



Unaudited Financial Information December 2021

December 31, 2021

Prepared by:

Treasury & Financial Services

March 22, 2022



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This City of Lethbridge 2021 Financial Information Report is produced by the Treasury & Financial Services Department in cooperation with all City of Lethbridge departments.

Executive Summary - Unaudited 2021 Year End Financial Information

For Submission to the March 22 City Council Meeting

This Unaudited 2021 Year End Financial Information provides City Council with highlights of the 2021 General Fund, Utility Fund and Reserve Funded Operations and an update on the City's financial position for the year ended December 31, 2021. The supporting Variance Discussion and Analysis has been prepared in cooperation with all Departments.

December 31, 2021 marks the end of the third year of the City's multi-year budget cycle (2019-2022). Typically, to accommodate the four-year budget cycle, Departments are expected to operate within their 48 month budget. If there is a shortfall after the third year, Departments are expected to overcome the deficit by adjusting expenditures in the remaining years (2022); and if the experience after the third year results in net under expenditures, the departments have the ability to roll the amounts over to assist operations during the final year. At the end of the four-year budget cycle, any remaining department rollover is transferred to the MRSR in accordance with City Council Resolution.

In 2021, the unprecedented event of the COVID-19 outbreak continues to cause a significant impact on the City and its citizens, this report will outline the 2021 financial impacts of decisions that were made in response.

This report reflects the recent changes from the Organizational Structure Review related to the KPMG Operational Review Process. The consolidation of departments have been reflected in Section A-2. At the time of completion of this report the majority of workforce adjustments have been processed and have been reflected in the report. Per the November 25, 2019, Council Resolution, one-time and ongoing variances as a result of the workforce adjustment will be transferred to the Corporate Contingency fund and reported within the Unaudited Report.

The Unaudited Report is organized into the following sections: Corporate Accounts, Department Operations, Utility Funded Operations, and Reserve Funded Operations.

Corporate Accounts Surplus ended the year with a positive variance of \$4,454,000. Specific positive and negative budget variances resulting from factors not attributable to the department management (e.g. corporate revenues and utility costs on City facilities) are reported as a corporate responsibility.

Significant corporate variances include:

- 1) Employee benefit accounts \$3,161,000 - This surplus is attributed to savings in payroll source deductions (CPP, EI, various pension plans) resulting from personnel matters.
- 2) Property Tax revenue \$576,000 - This surplus is mainly due to higher than anticipated growth in commercial properties of \$1,075,000 and partially offset by a \$(499,000) shortfall due to the Provincial Government's announcement that the Province will reduce its payment on property taxes paid on Crown property by 50%.
- 3) Corporate fuel costs \$655,000 - primarily due to lower than budgeted fuel prices.
- 4) Utility costs for tax supported City facilities \$710,000 - Consumption was lower than expected for all utilities. Rates for electricity and natural gas were lower than budgeted.
- 5) ENMAX COVID-19 Sponsorship & Licensee Loss \$(790,000) - Due to facility closures the ENMAX Centre has extended the end dates on contract terms for sponsors and licensees to compensate for the loss of benefit. Per council resolution on November 2, 2020, an adjustment through the general fund was approved to accommodate for losses incurred because of COVID-19. COVID-19

Pressure Funding was used to offset the pressure in the general fund.

6) Permit, development & license revenues \$(883,000) shortfall - due to revenue shortfalls in Inspection & Permit \$(628,000), Planning & Development \$(227,000), and business licence revenue \$(28,000). These shortfalls are a result of the pandemic and resulting economic conditions.

7) General revenue positive variance of \$167,000 -The surplus is due to higher than budgeted transfers from Water Utility of \$208,000 and Landfill Utility of \$60,000. Offset by lower than budgeted penalties on taxes of \$(104,000). Included in general revenues is a \$5,585,000 surplus that was a result of City Council decisions made during the 2021-2022 operating budget review to reduce budget and maintain a zero percent tax increase throughout the remainder of the budget cycle and other corporate budget variances. This one-time surplus was allocated to the following: Airport Reserve \$(1,000,000) to offset expected revenues pressures as a result of COVID-19; \$(3,630,000) to the Acquire Off Street Parking Reserve which was used to repay the balance of the internal loan from the Municipal Revenue Stabilization Reserve for the Park 'N Ride (CIP 2018-2027 D-15); \$(955,000) to the Acquire Off Street Parking Reserve to offset expected revenue pressures as a result of COVID-19.

The corporate surplus will be transferred to the MRSR in 2022 in accordance with City policy.

General Fund Department Operations ended the year with a positive variance of \$2,567,000 which represents 1.44% of the Departments' budgets. Significant areas contributing to the tax supported department variances are summarized below and described in more detail in the Variance Discussion and Analysis.

1) COVID-19 Pressure Funding \$995,000 - On March 23, 2021, City Council approved funding allocations outlined in the 2020 Unaudited Report. This allocated \$3,490,000 to Budget Appropriation Unexpended for purposes of funding future direct costs and forgone revenues associated with COVID-19. The \$995,000 is funding which was allocated to two departments that experienced significant revenue decline as result of COVID-19 (ENMAX & Lethbridge Transit & Accessible Transportation).

2) Fire & Emergency Services \$1,007,000 - mainly due to a surplus in wages due to staff attrition, cyclical recruiting of new hires and other wage related costs.

3) Planning & Design \$528,000 - due to staff transitioning, operating efficiencies, and manager restraint in spending related to revenues below budget.

4) Emergency Coordination Centre (ECC) Response (balanced) - this relates to the direct incremental revenues and expenditures associated with COVID-19 decisions made by the ECC through the Incident Command System. Direct expenditures associated with the City of Lethbridge's response to COVID-19 in 2021 resulted in a negative variance of \$(2,319,000). This negative variance is offset by \$1,596,000 of approved funding from other levels of government, \$188,000 of one-time funding from the Municipal Revenue Stabilization Reserve, and \$535,000 of COVID-19 pressure funding.

5) ENMAX Centre \$(295,000) - the variance is entirely due to the impact of COVID-19 on ENMAX operations including loss of revenue related to cancelled / rescheduled events and hockey games, food and beverage revenue shortfall, and lower suite revenue due to the timing of the contract renewals. The shortfall was funded through COVID-19 pressures funding.

6) Lethbridge Transit & Accessible Transportation \$(1,387,000) - primarily due to reduced fare revenue and a shortfall of forgone recoveries from the termination of school bus operations. Offset by savings as a result of reducing operational expenses.

Utility Funded operations ended the year with a positive variance of \$7,841,000. Significant variances

include:

- 1) Water \$3,221,000 - Water revenues had a positive variance of \$2,613,000 primarily due to higher than budgeted Residential, Regional & Irrigation revenues, and general revenues. Operating expenses are in a positive variance of \$608,000; this is primarily a result of less than budgeted expenditures in raw water supply, reservoirs and residuals management at the water treatment plant. There were less than budgeted debenture debt payments of \$1,337,000 and these surpluses in operating funds were applied to 2022-2031 Capital Improvement Projects \$(1,337,000).
- 2) Waste Processing \$2,481,000 - Waste processing revenues had a positive variance of \$1,972,000 mainly due to higher than budgeted landfill revenues; there were other operational expense variances of \$509,000
- 3) Wastewater \$1,633,000 - Revenues finished higher than budgeted by \$1,594,000 primarily due to higher than budgeted industrial revenues as well as \$39,000 surplus in operating expenses primarily due to lower than budgeted expenditures. There were less than budgeted debenture debt payments of \$720,000 and this surplus in operating funds were applied to 2022-2031 Capital Improvement Projects \$(720,000).

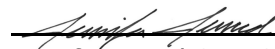
Reserve funded operations that have been significantly impacted as a result of COVID-19 during the year include:


- 1) Airport \$168,000 - On November 30, 2020, City Council approved the 2021-2022 budget for the Airport which incorporated the negative impact of COVID-19 on passenger and air traffic revenues. The result of these reductions was a budgeted transfer of \$(1,247,000) from the Airport reserve, due to cost reductions a transfer of only \$1,079,000 was required. This is primarily due to lower traffic volumes and Airport renovations resulting in lower costs.
- 2) Parking \$(352,000) - This is due to an under expenditure in parking operations of \$127,000. Parking revenue from both on-street and off-street parking finished the year with a negative variance of \$(479,000) due to COVID-19.

To conclude, throughout 2021 we continue to experience operational and financial impacts from the COVID-19 response. We would like to acknowledge our staff across the organization for their commitment in compiling and analyzing the information required to produce this report. We are pleased with the results of this year and our Departments continue to do an admirable job of providing service to our community and managing budget funds responsibly. Our financial policies continue to serve the City of Lethbridge and its residents in maintaining a strong financial position for the future.

For additional details, please contact the City Treasurer or the Controller.

Respectfully submitted,


Jennifer Jerred CPA, CA
Controller


Darrell Mathews CPA, CMA, CIA
City Treasurer


Lloyd Brierley
City Manager

CITY OF LETHBRIDGE

Unaudited 2021 Summary of Operations General Fund - Corporate Accounts



	Budget (Net Revenue) Net Expenditure	Actual (Net Revenue) Net Expenditure	Variance Pos (Neg)
General Fund			
Corporate Accounts			
Property tax	\$ (157,277,214) \$	(157,853,608) \$	576,394
General Revenues	(27,088,262)	(27,254,811)	166,549
Permit, development & license revenues	(5,482,700)	(4,599,297)	(883,403)
Employee benefit accounts	-	(3,160,914)	3,160,914
Grants to organizations	1,199,700	1,131,753	67,947
	(188,648,476)	(191,736,877)	3,088,401
Non-discretionary department variances			
Corporate fuel costs	2,049,200	1,394,248	654,952
Utility costs for tax supported City facilities	4,941,800	4,231,390	710,410
ENMAX COVID-19 Sponsorship & Licensee Loss	-	790,000	(790,000)
COVID-19 Pressure Funding	-	(790,000)	790,000
	6,991,000	5,625,638	1,365,362
	\$ (181,657,476) \$	(186,111,239) \$	4,453,763

Note 1: The corporate surplus will be transferred to the MRSR in the following year in accordance with City policy.



CITY OF LETHBRIDGE

Unaudited 2021 Summary of Operations

General Fund - Department Operations

	2021	2021	2021	2020	2019-2021
	Amended Budget	Actual	Variance	Roll Over Remaining	Balance
	(Net Revenue)	(Net Revenue)	Pos (Neg)	Pos (Neg)	Pos (Neg)
	Net Expenditure	Net Expenditure			
Boards and Commissions					
Galt Museum	\$ 1,826,989	\$ 1,821,673	\$ 5,316	\$ 28,703	\$ 34,019
Lethbridge Police Services	36,892,747	36,892,747	-	-	-
Lethbridge Public Library	6,207,727	6,345,581	(137,854)	275,012	137,158
General Government					
City Clerk	694,048	694,048	-	59,246	59,246
City Manager's Office & Chief of Staff	732,074	732,074	-	954	954
City Solicitor	390,527	386,598	3,929	(6,462)	(2,533)
Mayor & City Council Office	543,788	438,120	105,668	202,112	307,780
OPCI	595,270	595,270	-	-	-
Opportunity Lethbridge	1,686,484	1,541,519	144,965	176,432	321,397
Pay-As-You-Go	13,708,000	13,708,000	-	-	-
Corporate & Customer Services					
IT Services & Digital Transformation	3,846,676	3,845,585	1,091	6,336	7,427
Facility Services	6,479,978	6,479,978	-	-	-
Lethbridge 311	988,446	515,170	473,276	26,588	499,864
People & Culture	1,998,910	1,998,122	788	(17,467)	(16,679)
Treasury & Financial Services	4,824,365	4,688,146	136,219	243,202	379,421
Community Services					
Community Social Development	1,099,898	1,099,898	-	-	-
Community Services Support	883,427	835,487	47,940	28,433	76,373
ENMAX Centre	1,194,273	1,488,996	(294,723)	-	(294,723)
Fire & Emergency Services	33,416,949	32,409,588	1,007,361	367,329	1,374,690
Recreation & Culture	12,563,390	12,092,829	470,561	705,046	1,175,607
Regulatory Services	1,555,517	1,568,399	(12,882)	42,980	30,098
Lethbridge Transit & Accessible Transportation	12,345,767	13,732,695	(1,386,928)	-	(1,386,928)
Infrastructure Services					
Infrastructure Services Support	350,119	350,119	-	25,068	25,068
Parks Maintenance & Management	13,375,153	13,144,003	231,150	6,021	237,171
Planning & Design	5,020,730	4,491,997	528,733	776,582	1,305,315
Stormwater	559,212	599,784	(40,572)	(85,707)	(126,279)
Transportation	13,952,652	13,664,114	288,538	430,875	719,413
COVID-19 Pressure Funding	-	(994,850)	994,850	-	994,850
	\$ 177,733,116	\$ 175,165,690	\$ 2,567,426	\$ 3,291,283	\$ 5,858,709

Notes:

Significant variances are explained within Section A-5 Variance Discussion and Analysis

At the end of the four-year budget cycle, any remaining Department Rollover is transferred to the MRSR in accordance with City Council Resolution.



CITY OF LETHBRIDGE

Unaudited 2021 Summary of Operations

Summary of Utility Funds

	Budget	Actual	Variance Pos (Neg)
Utility Funded Operations			
Electric			
Revenue	\$ 85,838,784	\$ 89,061,100	\$ 3,222,316
Expenses	85,838,784	88,963,854	(3,125,070)
Surplus	-	97,246	97,246
Waste Collection			
Revenue	11,899,619	12,285,120	385,501
Expenses	11,899,619	11,877,191	22,428
Surplus	-	407,929	407,929
Waste Processing			
Revenue	11,673,700	13,644,938	1,971,238
Expenses	11,673,700	11,163,634	510,066
Surplus	-	2,481,304	2,481,304
Wastewater			
Revenue	17,984,000	19,578,637	1,594,637
Expenses	17,984,000	17,945,300	38,700
Surplus	-	1,633,337	1,633,337
Water			
Revenue	24,281,000	26,893,688	2,612,688
Expenses	24,281,000	23,672,623	608,377
Surplus	\$ -	\$ 3,221,065	\$ 3,221,065



CITY OF LETHBRIDGE

Unaudited 2021 Summary of Operations

Summary of Reserve Funds

	Budget	Actual	Variance Pos (Neg)
Reserve Funded Operations			
Airport			
Revenues	\$ 877,000	\$ 878,867	\$ 1,867
Expenses	2,467,200	2,300,802	166,398
Plus tax supported funding	343,200	343,200	-
Transfer from the Reserve	(1,247,000)	(1,078,735)	168,265
Cemeteries			
Revenue	945,500	1,104,270	158,770
Less expenditures	1,492,333	1,249,709	242,624
Plus tax supported funding	546,833	546,833	-
Transfer to the Reserve	-	401,394	401,394
Community Lighting			
Revenue	9,500	661,143	651,643
Less expenditures	3,178,827	3,632,082	(453,255)
Plus tax supported funding	3,169,327	3,169,327	-
Transfer to the Reserve	-	198,388	198,388
Fleet Services			
Revenue	13,569,300	13,515,787	(53,513)
Less expenditures	8,844,832	9,189,489	(344,657)
Transfer to the Reserve	4,724,468	4,326,298	(398,170)
Parking			
Revenue	1,383,100	903,323	(479,777)
Less expenditures	796,963	669,597	127,366
Transfer from reserve to operations	(135,000)	(135,000)	-
Transfer from the Reserve	451,137	98,726	(352,411)
Opportunity Lethbridge			
Less expenditures	1,224,429	1,148,142	76,287
Transfer to Subdivision Surplus	(1,224,429)	(1,148,142)	76,287
Risk Management			
Revenue	3,694,100	3,719,571	25,471
Less expenditures	3,340,236	3,890,028	(549,792)
Transfer from the Reserve	\$ 353,864	\$ (170,457)	\$ (524,321)

The following provides City Council with an overview of the operations of the City of Lethbridge:

1) a) General Fund - 2021 Corporate Accounts

Corporate Accounts Surplus of \$4,453,763 - Specific positive and negative budget variances resulting from factors not attributable to the business unit management (e.g. corporate revenues and utility costs on City facilities) are reported as a corporate responsibility.

The corporate surplus will be transferred to the MRSR in the following year in accordance with City policy. The major areas are summarized as follows:

Property Taxes - ended the year with a positive variance of \$576,000. The surplus is mainly due to higher than anticipated growth in commercial properties of \$1,075,000 and partially offset by a \$(499,000) shortfall due to the Provincial Government's announcement that the Province will reduce its payment on property taxes paid on Crown property by 50%.

General Revenues - ended the year with a positive variance of \$167,000. The surplus is due to higher than budgeted transfer from Water Utilities to General Operations of \$208,000, higher than budgeted transfer from the Landfill to General Operations of \$60,000. This was offset by lower than budgeted penalties on taxes of \$(104,000) and higher than budgeted other revenues of \$3,000.

Included in general revenues is a \$5,585,000 surplus that was a result of City Council decisions made during the 2021-2022 operating budget review to reduce budget and maintain a zero percent tax increase throughout the remainder of the budget cycle and other corporate budget variances. This one-time surplus was allocated to the following: Airport Reserve \$(1,000,000) to offset expected revenues pressures as a result of COVID-19; \$(3,630,000) to the Acquire Off Street Parking Reserve which was used to repay the balance of the internal loan from the Municipal Revenue Stabilization Reserve for the Park 'N Ride (CIP 2018-2027 D-15); \$(955,000) to the Acquire Off Street Parking Reserve to offset expected revenue pressures as a result of COVID-19.

Permit, development & license revenues - ended the year with a negative variance of \$(883,000). This variance is due to Inspection & Permit revenue shortfall of \$(628,000) and Planning & Development revenue shortfalls of \$(227,000), job loss and uncertainty stemming from COVID-19 has impacted capacity to purchase and renovate. Business license revenues ended the year with a deficit of \$(28,000) due to the pandemic and the resulting economic conditions.

Employee benefit accounts - ended the year with a positive variance of \$3,161,000. This surplus is attributed to savings in payroll source deductions (CPP, EI, various pension plans) resulting from personnel matters.

Corporate fuel costs - ended the year with a positive variance of \$655,000. This is primarily due to lower than budgeted Transit fuel prices.

Utility costs for tax supported City facilities - ended the year with a positive variance of \$710,000. The total variance of \$710,000 is due to surpluses of \$234,000 for electricity, \$231,000 for natural gas, \$194,000 for city utilities, and an overall utility surplus of \$51,000 at the ENMAX Centre.

ENMAX COVID-19 Sponsorship & Licensee Loss - ended the year with a negative variance of \$(790,000). Due to facility closures the ENMAX Centre has extended the end dates on contract terms for sponsors and licensees to compensate for the loss of benefit. Extensions have been granted over multiple years ending in 2024. Per council resolution on November 2, 2020, an adjustment through the general fund has been made to accommodate for losses incurred because of COVID-19. COVID-19 Pressure Funding was used to offset the pressure in the general fund.

1) b) General Fund - 2021 Department Operations

Departments ended the year with a positive variance of \$2,567,426 which represents 1.44% of the departments' budgets. At the end of the four-year budget cycle any remaining Department Rollover is transferred to the MRSR in accordance with City Council Resolution.

Significant areas contributing to the tax supported department variances are described below:

Boards and Commissions

Galt Museum - ended the year with a positive variance of \$5,000. The variance was due to earned revenue shortfall of \$(48,000), and the following over-expenditures in casual and part-time wages, \$(123,000), exhibits hallway reconfiguration project, \$(10,000), Fort booklet project, \$(11,000), procurement of tents and visitor chairs at the Fort Whoop-Up, \$(19,000), as well as a security system upgrade BAU of \$(10,000). These negative variances are partially offset by positive variances in grants and donations of \$155,000 and under-expenditures in computer software maintenance and hardware equipment of \$11,000. Savings related to earned revenue shortfall include cost of goods sold, \$8,000, freight and courier, \$5,000 and bank charges, \$2,000. Other savings as a result of facility closures and gathering restrictions include advertising, \$12,000, board of directors expenses, \$6,000, program supplies, \$5,000, training and travel, \$18,000 and modifications to feature exhibits set-up schedule, \$4,000.

Lethbridge Police Service (LPS) - ended the year in a balanced position. To ensure that the policing service level for the citizens of Lethbridge was not reduced due to \$1,000,000 budget cut, Police Commission authorized the use of Budget Appropriation Unexpended (BAU) funds to offset the 2021 operating budget shortfall of \$1,055,000.

The operating budget was impacted by higher costs for 'use of force' supplies, the security contract and computer and communication expenses. Due to the limitations caused by COVID-19, Lethbridge Police Service realized operational savings in training costs. The net result was a negative variance of \$(1,420,000) in operating expenses.

LPS revenues realized additional cost recovery through grants and external recoveries; this was offset by the lost revenue caused by COVID-19 including the Police compound. The net increase was \$365,000.

LPS is currently actively recruiting for Police Officers to fill vacant positions and to replace projected retirements. In addition, LPS is continuing to recruit, hire and train Community Police Officers (CPOs) to maintain our budgeted complement.

Lethbridge Public Library - ended the year with a negative variance of \$(138,000). Due to COVID-19 the Library was operational with limited public access for 5 months. These temporary operational disruptions resulted in under expenditures in travel, education & conference \$63,000, equipment & supplies \$60,000, contractual services \$86,000 (security), Special Services \$16,000, Chinook Arch

Boards and Commissions

Regional Library \$82,000 (membership), and wages & benefits \$142,000 (layoffs/reduced operating hours). These positive variances were offset by an over expenditure in Information Technology \$(5,000), shortfall in revenues in book fines and fees \$(29,000) and grants \$(31,000) as well as not allocating funds for security, fine elimination and memberships \$(235,000).

The Library Board approved a transfer of funds to BAU and Capital Lifecycle for Read On program wage pressures 2022-2024 \$(22,000) and signed contracts that will be completed in 2022 (Security Camera Replacement, Diversity, Equity, Inclusion Consultant and Automated Material Handling System Replacement) \$(265,000).

General Government, Corporate & Customer Services

Mayor & City Council Office - ended the year with a positive variance of \$106,000. This surplus is due to less travel, receptions and promotional events as a result of COVID-19.

Opportunity Lethbridge - ended the year with a positive variance of \$145,000. This surplus is due to a temporary position vacancy in Economic Development; Urban revitalization operations was balanced to BAU with a transfer of \$40,500.

IT Services & Digital Transformation - ended the year with a positive variance of \$1,000. The operating variance was \$129,000 due to lower than anticipated licensing and maintenance costs; of this amount \$(128,000) was transferred to capital lifecycle.

Facility Services - ended the year in a balanced position. Over the four year operating budget cycle, Facility Services manages their total four year operating budget based on the building fleets' needs determined through their four year Implementation Plan.

Lethbridge 311 - ended the year with a positive variance of \$473,000. Customer care and Cashiers ended the year in a surplus position of \$209,000 due primarily to under expenditures in wages due to the delayed hiring of all customer service positions in 2021 as the overall workload of this new business unit is monitored. Business Integration and Customer Relationship Management accounts finished the year in a \$264,000 surplus position due to under expenditures in system enhancements and training.

Treasury & Financial Services - ended the year with a positive variance of \$136,000. This positive variance is primarily due to lower than budgeted wage expense relating to retirements, vacancies and other wage related costs of \$245,000 and contractual services, special services & studies, and operating expenditures of \$133,000. The surplus was offset by BAU transfers of \$(120,000) for special services & studies associated with Asset Retirement Obligations, \$(25,000) for contracting of Business Evaluation experts for proposals, \$(50,000) for additional cost associated with the TFS Operational Review, and \$(47,000) for Benefit Driven Procurement.

Community Services

Community & Social Development - ended the year in a balanced position. As this program is Federally and Provincially grant funded, no budget variances arise. All grant funds are allocated against eligible project expenditures in accordance with the terms of the Federal or Provincial contribution agreements. Any grant funding received in excess of eligible expenses for the City's fiscal period, are required to be carried over and recorded as deferred revenue at the end of the year.

ENMAX Centre - ended the year with a negative variance of \$(295,000). This is due entirely to COVID-19 impact of no revenue for the first 8 months of the year and reduced events for the remainder of the year, ENMAX Centre was able to reduce operational expenses to limit the impact. ENMAX experienced deficits in the Ticket Center of \$(353,000), Food and Beverage of \$(829,000), which included lower Junior Hockey sales due to poor attendance, and a Paid Parking deficit of \$(47,000) from equipment costs for future operation. This is offset by savings in operations of \$446,000, Junior Hockey of \$21,000, and Events of \$140,000 all due to reduced wage costs and expenses. There was budget surplus in Marketing of \$301,000 due to corporate offset of sponsorship losses due to extensions and reallocation of lost time by the COVID-19 impacts, and a small surplus of \$26,000 in Suite Revenue. The negative variance of \$295,000 is offset by COVID-19 BAU pressure funding.

Fire & Emergency Services - ended the year with a positive variance of \$1,007,000. This is due to positive variances in Fire/EMS operations arising from a combination of lower than budgeted wage expense relating to staff attrition, cyclical recruiting of new hires and other wage related costs of \$787,000, a surplus in EMS revenues of \$768,000 and a surplus in travel, training and new recruitment of \$235,000. These are offset by a deficit in Fire and EMS supplies and contractual services of \$(303,000), operational equipment and building maintenance expenses of \$(190,000), Capital Lifecycle transfers of \$(100,000) for future equipment replacement and BAU transfers of \$(190,000) for future recruitment.

PSCC operations ended the year in a balanced position. This is due to an increase in 911 wireless, dispatch and radio revenues of \$213,000, a surplus in wages and training of \$75,000 as well as a decrease in contractual services, supplies and travel and training of \$89,000. These are offset by capital lifecycle transfers of \$(185,000) for future equipment replacement, as well as a deficit of \$(192,000) in computer aided dispatch charges.

Recreation & Culture - ended the year with a positive variance of \$471,000. This variance is due primarily to a net loss in revenue of \$(1,310,000) in facility bookings which also resulted in operational savings expense savings in the areas of wages, utilities, operations and supplies of \$1,781,000.

Arenas ended the year with deficit of \$(186,000) made up of a negative variance in revenue of \$(993,000) offset by net savings of \$807,000 in wages, utilities and supplies.

Aquatics ended the year with a surplus of \$264,000 made up of a surplus of \$274,000 in operational supplies and contractual allocations offset by a negative variance of \$(10,000) in equipment rental.

The Yates Theatre has a negative variance of \$(113,000) made up of a shortfall in revenue of \$(180,000) offset by surplus in wages and operational costs of \$67,000.

The Fritz Sick Centre has a negative variance of \$(26,000) made up of a revenue shortfall of \$(38,000) from gym rentals. This is offset by a positive variance of \$12,000 in supplies.

There is also a \$438,000 surplus in General Rec and Culture due to a positive variance of \$433,000 in the area of operational expenses, \$26,000 in Community Event Support Grant, \$19,000 for Canada Day and \$10,000 in Fee Assistance Program surplus and \$125,000 in operational funding due to amenities at Legacy Park not opening as planned. This is offset by a revenue shortfall of \$(45,000) in Community Fields and a negative variance of \$(75,000) in picnic shelter revenue. The identified surplus from the Community Event Support Grant, Canada Day and Fee Assistance Program of \$(55,000) was transferred to a Budget Appropriation Unexpended (BAU) for future use in this specific

area. There are also \$308,000 savings in Special Maintenance due to scheduling, with a transfer of (\$308,000) to capital lifecycle replacement for future lifecycle and maintenance

The Helen Schuler Nature Centre ended the year with a surplus of \$56,000. The variance is due to wage surplus of \$42,000 from a vacant seasonal position and grant funding supporting operational staff costs, revenue surplus of \$21,000 from pilot programs and grant funding as well as a surplus of \$46,000 in program and operational costs, offset by a BAU transfer of \$(53,000) for the 2022-2024 Natural Leaders Program.

Nikka Yuko Japanese Garden ended the year with a surplus of \$38,000. This is due to an under expenditure of \$39,000 from contractual services, supplies and training. This is offset by a shortfall of \$(1,000) in wages.

Lethbridge Transit & Accessible Transportation - ended the year with a negative variance of \$(1,387,000). This is comprised primarily of a revenue shortfall of \$(900,000) due to reduced fare revenue and a shortfall of \$(687,000) in foregone recoveries from the termination of school bus operations. These foregone recoveries include \$(285,000) in maintenance and overhead, \$(283,000) from other departments and \$(119,000) in administration. Additionally, there is a shortfall of \$(465,000) primarily related to the design and implementation of cityLINK and maintaining the Park N Ride. Significant steps have been taken to partially offset these losses by reducing operational expenses by \$665,000 including \$320,000 in wages, \$170,000 in other costs such as uniforms, supplies, and computer hardware and software charges, \$110,000 in travel and training costs and \$65,000 in equipment supplies.

2021 has been a challenging year from a budgeting perspective as revenue and ridership have been extremely low as a result of the COVID-19 pandemic and the need to continue to operate service for essential workers.

Infrastructure Services

Parks Maintenance & Management - ended the year with a positive variance of \$231,000. Parks Planning and Development ended the year with a \$289,000 surplus as a result of less than budgeted Parks open space development. Operational accounts ended with a surplus of \$227,000 as result of unexpended budget in Parks maintenance. These surpluses were partially offset by a Budget Appropriation Unexpended (BAU) transfer of \$(285,000) for Gold Fish Mitigation.

Planning & Design - ended the year with a positive variance of \$529,000. The variance is due to staff transitioning, operating efficiencies, and manager restraint in spending related to revenues below budget.

Transportation - ended the year with a positive variance of \$289,000. Administration accounts ending the year with a \$27,000 surplus due to under expenditures in transportation studies. Traffic Operations ended the year in a surplus position \$145,000 due primarily to under expenditures in Temporary Traffic control and Traffic Sign Maintenance. Transportation maintenance accounts ended the year with a surplus of \$117,000 due primarily to under expenditures to the Street Cleaning, Graveled Roadway maintenance and Lane maintenance programs.

COVID-19 Direct Costs

COVID-19 ECC Response - Ended the year in a balanced position. On March 18, 2020 the City of Lethbridge declared a State of Local Emergency which remained in effect up until June 18, 2021. De-

escalation of the City Emergency Coordination Center (ECC) and demobilization of reporting personnel occurred July 13, 2021. The direct incremental revenues and expenditures associated with COVID-19 decisions made by the (ECC) through the Incident Command System process are shown as a corporate expenditure. Revenues and expenditures that are indirectly affected by COVID-19 are reported within the business unit operations against their existing 2019-2022 operating budgets. The total direct expenditures associated with the City of Lethbridge's response to COVID-19 in 2021 resulted in a negative variance of \$(2,319,000). These expenditures include expenditures of \$(1,430,000) for Rapid Housing costs, \$(60,000) for Consultatory Services, \$(36,000) for the Self-Isolation Unit, \$(20,000) for Community Response, \$(50,000) for the Alberta Care Worker Benefit, Cleaning and Disinfecting Costs of \$(31,000), Security costs of \$(127,000), operational costs for personal protective equipment of \$(205,000), direct wages of \$(172,000), as well as rent supplement costs of \$(188,000). This negative variance is offset by approved funding of \$188,000 of one-time funding from the Municipal Revenue Stabilization Reserve, \$1,596,000 from other levels of Government and \$535,000 of COVID-19 pressure funding.

COVID-19 Pressure Funding

COVID-19 Pressure Funding - On March 23, 2021, City Council approved funding allocations outlined in the 2020 Unaudited Report. This allocated \$3,490,000 to Budget Appropriation Unexpended for purposes of funding future direct costs and forgone revenues associated with COVID-19. During the year \$(790,000) was required to fund pressures related to the ENMAX COVID-19 Sponsorship & Licensee Loss, \$(995,000) was required to assist in departmental revenue pressures and \$(535,000) was required for unfunded expenditures from COVID-19 ECC Response. The remaining balance of COVID-19 Pressure Funding at December 31, 2021 is \$1,170,000 and will be used to fund ongoing COVID-19 related revenue pressures in 2022.

2) 2021 Utility Funded Operations

Utility Services - ended the year in a balanced position. Systems metering and billing accounts ended the year under expended by \$114,000. Customer Care and Administration finished the year with a surplus of \$72,000. Utility Services systems management accounts ended the year in a positive position of \$30,000. Bad debts, penalties and disconnect / reconnect activities finished the year in a deficit position of \$(89,000). Utility Services Revenue ended the year lower than budgeted \$(127,000) due to lower than budgeted community growth.

Electric Utility - ended the year with a positive variance of \$97,000 from operations, compared to its balanced budget, broken down as follows:

Fibre Operations - positive variance	\$ 130,000
Distribution Tariff - positive variance	1,058,000
Regulated Rate Tariff - negative variance	(1,116,000)
Transmission Tariff - positive variance	25,000
Total Electric Operations - positive variance	\$ 97,000

Fibre Operations - ended the year in a positive variance of \$130,000 due to a reduction in Cost of Capital and Depreciation expenses of \$61,000 and decrease in system operations of \$69,000.

Distribution Tariff - ended the year in a positive variance of \$1,058,000 due to negative variance of \$(10,000) from Transmission Access (the component of the Distribution Tariff which collects the funds required to cover fees from the AESO DTS invoices, and Rider C is used to match the costs and revenue). This is was offset by a positive variance of \$1,068,000 from Distribution Access (the component of the Distribution Tariff which collects funds required to pay for the distribution infrastructure required to connect Lethbridge customers to the provincial

transmission system).

Regulated Rate Tariff - ended the year in a negative variance of \$(1,116,000). The actual amount of energy (MW) purchased is more than our forecasted amount (hedge amount) of energy (MW), which causes the City to buy the excess need for our customers from the Balancing Pool and the price for that energy has more than doubled as compared to last year.

Transmission Tariff - ended the year in a positive variance of \$25,000 due to decrease costs in depreciation of \$571,000, increase in Cost of Capital \$(365,000), increase in Linear Property Tax \$(249,000) and a decrease in system operations of \$68,000.

The 2021 Electric Operations actual positive variance of \$97,000 will be transferred in 2022 to the Electric Utility Reserve in accordance with City Policy.

Waste & Recycling Services

Waste Collection - ended the year with a positive variance of \$408,000.

Recycling Collection ended the year in a Surplus position of \$13,000. Recycling revenues finished the year with a surplus of \$35,000. Waste Diversion operations ended the year in a surplus position of \$178,000 primarily as a result of decreased spending on staff training and deferred spending due to supply chain challenges. Recycling Debenture debt accounts ended the year with a surplus of \$67,000. Toxic Waste disposal expenses increased significantly due primarily to changes in the provincial government funding, contributing to a deficit of \$(81,000). Waste Diversion programs (organic waste diversion and diversion depots) finished the year over expended by \$(186,000).

Waste Collection operations ended the year in a surplus position of \$395,000. Waste collection revenues (both residential and commercial) finished the year with a \$350,000 surplus. Clean City programs (Large Item Service, Clean Lanes and Free Saturday) ended the year in a surplus position \$80,000. Residential and Commercial waste collection ended the year the year in deficit position of \$(35,000).

The accumulated surplus as at December 31, 2021 is \$2,766,000; 2020 was \$2,358,000.

Waste Processing - ended the year with a positive variance of \$2,481,000.

The Landfill ended the year in a surplus position of \$1,720,000. Landfill revenues finished the year in a surplus position of \$1,252,000. Mixed solid waste, construction and demolition debris tonnages increased in the last quarter of 2021. The landfill diversion program ended the year in a surplus position of \$243,000. Landfill operations finished the year in a surplus position of \$166,000. Closed Landfill operation accounts ended the year with a surplus of \$119,000. Consistent with the higher than budgeted revenue is an increase in the 10% transfer to the general fund of \$(60,000).

The Material Recovery Facility (MRF) finished the year in a surplus position of \$761,000. Revenues ended the year greater than budgeted by \$719,000 due to increased regional tonnage received coupled with higher than budgeted market price of commodity sales. Debenture debt payments for the MRF are under budget by \$65,000 and MRF operations finished the year in a deficit \$(23,000) position.

The accumulated surplus as at December 31, 2021 is \$6,034,000; 2020 was \$3,553,000.

Wastewater Operations - ended the year with a positive variance of \$1,633,000. Revenues finished the year higher than budgeted by \$1,596,000. This increase was due primarily to higher than budgeted Industrial \$1,929,000 and Residential consumption \$126,000, and \$5,000 Regional Revenues, offset by lower than budgeted Commercial/General Revenue \$(464,000). This surplus is primarily the result of higher than usual sewage loading from the industry. Industrial customers can mitigate the additional costs through more diligent wastewater pre-Treatment.

Operating expenditures ended the year with a surplus of \$37,000. The Waste Water Debenture Debt ended the year with a surplus of \$720,000, Administration and Technical Support accounts ended the year in a surplus position of \$138,000. Wastewater Collections system maintenance accounts ended the year in a balanced position and the Waste Water Treatment Plant a deficit of \$(101,000) due to higher maintenance costs.

Additional operating funds have been applied to WWTP Biosolids Treatment E19 22-31, \$(469,000) and WWTP Electrical Upgrades E21 22-31, \$(251,000).

The accumulated surplus as at December 31, 2021 is \$6,938,000; 2020 was \$5,304,000. Funding of \$1 Million of the accumulated surplus has been committed to 2022-2031 CIP E-20 WWTP Effluent Water System Upgrade. Additionally, funding of \$1.145 Million has been committed to 2022-2031 CIP E-19 WWTP Biosolid Treatment Upgrades.

The balance of this amount has been identified as a short-term financing option for the potential Off-Site Account shortfall in 2022.

Water Operations - ended the year with a positive variance of \$3,221,000. Revenues finished the year greater than budgeted by \$2,613,000. This increase was due primarily to higher than budgeted Residential revenues of \$1,393,000, General Revenues of \$895,000 and Regional Revenues of \$325,000.

Operating expenditures finished the year in a surplus position of \$608,000. The Water Utility Debenture Debt ended the year with a surplus of \$1,337,000. The Water Treatment Plant finished the year with a \$755,000 surplus as a result of less than budgeted expenditures in Raw Water supply and Residuals Management. Administration and Technical Support accounts ended the year in a surplus position of \$61,000. As well, consistent with an increase in revenues is an increase to the 8% contribution to the general fund of \$(208,000).

Additional operating funds have been applied to WTP Process Redundancy E-12 2022-2031, \$(1,194,000) and WTP Medium Voltage E-13 2022-2031, \$(143,000).

The accumulated surplus as at December 31, 2021 is \$8,174,000; 2020 was \$4,953,000. Funding of \$2.3 Million of the accumulated surplus has been committed to 2022-2031 CIP Project E-12 Water Treatment Process Redundancy.

The balance of this amount has been identified as a short-term financing option for the potential Off-Site Account shortfall in 2022 period.

3) 2021 Reserve Funded Operations

Airport Operations - ended the year with a positive variance of \$168,000. This positive variance is primarily due to lower traffic volumes and Airport renovations which resulted in lower costs in repairs, maintenance and supplies of \$125,000, contractual services \$69,000, marketing and legal \$45,000, insurance \$30,000, training \$16,000 and special services and studies \$14,000. These positive variances are offset with a transfer to BAU of \$(111,000) for special services and maintenance and an additional \$(20,000) to lifecycle for increased cost estimates vehicle replacements.

On November 30, 2020, City Council approved the 2021-2022 budget for the Airport which incorporated the negative impact of COVID-19 on passenger and air traffic revenues. The result of these reductions was a transfer of \$(1,078,000) from the airport reserve. The full impact of COVID-19 on airport revenues when compared to pre-pandemic levels is \$(1,462,000).

Traffic Safety Act Revenues - ended the year with a negative variance of \$(1,200,000). The variance is mainly contributed due to increase in Provincial share of fines and penalties revenue and partially due to projected decrease in fines and penalties related to reduce traffic and cancelled tickets.

This is an area that was impacted by the Provincial Budget. Starting in 2020, the Province retained a greater share of fines and penalties revenue (increase to 40% from 27%), this reduced municipal traffic safety act revenue by approximately \$800,000 to \$1.1 million per year. COVID -19 also played a role in the negative variance as there was an increase in the number of cancelled tickets.

Revenues include photo radar for the City of Lethbridge, Provincial violation fines (tickets for speeding, failing to stop, going through red lights, etc.) and revenue from Taber for delivery of Photo Radar Enforcement. In accordance with City Council policy, The Traffic Safety Act revenues will be directed to the Municipal Revenue Stabilization Reserve and do not impact the year end operating surplus.

Cemeteries - ended the year with a positive variance of \$401,000. The 2021 net transfer to the Cemeteries Reserve comprised of \$26,000 interest revenue and \$375,000 of operating surplus. The major factors that contributed to the operating surplus are as follows:

- i) Rights to Interment and Interment Services revenues were higher than budgeted by \$159,000 as the Province eased restrictions on social gatherings.
- ii) Surplus in various operational expenditures of \$216,000.

Community Lighting - ended the year with a positive net transfer of \$198,000. Roadway Lighting distribution and consumption charges ended the year in a surplus position of \$86,000 due primarily to lower than budgeted transmission and distribution charges to the street lighting network. Roadway lighting maintenance programs also finished the year under budget by approximately \$112,000 due to decreased maintenance required on the network's 13,000 streetlights. This surplus will be transferred to the Community Lighting Reserve.

In 2021, \$652,000 of the Municipal Sustainability Initiative (MSI) operating grant was allocated to eligible costs within Community Lighting. This resulted in a corresponding tax supported surplus. This amount was transferred to fund 2022-2031 CIP projects.

Fleet Services - ended the year with a negative variance of \$(398,000). Garage operations ended the year in a deficit position of \$(345,000) and a deficit in revenue of \$(53,000). The forecasted shortfall will be transferred to the Fleet Reserve.

Parking Operations - ended the year with a negative variance of \$(352,000). Parking revenues from both on-street and off-street collections finished the year lower than budgeted by \$(480,000). Expenditures in parking operations ended the year in a surplus of \$128,000 due to lower than budgeted expenditures in parking meter system operating costs. This surplus will be transferred to the Off-Street Parking Reserve.

Risk Management - ended the year with a negative variance of \$(524,000). This is due to higher than anticipated insurance premiums. Several insurers have pulled out of municipal underwriting due to hardening market, which is defined by an upswing in the market cycle (premiums increasing, with the capacity for most types of insurance decreasing).

Snow Clearing - Ice control and snow removal operations ended the year in a surplus position of \$1,019,000. In accordance with City Council policy, any annual surplus/deficit from sanding, snow and ice removal operations will be transferred to / funded from the MRSR.

Glossary of Terms

Budget Appropriation Unexpended (BAU) - where, in a given year's budget, the City provides for specified expenditures which at year end are not expended/received, the department may transfer the unexpended funds with City Manager's approval. Such transfers are recorded in a reserve for budget appropriations unexpended.

Department Roll Over - prior year(s) tax supported budget variance between the approved budget and actual revenue or expenditures for the fiscal period. To accommodate the four year budget cycle, departments are expected to operate within the 48 month budget allocation. If there was a shortfall after the first three years, departments are expected to overcome the deficit by adjusting expenditures in the final year of the four-year budget (2022); and if the experience after the third year resulted in net under expenditures, the departments have the ability to roll over the amounts to assist with operations during the last year of the budget cycle. At the end of the four year budget cycle any remaining Department Roll Over is transferred to the MRSR in accordance with City Council Resolution.

Department Variance - the specific department budgeted variance between the approved budget and actual net expenditure for the fiscal period. These variances are the responsibility of the department.

Corporate Accounts - specific revenues and expenses are considered corporate in nature since variances are not attributable to operational decisions. These include employee benefits, property taxes and general revenues, permits, development and license revenues and grants to organizations. By City policy, the corporate portion of the General Fund surplus accrues to the Municipal Revenue Stabilization Reserve.

Corporate Fuel - variances due to market price fluctuations versus budgeted fuel costs for tax supported services (price variances for Fleet Service's units are offset against the Fleet Reserve).

Directional Operating Funding – These amounts have been identified by the City Manager as one time sources of funding for initiatives that were approved by City Council during the 2019 – 2022 budget deliberations.

Electric Utility Operating Surplus/(Deficit) - the City of Lethbridge electric utility's residual operating surplus/ (deficit) is applied to/ (from) the Electric Reserve.

Lifecycle Funds - Lifecycle funds are allocated to maintain high-priority capital assets. Examples of high priority maintenance items included in the operating budget are bridge maintenance, street upgrading, sidewalk/boulevard renewals, planning and overlay of arterials, storm sewer maintenance, utility infrastructure maintenance, parks/trails maintenance, irrigation automation, building maintenance and technology infrastructure.

Non-discretionary Department Variances - specific positive and negative budget variances resulting from factors not attributable to the department management (e.g. corporate revenues and utility costs on City facilities) are reported as a corporate responsibility. Similar to corporate accounts, the surplus or deficit accrues to the Municipal Revenue Stabilization Reserve.

Reserve Funded Operations -City services where the expenditures of the related operations are funded from specific revenue sources that are legally restricted for specified purposes.

Utility Costs for Tax Supported City Facilities - variances due to utility price fluctuations versus budgeted City facility utility costs. These variances are not attributable to management decisions.

Utility Funded Operations - the City sets fees and user charges for each utility operation at a level that fully supports the total direct and indirect cost of the utility. Therefore, these operations are accounted for separately from taxation supported operations.

Water, Wastewater and Waste Accumulated Surplus - the primary purpose of the surpluses is to set aside funds to provide for unanticipated or emergency expenditures that could not be reasonably foreseen during the preparation of the budget and/or for down payments on the utility's capital projects.

Corporate Budget Contingency 2019-2022

	2019	2020	2021	2022
Contingency Included in 2019-2022 Budget	\$ -	\$ 500,000	\$ 1,000,000	\$ 1,500,000
Allocated by City Council:				
Ongoing:				
A-87 Corporate Contingencies (Budget Reduction)			(1,000,000)	(1,500,000)
Workforce Adjustments				1,066,453
One-time:				
Transfer to Major Capital Project Reserve for 2022-31 CIP Planning Projects		(500,000)		
	\$ -	\$ -	\$ -	\$ 1,066,453

Note: As per Council resolution on November 25, 2019, the identified operational efficiencies from the Fiscal and Operational Performance Review Report with a realized net reduction will be identified as one-time or ongoing within the Corporate Contingency.

Operating Budget Initiatives 2019 - 2022

Initiatives in progress during 2021

REF.	BUSINESS UNIT	INITIATIVE		EXPENDITURES			RESULTS ACHIEVED (TO DEC. 31, 2021)	STATUS
				2019	2020	2021		
N-1	Community - Council Referral	Adaptive Reuse Initiative	Budget	\$ -	\$ 300,000	\$ 300,000	This was consolidated in 2021 with Urban Core Housing & TRIP and this portion of the funding has been 100% spent.	Complete for 2021
			Actuals	131.00	294,368	605,501		
			Surplus/(Deficit)	(131)	5,632	(305,501)		
N-3	Information Technology	Disaster Recovery Business Impact Analysis	Budget	\$ 80,000	\$ 80,000	\$ 80,000	This initiative has begun with internal activity, but has not expended funds as of Dec 31, 2021.	Not Started
			Actuals	-	-	-		
			Budget Remaining	80,000	80,000	80,000		
N-5	Lethbridge Public Library	Free Library Memberships 2019	Budget	\$ 106,000	\$ -	\$ -	Memberships to the citizens of Lethbridge were provided for free for 2019.	Complete
			Actuals	106,000	-	-		
			Budget Remaining	-	-	-		
N-7	Planning & Development	Growth & Annexation Assessment & Application	Budget	\$ -	\$ 200,000	\$ 350,000	Work is beginning in 2022	Not Started
			Actuals	-	-	-		
			Surplus/(Deficit)	-	200,000	350,000		
N-8	Economic Development & Tourism	Lethbridge Destination Management Organization (LDMO)	Budget	\$ 30,000	\$ 10,000	\$ -	Amount paid to LDMO in the 1st quarter of 2020.	Complete
			Actuals	30,000	10,000	-		
			Budget Remaining	-	-	-		
N-9	Economic Development & Tourism	EDL - Agrifood Corridor Strategy	Budget	\$ 5,000	\$ 5,000	\$ 5,000	Amount part of 1st quarter EDL payment.	Complete for 2021
			Actuals	5,000	5,000	5,000		
			Budget Remaining	-	-	-		
N-10	Economic Development & Tourism	EDL - Foreign Direct Investment Program	Budget	\$ 7,500	\$ 7,500	\$ 7,500	Amount part of 1st quarter EDL payment.	Complete for 2021
			Actuals	7,500	7,500	7,500		
			Budget Remaining	-	-	-		
N-11	Economic Development & Tourism	EDL - Lethbridge Brand Implementation	Budget	\$ 45,000	\$ -	\$ -	Amount paid to EDL to support the implementation of the Lethbridge brand endorsed by Council in June 2018.	Complete
			Actuals	45,000	-	-		
			Budget Remaining	-	-	-		
N-12	Economic Development & Tourism	EDL - Identify Opportunities & Barriers to Business	Budget	\$ 20,000	\$ 17,000	\$ 17,000	Amount part of 1st quarter EDL payment.	Complete for 2021
			Actuals	20,000	17,000	17,000		
			Budget Remaining	-	-	-		
N-13	Community - Council Referral	Blackfoot Confederacy & Reconciliation Lethbridge Flags at City Hall	Budget	\$ 150,000	\$ -	\$ -	Blackfoot Confederacy & Reconciliation Lethbridge Flags at City Hall have been installed.	Complete for 2021
			Actuals	318	-	109,413		
			Budget Remaining	149,682	-	(109,413)		
N-14	Community - Council Referral	Environment Lethbridge	Budget	\$ 75,000	\$ 70,000	\$ 65,000	Amount paid to Environment Lethbridge as part of the 4 year funding agreement.	Complete for 2021
			Actuals	75,000	70,000	65,000		
			Budget Remaining	-	-	-		
N-15	Electric Utility	Electric Accounting Technician	Budget	\$ 81,800	\$ 83,500	\$ 85,300	Position has been posted and hired. Expenses are being incurred as the year progresses.	Complete
			Actuals	81,800	83,500	85,300		
			Budget Remaining	-	-	-		
N-16	Electric Utility	Information Systems & Communications Technologist	Budget	\$ 148,960	\$ 152,190	\$ 155,515	Position has been posted and hired. Expenses are being incurred as the year progresses.	Complete
			Actuals	148,960	152,190	155,515		
			Budget Remaining	-	-	-		
N-17	Electric Utility	Power Systems Electrician	Budget	\$ 59,720	\$ 61,040	\$ 62,360	Position has been posted and hired. Expenses are being incurred as the year progresses.	Complete
			Actuals	59,720	61,040	62,360		
			Budget Remaining	-	-	-		
N-18	Fleet Services	Continuous Service (24/7 Shop Operations) - CSR's	Budget	\$ 296,200	\$ 307,800	\$ 314,600	Positions have been hired.	Complete
			Actuals	296,200	307,800	314,600		
			Budget Remaining	-	-	-		

Operating Budget Initiatives 2019 - 2022

Initiatives in progress during 2021

REF.	BUSINESS UNIT	INITIATIVE		EXPENDITURES			RESULTS ACHIEVED (TO DEC. 31, 2021)	STATUS
				2019	2020	2021		
N-19	Fleet Services	Continuous Service (24/7 Shop Operations) - Utility Worker II	Budget	\$ 77,200	\$ 78,900	\$ -	Position has been hired.	Complete
			Actuals	77,200	78,900	-		
			Budget Remaining	\$ -	\$ -	\$ -		
N-20	Infrastructure Administration	Urban Construction	Budget	\$ -	\$ -	\$ -	Position has been hired.	Complete
			Actuals	-	-	-		
			Budget Remaining	\$ -	\$ -	\$ -		
N-22	Waste Processing	Implementation of the Industrial, Commercial & Institutional (ICI) Support Staff & Climate Adaptation &	Budget	\$ -	\$ -	\$ -	Positions have been hired.	Complete
			Actuals	-	-	-		
			Budget Remaining	\$ -	\$ -	\$ -		
N-23	Waste Processing	Environmental Sustainability Specialist	Budget	\$ 97,000	\$ 97,220	\$ 97,400	Position has been hired.	Complete
			Actuals	97,000	97,220	97,400		
			Budget Remaining	\$ -	\$ -	\$ -		
N-25	Community Social Development	Syringe Collection Program	Budget	\$ 155,000	\$ -	\$ -	Program not funded by the City. The Government of Alberta has secured funding for 2019 - 2021.	Complete for 2021
			Actuals	-	-	-		
			Budget Remaining	\$ 155,000	\$ -	\$ -		
N-26	Community Social Development	Diversion Outreach Team (DOT) Program	Budget	\$ 143,935	\$ -	\$ -	The second team fully operational permitting expanded hours.	Complete for 2021
			Actuals	78,183	-	-		
			Budget Remaining	\$ 65,752	\$ -	\$ -		
N-28	ENMAX Centre	Ticket Technician	Budget	\$ -	\$ -	\$ -	The Ticket Center Technician position was fully implemented by July 2019. This position was self-funded.	Complete
			Actuals	-	-	-		
			Budget Remaining	\$ -	\$ -	\$ -		
N-30	Facility Services	Corporate Security Program	Budget	\$ 130,000	\$ 222,600	\$ 227,100	An ongoing funding source has been identified as of December 31, 2021. These positions will be hired in 2022.	In Progress
			Actuals	-	-	-		
			Budget Remaining	\$ 130,000	\$ 222,600	\$ 227,100		
N-35	Helen Schuler Nature Centre	Natural Leaders Program	Budget	\$ 46,880	\$ 50,491	\$ 54,144	3,148 participants have included youth, adult, family groups, and 420 City of Lethbridge employees. 30 community partners supported the program, providing \$30,000 of Gift-In-Kind support. 449 in-person programs were delivered, including 98 fieldtrip experiences and 45 guest speaker presentations which included Indigenous ways of knowing workshops and Gardening in a Changing Climate workshops. 162 on-line meetings and presentations and short-format custom videos provided successful options for remote program delivery since pandemic.	Complete for 2021
			Actuals	46,880	50,491	54,144		
			Budget Remaining	\$ -	\$ -	\$ -		
N-36	Information Technology	Safe & Resilient Community: Digital Threats	Budget	\$ 186,000	\$ 303,000	\$ 309,100	An ongoing funding source has been identified as of December 31, 2021. These positions will be hired in 2022.	In Progress
			Actuals	-	-	-		
			Budget Remaining	\$ 186,000	\$ 303,000	\$ 309,100		
N-38	Lethbridge Police Service	Special Constables/Community Peace Officer	Budget	\$ 1,660,500	\$ 1,366,500	\$ 1,404,000	CPO funding was provided for 15. CPO additional recruitment efforts to commence in 2022.	In Progress
			Actuals	1,187,815	1,000,603	885,695		
			Budget Remaining	\$ 472,685	\$ 365,897	\$ 518,305		
N-39	Lethbridge Police Service	The Ambassador/Watch Program	Budget	\$ 554,272	\$ 601,722	\$ 761,802	The WATCH was fully implemented and teams are currently deployed daily from 10 am to 10 pm to patrol the downtown core.	In Progress
			Actuals	533,209	601,450	620,072		
			Budget Remaining	\$ 21,063	\$ 272	\$ 141,730		
N-40	Lethbridge Police Service	Police and Crisis Team (PACT)	Budget	\$ 124,000	\$ 127,300	\$ 130,700	PACT-funded provided for the 1 officer, which were used for wages and benefits. Another PACT team was added in 2021 to unit using LPS operating budget.	In Progress
			Actuals	117,719	143,923	205,051		
			Budget Remaining	\$ 6,281	\$ (16,623)	\$ (74,351)		
N-48	Lethbridge Public Library	Public Safety Security	Budget	\$ 82,064	\$ 90,000	\$ 90,000	Additional security guard was implemented at Main Branch during all open hours- due to Covid this funding was not required in 2021.	Complete for 2021
			Actuals	82,064	-	-		
			Budget Remaining	\$ -	\$ 90,000	\$ 90,000		

Operating Budget Initiatives 2019 - 2022

Initiatives in progress during 2021

REF.	BUSINESS UNIT	INITIATIVE		EXPENDITURES			RESULTS ACHIEVED (TO DEC. 31, 2021)	STATUS
				2019	2020	2021		
N-51	Lethbridge Public Library	Free Library Memberships Ongoing	Budget	\$ -	\$ 106,000	\$ 106,000	Memberships to the citizens of Lethbridge were provided for free for 2021.	Complete for 2021
			Actuals	-	106,000	106,000		
			Budget Remaining	\$ -	\$ -	\$ -		
N-55	Lethbridge Transit	Increase Statutory Holiday Service	Budget	\$ 162,500	\$ -	\$ -	Service for Statutory Holidays has continued and is funded from Transit Operations.	Complete for 2021
			Actuals	139,275	23,225	142,911		
			Budget Remaining	\$ 23,225	\$ (23,225)	\$ (142,911)		
N-57	Accessible Transportation	Access-A-Ride Improvements	Budget	\$ 202,600	\$ -	\$ -	Bus was purchased in 2019	Complete
			Actuals	202,600	-	-		
			Budget Remaining	\$ -	\$ -	\$ -		
N-58	Parks	Invasive Pest Management Urban Forest Disease Reserve	Budget	\$ 2,000,000	\$ -	\$ -	No Expenditures incurred in 2019, 2020, 2021.	Not Started
			Actuals	-	-	-		
			Budget Remaining	\$ 2,000,000	\$ -	\$ -		
N-59	Parks	Accessible Playgrounds	Budget	\$ 208,700	\$ 208,700	\$ 208,700	Some work was done at Dr. Probe School in 2019. Rubber surfacing completed at Lakeview, Blue Fox, William Pearce, Fairmount, Active 20-30 in 2021.	In Progress
			Actuals	28,446	410	222,694		
			Budget Remaining	\$ 180,254	\$ 208,290	\$ (13,994)		
N-65	Recreation & Culture	Recreation & Culture Security	Budget	\$ 42,500	\$ 42,500	\$ -	This initiative allowed an increased security presence in and around City owned partner operated facilities and was effective in preventing negative traffic in those areas.	Complete
			Actuals	42,500	42,500	-		
			Budget Remaining	\$ -	\$ -	\$ -		
N-66	Recreation & Culture	Minimum Wage Increase Fee For Service	Budget	\$ 55,570	\$ 55,570	\$ 55,570	Reporting on organizational activities continues as per agreement requirements. City Council approved the extension of the funding until the end of the current budget cycle.	Complete for 2021
			Actuals	55,570	55,570	55,570		
			Budget Remaining	\$ -	\$ -	\$ -		
N-72	Economic Development & Tourism	SouthGrow Regional Initiative	Budget	\$ 7,500	\$ 7,500	\$ 7,500	Paid February 2021 for an Associate Membership.	Complete for 2021
			Actuals	7,500	7,500	7,500		
			Budget Remaining	\$ -	\$ -	\$ -		
N-73	Community - Council Referral	Reconciliation Lethbridge Advisory Committee of City Council	Budget	\$ 50,000	\$ 50,000	\$ 50,000	Expenses for honorariums, promotional materials, video production, sponsorships and meetings have been incurred.	In Progress
			Actuals	41,661	16,195	39,979		
			Budget Remaining	\$ 8,339	\$ 33,805	\$ 10,021		
N-74	Community - Council Referral	Lethbridge Sport Council Fee For Service	Budget	\$ 55,000	\$ 55,000	\$ -	Reporting on organizational activities continues as per agreement requirements. City Council approved the extension of the funding until the end of the current budget cycle.	Complete
			Actuals	55,000	55,000	-		
			Budget Remaining	\$ -	\$ -	\$ -		
N-75	Community - Council Referral	Allied Arts Council Fee For Service	Budget	\$ 139,535	\$ 140,185	\$ 33,850	Reporting on organizational activities continues as per agreement requirements. City Council approved the extension of the funding until the end of the current budget cycle.	Complete for 2021
			Actuals	139,535	140,185	33,850		
			Budget Remaining	\$ -	\$ -	\$ -		
N-76	Community - Council Referral	Southern Alberta Art Gallery Fee For Service	Budget	\$ 76,000	\$ 76,000	\$ -	Reporting on organizational activities continues as per agreement requirements. City Council approved the extension of the funding until the end of the current budget cycle.	Complete
			Actuals	76,000	76,000	-		
			Budget Remaining	\$ -	\$ -	\$ -		
N-77	Community - Council Referral	Southern Alberta Ethnic Association Fee For Service	Budget	\$ 136,160	\$ 136,160	\$ -	Reporting on organizational activities continues as per agreement requirements. City Council approved the extension of the funding until the end of the current budget cycle.	Complete
			Actuals	136,160	136,160	-		
			Budget Remaining	\$ -	\$ -	\$ -		
N-78	Community - Council Referral	Nord-Bridge Senior Citizens Association	Budget	\$ 75,000	\$ 75,000	\$ -	Funding was for its intended purpose. Annual report and financial statements to follow in 2021.	Complete
			Actuals	75,000	75,000	-		
			Budget Remaining	\$ -	\$ -	\$ -		
N-79	Community - Council Referral	Nikka Yuko Japanese Garden Fee For Service	Budget	\$ 171,190	\$ 171,190	\$ -	Reporting on organizational activities continues as per agreement requirements. City Council approved the extension of the funding until the end of the current budget cycle.	Complete
			Actuals	171,190	171,190	-		
			Budget Remaining	\$ -	\$ -	\$ -		
N-80	Japanese Gardens	Nikka Yuko Japanese Garden Maintenance	Budget	\$ 78,508	\$ 79,578	\$ -	Garden maintenance staff season was extended and recalled earlier for install & removal for winter lights. The event continues to be extremely popular.	Complete
			Actuals	66,129	66,814	-		
			Budget Remaining	\$ 12,379	\$ 12,764	\$ -		

Operating Budget Initiatives 2019 - 2022

Initiatives in progress during 2021

REF.	BUSINESS UNIT	INITIATIVE	EXPENDITURES			RESULTS ACHIEVED (TO DEC. 31, 2021)	STATUS
			2019	2020	2021		
N-81	City Council	Mitigate the Feral Cat Problem	Budget \$ 10,000	\$ 10,000	\$ 10,000	The Animal Welfare Committee previously funded seven colonies.	In Progress
		Actuals	10,000	6,371	8,247		
		Budget Remaining	\$ -	\$ 3,629	\$ 1,753		
N-82	City Council	Non-Veterinary Funding for Animal Rescue	Budget \$ 10,000	\$ 10,000	\$ 10,000	Two applications were received and funding awarded to Prairie PitBull Rescue & Last Chance Cat Ranch.	In Progress
		Actuals	10,000	5,000	9,049		
		Budget Remaining	\$ -	\$ 5,000	\$ 951		
N-84	City Council	Energy Efficiency Master Plan & Strategy	Budget \$ 300,000	\$ -	\$ -	An Energy Conservation Plan was started in 2020 and was presented to City Council in April of 2021. Implementation of the plan began in 2021 and will continue into 2022.	In Progress
		Actuals	-	-	-		
		Budget Remaining	\$ 300,000	\$ -	\$ -		
N-85	City Council	Youth Advisory Council	Budget \$ 5,000	\$ 5,000	\$ 5,000	Expenses include meals and cards.	Complete for 2021
		Actuals	1,967	969	2,670		
		Budget Remaining	\$ 3,033	\$ 4,031	\$ 2,330		
N-87	City Council	Implementation of Governance Review Recommendations	Budget \$ -	\$ 250,000	\$ -	Review completed in 2020, implementation to commence 2022.	Not Started
		Actuals	-	-	-		
		Surplus/(Deficit)	\$ -	\$ 250,000	\$ -		
N-88	City Council	Yates Theatre Management & Programming	Budget \$ 85,000	\$ 85,000	\$ -	The position was filled in 2019 and has worked to optimize bookings and relationships.	Complete
		Actuals	85,000	85,000	-	Facility bookings for 2020 were set to exceed average numbers until the COVID-19 shutdown.	
		Budget Remaining	\$ -	\$ -	\$ -	Council wages were increased in 2019.	
N-92	City Council	Income Tax Adjustment	Budget \$ 101,000	\$ 103,000	\$ 106,000		Complete
		Actuals	101,000	103,000	106,000		
		Budget Remaining	\$ -	\$ -	\$ -		
N-97	Community - Council Referral	Lethbridge Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD)	Budget \$ 26,046	\$ -	\$ -	Expenses for strategic planning report and public awareness campaign have been incurred.	Complete
		Actuals	20,832	-	-		
		Budget Remaining	\$ 5,214	\$ -	\$ -		
N-98	City Council	Airport Governance & Operation	Budget \$ -	\$ 1,000,000	\$ 1,000,000	In 2021, \$1 million was moved to the Airport Reserve for this initiative.	In Progress
		Actuals	-	-	1,078,735		
		Surplus/(Deficit)	\$ -	\$ 1,000,000	\$ (78,735)		
A-1	Public Safety Communication Centre	Dedicated Supervision in the PSCC	Budget \$ -	\$ -	\$ 698,000	Positions have been hired.	Complete for 2021
		Actuals	-	-	698,327		
		Surplus/(Deficit)	\$ -	\$ -	\$ (327)		
A-2	Public Safety Communication Centre	EMS Dispatch in Lethbridge	Budget \$ -	\$ -	\$ 1,200,000	Alberta Health Services has not yet approved the continuation of local EMS dispatch being provided. The commitment of \$2.4 million has been removed from the MRSR.	Not Started
		Actuals	-	-	1,200,000		
		Surplus/(Deficit)	\$ -	\$ -	\$ 1,200,000		
A-139	Community - Council Referral	Allied Arts Council Fee For Service	Budget \$ -	\$ -	\$ 86,010	Reporting on organizational activities continues as per agreement requirements. City Council approved the extension of the funding until the end of the current budget cycle. Organizations will be required to submit any requests for funding as part of the 2022-2026 budget process.	Complete for 2021
		Actuals	-	-	86,010		
		Surplus/(Deficit)	\$ -	\$ -	\$ -		
A-140	Community - Council Referral	Southern Alberta Art Gallery Fee for Service	Budget \$ -	\$ -	\$ 68,400	Reporting on organizational activities continues as per agreement requirements. City Council approved the extension of the funding until the end of the current budget cycle. Organizations will be required to submit any requests for funding as part of the 2022-2026 budget process.	Complete for 2021
		Actuals	-	-	68,400		
		Surplus/(Deficit)	\$ -	\$ -	\$ -		
A-141	Community - Council Referral	Southern Alberta Ethnic Association Fee For Service	Budget \$ -	\$ -	\$ 76,900	Reporting on organizational activities continues as per agreement requirements. City Council approved the extension of the funding until the end of the current budget cycle. Organizations will be required to submit any requests for funding as part of the 2022-2026 budget process.	Complete for 2021
		Actuals	-	-	76,900		
		Surplus/(Deficit)	\$ -	\$ -	\$ -		
A-142	Community - Council Referral	Nikka Yuko Japanese Garden Fee For Service	Budget \$ -	\$ -	\$ 199,071	Reporting on organizational activities continues as per agreement requirements. City Council approved the extension of the funding until the end of the current budget cycle. Organizations will be required to submit any requests for funding as part of the 2022-2026 budget process.	Complete for 2021
		Actuals	-	-	199,071		
		Surplus/(Deficit)	\$ -	\$ -	\$ -		
A-143	Community - Council Referral	Lethbridge Sport Council Fee For Service	Budget \$ -	\$ -	\$ 49,500	Reporting on organizational activities continues as per agreement requirements. City Council approved the extension of the funding until the end of the current budget cycle. Organizations will be required to submit any requests for funding as part of the 2022-2026 budget process.	Complete for 2021
		Actuals	-	-	49,500		
		Surplus/(Deficit)	\$ -	\$ -	\$ -		

STATEMENT OF RESERVES

AS AT DECEMBER 31, 2021



	December 31 2021	December 31 2020
Acquire Off Street Parking	\$ 1,790,661	\$ 1,501,627
Airport	3,944,130	3,867,071
Cemeteries	2,028,352	1,626,958
Central Business District Land Acquisition	686,726	685,726
Community Lighting	3,604,847	4,226,458
Electric	11,930,299	10,065,510
Fleet Services	22,426,450	19,799,259
Insurance	4,487,887	4,658,344
Major Capital Projects	16,942,896	12,165,117
Mayor Magrath Drive Beautification	116,515	114,924
Municipal Reserve Fund	370,931	313,730
Municipal Revenue Stabilization	34,192,565	34,860,528
Real Estate Holdings	6,223,135	6,180,780
Transit Bus	1,043,159	1,043,159
Urban Parks	3,646,536	3,242,767
Total Reserves	\$ 113,435,089	\$ 104,351,958
Total Committed Funds	\$ 28,121,930	\$ 31,662,472
Current Internal Funding Requirements:		
Industrial Subdivision	2,360,000	-
ATB Centre - Phase 1 & 2 (Ice & Leisure Complex)	-	1,722,000
Total Committed Funds and Internal Funding Requirements	\$ 30,481,930	\$ 33,384,472

In addition to the above noted commitments, each reserve has been created by City Council for a specific purpose and will be applied to that purpose over future periods.

Reserve Analysis
For the period January 1, 2021 to December 31, 2021

Acquire Off Street Parking

The purpose of the Acquire Off Street Parking Reserve is to provide funding necessary to develop additional off-street parking and fund other parking related expenditures. Established: 1978.

Balance as at January 1, 2021		\$ 1,501,627
Add:		
Parking Revenues		
- Parking meters	700,388	
- Sale of Parking Lot - 316 Stafford Dr S	115,000	
- Park 'n Ride revenue	59,235	
- Parking fines	49,144	
- Parking lots	28,417	
Funding from Operations		
- Allocation from corporate to fund Park 'n Ride internal loan from MRSR	3,630,000	
- COVID-19 replacement of reduced revenues in 2022*	955,238	
		5,537,422
Less:		
Park 'n Ride (CIP 2018-27 D-15) repayment of internal loan to MRSR	3,630,000	
Park 'n Ride operations	467,955	
Administration	405,737	
Parking enforcement	357,247	
Parking meter operations	197,794	
Enhance downtown maintenance (snow clearing, street sweeping etc.)	135,000	
Parking lot operations	54,655	
		5,248,388
Balance as at December 31, 2021		\$ 1,790,661

* This is the estimated amount needed to cover the loss of revenue in 2022.

Reserve Analysis
For the period January 1, 2021 to December 31, 2021

Airport

The reserve was established July 1, 2018 when the City of Lethbridge acquired ownership of the airport. The future purpose of the reserve will be to provide capital financing of airport projects and support the general operations of the airport. Established: 2018.

Balance as at January 1, 2021		\$ 3,867,071
Add:		
COVID-19 replacement of reduced revenues in 2022*	1,000,000	
Allocation from general operations	<u>225,500</u>	
		1,225,500
Less:		
Allocation to operations	1,078,735	
Lethbridge Airport Improvements (CIP 2022-31 D-6)	65,663	
Sand Storage Shed ACAP Grant (Council Aug 24, 2020)	<u>4,043</u>	
		<u>1,148,441</u>
Balance as at December 31, 2021		<u><u>\$ 3,944,130</u></u>

Committed Funds:

- Airport & Governance Operation (Budget 2019-22 N-98)	\$ 1,921,265
- Lethbridge Airport Improvements (CIP 2022-31 D-6)	672,337
- Airport sweeper (Council Dec 14, 2021)	350,000
- Matching funds for ACAP grant (Council Dec 14, 2021)	<u>100,000</u>
	<u>\$ 3,043,602</u>

* This is the estimated amount needed to cover the loss of revenue in 2022.

Cemeteries

The purpose of the Cemeteries Reserve is to provide for and make provision for the improvement, maintenance, management, control and operation of public cemeteries. Established: 1961.

Balance as at January 1, 2021		\$ 1,626,958
Add:		
Allocation from Operations	374,943	
Interest earnings	<u>26,451</u>	
		<u>401,394</u>
Balance as at December 31, 2021		<u><u>\$ 2,028,352</u></u>

Funding commitments from this reserve are included in the 2019-2022 Operating Budget under Cemetery Reserve Projects.

Reserve Analysis
For the period January 1, 2021 to December 31, 2021

Central Business District Land Acquisition

The purpose of the Central Business District Land Acquisition Reserve is to establish a source of funding for parcels of land in the Central Business District. Established: 1976.

Balance as at January 1, 2021	\$ 685,726
Add:	
Patio rental	1,000
Balance as at December 31, 2021	<u>\$ 686,726</u>

Committed Funds:

- Urban Core Housing Incentive Program (Council Nov 2, 2020)	<u>\$ 684,726</u>
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Community Lighting

The purpose of the Community Lighting Reserve is to fund the replacement of community lighting assets. Established: 1997.

Balance as at January 1, 2021	\$ 4,226,458
Add:	
Allocation from operations	198,388
Less:	
Metis Trail debt paydown - principal (Council Aug 22, 2016)	562,698
Whoop Up Drive debt paydown - principal (Council Aug 22, 2016)	<u>257,301</u>
	<u>819,999</u>
Balance as at December 31, 2021	<u>\$ 3,604,847</u>

Committed Funds:

- Metis Trail debt paydown - principal (Council Aug 22, 2016)	\$ 579,740
- Whoop Up Drive debt paydown - principal (Council Aug 22, 2016)	<u>264,844</u>
	<u>\$ 844,584</u>

Future advances from the Community Lighting reserve related to the committed funds above, will be repaid to the reserve from the Offsite Account over ten years commencing in approximately 2023.

Reserve Analysis
For the period January 1, 2021 to December 31, 2021

Electric

The purpose of the Electric Reserve is to provide capital financing of Electric Utility projects and to stabilize the effects of fluctuating operation surpluses and deficits. Established: 2016.

Balance as at January 1, 2021		\$ 10,065,510
Add:		
Allocation from Electric Capital	11,118,917	
Return on Equity	<u>7,841,234</u>	
	18,960,151	18,960,151
Less:		
Allocation to Electric Capital Projects	13,350,719	
Return on Investment to the General Fund	2,369,013	
2020 Electric Operating Deficit	<u>1,375,630</u>	
		<u>17,095,362</u>
Balance as at December 31, 2021		<u><u>\$11,930,299</u></u>

Funding commitments from this reserve for Electric Utility projects are included in the 2018-2027 and the 2022-2031 Capital Improvement Program (CIP).

Fleet Services

The purpose of the Fleet Services Reserve is to provide for a self-sufficient pool of funds to allow for the ongoing replacement of fleet assets. Established: 1976.

Balance as at January 1, 2021		\$ 19,799,259
Add:		
Allocation from fleet operations	4,308,897	
Asset replacement contributions	1,121,458	
Disposal Proceeds	<u>362,155</u>	
		5,792,510
Less:		
Purchase of equipment		<u>3,165,319</u>
Balance as at December 31, 2021		<u><u>\$22,426,450</u></u>

Committed Funds:

- Equipment Purchases (Budget 2019-2022)	\$ 7,777,000
- Equipment Purchases (Budget 2015-2018)	<u>329,170</u>
	<u>\$ 8,106,170</u>

Reserve Analysis
For the period January 1, 2021 to December 31, 2021

Insurance

The purpose of the Insurance Reserve is to stabilize the effects of rising and unpredictable insurance premiums.
 Established: 1985.

Balance as at January 1, 2021	\$ 4,658,344
Less:	
Allocation to Operations	<u>170,457</u>
Balance as at December 31, 2021	<u>\$ 4,487,887</u>

Major Capital Projects

The purpose of the Major Capital Projects Reserve is to fund capital projects and buffer the effects of the short-term fluctuations in debt payments and capital expenditures on the Pay-As-You-Go plan. Established: 1989.

Balance as at January 1, 2021	\$ 12,165,117
Add:	
Pay-As-You-Go	4,428,619
Interest Earnings	217,494
Project Surplus:	
University Dr (Community Stadium to Sunridge) (CIP 2018-27 CO-4)	997,830
Functional Planning & Design 62 Ave N (CIP 2018-27 C-18)	200,000
Gravelled Roadway Upgrading (CIP 2018-27 C-7)	<u>100,000</u>
	<u>5,943,943</u>
Less:	
Facility Renewal and Upgrade Program (CIP 2018-27 D-45)	978,363
Legacy Park - Discovery Playground (CIP 2018-27 D-47)	158,643
Indigenous Place-making Strategy (CIP 2022-31 D-21)	<u>29,158</u>
	<u>1,166,164</u>
Balance as at December 31, 2021	<u>\$16,942,896</u>

Committed Funds:

- Facility Renewal and Upgrade Program (CIP 2018-27 D-45)	\$ 695,637
- Indigenous Place-making Strategy (CIP 2022-31 D-21)	345,842
- Mobility Accessibility Audits (CIP 2022-31 D-46)	320,000
- Nikka Yuko Japanese Garden Master Plan (CIP 2022-31 D-47)	320,000
- Parks Master Plan (CIP 2022-31 D-48)	320,000
- Indigenous Cultural Centre Site Planning (CIP 2022-31 D-42)	250,000
- Indoor Court/Multipurpose Space Functional Study (CIP 2022-31 D-43)	100,000
- Legacy Park - Discovery Playground (CIP 2018-27 D-47)	81,357
- River Valley Ridership Study and Analysis (CIP 2022-31 D-49)	<u>64,000</u>
	<u>\$ 2,496,836</u>

Reserve Analysis
For the period January 1, 2021 to December 31, 2021

Mayor Magrath Drive Beautification

The purpose of the Mayor Magrath Drive Beautification Reserve is to provide funds to allow for beautification of Mayor Magrath Drive. Established: 1984.

Balance as at January 1, 2021	\$ 114,924
Add:	
Parking Lease Revenue	3,041
Less:	
Land Lease Taxes	<u>1,450</u>
Balance as at December 31, 2021	<u><u>\$ 116,515</u></u>

Municipal Reserve Fund

The Municipal Reserve Fund can only be used for prescribed purpose such as public parks and public recreation areas. Established: 1980.

Balance as at January 1, 2021	\$ 313,730
Add:	
Cash in Lieu of Municipal Reserve	51,920
Interest Earnings	<u>5,281</u>
	<u>57,201</u>
Balance as at December 31, 2021	<u><u>\$ 370,931</u></u>

Reserve Analysis
For the period January 1, 2021 to December 31, 2021

Municipal Revenue Stabilization

The purpose of this reserve is to stabilize the effects of fluctuating interest revenue and General Operation surpluses and deficits on annual taxation requirements. All General Operation surpluses of prior years, return on investments, municipal consent and access fee/franchise fee and by-law enforcement revenue surpluses, internal financing recoveries, and other allocations from General Operations are added to the reserve. Budgeted allocations to General Operations are charged to the reserve and include municipal consent and access fee/franchise fee, by-law enforcement revenue shortfalls, and return on investments. Other charges to the reserve include any General Operation deficits of prior years, one time expenses, internal financing advances, and other allocations to General Operations. Established: 1985.

Balance as at January 1, 2021 \$ 34,860,528

Add:

Electric Municipal Consent and Access Fee (MCAF)	10,126,448	
ATCO Franchise Fee	6,151,990	
MRSR Internal Financing Recoveries (Schedule 1)	5,891,599	
Investment and Interest Income (net of Trust Allocations)	5,732,233	
2020 General Operating Surplus	4,820,593	
By-law enforcement	4,232,244	
Return on Investment (Electric ROI)	2,369,013	
Unused BAU funding	2,387,888	
Snow Removal	1,019,301	
Commercial land lease revenue	927,015	
Corporate IT Lifecycle Reduction (Budget 2021-22 A-13)	400,000	
YMCA Contractual Agreement Reimbursement	250,000	
		44,308,324

Less:

Budget Allocation to General Operations:		
Electric Municipal Consent and Access Fee (MCAF)	9,896,100	
Allocation to General Operations	5,550,000	
ATCO Franchise Fee	5,510,000	
By-law enforcement	5,509,100	
Return on Investment (Electric ROI)	2,573,900	
Commercial land debenture payment	1,000,291	
Allocation for TIPP discounts	307,297	
MRSR Internal Financing Advances (Schedule 2)	11,767,096	
MRSR One Time Allocations (Schedule 3)	2,862,503	
		44,976,287

Balance as at December 31, 2021

\$ 34,192,565

Reserve Analysis
For the period January 1, 2021 to December 31, 2021

Municipal Revenue Stabilization

Schedule 1: MRSR Internal Financing Recoveries (year of final payment):

- Transit Terminal and Regional Park 'n Ride (CIP 2018-27 D-15)	\$ 3,630,000
- Lethbridge Police Headquarters (2029)	1,284,200
- ENMAX building (2027)	467,800
- ATB Centre - Phase 1 (Ice Complex) (2029)	278,600
- Parks Asset Management (2028)	204,400
- Local Improvements Prior Years	22,295
- Whoop-Up Drive Extension - interest only (CIP 2011-20 C-36)	<u>4,304</u>
	<u>\$ 5,891,599</u>

Schedule 2: MRSR Internal Financing Advances:

- Industrial Subdivision (Council Mar 23, 2021)	\$ 11,640,000
- ATB Centre - Phase 1 (Ice Complex) (CIP 2014-23 D-7)	<u>127,096</u>
	<u>\$ 11,767,096</u>

Schedule 3: MRSR One Time Allocations:

- ENMAX Centre Parking Lot 2021 (Council Aug 24, 2021)	341,700
- Downtown Clean & Safe Strategy (Council Dec 9, 2019)	333,286
- Adaptive Reuse Initiative (Budget 2019-22 N-1)	302,685
- School Gym Upsizing (CIP 2018-27 D-17)	283,333
- Urban Core Incentive Program (Council Nov 2, 2020 & May 18, 2021)	259,089
- 2022 Brier Bid (Council June 15, 2020)	244,156
- Nikka Yuko Japanese Garden FFS (Budget 2021-22 A-142)	199,071
- Rent Supplement (Council Dec 14, 2020)	188,012
- Blackfoot Confederacy & Reconciliation Flags at City Hall (Budget 2019-22 N-13)	109,413
- LSCO lease waiver (Council Jul 14, 2021)	97,250
- Allied Arts Council Fee For Service (Budget 2021-22 A-139)	86,010
- Southern Alberta Ethnic Association Fee For Service (Budget 2021-22 A-141)	76,900
- Southern Alberta Art Gallery Fee For Service (Budget 2021-22 A-140)	68,400
- Natural Leaders Program (Budget 2019-22 N-35)	54,144
- Lethbridge Sport Council Fee For Service (Budget 2021-22 A-143)	49,500
- Lethbridge Hurricanes Rent Payment (Council April 20, 2021)	35,760
- U of L Conservatory of Music Lease Payment (Council April 20, 2021)	35,500
- Missing & Murdered Indigenous Women & Girls Work Plan (Council Jan 12, 2021)	22,570
- Patio or Parklet Outdoor Seating (Council Apr 20, 2021)	18,758
- EDL Identify Opportunities & Barriers to Business (Budget 2019-22 N-12)	17,000
- Non-Veterinary Funding for Animal Rescue (Budget 2019-22 N-82)	9,049
- Mitigate the Feral Cat Problem (Budget 2019-22 N-81)	8,247
- EDL Foreign Direct Investment Program (Budget 2019-22 N-10)	7,500
- SouthGrow Regional Initiative (Budget 2019-22 N-72)	7,500
- EDL Agrifood Corridor Strategy (Budget 2019-22 N-9)	5,000
- Youth Advisory Council (Budget 2019-22 N-85)	<u>2,670</u>
	<u>\$ 2,862,503</u>

Reserve Analysis
For the period January 1, 2021 to December 31, 2021

Municipal Revenue Stabilization

Committed Funds:

2015-2018:

- Heart of Our City Housing (Budget 2015-18 N-4, amended Jul 4, 2017)	\$ 856,722
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2018-2021:

- School Gym Upsizing (CIP 2018-27 D-17)	850,000
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2019-2022 (Conditional Resolutions):

- Invasive Pest Management Urban Forest Disease (Budget 2019-22 N-58)	2,000,000
- Directional Resolution (Budget 2019-22 D-1 & D-9)	671,645

2019-2022:

- Urban Core Incentive Program (Council Nov 2, 2020 & May 18, 2021)	2,740,911
- Airport Incentive Framework (Council Jan 18, 2022)	1,000,000
- Downtown Clean & Safe Strategy (Council Dec 9, 2019)	938,894
- Missing & Murdered Indigenous Women & Girls Work Plan (Council Jan 12, 2021)	412,430
- 2022 Brier Bid (Council Jun 15, 2020)	399,999
- ENMAX Centre Parking Lot 2022 (Council Aug 24, 2021)	341,700
- Rent Supplement (Council Dec 14, 2020)	311,988
- Energy Efficiency Master Plan & Strategy (Budget 2019-22 N-84)	300,000
- Nikka Yuko Japanese Garden FFS (Budget 2021-22 A-142)	243,171
- Special Constables/Community Peace Officer (Budget 2019-22 N-38)	149,885
- Parks Budget (Council Jul 27, 2021)	100,000
- Allied Arts Council Fee For Service (Budget 2021-22 A-139)	86,010
- Southern Alberta Ethnic Association Fee For Service (Budget 2021-22 A-141)	73,900
- Southern Alberta Art Gallery Fee For Service (Budget 2021-22 A-140)	68,400
- Lethbridge Sport Council FFS (Budget 2021-22 A-143)	49,500
- Blackfoot Confederacy & Reconciliation Flags at City Hall (Budget 2019-22 N-13)	40,117
- Patio or Parklet Outdoor Seating (Council Apr 20, 2021)	21,242
- EDL - Identify Opportunities & Barriers to Business (Budget 2019-22 N-12)	17,000
- Non-Veterinary Funding for Animal Rescue (Budget 2019-22 N-82)	15,951
- Mitigate the Feral Cat Problem (Budget 2019-22 N-81)	15,382
- Youth Advisory Council (Budget 2019-22 N-85)	14,394
- EDL - Foreign Direct Investment Program (Budget 2019-22 N-10)	7,500
- SouthGrow Regional Initiative (Budget 2019-22 N-72)	7,500
- EDL - Agrifood Corridor Strategy (Budget 2019-22 N-9)	5,000

\$ 11,739,241

Reserve Analysis
For the period January 1, 2021 to December 31, 2021

Municipal Revenue Stabilization

Current 2021/22

Internal Loan Requirements:

Industrial Subdivision (Council Mar 23, 2021) \$ 2,360,000

As at December 31, 2021 internal advances amounting to approximately \$36,800,000 were outstanding from this reserve. These amounts will be recovered, with interest, in future years.

In addition, amounts to the following community groups remain committed against this reserve. These amounts have been recorded as receivables by the City at December 31, 2021.

	Year	Maturity	Original Amount	Balance as at December 31 2021	Annual Payment
SLP Skate Park naming	2014	2023	\$ 100,000	\$ 12,000	\$ 10,000
Lethbridge Hurricanes*	2012	2031	2,500,000	1,666,667	166,667
Lethbridge & District Exhibition** (CIP 2014-23 D-9)	2017		4,673,000	-	-

Notes: *As per the City Council resolution on February 1, 2022, Council approved the deferral of the Lethbridge Hurricanes Hockey Club annual contribution of \$166,667 towards the ENMAX Centre renovation for 2021; and Council approved the lease contract between the City of Lethbridge and the Lethbridge Hurricanes Hockey Club be amended to add one additional year that includes the payment of the deferred annual contribution of 2021.

**As per the City Council resolution on August 24, 2020, City Council approved that the City of Lethbridge provide debt forgiveness for the remaining value of the CIP Loan (\$3,816,283), in exchange for the title to the 155.71 acres of owned land by Lethbridge & District Exhibition, legally described as 0310215, Lot 3, Block 1. The balance has been paid through the land transfer which occurred on February 2, 2021.

Real Estate Holdings

The purpose of the Real Estate Holdings Reserve is to provide a source of funding for land acquisitions within the city. Established: 1929.

Balance as at January 1, 2021	\$ 6,180,780
Add:	
Net proceeds from sale of 3010 11 Avenue South	35,540
Right of Way Sale Proceeds	7,222
Rental Income	<u>2,773</u>
	45,535
Less:	
Land Lease Taxes	<u>3,180</u>
Balance as at December 31, 2021	<u>\$ 6,223,135</u>

Reserve Analysis
For the period January 1, 2021 to December 31, 2021

Transit Bus

The purpose of the Transit Bus Reserve is to provide funding for the City portion of new transit equipment including maintenance and replacement of Lethbridge Transit and ACCESS-A-Ride (AAR) technology and equipment. Established: 1985.

Balance as at January 1, 2021 \$ 1,043,159

Balance as at December 31, 2021 **\$ 1,043,159**

Urban Parks

The purpose of the Urban Parks Reserve is to provide funds for the ongoing operation and maintenance of the Urban Parks system. Established: 1983.

Balance as at January 1, 2021 \$ 3,242,767

Add:

Allocation from operations 700,800

Less:

Accessible Playgrounds (Budget 2019-22 N-59) 223,104

Urban Forest Management Plan (Budget 2015-18 N-8) 44,622

Playground projects 29,305

297,031

Balance as at December 31, 2021 **\$ 3,646,536**

Committed Funds:

- Accessible Playgrounds (Budget 2019-22 N-59) \$ 555,239

- Parks Irrigation Central Control (CIP 2022-31 D-19) 500,000

- River Valley Ridership Study and Analysis (CIP 2022-31 D-49) 100,000

- Urban Forest Management Plan (Budget 2015-18 N-8) 51,532

\$ 1,206,771

TOTAL RESERVES as at December 31, 2021

\$ 113,435,089

TOTAL COMMITTED FUNDS

\$ 28,121,930

TOTAL CURRENT INTERNAL LOAN REQUIREMENTS

2,360,000

TOTAL FUNDING REQUIREMENTS

\$ 30,481,930

CITY OF LETHBRIDGE
BUDGET APPROPRIATION UNEXPENDED
AS AT DECEMBER 31, 2021



	2021 Balance	2020 Balance
Boards and Commissions		
Galt Museum	92,000	\$ 162,000
Lethbridge Police Services	1,009,431	2,068,290
Lethbridge Public Library	341,874	282,075
General Government		
City Clerk	234,462	612,129
City Manager's Office & Communication	869,417	934,829
City Solicitor	309,655	359,329
Opportunity Lethbridge	177,288	22,194
Corporate & Customer Services		
People & Culture	1,050,838	1,233,811
Integrated Risk Management	-	150,193
Treasury & Financial Services	375,582	233,579
Airport	205,818	120,000
Community Services		
Community & Social Development	613,499	364,384
ENMAX Centre	6,774	6,774
Fire & Emergency Services	2,120,722	2,645,941
Recreation & Culture	352,634	275,415
Regulatory Services	4,839	4,839
Infrastructure Services		
Planning & Design	224,676	486,614
Infrastructure Services Administration	400,473	622,791
Parks Maintenance and Management	285,000	-
Electric	-	91,248
Waste Processing	49,873	49,873
	\$ 8,724,855	\$ 10,726,308
Directional Operating Funding	-	2,872,809
Operational Review Funding	200,000	540,361
Future COVID-19 Pressures	1,170,019	3,490,000
Current Year Unexpended (Note 1)	2,567,426	3,274,529
Prior Year Unexpended (Note 1)	\$ 3,291,283	\$ 16,754
Total	\$ 15,953,583	\$ 20,920,761

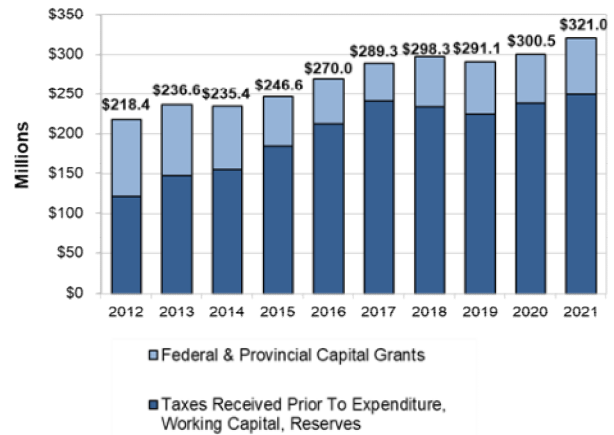
Note 1 - At the end of the four year budget cycle, any remaining Department Rollover is transferred to the MRSR in accordance with City Council Resolution

Investment Summary

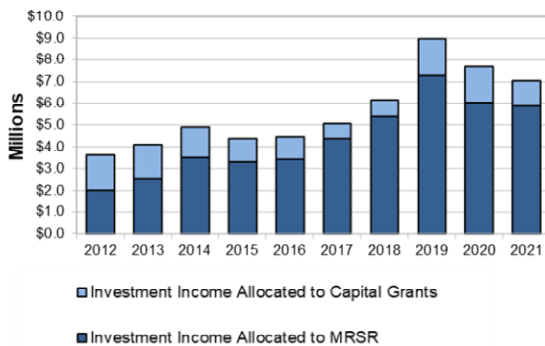
As at December 31, 2021

The City of Lethbridge maintains a significant investment portfolio. This investment portfolio consists of reserves, capital funds, Provincial and Federal grants, and operating funds. These funds are invested between the time of their receipt and their use to maximize the opportunity of investment returns to the City of Lethbridge. The timing of these transactions, as well as the size of reserves and the amount of internal financing approved are the main factors influencing the size of the investment portfolio.

Average Portfolio Size

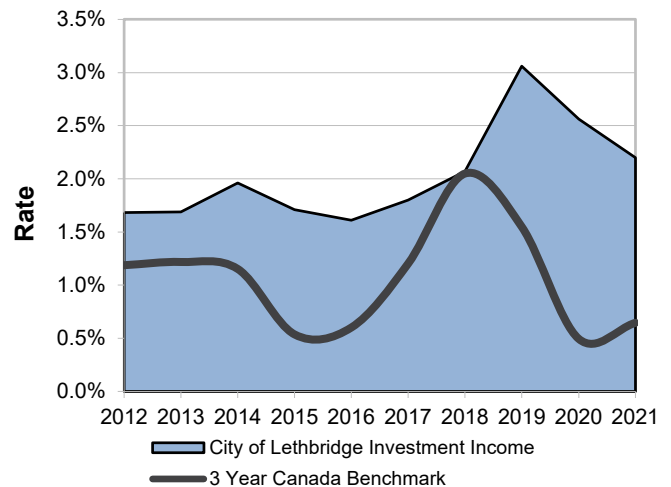


Total Investment Income



Total investment income decreased to \$7,058,501 in 2021 from \$7,679,345 in 2020. There continues to be a decrease in global investment rates of return due to economic conditions and the ongoing pandemic. We continue to monitor our short-term and long-term investment strategy to meet our investment income target. The City of Lethbridge 2021 average portfolio yield of 2.20% (2020:2.56%). The 2021 average Government of Canada 3-Year Benchmark¹ yield of 0.65% (2020:0.50%).

Average Portfolio Yield



¹ Benchmark based on actual mid-market closing yields of selected Canada bond issues that mature approximately in the three-year term. This is a reasonable benchmark for the City of Lethbridge given our average portfolio term and our risk restrictions

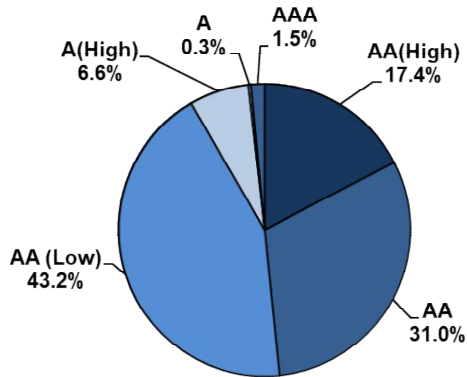
City of Lethbridge

Section B-3 (cont'd)

Investment Summary

As at December 31, 2021

Portfolio Distribution by Rating December 31, 2021

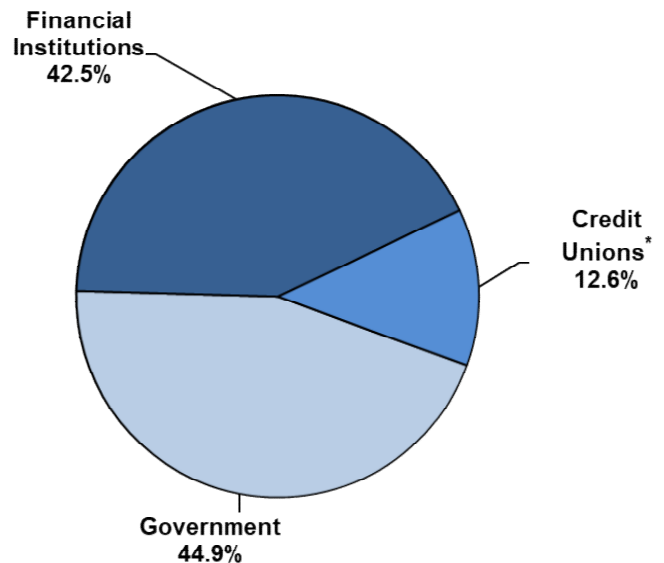


The City of Lethbridge's first investment objective is safety of principal, and accordingly the City invests only in institutions with a minimum credit rating of R1 or A.

A Company having an R1 rating is considered high-grade prime credit. Its ability to repay current liabilities as they come due is very high. The R1 rating is further broken down into High (R1H), Middle (R1M) and Low (R1L). The short-term ratings of R1H, R1M, and R1L are roughly equivalent to the long term ratings of AAA, AA, and A respectively.

Our current portfolio is diversified among 7 different brokerage firms and 24 different institutions from the Government and Financial Institution sectors.

Portfolio Distribution by Type December 31, 2021



*Principal is guaranteed by the Provinces of Alberta or BC

SUMMARY OF SUBDIVISION SURPLUS
For the period January 1, 2021 to December 31, 2021

	<u>Dec 31, 2021</u>	<u>Dec 31, 2020</u>
INDUSTRIAL	\$ (1,206,490)	\$ (8,147,106)
RESIDENTIAL	1,244,870	8,357,236
NET SUBDIVISION SURPLUS	<u>\$ 38,380</u>	<u>\$ 210,130</u>

**INDUSTRIAL SUBDIVISION SURPLUS
FUNDING ANALYSIS**
For the period January 1, 2021 to December 31, 2021

Development Operations Funding

Funds Received from Subdivision Development

Sherring Industrial Park - Phase 2	\$ 3,751,341	
Sherring Industrial Park - Phase 1	<u>1,290,401</u>	
Total Funds Received from Subdivision Development		5,041,742

Funds Used for Subdivision Development

Sherring Industrial Park Common	253,702	
Sherring Industrial Park - Phase 1	106,750	
Sherring Industrial Park - Phase 2	<u>42,103</u>	
Total Funds Used for Subdivision Development		<u>402,555</u>

Net Funds Received for Subdivision Development Operations 4,639,187

Other Activity Funding

Funds Received:

Internal Loan - Municipal Revenue Stabilization Reserve	(Note 1)	11,640,000	
Lease Revenue		<u>10,117</u>	
		11,650,117	

Funds Used:

Funding - Sherring Expansion	(Note 2)	6,729,925	
Fund Airport Waterline D-6		1,683,125	
Debt Payment - ACFA	(Note 3)	641,838	
Allocation in Lieu of Property Taxes		<u>293,800</u>	
		9,348,688	

Net Funds Received from Other Activities 2,301,429

Net increase in Industrial Subdivision Surplus 6,940,616

Industrial Subdivision Surplus Balance January 1, 2021 (8,147,106)

Total Industrial Balance December 31, 2021 \$ (1,206,490)

Funds Committed for Future

Sherring:

Asphalt Overlays	68,400	
Landscaping	<u>31,600</u>	
	100,000	

Notes:

- 1 To finance the deficit balance in the Industrial Subdivision Surplus Account related to the startup costs associated with the Sherring Industrial Park, Council approved a "line of credit loan" of up to \$5,500,000. On March 23, 2021 Council approved an additional \$14,000,000 line of credit loan to fund the commitments for the expansion of Sherring Industrial Park. Loan payments will be based on cashflow availability within the Industrial Subdivision Surplus. As at December 31, 2021 the balance remaining to be paid to the MRSR from Industrial Subdivision Surplus on the total line of credit loans is \$17,140,000.
- 2 In 2018-2019, Industrial Subdivision Surplus has a commitment to fund a portion of the expansion of the Sherring Industrial Park. This is an extensive project which began in 2016 and is comprised of various components (canal relocation, siphon twinning, underground and surface work) and involves various funding sources (Clean Water and Wastewater Fund (CWWF) grant, Alberta Agriculture Grant, Off-site Levies, Transportation Capital as well as Industrial Subdivision Surplus). The majority of construction was completed in 2019.
- 3 In December 2016 council approved additional debenture borrowing through Alberta Capital Financing Authority (ACFA) to finance the expansion costs associated with Sherring Industrial Park. As at December 31, 2021 the remaining balance of ACFA loans is \$5,771,000.

**RESIDENTIAL SUBDIVISION SURPLUS
FUNDING ANALYSIS**
For the period January 1, 2021 to December 31, 2021

Section C-1 Cont'd

Development Operations Funding

Funds Received from Subdivision Development

Crossings:

Phase 7	\$ 2,105,581
Phase 6	1,897,695
Commercial	416,279
Phase 4	<u>389,243</u>
	4,808,798

RiverStone:

Phase 21	1,867,594
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Total Funds Received from Subdivision Development

6,676,392

Funds Used for Subdivision Development

Crossings North:

Crossings - North	6,402
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Crossings:

Phase 5	971,985
Common	207,340
Phase 7	39,188
Phase 6	20,235
Phase 1-4	<u>10,682</u>
	1,249,430

RiverStone:

Common	138,841
Phase 22	24,364
Phase 21	15,727
Phase 11-17,20-22	<u>6,120</u>
	185,052

SunRidge:

Common	25,392
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Watermark:

Common	458,152
--------	---------

Total Funds Used for Subdivision Development

1,924,428

Net Funds Received from Subdivision Development Operations

4,751,964

Other Activity Funding

Whoop Up Drive - Repayment from Offsites	395,600
Rental Revenue	<u>5,968</u>
	401,568

Funds Used:

Land Purchase 160ac from College Farms Ltd.	(Note 1) 9,600,498
Real Estate & Land Development Operations	1,148,142
Debt Payment ACFA - Watermark	853,937
Adaptive Reuse Initiative (N-1)	302,816
Fund Bark Park (D-16)	143,734
Allocation in Lieu of Property Taxes	108,900
Affordable Housing	49,271
Parks Maintenance	45,000
Weed Control	9,000
Pest Control	<u>4,600</u>
	12,265,898

Net Funds Used for Other Activities

(11,864,330)

Net decrease in Residential Subdivision Surplus

(7,112,366)

Residential Subdivision Surplus Balance January 1, 2021

8,357,236

Total Residential Subdivision Surplus Balance December 31, 2021

\$ 1,244,870

**RESIDENTIAL SUBDIVISION SURPLUS
FUNDING ANALYSIS**
For the period January 1, 2021 to December 31, 2021

Section C-1 Cont'd

Funds Committed for Future

Projects:

Crossings:

Underground Utilities and Surface Works	\$ 817,300
Sportsfield/Playground	217,300
Engineering Consulting Services	135,300
Architectural Controls	120,000
	<u>1,289,900</u>

RiverStone:

Underground Utilities and Surface Works	397,500
Architectural Controls	183,400
Engineering Consulting Services	5,800
	<u>586,700</u>

SunRidge:

Architectural Controls	17,100
------------------------	--------

Watermark:

Landscaping	86,100
Underground Utilities and Surface Works	57,600
Engineering Consulting Services	21,700
	<u>165,400</u>

Other Projects (including 2019-2022 Operating Budget Funding):

Affordable Housing	(Note 2) 1,621,800
Parks Capital	1,046,500
Heart of Our City Housing Incentive Program (N-4)	856,600
Parks Maintenance	90,000
Pest Control	67,500
Weed Control	9,000
	<u>3,691,400</u>

CIP Projects (2018-2021):

Bark Park (D-16)	410,700
New School Site Development (D-18)	425,000
	<u>835,700</u>

CIP Projects (2022-2025):

New School Site Development (D-27)	850,000
------------------------------------	---------

Total Committed Funds

\$ 7,436,200

Notes:

- 1 In October 2017 City Council approved the purchase of 160 acres of land for land banking from College Farms Ltd. for \$9,600,000. The payment terms of the agreement were \$2.4 million per year beginning in 2018 with the final payment and transfer date January 31, 2021. The final payment was made and land transferred to the City on January 2021.
- 2 Affordable Housing - as at December 31, 2021 \$1,502,000 has been committed to the Affordable Housing Fund. An additional \$120,000 will be committed in 2022.
- 3 On July 8, 2013, City Council approved the sale of approximately 66.5 acres in the Crossings commercial area. As at December 31, 2021, \$17,257,000 has been received with final close date on December 31, 2025 (previously December 31, 2022). Due to slowed markets conditions an additional extension was requested and approved by Council August 24, 2021.

OFFSITE ACCOUNT ANALYSIS

For the period January 1, 2021 to December 31, 2021

Revenues

Net Offsite Levies

Blackwolf Phase 8 & 9	1,173,175
Copperwood Phase 31	919,713
Southbrook Phase 5	746,336
Southbrook Phase 2A & B	695,194
Crossings Phase 5	502,428
Blackwolf Phase 10	350,969
Country Meadows Phase 3c	336,919
Copperwood Phase 30	225,362
Total Net Levies	4,950,096

Other Revenues

Debenture Debt Funded Projects	5,146,999
General Interest	70,471
Total Other Revenues	5,217,470

Total Revenues

10,167,566

Allocations

Offsite/Oversize Credits

Garry Station Phase 3 to 8	603,079
Blackwolf Phase 8 & 9	109,340
Copperwood Phase 31	64,506
Copperwood Phase 30	10,011
Southbrook Phase 2A & B	8,389
Total Oversize Credits	795,325

Other Costs

Metis Trail - Temple Blvd to Coalbrook Gate (CIP 2018-27 CO-6)	5,114,647	*
Debt Payment - ACFA	5,064,390	
Whoop Up Drive - Coalbanks to Mauretania (RELD)	399,904	
5th Avenue N and 13th Street N (Preliminary Design)	108,683	
Chinook Trail Arterial Road land purchase	106,096	
North Siphon Twinning (Council Dec 12, 2016)	32,352	*
North Scenic Dr - Uplands Dr to 42 Ave N (CO-3)	1,009	
	10,827,081	

Total Allocations

11,622,406

Net Decrease in Offsite Account

(1,454,840)

Add: Offsite Account Balance January 1, 2021

5,157,266

Offsite Account Balance December 31, 2021

3,702,426

* project spending is funded by Offsite Levy borrowing

OFFSITE ACCOUNT ANALYSIS

For the period January 1, 2021 to December 31, 2021

Funds Committed for Future

Projects (2020 and prior) Funded by Debentures (external borrowings):

North Scenic Drive - Uplands Blvd N to 40 Ave N (CIP 2018-27 CO-3)	4,650,000
University Dr - Community Stadium to Sunridge BLVD (CIP 2018-27 CO-4)	2,170,489
Metis Trail Underground - Country Meadows to Tartan (Wastewater)	2,080,975
North Siphon Twinning (Council Dec 12, 2016)	1,850,606
West Siphon Screen Relocation (CIP 2018-27 EO-2)	1,700,000
Metis Trail - Temple Blvd to Coalbrook Gate (CIP 2018-27 CO-6)	100,438
	12,552,508

Projects (2020 and prior) Funded by Offsite Levies:

Watermain Loop Metis Trail - Coalbanks Link to Temple Blvd (CIP 2018-27 EO-1)	250,000
5th Avenue N and 13th Street N (Preliminary Design)(CIP 2018-27 CO-2)	16,317
	266,317

12,818,825

City of Lethbridge

External Borrowings (ACFA)

As At December 31, 2021

	Original Principal	Year of Borrowing	Term (yrs)	Interest Rate	Annual Payment	Year End Balance 2021	Per Capita 101,482	Year of Maturity
Self Supported								
Airport								
Tractor	\$ 6,297	2018	6	2.512%	\$ 1,137	\$ 2,739		2024
CFC Unit	58,926	2018	16	3.239%	4,748	48,491		2034
Entrance Sign	47,904	2018	16	3.239%	3,860	39,421		2034
Parking Lot	254,357	2018	16	3.239%	20,496	209,314		2034
Runway Signs	24,588	2018	16	3.239%	1,981	20,234		2034
Fence, Garage, Tanks, Roof	167,708	2018	17	2.765%	12,432	139,270		2035
Underground Fuel Tanks	75,365	2018	20	3.108%	5,088	65,294		2038
Land Development								
Watermark - Phase 1 Middle School	7,500,000	2017	10	2.671%	859,562	4,736,312		2027
Commercial Land Servicing	12,222,000	2017	15	2.768%	1,001,170	9,438,485		2032
Sherring Industrial Park	2,000,000	2018	15	3.046%	167,100	1,610,952		2033
Sherring Industrial Park	2,900,000	2018	15	3.201%	244,962	2,424,945		2033
Sherring Industrial Park	1,900,000	2020	15	2.033%	147,598	1,734,876		2035
Offsite Levy								
South East Water Reservoir	1,000,000	2007	15	4.614%	93,113	89,987		2022
South Siphon Upgrade	500,000	2012	10	2.226%	56,048	55,126		2022
South Siphon Upgrade	1,000,000	2010	15	3.885%	88,595	325,308		2025
West Lethbridge Water Reservoir	2,300,000	2010	15	3.885%	203,769	748,207		2025
Garry Drive Reservoir	5,700,000	2011	15	3.013%	475,124	2,190,088		2026
SE Regional Lift Station	3,600,000	2014	15	2.814%	295,865	2,106,231		2029
Northwest Lethbridge Utility Servicing	1,000,000	2010	20	4.124%	73,909	551,013		2030
Metis Trail	1,800,000	2015	15	2.569%	145,362	1,103,650		2030
Metis Trail	2,800,000	2015	15	2.459%	224,337	1,801,348		2030
Metis Trail Deep Utilities	2,000,000	2015	15	2.569%	161,513	1,226,278		2030
Metis Trail Deep Utilities	2,200,000	2015	15	2.459%	176,264	1,415,345		2030
Northwest Lethbridge Utility Servicing	600,000	2011	20	3.292%	41,190	348,548		2031
Northwest Lethbridge Utility Servicing	15,000,000	2011	20	3.145%	1,016,134	8,660,794		2031
Metis Trail (Temple Blvd To Coalbrook Gate)	4,100,000	2021	10	2.850%	474,091	4,100,000		2031
Northwest Lethbridge Utility Servicing	2,900,000	2012	20	2.922%	192,500	1,729,827		2032
Metis Trail (Walsh to Whoop Up Dr)	5,000,000	2017	15	3.023%	417,071	3,878,311		2032
Whoop Up Dr (McMaster to Mauretania)	2,500,000	2017	15	3.023%	208,536	1,939,155		2032
Metis Trail (Walsh to Whoop Up Dr)	2,500,000	2018	15	3.046%	208,875	2,013,689		2033
Whoop Up Dr (McMaster to Mauretania)	1,500,000	2018	15	3.051%	125,370	1,251,891		2033
Metis Trail (Walsh to Whoop Up Dr)	1,400,000	2018	15	3.201%	118,257	1,170,663		2033
Sherring Industrial Park	4,300,000	2018	15	3.201%	363,219	3,595,608		2033
Metis Trail (Walsh to Whoop Up Dr)	800,000	2019	15	2.443%	64,020	686,051		2034
Sherring Industrial Park	4,200,000	2019	15	2.552%	338,762	3,727,896		2034
University Drive (Common Stadium to Sunridge)	1,000,000	2020	15	2.033%	77,683	913,093		2035
Metis Trail (Walsh to Whoop Up Dr)	217,470	2020	15	1.789%	16,595	204,709		2035
North Scenic Dr (Uplands Blvd N to 40 Ave)	241,559	2020	15	1.789%	18,433	227,385		2035
University Drive (Common Stadium to Sunridge)	3,500,000	2020	15	1.789%	267,075	3,294,625		2035
Whoop Up Dr (McMaster to Mauretania)	434,548	2020	15	1.789%	33,159	409,049		2035
Total Self Supported					8,445,003	70,234,208	692.09	
Taxation Supported								
General								
ATB Centre - Phase 2 (Leisure Complex)	12,000,000	2016	15	2.798%	985,091	8,541,135		2031
ATB Centre - Phase 2 (Leisure Complex)	5,000,000	2017	15	2.420%	399,476	3,684,460		2032
ATB Centre - Phase 2 (Leisure Complex)	38,000,000	2017	15	3.023%	3,169,740	29,475,162		2032
ATB Centre - Phase 2 (Leisure Complex)	6,950,000	2018	15	3.051%	580,879	5,800,429		2033
ATB Centre - Phase 2 (Leisure Complex)	3,387,182	2019	15	2.443%	271,059	2,904,723		2034
Total Taxation Supported					5,406,245	50,405,909	496.70	
Utility Supported								
Water								
Public Operations Site	1,500,000	2012	15	2.627%	121,640	671,168		2027
Public Operations Site	1,250,000	2013	15	2.959%	103,796	609,677		2028
Public Operations Site	500,000	2013	15	3.586%	43,389	266,507		2028
Public Operations Site	1,000,000	2013	15	3.295%	85,030	527,700		2028
Public Operations Site	550,000	2015	15	2.235%	43,358	333,962		2030
Public Operations Site	1,071,500	2016	15	2.351%	85,182	721,454		2031
Water Reservoir Upgrades	800,000	2016	15	2.151%	62,683	561,299		2031
Water Reservoir Upgrades	500,000	2016	15	2.798%	41,045	355,881		2031
Water Treatment Plant Residuals Management	7,000,000	2019	15	2.298%	554,358	6,199,336		2034
Water Treatment Plant Residuals Management	2,500,000	2019	15	2.552%	201,644	2,218,986		2034
Water Treatment Plant Residuals Management	1,000,000	2020	15	2.033%	77,683	913,093		2035
					1,419,808	13,379,063	131.84	

City of Lethbridge
External Borrowings (ACFA) Continued
As At December 31, 2021

	Original Principal	Year of Borrowing	Term	Interest Rate	Annual Payment	Year End Balance 2021	Per Capita	Year of Maturity
101,482								
Utility Supported (Continued)								
Wastewater								
Public Operations Site	1,500,000	2012	10	2.177%	167,731	165,032		2022
Plant Outfall Twinning	782,000	2008	15	4.565%	70,965	134,187		2023
Public Operations Site	1,250,000	2013	10	2.499%	142,042	207,848		2023
Public Operations Site	500,000	2013	10	3.079%	58,473	112,580		2023
Public Operations Site	1,450,000	2015	10	1.779%	158,922	536,954		2025
WWTP Headworks & Clarifier	500,000	2011	15	3.013%	41,678	192,113		2026
Public Operations Site	1,071,500	2016	10	1.860%	117,920	506,783		2026
WWTP Headworks & Clarifier	500,000	2016	10	1.782%	54,809	261,081		2026
WWTP Headworks & Clarifier	700,000	2017	15	2.420%	55,927	515,824		2032
WWTP Primary Clarifier Replacement	2,200,000	2018	15	3.201%	185,833	1,839,614		2033
WWTP Primary Clarifier Replacement	4,000,000	2019	15	2.443%	320,100	3,430,253		2034
WWTP Primary Clarifier Replacement	3,500,000	2019	15	2.298%	277,179	3,099,668		2034
WWTP Headworks and Clarifier Upgrade	3,700,000	2019	15	2.552%	298,433	3,284,099		2034
WWTP Primary Clarifier Replacement	2,400,000	2019	15	2.552%	193,578	2,130,226		2034
WWTP Primary Clarifier Replacement	3,100,000	2020	15	2.033%	240,818	2,830,588		2035
					<u>2,384,408</u>	<u>19,246,850</u>	<u>189.66</u>	
Waste & Recycling								
Landfill Royalty Buyout	6,250,000	2003	20	5.813%	664,621	1,221,721		2023
Landfill Construction & 28 St N	2,300,000	2003	20	5.625%	194,463	358,410		2023
Landfill Approval Compliance	2,100,000	2008	15	4.565%	194,892	368,519		2023
Landfill Approval Compliance	900,000	2009	15	3.973%	80,221	224,778		2024
Curbside Recycling	4,600,000	2018	10	3.007%	536,046	3,361,071		2028
Curbside Recycling	3,000,000	2019	10	2.208%	335,984	2,310,584		2029
Curbside Recycling	500,000	2019	10	2.397%	56,530	409,298		2029
Recycling Depot	1,000,000	2016	15	2.798%	82,091	711,761		2031
Curbside Recycling	250,000	2021	10	2.850%	28,908	250,000		2031
Perimeter Berms & Fencing	800,000	2017	15	2.420%	63,916	589,514		2032
Recycling Depot	420,000	2017	15	3.023%	35,034	325,778		2032
Construction & Demolition Processing Area	765,800	2017	15	2.768%	62,731	591,392		2032
Perimeter Berms & Fencing	1,000,000	2017	15	2.768%	81,915	772,254		2032
Gas & Leachate Management Systems	400,000	2017	15	2.768%	32,766	308,902		2032
Waste & Recycling Centre Site Enhancements	1,000,000	2019	15	2.298%	79,194	885,619		2034
Gas & Leachate Management Systems	500,000	2019	15	2.552%	40,329	443,797		2034
Waste & Recycling Centre Site Enhancements	700,000	2019	15	2.552%	56,460	621,316		2034
Waste Processing Facility Upgrade	450,000	2019	15	2.552%	36,296	399,417		2034
Waste & Recycling Centre Site Enhancements	770,000	2020	15	1.789%	58,757	724,818		2035
Waste & Recycling Centre Disposal & Cell Dev	800,000	2020	15	1.789%	61,046	753,057		2035
Gas & Leachate Management Systems	1,700,000	2021	15	3.120%	142,780	1,700,000		2036
Waste & Recycling Centre Disposal & Cell Dev	1,100,000	2021	15	3.120%	92,387	1,100,000		2036
Curbside Recycling	5,000,000	2018	20	3.209%	340,682	4,437,147		2038
Curbside Recycling	2,400,000	2018	20	3.254%	164,194	2,130,969		2038
					<u>3,522,243</u>	<u>25,000,122</u>	<u>246.35</u>	
Electric								
Electric Infrastructure Replacement	2,000,000	2011	15	3.013%	166,710	768,452		2026
Electric Infrastructure Replacement	3,000,000	2012	15	2.627%	243,280	1,342,335		2027
Electric Infrastructure Replacement	4,000,000	2015	15	2.385%	318,775	2,568,257		2030
Northwest Substation	4,500,000	2015	15	2.459%	360,541	2,895,024		2030
Northwest Substation	4,400,000	2016	15	2.351%	349,792	2,962,575		2031
Northwest Substation	1,200,000	2016	15	2.151%	94,025	841,948		2031
Electric Infrastructure Replacement	5,500,000	2016	15	2.351%	437,240	3,703,219		2031
Electric Infrastructure Replacement	1,110,000	2016	15	2.798%	91,121	790,055		2031
Electric Infrastructure Replacement	3,155,000	2017	15	2.768%	258,443	2,436,460		2032
Distribution Extension & Improvement	1,900,000	2018	15	3.051%	158,801	1,585,729		2033
Distribution Extension & Improvement	5,500,000	2018	15	3.201%	464,583	4,599,034		2033
Substation Transformer Upgrades	1,500,000	2019	15	2.443%	120,038	1,286,345		2034
Substation 13.8kV Switchgear Upgrades	1,800,000	2019	15	2.443%	144,045	1,543,614		2034
Distribution Extension & Improvement	3,200,000	2019	15	2.298%	253,421	2,833,982		2034
Distribution Extension & Improvement	4,000,000	2020	15	2.033%	310,733	3,652,371		2035
					<u>3,771,548</u>	<u>33,809,400</u>	<u>333.16</u>	
Total Utility Supported					<u>11,098,007</u>	<u>91,435,435</u>	<u>901.01</u>	
Total External Borrowings December 31, 2021					<u>\$ 24,949,255</u>	<u>\$ 212,075,552</u>	<u>\$ 2,089.80</u>	

City of Lethbridge
Internal Borrowings
As At December 31, 2021

	Original Principal	Year of Borrowing	Term (yrs)	Interest Rate	Annual Payment	Year End Balance 2021	Per Capita	Year of Maturity
Taxation Supported							101,482	
General								
ENMAX Expansion	\$ 5,392,000	2010	15	3.488%	\$ 467,761	\$ 2,112,685		2026
Parks Asset Management	1,666,000	2012	15	2.599%	135,539	744,099		2027
Parks Asset Management	833,000	2014	15	2.814%	68,842	487,065		2029
ATB Centre - Phase 1 (Ice Complex)	2,904,000	2014	15	2.814%	239,997	1,760,837		2029
Lethbridge Police Headquarters	13,125,000	2014	15	2.814%	1,084,698	8,519,311		2029
ATB Centre - Phase 1 (Ice Complex)	240,000	2016	15	2.151%	18,890	168,346		2031
Lethbridge Police Headquarters	1,276,000	2016	15	2.151%	100,431	895,041		2031
ATB Centre - Phase 1 (Ice Complex)	234,000	2017	15	3.023%	19,634	181,435		2032
Lethbridge Police Headquarters	940,000	2017	15	3.023%	78,872	728,840		2032
Lethbridge Police Headquarters	240,000	2018	15	3.051%	20,178	200,244		2033
ATB Centre - Phase 1 (Ice Complex)	127,096	2021	15	2.040%	9,921	127,096		2036
Police Technology	line of credit			float	430,200	-		n/a
Total General					<u>2,674,963</u>	<u>15,924,999</u>	<u>156.92</u>	
Self Supported								
Local Improvement								
2012 Lane Paving	89,408	2012	10	2.226%	10,072	9,852		2022
Land Development								
Sherring Industrial Park	5,500,000	2007	n/a	float	n/a	5,500,000		n/a
Sherring Industrial Park	14,000,000	2021	n/a	float	n/a	11,640,000		n/a
Total Self-Supported					<u>10,072</u>	<u>17,149,852</u>	<u>168.99</u>	
Total Internal Borrowings	December 31, 2021				<u>\$ 2,685,034</u>	<u>\$ 33,074,851</u>	<u>\$ 325.91</u>	
Funding from:								
Municipal Revenue Stabilization Reserve						<u>\$ 33,074,851</u>		

Capital Improvement Program Summary 2018 - 2027

Section C: Infrastructure Transportation Projects

Projects status during 2021

PROJECT	CIP PAGE	BUDGET	EXPENDITURES (TO DEC 31, 2021)	BUDGET REMAINING	COMMENTS
Intersection Improvements-Non-Growth *	C-5	\$ 6,740,000	\$ 4,055,562	\$ 2,684,438	In 2021, transportation completed the last two intersections from the 2020 program and is currently reviewing six consultant proposals for the 2022/23 program which includes the design and construction supervision of 14 intersections. This program primarily includes pedestrian flashers and bulb outs at a number of schools across Lethbridge.
Bikeways/Pathways/Sidewalks Along Roadways *	C-6	\$ 4,231,000	\$ 1,742,906	\$ 2,488,094	Design of cycling lanes along both 4 Avenue and 7 Street South is nearly complete and construction is anticipated to be complete in 2022. Engineering design of a pedestrian bridge over Highway 3 along Scenic Drive is complete and construction has started with completion of this project slated for early summer of 2022. This pedestrian bridge/pathway project is cost shared 50/50 with the Alberta Transportation. The design of the Crowsnest Trail pathway from MMD to WT Hill including pedestrian rail crossing has begun and construction is anticipated to start in 2022 and be completed in 2023.
Accessibility Improvements *	C-8	\$ 2,156,000	\$ 2,079,490	\$ 76,510	Approximately 80 locations were identified for 2022 improvement. This contract is currently ready to release for tender to improve safety and accessibility for all residents.

Capital Improvement Program Summary 2018 - 2027

Section C: Infrastructure Transportation Projects

Projects status during 2021

PROJECT	CIP PAGE	BUDGET	EXPENDITURES (TO DEC 31, 2021)	BUDGET REMAINING	COMMENTS
Annual Overlay Program *	C-9	\$ 12,759,000	\$ 12,661,629	\$ 97,371	Approximately 36 roadway segments are scheduled for completion in 2022. This involves the rehabilitation of segments of arterial, collector and local roadways within the City's transportation network. These works are expected to be complete by fall of 2022.
Bridge Rehabilitation Program *	C-10	\$ 6,490,000	\$ 5,257,526	\$ 1,232,474	In fall of 2021 RFQ was posted; and contract is now in progress for award to design replacement of expansion joints for Bridge No 3 (Scenic Drive over Whoop-Up Drive) and Bridge No. 16 (Scenic Drive N over 5 Avenue N). In addition, various repairs including sealing of barriers, piers, and decks for six identified structures will be completed. Design will start shortly after contract signed with construction to start spring of this year, 2022.
Railway Rehabilitation Program *	C-11	\$ 2,758,000	\$ 1,531,010	\$ 1,226,990	Industrial rail rehabilitation for 2022 includes road/rail crossings upgrades at 31 Street North on the GC Lead and 14 Avenue North on the G Lead, as well as other locations throughout the city to maintain safety. This contract is currently ready to release for tender.

Capital Improvement Program Summary 2018 - 2027

Section C: Infrastructure Transportation Projects

Projects status during 2021

PROJECT	CIP PAGE	BUDGET	EXPENDITURES (TO DEC 31, 2021)	BUDGET REMAINING	COMMENTS
Traffic Signals Replacement *	C-12	\$ 2,750,000	\$ 985,796	\$ 1,764,204	In 2022, camera detection equipment will continue with six intersections due to age, deterioration. Starting 2022 and over the next three years, traffic signal poles will be replaced that were identified through the 2020 condition assessment program. Also in 2022 signals will continue to development of a 10 year signal LED bulb replacement program and which will include the replacement of approximately 550 traffic signal bulbs per year starting in 2022.
Major Sidewalk Rehabilitation Program *	C-13	\$ 1,154,000	\$ 1,077,829	\$ 76,171	Major sidewalk, block to block rehabilitation projects for 2022 include the Heather Place Cul De Sac North, Eastside 12 'A' Street 7 - 8 Street South, Eastside 4 Street South 6 - 7 Avenue South, Canyon Blvd West 3-4 Block, and the Eastside of 21 Street North 5 Avenue to 2 Avenue North. This contract is currently ready to release for tender.
Paved Lane Rehabilitation Program	C-14	\$ 1,440,000	\$ 1,162,210	\$ 277,790	In 2021, the remaining lanes from the 2020 program were completed and currently transportation is working on procuring consultant engineering to complete the design and construction supervision of approximately 15 to 20 paved lane rehabilitations in 2022/23.
Community Lighting - Rehabilitation *	C-15	\$ 793,000	\$ 824,506	\$ (31,506)	In 2022 transportation will continue to replace street lights due to poor condition as identified from the 2020 condition assessment program and initiate a multiyear condition assessment program for both street lights and traffic signals for 2022 to 2027.

Capital Improvement Program Summary 2018 - 2027

Section C: Infrastructure Transportation Projects

Projects status during 2021

PROJECT	CIP PAGE	BUDGET	EXPENDITURES (TO DEC 31, 2021)	BUDGET REMAINING	COMMENTS
Arterial Sign Replacement	C-16	\$ 500,000	\$ 156,649	\$ 343,351	This project started in 2020 with the completion of the side mounted (ground) signs replacements. The tender for replacement of overhead signs (on gantries and bridges) was awarded to Condesto Enterprises, Edmonton. Sign fabrication is completed with installation to begin in April 2022. The project is expected to be completed by fall 2022.
Transportation Master Plan	C-17	\$ 1,050,000	\$ 472,338	\$ 577,662	Traffic modelling is underway for the Transportation Master Plan and planning has begun for the next round of community engagement. The Transportation Master Plan will look at transportation through a number of lenses, including Integration of Emerging Technologies, Services, and Disruptions, Climate Change and Climate Change Adaptation, and All Ages and Abilities Active Transportation. It will also identify transportation infrastructure needs to be considered in future CIPs.
5 Avenue North & 13 Street North (Preliminary Design)	CO-2	\$ 629,000	\$ 546,896	\$ 82,104	Functional planning on these corridors was completed in the first half of 2021 and has been adopted by City Council.
North Scenic Drive (Uplands Blvd to 40 Ave N)	CO-3	\$ 4,850,000	\$ 442,568	\$ 4,407,432	This project was cancelled in 2020 due to a lack of development in this area. Low traffic usage and low developer interest resulted in this project being delayed.
University Dr (Community Stadium to Sunridge Blvd W)	CO-4	\$ 10,887,000	\$ 8,377,170	\$ 2,509,830	This project has been substantially completed, with only some costs for landscaping and irrigation remaining in the warranty phase.

Capital Improvement Program Summary 2018 - 2027

Section C: Infrastructure Transportation Projects

Projects status during 2021

PROJECT	CIP PAGE	BUDGET	EXPENDITURES (TO DEC 31, 2021)	BUDGET REMAINING	COMMENTS
Metis Trail (Temple Blvd to Coalbrook Gate)	CO-6	\$ 6,900,000	\$ 6,799,561	\$ 100,439	In 2020, the detailed design and construction tender were completed with construction work on this project started in the fall with the electric duct bank and deep utilities (sanitary sewer and water distribution loop). This work is substantially completed in December 2021. It is now officially on maintenance period with few items of works to be completed spring of this year; 2022.
Total		\$ 66,087,000	\$ 48,173,646	\$ 17,913,354	

*Note 1: Projects are considered to be annual programs and include budget up to 2021.

Capital Improvement Program Summary 2018 - 2027

Section D: Community Projects

Projects in progress during 2021

PROJECT	CIP PAGE	BUDGET	EXPENDITURES (TO DEC 31, 2021)	BUDGET REMAINING	COMMENTS
West Lethbridge Operations Depot (Ph 2)	D-5	\$ 5,130,000	\$ 4,545,694	\$ 584,306	Sand and Salt Storage facility has been completed. In addition, a small storage building has also been completed. Future work yet to be completed includes site improvements such as road construction and landscaping.
Legacy Park	D-7	\$ 4,500,000	\$ 4,270,887	\$ 229,113	The pavilion building and picnic shelter construction began in 2019 and both sites are now complete.
Parks Asset Management *	D-10	\$ 2,600,000	\$ 1,701,970	\$ 898,030	Smaller renewal projects are in progress for the remainder of the year.
Pathway System Connections and Extensions	D-11	\$ 250,000	\$ 88,717	\$ 161,283	Design of pathways 8, 17 (east-west portion), 20, 24 & 103 are complete. Construction of the east-west portion of Pathway 17 was completed in fall 2020. Pathways 20 & 103 will not proceed to construction for environmental reasons. Pathway 8 construction is deferred to a future date. Pathway 24 was cancelled on June 15, 2020 through City Council resolution. Designs are planned for pathway 200 and the remaining portion of pathway 17 (north-south along 43 Street).
Facility Assessment & Accessibility Upgrades *	D-12	\$ 400,000	\$ 230,657	\$ 169,343	Planning and project implementation underway. Program extended into 2022-2025 CIP Cycle.
Facility Assessment & Energy Efficiency Upgrades *	D-13	\$ 1,200,000	\$ 119,334	\$ 1,080,666	Planning and project implementation underway. Program extended into 2022-2025 CIP Cycle.
Bark Park	D-16	\$ 600,000	\$ 190,639	\$ 409,361	Site grading; drainage infrastructure and pathway construction; and seeding are complete. Fencing will be constructed in 2022. Additional site features will be constructed by fall of 2023.

Capital Improvement Program Summary 2018 - 2027

Section D: Community Projects

Projects in progress during 2021

PROJECT	CIP PAGE	BUDGET	EXPENDITURES (TO DEC 31, 2021)	BUDGET REMAINING	COMMENTS
School Gymnasium Upsize	D-17	\$ 1,700,000	\$ 850,000	\$ 850,000	The school site for the Holy Spirit Catholic School Division that is located in the Crossings subdivision in west Lethbridge has not been funded to date.
New School Site Development	D-18	\$ 3,400,000	\$ 850,000	\$ 2,550,000	Development of future school sites in the Southbrook subdivision (SE) and in the Crossings/Piers (West). The developer of the Southbrook subdivision constructed the school fields in 2019. Portion of Crossings School Site developed in 2020 by RELD remaining portion will be developed in 5-10 years.
West Lethbridge Operations Depot (Phase 3a)	D-19	\$ 7,836,000	\$ 273,276	\$ 7,562,724	Detailed design of future fleet and equipment storage facility is nearly complete with a pre-tender estimate. It is anticipated that the construction of the building will occur in 2022/2023. In addition, a Public Works Yards Operational review is approximately 70% complete.
Galt Museum Parking Lot Upgrades	D-20	\$ 310,000	\$ -	\$ 310,000	The scope of this project has changed from an upgrade to a paid parking project.

Capital Improvement Program Summary 2018 - 2027

Section D: Community Projects

Projects in progress during 2021

PROJECT	CIP PAGE	BUDGET	EXPENDITURES (TO DEC 31, 2021)	BUDGET REMAINING	COMMENTS
3rd Avenue S (4th to 8th Street) Reconstruction	D-22	\$ 10,083,000	\$ 8,425,409	\$ 1,657,591	The City has substantially completed 3 Avenue South from 4 Street to 8 Street, which includes the deep underground utilities, shallow utilities, roadworks, sidewalks and landscaping. The roadway is open to the public for driving, parking, walking and businesses are using the raised parking as designed for dining out. Currently the contractor is 98% complete, the concrete crosswalks and concrete raised intersection at 6 Street will be completed in the spring of 2022. There has been additional work included on the west side of 4 Street that is anticipated to wrap up by mid summer which will fully complete the 3rd Avenue Reconstruction Project.
3rd Avenue S (Stafford Dr to MMD) Beautification	D-23	\$ 300,000	\$ 121,067	\$ 178,933	The first and second rounds of community engagement have been completed. Ideas from the engagement combined with the existing background report, feasibility of implementation, and maintenance to start the functional design have been put on hold due to the pressures of COVID-19 on businesses and stakeholders. The plan is to re-start the project and re-engage with the stakeholders in 2022 and have the functional design completed by the end of 2022/23.
4 Ave S Enhancements	D-24	\$ 1,050,000	\$ 537,219	\$ 512,781	First projects include Transit Park 'n Ride street furniture, Parklets, and Tactical Small projects.
Nikka Yuko Japanese Garden Programming & Community Facility	D-25	\$ 2,920,000	\$ 2,761,141	\$ 158,859	Substantially complete. In construction warranty period.

Capital Improvement Program Summary 2018 - 2027

Section D: Community Projects

Projects in progress during 2021

PROJECT	CIP PAGE	BUDGET	EXPENDITURES (TO DEC 31, 2021)	BUDGET REMAINING	COMMENTS
Legacy Park (Additional Amenities)	D-27	\$ 5,630,000	\$ 4,356,015	\$ 1,273,985	The parking lot and roadway are complete. Spray park and plaza construction are in progress and scheduled for completion in summer 2022.
New Fire Station #5 West	D-28	\$ 10,300,000	\$ 8,898,711	\$ 1,401,289	Substantially complete. In construction warranty period. Facility is operational.
Performing Arts Centre	D-34	\$ 375,000	\$ 228,355	\$ 146,645	Initial site recommendation is completed. Remaining project scope deferred to 2022-2025 CIP cycle.
Recreation & Culture Master Plan Update	D-36	\$ 350,000	\$ 306,679	\$ 43,321	Project is complete. Master Plan accepted by City Council. Remaining funds approved for use for Civic Cultural Plan.
River Valley Accessibility Study	D-38	\$ 100,000	\$ -	\$ 100,000	Project has been modified, and approved as D-49 in the 2022-2031 CIP.
SAAG Facility Enhancements	D-39	\$ -	\$ -	\$ -	Project cancelled. New project for SAAG enhancements approved as D-28 in 2022-2031 CIP.
Shooting Sports Facility Safety Enhancements	D-40	\$ 1,874,000	\$ 1,697,592	\$ 176,408	Major construction contract is substantially completed. Additional work to be coordinated by Rec & Culture with Lethbridge Fish & Game Association.
Exhibition Park Trade, Convention Centre & Agriplex	D-42	\$ 72,824,000	\$ 11,100,000	\$ 61,724,000	On August 24, 2020 City Council approved the Lethbridge & District Exhibition EXolution project.

Capital Improvement Program Summary 2018 - 2027

Section D: Community Projects

Projects in progress during 2021

PROJECT	CIP PAGE	BUDGET	EXPENDITURES (TO DEC 31, 2021)	BUDGET REMAINING	COMMENTS
Lethbridge Airport Renovation	D-43	\$ 25,253,000	\$ 15,211,592	\$ 10,041,408	The terminal renovations are substantially complete with minimal deficiency items remaining including some mould abatement. The terminal portion of the building is in construction warranty period. The waterline has been completed, electrical and pavement should be complete in 2022.
Festival Square Market Plaza	D-44	\$ 1,710,000	\$ 692,290	\$ 1,017,710	Project has started and will be completed by June 30, 2022.
Facility Renewal and Upgrade Program	D-45	\$ 8,840,000	\$ 5,540,710	\$ 3,299,290	Multiple projects underway in various stages of design, construction and substantial completion. Remaining renewal programs expected to be complete in 2022.

Capital Improvement Program Summary 2018 - 2027

Section D: Community Projects

Projects in progress during 2021

PROJECT	CIP PAGE	BUDGET	EXPENDITURES (TO DEC 31, 2021)	BUDGET REMAINING	COMMENTS
Fibre Connectivity Pilot - Industrial Parks	D-46	\$ 6,900,000	\$ 4,804,346	\$ 2,095,654	Civil construction of the broadband system was in full production during the last quarter of 2021. By December 31, 90% of the civil construction was complete and is scheduled for completion by January 31, 2022. Work included the placement by directional drilling of all the conduit within city right of ways and extensions to customer buildings throughout Sherring and Churchill Industrial Parks. With conduit placed, fibre optic cables are pulled into place between each customer building and connection points in the right of way. Splicing of the fibre strands then takes place to create connectivity between the customer and centrally located cabinets in each industrial park. At the cabinets, specialty "photoelectronic" equipment will aggregate communications and connect to the internet via a high capacity backhaul circuit between Lethbridge and Calgary. Splicing was 40% complete by December 31 and is scheduled for completion by March 31, 2022. The search for an operator for the system continued throughout the final quarter of 2021. In November, formative negotiations began with a leading proponent and it is expected that an operating agreement will be finalized by March 31, 2022. Although the search for an operator has taken longer than anticipated, it is critical to partner with an experienced entity to bring new and reliable services to customers in the industrial parks. It is expected to begin marketing the new service in April 2022.

Capital Improvement Program Summary 2018 - 2027

Section D: Community Projects

Projects in progress during 2021

PROJECT	CIP PAGE	BUDGET	EXPENDITURES (TO DEC 31, 2021)	BUDGET REMAINING	COMMENTS
Legacy Park - Discovery Playground	D-47	\$ 1,200,000	\$ 754,243	\$ 445,757	Discovery playground design is complete with construction scheduled to be complete by the end of June 2022.
Total		\$177,635,000	\$ 78,556,543	\$ 99,078,457	

*Note 1: Projects are considered to be annual programs and include budget up to 2021.

Capital Improvement Program Summary 2018 - 2027

Section E: Infrastructure Environmental Utilities

Projects in progress during 2021

PROJECT	CIP PAGE	BUDGET	EXPENDITURES (TO DEC 31, 2021)	BUDGET REMAINING	COMMENTS
Curbside Recycling	E-6	\$ 16,300,000	\$ 16,233,003	\$ 66,997	The last piece of equipment has been out into service and this project is complete.
Waste & Recycling Centre Disposal Cell Development & Closure *	E-7	\$ 11,650,000	\$ 7,408,786	\$ 4,241,214	The Hydrovac Facility is complete and now accepting Hydrovac material. The ICI compost has started, and construction costs for the compost processing facility will continue through 2022.
Landfill Gas & Leachate Management System	E-8	\$ 7,195,000	\$ 5,306,585	\$ 1,888,415	Both preliminary and detailed design are complete. Construction began in 2020 and is expected to be complete in the first quarter of 2022.
Waste & Recycling Centre Site Enhancements	E-9	\$ 3,000,000	\$ 2,886,507	\$ 113,493	The landscaping, irrigation, paving, and fibre connections are now completed. There will be some additional costs for the education center exhibit, cameras and some fencing.
Waste Processing Facility Upgrade	E-10	\$ 3,120,000	\$ 630,560	\$ 2,489,440	Design and construction began in 2020 with the estimated completion in 2022.
Wastewater Treatment Plant Headworks	E-11	\$ 15,900,000	\$ 14,397,365	\$ 1,502,635	Commissioned and operating. Currently addressing deficiencies.
Lift Station Rehabilitation	E-14	\$ 1,000,000	\$ 490,730	\$ 509,270	Mostly complete, working on deficiencies.
Water Treatment Plant Residuals Management	E-18	\$ 17,000,000	\$ 15,540,853	\$ 1,459,147	Commissioned and operating. Currently addressing deficiencies.
Water Treatment Plant Instrumentation Upgrade	E-19	\$ 1,500,000	\$ 869,861	\$ 630,139	Although there have been considerable delays due to the effects of COVID-19, it is expected to see further progress in 2022 that should bring it more on target for year end completion of this project.
Water Treatment Plant Process Redundancy	E-20	\$ 12,100,000	\$ 84,280	\$ 12,015,720	Project has been deferred to the 2022-2031 CIP, project E-12.

Capital Improvement Program Summary 2018 - 2027

Section E: Infrastructure Environmental Utilities

Projects in progress during 2021

PROJECT	CIP PAGE	BUDGET	EXPENDITURES (TO DEC 31, 2021)	BUDGET REMAINING	COMMENTS
Water Reservoir Upgrades	E-21	\$ 9,400,000	\$ 2,488,260	\$ 6,911,740	Upgrades at NE Reservoir are ongoing and will be completed by the end of 2022. The scope of this project for Uplands Reservoir Upgrades has been decoupled and scheduled as a separate project 2022-2031 CIP E-17. The scope of this project for Mayor Magrath Reservoir Upgrades has been decoupled and scheduled as a separate project 2022-2031 CIP E-18.
Watermain Loop Metis Trail (Coalbanks Link to Temple Blvd)	EO-1	\$ 250,000	\$ 147,490	\$ 102,510	This part of project was added into Métis Trail construction which is schedule to resume by April, 2021. The water loop is scheduled to be completed by the fall of 2021.
Total		\$ 98,415,000	\$ 66,484,280	\$ 31,930,720	

*Note 1: Projects are considered to be annual programs and include budget up to 2021.

Capital Improvement Program Summary 2018 - 2027

Section F: Infrastructure Electric Utility

Projects in progress during 2021

PROJECT	CIP PAGE	BUDGET	EXPENDITURES (TO DEC 31, 2021)	BUDGET REMAINING	COMMENTS
Substation Transformer Upgrade *	F-5	\$ 9,000,000	\$ 4,072,716	\$ 4,927,284	With a new transformer supplier in place this project is well underway at 146S substation and is expected to be in service by fall of 2022. Because this project was pushed ahead the variance in budget is due to costs anticipated in 2021 will now fall in 2022. However, it is anticipated that this project will be completed within budget.
Substation Breaker & Switches Upgrades	F-7	\$ 1,598,000	\$ 1,636,074	\$ (38,074)	Engineering and procurement has commenced and LEU crews have mobilized onsite of substation 146S to start preparation work, with actual breaker replacement occurring in the spring of 2022.
Distribution Extension & Improvement Annual Program *	F-10	\$ 35,526,995	\$ 26,023,808	\$ 9,503,187	Despite the effects of COVID-19, community growth rose slightly keeping LEU crews busy with new commercial and residential servicing. Some projects pushed forward from 2020 still experienced setbacks and delays in materials /supplies acquisition, as well as contractor delays. This will force project costs to spill over into 2022, showing the project to be under budget.
Distribution Renewal Annual Program *	F-11	\$ 12,992,413	\$ 6,469,655	\$ 6,522,758	After experiencing a slow down in 2020 due to the pandemic, 2021 saw Operations crews continue with the restoration of overhead infrastructure which includes pole and transformer replacements. These upgrades kept LEU crews engaged throughout the year. Amounts remaining in budget are due to projects being pushed forward from 2020.

Capital Improvement Program Summary 2018 - 2027

Section F: Infrastructure Electric Utility

Projects in progress during 2021

PROJECT	CIP PAGE	BUDGET	EXPENDITURES (TO DEC 31, 2021)	BUDGET REMAINING	COMMENTS
Dark Fibre Communications System *	F-12	\$ 1,217,611	\$ 860,470	\$ 357,141	Fall of 2021 saw the completion of quite a few fibre optic line installation projects. Fire Station #5 to the 674S substation, University Drive Twinning project as well as fibre extensions installed along Crowsnest Trail across the Oldman River.
Fleet Annual Program *	F-13	\$ 3,803,000	\$ 2,875,176	\$ 927,824	Equipment essential to the safe and efficient operation of the electric utility continue to be purchased as required. 2021 saw the tender awarded for both a 45' and 55' aerial bucket truck that have reached end of life usefulness. However, due to the delay in supply chains, computer chips for trucks etc, the cost for these will be reflected in 2022, when these trucks are expected to be received.
Support Plant Renewal Annual Program *	F-14	\$ 1,799,000	\$ 1,360,425	\$ 438,575	Purchases of specialized tools required to replace or upgrade old or outdated assets continue. Recently acquired fault finding tools will help operations crews to proactively locate faulty cables and initiate repairs therefore mitigating any potential issues. A partial discharge testing unit and a replacement locator were also added to the toolbox this year. A portion of land was also secured for future electric services along Chinook Trail West.

Capital Improvement Program Summary 2018 - 2027

Section F: Infrastructure Electric Utility

Projects in progress during 2021

PROJECT	CIP PAGE	BUDGET	EXPENDITURES (TO DEC 31, 2021)	BUDGET REMAINING	COMMENTS
Electric System Control *	F-15	\$ 776,000	\$ 712,667	\$ 63,333	Projects completed on budget to date include a newly purchased Schematic Generator software application that will create single line diagrams enhancing the SCADA system for safety and reliability. Other upgrades this year will see new SCADA workstations for our Coordination Centre staff, as well as upgrades to SCADA host servers. Budget expenditures have remained on target.
Total		\$ 66,713,019	\$ 44,010,991	\$ 22,702,028	

*Note 1: Projects are considered to be annual programs and include budget up to 2021.

Housing Fund

	2017	2018	2019	2020	2021
Opening Balance	\$ 1,579,806	\$ 1,669,705	\$ 1,544,882	\$ 1,608,233	\$ 1,633,233
Funding Approved in Operating Budget	150,000	150,000	150,000	150,000	150,000
	1,729,806	1,819,705	1,694,882	1,758,233	1,783,233
Allocations					
Upgrading Existing Secondary Suites	60,101	56,878	52,838	-	-
Affordable Housing Capital Projects:					
LRCHC	-	-	-	-	61,611
SASHA House	-	182,916	20,324	-	-
Streets Alive	-	-	-	125,000	-
YWCA	-	35,029	13,487	-	-
Total Capital Allocated	60,101	274,823	86,649	125,000	61,611
Closing Balance (Note 1)	\$ 1,669,705	\$ 1,544,882	\$ 1,608,233	\$ 1,633,233	\$ 1,721,622
Funds Committed for Future					
Development Based Incentive Program					\$ 619,138
Affordable Capital Housing Projects:					
Aboriginal Housing Society					300,000
Green Acres Foundation					300,000
Streets Alive					300,000
YWCA					202,484
Total Committed Funds					\$ 1,721,622

Note 1: As at December 31, 2021, \$1,501,751 of the 2021 closing balance remains in Residential Subdivision Surplus. Based on the Affordable Housing Committee submission to City Council on October 15, 2013, the annual contribution from Residential Subdivision Surplus will be used to fund the Affordable Housing Capital Project Grant.

Affordable Housing Program Funded by Provincial Grants

	2017	2018	2019	2020	2021
Opening Balance	\$ 1,406,726	\$ 1,365,085	\$ 1,393,001	\$ 1,720,230	\$ 1,373,360
Provincial Grants					
Affordable Housing - Municipal Block Funding (Note 2)	-	-	335,063	-	-
Trust Interest (Note 3)	23,099	27,916	46,965	40,079	19,322
	1,429,825	1,393,001	1,775,029	1,760,309	1,392,682
Allocations					
Seniors Housing Project (LRCHC)	-	-	-	-	655,000
Community Wellbeing & Safety Strategy	-	-	-	-	588,000
Administration Costs	-	-	-	29,756	77,245
LRCHC Sanitary Sewer	-	-	-	-	72,437
Streets Alive Family Support Association	-	-	-	300,000	-
Sobering/Intox Program	-	-	54,799	57,193	-
Rent Supplement Program (Secure First Program)	64,740	-	-	-	-
Total Capital Allocated	64,740	-	54,799	386,949	1,392,682
Closing Balance	\$ 1,365,085	\$ 1,393,001	\$ 1,720,230	\$ 1,373,360	\$ 0

Note 2: The City of Lethbridge received the remaining funding from the Provincial Government Affordable Housing Program - Municipal Block Funding Grant in 2019. The grant term ended December 31, 2021.

Note 3: Interest on the trust accounts accrued until all allocations were complete and were allocated to Affordable Programs.

GST Rebates

	2017	2018	2019	2020	2021
Opening Balance	\$ 1,920,728	\$ 2,387,002	\$ 2,632,027	\$ 3,275,778	\$ 3,680,794
GST Rebates	1,348,863	1,411,881	1,531,048	1,386,896	1,425,959
	3,269,591	3,798,883	4,163,075	4,662,674	5,106,753
Allocations					
Community Capital Grant Program	450,000	450,000	450,000	450,000	450,000
Capital Asset Plan & Register	161,300	161,300	161,300	161,300	161,300
Strategic Building Asset Management	250,000	250,000	250,000	250,000	250,000
Capital Asset Management Maintenance Fees	21,289	21,988	25,997	120,580	34,070
Exhibition Park Trade, Convention Centre & Agriplex (CIP 2018-2027 D-42)	-	283,568	-	-	-
Total Capital Allocated	882,589	1,166,856	887,297	981,880	895,370
Closing Balance	\$ 2,387,002	\$ 2,632,027	\$ 3,275,778	\$ 3,680,794	\$ 4,211,383

Major Community Event Hosting Grant As of December 31, 2021

Background: This information is an update regarding the Major Community Event Hosting Grant including approved events and the remaining available funds. Please refer to City Council policy CC55 "Major Community Event Hosting Policy" for more information regarding this grant.

Total Budget 2015-2018	\$ 1,000,000	
Less Allocated:		
Tour of Alberta 2016	(275,049)	
Southern Alberta Summer Games 2016	(79,194)	
U16 Canadian National Soccer Championships 2016	(30,000)	
World Mixed Double & World Sr Curling 2017	(100,000)	
Japanese Garden Society: Canada 150 Celebration 2017	(73,700)	
Cdn Championships Trampoline Gymnastics 2018	(50,250)	
U of L 50th Anniversary Celebration 2017	(50,000)	
West Cdn U16 Football Championships 2017	(15,000)	
Exhibition Grandstand Anniversary Concert 2017	(37,587)	
Can-Am Police-Fire Games 2022 - Bid only	(10,875)	
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2015-2018 Available		278,345
Total Budget 2019-2022	1,000,000	
Less Allocated:		
U Sports Men's Hockey (2019)	(125,000)	
World's Men's Curling Championships (2019)	(500,000)	
Alberta Summer Games (2021)	(73,000)	
National Association of Friendship Centres AGM (2019)	(47,500)	
Brier Bid (2022)	(355,845)	
Unallocated:		
Alberta Summer Games (2021) - event cancelled	-	
	<hr/>	
2019-2022 Overallocated		(101,345)
		<hr/>
Total Available	\$	177,000
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