's audited reserve balance.

## PROCUREMENT AND PURCHASING POLICY

This policy outlines the City's goals for procurement of goods, services and construction services to ensure ethical conduct, compliance with laws, and transparent and competitive processes. The objective is to achieve the best value for the City through an accountable and transparent process while avoiding conflicts of interest.

## RESERVES POLICY

This policy ensures proper oversight of reserves to maintain a financially viable and sustainable community. Key principles include Council authorization for new or amended reserves, authorization of all reserve transactions through budget or Council resolution (excluding the City Manager Contingency Reserve), and the segregation of reserves for specific purposes. Restricted Reserves are used as per legislative guidelines, while Unrestricted Reserves are established based on Council direction for current or future expenditures.

## FINANCIAL ADMINISTRATION BYLAW

In accordance with the Lloydminster Charter, the accounts that hold the money of the City are required to be kept in financial institutions designated by Council, by bylaw.

## TANGIBLE CAPITAL ASSET POLICY

The purpose of this policy is to ensure consistent accounting treatment for tangible capital assets in accordance with the Public Sector Accounting Standards including, but not limited to, classification, capitalization, amortization and disposals. Appropriate accounting for Tangible Capital Assets is important to demonstrate stewardship and the cost of using tangible capital assets in the delivery of municipal programs and services.

To view all City policies, visit [Lloydminster.ca/policies](https://lloydminster.ca/policies).

ANNUAL REPORT

# CONSOLIDATED FINANCIAL STATEMENTS

## 2023



For the fiscal year ended December 31, 2023

## MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

Management of the City of Lloydminster is responsible for the preparation, accuracy, objectivity and integrity of the accompanying consolidated financial statements and all other information contained within this Financial Report. Management believes that the consolidated financial statements present fairly the City of Lloydminster's financial position as at December 31, 2023 and the results of its operations for the year then ended.

The consolidated financial statements have been prepared in compliance with legislation, and in accordance with Canadian public sector accounting standards (PSAS).

The consolidated financial statements include certain amounts based on estimates and judgments. Such amounts have been determined on a reasonable basis in order to ensure that the consolidated financial statements are presented fairly in all material respects.

In fulfilling its responsibilities and recognizing the limits inherent in all systems, management has designed and maintains a system of internal controls to produce reliable information and to meet reporting requirements on a timely basis. The system is designed to provide management with reasonable assurance that transactions are properly authorized, and assets are properly accounted for and safeguarded.

These systems are monitored and evaluated by management and reliable financial information is available for preparation of the consolidated financial statements.

The City of Lloydminster council carries out its responsibilities for review of the consolidated financial statements principally through its council as a whole. Council meets annually with management and external auditors to discuss the results of audit examinations and financial reporting matters.

The external auditors have full access to council with and without the presence of management. The City of Lloydminster council has approved the consolidated financial statements.

The consolidated financial statements have been audited by WLS LLP, Chartered Professional Accountants, independent external auditors appointed by the City of Lloydminster. The accompanying Independent Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the City of Lloydminster's consolidated financial statements.



Dion Pollard, BSPE, CLGM  
City Manager

April 29, 2024



Denise MacDonald, BBA, CLGM  
Chief Financial Officer

April 29, 2024



CHARTERED PROFESSIONAL ACCOUNTANTS

780.875.9144 780.875.6056 wlscca.com  
6305 43rd Street Lloydminster, AB T9V 2W9

## INDEPENDENT AUDITOR'S REPORT

### To the Mayor and Councillors of the City of Lloydminster

#### Opinion

We have audited the consolidated financial statements of the City of Lloydminster, which comprise the consolidated statement of financial position as at December 31, 2023, and the consolidated statement of operations and accumulated surplus, changes in net financial assets and cash flows for the year then ended, and a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the City of Lloydminster as at December 31, 2023, and the consolidated results of its operations and cash flows for the year then ended in accordance with Canadian public sector accounting standards.

#### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of Financial Statements* section of our report. We are independent of the City of Lloydminster in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the City of Lloydminster's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the City of Lloydminster or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the City of Lloydminster's financial reporting process.



## Auditor's Responsibility for the Audit of Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

Identify and assess the risks of material misstatement of the financial statements whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the City of Lloydminster's internal control.

Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the City of Lloydminster's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the City of Lloydminster to cease to continue as a going concern.

Evaluate the overall presentation, structure and content of the financial statements, including disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

April 29, 2024  
Lloydminster, Alberta



Chartered Professional Accountants

**CONSOLIDATED STATEMENT OF FINANCIAL POSITION**

As at December 31, 2023

		2023	(restated) 2022
<b>Financial Assets</b>			
Cash and Temporary Investments	Note 2	\$ 78,315,217	\$ 100,092,388
Receivables			
Taxes and Grants in Place of Taxes	Note 3	3,972,283	3,168,547
Trade and Other Receivables	Note 4	16,224,845	16,078,646
Land and Inventory for Resale	Note 5	17,265,213	18,085,340
Investments	Note 6	18,147,342	7,270,916
<b>Total Financial Assets</b>		<b>\$ 133,924,900</b>	<b>\$ 144,695,837</b>
<b>Liabilities</b>			
Accounts Payable and Accrued Liabilities	Note 7	\$ 14,609,551	\$ 20,234,357
Deposit Liabilities	Note 8	938,910	945,261
Deferred Revenue	Note 9	8,136,341	8,777,822
Employee Benefit Obligations	Note 10	3,309,598	3,016,679
Asset Retirement Obligations	Note 14	4,658,230	4,077,619
Liability for Contaminated Sites	Note 15	269,587	269,587
Long-Term Debt	Note 16	55,893,041	54,750,062
<b>Total Liabilities</b>		<b>\$ 87,815,258</b>	<b>\$ 92,071,387</b>
<b>Net Financial Assets</b>		<b>\$ 46,109,642</b>	<b>\$ 52,624,450</b>
<b>Non-Financial Assets</b>			
Inventory for Consumption		\$ 1,147,651	\$ 1,120,624
Prepaid Expenses		435,582	407,860
Tangible Capital Assets	Schedule 2	572,952,031	549,059,750
<b>Total Non-Financial Assets</b>		<b>\$ 574,535,264</b>	<b>\$ 550,588,234</b>
<b>Accumulated Surplus</b>	Schedule 1	<b>\$ 620,644,906</b>	<b>\$ 603,212,684</b>
<i>Contingent Liabilities</i>	Note 21		
<i>Contractual Obligations</i>	Note 22		
<i>Contractual Rights</i>	Note 23		

Approved on Behalf of Council

Gerald Aalbers  
Mayor  
April 29, 2024

Jason Whiting  
Deputy Mayor  
April 29, 2024

## CONSOLIDATED STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS

Year Ended December 31, 2023

		(unaudited)		(restated)
		Budget	2023	2022
<b>Revenue</b>				
Net Municipal Taxes	Schedule 3	\$ 42,406,264	\$ 42,154,719	\$ 38,778,225
User Fees and Sale of Goods		34,324,295	38,638,502	32,546,324
Government Transfers for Operating	Schedule 4	4,733,696	5,132,178	4,528,580
Investment Income		2,004,000	5,496,877	2,481,285
Penalties and Costs of Taxes		757,900	815,750	796,720
Fine Revenue		577,400	620,382	539,905
Development Levies		-	173,444	256,894
Licenses and Permits		1,077,084	1,061,152	1,110,675
Franchise and Concession Contracts		7,159,324	6,673,851	7,091,729
Gain or (Loss) on Asset Disposal		-	42,107	809,371
Other Income		68,000	526,834	152,575
<b>Total Revenue</b>		<b>\$ 93,107,963</b>	<b>\$ 101,335,796</b>	<b>\$ 89,092,283</b>
<b>Expenditures</b>				
Council and Other Legislative Administration		\$ 1,288,952	\$ 1,189,465	\$ 1,168,081
Police		14,407,169	13,542,725	12,648,603
Fire		12,469,599	12,980,335	13,591,125
Disaster and Emergency Measures		4,297,443	4,692,797	4,235,353
Bylaw Enforcement		199,738	260,241	134,661
Road Services		1,569,146	1,682,314	1,069,329
Fleet Services		8,163,154	7,335,944	8,869,790
Airport		2,407,651	2,167,479	2,393,683
Storm Drainage		1,072,282	1,284,281	1,098,680
Water Supply and Distribution		468,973	593,577	202,159
Wastewater Treatment and Disposal		4,755,877	5,453,444	5,283,014
Waste Management		3,347,751	4,101,182	2,265,223
Family and Community Support		3,151,768	3,000,649	2,884,370
Cemetery and Crematoriums		1,193,228	1,461,548	1,148,766
Land Use Planning, Zoning, and Development		147,155	120,988	134,200
Economic Development		1,270,800	1,434,269	1,118,934
Subdivision Land and Development		945,036	532,564	474,872
Parks and Recreation		838,654	1,229,333	391,155
Cultural, Libraries, Museums, and Halls		14,127,830	14,194,563	13,364,674
Amortization		4,858,830	3,368,766	3,424,146
<b>Total Expenditures</b>		<b>\$ 102,787,998</b>	<b>\$ 102,363,430</b>	<b>\$ 97,426,826</b>
<b>Surplus (Deficit) of Revenues over Expenditures</b>		<b>\$ (9,680,035)</b>	<b>\$ (1,027,634)</b>	<b>\$ (8,334,543)</b>
<b>Other</b>				
Contributed Assets		\$ -	\$ 278,525	\$ 1,215,486
Government Transfers for Capital	Schedule 4	39,314,818	18,181,331	25,011,223
<b>Total Other</b>		<b>\$ 39,314,818</b>	<b>\$ 18,459,856</b>	<b>\$ 26,226,709</b>
<b>Surplus (Deficit) of Revenues over Expenditures</b>		<b>\$ 29,634,783</b>	<b>\$ 17,432,222</b>	<b>\$ 17,892,166</b>
Accumulated Surplus - Beginning of Year (restated)		\$ 603,212,684	\$ 603,212,684	\$ 585,320,518
<b>Accumulated Surplus - End of Year</b>		<b>\$ 632,847,467</b>	<b>\$ 620,644,906</b>	<b>\$ 603,212,684</b>

## CONSOLIDATED STATEMENT OF CASH FLOWS

Year Ended December 31, 2023

	2023	(restated) 2022
<b>Net Inflow (Outflow) of Cash Related to the Following Activities:</b>		
<b>Operating Activities</b>		
Surplus (Deficit) of Revenues over Expenditures	\$ 17,432,222	\$ 17,892,166
Non-cash Items		
Amortization of Tangible Capital Assets	21,736,966	21,526,008
Loss (Gain) on Disposal of Tangible Capital Assets	(42,107)	(809,371)
Contributed Tangible Capital Assets	(278,525)	(1,215,486)
Adjustment to Accumulated Surplus (Note 28)	-	156,731
Changes to Financial Assets		
Decrease (Increase) in Taxes and Grants in Place of Taxes Receivable	(803,736)	118,572
Decrease (Increase) in Trade and Other Receivables	(146,199)	10,238,908
Decrease (Increase) in Land and Inventory Held for Resale	820,127	96,469
Changes to Non-Financial Assets		
Decrease (Increase) in Inventory for Consumption	(27,029)	(340,284)
Decrease (Increase) in Prepaid Expenses	(27,722)	34,223
Changes to Liabilities		
Increase (Decrease) in Accounts Payable and Accrued Liabilities	(5,624,806)	4,845,911
Increase (Decrease) in Deposit Liabilities	(6,351)	(13,443)
Increase (Decrease) in Deferred Revenue	(641,481)	(587,090)
Increase (Decrease) in Employee Benefit Obligations	292,919	593,636
Increase (Decrease) in Asset Retirement Obligations	580,611	4,077,619
Increase (Decrease) in Provision for Landfill Closure	-	(1,778,366)
Increase (Decrease) in Liability for Contaminated Sites	-	(73,694)
<b>Total Cash Provided by Operating</b>	<b>\$ 33,264,889</b>	<b>\$ 54,762,509</b>
<b>Capital Activities</b>		
Acquisition of Tangible Capital Assets	\$ (45,618,474)	\$ (58,308,537)
Proceeds on Disposal of Tangible Capital Assets	309,861	2,184,379
Adjustment to Construction in Progress	-	614,362
Opening Balance Adjustment to Accumulated Amortization	-	1,778,366
<b>Total Cash Applied to Capital</b>	<b>\$ (45,308,613)</b>	<b>\$ (53,731,430)</b>
<b>Investing Activities</b>		
Decrease (Increase) in Restricted Cash or Cash Equivalents	\$ 2,457,418	\$ 1,244,914
Decrease (Increase) in Investments	(10,876,426)	338,374
<b>Total Cash (Applied To)/Provided by Investing</b>	<b>\$ (8,419,008)</b>	<b>\$ 1,583,288</b>
<b>Financing Activities</b>		
Long-Term Debt Repaid	\$ (2,857,021)	\$ (2,783,024)
Long-Term Debt Issued	4,000,000	24,000,000
<b>Total Cash Applied to Financing</b>	<b>\$ 1,142,979</b>	<b>\$ 21,216,976</b>
<b>Change in Cash and Cash Equivalents During the Year</b>	<b>\$ (19,319,753)</b>	<b>\$ 23,831,343</b>
<b>Cash and Cash Equivalents - Beginning of Year</b>	<b>\$ 94,963,571</b>	<b>\$ 71,132,228</b>
<b>Cash and Cash Equivalents - End of Year</b>	<b>\$ 75,643,818</b>	<b>\$ 94,963,571</b>
<b>Cash and Cash Equivalents - Comprised Of</b>		
Cash and Cash Equivalents	Note 2 \$ 78,315,217	\$ 100,092,388
Less: Restricted Portion of Cash	Note 2 (2,671,399)	(5,128,817)
	<b>\$ 75,643,818</b>	<b>\$ 94,963,571</b>

## CONSOLIDATED STATEMENT OF CHANGE IN NET FINANCIAL ASSETS

Year Ended December 31, 2023

	2023	(restated) 2022
<b>Surplus (Deficit) of Revenues over Expenditures</b>	\$ 17,432,222	\$ 17,892,166
<b>Changes Related to Tangible Capital Assets</b>		
Acquisition of Tangible Capital Assets	\$ (45,618,474)	\$ (58,308,537)
Contributed Tangible Capital Assets	(278,525)	(1,215,486)
Proceeds on Disposal of Tangible Capital Assets	309,861	2,184,379
Amortization of Tangible Capital Assets	21,736,966	21,526,008
Loss (Gain) on Disposal of Tangible Capital Assets	(42,107)	(809,371)
Adjustment to Construction in Progress Opening Balance	-	614,362
Adjustment to Accumulated Amortization	-	1,778,366
<b>Total Changes in Tangible Capital Assets</b>	<b>\$ (23,892,279)</b>	<b>\$ (34,230,279)</b>
<b>Change Related to Other Non-Financial Assets</b>		
Use (Acquisition) of Inventories	\$ (27,029)	\$ (340,284)
Use (Acquisition) of Prepaid Expenses	(27,722)	34,223
Adjustment to Accumulated Surplus (Note 28)	-	156,731
<b>Total Changes in Other Non-Financial Assets</b>	<b>\$ (54,751)</b>	<b>\$ (149,330)</b>
<b>Increase in Net Financial Assets</b>	<b>\$ (6,514,808)</b>	<b>\$ (16,487,443)</b>
<b>Net Financial Assets - Beginning of Year (restated)</b>	<b>\$ 52,624,450</b>	<b>\$ 69,111,893</b>
<b>Net Financial Assets - End of Year</b>	<b>\$ 46,109,642</b>	<b>\$ 52,624,450</b>

**CONSOLIDATED SCHEDULE OF CHANGES IN ACCUMULATED SURPLUS**

Year Ended December 31, 2023

Schedule 1

	Unrestricted Surplus	Restricted Reserves	Unrestricted Reserves	Equity in TCA	2023	(restated) 2022
<b>Balance - Beginning of Year (restated)</b>	\$ 43,602,536	\$ 12,292,981	\$ 57,085,098	\$ 490,232,069	\$ 603,212,684	\$ 585,320,518
Surplus (Deficit) of Revenues over Expenditures	17,432,222	-	-	-	17,432,222	17,892,166
Unrestricted Funds Designated for Future Use	(25,263,710)	552,690	24,711,020	-	-	-
Reserve Funds Used for Operations	3,312,980	(10,000)	(3,302,980)	-	-	-
Reserve Funds Used for Tangible Capital Assets	-	(492,146)	(18,929,292)	19,421,438	-	-
Current Year Funds Used for Tangible Capital Assets	(26,197,036)	-	-	26,197,036	-	-
Contributed Tangible Capital Assets	(278,525)	-	-	278,525	-	-
Disposal of Tangible Capital Assets	267,752	-	-	(267,752)	-	-
Annual Amortization Expense	21,736,966	-	-	(21,736,966)	-	-
Asset Retirement Obligations Recorded in Current Year	576,474	-	-	(576,474)	-	-
Asset Retirement Obligation Settled	(206,533)	-	-	206,533	-	-
Asset Retirement Obligation Accretion Expense	210,670	-	-	(210,670)	-	-
Long-Term Debt Repaid	(2,857,021)	-	-	2,857,021	-	-
Long-Term Debt Issued	4,000,000	-	-	(4,000,000)	-	-
<b>Balance - End of Year</b>	<b>\$ 36,336,775</b>	<b>\$ 12,343,525</b>	<b>\$ 59,563,846</b>	<b>\$ 512,400,760</b>	<b>\$ 620,644,906</b>	<b>\$ 603,212,684</b>

**SCHEDULE OF TANGIBLE CAPITAL ASSETS**

Period Ended December 31, 2023

Schedule 2

							<i>(restated)</i>	
	Land	Land Improvements	Buildings	Machinery & Equipment	Engineering Structures	Construction in Progress	Total 2023	Total 2022
<b>Cost</b>								
Balance - Beginning of Year <i>(restated)</i>	\$ 31,439,149	\$ 29,462,836	\$ 146,731,166	\$ 59,824,856	\$ 571,151,404	\$ 65,615,613	\$ 904,225,024	\$ 848,568,896
Additions	-	965,797	864,853	2,015,041	22,187,402	20,543,287	46,576,380	59,657,918
Transfers	-	385,656	3,032	18,838	61,557,432	(61,964,958)	-	-
Adjustments to Construction in Progress	-	-	-	-	-	(679,381)	(679,381)	(133,895)
Disposals	-	(196,929)	(1,258,937)	(13,267,024)	(3,675,400)	-	(18,398,290)	(3,867,895)
<b>Balance - End of Year</b>	<b>\$ 31,439,149</b>	<b>\$ 30,617,360</b>	<b>\$ 146,340,114</b>	<b>\$ 48,591,711</b>	<b>\$ 651,220,838</b>	<b>\$ 23,514,561</b>	<b>\$ 931,723,733</b>	<b>\$ 904,225,024</b>
<b>Accumulated Amortization</b>								
Balance - Beginning of Year <i>(restated)</i>	\$ -	\$ 11,044,005	\$ 50,216,411	\$ 42,682,236	\$ 251,222,622	\$ -	\$ 355,165,274	\$ 334,353,792
Amortization	-	1,890,239	3,703,963	2,726,459	13,416,305	-	21,736,966	21,526,008
Adjustment for ARO	-	-	-	-	-	-	-	1,778,366
Disposals	-	(196,929)	(1,208,429)	(13,049,783)	(3,675,397)	-	(18,130,538)	(2,492,892)
<b>Balance - End of Year</b>	<b>\$ -</b>	<b>\$ 12,737,315</b>	<b>\$ 52,711,945</b>	<b>\$ 32,358,912</b>	<b>\$ 260,963,530</b>	<b>\$ -</b>	<b>\$ 358,771,702</b>	<b>\$ 355,165,274</b>
<b>Net Book Value of Tangible Capital Assets</b>	<b>\$ 31,439,149</b>	<b>\$ 17,880,045</b>	<b>\$ 93,628,169</b>	<b>\$ 16,232,799</b>	<b>\$ 390,257,308</b>	<b>\$ 23,514,561</b>	<b>\$ 572,952,031</b>	<b>\$ 549,059,750</b>

## CONSOLIDATED SCHEDULE OF PROPERTY AND OTHER TAXES

Year Ended December 31, 2023

Schedule 3

	<i>(unaudited)</i>		
	<b>Budget</b>	<b>2023</b>	<b>2022</b>
<b>Taxation</b>			
Real Property Taxes			
Residential Land and Improvements	\$ 31,216,067	\$ 31,242,641	\$ 30,854,104
Non-Residential Land and Improvements	20,772,990	20,697,209	19,461,610
Machinery and Equipment	666,299	715,952	2,206,036
Farmland	11,589	11,576	34,040
Railway	-	-	239,900
Linear Property	1,135,585	1,144,015	1,019,610
Designated Industrial Property	2,622,258	2,399,775	15,469
<b>Total Real Property Taxes</b>	<b>\$ 56,424,788</b>	<b>\$ 56,211,168</b>	<b>\$ 53,830,769</b>
Government Grants in Place of Taxes			
Federal	\$ 16,134	\$ 16,134	\$ 13,534
Provincial - Alberta	33,283	16,642	12,635
Provincial - Saskatchewan	80,886	80,886	80,350
<b>Total Government Grants in Place of Taxes</b>	<b>\$ 130,303</b>	<b>\$ 113,662</b>	<b>\$ 106,519</b>
Local Improvement Taxes			
Local Improvement	\$ 28,730	\$ 28,730	\$ 28,730
<b>Total Local Improvement Taxes</b>	<b>\$ 28,730</b>	<b>\$ 28,730</b>	<b>\$ 28,730</b>
<b>Total Taxation</b>	<b>\$ 56,583,821</b>	<b>\$ 56,353,560</b>	<b>\$ 53,966,018</b>
<b>Requisitions</b>			
Education			
Lloydminster Public School Division	\$ 11,094,522	\$ 11,109,357	\$ 10,632,682
Lloydminster Roman Catholic Separate School Division	1,353,759	1,354,362	2,207,738
<b>Total Education</b>	<b>\$ 12,448,281</b>	<b>\$ 12,463,719</b>	<b>\$ 12,840,420</b>
Seamless			
Lloydminster Public School Division	\$ 1,018,185	\$ 1,029,599	\$ 1,386,790
Lloydminster Roman Catholic Separate School Division	692,107	682,753	904,522
<b>Total Seamless</b>	<b>\$ 1,710,292</b>	<b>\$ 1,712,352</b>	<b>\$ 2,291,312</b>
Other			
Designated Industrial Property	\$ 18,984	\$ 18,984	\$ -
Education Requisition - County of Vermilion River	-	3,786	56,061
<b>Total Other</b>	<b>\$ 18,984</b>	<b>\$ 22,770</b>	<b>\$ 56,061</b>
<b>Total Requisitions</b>	<b>\$ 14,177,557</b>	<b>\$ 14,198,841</b>	<b>\$ 15,187,793</b>
<b>Net Municipal Taxes</b>	<b>\$ 42,406,264</b>	<b>\$ 42,154,719</b>	<b>\$ 38,778,225</b>



## CONSOLIDATED SCHEDULE OF GOVERNMENT TRANSFERS

Year Ended December 31, 2023

Schedule 4

	<i>(unaudited)</i>		
	<b>Budget</b>	<b>2023</b>	<b>2022</b>
<b>Transfers for Operating Conditional Grants</b>			
Federal Government	\$ 108,000	\$ 293,879	\$ 185,113
Alberta Government	1,746,078	1,828,210	1,661,749
Saskatchewan Government	2,622,756	2,719,755	2,425,883
Local Government	35,149	33,122	33,122
Other	221,713	257,212	222,713
<b>Total Transfers for Operating Conditional Grants</b>	<b>\$ 4,733,696</b>	<b>\$ 5,132,178</b>	<b>\$ 4,528,580</b>
<b>Transfers for Capital Conditional Grants</b>			
Federal Government	\$ 15,642,202	\$ 7,415,129	\$ 12,583,794
Alberta Government	8,461,215	5,792,158	7,654,866
Saskatchewan Government	14,266,401	4,974,044	4,772,563
Other	945,000	-	-
<b>Total Transfers for Capital Conditional Grants</b>	<b>\$ 39,314,818</b>	<b>\$ 18,181,331</b>	<b>\$ 25,011,223</b>
<b>Total Government Transfers</b>	<b>\$ 44,048,514</b>	<b>\$ 23,313,509</b>	<b>\$ 29,539,803</b>

**CONSOLIDATED SCHEDULE OF SEGMENTED DISCLOSURES**

Year Ended December 31, 2023

Schedule 5

								(restated)	
	General	Protective	Environmental		Social	Planning &	Recreation	Total	Total
	Government	Services	Transportation	Services	Services	Development	& Culture	2023	2022
<b>Revenue</b>									
Net Municipal Taxes	\$ 42,154,719	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 42,154,719	\$ 38,778,225
User Fees and Sale of Goods	40,904	632,137	1,035,051	27,300,654	295,543	2,558,800	6,775,413	38,638,502	32,546,324
Government Transfers for Operating	2,473,306	1,029,530	63,422	-	710,329	-	855,591	5,132,178	4,528,580
Investment Income	5,466,056	-	-	-	-	-	30,821	5,496,877	2,481,285
Penalties and Costs of Taxes	731,153	-	-	84,572	-	-	25	815,750	796,720
Fine Revenue	15,192	605,190	-	-	-	-	-	620,382	539,905
Development Levies	-	-	111,249	62,195	-	-	-	173,444	256,894
Licenses and Permits	504,518	38,806	79,746	-	27,125	410,957	-	1,061,152	1,110,675
Franchise & Concession Contracts	6,673,851	-	-	-	-	-	-	6,673,851	7,091,729
Gain or (Loss) on Asset Disposal	(14,085)	-	189,267	(99,932)	-	-	(33,143)	42,107	809,371
Other Income	191,966	170,161	38,060	20,319	1,899	1,023	103,406	526,834	152,575
<b>Total Revenue</b>	<b>\$ 58,237,580</b>	<b>\$ 2,475,824</b>	<b>\$ 1,516,795</b>	<b>\$ 27,367,808</b>	<b>\$ 1,034,896</b>	<b>\$ 2,970,780</b>	<b>\$ 7,732,113</b>	<b>\$ 101,335,796</b>	<b>\$ 89,092,283</b>
<b>Expenditures</b>									
Salaries, Wages and Benefits	\$ 10,905,583	\$ 7,735,141	\$ 3,386,163	\$ 4,070,151	\$ 428,229	\$ 1,108,019	\$ 10,317,356	\$ 37,950,642	\$ 36,095,936
Contracted and General Services	2,086,669	10,760,829	3,364,154	4,784,568	509,650	1,206,841	3,739,832	26,452,543	24,559,909
Cost of Sales	-	-	578,180	462	-	743,727	30,986	1,353,355	561,960
Materials and Goods	544,409	446,337	1,388,188	728,228	36,055	14,476	1,075,789	4,233,482	4,133,514
Transfer to Local Boards or Agencies	169,915	430,631	-	-	603,889	109,205	543,137	1,856,777	1,509,309
Utilities	549,481	117,405	1,949,194	2,186,015	4,519	6,102	1,761,711	6,574,427	6,250,611
Bank Charges	11,836	2,322	12,783	60,694	194	6,882	70,973	165,684	181,567
Interest on Long Term Debt	464,297	123,024	106,498	1,116,814	-	-	10,703	1,821,336	1,149,308
Accretion Expense	-	-	-	199,141	-	-	11,529	210,670	1,453,531
Bad Debts	-	-	2,543	2,780	-	914	1,311	7,548	5,173
Amortization	1,791,487	999,379	8,894,841	7,345,842	23,820	93,948	2,587,649	21,736,966	21,526,008
<b>Total Expenditures</b>	<b>\$ 16,523,677</b>	<b>\$ 20,615,068</b>	<b>\$ 19,682,544</b>	<b>\$ 20,494,695</b>	<b>\$ 1,606,356</b>	<b>\$ 3,290,114</b>	<b>\$ 20,150,976</b>	<b>\$ 102,363,430</b>	<b>\$ 97,426,826</b>
<b>Surplus/(Deficit)</b>	<b>\$ 41,713,903</b>	<b>\$ (18,139,244)</b>	<b>\$ (18,165,749)</b>	<b>\$ 6,873,113</b>	<b>\$ (571,460)</b>	<b>\$ (319,334)</b>	<b>\$ (12,418,863)</b>	<b>\$ (1,027,634)</b>	<b>\$ (8,334,543)</b>
<b>Other</b>									
Contributed Assets	\$ -	\$ -	\$ 108,299	\$ 170,226	\$ -	\$ -	\$ -	\$ 278,525	\$ 1,215,486
Government Transfers for Capital	-	-	3,805,231	7,229,639	-	-	7,146,461	18,181,331	25,011,223
<b>Total Other</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,913,530</b>	<b>\$ 7,399,865</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,146,461</b>	<b>\$ 18,459,856</b>	<b>\$ 26,226,709</b>
<b>Surplus/(Deficit)</b>	<b>\$ 41,713,903</b>	<b>\$ (18,139,244)</b>	<b>\$ (14,252,219)</b>	<b>\$ 14,272,978</b>	<b>\$ (571,460)</b>	<b>\$ (319,334)</b>	<b>\$ (5,272,402)</b>	<b>\$ 17,432,222</b>	<b>\$ 17,892,166</b>

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Year Ended December 31, 2023

### 1. Significant Accounting Policies

The consolidated financial statements of the City of Lloydminster (the "City") are the representations of management prepared in accordance with the Canadian public sector accounting standards (PSAS) as recommended by the Chartered Professional Accountants of Canada (CPA Canada). Significant aspects of the accounting policies adopted by the City are as follows:

#### a) Reporting Entity

The consolidated financial statements include the assets, liabilities, revenues, expenses, changes in accumulated surplus, change in net financial assets (debt) and cash flows of the reporting entity. This entity is comprised of the municipal operations plus all the organizations that are owned or controlled by the City and are, therefore, accountable to the City council for the administration of their financial affairs and resources. Included with the municipality are the following:

Lloydminster Public Library

Lloydminster Family and Community Support Services

The schedule of taxes levied includes requisitions for education that are not part of the municipal reporting entity. Interdepartmental and organization transactions and balances are eliminated.

#### b) Basis of Accounting

The consolidated financial statements are prepared using the accrual basis of accounting. The accrual basis of accounting recognizes revenues as they are earned and measurable. Expenses are recognized as they are incurred and measurable based upon receipt of goods or services and/or legal obligation to pay, except for pension and retirement expenditures as disclosed in 1(i) and (j).

Funds from external parties and earnings thereon restricted by agreement or legislation are accounted for as deferred revenue until used for the purpose specified.

#### c) Use of Estimates

In accordance with Canadian generally accepted accounting principles, the preparation of financial statements requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenditure during the period. Where measurement uncertainty exists, the financial statements have been prepared within reasonable limits of materiality. Actual results could differ from those estimates.

#### d) Government Transfers

Government transfers are the transfer of assets from the senior levels of government that are not the result of an exchange transaction, are not expected to be repaid in the future or are the result of a direct financial return. Government transfers are recognized in the financial statements as revenue in the period in which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amounts can be determined.

#### e) External Contributions

Funds from external parties and earnings thereon restricted by agreement or legislation are accounted for as deferred revenue until used for the purpose specified.

#### f) Tax Revenue

Property tax revenue is based on market value assessments determined in accordance with The Lloydminster Charter and tax rates established annually by City Council. Tax revenues are recognized when the tax has been authorized by bylaw and the taxable event has occurred. Assessments may change due to appeal or as a result of adjustments made by assessors to correct errors or omissions. Gains or losses on assessment changes or appeals are recorded as adjustments to tax revenue and tax receivables when a written decision is received from the authorized board, or a change is generated by authorized assessment staff.

**g) Requisition Over-Levy and Under-Levy**

Over-levies and under-levies arise from the difference between the actual property tax levy made to cover each requisition and the actual amount requisitioned.

If the actual levy exceeds the requisition, the over-levy is accrued as a liability and property tax revenue is reduced. Where the actual levy is less than the requisition amount, the under-levy is accrued as a receivable and property tax revenue is increased.

Requisition tax rates in the subsequent year are adjusted for any over-levies or under-levies of the prior year.

**h) Developers' Levies**

Developers' levies, also known as offsite levies, are calculated using the rates established by bylaw at the time of the agreement execution. Offsite levy revenue from external developers is recognized as revenue in the period the levies are collectible, and the funds are transferred to the appropriate restricted offsite reserve. The funds are used disbursed/drawn upon in accordance with legislated requirements as the City constructs the related offsite infrastructure. See **Note 19** for details on the offsite reserves.

**i) Defined Contribution Plan**

The City participates in a multi-employer defined contribution pension plan for certain employees. Under the plan, the City's obligations are limited to their contributions. These contributions are recorded as expenditures in the year in which they become due.

**j) Registered Retirement Savings Plan**

The City participates in a registered retirement savings plan for certain employees. Under the plan, the City's obligations are limited to their contributions. These contributions are recorded as expenditures in the year in which they become due.

**k) Investments**

Investments are recorded at cost. Investment income is recognized as revenue in the period earned. When required by government funding agreement, investment income earned on deferred revenue is allocated to the deferred revenue balance.

**l) Land and Inventory Held for Resale**

Land and Inventory held for resale is recorded at the lower of cost or net realizable value.

Land held for resale includes costs for land acquisition and improvements required to prepare the land for servicing such as clearing, stripping, and leveling charges. Related development costs incurred to provide infrastructure such as water services, wastewater services, roads and sidewalks are recorded as tangible capital assets under their respective function.

**m) Asset Retirement Obligations**

A liability for an asset retirement obligation is recognized at the reasonable estimate of the amount required to retire a tangible capital asset at the financial statement date when there is a legal obligation for the City to incur retirement costs, the past transaction or event giving rise to the liability has occurred, it is expected that future economic benefits will be given up, and a reasonable estimate of the amount can be made. A reasonable estimate of the liability includes all costs directly attributable to asset retirement activities, based on information available at year-end.

When a liability for an asset retirement obligation is initially recognized, a corresponding asset retirement cost is capitalized to the carrying amount of the related tangible capital asset. The asset retirement cost is amortized over the useful life of the related asset. Asset retirement obligations which are incurred incrementally with use of the asset are recognized in the period incurred with a corresponding asset retirement cost expensed in the period.

**n) Contaminated Sites Liability**

Contaminated sites are a result of contamination being introduced into air, soil, water, or sediment of a chemical, organic, or radioactive material or live organism that exceeds an environmental standard. The liability is recorded net of any expected recoveries. A liability for remediation of a contaminated site is recognized when a site is not in productive use and is management's estimate of the cost of post-remediation including operation, maintenance, and monitoring.

**o) Non-Financial Assets**

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the normal course of operations. The change in non-financial assets during the year, together with the excess of revenues over expenses, provides the consolidated Change in Net Financial Assets for the year.

**i) Tangible Capital Assets**

Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to acquisition, construction, development, or betterment of the asset. The cost, less residual value, of the tangible capital assets is amortized on a straight-line basis over their estimated useful lives as follows:

Land Improvements	15-25 years
Buildings	20-50 years
Engineering Structures	
Road systems	10-40 years
Storm systems	45-75 years
Water systems	25-75 years
Wastewater systems	30-75 years
Machinery and Equipment	10-25 years
Leasehold Improvements	Term of Lease

Amortization is not charged in the year of acquisitions. Assets under construction are not amortized until the asset is available for productive use.

Works of art for display are not recorded as tangible capital assets.

**ii) Contributions of Tangible Capital Assets**

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and are recorded as revenue.

**iii) Leases**

Leases are classified as capital or operating leases. Leases which transfer substantially all the benefits and risks incidental to ownership of property are accounted for as capital leases. All other leases are accounted for as operating leases and the related lease payments are charged to expenses as incurred.

**iv) Inventory for Consumption**

Inventories held for consumption are recorded at the lower of cost and replacement cost.

**2. Cash and Temporary Investments**

	<b>2023</b>	<b>2022</b>
Cash	\$18,081,234	\$29,568,173
Temporary Investments	\$60,233,983	70,524,215
	<u><b>\$78,315,217</b></u>	<u><b>\$100,092,388</b></u>

Cash consists of cash on hand and balances with banks and brokers available for operations. Temporary investments are short-term deposits with maturities of one year or less.

Included in temporary investments are restricted monies totalling \$2,671,399 (2022 - \$5,128,817). All restricted funds are received through government transfers to be used exclusively for operating and capital projects, amounts have been recorded through deferred revenue.

The City has been approved for a demand operating credit facility with a maximum borrowing limit of \$5,000,000 that bears interest at the prime rate minus 0.75% per annum. The balance drawn on the revolving loan at December 31, 2023 was \$0 (2022 - \$0). This credit facility is secured by a letter of guarantee.

<b>3. Taxes Receivable</b>	<b>2023</b>	<b>2022</b>
<b>Municipal Taxes</b>		
Current Taxes and Grants in Place	\$2,322,031	\$1,836,096
Arrears Taxes Receivable	767,828	587,409
	<u><b>\$3,089,859</b></u>	<u><b>\$2,423,505</b></u>
<b>Education Taxes</b>		
Current Taxes and Grants in Place	\$500,427	\$480,164
(Over)/Under Levy	104,004	21,493
Arrears Taxes Receivable	165,687	126,642
	<u><b>\$770,118</b></u>	<u><b>\$628,299</b></u>
<b>Seamless Taxes</b>		
Current Taxes and Grants in Place	\$71,071	\$90,370
(Over)/Under Levy	9,605	2,305
Arrears Taxes Receivable	31,585	24,068
	<u><b>\$112,261</b></u>	<u><b>\$116,743</b></u>
<b>Designated Industrial Property</b>		
Current Taxes Receivable	\$45	-
Arrears Taxes Receivable	-	-
	<u><b>\$45</b></u>	<u><b>-</b></u>
<b>Taxes and Grants in Place of Taxes</b>	<u><b>\$3,972,283</b></u>	<u><b>\$3,168,547</b></u>
<b>4. Trade and Other Receivable</b>		<i>(restated)</i>
	<b>2023</b>	<b>2022</b>
<b>Trade Accounts Receivable</b>	\$2,195,740	\$1,919,192
Less: Allowance for Doubtful Accounts	(7,367)	(5,231)
	<u><b>\$2,084,196</b></u>	<u><b>\$1,948,261</b></u>
<b>Utility Receivable</b>	\$2,085,985	\$1,948,261
Less: Allowance for Doubtful Accounts	(1,789)	-
	<u><b>\$2,084,196</b></u>	<u><b>\$1,948,261</b></u>
<b>Other Receivables</b>		
Grant Funds Receivable	\$9,127,577	\$10,551,064
Accrued Interest Receivable	1,607,231	600,993
Sales Tax Receivable	1,012,205	914,367
Other Receivable	205,263	150,000
	<u><b>\$11,952,276</b></u>	<u><b>\$12,216,424</b></u>
<b>Trade and Other Receivable</b>	<u><b>\$16,224,845</b></u>	<u><b>\$16,078,646</b></u>

## 5. Land and Inventories for Resale

	2023	2022
<b>Residential Land</b>		
Land to be Developed	\$1,641,012	\$1,641,012
Available for Sale	2,071,901	2,328,121
	<u>\$3,712,913</u>	<u>\$3,969,133</u>
<b>Industrial Land</b>		
Land to Be Developed	\$62,418	\$62,418
Available for Sale	5,342,445	5,342,445
	<u>\$5,404,863</u>	<u>\$5,404,863</u>
<b>Commercial Land</b>		
Available for Sale	\$1,249,020	\$694,227
<b>Raw Land</b>		
Held for Future Development	\$6,811,987	\$7,955,115
<b>Other Inventory for Resale</b>	\$86,430	\$62,002
	<u>\$17,265,213</u>	<u>\$18,085,340</u>

## 6. Investments

	2023	2022
Equity Shares	\$67,342	\$66,583
Notes and Deposits	18,080,000	7,204,333
	<u>\$18,147,342</u>	<u>\$7,270,916</u>

Notes and deposits have effective interest rates ranging from 1.00% to 6.06%, the maturity dates between February 7, 2025, and November 23, 2028. Investment book values are equal to fair market values as at December 31, 2023.

## 7. Accounts Payable

	2023	2022
<b>Trade</b>		
Accounts Payable	\$6,667,056	\$11,833,857
Contract Holdbacks	3,219,263	3,770,968
	<u>\$9,886,319</u>	<u>\$15,604,825</u>
<b>RCMP Contract<sup>1</sup></b>		
Retro Pay April 1, 2017 - March 31, 2021	\$1,742,867	\$1,742,867
2023 Quarter 4	2,306,749	2,167,480
	<u>\$4,049,616</u>	<u>\$3,910,347</u>
<b>Accrued Debenture Interest</b>	\$453,760	\$335,597
<b>Payroll</b>	158,686	96,232
<b>Other</b>	61,170	287,356
	<u>\$14,609,551</u>	<u>\$20,234,357</u>

- The Government of Canada signed the first collective agreement with the National Police Federation (NPF) on August 6, 2021. The NPF is the sole certified bargaining agent for regular members and reservists of the Royal Canadian Mounted Police (RCMP) below the rank of Inspector. Retroactive pay was included as part of the new collective agreement. The City has been invoiced for the applicable cost-sharing ratio of the retroactive pay as per the Municipal Police Service Agreement with the Government of Canada. The amount is payable as follows: \$871,433.50 in March 2024, and \$871,433.50 in March 2025.

## 8. Deposit Liabilities

	2023	2022
Security Deposits	\$260,224	\$290,560
Utility Account Deposits	614,119	621,438
Land Sale Deposits	61,067	26,413
Facility Rental Deposits	3,500	6,850
	<u>\$938,910</u>	<u>\$945,261</u>

## 9. Deferred Revenue

Deferred revenue consists of funds received which relate to expenditures to be incurred in future periods, as follows:

	2023	2022
Operating Grants <sup>1</sup>	\$90,354	\$82,158
Capital Grants <sup>1</sup>	2,581,045	5,046,659
Customer Prepaid Taxes, Utilities and User Fees	3,325,257	3,043,921
Leases and Sponsorships	1,948,087	416,519
Gift Cards	120,216	111,227
Deferred on Behalf of Other Organizations	71,382	77,338
	<u>\$8,136,341</u>	<u>\$8,777,822</u>

- Government contributions in deferred revenue consist of the following:

	2022 Ending Balance	Contributions Received	Revenue Recognized	2023 Ending Balance
<b>Operating Grants</b>				
Federal Government	-	\$336,219	(\$293,879)	\$42,340
Alberta Government	28,400	1,824,429	(1,828,210)	24,619
Sask. Government	50,717	2,689,392	(2,719,755)	20,354
Local Government	-	33,122	(33,122)	-
Other	3,041	257,212	(257,212)	3,041
	<u>\$82,158</u>	<u>\$5,140,374</u>	<u>(\$5,132,178)</u>	<u>\$90,354</u>
<b>Capital Grants</b>				
Federal Government	\$45,554	\$7,373,951	(\$7,415,129)	\$4,376
Alberta Government	4,041,972	4,326,689	(5,792,158)	2,576,503
Sask. Government	938,887	4,015,077	(4,974,044)	(20,080)
Other	20,246	-	-	20,246
	<u>\$5,046,659</u>	<u>\$15,715,717</u>	<u>(\$18,181,331)</u>	<u>\$2,581,045</u>



## 10. Employee Benefit Obligations

	2023	2022
Regular Payroll	\$1,292,886	\$1,255,058
Vacation	625,309	538,776
Sick Leave	715,904	676,329
Post-employment benefits	675,499	546,516
	<u>\$3,309,598</u>	<u>\$3,016,679</u>

### Regular payroll

The regular payroll liability is comprised of payroll owed to employees for days worked that will not be paid until the next fiscal year.

### Vacation

The vacation liability is comprised of the vacation time that employees are deferring to future years. Employees have either earned the benefits or are entitled to these benefits within the next budgetary years.

### Sick leave

The City provides a sick leave benefit plan. This plan is based on the accumulation of sick leave credits to a maximum of 120 days. The City has not obtained an actuarial accounting valuation for the sick leave benefit plan. The maximum accumulated sick leave liability is \$4,920,170 (2022 - \$4,900,246). The City does not expect to have to pay the full amount and has accrued only a portion of the total liability.

### Post-employment benefits

If not fully utilized during the term of their employment, the employee is entitled to a cash payment upon retirement based on one-half of the accumulated sick leave, subject to being a minimum of 55 years of age and 10 years of employment with the City. The City accrues the full liability for employees that meet the criteria.

## 11. Salary and Benefits Disclosure

Disclosure of salaries and benefits for elected Lloydminster officials, the City Manager, and designated officers as required by the Lloydminster Charter which follows Alberta Regulation 313/2000 and is as follows:

	Salaries <sup>1</sup>	Benefits & Allowances <sup>2</sup>	2023	(restated) 2022
<b>Mayor</b>				
Gerald Aalbers	\$101,591	\$25,008	<b>\$126,599</b>	\$123,819
<b>Councillors</b>				
Aaron Buckingham <sup>3</sup>	39,206	6,850	<b>46,056</b>	54,800
Michael Diachuk	49,822	8,097	<b>57,919</b>	54,220
Glenn Fagnan	42,222	6,956	<b>49,178</b>	50,056
Lorelee Marin	46,322	3,237	<b>49,559</b>	53,584
Jonathan Torresan	45,422	7,835	<b>53,257</b>	52,677
Jason Whiting	43,922	5,961	<b>49,883</b>	50,556
<b>City Manager</b>				
Dion Pollard	241,013	40,537	<b>281,550</b>	276,021
<b>Designated Officers<sup>4</sup></b>	842,971	134,505	<b>977,476</b>	943,961 <sup>5</sup>
	<u>\$1,452,491</u>	<u>\$238,986</u>	<u>\$1,691,477</u>	<u>\$1,659,694</u>

1. Salaries above includes regular base pay, bonuses, overtime, lump sum payments, gross honoraria, and any other direct cash remuneration. Differences among Councillors is due to committee meeting requirements and portfolio.
2. Employer's share of all employee benefits and contributions or payments made on behalf of councillors and employees including pension, health care, dental coverage, group life insurance, accidental disability and dismemberment insurance, long term disability, and travel allowances.
3. Councillor Buckingham resigned as City Councillor effective October 23, 2023. A byelection was held on February 13, 2024 to fill the vacant council seat.
4. Designated officers include the City Assessor, City Clerk, Chief Financial Officer, Manager, Planning, and Senior Manager, Public Safety as described in Bylaw 11-2023.
5. Designated officers 2022 comparative has been adjusted to include the amounts for the Manager, Planning and the Senior Manager, Public Safety who are now reported as designated officers per Bylaw 11-2023. The 2022 designated officers total has been increased from \$653,920 to \$943,961 to reflect this addition.

## 12. Defined Contribution Plan

Employees of the City who are members of CUPE 1015 Union participate in the Manulife Financial Pension Plan. The plan is funded by employee contributions at a rate of 7% and employers' contributions at a rate of 8% of the member's earnings. Pension benefits are based on accumulated contributions and investment earnings. Under the defined contribution plan, the City's obligations are limited to its contributions. The Manulife Financial Pension Plan details are below. The amounts reported represent mandatory contributions. Members can make voluntary contributions that are unmatched by the City.

	2023	2022
Number of Active City Members	230	240
Member Contributions for the Year	\$954,320	\$895,620
City Contributions for the Year	\$1,090,654	\$1,023,550

## 13. Registered Retirement Savings Plan

### International Association of Fire Fighters (IAFF) Local 5182 Employees

Employees of the City who are members of the IAFF Local 5182 Union participate in an employee Registered Retirement Savings Plan (RRSP) defined by the City and administered by Manulife. For these members, the plan is funded by member and employer contributions at a rate of 8% of the member's earnings. Benefits are based on accumulated contributions and investment earnings. Under the RRSP plan, the City's obligations are limited to its contributions.

### Out of Scope Employees

Out of Scope employees of the City (are not members of either the IAFF Local 5182 Union or CUPE Local 1015 Union) participate in an employee Registered Retirement Savings Plan (RRSP) defined by the City and administered by Manulife. For these members, the plan is funded by member contributions at rates ranging from 7-9% of member's earnings, and employer contributions at rates ranging from 8-10% of member's earnings. Benefits are based on accumulated contributions and investment earnings. Under the RRSP plan, the City's obligations are limited to its contributions. If an employee has reached their maximum annual or cumulative RRSP contribution limit set out by CRA, contributions will be deposited to a Tax-Free Savings Account (TFSA) administered by Manulife.

### Plan Contributions

Details of the Manulife Financial RRSP are detailed below for both the IAFF 5182 and Out of Scope Employees. The amounts reported are only representative of mandatory contributions. Members can make voluntary contributions that are unmatched by the City.

	2023	2022
<b>Registered Retirement Savings Plan</b>		
Number of Active City Members	110	119
Member Contributions for the Year	\$747,136	\$744,212
City Contributions for the Year	\$855,939	\$834,529
<b>Tax-Free Savings Plan</b>		
Number of Active City Members	3	2
Member Contributions for the Year	\$13,819	\$11,146
City Contributions for the Year	\$15,354	\$12,384

#### 14. Asset Retirement Obligation

	Liability					Tangible Capital Asset		
	(restated) Opening Value	Additions	Accretion Expense	Amount Settled	Ending Value	Cost	Accumulated Amortization	Net Book Value
Landfills	\$3,420,018	-	\$199,140	-	\$3,619,158	\$3,191,487	(\$1,821,829)	\$1,369,658
Building & Engineered Structure Retirements	\$657,601	345,407	6,908	(206,524)	\$803,392	\$345,407	-	\$345,407
Asbestos Remediation	-	231,058	4,622	-	\$235,680	\$231,058	-	\$231,058
	\$4,077,619	\$576,465	\$210,670	(\$206,524)	\$4,658,230	\$3,767,952	(\$1,821,829)	\$1,946,123

The associated capital assets are amortized using the straight-line method over the estimated useful life.

#### Landfills

The City operates a landfill site and is required to perform closure and post-closure activities upon retirement, in accordance with the Environmental Management and Protections Act of Saskatchewan. Closure and post-closure activities include the final covering and landscaping of the landfill, pumping of ground water, methane gas and leachate management, and ongoing environmental monitoring, site inspections and maintenance. The City is currently performing post-closure activities including site inspections and maintenance on a historic landfill.

	Estimated Period of Expenditures	Estimated Undiscounted Expenditures	Discount Rate
Landfill – Current	2061-2085	\$14,717,615	3.43%
Landfill – Historic	2022-2048	340,043	2.96%

#### Building & Engineered Structure Retirements

The City is responsible for the retirement of buildings and engineered structures that are at the end of their useful life. Retirement activities include demolition of structures, abandonment of utility connections, and rehabilitation of the site.

	Estimated Period of Expenditures	Estimated Undiscounted Expenditures	Discount Rate
Lloydminster Cultural & Science Centre	2022-2024	\$400,000	0.00%
Historic Water Treatment Plant & Reservoir	2022-2024	805,000	0.00%
Lloydminster Golf & Curling Centre – Shop	2025	38,137	2.00%
Centennial Civic Centre	2026	334,980	2.00%

The City is actively retiring assets. For this reason, the estimated expenditures for these assets have not been discounted.

#### Asbestos Remediation

The City is responsible for buildings which contain asbestos and is required to perform abatement activities upon renovation or demolition of the buildings. Abatement activities include handling and disposing of the asbestos in a prescribed manner when it is disturbed.

	Estimated Period of Expenditures	Estimated Undiscounted Expenditures	Discount Rate
Lloydminster Golf & Curling Centre – Shop	2025	\$25,356	2.00%
Lloydminster Golf & Curling Centre – Communiplex	2030	158,604	2.00%
Centennial Civic Centre	2026	60,855	2.00%
Archie Miller Arena	2026	15,734	2.00%
Bud Miller All Seasons Park – Park Centre	2026	1,126	2.00%

#### Other

The City has identified other assets as potentially requiring an asset retirement obligation for which a reasonable estimate cannot be made of the amount at this time. For this reason, no obligation has been recognized. These assets include City buildings and infrastructure that may have asbestos due to their age and building materials, however no formal testing has been conducted.

#### 15. Liability for Contaminated Sites

The City has recognized a Liability for Contaminated Sites for the following:

	<i>(restated)</i>				
	Opening Value	Additions	Accretion Expense	Amount Settled	Ending Value
Historic City Shop	\$269,587	-	-	-	\$269,587

The nature of the contamination includes hydrocarbons, chlorides, nitrates, and asbestos. The sources of contamination include fuel handling, vehicle storage and maintenance, salt storage, and construction materials. The liability is based on environmental site assessments. The expected period of expenditures is 2021-2024. The City is actively remediating the contaminated site. For this reason, the estimated expenditures have not been discounted.

#### Recovery

Due to contractual obligation of a third party, the City expects a recovery of \$150,000. The full amount of the recovery has been recorded and is reported in Trade and Other Receivables (**Note 4**).

## 16. Long Term Debt

	2023	2022
Tax Supported Debentures	\$23,118,659	\$25,281,304
Utility Supported Debentures	32,774,382	29,468,758
	<u><b>\$55,893,041</b></u>	<u><b>\$54,750,062</b></u>

The current portion of long-term debt amounts to \$3,487,972 (2022 - \$2,857,020).  
Principal and interest repayments are as follows:

	Principal	Interest	Total
2024	3,487,872	1,842,657	5,330,529
2025	3,587,525	1,743,004	5,330,529
2026	3,438,015	1,640,530	5,078,545
2027	3,113,969	1,542,926	4,656,895
2028	3,208,893	1,448,002	4,656,895
Thereafter	39,056,767	14,649,311	53,706,078
	<u><b>\$55,893,041</b></u>	<u><b>\$22,866,430</b></u>	<u><b>\$78,759,471</b></u>

Debenture debt is repayable to Alberta Loans to Local Authorities and bears interest at rates ranging from 1.67% to 3.84% per annum and matures in periods September 2025 through March 2052.

Debenture debt is issued on the credit and security of the City at large. Principal repaid on long term debt amounts to \$2,857,021 (2022 - \$2,783,024). Interest paid on long term debt amounts to \$1,821,336 (2022 - \$1,149,308).

## 17. Debt Limits

Section 185(1) of the Lloydminster Charter requires that debt and debt limits follow the regulations of the Alberta Municipal Government Act. Alberta Regulation 255/2000 required the City's debt and debt limit be disclosed as follows:

	2023	2022
Total Debt Limit	\$151,391,466	\$133,096,359
Total Debt	(55,893,041)	(54,750,063)
<b>Debt Limit Unused</b>	<u><b>\$95,498,425</b></u>	<u><b>\$78,346,296</b></u>
Debt Servicing Limit	\$25,231,911	\$22,182,727
Debt Servicing	(5,330,529)	(4,560,193)
<b>Debt Servicing Unused</b>	<u><b>\$19,901,382</b></u>	<u><b>\$17,622,534</b></u>

The debt limit is calculated at 1.5 times revenue of the City (as defined in Alberta Regulation 255/2000) and the debt service limit is calculated at 0.25 times such revenue. Incurring debt beyond these limitations requires approval by the Minister of Municipal Affairs. These thresholds are guidelines used by Alberta Municipal Affairs to identify municipalities that could be at financial risk if further debt is acquired. The calculation taken alone does not represent the financial stability of the City, rather the financial statements must be interpreted as a whole.

**18. Accumulated Surplus**

	<i>(restated)</i>			
	<b>2022</b>	<b>Additions</b>	<b>Reductions</b>	<b>2023</b>
<b>Unrestricted Surplus</b>	<b>\$43,602,536</b>	<b>\$47,537,064</b>	<b>(\$54,802,825)</b>	<b>\$36,336,775</b>
<b>Unrestricted Reserves</b>				
General Government	\$10,172,555	\$1,405,010	(\$3,005,521)	\$8,572,044
Protective Services	1,867,364	1,244,511	(386,593)	2,725,282
Transportation Services	11,063,695	3,332,479	(2,251,672)	12,144,502
Environmental Services	16,190,825	9,848,040	(8,981,953)	17,056,912
Social Services	824,907	82,787	(359,515)	548,179
Planning & Development	6,665,067	2,924,816	(1,197,721)	8,392,162
Recreation & Culture	10,300,685	5,873,377	(6,049,297)	10,124,765
	<b>\$57,085,098</b>	<b>\$24,711,020</b>	<b>(\$22,232,272)</b>	<b>\$59,563,846</b>
<b>Restricted Reserves</b>				
Public Municipal Reserve	\$169,186	-	-	\$169,186
Offsites Reserve	9,002,000	552,690	(492,146)	9,062,544
Subdivision Prepaid Improvements	2,065,381	-	-	2,065,381
BID (Business Improvement District)	1,056,414	-	(10,000)	1,046,414
	<b>\$12,292,981</b>	<b>\$552,690</b>	<b>(\$502,146)</b>	<b>\$12,343,525</b>
<b>Equity in Tangible Capital Assets</b>				
Tangible Capital Assets (Schedule 2)	\$904,225,024	\$46,576,380	(\$19,077,671)	\$931,723,733
Accumulated Amortization (Schedule 2)	(355,165,274)	(21,736,966)	18,130,538	(358,771,702)
Asset Retirement Obligation (Note 14)	(4,077,619)	(787,144)	206,533	(4,658,230)
Long-Term Debt (Note 13)	(54,750,062)	(4,000,000)	2,857,021	(55,893,041)
	<b>\$490,232,069</b>	<b>\$20,052,270</b>	<b>\$2,116,421</b>	<b>\$512,400,760</b>
<b>Accumulated Surplus</b>	<b>\$603,212,684</b>			<b>\$620,644,906</b>

Accumulated surplus represents the equity of an organization. In determining accumulated surplus, revenues and expenses are recognized as they are earned and incurred, according to PSAS. Council, through its annual budget process and other policies and bylaws, may fund certain amounts on a basis that differs from the expense recognition basis of PSAS.

**Unrestricted Surplus**

The unrestricted surplus represents accumulated surpluses from operations, which have not been designated by City Council for any specific use.

**Reserves**

The City follows the Reserves Policy 134-04, which was approved by Council December 2022. The purpose of this policy is to provide a safeguard and assist with long term financial stability and financial planning, which ensures financial resources are available to maintain a viable and sustainable community. Restricted Reserve Funds are established by provincial or municipal legislation and can only be used for their prescribed purposes. Unrestricted Reserves Funds are established, based on Council's direction to fund current or future expenditures for which the City has the authority to spend money or to provide for a specific purpose. Unrestricted Reserve Funds can be further established to assist in funding operational requirements or capital replacements/long term capital programs or for other special purposes.

**19. Offsites**

	<b>Opening Value</b>	<b>Additions</b>	<b>Funds Used</b>	<b>Ending Value</b>
Water	\$1,704,535	\$39,855	(\$492,146)	\$1,252,244
Sanitary	1,461,916	110,821	-	1,572,737
Stormwater	(2,928,241)	47,511	-	(2,880,730)
Transportation	8,763,790	354,503	-	9,118,293
	<b>\$9,002,000</b>	<b>\$552,690</b>	<b>(\$492,146)</b>	<b>\$9,062,544</b>

Council approved Bylaw 25-2021, Offsite Levy Bylaw, on October 2, 2023. Offsite levies help fund the cost of infrastructure that is required to be constructed due to the need to service new development. The levies received support infrastructure on a City-wide basis for all infrastructure types. The types of offsites collected and the related eligible infrastructure projects are listed below:

**Water**

Infrastructure included under the Water offsite includes upgrades to water treatment & supply infrastructure, as well as distribution and storage infrastructure. In 2023, Offsite levy funds were used for the following projects:

67 Street Water Line Extension (Capital Budget Project No.: 2113626)

**Sanitary**

Infrastructure included under the Sanitary offsite includes infrastructure for major offsite sanitary trunk mains which support sanitary collection, and infrastructure for sanitary treatment and disposal.

**Stormwater**

Infrastructure included under the Stormwater offsite includes upgrades to the existing storm sewer mains, culverts, drainage channels, and capacity improvements for stormwater management facilities or lakes. The current balance of the Stormwater offsite levy reserve is negative due to previously constructed City-wide projects where off-site levies have not been fully collected and are brought forward to the new off-site levy calculation.

**Transportation**

Infrastructure included under the Transportation offsite includes the extensions, twinning, and urbanization of major arterial roadways and associated intersection upgrades.

**20. Commitments****Water Supply**

On May 16, 2003, the City entered into an agreement to supply raw water to Husky Oil Operations Limited which has since been amalgamated with Cenovus Energy Inc. The first option term of the agreement is set to expire on December 3, 2029.

On February 27, 2017, Council approved that the City enter into an agreement to supply potable water to the Alberta Central East Water Corporation until January 1, 2038.

On February 16, 2021, Council approved that the City enter into an agreement to supply potable water to the Saskatchewan Water Corporation until December 31, 2041.

**Annexation**

On January 26, 2022, the Provincial Government of Alberta, through an Order in Council, approved the City's application to annex 23.5 quarter sections of land from the County of Vermilion River. The City is required to pay the County of Vermilion River a percentage of tax revenue from these annexed lands. The City has paid \$151,200 in 2023 and will pay \$226,800 over the period of 2024-2026.

### Vendor Agreement

On September 25, 2023, Council approved that the City enter into a 15-year agreement with Veolia Water Technologies & Solutions to provide a quantity of replacement membrane modules for use at the wastewater treatment facility. The City is required to pay \$404,960 plus GST annually. As of December 31, 2023, the City has commitments with various contractors for capital projects.

### Funding & Grants

As approved by Council in various motions, the City supports local non-profit organizations that provide services to the community by providing annual operating funding. Through various multi-year agreements, the City is committed to providing funding to these organizations. The organizations supported include, but are not limited to, the following:

- Border Paws Animal Shelter
- Start Up Lloydminster
- Vic Juba Community Theatre

In July 2022, the City entered into an agreement with the 2024 Saskatchewan Summer Games Lloydminster Inc. (non-profit) and the Saskatchewan Games Council Inc. to host the 2024 Saskatchewan Summer Games. The City is responsible for any deficit in capital and operating expenditures incurred by the non-profit in respect of hosting the Games.

The City partners with Family and Community Support Services (FCSS) to administer an annual grant to allocate FCSS funds to non-profit organizations for programs that fall within the scope of the FCSS Act and Regulation. The current agreement expires December 31, 2025. The City is required to provide a financial contribution of no less than twenty percent of the FCSS Services' total cost.

### 21. Contingent Liabilities

The collective agreement between the City and the Lloydminster Fire Fighter's Association Local 5182 of the International Association of Fire Fighter's expired on December 31, 2021. Negotiations are on-going which may result in retroactive compensation from January 1, 2022.

### 22. Contractual Obligations Under Operating Lease

The City has entered into a number of operating lease agreements with the last agreement expiring in 2031. Future minimum lease payments under operating leases are as follows:

	<b>2023</b>
2024	\$466,060
2025	470,191
2026	474,405
2027	478,701
Thereafter	1,670,393
	<u><u><b>\$3,559,750</b></u></u>

### 23. Contractual Rights

As approved by Council on July 17, 2023, the City entered into a 15-year sponsorship agreement with Cenovus Energy Inc. for the naming rights of the new event facility (Cenovus Energy Hub). Per the contracted payment plan, City will receive \$1,500,000 in 2024, and \$2,000,000 in total over 2025-2040.

As approved by Council on February 5, 2024, the City entered into a 10-year sponsorship agreement with Lloydminster & District Co-op Ltd. for the naming rights of the community arena within the Cenovus Energy Hub event facility. Per the contracted payment plan, the City will receive \$250,000 in 2024, and \$50,000 in total over 2025-2035.



As approved by Council on December 11, 2023, the City entered into an agreement with Richard Larsen Barr Colony Foundation to partner on the restoration of the Old Minster Log Church. The City will receive \$92,474 of funding from the Foundation in 2024.

#### 24. Franchise Fees

Disclosure of franchise fees under each utility franchise agreement entered by the City as required by Alberta Regulation 313/2000 is as follows:

	<i>(unaudited)</i>		
	<b>Budget</b>	<b>2023</b>	<b>2022</b>
<b>Power Utility</b>			
ATCO Electric	\$3,741,444	\$3,540,725	\$3,708,059
SaskPower	610,740	657,061	597,802
	<u>\$4,352,184</u>	<u>\$4,197,786</u>	<u>\$4,305,861</u>
<b>Gas Utility</b>			
ATCO Gas	<u>\$2,807,140</u>	<u>\$2,476,065</u>	<u>\$2,785,868</u>
	<u>\$7,159,324</u>	<u>\$6,673,851</u>	<u>\$7,091,729</u>

#### 25. Budget

Budget data presented in these consolidated financial statements is based upon the 2023 operating and capital budgets as approved by Council. Council approved budgets are prepared in accordance with the Lloydminster Charter, which in some cases is different from budget amounts prepared in accordance with PSAS and reported on the consolidated statement of operations and accumulated surplus. The table below reconciles the Council approved budget to the PSAS budget figures reported in these consolidated financial statements.

	<b>Revenues</b>	<b>Expenses</b>	<b>Surplus</b>
<b>Operating Budget<sup>1</sup></b>	\$109,908,230	\$109,810,465	\$97,765
<b>Adjustments</b>			
Lloydminster Public Library Budget	349,974	1,525,044	(1,175,070)
Property Tax Requisitions ( <b>Schedule 3</b> )	(14,177,557)	(14,177,557)	-
Amortization	-	21,769,922	(21,769,922)
Government Transfers for Capital	39,314,818	-	39,314,818
Transfers to Reserves	-	(13,169,318)	13,169,318
Transfers from Reserves	(2,972,684)	-	(2,972,684)
Principal Debt Payments	-	(2,970,558)	2,970,558
<b>Statement of Operations Budget</b>	<u>\$132,422,781</u>	<u>\$102,787,998</u>	<u>\$29,634,783</u>

1. The operating budget is inclusive of the budget approved by Council on November 21, 2022, and all subsequent approved amendments.

#### 26. Segmented Disclosures

The Consolidated Schedule of Segmented Disclosures (Schedule 5) has been prepared in accordance with PS 2700 Segmented Disclosures. Segmented disclosures are intended to help users of the financial statements identify the resources allocated to support major governments activities and allow the user to make more informed judgments regarding the government reporting entity. The segments are identified based on the functional activities and services provided by the City. For each reported segment, revenues and expenses represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis.

Segments are comprised as follows:

- a) **General Government**  
General Government includes services provided by Council and all other legislative activities such as property taxes. Also included are services that support City functions, such as information technology, finance and accounting, employee relations, marketing, communications and building maintenance.
- b) **Protective Services**  
Protective Services are those that safeguard residents, such as RCMP, bylaw services, fire department services, 911 dispatch, and all other disaster and emergency measures.
- c) **Transportation**  
Transportation includes transit services such as the Airport and the maintenance of the road infrastructure. Transportation also includes the operation of the City's internal fleet assets.
- d) **Environmental Services**  
Environmental services include the provision of utility services to residents, including water, wastewater, stormwater, and waste; the latter of which encompasses landfill, recycling, and curbside pickup.
- e) **Social Services**  
Social Services include community and family support services, cemetery, and other public health support.
- f) **Planning & Development**  
Planning & Development includes land planning and development, and other economic development services.
- g) **Recreation & Culture**  
Recreation & Culture includes the maintenance and operation of all City parks and ball diamonds, indoor and outdoor pools, splash parks, arenas, museums, libraries, cultural centers, and public art.

## 27. Financial Instruments

The City's financial instruments consist of cash and temporary investments, accounts receivable, investments, accounts payable and accrued liabilities, deposit liabilities, employee benefit liabilities and long-term debt. It is management's opinion that the City is not exposed to significant interest or currency risks arising from these financial instruments. The City is subject to credit risk with respect to taxes and grants in place of taxes receivables and trade and other receivables. Credit risk arises from the possibility that taxpayers and entities to which the City provides services may experience financial difficulty and be unable to fulfill their obligations. The large number and diversity of taxpayers and customers minimizes the credit risk. Unless otherwise noted, the carrying value of the financial instrument approximates fair value.

## 28. Comparative Amounts

	2022 – As Presented	2022 – Restated	Change	Impact to Accumulated Surplus
Trade and Other Receivables	\$15,928,646	\$16,078,646	\$150,000 increase	-
Asset Retirement Obligation	3,429,937	4,077,619	\$647,682 increase	-
Liability for Contaminated Sites	350,147	269,587	\$80,560 decrease	-
Tangible Capital Assets	549,912,562	549,059,750	\$852,812 decrease	-
Expenditures	96,000,156	97,426,822	\$1,426,666 increase	(1,426,666)
Accumulated Surplus – Opening	585,163,785	585,320,516	\$156,731 increase	156,731
				<b>(\$1,269,935)</b>

As a result of these adjustments, the ending accumulated surplus for 2022 has decreased by \$1,269,935.

**Trade and Other Receivables**

An amount receivable was recorded to reflect an expected recovery of the liability for contaminated sites. See **Note 15**.

**Asset Retirement Obligation**

Additional Asset Retirement Obligations were recorded for the following:

- Landfill - Historic
- Lloydminster Cultural & Science Centre
- Historic Water Treatment Plant & Reservoir

The methodology to calculate the Asset Retirement Obligation for the Landfill - Current was updated, resulting in a decrease to the Asset Retirement Obligation. See **Note 14**.

**Liability for Contaminated Sites**

The Liability for Contaminated Sites was decreased by the amount of work performed in prior years to discharge the liability. As well, accretion recorded after work had begun to discharge the liability was reversed.

**Tangible Capital Assets**

The methodology to calculate the Asset Retirement Obligation for the Landfill - Current was updated, this resulted in a decrease to the cost of the related Tangible Capital Asset.

Balances in Construction in Progress that related to work done to discharge liabilities were applied against the related liabilities (Asset Retirement Obligation and Liability for Contaminated Sites).

**Expenditures**

Expenditures were adjusted as a result of the adjustments to Asset Retirement Obligations and Liability for Contaminated Sites.

**Accumulated Surplus - Opening**

The 2022 Opening Accumulated Surplus was adjusted to reflect the impact of entries made in the prior year.

**29. Approval of the Financial Statements**

Council and Management have approved these consolidated financial statements.

## FIVE-YEAR HISTORICAL – STATISTICAL SECTION (Unaudited)

### POPULATION AND OTHER STATISTICS

For the years ended December 31, 2019 to 2023

	2019	2020	2021	2022	2023
<b>Population<sup>1</sup></b>	31,400	31,400	31,582	31,582	<b>31,582</b>
<b>Total Area of Municipality<sup>2</sup></b> (in hectares)	4,345	4,345	4,345	5,871	<b>5,871</b>
<b>Number of Dwelling Units<sup>3</sup></b>	13,225	13,464	13,715	14,015	<b>14,044</b>
<b>Building Permits<sup>4</sup></b> (value)					
Residential	\$7,672,176	\$9,182,407	\$13,687,622	\$30,229,611	<b>\$10,854,383</b>
Commercial	11,336,675	8,162,330	25,788,594	7,055,071	<b>31,643,490</b>
Industrial	1,988,000	3,900,000	9,046,394	2,100,000	<b>311,757</b>
Institutional	1,992,500	835,140	23,111,080	26,180,000	<b>77,190,374</b>
	<b>\$22,989,351</b>	<b>\$22,079,877</b>	<b>\$71,633,690</b>	<b>\$65,564,682</b>	<b>\$120,000,004</b>
<b>Number of Building Permits Issued<sup>4</sup></b>	145	149	189	170	<b>123</b>
<b>Miscellaneous<sup>2</sup></b>					
Open Roads Maintained Length (KMs)	219.19	219.19	227.04	228.70	<b>229.50</b>
Water Mains Length (KMs)	239.30	248.70	249.24	249.71	<b>236.33</b>
Wastewater Mains Length (KMs)	220.46	220.96	220.96	221.31	<b>217.39</b>
Storm Drainage Mains Length (KMs)	159.02	160.17	160.60	161.58	<b>157.91</b>

**Sources:** <sup>1</sup>Statistics Canada <sup>2</sup>City of Lloydminster GIS <sup>3</sup>City of Lloydminster Assessment and Taxation <sup>4</sup>City of Lloydminster Planning and Development

## VALUATION OF TAXATION AND ASSESSMENT

As per the Mill Rate Bylaws from 2019 to 2023

	2019	2020	2021	2022	2023
<b>Assessed Values</b>					
Residential	\$3,147,531,240	\$3,179,414,630	\$3,052,497,970	\$3,077,955,580	\$3,089,518,490
Non-Residential	1,289,138,300	1,400,837,660	1,386,486,820	1,419,777,620	1,560,782,300
Annexed	-	-	-	7,496,560	7,438,850
<b>Total Assessed Values</b>	<b>\$4,436,669,540</b>	<b>\$4,580,252,290</b>	<b>\$4,438,984,790</b>	<b>\$4,505,229,760</b>	<b>\$4,657,739,640</b>

## TAXES LEVIED

For the years ended December 31, 2019 to 2023

	2019	2020	2021	2022	2023
<b>Taxes Levied</b>					
Municipal	\$36,180,841	\$36,156,775	\$36,792,699	\$38,778,216	\$42,159,304
Education	13,034,271	12,619,727	12,788,602	12,896,481	12,463,720
Seamless Education	2,421,045	2,499,164	2,399,882	2,291,321	1,712,352
Designated Industrial Property	-	-	-	-	18,185
<b>Total Taxes Levied</b>	<b>\$51,636,158</b>	<b>\$51,275,666</b>	<b>\$51,981,183</b>	<b>\$53,966,018</b>	<b>\$56,353,560</b>

## 2023 TOP 3 TAXABLE PROPERTIES

Cenovus Energy Inc.

ADM Agri-Industries Company

ATCO Electric

**Source:** City of Lloydminster Assessment and Taxation

## CONSOLIDATED STATEMENT OF OPERATIONS

For the years ended December 31, 2019 to 2023

	2019	2020	2021	2022	2023
<b>Revenues</b>					
Net Municipal Taxes	\$36,180,842	\$36,150,787	\$36,792,699	\$38,778,225	\$42,154,719
User Fees and Sale of Goods	31,636,786	27,934,250	37,173,756	32,546,324	38,638,502
Government Transfers for Operating	4,321,462	7,227,663	4,402,918	4,528,580	5,132,178
Investment Income	1,659,207	1,114,082	1,046,420	2,481,285	5,496,877
Penalties and Costs of Taxes	1,145,155	1,060,355	614,271	796,720	815,750
Fine Revenue			586,574	539,905	620,382
Development Levies	132,092	1,559,651	778,697	256,894	173,444
Licenses and Permits	917,943	821,569	1,092,753	1,110,675	1,061,152
Franchise and Concession Contracts	5,921,024	5,782,751	5,953,163	7,091,729	6,673,851
Gain or (Loss) on Asset Disposal	9,180	(41,970)	169,829	809,371	42,107
Other Income	110,375	156,566	782,808	152,575	526,834
	<b>\$82,034,066</b>	<b>\$81,765,704</b>	<b>\$89,393,888</b>	<b>\$89,092,283</b>	<b>\$101,335,796</b>
<b>Expenditures</b>					
Council and Other Legislative Administration	\$1,415,647	\$1,516,584	\$1,124,844	\$1,168,081	\$1,189,465
Police	10,119,692	9,463,237	10,896,644	12,648,603	13,542,725
Fire	9,536,377	10,105,660	11,476,445	13,591,125	12,980,335
Disaster and Emergency Measures	2,965,887	3,374,545	3,723,365	4,235,353	4,692,797
Bylaw Enforcement	175,962	277,202	177,565	134,661	260,241
Road Services	898,940	1,020,978	1,200,146	1,069,329	1,682,314
Fleet Services	7,094,887	6,730,771	5,111,277	8,869,790	7,335,944
Airport			1,826,972	2,393,683	2,167,479
Storm Drainage	1,093,981	957,692	917,116	1,098,680	1,284,281
Water Supply and Distribution	300,112	431,134	274,675	202,159	593,577
Wastewater Treatment and Disposal	4,114,325	4,147,240	4,198,769	5,283,014	5,453,444
Waste Management	1,828,764	1,836,014	1,894,243	2,265,223	4,101,182
Family and Community Support	3,052,756	3,056,638	2,859,860	2,884,370	3,000,649
Cemetery and Crematoriums	1,280,377	1,105,818	977,509	1,148,766	1,461,548
Land Use Planning, Zoning, and Development	99,960	162,063	142,112	134,200	120,988
Economic Development	1,174,155	1,329,657	1,345,830	1,118,934	1,434,269
Subdivision Land and Development	42,374	267,627	401,517	474,872	532,564
Parks and Recreation	285,480	836,422	1,839,276	391,155	1,229,333
Cultural, Libraries, Museums, and Halls	11,889,213	11,110,522	12,346,331	13,364,674	14,194,563
Amortization	2,326,912	2,835,304	2,536,382	3,424,146	3,368,766
	21,079,048	19,457,635	20,806,526	21,526,008	21,736,966
	<b>\$80,974,849</b>	<b>\$80,022,743</b>	<b>\$86,077,404</b>	<b>\$97,426,826</b>	<b>\$102,363,430</b>
<b>Surplus (Deficit) of Revenues over Expenditures</b>	<b>\$1,059,217</b>	<b>\$1,742,961</b>	<b>\$3,316,484</b>	<b>(\$8,334,543)</b>	<b>(\$1,027,634)</b>
Contributed Assets	\$6,818,976	\$-	\$1,872,559	\$1,215,486	\$278,525
Government Transfers for Capital	16,160,198	8,022,874	36,275,167	25,011,223	18,181,331
	<b>\$22,979,174</b>	<b>\$8,022,874</b>	<b>\$38,147,726</b>	<b>\$26,226,709</b>	<b>\$18,459,856</b>
<b>Surplus (Deficit) of Revenues over Expenditures</b>	<b>\$24,038,391</b>	<b>\$9,765,835</b>	<b>\$41,464,210</b>	<b>\$17,892,166</b>	<b>\$17,432,222</b>
Accumulated Surplus - Beginning of Year	\$508,227,104	\$531,976,560	\$543,699,577	\$585,320,518	\$603,212,684
Adjustments to Accumulated Surplus	(288,935)	1,957,182	156,731	-	-
<b>Accumulated Surplus - End of Year</b>	<b>\$531,976,560</b>	<b>\$543,699,577</b>	<b>\$585,320,518</b>	<b>\$603,212,684</b>	<b>\$620,644,906</b>

**Note 1** - Penalties & Costs of Taxes and Fine Revenue were combined in 2019, 2020 and 2021. First split out in 2022 (which updated the 2021 comparatives).

**Note 2** - Road and Fleet Services were combined in 2019, 2020 and 2021. First split out in 2022 (which updated the 2021 comparatives).

## CONSOLIDATED SCHEDULE OF REVENUES BY FUNCTION

For the years ended December 31, 2020 to 2023

	2020	2021	2022	2023
General Government	\$49,025,203	\$47,513,981	\$51,812,732	\$58,237,580
Protective Services	1,543,620	2,342,316	2,095,687	2,475,824
Transportation	754,600	744,940	2,077,884	1,516,795
Environmental Services	23,794,776	24,831,864	25,905,225	27,367,808
Social Services	817,657	839,711	851,882	1,034,896
Planning & Development	2,362,647	8,940,836	1,409,183	2,970,780
Recreation & Culture	3,467,201	4,180,240	4,939,690	7,732,113
	<b>\$81,765,704</b>	<b>\$89,393,888</b>	<b>\$89,092,283</b>	<b>\$101,335,796</b>

**Note 1** – 2019 figures excluded because the only amounts available are rounded to thousands and are not comparable to 2020-2023.

## CONSOLIDATED SCHEDULE OF EXPENSES BY OBJECT

For the years ended December 31, 2019 to 2023

	2019	2020	2021	2022	2023
Salaries, Wages and Benefits	\$30,030,470	\$30,698,622	\$33,117,189	\$36,095,940	\$37,950,639
Contracted and General Services	18,335,158	18,179,332	18,902,364	24,559,909	26,452,543
Cost of Sales	136,762	573,507	1,568,799	561,960	1,353,355
Materials and Goods	3,531,263	3,420,735	3,348,959	4,133,514	4,233,482
Transfer to Local Boards or Agencies	1,007,729	914,187	1,388,204	1,509,309	1,856,777
Utilities	5,808,220	5,392,525	5,435,023	6,250,611	6,574,427
Bank Charges	75,301	172,776	185,755	181,567	165,684
Interest on Long Term Debt	967,574	914,888	873,475	1,149,308	1,821,336
Accretion Expense	(26,173)	296,282	326,491	1,453,531	210,670
Bad Debts	29,497	2,254	124,619	5,169	7,550
Amortization	21,079,048	19,457,635	20,806,526	21,526,008	21,736,967
	<b>\$80,974,849</b>	<b>\$80,022,743</b>	<b>\$86,077,404</b>	<b>\$97,426,826</b>	<b>\$102,363,430</b>

## CONSOLIDATED STATEMENT OF NET ASSETS

For the years ended December 31, 2019 to 2023

	2019	2020	2021	2022	2023
Financial Assets	\$99,104,762	\$113,402,378	\$132,901,731	\$144,695,837	\$133,924,900
Financial Liabilities	(53,421,042)	(56,916,498)	(63,789,838)	(92,071,387)	(87,815,258)
<b>Net Financial Assets</b>	<b>\$45,683,720</b>	<b>\$56,485,880</b>	<b>\$69,111,893</b>	<b>\$52,624,450</b>	<b>\$46,109,642</b>

## CONSOLIDATED SCHEDULE OF ACQUISITIONS OF TANGIBLE CAPITAL ASSETS

For the years ended December 31, 2019 to 2023

	2019	2020	2021	2022	2023
Land	\$-	\$255,647	\$149,930	\$-	\$-
Land Improvements	5,497,105	1,736,720	1,411,432	4,128,671	965,797
Buildings	929,309	798,398	3,142,921	4,304,121	864,853
Machinery & Equipment	4,752,573	1,465,182	2,228,326	3,939,959	2,015,041
Engineered Structures	17,760,785	8,307,903	8,219,378	7,921,397	22,187,402
Construction in Progress	4,597,083	6,733,755	33,222,969	39,363,770	20,543,287
	<b>\$33,536,855</b>	<b>\$19,297,605</b>	<b>\$48,374,956</b>	<b>\$59,657,918</b>	<b>\$46,576,380</b>

## CONSOLIDATED DEBT LIMIT AND LONG-TERM DEBT

For the years ended December 31, 2019 to 2023

	2019	2020	2021	2022	2023
<b>Long-Term Debt</b>					
Tax Supported	\$25,393,615	\$25,263,370	\$27,385,470	\$25,281,304	\$23,118,659
Utility Supported	7,460,192	6,811,312	6,147,617	29,468,758	32,774,382
<b>Total Long-Term Debt</b>	<b>\$32,853,807</b>	<b>\$32,074,682</b>	<b>\$33,533,087</b>	<b>\$54,750,062</b>	<b>\$55,893,041</b>
Total debt per capita	<b>\$1,046</b>	<b>\$1,021</b>	<b>\$1,062</b>	<b>\$1,734</b>	<b>\$1,770</b>

	2019	2020	2021	2022	2023
<b>Debt Limits</b>					
Total Debt Limit	\$122,351,202	\$121,958,426	\$133,434,545	\$133,096,359	\$151,391,466
Total Debt	(32,853,807)	(32,074,682)	(33,533,087)	(54,750,063)	(55,893,041)
<b>Debt Limit Unused</b>	<b>\$89,497,395</b>	<b>\$89,883,744</b>	<b>\$99,901,458</b>	<b>\$78,346,296</b>	<b>\$95,498,425</b>
Percentage Used	<b>27%</b>	<b>26%</b>	<b>25%</b>	<b>41%</b>	<b>37%</b>

	2019	2020	2021	2022	2023
<b>Debt Servicing Limit</b>					
Debt Servicing Limit	\$20,391,867	\$20,326,404	\$22,239,091	\$22,182,727	\$25,231,911
Debt Servicing	(3,197,246)	(3,222,296)	(3,705,793)	(4,560,193)	(5,330,529)
<b>Debt Servicing Unused</b>	<b>\$17,194,621</b>	<b>\$17,104,108</b>	<b>\$18,533,298</b>	<b>\$17,622,534</b>	<b>\$19,901,382</b>
Percentage Used	<b>16%</b>	<b>16%</b>	<b>17%</b>	<b>21%</b>	<b>21%</b>
Percentage of Expenditures	<b>4%</b>	<b>4%</b>	<b>4%</b>	<b>5%</b>	<b>5%</b>



## CONSOLIDATED SCHEDULE OF RESERVES

For the years ended December 31, 2019 to 2023

	2019	2020	2021	2022	2023
<b>Unrestricted Reserves</b>					
General Government	\$14,692,050	\$15,359,764	\$9,792,740	\$10,172,554	\$8,572,043
Protective Services	1,379,000	2,561,825	2,328,004	1,867,364	2,725,281
Transportation Services	7,528,288	9,673,546	10,716,609	11,063,695	12,144,503
Environmental Services	8,570,035	11,588,968	15,366,380	16,190,825	17,056,912
Social Services	110,000	360,000	578,456	824,907	548,179
Planning & Development	1,360,141	1,440,760	5,796,304	6,665,067	8,392,162
Recreation & Culture	3,655,554	3,522,191	10,003,325	10,300,685	10,124,766
	<b>\$37,295,068</b>	<b>\$44,507,054</b>	<b>\$54,581,818</b>	<b>\$57,085,098</b>	<b>\$59,563,846</b>
<b>Restricted Reserves</b>					
Public Municipal Reserve	\$169,186	\$169,186	\$169,186	\$169,186	\$169,186
Offsites Reserve	7,345,003	8,744,368	9,443,754	9,002,000	9,062,544
Subdivision Prepaid Improvements	2,065,381	2,065,381	2,065,381	2,065,381	2,065,381
BID (Business Improvement District)	166,629	158,969	156,414	1,056,414	1,046,414
Federal Gas Tax	2,014,848	12,451,205	-	-	-
	<b>\$11,761,047</b>	<b>\$12,451,205</b>	<b>\$11,834,736</b>	<b>\$12,292,981</b>	<b>\$12,343,525</b>

**Note 1** – In 2022, the City implemented a new accounting policy with respect to the Federal Gas Tax Funds (subsequently renamed the Canada Community Building Fund) to account for them as deferred revenue. This change was applied retroactively to 2021.








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