

Operating Budget

January 1, 2015 to
December 31, 2018



CITY OF
Lethbridge
Alberta, Canada

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This Operating Budget has been prepared and compiled by the City of Lethbridge Financial Services Department

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VISION

We will continue to work together to ensure that Lethbridge demonstrates active leadership in environmental stewardship and innovation and is recognized as being a safe, healthy, vibrant, prosperous, economically viable place where all people can fully participate in community life.

*(Community Vision from the Integrated Community Sustainability Plan/ Municipal Development Plan)

MISSION

Respecting the framework of the Community Vision, City Council will serve and inspire the community through:

- Strong leadership
- Decisiveness
- Measureable actions



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Lethbridge, Alberta for its triennial budget for the triennial beginning January 1, 2012. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of three years only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

SECTIONS OVERVIEW

The 2015 to 2018 Approved Budget Summary provides the highlights of the City of Lethbridge's Operating Budget as approved by City Council of November 24, 2014.

Following the Foreword, the 2015 to 2018 Approved Budget Summary includes the following seven sections:

Introduction (page 5)

This section includes the letter of transmittal which relays the budget message and budget highlights for the 2015 to 2018 operating budget. The introduction also includes a summary of budget principles and policies and a one page summary of the budget and its effect on the average homeowner.

City Profile (page 15)

This section overviews City organization and outlines City Council goals and desired directions with an indication of how the operating budget allocates funding to those directions. This section also includes some statistics growth, population, and debt.

General (page 27) **and Utility Funds Overview** (page 35)

The executive summaries outline the major budget changes from 2014 and list decisions made by City Council during the 2015 to 2018 budget deliberations. Graphical summaries of the overall budget are also included in these sections.

Budget Summary (page 41)

This section includes an overview that compares the 2014 to the 2018 operating budget.

Additional Budget Information (page 123)

These sections contain valuable information on budget details such as revenue and expenditure trends, rate and user fee increases, personnel details, capital budget overview etc. There are also sections covering general budget information such as budget processes, community surveys, and summary of fiscal principles, practices and policies.

Glossary of terms (page 417)

Defines terms used in this document.

Notes to the Reader

The budget is organized by type of operation (general fund/tax-supported and utility operations) with each operation considered a separate budgeting and accounting entity. Amounts are budgeted and reported along departmental/program lines, with accountability and authority for budgetary approval, amendments and actual disbursements resting jointly with the business unit leader, the City Manager, and City Council.

Basis of Budgeting

The City of Lethbridge develops its budget for tax-supported and utility operations on an accrual basis. Briefly, this means that revenues and expenditures are recorded in the period to which they relate, rather than in the period in which they occur. This is consistent with our financial statements and is in accordance with generally accepted accounting principles for local governments, as recommended by Public Sector Accounting Board of the Canadian Institute of Chartered Accountants.

Public Access

The Approved 2015 to 2018 Operating Budget and the 2014 to 2023 Capital Improvement Program are available on the City's Website. <http://www.lethbridge.ca>

BUDGET FUNDS

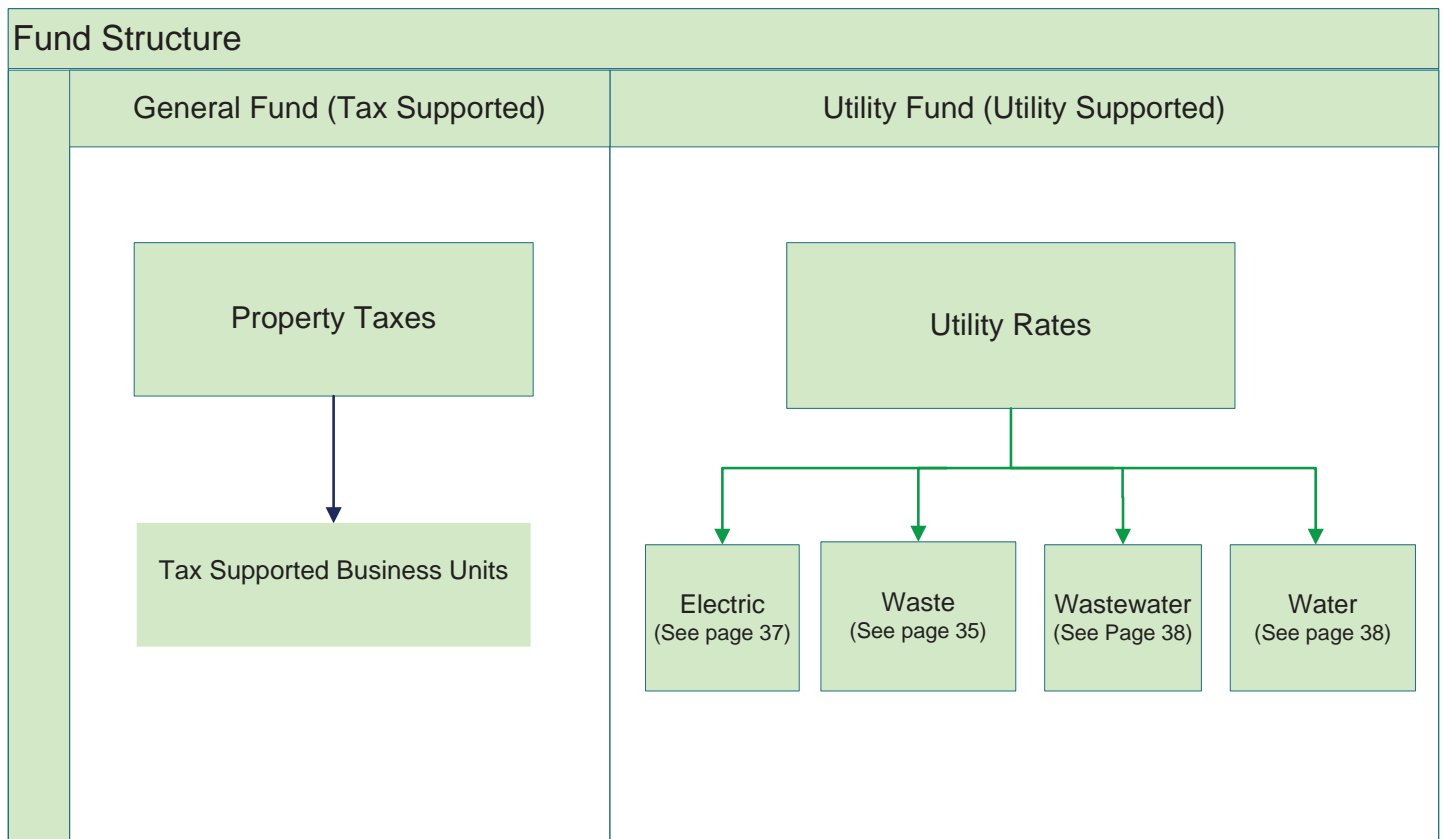
The City of Lethbridge operates one General Fund and four Utility Funds (Electric, Water, Wastewater, and Waste). By City policy, any surpluses or deficits in the General fund or Electric fund are added to or deducted from the Municipal Revenue Stabilization Reserve leaving the fund balances at zero. Actual surpluses or deficits in the other three utility funds become part of the accumulated fund balances. As at December 31, 2013 the fund balances are as follows:

(in thousands of dollars)							
Fund	Actual Fund Balance	Transfer to Reserves	Effect of 2015	Effect of 2016	Effect of 2017	Effect of 2018	Budgeted Fund Balance
	Dec 31, 2013	2014	Budget	Budget	Budget	Budget	Dec 31, 2018
General	\$ 656	(656)	-	-	-	-	-
Electric	\$ (837)	837	-	-	-	-	-
Water	\$ 2,038	-	-	-	-	-	2,038
Wastewater	\$ 1,674	-	-	-	-	-	1,674
Waste (Note 1)	\$ 2,863	-	138	117	345	21	3,484
	\$ 6,394	\$ 181	\$ 138	\$ 117	\$ 345	\$ 21	\$ 7,196

Note 1: Forecasted surplus from the Waste Fund will be transferred to accumulated surplus and used to reduce future borrowings and/or to fund future capital projects.

The General Fund includes all property taxation funded City operations. The Electric, Water, Wastewater, and Waste funds are utility based funds which are funded primarily from utility user fees. A listing of the business units comprising each fund can be found on page 41.

This document includes budgets for the same funds that are included in the annual audited financial statements for the City of Lethbridge.





LETHBRIDGE FACTS

Population

93,004 (2014 Census)

Geographic Location

Located in Southern Alberta, Canada at the crossroads of Highways 3, 4 and 5; an hour's drive to the United States border. Geographic area - 48.5 sq. miles.

Climate

Lethbridge is one of the sunniest and warmest cities in Canada with close to 2,400 hours of sunshine per year. It is also the frequent beneficiary of a phenomenon called the chinook, a warm west wind providing above freezing breaks throughout winter.

Advanced Education

The Lethbridge College and University of Lethbridge, post-secondary student population is about 14,000. The Life Sciences Research complex at the University houses Canada's leading neuroscience research group. The Water and Environmental Science Building puts the University in a leadership position in water related research and education in North America. The University is also the site of the Regional Wellness Centre.

Contact Information

www.lethbridge.ca



CITY OF
Lethbridge

OFFICE OF
CITY MANAGER

January 26, 2015

*His Worship Mayor Spearman
and Members of City Council*

RE: BUDGET MESSAGE – 2015 TO 2018 OPERATING BUDGET

Introduction

On November 24, 2014, City Council Approved the City of Lethbridge 2015 to 2018 Operating Budget. The Operating Budget is the financial plan that provides the foundation for the corporation to implement business plans and operationalize City Council's priorities from January 1, 2015 to December 31, 2018. (For a detailed description of the budget process, please refer to Page 373)

In the weeks and months preceding Budget approval, City staff and City Council considered customer and stakeholder feedback through telephone and online surveys, and in person at open houses and citizen presentations to Finance Committee. City staff made submissions to Finance Committee about service levels, past performance, and anticipated future changes.

Breadth of Organization

The City of Lethbridge uses two separate budgets, the Capital Improvement Program (CIP) and the Operating Budget. The current CIP was approved by City Council for the years 2014-2017. Projects included in the CIP are large one-time projects with specific funding sources including debt, off-site levies, and capital grants from the Province of Alberta and the Government of Canada. The Operating Budget includes items that are ongoing in nature and have specific funding sources including property taxation, utility rates, user fees, and operating grants.

Four Year Budget

The City of Lethbridge has been using multi-year budgets for 15 years. First, in 2000, a two year budget, then four consecutive three year budgets, and now, for the first time, a four year budget. The four year budget aligns to the recently implemented four year election cycle.

It is a significant accomplishment to prepare a four year budget. Hundreds of City staff contribute thousands of hours to the business and fiscal planning required to effectively consider how to best deliver good services to the community into the future, while ensuring costs are kept as low as possible.

Responsibility

In accordance with the Municipal Government Act (MGA), each council must adopt an operating budget for each calendar year and the budget must be balanced (i.e. estimated revenues are sufficient to cover estimated expenditures).

Council Priorities

City Council has identified six strategic priorities (pages 17-19) for their 2013-2017 term in office.

Those strategies are:

1. City Council embraces its role as government leaders of the corporation by strengthening the process of governance.
2. City Council demonstrates financial stewardship.
3. City Council stewards Lethbridge toward a well-designed city by ensuring quality urban design.
4. City Council fosters a safe, healthy and vibrant community through inclusive policies, recreational and cultural opportunities and collaboration.
5. City Council takes a leadership role in the protection and preservation of our natural environment in Lethbridge.
6. City Council fosters strong relationships with neighbouring communities through collaboration.

These priorities set direction for the development of business plans and the overall corporate strategic plan. The 2015-2018 Operating Budget includes several financial adjustments in support of Council's strategic priorities, as noted on pages 27-29.

Prior to Budget deliberations, City Council received the results of the 2014 Community Satisfaction Survey. The survey demonstrates that the community continues to have a high level of satisfaction with city services and believes they are receiving good value for their property taxes. The survey also identifies some areas for improvement. For example, road maintenance scores have fallen since the last budget cycle. As a result, additional resources have been allocated to street sweeping and snow removal in this budget. To view the 2014 Community Satisfaction Survey results go to page 199.

The local economy continues to be healthy and the city continues to demonstrate a sustainable and healthy growth pattern. The stable growth experienced allows the City of Lethbridge to plan for the future more effectively.

Key Financial Policies

As the City takes pride in its sound financial management, one of the key budget principles is to follow previously adopted long-term financial policies. Other principles include:

- Maintaining service levels
- Using conservative revenue estimates
- Maintaining existing infrastructure (life cycle management)
- Improving continuously
- Being financially accountable

The Summary of Fiscal Principles, Practices, and Policies can be found on page 351.

Summary of Rate Changes

The following are some of the highlighted rate changes included in the 2015-2018 operating budget. Additional user fee changes can be found on page 305

- Average annual property tax increase of 3.20% including operating costs of facilities approved in the 2014-2023 Capital Improvement Program (CIP)
- Annual increase of 2.5% (2015), 2.5% (2016), 2% (2017), 0% (2018) to Water Utility rates
- Annual increase of 2% (2015), 2% (2016), 1.5% (2017), 0% (2018) to Wastewater Utility rates
- No increase to Waste & Recycling rates
- Average annual Electric Utility increase of 3.26%

Services

Below is a list of some of the additional services included in the operating budget. Refer to page 247 for more detailed listing of changes in services included in the approved budget.

- Increased capacity for Access-A-Ride
- New bus routes to Garry Station and Blackwolf neighbourhoods
- Increased rail and spur line maintenance
- Increase in funding for snow removal and street sweeping
- The addition of one land use and building bylaw officer
- Funding for 2015 Skate Canada International and 2015 Alberta 55+ Winter Games
- Ongoing major community event hosting funding
- Intelligent community
- A four year Heart of Our City Housing Incentive program (\$400,000 per year)
- Mobility improvement with funding from the frontage levy
- Transit data analysis (route efficiencies)
- Increased municipal funding for Family & Community Support Services programs
- A Bookmobile garage for the new Bookmobile arriving early in 2015
- Recreation and culture facilities fee assistance program
- Community partner support

Conclusion

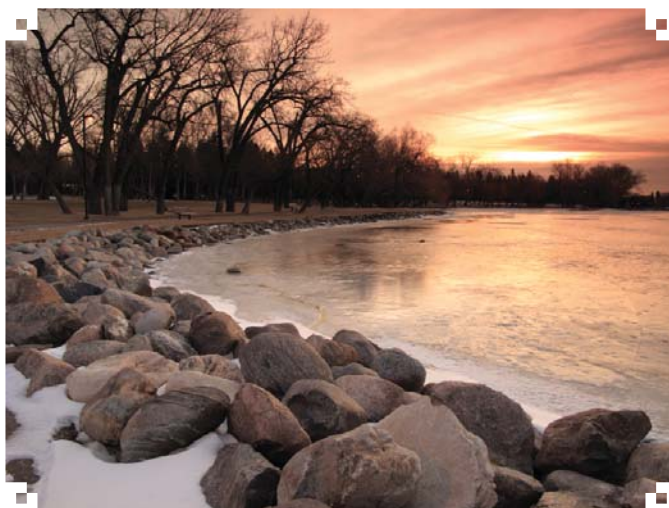
The City of Lethbridge will continue to focus on our residents and providing the right programs and services at a reasonable cost. Our Senior Management Team is confident that the 2015-2018 Operating Budget will allow us to move forward while continuing to meet the growth of our always changing community. Our new four-year budget will also allow City Council and Administration to have the capacity to continue important work in our community.

Thank you to the hard working City of Lethbridge team who helped produce this comprehensive budget document. From start to finish, this document has been a team effort.

Respectfully submitted,



Garth Sherwin, CA
City Manager



BUDGET APPROVAL

MINUTES of the **Regular Meeting** of the City Council held on **Monday, November 24, 2014** in City Council Chambers at 1:30 PM

PRESENT:	Mayor	C.A. Spearman
	Deputy Mayor	J.H. Carlson
	Councillor	J.A. Coffman
	Councillor	B.E. Hyggen
	Councillor	L.M. Iwaskiw
	Councillor	J.P. Mauro
	Councillor	B.D. Mearns
	Councillor	S.R. Miyashiro
	Councillor	R.K. Parker
OTHERS:	City Clerk	A. Neufeld
	Legislative Coordinator	B. Burke
	City Manager	G. Sherwin
	City Solicitor	T. Jorgensen
	City Treasurer	C. Wight
	Director of City Manager's Office	K. Hopkins
	Director of Infrastructure Services	D. Hawkins
	Director of Community Services	B. Beck
	Director of Planning and Development	J. Greene
	Communications Advisor	G. Gauthier

7. OFFICIAL BUSINESS:

7.1 Approval of the 2015 - 2018 Operating Budget

590-A

J.H. Carlson:

WHEREAS Administration commenced budget preparations in early 2014;

WHEREAS the draft Operating Budget was presented to City Council on October 20, 2014;

WHEREAS Finance Committee conducted final deliberations of the budget over the past week;

WHEREAS Finance Committee is recommending approval of the 2015 – 2018 Draft Operating Budget, as amended;

THEREFORE BE IT RESOLVED THAT the 2015 - 2018 Operating Budget as prepared and amended by the Finance Committee be approved;

AND FURTHER BE IT RESOLVED THAT Page E-22 of the *2014 - 2023 Capital Improvement Program (CIP)* be amended by \$3,000,000 for the Expansion of the Northeast Reservoir project.

In Favour: C.A. Spearman, J.H. Carlson, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, B.D. Mearns, S.R. Miyashiro, R.K. Parker

Opposed: J.P. Mauro

----- **CARRIED**

ACTION:	City Treasurer
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Operating Budget

Budget Requirement

City Council must adopt an operating and capital budget for each calendar year.

Balanced Budget

The City's operating budget must have revenues equal to or greater than expenditures.

Multi-Year Operating Budget

The City of Lethbridge prepares a multi-year City Council approved operating budget/revenue requirement. To accommodate the multi-year budget cycle, Business Units are expected to operate within their approved multi-year budget. For example, if there is a shortfall in the first year, Business Units are expected to overcome the deficit in the remaining budget periods; if the first year experience results in a net surplus, the Business Units will have the ability to carry over the surplus to assist its operations in the remaining budget periods.

Deficiency

The operating budget must include an expenditure to cover any deficiency resulting over the prior budget period.

Conservative Revenue Estimates

The City will estimate its annual revenues by an objective, analytical process utilizing trend, judgmental and statistical analysis as appropriate. Since revenues are sensitive to both local and regional economic conditions, revenue estimates adopted by City Council must be conservative.

Cause & Effect

The City will practice cause and effect budgeting. When a particular condition or event requires increased charges, those charges will be implemented immediately rather than phasing them in over a period of time.

One-time Revenues

Revenues that are not expected to be of an ongoing nature will not be used to fund ongoing expenditures. These revenues will be used to offset current or future one-time expenditures. The City will avoid budgetary and accounting procedures, which balance the current budget at the expense of future budgets.

Capital Maintenance Items in Operating Budget

Capital maintenance items will be funded from the operating budget rather than the capital budget.

Maintenance high priority

Maintenance of current assets and infrastructure takes a higher priority than building new assets or infrastructure. In addition, life cycle maintenance is considered when setting priorities. Annual operating budgets will provide for adequate maintenance and replacement of the City's capital plant and equipment.

Examples of high priority maintenance items included in the operating budget are bridge maintenance, street upgrading, sidewalk/boulevard renewals, planing and overlay of arterials, storm sewer maintenance, parks/trails maintenance, irrigation automation and building maintenance.

Operating Budget

(Continued)

Equipment purchases

Equipment purchases are funded from the operating budget rather than from the capital budget. Technology assets are recorded and capitalized by the City at the time of acquisition. The annualized costs of the assets are funded through the annual operating budget. Where the life of the asset is extended beyond its original estimated life, the related funding in the operating budget is directed to an equipment replacement fund.

Contingency Amount

A contingency amount will be established to provide for non-recurring unanticipated expenditures or to set aside funds to cover known contingencies with unknown costs. The funding amount will be established and approved through the annual operating budget. Council approval is required before expending the contingency amount (note: the City Manager can approve allocations up to \$5,000).

Revenue

Diversified and Stable Revenue System

The City will try to maintain a diversified and stable revenue system to shelter it from short term fluctuations in any one revenue source.

Interest / Return on Investment to MRSR

All interest earnings and return on investments (ROI-including CentreSite and Electric Utility) of the City are credited to the Municipal Revenue Stabilization Reserve (MRSR).

Municipal Consent and Access Fees

All Municipal Consent and Access Fees (MCAF) accrue to the MRSR. A fixed annual amount will be transferred from the MRSR to general operations. Any MCAF received in excess of the fixed annual amount can be used to assist the City in funding one-time projects and debt management strategies.

Police Revenues

All police fines net of applicable expenditures accrue to the MRSR. A fixed annual amount will be transferred from the MRSR to general operations.

User Fees

The City of Lethbridge charges user fees for services. User fees will be reviewed and adjusted annually to recover the full cost of services provided, except when City Council determines that a subsidy from the General Fund is in the public interest (example: Arenas, Transit). An example of full cost recovery is School Bus operations.

Certain user fees are approved through bylaw (for example tax certificates and mortgage company lists are approved through the Property and Assessment Fee Bylaw).

Utility Financial Policy

Utilities Self Balancing

The City sets fees and user charges for each utility fund at a level that fully supports the total direct and indirect cost of the utility.

Utility Rates

Customers will be given 90 days notice prior to implementation of utility rate changes (except electric distribution). The City prepares a four-year water and waste water rate forecast that will be updated annually. Electric Distribution Tariff and Regulated Rate Option energy prices are posted 5 working days before the beginning of each month.

Electric Utility - Accrual Basis

The Electric Utility follows the accrual basis of accounting for determining the electric utility's revenue requirements. Under this method, capital expenditures are recovered over the life of the asset. Depreciation expense recoups the cost of the capital assets over their useful lives.

Electric Utility Operating Surplus/Deficit

The City of Lethbridge electric utility operates on a balanced budget with residual operating surplus/(deficit) applied to/(from) the Municipal Revenue Stabilization Reserve (MRSR).

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.

Rainy Year Water Revenue Risk

The Water Utility will maintain an accumulated surplus between 9% and 15% of revenues to reduce the revenue risk associated with a rainy year.

Water Relief of Taxation

The water utility will transfer an amount equal to 8% of water revenues to the general fund for relief of taxation.

Landfill Relief of Taxation

The landfill utility will transfer an amount equal to 10% of landfill revenues to the general fund for relief of taxation.

Electric Rate of Return

That Electric Utility's annual contribution to the Municipal Revenue Stabilization Reserve shall be calculated according to the following formula: $\text{Rate Base} \times \text{Weighted Average Cost of Capital (WACC)}$ utilizing deemed capital structure for the utility of 63% debt and 37% equity.

Granting Exclusive Franchise Rights

The City's Electric Utility shall hold exclusive franchise rights to provide for electric distribution wire service within the City of Lethbridge.

ATCO Gas shall hold exclusive franchise rights to provide natural gas distribution service within the City of Lethbridge, and in turn the City receives a Municipal Consent and Access Fee (MCAF).

Determining Municipal Consent and Access Fee

The City of Lethbridge assesses a Municipal Consent and Access Fee (MCAF to the Electric Wire Services Provider (WSP) based on an approved MCAF factor of the current distribution tariff (DT).

Capital Improvement Program (CIP)

Integration of CIP and Operating Budget

The City will coordinate development of the capital improvement budget with the development of the operating budget. All costs for internal professional and construction management services needed to implement the CIP will be included in the operating budget for the year the CIP is to be implemented.

Ten Year Capital Budget

The City develops a three-year capital plan within a ten year context for capital improvements to provide for adequate design prior to construction season. The Capital Improvement Program (CIP) includes design, development, implementation, operating, and maintenance costs as well as associated funding sources.

Pay-As-You-Go

Under the City's Pay-As-You-Go plan, the annual operating budget includes the costs of capital projects that are recurring, are of relatively small scale, or are for short-lived improvements. A fixed amount is included in the operating budget to fund tax supported debt payments and projects mentioned above. The Major Capital Projects Reserve is used to buffer the effects of short-term fluctuations in debt payments and capital expenditures.

Capital Expenditures

The City will make all capital improvements in accordance with an adopted and funded capital improvement program. The authority to commence construction will only be given upon the dual authority of the City Solicitor and the Purchasing Manager.

Before a capital project can commence, the City will confirm estimated costs, funding sources and project schedule and submit same to City Council for approval. Contracts will be awarded as per City Policy. Each project will be regularly monitored to ensure the project is completed within budget and established time lines.

Awarded Contract Amendments

For capital expenditures, approved contracts may be amended (with City Manager approval), provided the authorization does not exceed \$75,000 and provided that funds are available **within the approved capital project budget**.

The amendment of contracts is limited by the City Manager's contract authority of \$500,000 as noted within the City Manager's Bylaw and the related Purchasing policies. Therefore, total amounts approved by the City Manager (contract plus amendments) cannot exceed \$500,000.

Capital Project Budget Amendments

If changes will result in expenditures **exceeding the total approved project budget**, the City Manager can approve an additional 15% of the capital project budget up to \$150,000, provided the funds are available within previously approved budgets. All other requests require the approval of City Council.

Transportation/Infrastructure Grants

The City of Lethbridge will maximize the use of all available transportation and infrastructure grants.

Electric Utility Capital Investment Funding

Electric utility capital investments are financed through the Municipal Revenue Stabilization Reserve (MRSR).

BUDGET AT A GLANCE

City of Lethbridge TOTAL BUDGET

	2014	2015	2016	2017	2018
	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)
Operating					
General Fund	190,264	205,940	215,067	218,414	228,153
Utility Fund					
Utility Services (billing)	3,877	3,744	3,805	3,866	3,929
Electric Utility	78,670	78,035	82,313	86,823	91,273
Waste Services	6,134	5,975	6,089	6,205	6,323
Recycling Services	1,637	1,639	1,789	1,816	1,838
Landfill	8,551	8,137	8,431	7,801	7,849
Wastewater Utility	14,873	15,243	15,624	15,935	16,015
Water Utility	21,356	22,024	22,674	23,236	23,369
Total Operating	325,362	340,737	355,792	364,096	378,749
Capital					
Transportation	17,890	9,370	13,681	13,001	14,983
Community	65,102	80,953	41,582	39,358	39,620
Water, Wastewater & Solid Waste	26,006	24,819	32,924	11,748	20,100
Electric	39,683	23,943	21,578	22,921	25,965
Total Capital	148,681	139,085	109,765	87,028	100,668
Total Budget	474,043	479,822	465,557	451,124	479,417

Change in Combined Property Tax and Utility Bill

		2014	2015	2016	2017	2018
Municipal Tax	note 1	1,839	1,898	1,959	2,021	2,086
Waste, Recycling & Landfill	note 2	248	248	248	230	230
Water & Wastewater	note 3	647	661	676	689	689
Electric	note 4	1,411	1,437	1,495	1,547	1,604
Billing	note 5	73	73	73	73	73
		4,218	4,317	4,451	4,560	4,682
Annual Increase - \$			99	134	109	122
Annual Increase - %			2.37%	3.10%	2.44%	2.66%
Average Annual Increase						2.64%

note 1: Based on an average residential assessment of \$245,000. Municipal tax increases of 3.20% per year is scheduled for 2015, 2016, 2017 and 2018. This does not include property taxes levied on behalf of other requisitioning authorities (ie. Education and Green Acres Foundation).

note 2: Single-residential charge for solid waste, landfill and recycling services is being decreased by approximately \$1.50/month in 2017 due to the full repayment of the landfill purchase borrowing.

note 3: Water is based on an average residential consumption of 20 cubic meters per month. Water rate increases of 2.5%, 2.5%, 2.0%, and 0% are scheduled for 2015, 2016, 2017 and 2018 respectively. Wastewater is based on an average residential usage of 15 cubic meters per month. Wastewater rate increases of 2.0%, 2.0%, 1.5%, and 0% are scheduled for 2015, 2016, 2017 and 2018 respectively.

note 4: Based on an average residential consumption of 650 kwhr per month. Actual energy costs will vary based on external contracts for energy entered into by the resident (this analysis assumes no change in the cost of energy from 2008). Distribution and Transmission charges are estimated to increase by \$2.22/mo in 2015, \$4.82/mo in 2016, \$4.32/mo in 2017 and \$4.71/mo in 2018.

note 5: Billings charges are projected to remain unchanged for 2015, 2016, 2017 and 2018.





City of Lethbridge

Legislative and Administrative ORGANIZATION CHART

RESIDENTS

CITY COUNCIL

Mayor Chris Spearman

Councillor Jeff Carlson	Councillor Liz Iwaskiw
Councillor Jeff Coffman	Councillor Joe Mauro
Councillor Bridget Mearns	Councillor Rob Miyashiro
Councillor Blaine Hyggen	Councillor Ryan Parker

CITY MANAGER
Garth Sherwin

**Lethbridge Regional Police
Commission**
Lethbridge Public Library Board
Sir Alexander Galt Museum Board

**Director of
City Manager's Office**
Kathy Hopkins

Supporting Council's Strategic Priorities
Communications & Marketing
Regional & Intergovernmental Relations
Corporate Strategic Planning

**Land Development/
Real Estate**
Michael Kelly

City Solicitor
Tim Jorgensen

City Clerk
Aleta Neufeld

**Director of Corporate
Services**
Corey Wight

Treasury
Payroll
Taxation & Assessment
Purchasing & Stores
Information Technology
Human Resources
Risk Management/Insurance
Financial Reporting & Budget
Long-term Financial Planning

**Director of Community
Services**
Bary Beck

Lethbridge Transit
Nature Centre
Leisure Services
Recreation & Culture
Social & Community Development
ENMAX Centre
Fire/EMS Services
Cemeteries
Facility Services
Regulatory Services

**Director of Infrastructure
Services**
Doug Hawkins

Transportation Planning
Public Operations
Water Treatment Plant
Wastewater Treatment Plant
Utilities (Water, Wastewater,
Electric Distribution, Sanitation,
Landfill, Recycling)
Environmental Services
Storm Sewer
Utilities Customer Care
Urban Construction
Asset Management
Parks
Fleet Services

**Director of Planning &
Development Services**
Jeff Greene

Intermunicipal Planning
Community Planning
Downtown Revitalization
Development Services
Building Inspection

Contact Information: Phone: 403 329 7355 Email: info@lethbridge.ca

City Council
Phone: 403 329 7327
Email: council@lethbridge.ca

Community Services:
Phone: 403 320 3020
Email: leisure@lethbridge.ca

Corporate Services:
Phone: 403 329 7319
Email: finance@lethbridge.ca

Planning and Development
Phone: 403 320 3920
Email: planning@lethbridge.ca

Infrastructure:
Phone: 403 320 3850
Email: Publicoperations@lethbridge.ca



*Back Row: Councillor Liz Iwaskiw, Councillor Joe Mauro, Councillor Bridget Mearns, Councillor Rob Miyashiro
Front Row: Councillor Jeff Coffman, Councillor Jeff Carlson, Mayor Chris Spearman, Councillor Blaine Hyggen
Councillor Ryan Parker,*

STRATEGIC PLAN 2014 - 2017

VISION *

We will continue to work together to ensure that Lethbridge demonstrates active leadership in environmental stewardship and innovation and is recognized as being a safe, healthy, vibrant, prosperous, economically viable place where all people can fully participate in community life.

**(Community Vision from the Integrated Community Sustainability Plan/Municipal Development Plan)*

MISSION

Respecting the framework of the Community Vision, City Council will serve and inspire the community through:

- Strong leadership
- Decisiveness
- Measurable actions

At the time of the development of the four year budget, City Council was in the process of reviewing their identified strategies and developing action plans to address those initiatives. When developing their strategic plan, City Council used the ICSP/MDP as input into the strategies. Many of the strategies continue to be worked on through business unit activities.

Open and Effective Government is developing a Council work plan framework for all activities identified in Council Strategic Plan

Strategic Goal #1

City Council embraces its role as government leaders of the corporation by strengthening the process of governance

1.1 City Council demonstrates governance excellence through leadership and setting clear direction

1.2 City Council encourages and enhances citizen engagement

1.3 We advocate on behalf of our community

CURRENT BUDGET ALLOCATIONS

- Open and Effective Government has an annual allocation of \$80,000 to fund initiatives identified by that committee, such as community surveys, budget engagement, broadcasting of Council Meetings, etc.
- Open and Effective Government is developing a Council work plan framework for all activities identified in Council Strategic Plan
- City Council members have appointments on provincial and national bodies (CUTA/FCSS) and budget is allocated to cover expenses related to those appointments
- Travel budgets are allocated to allow for members of City Council to travel to network with and attend provincial and federal initiatives
- Public engagement on several capital projects is being coordinated through Corporate Communications
- Budget allocation for a Customer Service Strategy implementation

APPROVED INITIATIVES

N-27 Intelligent Community, Citizen Engagement and Brand Development

Strategic Goal #2

City Council demonstrates financial stewardship

CURRENT BUDGET ALLOCATIONS

- The City Manager's Office is committing resources to developing performance measurement reporting framework.
- The City Manager's Office resources are dedicated to participating in the Municipal Benchmarking Initiative
- Open and Effective Government Committee is working on strategies to provide better information to the public on the value proposition (taxes, utilities, fee for services)

Strategic Goal #3

City Council stewards Lethbridge toward a well-designed city by ensuring quality urban design

- 3.1 We strive for a well-designed city through proactive planning**
- 3.2 We are pursuing a more balanced approach to urban transportation options that includes pedestrians, cyclists and public transit users**
- 3.3 We enhance the vibrancy and liveability of our downtown**

CURRENT BUDGET ALLOCATIONS

- Heart of our City committee has a budget of \$465,000
- A Land Use Bylaw Review Committee has been formed
- The Mobility and Accessibility committee formed by the City Manager has committed time and resources to review current practices and make changes that enhance all of our citizen's experience of our community
- Projects are currently underway to examine future functionality of major roadways which include looking at balancing transportation options
- Allocation of land for community gardens and amenities

APPROVED INITIATIVES

- N-7 Transit and Access-A-Ride Master Plan
- N-14 Paved lane rehabilitation
- N-16 Mobility Improvement
- N-18 Data Analyst for Transit
- N-19 Transit Service Expansion – Blackwolf
- N-28 Land Use and Building Bylaws
- Heart of Our City Initiatives:
 - N-15 Galt Gardens Master Plan
 - N-32 Activity Grant

Strategic Goal #4

City Council fosters a safe, healthy and vibrant community through inclusive policies, recreational and cultural opportunities and collaboration

- 4.1 We foster an environment of inclusivity and provide a welcoming community for all residents and visitors**
- 4.2 We enrich the city as an exciting and active place to live, visit and do business**

CURRENT BUDGET ALLOCATIONS

- Green TRIP funding for :
 - Bus stop upgrades for accessibility \$550,000
 - Way finding signage for transit \$200,000
- Affordable housing annual budget allocation \$150,000
- Rent supplement annual grant \$252,000
- Annual funding to Habitat for Humanity \$30,000
- Participation on AUMA initiative - Build Welcoming and Inclusive Communities
- Allocation of \$20,000 to assist in the development of a Tourism Strategy including a Destination Management Plan.
- Funding allocation to 2015 Skate Canada International \$250,000
- Funding allocation in 2015 to 55 Plus Winter Games \$150,000
- Funding of \$210,000 is allocated for diversity/inclusivity initiatives.

APPROVED INITIATIVES

- N-13 Developer Choice - Cable Installation Model
- N-17 Access-A-Ride (AAR) Additional Service
- N-24 Fee Assistance Program
- N-26 Major Community Event Hosting

Strategic Goal #5

City Council takes a leadership role in the protection and preservation of our natural environment in Lethbridge

5.1 We lead in the efficient use of resources and land

5.2 We conserve and enhance the unique character of the Oldman River Valley through Lethbridge

CURRENT BUDGET ALLOCATIONS

APPROVED INITIATIVES

- Environment Committee of Council has an allocation of \$80,000 per year to address specific initiatives
- City resources were allocated to assist in the development of a grass roots community group to support environmental initiatives
- Current resources are committed to reviewing the River Valley Master Plan
- \$20,000 funding to enhance community education to improve stormwater quality and water conservation.
- Funding to improve water quality in lake and stormwater retention ponds. \$550,000
- \$27,000 annual allocation to Oldman Watershed Council
- \$500,000/yr. Federal Gas Tax Fund for energy efficiency projects in City buildings

N-8 Urban Forest Management Plan

Strategic Goal #6

City Council fosters strong relationships with neighbouring communities through collaboration

CURRENT BUDGET ALLOCATIONS

- A review of the Inter-Municipal Development Plan is underway and resources are committed
- City Council has resources committed to the Airport Committee annual \$200,000
- Recent wastewater disposal agreements with Town of Coalhurst and Agropur



Citizen Satisfaction Survey Results

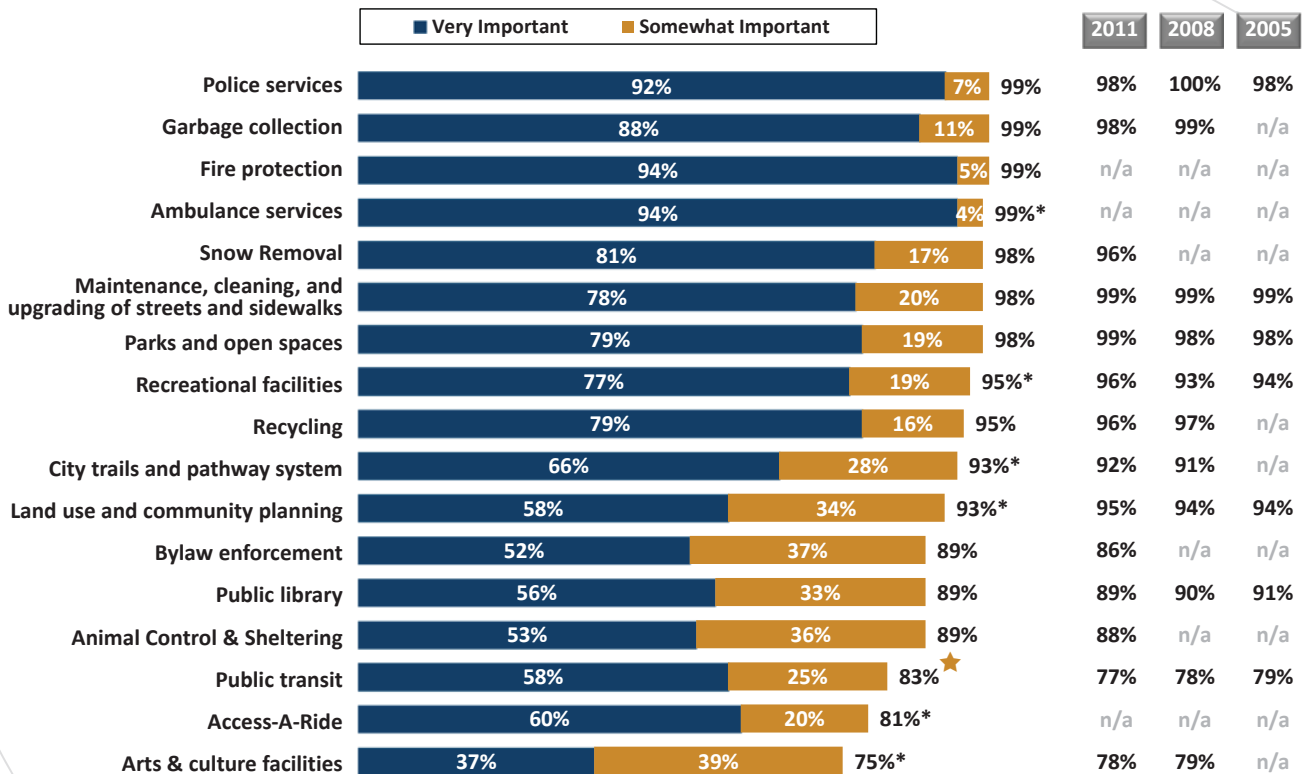
Perceptions about the quality of life in Lethbridge continue to be extremely positive among city residents, according to a recent poll by Ipsos Reid.

In addition, overall satisfaction with City of Lethbridge programs and services also remains very high, and perceptions of municipal government are markedly improved, according to the 2014 Community Satisfaction Survey commissioned by the Open and Effective Government Committee of City Council.

Of those surveyed, **98 % responded that the overall quality of life in Lethbridge was very good or good**, while **93 % responded that they were very satisfied or somewhat satisfied with City programs and services**. When asked about their perceptions of municipal government, **82 % of respondents agreed that the City of Lethbridge is accountable to the community for leadership and good governance**, up from 75 % in 2011. Meanwhile, **81 % agreed that the City practices open and accessible government**, compared to 70 % in 2011.



Importance of City Programs and Services



*Rounding

★ Denotes statistically significant change from 2011 to 2014

Ipsos Reid

1

See Citizen Satisfaction Survey (Page 199) for complete Report from Ipsos Reid

A GREAT PLACE TO LIVE

Lethbridge is a vibrant, small city with a strong economy. There are locally owned industry success stories as well as national and international interests that hire a wide range of skilled employees. The two well-recognized post-secondary institutions, Lethbridge College and the University of Lethbridge, ensure well-trained, employable and enthusiastic people are ready to enter the local workforce with a quality education. Lethbridge is the community of choice for many with its lower cost of living, smaller size and higher quality of life.

Population 93,004 (Census 2014)

48 % Male & 52 % Female

18 to 24 years 13%

25 to 34 years 21%

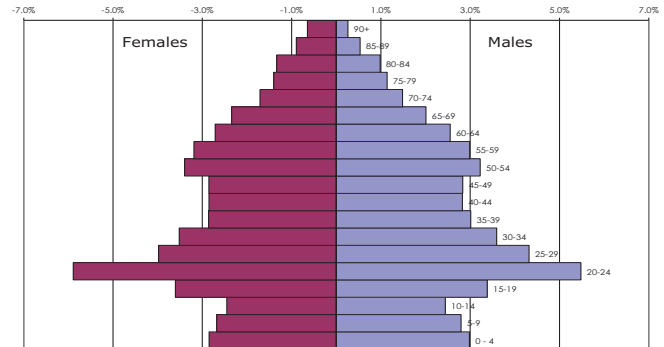
35 to 44 years 15%

45 to 54 years 15%

55 to 64 14%

65 years or older 20%

Mean 46.5 years



Geographic Location

Located in southern Alberta at the crossroads of Highways 3, 4 and 5, Lethbridge's roadway network is one of the best-maintained roadway systems in Alberta. The network includes a major freeway section through the centre of the city, providing excellent access to all parts of the community.

First-rate provincial highways serve Lethbridge. One hour south via Highway 4 connects you to is Alberta's major port of entry to the United States at Coutts and Sweetgrass, Montana. This twenty-four hour border crossing links Alberta's export highway with U.S. Interstate 15 (an integral portion of CANAMEX). To the north, via Highway 2, Calgary and Edmonton are two-and five-hour drives respectively. Highway 3 is a major east-west traffic route linking Lethbridge with Vancouver to the west and eastern centres through Medicine Hat, where it joins the Trans-Canada Highway.

Lethbridge is intersected by the Oldman River and unique coulee formations, the valley of which has been turned into one of the largest urban park systems in North America at 755 hectares (1,865 acres) of protected land.

Climate

Lethbridge is one of the sunniest and warmest cities in Canada with close to 2,400 hours of sunshine per year. It is also the frequent beneficiary of a phenomenon called the Chinook, a warm west wind providing above freezing breaks throughout the winter. Contrary to popular belief, Lethbridge is not the windiest city in Canada. According to Environment Canada, Lethbridge ranks eighth overall for windiest city.

Industries and Labour Force

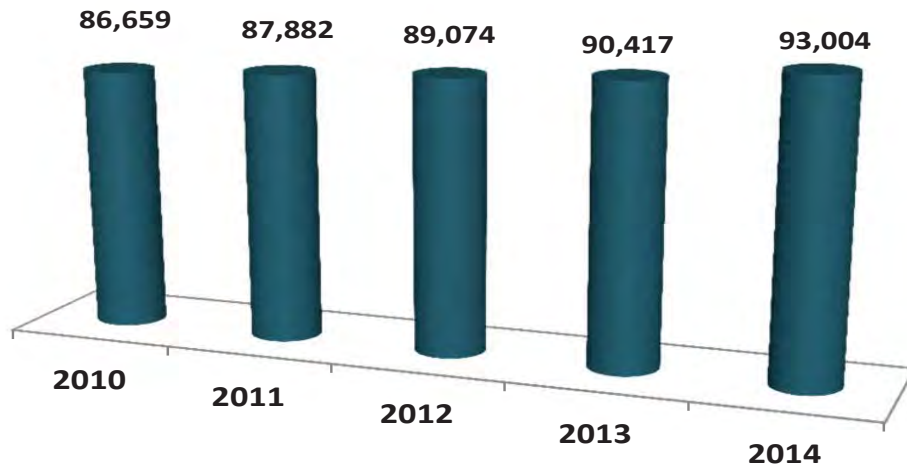
Employers continue to benefit from the strong local workforce, supportive business environment and stable economy that add to the many advantages of doing business in this city. Lethbridge offers a low-cost operating environment with demonstrated savings in areas such as taxation, land, construction and transportation.

Manufacturing and Distribution have a solid foundation in the Lethbridge area, much of it in support of agriculture and agri-food. From specialized trailers to aircraft engines, Lethbridge is home to a range of small to medium sized manufacturers. Oil and gas equipment, and home manufacturers benefit from cost-effective manufacturing of products and supplies. Heavy manufacturing is also a significant industry in Lethbridge, not only in terms of job creation and employment, but also in the economic impact it has on the city. Excellent proximity to markets and a highly dependable workforce has allowed a diversified manufacturing base to thrive and grow in Lethbridge.

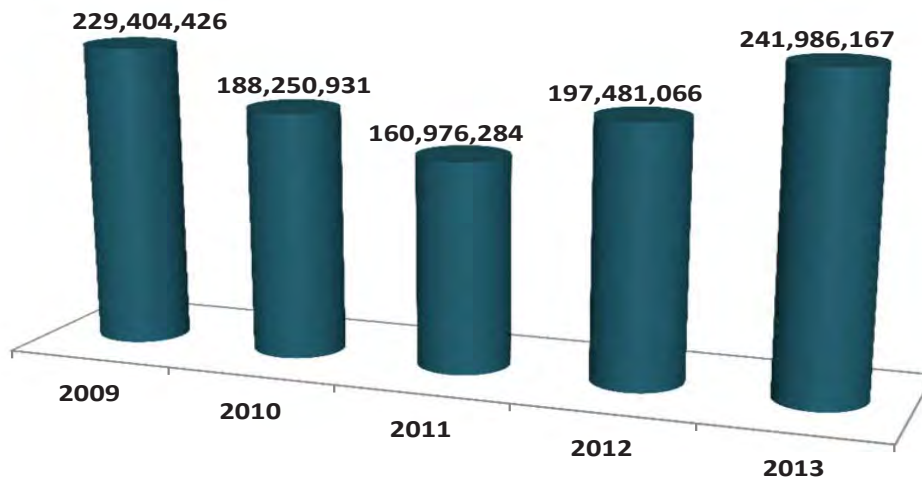
COMMUNITY GROWTH

The City of Lethbridge is home to 93,004 people. As can be seen from the following charts, the number of people choosing Lethbridge as a place to live continues to grow steadily. This growth naturally results in increased demand for the services provided by the City of Lethbridge. This budget addresses the demands of continued growth to ensure the City can provide quality services to a growing community.

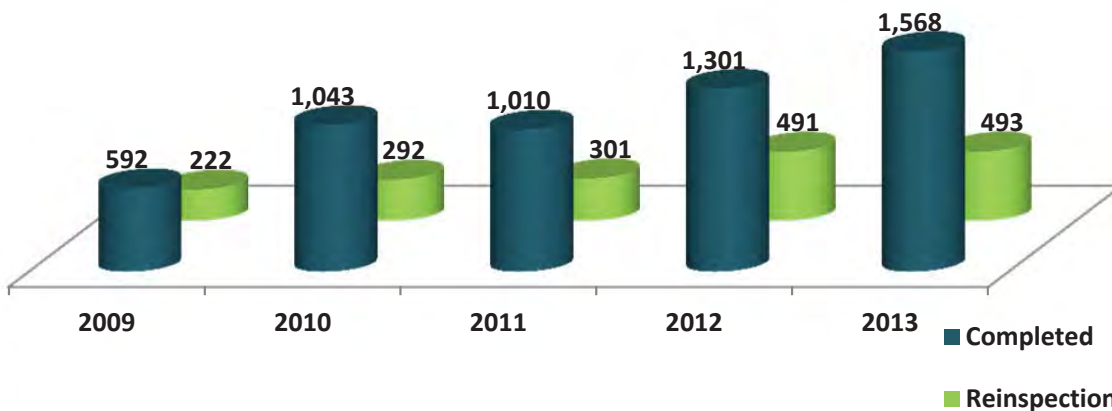
Population Growth



Building Permit Construction Value



Fire Prevention Annual Inspections and Reinspections



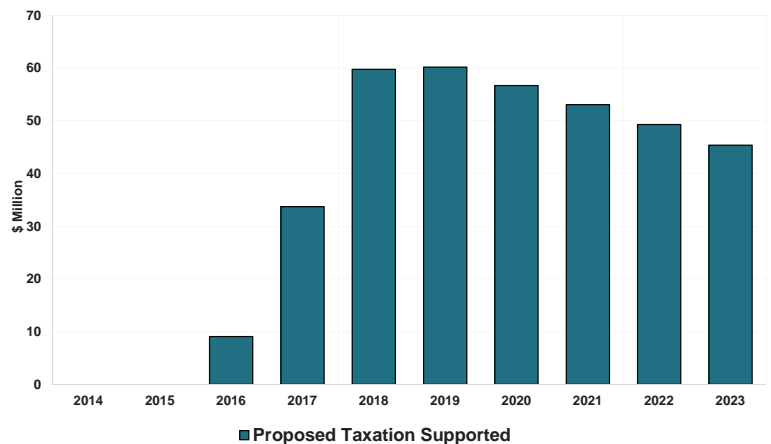
The City of Lethbridge adopted a Pay-as-you-go plan in 1991. The objective of this plan is to reduce the need for borrowing for the costs associated with capital projects which are recurring, are of relatively small scale, or are for short-lived improvements. By adopting and following this plan, the City was able to reduce its external tax supported debt to zero by 2006. This reduction in debt has saved the taxpayers of Lethbridge the interest costs that would otherwise have been paid on borrowing.

While the Pay-as-you-go plan has been very successful in minimizing our taxation supported external debt, it was not designed to eliminate the need for borrowings on large projects. One such project is the new Leisure Centre approved by City Council in the 2014-2023 Capital Improvement Program. The external borrowings required to complete this very significant project are reflected in the Taxation Supported graph.

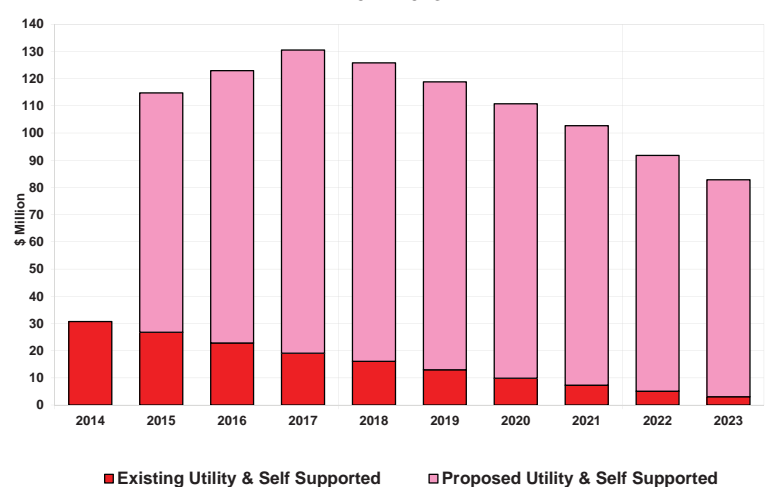
Utility supported debt includes borrowings for the Water Utility, Wastewater Utility, Waste & Recycling Utility, and Electric Utility. Self supported debt includes borrowings for local improvements and land development.

There are significant utility capital projects required within this ten-year capital improvement program. Proposed borrowings for these projects are listed in the 2014-2023 Capital Improvement Program.

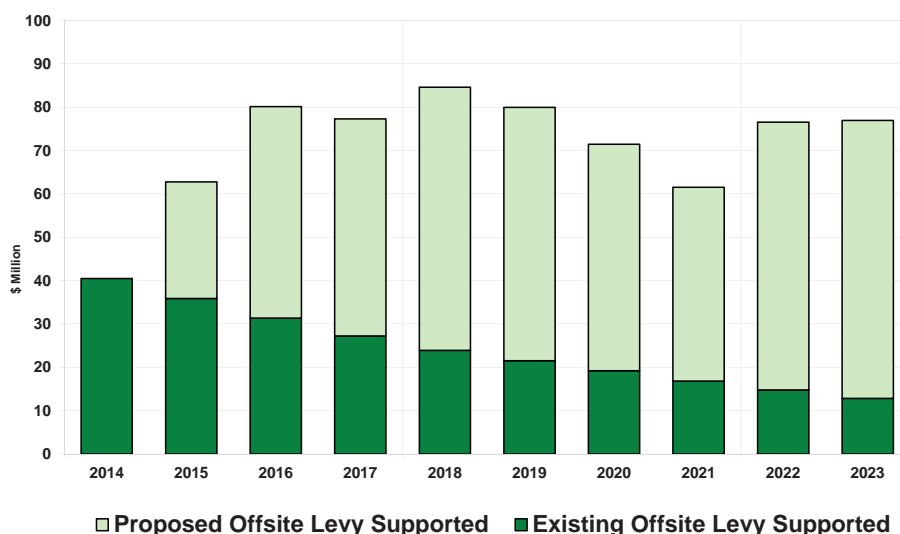
Taxation Supported External Debt 2014-2023



Utility/Self Supported External Debt 2014-2023



Offsite Levy Supported External Debt 2014-2023



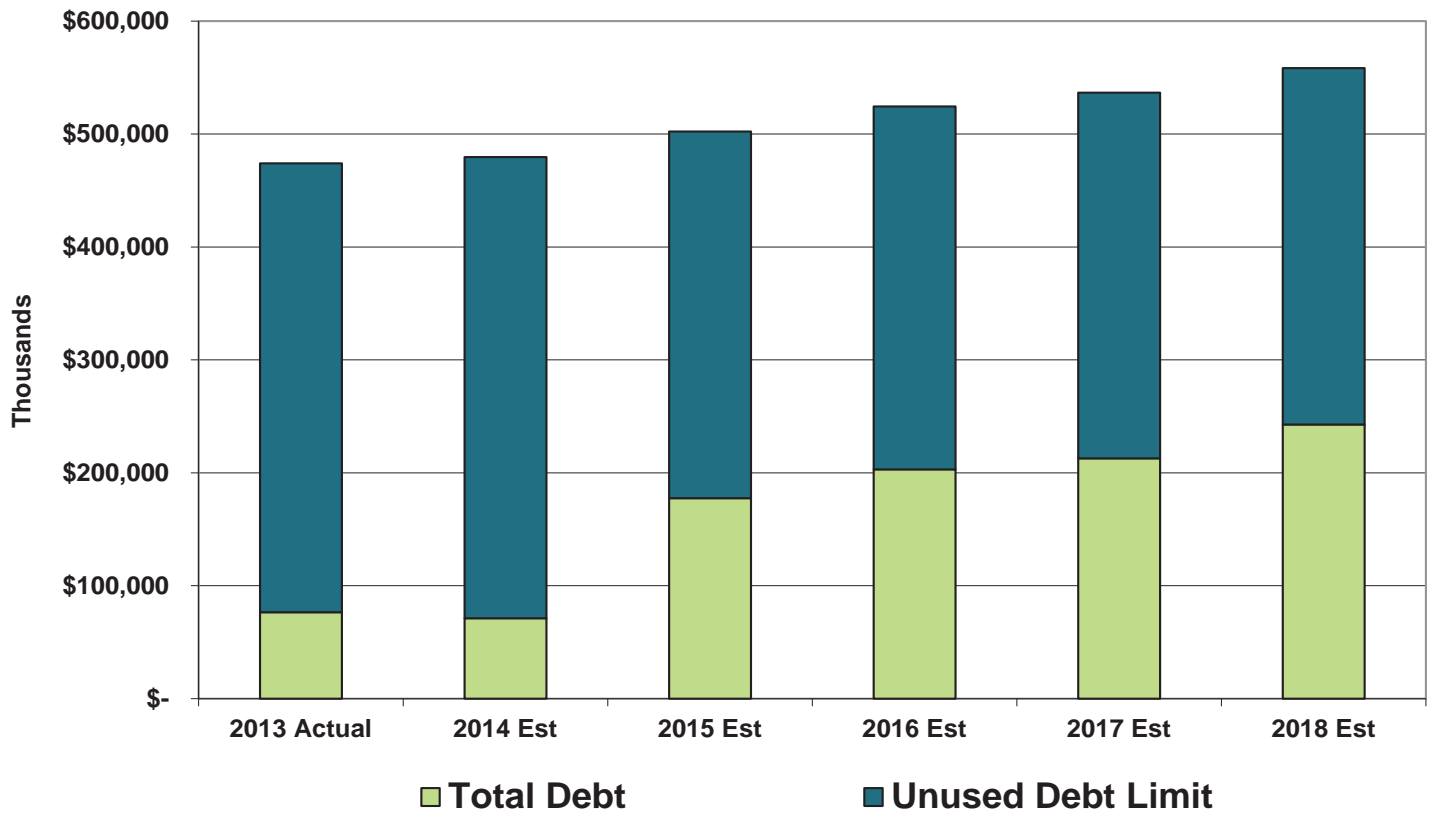
Offsite Levy supported debt includes borrowings to fund growth related projects that will be repaid from offsite levies.

A levy increase is required to fund the offsite projects proposed in this Capital Improvement Program.

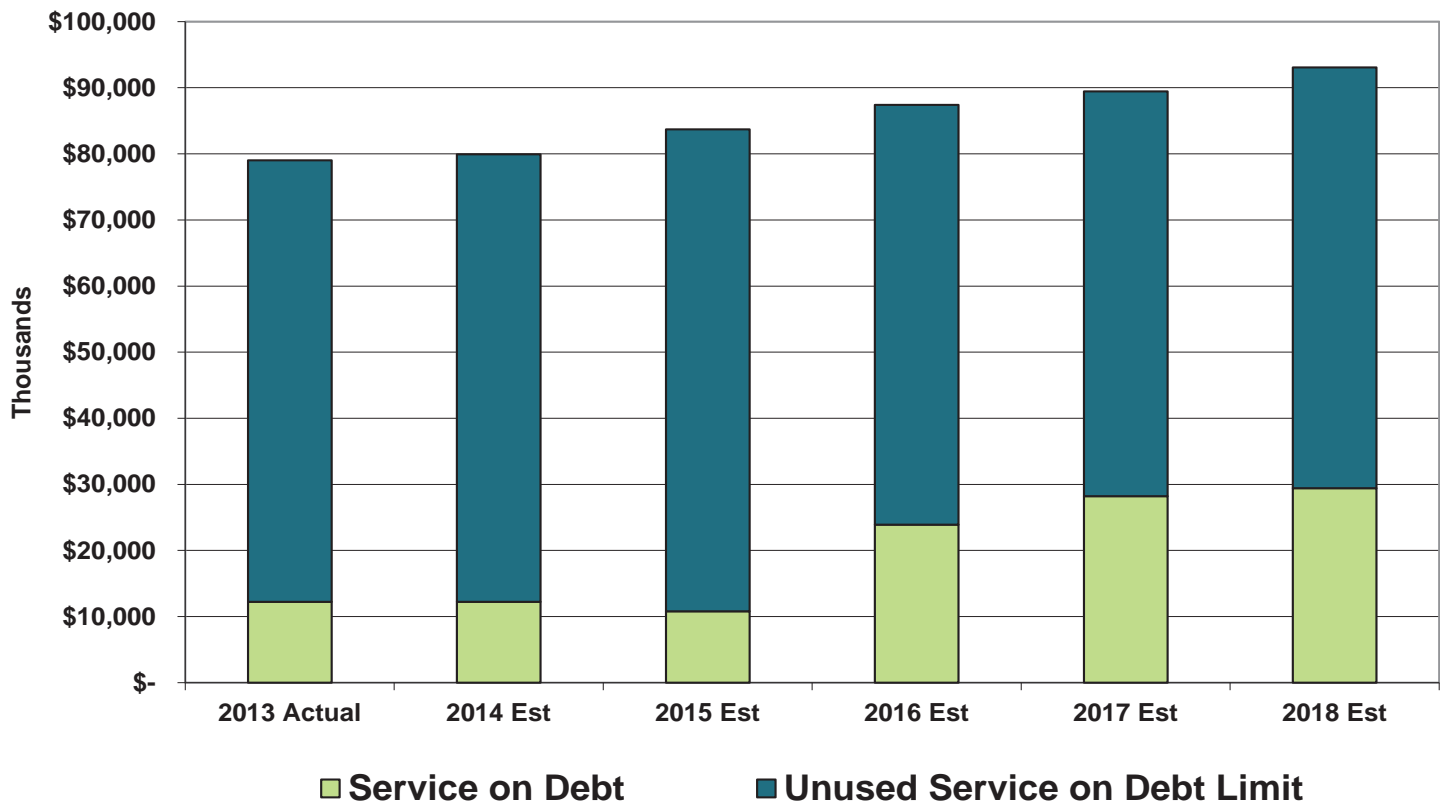
2013	\$207,000/ha
2014	\$221,000/ha
2015	\$234,000/ha
2016	\$249,000/ha
2017	To be determined

See the 2014-2023 Capital Improvement Program for a listing of proposed offsite levy supported borrowing.

Total Debt Limit



Service on Debt Limit



SCHEDULE OF DEBENTURE DEBT

For the years ended December 31, 2009 -
2013 (in thousands of dollars)

AS AT DECEMBER 31, 2009 - 2013
(in thousands of dollars, except per capita)

	2013	2012	2011	2010	2009
GENERAL					
Self supported					
Offsites	\$ 40,322	\$ 37,633	\$ 32,414	\$ 7,538	\$ 3,454
Industrial park servicing	3,354	3,745	4,118	4,475	4,816
Local improvements	674	272	366	494	643
Lethbridge and District Exhibition	142	274	398	515	624
Lethbridge Softball Valley complex	-	-	-	-	21
	44,492	41,924	37,296	13,022	9,558
UTILITIES					
Water	7,917	6,555	6,262	7,559	9,096
Wastewater	5,448	4,622	4,099	4,788	6,242
Waste Services	14,047	16,890	15,689	18,763	21,241
Electric	4,617	4,893	2,000	-	-
	32,029	32,960	28,050	31,110	36,579
TOTAL GENERAL AND UTILITIES DEBT	\$ 76,521	\$ 74,884	\$ 65,346	\$ 44,132	\$ 46,137
POPULATION	90,417	89,074	87,882	86,659	85,492
DEBENTURE DEBT PER CAPITA					
General - mill rate supported	\$ -	\$ -	\$ -	\$ -	\$ -
General - self supported	492	471	424	150	111
Utilities	354	370	319	359	428
	\$ 846	\$ 841	\$ 743	\$ 509	\$ 539
DEBT LIMIT (as per Municipal Government Act):					
Total debt limit	\$ 474,023	\$ 460,573	\$ 435,786	\$ 407,104	\$ 367,086
Total debt (above)	76,521	74,884	65,346	44,132	46,137
DEBT LIMIT UNUSED	\$ 397,502	\$ 385,689	\$ 370,440	\$ 362,972	\$ 320,949
Percentage of debt limit used	16.1%	16.3%	15.0%	10.8%	12.6%
Service on debt limit	\$ 79,004	\$ 76,762	\$ 72,631	\$ 67,851	\$ 61,181
Service on debt (principal and interest payment)	12,229	11,587	9,757	8,713	8,971
SERVICE ON DEBT LIMIT UNUSED	\$ 66,775	\$ 65,175	\$ 62,874	\$ 59,138	\$ 52,210
Percentage of service on debt limit used	15.5%	15.1%	13.4%	12.8%	14.7%

Debt Limit

The debt limit for a municipality is determined in accordance with the regulations under the Municipal Government Act. No municipality may make a borrowing if the borrowing will cause the municipality to exceed its debt limit, unless the borrowing is approved by the Minister. The Minister may make regulations respecting how a debt limit for a municipality is determined. The debt limit and service on debt limit are calculated based on the municipality's revenues.

The borrowing terms allowed under the Alberta Capital Finance Authority (ACFA) range between three to thirty years. Please refer to the Summary of Fiscal Principles, Practices, and Policies, (page 359) for information specific to the City of Lethbridge's debt policy.



SUMMARY OF GENERAL FUND BUDGET CHANGES

The following schedule shows changes in taxation supported budget allocations compared from the previous budget cycle:

Summary of Tax Supported <u>Base Budget Changes</u> (Note 1)		Year Change from 2014 (in thousands of dollars)	
Boards and Commissions			
Lethbridge Regional Police Service		\$ 2,879	
Lethbridge Public Library		274	
Galt Museum & Archives		36	
		3,189	
Community Services			
Facility Services		2,223	
Aquatics		1,329	
Lethbridge Transit		1,269	
Recreation & Culture		408	
Arenas		232	
Accessible Transportation		189	
Enmax		124	
Regulatory Services		88	
Helen Schuler Nature Centre		63	
Other		(27)	
		5,898	
Corporate Services			
Human Resources		29	
Other		(41)	
		(12)	
Governance			
Economic Development		161	
City Council		26	
Other		(9)	
		178	
Planning & Development Services			
Building Safety & Inspection Services		(111)	
Planning & Development		45	
		(66)	
Infrastructure Services			
Parks Management		1,901	
Transportation		1,383	
Community Lighting		265	
Other		13	
		3,562	
Corporate Accounts			
Pay-As-You-Go (July 9, 2007 resolution)		656	
Total Four Year Base Budget Change		\$ 13,405	

"Infrastructure maintenance remains a high priority. The base budget includes operating funding required for all approved capital projects and maintenance of community assets."

"The budget includes all expenditures and revenues related to community growth which drives the need for infrastructure maintenance and demand for service"

Note 1: Base budget is defined as current levels of service from the prior budget cycle, adjusted for inflation for the current budget cycle. Any requests for changes in level of services are submitted as a budget initiative & require Council approval before they can be incorporated into the budget.

SUMMARY OF GENERAL FUND BUDGET CHANGES

City Council Approved Tax Supported Initiatives (Note 2)

Total Four Year Change

(in thousands
of dollars)

R-1	LRPS - Lethbridge Regional Police Service Reduction	\$ (792)
R-3	STARS Grant Reduction	(9)
N-1	Lethbridge Public Library - Bookmobile Garage	13
N-17	Access-A-Ride (AAR) Additional Service	328
N-18	Lethbridge Transit - Data Analyst	58
N-19	Lethbridge Transit - Service Expansion Blackwolf	389
N-24	Recreation & Culture - Fee Assistance Program	90
N-25	Community Services - Community Development	107
N-26	Recreation & Culture - Major Community Event Hosting	250
N-27	IT & EDL - Intelligent Comm, Citizen Engagemt & Brand Developmt	114
N-28	Planning & Development - Land Use and Building Bylaws	100
N-29	Transportation - Snow & Ice Control - Sanders and Plow Trucks	180
N-30	Transportation - Street Sweeper	200
N-32	Heart of Our City - Activity Grant	50
N-37	Exhibition Park Maintenance Grant	23
N-42	No Kill Alliance (NOKA) Spay/Neuter Program	16
N-43	FCSS Municipal Funding - CSD Committee	227
N-46	City Council - Clerical Support	28

"Each new initiative represents an increase or decrease in level of service to the community and requires approval by City Council before it can be included in the operating budget"

Total Four Year Council Approved Tax Supported Initiatives

\$ 1,372

Summary of Change

Total Four Year Tax Supported Base Budget Change

\$ 13,405

Total Four Year Council Approved Tax Supported Initiatives

1,372

Budget Shortfall

\$ 14,776

Required Average % Increase on Municipal Tax Bill for 2015-2018

3.20%

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Budgeted % Increase on Municipal Tax Bill	3.20%	3.20%	3.20%	3.20%
Estimated Effect on \$245,000 Residence per year	\$58.68	\$60.84	\$62.52	\$64.80

Note 2: Budget initiatives are potential service enhancements/reductions that arise from community interest or need, City Council's priorities, or corporate requirements which are not included in the base budget until approved by City Council. A complete listing of all budget initiatives can be found in the budget initiatives tab.

SUMMARY OF OTHER CITY COUNCIL DECISIONS

One-time Allocations

In Base Budget:

2015 Alberta 55 Plus Winter Games
2015 Lethbridge Skate Canada International

Additional Approved by City Council:

N-1 Lethbridge Public Library - Bookmobile Garage
N-3 Pilot Project to Mitigate the Feral Cat Problem
N-4 Heart of Our City Housing Incentive Program
N-6 Southern Alberta Gallery (SAAG)
N-38 Rescue and Care For Lost or Abandoned Cats
N-40 New West Theatre
N-41 Nord-Bridge Senior Citizens Association
N-47 City Council - Ad Hoc Citizen Panel Full Time Councillors

	2015	2016	2017	2018
	(in thousands of dollars)			
	150	-	-	-
	250	-	-	-
	200	-	-	-
	7	7	-	-
	200	200	200	200
	62	80	70	36
	13	13	13	-
	10	10	10	-
	75	75	75	75
	75	-	-	-
	-	-	-	-
	-	-	-	-
Total Approved	1,042	385	368	311

Other Funding Sources

Approved by City Council:

N-1 Lethbridge Public Library - Bookmobile Garage
N-4 Heart of Our City Housing Incentive Program
N-7 Lethbridge Transit & Access-A-Ride Master Plan
N-8 Parks Management - Urban Forest Management Plan
N-14 Transportation - Paved Lane Rehabilitation
N-15 Heart of Our City - Galt Gardens Master Plan
N-16 Transportation - Mobility Improvement
N-17 Access-A-Ride (AAR) Additional Service
N-19 Lethbridge Transit - Service Expansion Blackwolf
N-27 IT & EDL - Intelligent Comm, Citizen Engagemt
N-29 Transportation - Snow & Ice Control - Sanders and Plow
N-30 Transportation - Street Sweeper
N-46 City Council - Clerical Support

Funding	2015	2016	2017	2018
	(in thousands of dollars)			
Community Donations	400	-	-	-
Subdivision Surplus	200	200	200	200
Transit Reserve	150	200	-	-
Urban Parks Reserve	88	88	-	-
Grant	300	300	-	-
Urban Parks Reserve	50	-	-	-
Frontage levy	300	300	300	300
Grant	180	185	-	-
Grant	-	-	-	580
Grant/Overhead Charge	333	307	153	132
MRSR (Snow Removal)	276	-	293	-
MRSR (Snow Removal)	269	-	-	-
Overhead Recoveries	22	22	22	22
Total Approved	2,568	1,602	968	1,234

All References beginning with an "R" or an "N" can be found in budget initiatives tab.



HIGHLIGHTED BUDGET ITEMS

A summary of additional information included in the 2015-2018 City of Lethbridge Operating Budget:

1. The frontage levy was increased by \$0.20 per foot to fund mobility improvements as approved in the Budget initiative N-16.
2. The 2015 Alberta 55 Plus Winter Games will be funded from the MRSR in the amount of \$150,000.
3. The 2015 Lethbridge Skate Canada International competition will be funded from the MRSR in the amount of \$250,000.
4. Increase of \$3,000,000/yr (by 2018) in the annual transfer from the MRSR to General Operations for the relief of taxation.
5. Federal Gas Tax Fund (FGTF formerly NDCC) Grant continues to fund:
 - a. \$500,000/yr allocated to facility life cycle management (energy efficiency)
 - b. \$1,057,000 in 2018 allocated to storm sewer maintenance
6. Insurance reserve funding in the amount of \$150,000 will be used to implement Enterprise Risk Management Principles
7. \$515,000 in 2018 is allocated to Downtown Redevelopment (Heart of Our City).
8. The City is expecting to receive \$120,000/year from the Province (Alberta Sport Development Centre) which will be transferred to the Sports Development Committee.
9. GST rebate (approximately \$1,000,000/year) continues to fund:
 - a. Community Asset Management Program \$183,000/yr by 2018
 - b. Facility Life Cycle Management \$250,000/yr
 - c. Community Capital Grant Program \$450,000/yr
10. Affordable Housing (continued funding)
 - a. \$150,000/year (\$30,000 taxation)
 - b. \$252,000/year rent subsidy
11. Funding for Council's Strategic Plan 2014 – 2017 (continued funding)
 - a. \$80,000/year allocated to the Environment Committee
 - b. \$80,000/year allocation to the Open & Effective Government Committee
12. WCB rebate funding allocated to projects addressing health and safety:
 - a. ENMAX Centre interlocking chairs required for fire safety \$175,000
 - b. Fire Flammable Liquids Training Facility \$160,000
 - c. ENMAX Centre Truss System replacement \$60,000
 - d. Various facilities safety improvements \$73,000
13. \$200,000/year allocated for the Airport

HIGHLIGHTED BUDGET ITEMS

14. Funding applied for under GreenTRIP (2/3) and Federal Gas Tax Fund (1/3) over the next 4 years

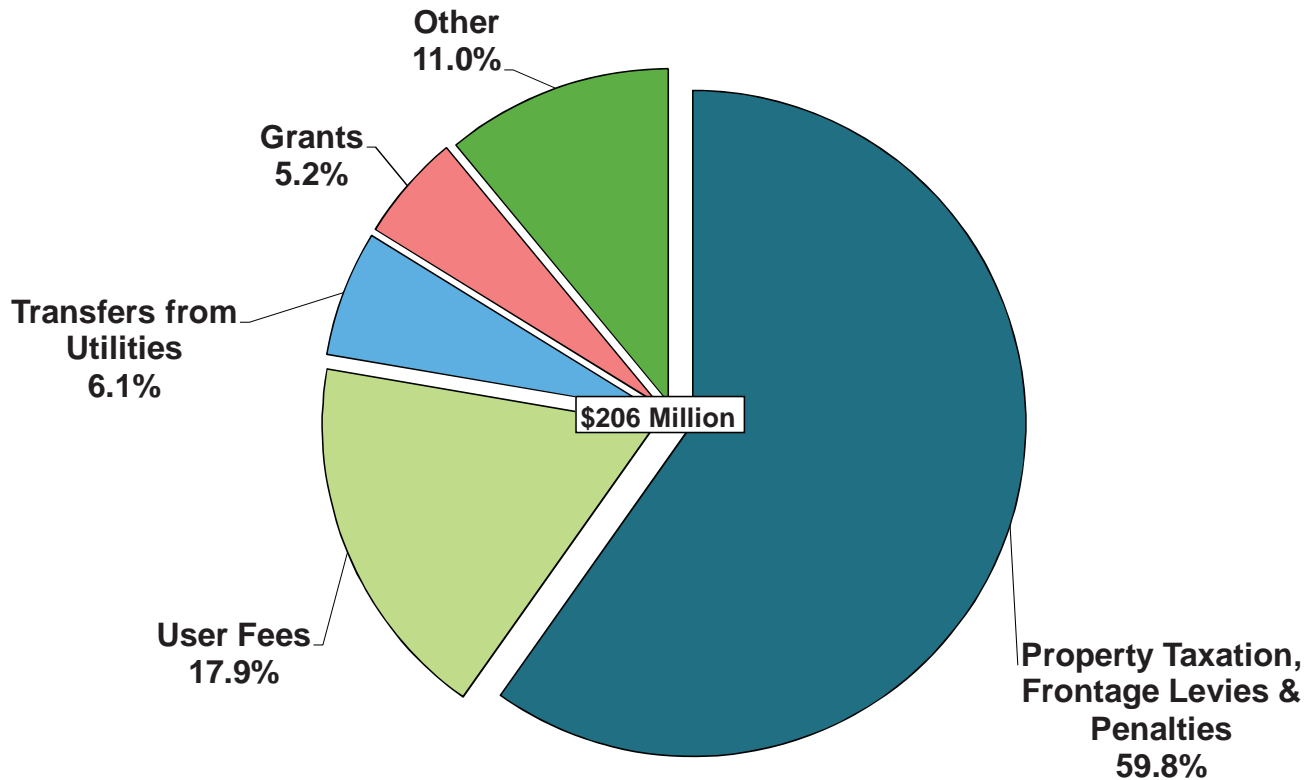
Transit and Access-A-Ride	Total
Signal Light Priority	\$ 2,000,000
Vehicle Surveillance System	585,000
Bus Stop Upgrades for Accessibility	550,000
Upgraded Wayfinding	200,000
Transit bus expansion (2)	1,126,001
AAR vehicle expansion (2)	365,400
Transit bus replacement (7)	3,843,352
AAR vehicle replacement (15)	2,798,830
Total	\$ 11,468,583

15. Previous Budget Cycle (BAU) Funding:

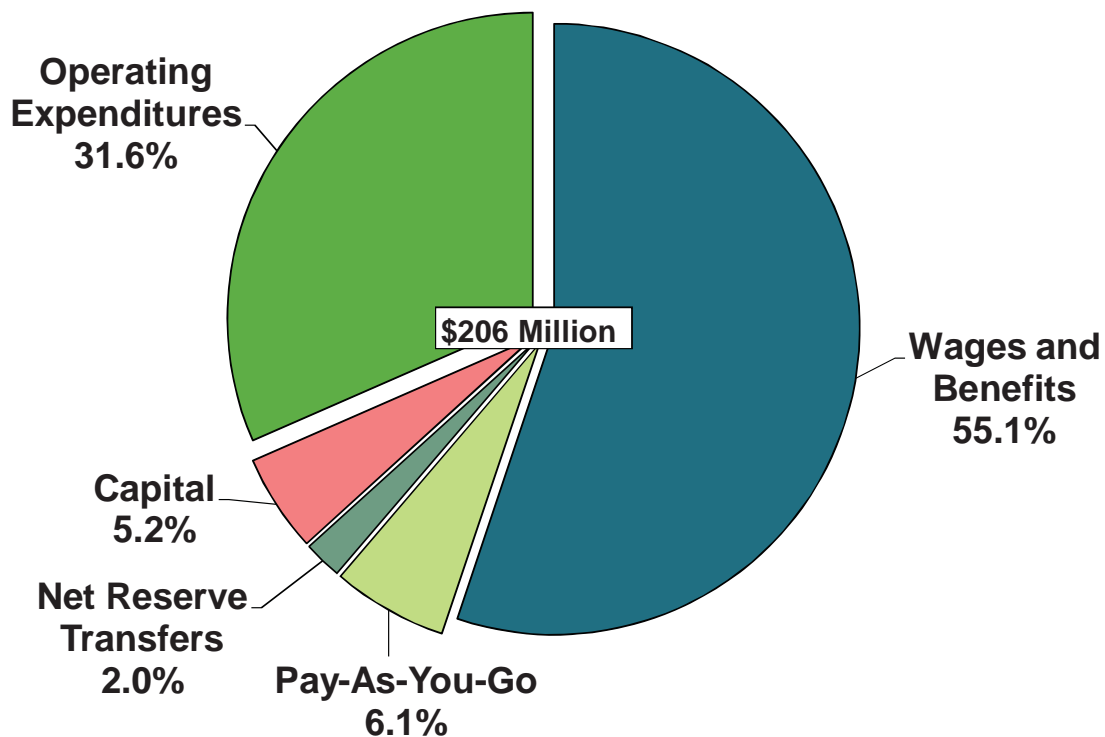
	2015	2016	2017	2018
Library staff training	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
Japanese Gardens 50th Anniversary		10,000	14,000	-
Recruiting Software Implementation	53,000			-
Diversity/Inclusion initiatives		70,000	70,000	70,000
Tourism Development Strategy	20,000	-		-
Total	\$ 77,000	\$ 84,000	\$ 88,000	\$ 74,000



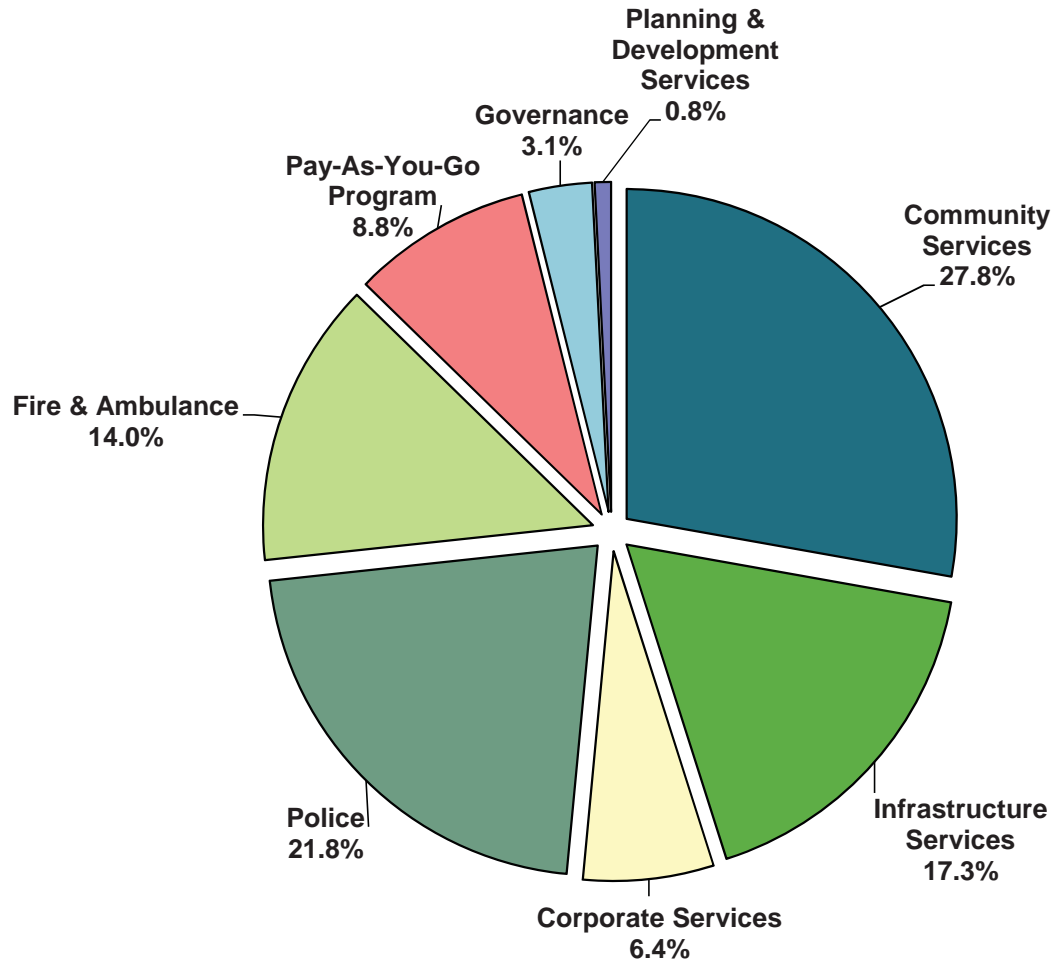
2015 General Fund Gross Revenues by Type



2015 General Fund Gross Expenditures by Type



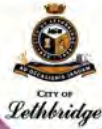
2015 Allocation of Tax Dollars (General Fund) by Operation





Utility Fund

2015 - 2018



The Utility Fund consists of:

- Water
- Wastewater
- Recycling
- Waste Collection
- Landfill
- Electric
- Utility Services (billing and customer care for all utilities)

Waste Collection



Utility Fund



Waste Collection Rates

	2014	2015	2016	2017	2018
Waste Collection Increase	0%	0%	0%	0%	0%
Residential Monthly Bill	\$13.60	\$13.60	\$13.60	\$13.60	\$13.60

No Change in
2015-2018 Rates

Reduction of \$1.75/month for the smaller cart

The waste program fee for apartments is \$2.20/month

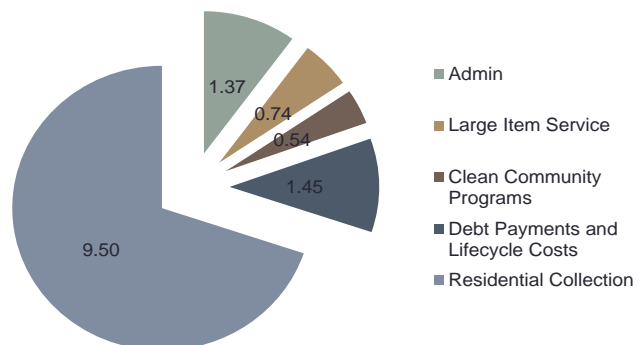
Automated Collection

- Efficient collection
- Employee safety

Clean Community

- Large Item Service assists residents in managing bulky household waste
- Residential Free Saturday (250kg)
- Clean Lanes campaign
- Removal of waste bins in lanes
- Litter education campaign for the business sector

Waste Services (\$13.60/month)





Landfill Utility Fund

Landfill Rates

	2014	2015	2016	2017	2018
Landfill Rates	0%	0%	0%	-42%	0%
Residential Monthly Bill	\$3.50	\$3.50	\$3.50	\$2.00	\$2.00

- Provides environmentally safe disposal for end of life materials
- Serves the City of Lethbridge as well as surrounding communities
- Current site has 10-12 years capacity
- Landfill initiatives include:
 - Landfill Master Plan, which includes expanding site capacity
 - Development of a construction & demolition recycling area
 - Development of a landfill gas & leachate management system
 - Upgrades to the windy weather waste processing facility
 - Site enhancements – landscaping, perimeter screening berms
- Landfill tipping fees are increasing by \$4/tonne in 2015 (to \$60.50), and \$4/tonne in 2016 (to \$64.50). There are no further increases in 2017 or 2018



Recycling Utility Fund



Recycling Rates

	2014	2015	2016	2017	2018
Recycling Rate Increase	0%	0%	0%	0%	0%
Residential Monthly Bill	\$3.60	\$3.60	\$3.60	\$3.60	\$3.60

No Change in
2015-2018 Rates

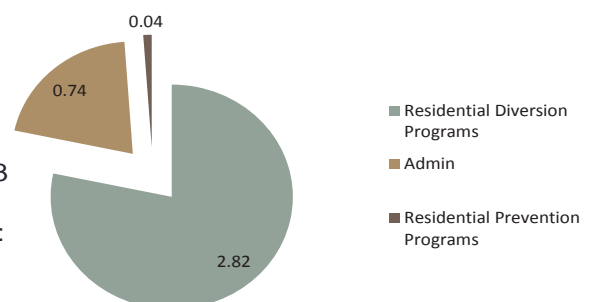
Waste Prevention Programs

- Focus is on eliminating the generation of waste

Waste Diversion Programs

- A recycling station including a yard waste site will be constructed in 2016 in the South Lethbridge. This will complement the north & west side sites constructed in 2013
- 30% of the residential waste stream consists of yard waste
- Participation with the introduction of the 2nd yard waste site:
 - 30,000 site visits
 - 1000 tonnes of diversion

Recycling Services (\$3.60/month)



Example Electric Utility Bill - 2014

Utility Fund



Electricity						Rate: 991 - Standard Site ID: 0050001234567			
METER #	DAYS	PREVIOUS READING	DATE	CURRENT READING	DATE	CODE	MULT	USE (kWh)	DEMAND (kVA)
MTR# 123456	5	82706	Jul 27	82811	Jul 31	A	1	105	
MTR# 123456	25	82811	Aug 01	83356	Aug 25	A	1	545	
Energy Delivery Charges									
Jul 2014 Electric Energy Charge 105 kWh @ 0.09000/kWh						\$	9.45	Customer Choice	
Aug 2014 Electric Energy Charge 545 kWh @ 0.09000/kWh						\$	49.05		
Transmission Access Jul 27 - Jul 31						\$	3.56	Prov. Flow Thru	
Transmission Access Aug 01 - Aug 25						\$	18.26		
Distribution Access Jul 27 - Jul 31						\$	3.96	City Related	
Distribution Access Aug 01 - Aug 25						\$	20.00		
Electric Utility Charges						\$	104.28		
Rider A: Local Access Fee						\$	1.87	City Related	
Rider A: Local Access Fee						\$	9.53		
Rider B: Balancing Pool Consumer Allocation Rider						\$	(0.60)	Prov. Flow Thru	
Rider B: Balancing Pool Consumer Allocation Rider						\$	(3.11)		
Rider C: AESO Rate DTS						\$	0.00	Prov. Flow Thru	
Rider C: AESO Rate DTS						\$	0.00		
Rider Charges						\$	7.69		
Summary						\$	111.97		
GST						\$	5.60		
Total						\$	117.57		

Note: Rider C set to \$0.00 for comparison

Electric Utility

Utility Fund



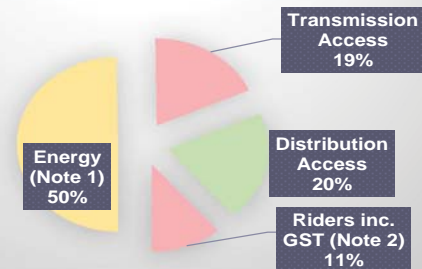
Monthly Charges	2014	2015	2016	2017	2018
Energy (Note 1)	\$ 58.50	\$ 58.50	\$ 58.50	\$ 58.50	\$ 58.50
Transmission Access	\$ 21.82	\$ 24.47	\$ 26.92	\$ 29.61	\$ 32.58
Distribution Access	\$ 23.96	\$ 25.61	\$ 27.46	\$ 28.67	\$ 29.85
Riders inc. GST (Note 2)	\$ 13.29	\$ 13.84	\$ 14.60	\$ 15.35	\$ 16.18
Total	\$ 117.57	\$ 122.42	\$ 127.48	\$ 132.13	\$ 137.11
Increase		\$ 4.85	\$ 5.06	\$ 4.65	\$ 4.98

Note 1 - Energy costs are shown constant at \$0.09 / kWh for comparison purposes

Note 2 - Rider C is set to 0.00 for comparison purposes



2014 Residential Customer Bill





Water Utility System

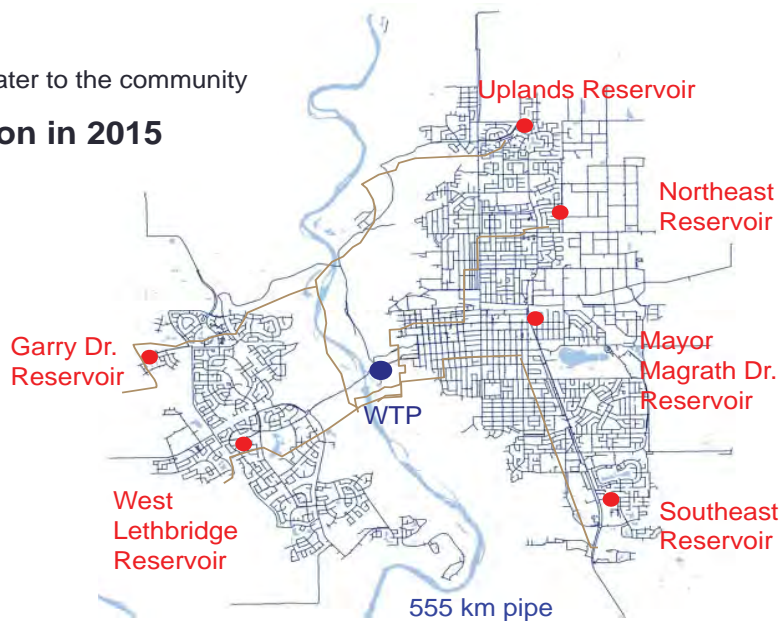
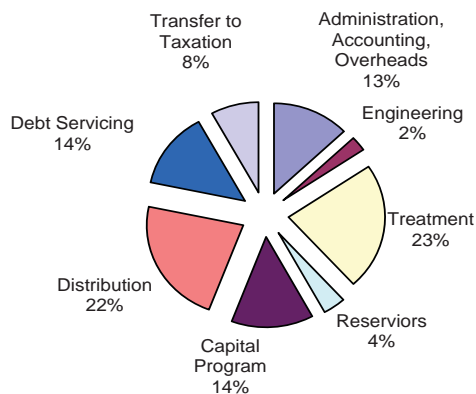
Utility Fund

Our Mission

To provide a clean, safe and reliable supply of water to the community

Revenue Requirement: **\$22.0 Million in 2015**

Expense Breakdown



Wastewater Utility System

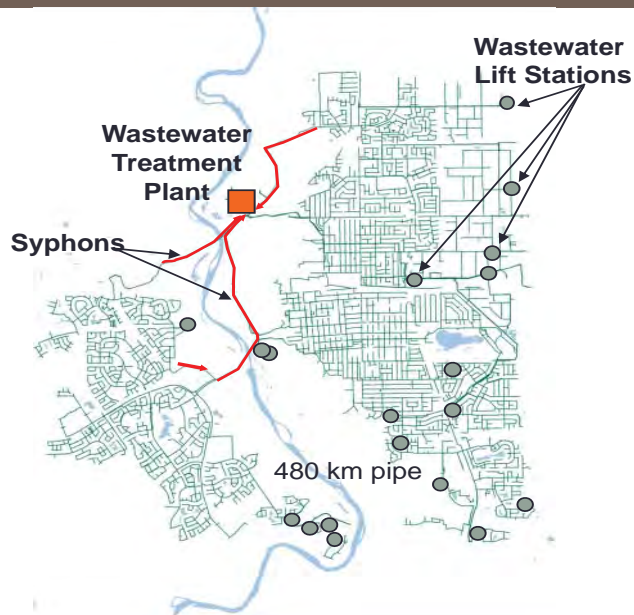
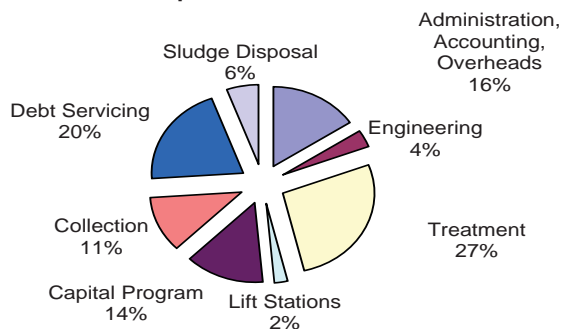
Utility Fund

Our Mission

To collect, treat, and dispose of wastewater and to ensure that water is available for future use

Revenue Requirement **\$15.2 M in 2015**

Expense Breakdown



Utility Services

Utility Fund



	2015	2016	2017	2018
Monthly Fee per Customer	\$6.10	\$6.10	\$6.10	\$6.10
Customer Accounts	38,773	39,355	39,945	40,544
Misc. Fees & Charges	\$0.95 M	\$0.97 M	\$0.99 M	\$1.01 M
Annual Budget	\$3.74 M	\$3.80 M	\$3.87 M	\$3.93 M



eUtility

- Sign-up for the paperless billing
 - Save \$1.00 per bill
- Online access to Utility information
- Access Anytime
- e-Bill Notifications
- Consumption Charts

www.lethbridge.ca/eUtility

Hours of Operation

Mon - Fri 8 a.m. to 4:30 p.m.

Closed Weekends and Statutory Holidays



Water and Waste Water Increases

Utility Fund



	2014	2015	2016	2017	2018
Water		2.5%	2.5%	2.0%	0%
Average Bill (20m3)	\$ 32.45	\$ 33.26	\$ 34.08	\$ 34.77	\$ 34.77
Wastewater		2.0%	2.0%	1.5%	0%
Average Bill (15m3)	\$ 21.44	\$ 21.86	\$ 22.29	\$ 22.62	\$ 22.62



Average Monthly Residential Utility Bill

Utility Fund

	2014	2015	2016	2017	2018
Electric (650kWh)	\$ 117.57	\$ 119.79	\$ 124.61	\$ 128.93	\$ 133.64
Water (20m3)	\$ 32.45	\$ 33.26	\$ 34.08	\$ 34.77	\$ 34.77
Wastewater (15m3)	\$ 21.44	\$ 21.86	\$ 22.29	\$ 22.62	\$ 22.62
Waste Collection	\$ 13.60	\$ 13.60	\$ 13.60	\$ 13.60	\$ 13.60
Residential Recycling	\$ 3.60	\$ 3.60	\$ 3.60	\$ 3.60	\$ 3.60
Landfill	\$ 3.50	\$ 3.50	\$ 3.50	\$ 2.00	\$ 2.00
Administration Fee	\$ 6.10	\$ 6.10	\$ 6.10	\$ 6.10	\$ 6.10
Total Monthly Bill	\$ 198.26	\$ 201.71	\$ 207.78	\$ 211.62	\$ 216.33
Increase per Month		\$ 3.45	\$ 6.07	\$ 3.84	\$ 4.71
Percentage		1.74%	3.01%	1.85%	2.23%

OPERATING BUDGET SUMMARY

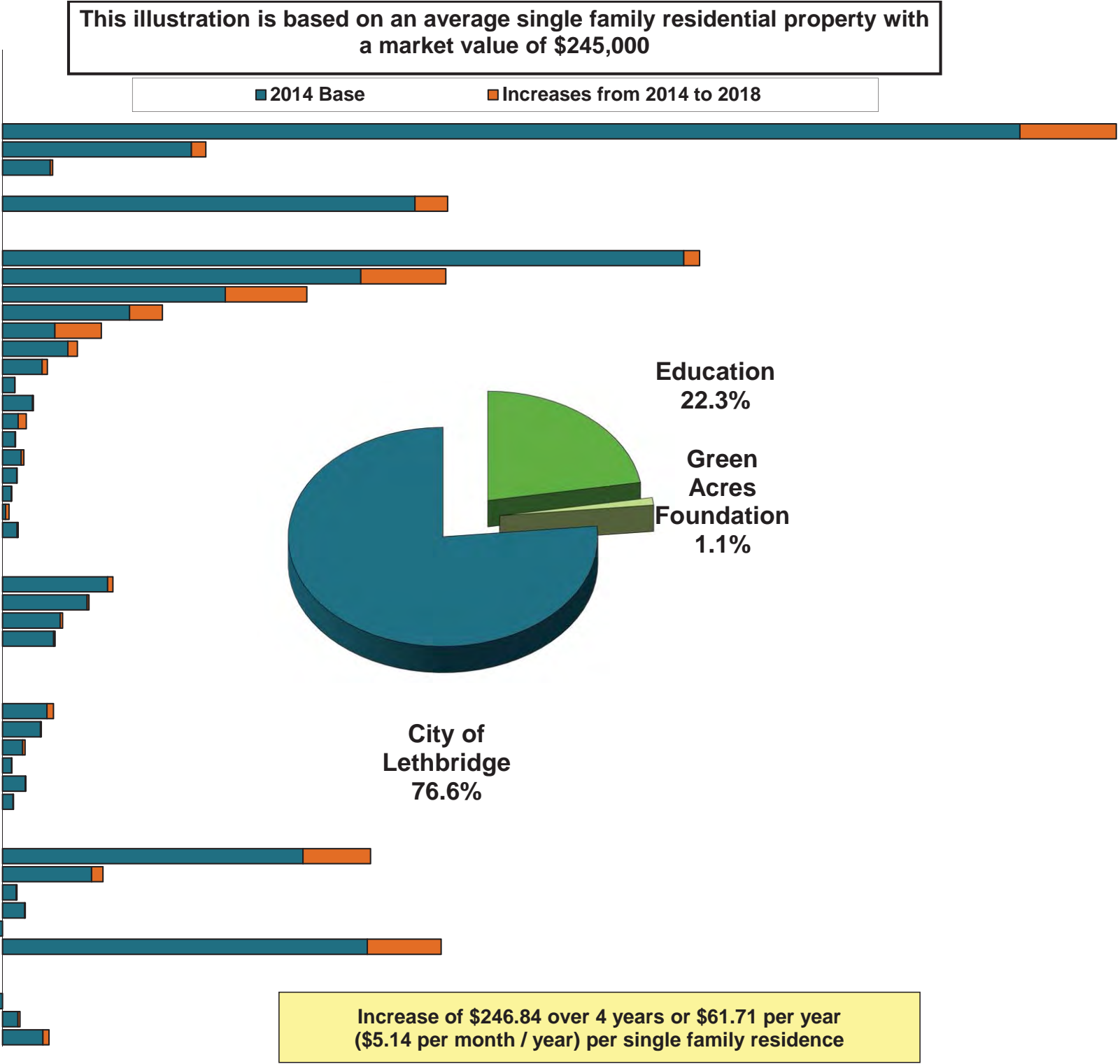
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PROPERTY TAX COMPARISON 2014 AND 2018 (BY BUSINESS UNIT)

Requisitions Collected on Behalf of:	2014	2018	Variance
Education	\$ 606.87	\$ 606.87	-
Green Acres Foundation	31.12	31.12	-
Total Education and Green Acres	637.99	637.99	-
City of Lethbridge			
Boards and Commissions			
Lethbridge Regional Police Service	405.65	444.09	\$ 38.44
Lethbridge Public Library	75.33	81.04	5.71
Galt Museum & Archives	18.99	19.96	0.97
Capital Improvement Program Funding	164.43	177.49	13.06
Community Services			
Fire & Emergency Services	271.64	277.91	6.27
Transit, Accessible Transportation & School Bus	142.87	176.77	33.90
Facility Services	88.85	121.34	32.49
Recreation & Culture	50.69	63.78	13.09
Aquatics	20.89	39.44	18.55
Arenas	26.06	29.86	3.81
ENMAX Centre	15.81	17.90	2.09
Community & Social Development	4.89	4.97	0.08
Community Services Support	12.02	12.32	0.30
Family & Community Support Services	6.28	9.51	3.23
Fritz Sick Memorial Centre	5.04	5.16	0.12
Helen Schuler Nature Centre	7.44	8.48	1.04
Cemetery Services	5.70	5.85	0.14
Yates Memorial Centre	3.50	3.65	0.15
Regulatory Services	1.20	2.65	1.45
Japanese Gardens	5.87	6.26	0.39
Corporate Services			
Information Technology	41.89	44.03	2.14
Financial Services	33.75	34.48	0.73
Human Resources	22.95	23.93	0.97
Assessment & Taxation	20.41	20.95	0.54
Governance			
Economic Development	17.72	20.34	2.62
City Manager's Office & Communications	15.11	15.49	0.38
City Council	8.05	8.99	0.94
Mayor	3.66	3.77	0.11
City Clerk	9.18	9.28	0.10
City Solicitor	4.25	4.36	0.11
Infrastructure Services			
Transportation (Streets & Roads)	119.80	146.74	26.94
Community Lighting	35.56	40.05	4.49
Stormwater	5.41	5.73	0.32
Infrastructure Administration	8.84	9.07	0.23
Parking	(1.79)	(1.83)	(0.04)
Parks Management	145.42	174.89	29.47
Planning & Development Services			
Building Safety & Inspection Services	(6.46)	(8.14)	(1.69)
Downtown Redevelopment	6.15	6.99	0.84
Planning & Development	16.16	18.53	2.37
City's portion of property taxes	\$ 1,839.21	\$ 2,086.05	\$ 246.84
Total	\$ 2,477.20	\$ 2,724.04	\$ 246.84





OPERATING BUDGET OVERVIEW

Operating Budget Overview: Comparison of 2018 to 2014 approved budget

2018 Budget							
	Page	Gross Expenditures	User Fees	Other Revenues and Internal Transfers	Net Subsidy From Taxation	2014 Approved Budget	Change
Overview of Significant changes in thousands of dollars: Numbers in brackets () indicate decrease in budget: Numbers without brackets indicate increase in budget							
Tax Supported							
Boards and Commissions							
Galt Museum & Archives	53	1,784,153	292,500	20,000	1,471,653	1,435,653	36,000 Summer support staff and vacation relief 36
Lethbridge Regional Police Service	54	35,851,327	1,367,924	1,734,204	32,749,199	30,661,999	2,087,200 Officer classification increases per contract 993; Short term holding facility 210; Insurance, building & vehicle maintenance 851; Other 33; Initiative R-1 Reduction initiative removed growth
Lethbridge Public Library	56	6,926,179	344,000	607,718	5,974,461	5,694,097	280,364 Fines & fees revenue increase (33); Chinook Arch membership 162; Security & Custodial 127; Vehicle operating & replacement 16; Other 2; Initiative N-1 Bookmobile 6
		44,561,660	2,004,424	2,361,922	40,195,314	37,791,749	2,403,564
Governance							
Mayor	57	277,729	-	-	277,729	276,729	1,000 Technology 1
City Council	58	662,468	-	-	662,468	608,468	54,000 AUMA subscription costs 15; Technology 11; Initiative N-46 Clerical Support 28
City Manager's Office & Communications	59	1,176,655	-	34,600	1,142,055	1,142,055	-
City Clerk	60	819,314	-	135,000	684,314	693,914	(9,600) Change from three year to four year election (10)
City Solicitor	61	377,654	-	56,500	321,154	321,154	-
Economic Development	62	1,549,946	-	50,100	1,499,846	1,339,246	160,600 Economic Develop Lethbridge fee for service 77; Chinook Country Tourist fee for service 80; Other 4
Real Estate & Land Development	63	427,274	29,500	397,774	-	-	-
		5,291,040	29,500	673,974	4,587,566	4,381,566	206,000
Planning & Development Services							
Building Safety & Inspection Services	64	2,241,271	2,841,200	-	(599,929)	(488,487)	(111,442) Permit revenue growth and fee increase (220); Contractual wage progressions 87; Insurance and office costs 22
Downtown Redevelopment	65	515,000	-	-	515,000	465,000	50,000 Initiative N-32 Heart of Our City Activity Grant 50
Planning & Development	66	2,179,154	813,000	-	1,366,154	1,221,197	144,957 Tempest system maintenance 61; Insurance 4; Permit revenue growth (20); Initiative N-28 Land Use and Building Bylaws 100
		4,935,425	3,654,200	-	1,281,225	1,197,710	83,515
Community Services							
Community Services Support	67	937,863	-	29,500	908,363	908,363	-
Community & Social Development	68	715,444	-	349,244	366,200	369,300	(3,100) Reduced clothing charity tipping fees (5); MUST program support 2
Family & Community Support Services	69	2,598,600	-	1,897,700	700,900	474,400	226,500 Initiative N-43 FCSS Municipal Funding 227
Regulatory Services	70	1,543,214	1,348,100	-	195,114	90,788	104,326 Animal shelter contract; 177; Business license revenue (50); Parking reserve (39); Initiative N-42 No Kill Alliance Spay/Neuter Program 16
ENMAX Centre	71	8,469,726	7,086,512	64,000	1,319,214	1,194,755	124,459 Concession net revenue increase (97); Ice rental fees (21); Air conditioning operating costs per CIP 104; Utility and technology increases 138
Facility Services	72	9,940,878	232,600	762,900	8,945,378	6,715,444	2,229,934 Increase in lifecycle, maintenance, utilities and contractual service for new facilities from the CIP 2,135; Other building operating costs 88; Initiative N-1 Bookmobile Garage Lifecycle 7
Fire & Emergency Services	73	30,169,107	9,669,441	11,700	20,487,966	20,532,630	(44,664) AHS contract revenue (1,338); Increase in staffing and vehicle costs to meet requirements of AHS contract 1,293
Public Safety Communications Centre	74	2,023,886	453,100	1,570,786	-	-	- 9-1-1 grant (500), Alberta Health Services contract revenue (1,071); Staffing to meet AHS contract 1,407; Technology 169; Other (5)
Recreation & Culture	76	5,261,695	316,900	243,200	4,701,595	3,831,602	869,993 Fee for service contracts 242; Insurance 40; Facility booking software 50; Community special event support 40; Picnic shelter cleaning 28; Other 8; Initiative R-3 Stars Grant Reduction (9); Initiative N-24 Fee Assistance Program 90; Initiative N-25 Community Development 107; Initiative N-26 Major Community Event Hosting 250; Initiative N-37 Exhibition Park Maintenance Grant 23
Aquatics	78	2,907,168	-	-	2,907,168	1,578,819	1,328,349 New Leisure Centre operating costs 1,228; Pool operating contract 68; New Henderson Pool operating costs 36; Other (4)
Arenas	79	4,061,070	1,859,700	-	2,201,370	1,969,420	231,950 New Crossings Ice Complex operating costs 197; Building and vehicle operating costs 35
Fritz Sick Memorial Centre	80	422,600	42,300	-	380,300	381,300	(1,000) Facility utility and operating costs 26; LSCO rental increase (20); Gym rental user fees (7)
Yates Memorial Centre	81	480,809	211,900	-	268,909	264,711	4,198 Facility staffing 21; Rental rate increases (17)
Helen Schuler Nature Centre	82	681,705	20,250	36,163	625,292	562,426	62,866 Programming costs for new renovated facility - per CIP 60; Other 3
Cemetery Services	83	1,348,447	915,500	2,000	430,947	430,947	- Fee increases at 3% per year average (104); Reduced transfer to reserve (40); Royal View Cemetery operating cost & staff 144
Lethbridge Transit	84	15,128,037	2,880,104	1,876,411	10,371,522	8,560,435	1,811,087 Vehicle maintenance and replacement 497; Garry Station route 366; Facility operations 63; Mobile Data Terminals (MDT) 181; Insurance 75; Bus Cleaning & dispatch coverage 86; Initiative N-17 Access-A-Ride Vehicle Maintenance 95; Initiative N-18 Data Analyst 58; Initiative N-19 Service Expansion to Blackwolf 389
Accessible Transportation	86	3,491,358	437,632	393,382	2,660,344	2,238,753	421,591 Revenue projection adjustment 87; Vehicle cleaning staff 101; Other 1; Initiative N-17 Access-A-Ride Additional Service 232
School Bus	88	2,699,492	2,699,492	-	-	-	- All changes in costs of providing this service are negotiated and recovered from the School Boards
Japanese Gardens	89	461,172	-	-	461,172	443,572	17,600 Fee for service increase 10; Elimination of STEP Grant 8
		93,342,271	28,173,531	7,236,986	57,931,754	50,547,665	7,384,089



OPERATING BUDGET OVERVIEW

Operating Budget Overview: Comparison of 2018 to 2014 approved budget

2018 Budget							
	Page	Gross Expenditures	User Fees	Other Revenues and Internal Transfers	Net Subsidy From Taxation	2014 Approved Budget	Change
Overview of Significant changes in thousands of dollars: Numbers in brackets () indicate decrease in budget: Numbers without brackets indicate increase in budget							
Tax Supported							
<u>Corporate Services</u>							
Assessment & Taxation	90	1,944,288	388,900	10,800	1,544,588	1,542,798	1,790 Tax notice revenue (4); Software maintenance 6
Financial Services	91	3,194,079	-	651,900	2,542,179	2,551,443	(9,264) Costs allocated to accounts payable and cashiers 16; Recovery of costs for investing and parking (25)
Human Resources	92	1,875,203	-	111,225	1,763,978	1,735,003	28,975 Recruitment software 29
Information Technology	93	3,258,778	7,000	6,000	3,245,778	3,166,581	79,197 On-call resourcing 107; Staff transition (209); Fibre and insurance costs 67; Initiative N-27 Intelligent Community 114
Integrated Risk Management	94	34,000	-	34,000	-	-	- Insurance premiums and fees 232; Recovery of insurance and risk costs from other departments and external agencies (232)
		10,306,348	395,900	813,925	9,096,523	8,995,825	100,698
<u>Corporate Accounts</u>							
Employee Welfare & Security	96	90,000	-	90,000	-	-	- LAPP pension 2,473; SFPP pension 536; Health and dental costs 671; CPP 567; EI premiums 535; Other benefits 167; Recovery from business units (4,949)
Non-Departmental Revenues	98	17,544,169	131,200	171,209,981	(153,797,012)	(139,020,489)	(14,776,523)
Pay-As-You-Go Program	100	13,085,000	-	-	13,085,000	12,429,000	656,000 Annual increase per resolution 656
		30,719,169	131,200	171,299,981	(140,712,012)	(126,591,489)	(14,120,523)
<u>Infrastructure Services</u>							
Infrastructure Administration	101	1,917,621	945,900	303,250	668,471	668,471	- Net increased funding from servicing payments and capital recoveries (364); Internal and contracted services 228; Operating reserve balancing 111; Other 25
Community Lighting	102	2,962,000	9,500	-	2,952,500	2,687,700	264,800 System growth 525; Reduced maintenance due to LED conversion (45); Reduced transfer to reserve (206); Recovery from dusk til dawn lighting (9)
Fleet Services	103	207,700	72,900	134,800	-	-	-
Parking	104	1,214,900	1,349,900	-	(135,000)	(135,000)	-
Parks Management	106	13,787,473	43,200	850,900	12,893,373	10,991,906	1,901,467 Parks growth including CIP 1,418; Equipment operation and maintenance 352; Energy and utilities 136; Insurance and communications 85; Recoveries (90)
Stormwater	108	1,702,786	-	1,280,700	422,086	408,886	13,200 System and pond maintenance 57; Utilities 13; Frontage Levy recovery (57)
Transportation	110	17,204,213	511,400	5,874,620	10,818,193	9,055,006	1,763,187 System growth and equipment cost increases 1,378; Rail signals and spur line 201; Frontage maint levy (167); Other (29); Initiative N-29 Snow & Ice Control 180; Initiative N-30 Street Sweeper 200
		38,996,693	2,932,800	8,444,270	27,619,623	23,676,969	3,942,654
Total Tax Supported		228,152,613	37,321,555	190,831,058	-	-	-
Utility Supported							
<u>Infrastructure Services</u>							
Utility Services	112	3,928,600	3,928,600	-	-	-	- Penalties revenue (137); New process for disconnects 207; Additional customers (121); Billing, postage and general expense 51
Electric Utility	114	91,272,976	77,141,342	14,131,634	-	-	- Transmission system access charges 6,631; Cost of Capital and depreciation 3,268; Wages & other operating costs 841; Transmission access fees (6,631); Distribution access fees (4,109)
Waste Services	116	6,322,515	6,158,515	164,000	-	-	- Revenue due to community growth (189); Decreased debt servicing (293); Net operating cost increase 553; Utilities 236; Large item service savings (51); Reduced reserve transfers (256)
Recycling Services	117	1,838,000	1,642,280	195,720	-	-	- Revenue growth (201); Recycling depot debt 134; Recycling depot efficiencies (298); Recycling material processing 175; Additional yard waste sites 191; Other (1)
Landfill	118	7,849,100	7,849,100	-	-	-	- Reduced oilfield revenue & landfill surcharge 701; Reduced debt charges (513); Reduced material processing costs (221); Environmental monitoring 237; Reduced reserve transfer (186); ROI to taxation (18)
Wastewater Utility	119	16,015,000	16,015,000	-	-	-	- Revenue from growth and rate increases (1,142); Debt servicing in CIP 346; Other operating costs 796
Water Utility	120	23,369,400	22,111,000	1,258,400	-	-	- Net revenue increases (2,013); Reduced debt servicing costs (222); ROI 121; Water meters 189; Watermain renewals 204; Utilities 339; Operating costs 931; System repair & maintenance 451
		150,595,595	134,845,841	15,749,754	-	-	-
Total Utility Supported		150,595,595	134,845,841	15,749,754	-	-	-
Grand Total		378,748,208	172,167,396	206,580,812	-	-	-



OPERATING BUDGET SUMMARY

All Funds City of Lethbridge Budget Summary

	2013 Actual	2014 Budget	2015 Request	2016 Request	2017 Request	2018 Request	2014-2018 Change
Revenues							
Frontage Levy	3,114,647	3,252,000	3,612,000	3,673,000	3,735,000	3,798,000	546,000
Grants - Capital	2,359,504	2,510,500	4,943,150	7,424,392	2,591,948	3,974,393	1,463,893
Grants - Operating	5,994,852	5,201,651	5,753,587	5,650,640	5,678,602	5,706,498	504,847
Investment Income	10,000	10,000	10,000	10,000	10,000	10,000	0
License Fees	1,952,371	2,025,100	1,992,100	2,002,100	2,099,600	2,099,600	74,500
Other Revenues	5,165,886	2,451,494	3,846,907	3,527,920	3,510,212	3,569,112	1,117,618
Penalties & Fees	977,812	982,900	1,238,800	1,249,800	1,261,100	1,272,500	289,600
Property Taxes	103,617,310	111,677,500	118,957,100	125,745,000	132,749,000	140,187,000	28,509,500
Recovery from Capital Projects	12,895,996	10,025,876	11,682,036	11,565,734	11,635,881	11,717,974	1,692,098
Reserve Transfers	24,593,327	24,009,915	25,478,576	26,592,828	26,737,081	27,011,381	3,001,466
ROI from Utilities	2,303,913	2,357,100	2,325,140	2,402,120	2,448,280	2,460,200	103,100
Sales of Goods & Services	150,035,604	151,366,544	151,523,230	156,303,734	161,462,617	166,567,192	15,200,648
Transmission Credits	5,879,382	6,696,436	6,584,413	6,813,854	7,303,866	7,458,254	761,818
Utility Service Admin Fee	2,642,929	2,795,000	2,790,200	2,831,600	2,873,564	2,916,104	121,104
	321,543,532	325,362,016	340,737,239	355,792,722	364,096,751	378,748,208	53,386,192
Expenses							
Asset Transactions	10,172,684	3,766,200	8,285,880	12,141,242	5,530,068	5,295,763	1,529,563
Contingencies	-	120,000	120,000	620,000	1,120,000	1,620,000	1,500,000
Debt Payments	2,976,462	26,372,500	25,484,300	27,775,600	30,355,900	30,938,900	4,566,400
Operating Expenses	80,480,902	91,410,497	93,669,184	95,722,158	98,244,451	102,282,811	10,872,314
Pay-As-You-Go Program	8,996,000	12,429,000	12,589,000	12,752,000	12,917,000	13,084,600	655,600
Reserve Transfers	22,785,082	19,797,163	17,818,736	20,102,049	27,321,551	32,224,922	12,427,759
ROI to General Fund	2,303,913	2,357,100	2,325,140	2,402,120	2,448,280	2,460,200	103,100
Transfers to Capital	25,867,811	311,118	3,643,677	4,333,055	2,127,568	2,523,195	2,212,077
Transfers to Other Agencies	5,857,146	5,504,172	6,593,052	6,352,152	6,516,552	6,617,452	1,113,280
Transmission Charges - System Access	20,972,350	20,032,700	20,032,700	22,036,000	24,239,600	26,663,600	6,630,900
Wages & Benefits	139,971,448	143,261,566	150,175,569	151,556,345	153,275,781	155,036,765	11,775,199
	320,383,798	325,362,016	340,737,239	355,792,722	364,096,751	378,748,208	53,386,192
Total City Budget Summary	(1,159,734)	-	-	-	-	-	-



OPERATING BUDGET SUMMARY

Tax Supported

General Fund City of Lethbridge Budget Summary

	2013	2014	2015	2016	2017	2018	2014-2018
	<i>Actual</i>	<i>Budget</i>	<i>Request</i>	<i>Request</i>	<i>Request</i>	<i>Request</i>	<i>Change</i>
Revenues							
Frontage Levy	3,114,647	3,252,000	3,612,000	3,673,000	3,735,000	3,798,000	546,000
Grants - Capital	2,359,504	2,510,500	4,943,150	7,424,392	2,591,948	3,974,393	1,463,893
Grants - Operating	5,994,852	5,201,651	5,753,587	5,650,640	5,678,602	5,706,498	504,847
Investment Income	10,000	10,000	10,000	10,000	10,000	10,000	-
License Fees	1,952,371	2,025,100	1,992,100	2,002,100	2,099,600	2,099,600	74,500
Other Revenues	5,049,103	2,352,994	3,785,407	3,337,800	3,314,792	3,373,392	1,020,398
Penalties & Fees	543,751	535,900	688,000	688,000	688,000	688,000	152,100
Property Taxes	103,617,310	111,677,500	118,957,100	125,745,000	132,749,000	140,187,000	28,509,500
Recovery from Capital Projects	5,704,616	3,663,898	3,618,072	3,666,676	3,615,206	3,622,194	(41,704)
Reserve Transfers	24,593,327	24,009,915	25,478,576	26,592,828	26,737,081	27,011,381	3,001,466
ROI from Utilities	2,303,913	2,357,100	2,325,140	2,402,120	2,448,280	2,460,200	103,100
Sales of Goods & Services	33,359,039	32,667,885	34,777,012	33,874,987	34,746,353	35,221,955	2,554,070
	188,602,434	190,264,443	205,940,144	215,067,543	218,413,862	228,152,613	37,888,170
Expenses							
Asset Transactions	8,867,639	3,353,600	7,702,380	11,557,742	4,946,568	4,712,263	1,358,663
Contingencies	-	120,000	120,000	620,000	1,120,000	1,620,000	1,500,000
Debt Payments	485,089	15,038,000	12,313,600	12,383,100	15,348,800	15,006,900	(31,100)
Operating Expenses	35,659,308	42,668,183	46,419,053	47,661,228	49,544,364	52,522,738	9,854,555
Pay-As-You-Go Program	8,996,000	12,429,000	12,589,000	12,752,000	12,917,000	13,084,600	655,600
Reserve Transfers	6,332,521	3,902,452	4,139,252	7,001,781	13,663,999	18,828,203	14,925,751
Transfers to Capital	4,903,253	(12,663,308)	(9,383,071)	(9,467,820)	(12,746,136)	(12,402,122)	261,186
Transfers to Other Agencies	5,857,146	5,504,172	6,593,052	6,352,152	6,516,552	6,617,452	1,113,280
Wages & Benefits	116,845,638	119,912,344	125,446,878	126,207,360	127,102,715	128,162,579	8,250,235
	187,946,596	190,264,443	205,940,144	215,067,543	218,413,862	228,152,613	37,888,170
Total General Fund	(655,838)	-	-	-	-	-	-



OPERATING BUDGET SUMMARY

Utility Supported

Utility Fund City of Lethbridge Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014-2018 <i>Change</i>
Revenues							
Other Revenues	116,783	98,500	61,500	190,120	195,420	195,720	97,220
Penalties & Fees	434,061	447,000	550,800	561,800	573,100	584,500	137,500
Recovery from Capital Projects	7,191,380	6,361,978	8,063,964	7,899,058	8,020,675	8,095,780	1,733,802
Sales of Goods & Services	116,676,564	118,698,659	116,746,218	122,428,747	126,716,264	131,345,237	12,646,578
Transmission Credits	5,879,382	6,696,436	6,584,413	6,813,854	7,303,866	7,458,254	761,818
Utility Service Admin Fee	2,642,929	2,795,000	2,790,200	2,831,600	2,873,564	2,916,104	121,104
	132,941,099	135,097,573	134,797,095	140,725,179	145,682,889	150,595,595	15,498,022
Expenses							
Asset Transactions	1,305,045	412,600	583,500	583,500	583,500	583,500	170,900
Debt Payments	2,491,372	11,334,500	13,170,700	15,392,500	15,007,100	15,932,000	4,597,500
Discounts	(21,033)	-	-	-	-	-	-
Operating Expenses	44,821,594	48,742,314	47,250,131	48,060,930	48,700,087	49,760,073	1,017,759
Reserve Transfers	16,473,594	15,894,711	13,679,484	13,100,268	13,657,552	13,396,719	(2,497,992)
ROI to General Fund	2,303,913	2,357,100	2,325,140	2,402,120	2,448,280	2,460,200	103,100
Transfers to Capital	20,964,559	12,974,426	13,026,748	13,800,875	14,873,704	14,925,318	1,950,892
Transmission Charges - System	20,972,350	20,032,700	20,032,700	22,036,000	24,239,600	26,663,600	6,630,900
Wages & Benefits	23,125,810	23,349,222	24,728,691	25,348,986	26,173,066	26,874,186	3,524,964
	132,437,203	135,097,573	134,797,095	140,725,179	145,682,889	150,595,595	15,498,022
Total Utility Fund	(503,896)	-	-	-	-	-	-





OPERATING BUDGET SUMMARY

Tax Supported

Boards & Commissions Galt Museum & Archives Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Revenues							
Grants	32,500	13,000	13,000	13,000	13,000	13,000	-
Other Revenues	68,342	2,000	7,000	7,000	7,000	7,000	5,000
Recovery from Capital Projects	85	-	-	-	-	-	-
Sales of Goods & Services	261,059	273,820	292,500	292,500	292,500	292,500	18,680
	361,986	288,820	312,500	312,500	312,500	312,500	23,680
Expenses							
Operating Expenses	606,002	546,663	570,193	570,248	570,291	570,343	23,680
Reserve Transfers	(65,203)	-	-	-	-	-	-
Wages & Benefits	1,221,275	1,177,810	1,213,810	1,213,810	1,213,810	1,213,810	36,000
	1,762,074	1,724,473	1,784,003	1,784,058	1,784,101	1,784,153	59,680
Total Galt Museum & Archives	1,400,088	1,435,653	1,471,503	1,471,558	1,471,601	1,471,653	36,000

Analysis of Changes from 2014 to 2018

Base Budget

Other revenue	Note 1	5,000
Sales of goods and services	Note 2	18,680
Cost directly related to the increase in revenues and fees	Note 2	(13,680)
Cost budgeted to meet inflation and increased public demand		(10,000)
Summer support staff and vacation relief	Note 3	36,000

Total Change

36,000

Note 1: This represents Friends of the Galt Museum and community support for busing.

Note 2: Sales from bus tours, Heritage Arts Programs and Festivals along with their related expenses are budgeted based on 2013 actuals. Admission, program, and archive fees are budgeted to increase by 8%. Budget pressures are accommodated again this budget cycle, including increases in security costs, rent, linens and inflation.

Note 3: For many years, the Galt Museum accessed STEP grants to assist during May to August in visitor services and education/programming. We have grown to rely on these positions for visitor services, holiday relief, school programs and summer fun programming. Community members have doubled their attendance in programming and education.



OPERATING BUDGET SUMMARY

Tax Supported

Boards & Commissions

Lethbridge Regional Police Service

Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Revenues							
Grants	688,228	642,693	692,336	692,336	692,336	692,336	49,643
Other Revenues	1,376,582	1,138,906	1,085,683	1,022,876	1,023,868	1,023,868	(115,038)
Penalties & Fees	17,600	18,000	18,000	18,000	18,000	18,000	-
Recovery from Capital Projects	16,938	85,000	-	-	-	-	(85,000)
Sales of Goods & Services	2,392,966	2,470,877	2,572,223	1,259,174	1,345,924	1,367,924	(1,102,953)
	4,492,314	4,355,476	4,368,242	2,992,386	3,080,128	3,102,128	(1,253,348)
Expenses							
Asset Transactions	258,835	12,000	-	-	-	-	(12,000)
Debt Payments	430,200	430,200	430,200	430,200	430,200	430,200	-
Operating Expenses	7,579,763	7,570,416	7,852,791	7,752,921	8,146,289	8,425,067	854,651
Reserve Transfers	(873,147)	(178,600)	(300)	-	-	-	178,600
Transfers to Capital	191,310	120,300	120,300	120,300	120,300	120,300	-
Wages & Benefits	25,891,437	27,063,159	27,085,751	26,631,864	26,809,638	26,875,760	(187,399)
	33,478,398	35,017,475	35,488,742	34,935,285	35,506,427	35,851,327	833,852
Total Lethbridge Regional Police Service	28,986,084	30,661,999	31,120,500	31,942,899	32,426,299	32,749,199	2,087,200

Analysis of Changes from 2014 to 2018

Base Budget

Revenue growth from external funding and police services	Note 1	(152,700)
Maintain level of service		587,063
Lethbridge Police Association contract class increases	Note 2	993,400
Federal Vulnerable Sector Fingerprint Program	Note 3	73,700
Lifecycle funding to replace current equipment in the future		74,000
Short term holding facility	Note 4	210,000
Overtime, statutory holiday overtime & court overtime		190,800
Contracted services (polygraph, forensic accounting, legal services)		52,000
Insurance, building maintenance & vehicle leasing and maintenance	Note 5	850,800
		2,879,063

Approved Initiative

Reduction initiative to remove growth	Budget Initiatives Tab	R-1	(791,863)
Total Change			2,087,200

Note 1: The Lethbridge Regional Police Service (LRPS) receives funding through grants and services provided to the public.

- a) **School Resource Program:** The level of grant funds increased in 2015 to assist with the Assisted Learning Environment Response Team model provided to school children in Lethbridge and Coaldale.
- b) **Police services:** Police record checks, fingerprint services, Freedom of Information and Protection of Privacy Act (FOIPP) requests and insurance copy requests for collision reports are examples of services available to the public. The federal government has indicated there will be a requirement for all persons requesting a police record check to be fingerprinted which requires human resources and revenue expansion.
- c) **Police impound lot:** Vehicles are seized for various reasons and a daily storage fee is imposed on the registered owner(s). Vehicles left unclaimed are sold through a provincial government program with proceeds from the sales coming to the police service.

OPERATING BUDGET SUMMARY

Tax Supported

Boards & Commissions

Lethbridge Regional Police Service

Budget Summary

Note 2: The Lethbridge Police Association contract provides for annual wage increases in the first eight years of employment. Members commence their careers as a Constable Fifth Class and each year following the first 1.5 years of service they progress to a Constable First Class then in their eighth year and eleventh year they move to a Constable Level One and a Constable Level Two.

Note 3: The RCMP requires police information check applicants be fingerprinted as part of the process. The outcome is an increase to public safety and to reduce the likelihood that someone could obtain a criminal record check or police information check using false identity.

Note 4: Previously Alberta Corrections assumed the responsibility of short term prisoner holds. As of 2013 that responsibility has moved to Lethbridge Regional Police Service resulting in the need to provide 24-hour monitoring of prisoners while in custody.

Note 5: Interdepartmental expenditures:

- a) **Insurance:** premiums are expected to increase over the term of the budget cycle resulting in increased costs.
- b) **Vehicle Leasing and Maintenance:** Increases in fleet rates to move towards full recovery of vehicle and equipment costs and ensure long term sustainability of the Police fleet.
- c) **Building Maintenance:** With the expansion of police headquarters comes related increases in costs associated with janitorial. In addition, as the existing structure ages it will require increases for annual maintenance of the infrastructure within the building.

Additional Information

The 2015-2018 budget includes adjustments for the loss of policing Coaldale commencing January 1, 2016.



OPERATING BUDGET SUMMARY

Tax Supported

Boards & Commissions Lethbridge Public Library Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Revenues							
Grants	641,467	599,692	596,418	596,418	596,418	596,418	(3,274)
Other Revenues	22,537	1,300	411,300	11,300	11,300	11,300	10,000
Recovery from Capital Projects	57	-	-	-	-	-	-
Sales of Goods & Services	439,505	405,105	344,000	344,000	344,000	344,000	(61,105)
	1,103,566	1,006,097	1,351,718	951,718	951,718	951,718	(54,379)
Expenses							
Asset Transactions	234,631	-	100,000	-	-	-	-
Operating Expenses	2,145,040	2,507,447	2,985,213	2,547,835	2,607,812	2,687,155	179,708
Reserve Transfers	526,015	40,000	(164,000)	36,000	36,000	36,000	(4,000)
Transfers to Capital	26,315	27,192	27,332	27,387	27,442	27,499	307
Wages & Benefits	3,742,987	4,125,555	4,175,423	4,175,474	4,175,525	4,175,525	49,970
	6,674,988	6,700,194	7,123,968	6,786,696	6,846,779	6,926,179	225,985
Total Lethbridge Public Library	5,571,422	5,694,097	5,772,250	5,834,978	5,895,061	5,974,461	280,364

Analysis of Changes from 2014 to 2018

Base Budget

Grant adjustments		3,274
CARLS resource sharing grant decrease		84,485
Fines, fees and other revenue increase		(33,380)
Supplies, services, training, utilities & security		(5,373)
CARLS municipal membership fee increases	Note 1	161,593
Increase in security and custodians to meet OH&S requirements	Note 2	126,932
Vehicle operations, maintenance and replacement	Note 3	15,600
Decrease in collection budget to offset grant decrease from CARLS		(84,485)
Market adjustments for job evaluation	Note 4	6,018
		274,664

Approved Initiative

Bookmobile Garage	Budget Initiatives Tab	N-1	12,500
Less: Lifecycle Funding included in the Facility Services Budget	Budget Initiatives Tab	N-1	(6,800)
			5,700

Total Change

280,364

Note 1: Chinook Arch Regional Library System (CARLS) is requesting a 3% municipal increase and per capita increase.

Note 2: Due to Occupational Health and Safety (OH&S) regulation, additional employees with first aid training are required on site at the Crossings Branch.

Note 3: Increases in vehicle operation, maintenance and replacement rates to move towards full recovery of vehicle and equipment costs and ensure long term sustainability.

Note 4: Market adjustments were completed in 2012 and phased in over 6 years.

OPERATING BUDGET SUMMARY

Tax Supported

Governance

Mayor

Budget Summary

	<i>2013 Actual</i>	<i>2014 Budget</i>	<i>2015 Request</i>	<i>2016 Request</i>	<i>2017 Request</i>	<i>2018 Request</i>	<i>2014- 2018 Change</i>
Expenses							
Interdepartmental Transfers	(160,400)	(160,100)	(160,100)	(160,100)	(160,100)	(160,100)	-
Operating Expenses	125,065	135,630	136,630	136,630	136,630	136,630	1,000
Transfers to Capital	1,651	-	-	-	-	-	-
Transfers to Other Agencies	6,500	6,500	6,500	6,500	6,500	6,500	-
Wages & Benefits	267,619	294,699	294,699	294,699	294,699	294,699	-
	240,435	276,729	277,729	277,729	277,729	277,729	1,000
Total Mayor	240,435	276,729	277,729	277,729	277,729	277,729	1,000

Analysis of Changes from 2014 to 2018

Base Budget

Technology

Note 1 1,000

Total Change

1,000

Note 1: Costs related to keeping pace with changing technology.



OPERATING BUDGET SUMMARY

Tax Supported

Governance City Council Budget Summary

	2013 Actual	2014 Budget	2015 Request	2016 Request	2017 Request	2018 Request	2014- 2018 Change
Revenues							
Other Revenues	1,211	-	-	-	-	-	-
	1,211	-	-	-	-	-	-
Expenses							
Interdepartmental Transfers	(283,800)	(283,000)	(305,000)	(305,000)	(305,000)	(305,000)	(22,000)
Operating Expenses	331,530	512,741	636,702	543,834	546,165	548,765	36,024
Reserve Transfers	171,296	33,000	(56,300)	38,700	38,700	38,700	5,700
Transfers to Capital	4,319	-	-	-	-	-	-
Wages & Benefits	345,358	345,727	379,865	379,934	380,003	380,003	34,276
	568,703	608,468	655,267	657,468	659,868	662,468	54,000
Total City Council	567,492	608,468	655,267	657,468	659,868	662,468	54,000

Analysis of Changes from 2014 to 2018

Base Budget

Increase in AUMA subscription costs (per capita basis)			15,100
Technology	Note 1		5,200
Lifecycle Council chambers technology	Note 2		5,700
			26,000

Approved Initiative

City Council Clerical Support	Budget Initiatives Tab	N-46	50,000
Less: Overhead Recoveries	Budget Initiatives Tab	N-46	(22,000)
			28,000

Total Change

54,000

Note 1: Costs related to keeping pace with changing technology.

Note 2: Increase in lifecycling for computer and broadcasting equipment in Council chambers.

Additional Information

A one time amount of \$20,000 from reserves was used to fund the Council Tourism Strategy which includes destination management planning.



OPERATING BUDGET SUMMARY

Tax Supported

Governance

City Manager's Office & Communication

Budget Summary

	<i>2013 Actual</i>	<i>2014 Budget</i>	<i>2015 Request</i>	<i>2016 Request</i>	<i>2017 Request</i>	<i>2018 Request</i>	<i>2014- 2018 Change</i>
Revenues							
Other Revenues	-	34,600	34,600	34,600	34,600	34,600	-
	-	34,600	34,600	34,600	34,600	34,600	-
Expenses							
Interdepartmental Transfers	(659,700)	(658,500)	(658,500)	(658,500)	(658,500)	(658,500)	-
Operating Expenses	234,718	231,425	222,725	222,725	222,425	231,425	-
Reserve Transfers	(20,155)	12,500	21,500	21,500	21,500	12,500	-
Transfers to Capital	2,041	-	-	-	-	-	-
Transfers to Other Agencies	48,000	15,972	15,972	15,972	15,972	15,972	-
Wages & Benefits	1,554,076	1,575,258	1,575,258	1,575,258	1,575,258	1,575,258	-
	1,158,980	1,176,655	1,176,955	1,176,955	1,176,655	1,176,655	-
Total City Manager's Office & Communication	1,158,980	1,142,055	1,142,355	1,142,355	1,142,055	1,142,055	-



OPERATING BUDGET SUMMARY

Tax Supported

Governance

City Clerk

Budget Summary

	<i>2013 Actual</i>	<i>2014 Budget</i>	<i>2015 Request</i>	<i>2016 Request</i>	<i>2017 Request</i>	<i>2018 Request</i>	<i>2014- 2018 Change</i>
Revenues							
Other Revenues	206,770	135,000	135,000	135,000	135,000	135,000	-
	206,770	135,000	135,000	135,000	135,000	135,000	-
Expenses							
Interdepartmental Transfers	(578,500)	(577,500)	(577,500)	(577,500)	(577,500)	(577,500)	-
Operating Expenses	590,506	402,300	386,500	388,500	390,600	392,700	(9,600)
Reserve Transfers	(38,700)	74,600	74,600	74,600	74,600	74,600	-
Transfers to Capital	3,943	-	-	-	-	-	-
Wages & Benefits	836,927	929,514	929,514	929,514	929,514	929,514	-
	814,176	828,914	813,114	815,114	817,214	819,314	(9,600)
Total City Clerk	607,406	693,914	678,114	680,114	682,214	684,314	(9,600)

Analysis of Changes from 2014 to 2018

Base Budget

Change from three year to four year election

(9,600)

Total Change

(9,600)



OPERATING BUDGET SUMMARY

Tax Supported

Governance City Solicitor Budget Summary

	<i>2013 Actual</i>	<i>2014 Budget</i>	<i>2015 Request</i>	<i>2016 Request</i>	<i>2017 Request</i>	<i>2018 Request</i>	<i>2014- 2018 Change</i>
Revenues							
Recovery from Capital Projects	40,750	56,500	56,500	56,500	56,500	56,500	-
	40,750	56,500	56,500	56,500	56,500	56,500	-
Expenses							
Interdepartmental Transfers	(143,600)	(143,400)	(143,400)	(143,400)	(143,400)	(143,400)	-
Operating Expenses	(70,842)	(76,800)	(67,300)	(70,500)	(73,800)	(76,800)	-
Transfers to Capital	1,022	-	-	-	-	-	-
Wages & Benefits	549,795	597,854	597,854	597,854	597,854	597,854	-
	336,375	377,654	387,154	383,954	380,654	377,654	-
Total City Solicitor	295,625	321,154	330,654	327,454	324,154	321,154	-



OPERATING BUDGET SUMMARY

Tax Supported

Governance

Economic Development

Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Revenues							
Grants	-	-	196,800	170,300	67,100	50,100	50,100
	-	-	196,800	170,300	67,100	50,100	50,100
Expenses							
Interdepartmental Transfers	(349,400)	(348,700)	(446,400)	(432,900)	(381,600)	(373,600)	(24,900)
Operating Expenses	482,105	318,900	530,700	537,800	418,400	393,900	75,000
Reserve Transfers	(100,251)	-	-	-	-	-	-
Transfers to Capital	781	-	-	-	-	-	-
Transfers to Other Agencies	1,144,819	1,245,600	1,319,300	1,347,600	1,376,600	1,406,200	160,600
Wages & Benefits	121,004	123,446	123,446	123,446	123,446	123,446	-
	1,299,058	1,339,246	1,527,046	1,575,946	1,536,846	1,549,946	210,700
Total Economic Development	1,299,058	1,339,246	1,330,246	1,405,646	1,469,746	1,499,846	160,600

Analysis of Changes from 2014 to 2018

Base Budget

Economic Development Lethbridge (EDL) fee for service	Note 1	76,900
Chinook Country Tourist Association fee for service	Note 2	79,600
Canadian Badlands membership		2,100
Airport custom services		2,000
Total Change		160,600

Note 1: EDL and Convention and Event fee for service base was \$933,000 for 2014. Administration, convention and events have increased by 2% compounded annually.

Note 2: The fee for service increase is 2% compounded annually.

Additional Information

Included in the 2015 to 2018 budget is \$50,000 each year for Tecconnect funded from Subdivision Surplus.

Included in this budget is one time funding for budget initiative N-27 (Intelligent Community).



OPERATING BUDGET SUMMARY

Tax Supported

Governance

Real Estate & Land Development

Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Revenues							
Recovery from Capital Projects	376,021	396,878	393,452	394,956	396,786	397,774	896
Sales of Goods & Services	31,938	35,000	29,500	29,500	29,500	29,500	(5,500)
	407,959	431,878	422,952	424,456	426,286	427,274	(4,604)
Expenses							
Debt Payments	1,107,103	1,109,200	1,109,300	1,109,300	1,109,300	1,109,300	100
Operating Expenses	888,786	1,081,900	1,059,714	1,087,721	1,113,619	1,141,650	59,750
Reserve Transfers	(6,291)	(17,100)	(41,300)	(41,300)	(41,300)	(41,300)	(24,200)
Transfers to Capital	(2,137,578)	(2,343,623)	(2,302,542)	(2,330,246)	(2,355,517)	(2,382,560)	(38,937)
Wages & Benefits	555,939	601,501	597,780	598,981	600,184	600,184	(1,317)
	407,959	431,878	422,952	424,456	426,286	427,274	(4,604)
Total Real Estate & Land Development	-	-	-	-	-	-	-

Analysis of Changes from 2014 to 2018

Base Budget

Increased overhead charges	Note 1	59,750
Reserve transfers	Note 2	(24,200)
Subdivision surplus	Note 3	(35,550)

Total Change

-

Note 1: Corporate overhead charges are used to cover a portion of the cost of support services consumed by non-tax supported business units. The costs are allocated on a combination of factors, including revenue, capital assets, number of employees and number of transactions. The application of these factors has resulted in the charge shown above.

Note 2: Reserve transfers from lease revenues have decreased as parcels of land available for lease have decreased.

Note 3: Real Estate and Land Development is balanced to zero annually through subdivision surpluses, therefore land operations do not affect taxation.



OPERATING BUDGET SUMMARY

Tax Supported

Planning & Development Services

Building Safety & Inspection Services

Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Revenues							
Recovery from Capital Projects	209,503	-	-	-	-	-	-
Sales of Goods & Services	2,669,122	2,621,200	2,826,200	2,831,200	2,836,200	2,841,200	220,000
	2,878,625	2,621,200	2,826,200	2,831,200	2,836,200	2,841,200	220,000
Expenses							
Operating Expenses	259,775	255,900	275,670	276,059	276,445	277,350	21,450
Reserve Transfers	80,861	-	-	-	-	-	-
Transfers to Capital	3,854	-	-	-	-	-	-
Transfers to Other Agencies	2,000	-	-	-	-	-	-
Wages & Benefits	1,757,630	1,876,813	1,909,921	1,927,921	1,945,921	1,963,921	87,108
	2,104,120	2,132,713	2,185,591	2,203,980	2,222,366	2,241,271	108,558
Total Building Safety & Inspection Services	(774,505)	(488,487)	(640,609)	(627,220)	(613,834)	(599,929)	(111,442)

Analysis of Changes from 2014 to 2018

Base Budget

Permit revenue	Note 1	(220,000)
General liability insurance and office expenses	Note 2	21,450
Wages & benefits	Note 3	87,108
Total Change		(111,442)

Note 1: Based on market expectations permit revenues are expected to increase moderately at 2%.

Note 2: Insurance costs have been estimated to rise by about 5% per year due to recent natural catastrophes in the province.

Note 3: Wages and benefits include step progressions for building inspectors.



OPERATING BUDGET SUMMARY

Tax Supported

Planning & Development Services Downtown Redevelopment

Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Revenues							
Funds from Prior Year Allocations	69,434	109,443	-	-	-	-	(109,443)
	69,434	109,443	-	-	-	-	(109,443)
Expenses							
Governance & Administration	121,927	133,030	133,030	133,030	133,030	133,030	-
Championing & Promotions	44,678	45,000	-	-	-	-	(45,000)
Downtown Life	60,077	50,000	95,000	95,000	120,000	120,000	70,000
Enhancement Work	13,771	43,413	-	-	-	-	(43,413)
Functional Work & Maintenance	293,981	303,000	261,970	261,970	261,970	261,970	(41,030)
	534,434	574,443	490,000	490,000	515,000	515,000	(59,443)
Total Downtown Redevelopment	465,000	465,000	490,000	490,000	515,000	515,000	50,000

Analysis of Changes from 2014 to 2018

Approved Initiatives

Heart of Our City Housing Incentive Program	Budget Initiatives Tab	N-4	400,000
Less: Funding from MRSR	Budget Initiatives Tab	N-4	(200,000)
Less: Funding from Subdivision Surplus	Budget Initiatives Tab	N-4	(200,000)
Heart of Our City Activity Grant	Budget Initiatives Tab	N-32	50,000
			50,000
Total Change			50,000

Additional Information

Heart of Our City (HOC) programs are delivered through Fee for Service Agreements.



OPERATING BUDGET SUMMARY

Tax Supported

Planning & Development Services

Planning & Development

Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Revenues							
Grants	3,454	-	-	-	-	-	-
Recovery from Capital Projects	89,238	-	-	-	-	-	-
Sales of Goods & Services	672,116	793,000	804,000	853,000	864,000	813,000	20,000
	764,808	793,000	804,000	853,000	864,000	813,000	20,000
Expenses							
Interdepartmental Transfers	(758,800)	(764,600)	(764,600)	(764,600)	(764,600)	(764,600)	-
Operating Expenses	486,534	352,600	408,738	411,978	415,055	418,857	66,257
Reserve Transfers	84,615	-	-	-	-	-	-
Transfers to Capital	(8,318)	-	-	-	-	-	-
Transfers to Other Agencies	-	5,000	5,000	5,000	5,000	5,000	-
Wages & Benefits	2,134,793	2,421,197	2,517,698	2,518,597	2,519,197	2,519,897	98,700
	1,938,824	2,014,197	2,166,836	2,170,975	2,174,652	2,179,154	164,957
Total Planning & Development	1,174,016	1,221,197	1,362,836	1,317,975	1,310,652	1,366,154	144,957

Analysis of Changes from 2014 to 2018

Base Budget

Permit revenue	Note 1	(20,000)
General liability insurance	Note 2	3,357
TEMPEST annual maintenance	Note 3	61,300
		44,657

Approved Initiative

Land Use and Building Bylaws	Budget Initiatives Tab	N-28	100,300
Total Change			144,957

Note 1: Includes growth revenues for permitting, Outline Plan and Site Plan reviews.

Note 2: Insurance costs have been estimated to rise by about 5% per year due to recent natural catastrophes in the province.

Note 3: Annual charges for user licenses, systems integration and maintenance costs.



OPERATING BUDGET SUMMARY

Tax Supported

Community Services

Community Services Support

Budget Summary

	<i>2013 Actual</i>	<i>2014 Budget</i>	<i>2015 Request</i>	<i>2016 Request</i>	<i>2017 Request</i>	<i>2018 Request</i>	<i>2014- 2018 Change</i>
Revenues							
Grants	-	29,500	29,500	29,500	29,500	29,500	-
	-	29,500	29,500	29,500	29,500	29,500	-
Expenses							
Operating Expenses	(63,605)	96,900	95,300	95,800	96,300	96,900	-
Reserve Transfers	(15,503)	-	-	-	-	-	-
Transfers to Capital	1,489	-	-	-	-	-	-
Wages & Benefits	905,582	840,963	840,963	840,963	840,963	840,963	-
	827,963	937,863	936,263	936,763	937,263	937,863	-
Total Community Services Support	827,963	908,363	906,763	907,263	907,763	908,363	-



OPERATING BUDGET SUMMARY

Tax Supported

Community Services

Community & Social Development

Budget Summary

	2013 Actual	2014 Budget	2015 Request	2016 Request	2017 Request	2018 Request	2014- 2018 Change
Revenues							
Grants	-	321,366	328,833	334,786	342,148	349,244	27,878
Recovery from Capital Projects	268,754	-	-	-	-	-	-
	268,754	321,366	328,833	334,786	342,148	349,244	27,878
Expenses							
Operating Expenses	5,317	145,700	157,446	157,465	157,492	157,588	11,888
Reserve Transfers	30,000	-	-	-	-	-	-
Transfers to Capital	-	(120,000)	(120,000)	(120,000)	(120,000)	(120,000)	-
Transfers to Other Agencies	335,691	349,300	339,700	340,200	340,700	341,200	(8,100)
Wages & Benefits	259,941	315,666	316,387	322,321	329,656	336,656	20,990
	630,949	690,666	693,533	699,986	707,848	715,444	24,778
Total Community & Social Development	362,195	369,300	364,700	365,200	365,700	366,200	(3,100)

Analysis of Changes from 2014 to 2018

Base Budget

Mobile Urban Street Team Program Support

Note 1 1,900

Reduction in clothing charities tipping fees to align with actual landfill usage

(5,000)

Total Change

(3,100)

Note 1: Mobile Urban Street Team Program support has been increased by 2% annually. (Refer to Grant & Fee for Service section).

Additional Information

All wage contractual obligations of \$20,990 and operating expenses of \$6,888 are fully funded through Provincial Grants.



OPERATING BUDGET SUMMARY

Tax Supported

Community Services

Family & Community Support Services

Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Revenues							
FCSS Grant	1,897,676	1,897,700	1,897,700	1,897,700	1,897,700	1,897,700	-
	1,897,676	1,897,700	1,897,700	1,897,700	1,897,700	1,897,700	-
Expenses							
Administration	435,206	454,700	454,700	454,700	454,700	454,700	-
Adults	60,000	60,000	61,200	62,400	63,700	65,000	5,000
Children & Youth	301,922	280,000	266,600	307,900	311,200	314,600	34,600
Community Development	154,452	164,000	184,700	187,500	190,300	192,300	28,300
Families	849,217	841,600	915,400	934,700	999,400	1,070,000	228,400
Seniors	571,279	571,800	572,900	574,800	585,000	586,600	14,800
Unallocated Funds	-	-	78,000	53,200	(5,700)	(84,600)	(84,600)
	2,372,076	2,372,100	2,533,500	2,575,200	2,598,600	2,598,600	226,500
Total Family & Community Support Services	474,400	474,400	635,800	677,500	700,900	700,900	226,500

Analysis of Changes from 2014 to 2018

Approved Initiative

FCSS Municipal Funding

Budget Initiatives Tab

N-43

226,500

Total Change

226,500



OPERATING BUDGET SUMMARY

Tax Supported

Community Services Regulatory Services Budget Summary

	2013 Actual	2014 Budget	2015 Request	2016 Request	2017 Request	2018 Request	2014- 2018 Change
Revenues							
License Fees	1,226,065	1,248,100	1,252,100	1,262,100	1,302,100	1,302,100	54,000
Other Revenues	330	-	-	-	-	-	-
Sales of Goods & Services	57,507	46,000	46,000	46,000	46,000	46,000	-
	1,283,902	1,294,100	1,298,100	1,308,100	1,348,100	1,348,100	54,000
Expenses							
Operating Expenses	1,034,491	1,013,347	1,112,960	1,137,789	1,166,429	1,194,173	180,826
Reserve Transfers	(392,354)	(333,700)	(365,400)	(373,900)	(375,700)	(372,200)	(38,500)
Transfers to Capital	7,713	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)	-
Transfers to Other Agencies	29,000	29,000	64,500	64,500	57,500	45,000	16,000
Wages & Benefits	678,225	685,241	685,241	685,241	685,241	685,241	-
	1,357,075	1,384,888	1,488,301	1,504,630	1,524,470	1,543,214	158,326
Total Regulatory Services	73,173	90,788	190,201	196,530	176,370	195,114	104,326

Analysis of Changes from 2014 to 2018

Base Budget

Business license revenue	Note 1	(50,000)
Dog license revenue	Note 2	(4,000)
Rattlesnake contract	Note 3	4,000
Contractual services	Note 4	176,800
Off-Street Parking Reserve	Note 5	(38,500)
Other		26
		88,326

Approved Initiative

No Kill Alliance (NOKA) Spay/Neuter Program	Budget Initiatives Tab	N-42	16,000
Total Change			104,326

Note 1: Business license revenue includes a 15% increase on fees over the budget cycle and anticipated growth. Non-resident fees have been held constant due to misalignment with similar sized Alberta municipalities.

Note 2: Dog license fees includes a \$5.00 increase for canines that are not either sterilized or marked for identification. Fees remain the same for sterilized and marked canines to encourage behaviour.

Note 3: The rattlesnake relocation contract has increased as residential development continues to conflict with snake habitat.

Note 4: The animal control/shelter and parking enforcement contracts have increased and been extended to 2016. This also includes animal shelter patrol officer coverage on statutory holidays.

Note 5: Parking enforcement is funded through the off-street parking reserve.

OPERATING BUDGET SUMMARY

Tax Supported

Community Services

ENMAX Centre

Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Revenues							
License Fees	726,306	777,000	740,000	740,000	797,500	797,500	20,500
Other Revenues	356,579	64,050	64,000	64,000	24,000	64,000	(50)
Sales of Goods & Services	5,222,310	5,821,927	5,759,662	5,810,262	6,047,162	6,289,012	467,085
	6,305,195	6,662,977	6,563,662	6,614,262	6,868,662	7,150,512	487,535
Expenses							
Asset Transactions	207,776	-	-	-	-	-	-
Debt Payments	467,800	467,800	467,800	467,800	467,800	467,800	-
Operating Expenses	4,199,095	4,523,005	4,785,125	4,636,525	4,744,625	4,877,425	354,420
Reserve Transfers	-	-	(175,000)	-	-	-	-
Transfers to Capital	13,500	-	-	-	-	-	-
Transfers to Other Agencies	164,831	104,000	280,380	280,580	294,080	310,380	206,380
Wages & Benefits	2,700,567	2,762,927	2,816,811	2,813,966	2,813,121	2,814,121	51,194
	7,753,569	7,857,732	8,175,116	8,198,871	8,319,626	8,469,726	611,994
Total ENMAX Centre	1,448,374	1,194,755	1,611,454	1,584,609	1,450,964	1,319,214	124,459

Analysis of Changes from 2014 to 2018

Base Budget

Food and beverage, lounge and ticket centre	Note 1	(101,861)
University of Lethbridge Stadium Concession Agreement		5,300
Air conditioning (utilities and lifecycle) 2014 -2023 CIP D-23	Note 2	103,800
Building operations	Note 3	138,720
Ice rental fees	Note 4	(21,500)
Total Change		124,459

Note 1: Food and beverage, lounge sales and ticket centre fees are based on historical event attendance (average year). For junior hockey, attendance is expected to achieve an average of 2,860 per game by 2018.

Note 2: In the fall of 2014 air conditioning was installed at the ENMAX Centre. Expenses include an increase in utilities of \$65,800 and maintenance of \$38,000 as projected in the 2014-2023 CIP D-23 operating cost.

Note 3: General building increases (utilities and technology).

Note 4: Ice rental fee increase of 3% per year.

Additional Information

In 2015, inter-locking chairs for the floor area during events will be purchased in order to comply to Alberta fire regulations and will be funded from Operating Reserves (WCB Rebate) \$175,000.

OPERATING BUDGET SUMMARY

Tax Supported

Community Services Facility Services Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Revenues							
Grants	16,885	500,000	500,000	500,000	500,000	500,000	-
Other Revenues	194,553	240,800	247,800	252,700	257,700	262,900	22,100
Recovery from Capital Projects	54,175	-	-	-	-	-	-
Sales of Goods & Services	124,215	156,000	150,400	107,250	222,550	232,600	76,600
	389,828	896,800	898,200	859,950	980,250	995,500	98,700
Expenses							
Asset Transactions	117,955	-	-	-	-	-	-
Operating Expenses	4,643,467	5,330,100	5,603,971	5,827,743	6,564,910	7,641,492	2,311,392
Reserve Transfers	(361,907)	-	(73,000)	-	-	-	-
Transfers to Capital	(572,018)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	-
Transfers to Other Agencies	8,400	8,700	8,900	9,100	9,300	9,500	800
Wages & Benefits	2,507,745	2,523,444	2,537,535	2,538,711	2,539,886	2,539,886	16,442
	6,343,642	7,612,244	7,827,406	8,125,554	8,864,096	9,940,878	2,328,634
Total Facility Services	5,953,814	6,715,444	6,929,206	7,265,604	7,883,846	8,945,378	2,229,934

Analysis of Changes from 2014 to 2018

Base Budget

Lifecycle	Note 1	2,135,000
New buildings: West Lethbridge and Lethbridge Sports Park washrooms		67,300
Building operations	Note 2	20,834
		2,223,134

Approved Initiative

Lethbridge Public Library - Bookmobile Garage (Lifecycle)	Budget Initiatives Tab	N-1	6,800
Total Change			2,229,934

Note 1: \$150,000 per year is added to the lifecycle budget annually for a total of \$600,000 over this budget cycle to address the inflationary cost of maintaining our facilities. The lifecycle budget for Facility Services has increased by \$1,535,000 because of facilities that are new, renovated or expanded and are operational during the 2015-2018 budget cycle (Transit, Crossings Ice Complex, Southern Alberta Ethnic Association, Police Headquarters Expansion, Leisure Centre, Henderson Pool Upgrade, Sherring Park change rooms, Spitz Stadium and ENMAX air conditioning).

Note 2: Building operations includes: annual preventative maintenance, utilities (including SAAG), contractual services including lease rental increases, recoveries from programming, transfers to utilities, and increases in tax based buildings, net of allocation of rent.

Additional Information

Projects funded through WCB rebates - \$73,000 to complete various safety related projects.

OPERATING BUDGET SUMMARY

Tax Supported

Community Services

Fire & Emergency Services

Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Revenues							
Grants	1,500	-	-	-	-	-	-
Other Revenues	74,645	11,700	11,700	11,700	11,700	11,700	-
Recovery from Capital Projects	125	-	-	-	-	-	-
Sales of Goods & Services	8,462,808	8,331,700	9,406,805	9,478,267	9,545,239	9,669,441	1,337,741
	8,539,078	8,343,400	9,418,505	9,489,967	9,556,939	9,681,141	1,337,741
Expenses							
Asset Transactions	29,359	202,800	250,000	250,000	250,000	250,000	47,200
Interdepartmental Transfers	-	2,246	-	-	-	-	(2,246)
Operating Expenses	5,400,191	5,173,253	6,012,733	6,173,059	6,229,298	6,293,018	1,119,765
Reserve Transfers	(449,266)	2,181,259	-	-	-	-	(2,181,259)
Transfers to Capital	245,426	-	-	-	-	-	-
Transfers to Other Agencies	15,800	16,200	10,000	10,000	10,000	10,000	(6,200)
Wages & Benefits	21,589,686	21,300,272	23,190,904	23,356,939	23,490,533	23,616,089	2,315,817
	26,831,196	28,876,030	29,463,637	29,789,998	29,979,831	30,169,107	1,293,077
Total Fire & Emergency Services	18,292,118	20,532,630	20,045,132	20,300,031	20,422,892	20,487,966	(44,664)

Analysis of Changes from 2014 to 2018

Base Budget

Sales of goods and services	Note 1	(1,337,741)
General operations	Note 2	357,319
Ambulance vehicle operations, maintenance and replacement	Note 3	591,200
Fire vehicle operations, maintenance and replacement	Note 3	216,200
Transfers to other agencies		(6,200)
Wages & benefits	Note 4	134,558

Total Change

(44,664)

Note 1: The contract to provide ambulance services for Alberta Health Services (AHS) was renewed for a five year term. The new contract rate reflects an increase in the cost per ambulance service hour paid by Alberta Health Services, and the addition of ambulance service hours/year. As of December 1, 2014, the additional service hours will be provided by three additional ambulances working twelve hour shifts, seven days a week.

Note 2: Staffing levels to meet contract requirements resulted in an increase to personal protective equipment, radio communication hardware, medical supplies and information technology service expenses. This also includes insurance rate increases and lifecycling for replacement of ambulance and fire operational equipment.

Note 3: Increases in vehicle operations, maintenance and replacement, including an increase of three ambulances required to meet AHS service hours.

Note 4: Additional firefighters/paramedics have been hired to meet the contractual requirements of the new five year EMS contract with AHS.

OPERATING BUDGET SUMMARY

Tax Supported

Community Services

Public Safety Communications Centre

Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Revenues							
Grants	-	-	500,000	500,000	500,000	500,000	500,000
Other Revenues	1,071,356	-	1,070,786	1,070,786	1,070,786	1,070,786	1,070,786
Sales of Goods & Services	426,745	448,100	452,800	452,900	453,000	453,100	5,000
	1,498,101	448,100	2,023,586	2,023,686	2,023,786	2,023,886	1,575,786
Expenses							
Operating Expenses	(3,825,190)	(3,863,013)	(3,435,791)	(3,548,022)	(3,629,568)	(3,693,801)	169,212
Reserve Transfers	130,430	-	-	-	-	-	-
Transfers to Capital	1,251,615	418,500	418,500	418,500	418,500	418,500	-
Wages & Benefits	3,941,246	3,892,613	5,040,877	5,153,208	5,234,854	5,299,187	1,406,574
	1,498,101	448,100	2,023,586	2,023,686	2,023,786	2,023,886	1,575,786
Total Public Safety Communications Centre	-	-	-	-	-	-	-

Analysis of Changes from 2014 to 2018

Base Budget

Government of Alberta 9-1-1 Grant	Note 1	(500,000)
EMS dispatch revenues from Alberta Health Services	Note 2	(1,070,786)
Rural fire dispatch fees	Note 3	(5,000)
Technology	Note 4	169,212
Staffing	Note 5	1,406,574

Total Change

-

Note 1: The Government of Alberta, under the *Emergency 9-1-1 Act*, has instituted a new grant program providing 9-1-1 revenue to Alberta Public Safety Answering Points (PSAPs). The amount granted is determined by a base amount and population served by the centre.

Note 2: Alberta Health Services and the City of Lethbridge will be entering into a formal agreement to provide EMS dispatching services. This reflects the anticipated revenue for this contract.

Note 3: The Public Safety Communications Centre (PSCC) provides fire dispatch services to a number of rural fire departments. The increase is reflective of a 3% per year increase to the rates charged to these departments, net of decreased 9-1-1 revenues anticipated due to reductions in land line usage.

Note 4: Increase in training licenses for dispatch software, lifecycling of PSCC technology and increased telephone charges.

Note 5: The provision of EMS dispatching services for Alberta Health Services has resulted in a change to the business model for the PSCC. The new staffing model provides dedicated call takers and dispatchers for EMS resources. This necessitates an addition of two staff members per shift plus relief hours, equating to 10.667 FTE's who will require training, uniforms, in-depth security screening and psychological testing. In addition, with the AHS changes, the new 9-1-1 legislation, and the numerous technology changes, the PSCC requires the services of a full time Quality Assurance/Training Position and an Applications Specialist.

OPERATING BUDGET SUMMARY



OPERATING BUDGET SUMMARY

Tax Supported

Community Services Recreation & Culture Budget Summary

	2013 Actual	2014 Budget	2015 Request	2016 Request	2017 Request	2018 Request	2014- 2018 Change
Revenues							
Grants	123,000	120,000	120,000	120,000	120,000	120,000	-
Other Revenues	312,227	120,200	118,200	119,200	120,200	123,200	3,000
Sales of Goods & Services	244,473	308,200	291,200	302,100	309,200	316,900	8,700
	679,700	548,400	529,400	541,300	549,400	560,100	11,700
Expenses							
Asset Transactions	5,520	-	-	-	-	-	-
Debt Payments	31,600	31,600	31,600	15,800	-	-	(31,600)
Operating Expenses	928,363	922,823	1,297,632	1,169,643	1,185,461	1,205,956	283,133
Reserve Transfers	(190,279)	-	(547,000)	(165,000)	(155,000)	(111,000)	(111,000)
Transfers to Capital	146,517	-	50,000	50,000	50,000	50,000	50,000
Transfers to Other Agencies	1,842,769	1,731,300	2,483,300	2,143,600	2,186,400	2,171,100	439,800
Wages & Benefits	1,690,506	1,694,279	1,786,401	1,945,455	1,945,639	1,945,639	251,360
	4,454,996	4,380,002	5,101,933	5,159,498	5,212,500	5,261,695	881,693
Total Recreation & Culture	3,775,296	3,831,602	4,572,533	4,618,198	4,663,100	4,701,595	869,993

Analysis of Changes from 2014 to 2018

Base Budget

Other revenues	Note 1	(3,000)
Picnic shelter & field rental revenue	Note 2	(8,700)
Corporate security	Note 3	20,000
General liability insurance	Note 4	39,831
Facility booking software replacement	Note 5	50,000
Fee for Service	Note 6	242,400
Community Event Support Grant	Note 7	40,000
SLP Skatepark operating costs approved in 2014-2023 CIP D-41	Note 8	16,900
Picnic shelter cleaning contract	Note 9	28,000
Other		(17,438)
		407,993

Approved Initiatives

STARS Grant Reduction	Budget Initiatives Tab	R-3	(8,600)
Southern Alberta Art Gallery	Budget Initiatives Tab	N-6	36,000
Less: Funding from MRSR	Budget Initiatives Tab	N-6	(36,000)
Fee Assistance Program	Budget Initiatives Tab	N-24	90,000
Community Development	Budget Initiatives Tab	N-25	107,200
Major Community Event Hosting	Budget Initiatives Tab	N-26	250,000
Exhibition Park Maintenance Grant	Budget Initiatives Tab	N-37	23,400
Nord-Bridge Senior Citizens Association	Budget Initiatives Tab	N-41	75,000
Less: Funding from MRSR	Budget Initiatives Tab	N-41	(75,000)
			462,000

Total Change

869,993

Note 1: Summer Temporary Employment Program (STEP) funding of (\$4,000) has been discontinued and the University of Lethbridge facility rental fee at CASA has increased by \$7,000 based on operating costs.

OPERATING BUDGET SUMMARY

Tax Supported

Community Services Recreation & Culture Budget Summary

Note 2: Picnic shelter and sport field revenue has increased due to rental rate changes.

Note 3: Corporate security contract annual increase and additional mobile patrols at new facilities.

Note 4: Insurance costs have been estimated to rise by about 5% per year due primarily to recent natural catastrophes in the province.

Note 5: Facility booking and scheduling software replacement is required as the software provider (CLASS) is no longer providing support or updates.

Note 6: Fee for Service contracts for all service providers have been increased by at least 2% annually. Some of the agencies have also experienced pressures from increases in minimum wage as well as the elimination of various employment grants i.e. Summer Temporary Employment Program (STEP) grant. SAAG, Allied Arts Council and Sports Council each received additional program funding.

Note 7: Additional funding to meet program growth that supports community based special events.

Note 8: The SLP Skatepark operating costs identified in the 2014-2023 CIP D-41.

Note 9: The cleaning contract of the picnic shelters has been increased to cover actual usage.

Additional Information

The Lethbridge Skate Canada International 2015 will be funded from the MRSR in the amount of \$250,000.

The 2015 Alberta 55 Plus Winter Games will be funded from the MRSR in the amount of \$150,000.



OPERATING BUDGET SUMMARY

Tax Supported

Community Services

Aquatics

Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Expenses							
Operating Expenses	1,627,838	1,521,600	1,378,650	1,606,250	1,800,450	2,443,750	922,150
Transfers to Capital	535	-	-	-	-	-	-
Transfers to Other Agencies	31,800	32,800	33,500	34,200	34,900	35,600	2,800
Wages & Benefits	-	24,419	99,418	99,418	174,418	427,818	403,399
	1,660,173	1,578,819	1,511,568	1,739,868	2,009,768	2,907,168	1,328,349
Total Aquatics	1,660,173	1,578,819	1,511,568	1,739,868	2,009,768	2,907,168	1,328,349

Analysis of Changes from 2014 to 2018

Base Budget

Contract fee	Note 1	68,200
Leisure Centre operating costs approved in 2014-2023 CIP D-32	Note 2	1,228,000
Henderson Pool operational costs approved in 2014-2023 CIP D-13		36,500
Building operations		(4,351)

Total Change

1,328,349

Note 1: The City of Lethbridge has contracted the management and programming of all current pools except Westminster Pool. The contract amount was increased due to the wage pressures caused by the lift to minimum wage and net of increased revenues for aquatics. Revenues collected at the pools are retained by the contractor which offset programming/contract costs.

Note 2: The new Leisure Centre building operating costs include supplies, utilities and 1 FTE contract administrator added in 2016, 2 permanent FTE's and 0.33 non-permanent FTE hours for aquatic technicians added in 2018.



OPERATING BUDGET SUMMARY

Tax Supported

Community Services

Arenas

Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Revenues							
Other Revenues	276	-	-	-	-	-	-
Sales of Goods & Services	1,245,046	1,363,700	1,556,000	1,703,700	1,805,200	1,859,700	496,000
	1,245,322	1,363,700	1,556,000	1,703,700	1,805,200	1,859,700	496,000
Expenses							
Operating Expenses	1,052,565	1,344,000	1,211,950	1,658,800	1,660,750	1,723,450	379,450
Wages & Benefits	1,644,633	1,989,120	2,115,336	2,337,620	2,337,620	2,337,620	348,500
	2,697,198	3,333,120	3,327,286	3,996,420	3,998,370	4,061,070	727,950
Total Arenas	1,451,876	1,969,420	1,771,286	2,292,720	2,193,170	2,201,370	231,950

Analysis of Changes from 2014 to 2018

Base Budget

Crossings Ice Complex operational costs approved in 2014-2013 CIP D-7

Note 1 197,100

Vehicle operations, maintenance and replacement

Note 2 23,800

Building operations

11,050

Total Change

231,950

Note 1: The 2014 Crossings Ice Complex budget is \$304,300; however, due to project delays this facility will open in the fall of 2016. The \$197,100 reflects the amount required to reach the total operating costs of \$501,400 which includes contractual services, supplies, utilities, revenues and 2.32 non permanent FTE hours.

Note 2: Increases in cost of vehicle operations, maintenance and replacement.



OPERATING BUDGET SUMMARY

Tax Supported

Community Services Fritz Sick Memorial Centre Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Revenues							
Recovery from Capital Projects	1,011	-	-	-	-	-	-
Sales of Goods & Services	38,457	34,900	38,900	40,000	41,100	42,300	7,400
	39,468	34,900	38,900	40,000	41,100	42,300	7,400
Expenses							
Asset Transactions	8,700	-	-	-	-	-	-
Operating Expenses	453,524	416,200	436,600	432,300	427,800	422,600	6,400
	462,224	416,200	436,600	432,300	427,800	422,600	6,400
Total Fritz Sick Memorial Centre	422,756	381,300	397,700	392,300	386,700	380,300	(1,000)

Analysis of Changes from 2014 to 2018

Base Budget

Increase in user fees for gym rental	(7,400)
Building operations	Note 1 26,240
Rental rate increase of 3% to the Lethbridge Senior Citizens Organization	(19,840)
Total Change	(1,000)

Note 1: Building operations include utilities and custodial services.



OPERATING BUDGET SUMMARY

Tax Supported

Community Services Yates Memorial Centre Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Revenues							
Sales of Goods & Services	172,565	195,300	199,600	203,600	207,800	211,900	16,600
	172,565	195,300	199,600	203,600	207,800	211,900	16,600
Expenses							
Asset Transactions	14,743	-	-	-	-	-	-
Operating Expenses	174,276	204,358	209,200	209,200	209,200	209,200	4,842
Wages & Benefits	279,688	255,653	271,609	271,609	271,609	271,609	15,956
	468,707	460,011	480,809	480,809	480,809	480,809	20,798
Total Yates Memorial Centre	296,142	264,711	281,209	277,209	273,009	268,909	4,198

Analysis of Changes from 2014 to 2018

Base Budget

Rental rate increase - see chart below	(16,600)
Building operations include 0.25 non permanent FTE hours	20,798
Total Change	4,198

Community Program Rates

		2014	2015-2016	2017-2018
Weekdays				
Donation/No Ticket Charge	Afternoon	331.00	345.00	359.00
	Evening	590.50	614.00	640.00
Ticket Charge	Afternoon	1,006.00	1,045.00	1,090.00
	Evening	1,311.00	1,365.00	1,420.00
Weekends				
Donation/No Ticket Charge	Afternoon	495.50	515.00	536.00
	Evening	738.75	768.00	800.00
Ticket Charge	Afternoon	1,340.00	1,395.00	1,450.00
	Evening	1,806.25	1,880.00	1,955.00



OPERATING BUDGET SUMMARY

Tax Supported

Community Services

Helen Schuler Nature Centre

Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Revenues							
Other Revenues	86,785	30,163	36,163	36,163	36,163	36,163	6,000
Recovery from Capital Projects	12,134	-	-	-	-	-	-
Sales of Goods & Services	17,245	9,000	19,750	20,000	20,250	20,250	11,250
	116,164	39,163	55,913	56,163	56,413	56,413	17,250
Expenses							
Operating Expenses	85,774	86,100	106,900	106,600	106,600	106,600	20,500
Reserve Transfers	40,751	-	-	-	-	-	-
Transfers to Capital	886	-	-	-	-	-	-
Wages & Benefits	517,284	515,489	575,105	575,105	575,105	575,105	59,616
	644,695	601,589	682,005	681,705	681,705	681,705	80,116
Total Helen Schuler Nature Centre	528,531	562,426	626,092	625,542	625,292	625,292	62,866

Analysis of Changes from 2014 to 2018

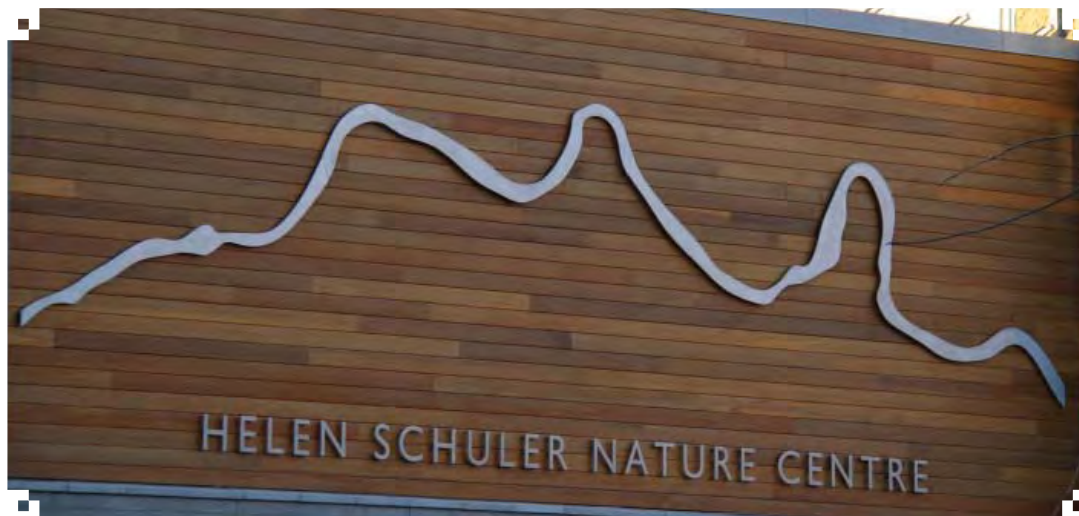
Base Budget

Operating expenses	Note 1	14,500
Program revenue	Note 2	(11,250)
Wages & benefits	Note 3	59,616
Total Change		62,866

Note 1: Reflect actual costs for technology, uniforms, cell phones, membership and exhibit fabrication costs. The exhibit fabrication costs are offset through sponsorship opportunity.

Note 2: Increased revenue through growth in program bookings and new specialty programs (i.e. birthday parties).

Note 3: A 0.867 FTE staffing increase was approved in the 2011-2020 CIP D-18 for programming requirements in the new facility.



OPERATING BUDGET SUMMARY

Tax Supported

Community Services Cemetery Services Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Revenues							
Other Revenues	2,056	2,500	2,000	2,000	2,000	2,000	(500)
Sales of Goods & Services	789,512	810,900	846,900	867,900	910,100	915,500	104,600
	791,568	813,400	848,900	869,900	912,100	917,500	104,100
Expenses							
Asset Transactions	16,417	-	-	-	-	-	-
Operating Expenses	323,188	507,000	785,200	808,400	721,900	616,000	109,000
Reserve Transfers	97,121	40,509	(205,437)	(239,549)	(110,849)	451	(40,058)
Wages & Benefits	685,405	696,838	700,084	731,996	731,996	731,996	35,158
	1,122,131	1,244,347	1,279,847	1,300,847	1,343,047	1,348,447	104,100
Total Cemetery Services	330,563	430,947	430,947	430,947	430,947	430,947	-

Analysis of Changes from 2014 to 2018

Base Budget

Fee increase	Note 1	(104,100)
Transfer to reserve	Note 2	(40,058)
Building operations, utilities	Note 3	109,000
Wages & benefits	Note 4	35,158

Total Change

-

Note 1: Fees are to increase 3% per year for 2015-2017. Revenue also includes an estimated sales increase.

Note 2: Funding from the reserve for Cemetery projects net of funding to the reserve for operational surplus. Cemetery reserve funded projects are shown below.

Note 3: Addition of Royal View Cemetery in 2013 (alarm monitoring & utilities) and increase in technology re: working alone, efficiency of business process. Increase to vehicle and equipment for operating and replacement, addition of a backhoe.

Note 4: Restructuring of current positions and addition of 0.5 Machine Operator 3 in 2016 to manage the requirements of the new cemetery.

Additional Information

Cemetery Reserve projects added to base funded through the reserve.

Project	2015	2016	2017	2018
Mountain View Cemetery New Cremation Section - Block 37	-	-	140,000	50,000
Mountain View Cemetery Redevelopment - North Road	-	85,000	-	-
Mountain View Cemetery Columbarium Section - Block 27	150,000	-	-	-
Archmount Cemetery Columbariums	100,000	50,000	-	-
Mountain View Cemetery Building(s)	20,000	50,000	50,000	-
Royal View Memorial Cemetery Office/Service Trailers/Equipment	-	100,000	-	-
Alternative memorialization and internment methods	-	-	-	25,000
Total	270,000	285,000	190,000	75,000

OPERATING BUDGET SUMMARY

Tax Supported

Community Services Lethbridge Transit Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Revenues							
Grants	2,245,060	750,000	1,828,850	4,461,592	137,500	1,876,411	1,126,411
Other Revenues	30,232	-	-	-	-	-	-
Recovery from Capital Projects	49,651	-	-	-	-	-	-
Sales of Goods & Services	2,912,460	2,800,864	2,800,864	2,824,310	2,853,704	2,880,104	79,240
	5,237,403	3,550,864	4,629,714	7,285,902	2,991,204	4,756,515	1,205,651
Expenses							
Asset Transactions	2,271,144	759,200	1,838,050	4,470,792	146,700	1,885,611	1,126,411
Operating Expenses	3,016,464	3,153,951	3,639,009	3,847,213	3,809,804	4,067,123	913,172
Reserve Transfers	163,285	44,150	(104,500)	(153,100)	48,250	49,700	5,550
Transfers to Capital	106,878	125,000	125,000	125,000	125,000	125,000	-
Wages & Benefits	7,346,591	8,028,998	8,359,997	8,574,531	8,689,722	9,000,603	971,605
	12,904,362	12,111,299	13,857,556	16,864,436	12,819,476	15,128,037	3,016,738
Total Lethbridge Transit	7,666,959	8,560,435	9,227,842	9,578,534	9,828,272	10,371,522	1,811,087

Analysis of Changes from 2014 to 2018

Base Budget

Vehicle operations, maintenance and replacement	Note 1	496,797
Facility operations	Note 2	63,000
Technology	Note 3	181,167
Insurance	Note 4	75,151
Service supplies and general operations	Note 5	86,210
Garry Station expansion (June 1, 2016)	Note 6	366,320
		1,268,645

Approved Initiatives

Access-A-Ride (AAR) Additional Service (Vehicle Maintenance)	Budget Initiatives Tab	N-17	95,430
Data Analyst	Budget Initiatives Tab	N-18	58,161
Service Expansion to Blackwolf	Budget Initiatives Tab	N-19	968,488
Less: Funding from Grant	Budget Initiatives Tab	N-19	(579,637)
			542,442

Total Change		1,811,087
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Note 1: Increase in vehicle operations, maintenance and small vehicle replacement.

Note 2: Facility operational cost for upgraded building and parking lots.

Note 3: At the end of 2014, Mobile Data Terminals were installed in City buses which incur an annual maintenance charge as well as data plans. Bus Surveillance and Signal Light Priority to be implemented in 2015. Additional resources for maintenance, training and streamlining / process automation.

Note 4: Estimated 5% increase per year due to natural catastrophes in the province.

Note 5: Adjustment of supplies and operating costs for cleaning of buses and mid day dispatch coverage.

Note 6: 2016 expansion of Garry Station route includes maintenance of one additional bus, four full time positions, and revenue of \$34,600 by 2018.

OPERATING BUDGET SUMMARY

Tax Supported

Community Services Lethbridge Transit Budget Summary

Additional Information

The following projects are being applied for grant funding under the GreenTransit Incentive Program (GreenTRIP) Projects, funded by 2/3 GreenTRIP and 1/3 Municipal (Federal Gas Tax Fund):

	2015	2016	2017	2018	Total
Projects					
Signal Light Priority	-	2,000,000	-	-	2,000,000
Vehicle Surveillance System	-	585,000	-	-	585,000
Bus stop upgrades for accessibility	137,500	137,500	137,500	137,500	550,000
Upgraded wayfinding	100,000	100,000	-	-	200,000
Bus expansion (2016 - 1, 2018 - 1 Initiative N-19)	-	546,364	-	579,637	1,126,001
Bus replacement (2015 - 3, 2016 - 2, 2018 - 2)	1,591,350	1,092,728	-	1,159,274	3,843,352
	1,828,850	4,461,592	137,500	1,876,411	8,304,353



OPERATING BUDGET SUMMARY

Tax Supported

Community Services

Accessible Transportation

Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Revenues							
Grants	-	250,000	1,080,000	927,000	763,848	393,382	143,382
Other Revenues	1,054	-	-	-	-	-	-
Sales of Goods & Services	372,415	552,900	393,816	415,632	426,632	437,632	(115,268)
	373,469	802,900	1,473,816	1,342,632	1,190,480	831,014	28,114
Expenses							
Asset Transactions	-	250,000	1,080,000	927,000	763,848	393,382	143,382
Operating Expenses	819,336	790,428	767,301	829,516	850,942	870,871	80,443
Reserve Transfers	29,800	29,800	6,800	6,800	6,800	6,800	(23,000)
Transfers to Capital	7,478	-	-	-	-	-	-
Wages & Benefits	1,841,493	1,971,425	2,157,541	2,220,009	2,220,305	2,220,305	248,880
	2,698,107	3,041,653	4,011,642	3,983,325	3,841,895	3,491,358	449,705
Total Accessible Transportation	2,324,638	2,238,753	2,537,826	2,640,693	2,651,415	2,660,344	421,591

Analysis of Changes from 2014 to 2018

Base Budget

Revenue adjustment	Note 1	136,900
Vehicle operations, maintenance and replacement	Note 2	29,800
Technology efficiency and general operations	Note 3	(87,113)
Insurance	Note 4	8,428
Wages & benefits	Note 5	101,484
		189,499

Approved Initiative

Access-A-Ride (AAR) Additional Service	Budget Initiatives Tab	N-17	327,522
Less: Vehicle Maintenance to Lethbridge Transit Budget	Budget Initiatives Tab	N-17	(95,430)
			232,092

Total Change

			421,591
--	--	--	----------------

Note 1: Revenue projections for 2012 - 2014 budget cycle were not realized.

Note 2: Increasing cost of vehicle operations, maintenance and replacement.

Note 3: Implementation of mobile data terminals in 2014 combined with daily operations, maintenance and lifecycle. Adjustment also includes reallocation of Seniors Transportation administered through FCSS.

Note 4: Estimated 5% increase per year due to recent natural catastrophes in the province.

Note 5: Addition of 1.5 service people (vehicle cleaning) to meet the same level of service as the Transit Fleet and address employee health and safety concerns.

OPERATING BUDGET SUMMARY

Tax Supported

Community Services

Accessible Transportation

Budget Summary

Additional Information

The following project is being applied for grant funding under the GreenTransit Incentive Program (GreenTRIP) Projects, funded by 2/3 GreenTRIP and 1/3 Municipal (Federal Gas Tax Fund):

	2015	2016	2017	2018
Project				
Vehicle Replacement (2015 - 5, 2016 - 4, 2017 - 4, 2018 - 2)	900,000	741,600	763,848	393,382
Vehicle Expansion - Initiative N-17 (2015 - 1, 2016 - 1)	180,000	185,400	-	-
Total	1,080,000	927,000	763,848	393,382



OPERATING BUDGET SUMMARY

Tax Supported

Community Services

School Bus

Budget Summary

	<i>2013 Actual</i>	<i>2014 Budget</i>	<i>2015 Request</i>	<i>2016 Request</i>	<i>2017 Request</i>	<i>2018 Request</i>	<i>2014- 2018 Change</i>
Revenues							
Other Revenues	312,590	-	-	-	-	-	-
Sales of Goods & Services	2,826,680	2,136,090	2,699,492	2,699,492	2,699,492	2,699,492	563,402
Expenses	3,139,270	2,136,090	2,699,492	2,699,492	2,699,492	2,699,492	563,402
Asset Transactions	(1,095)	-	-	-	-	-	-
Debt Payments	112,900	113,000	113,100	113,000	113,100	113,000	-
Operating Expenses	2,025,581	1,221,655	1,537,025	1,548,106	1,556,833	1,567,370	345,715
Reserve Transfers	9,800	9,800	-	-	-	-	(9,800)
Wages & Benefits	992,084	791,635	1,049,367	1,038,386	1,029,559	1,019,122	227,487
	3,139,270	2,136,090	2,699,492	2,699,492	2,699,492	2,699,492	563,402
Total School Bus	-	-	-	-	-	-	-

Analysis of Changes from 2014 to 2018

Base Budget

Reduced costs for building operations (buses are now stored outside)	(139,100)
Bus operating and maintenance (based on routing)	(58,179)
Wages & benefits (based on routing)	227,487
Recovery from schools	(563,402)
Insurance	47,327
Allocation to school bus trust	487,300
Operating reductions	(1,433)

Total Change

-

Additional Information

Lethbridge Transit has successfully negotiated a long term service agreement with each school division that will, by Council Policy, recover all capital and operating costs over the life time of the agreement.



OPERATING BUDGET SUMMARY

Tax Supported

Community Services Japanese Gardens Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Expenses							
Operating Expenses	(69,630)	160,700	160,700	170,700	174,700	160,700	-
Reserve Transfers	-	-	-	(10,000)	(14,000)	-	-
Transfers to Other Agencies	112,700	116,100	126,400	128,800	131,200	133,700	17,600
Wages & Benefits	181,330	166,772	166,772	166,772	166,772	166,772	-
	224,400	443,572	453,872	456,272	458,672	461,172	17,600
Total Japanese Gardens	224,400	443,572	453,872	456,272	458,672	461,172	17,600

Analysis of Changes from 2014 to 2018

Base Budget

Fee for Service increase of 2% annually

9,600

Grant elimination

Note 1

8,000

Total Change

17,600

Note 1: Elimination of the Summer Temporary Employment Program (STEP) grant.

Additional Information

The Japanese Gardens 50th Anniversary Celebration is in 2017. Costs associated with this event will be funded through operating reserves.



OPERATING BUDGET SUMMARY

Tax Supported

Corporate Services Assessment & Taxation

Budget Summary

	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2014- 2018</i>
	<i>Actual</i>	<i>Budget</i>	<i>Request</i>	<i>Request</i>	<i>Request</i>	<i>Request</i>	<i>Change</i>
Revenues							
Property Taxes	8,000	8,500	8,500	8,500	8,500	8,500	-
Recovery from Capital Projects	600	2,300	2,300	2,300	2,300	2,300	-
Sales of Goods & Services	345,099	384,902	384,300	387,600	387,900	388,900	3,998
	353,699	395,702	395,100	398,400	398,700	399,700	3,998
Expenses							
Operating Expenses	143,722	175,700	180,778	181,039	181,241	181,488	5,788
Transfers to Capital	2,204	-	-	-	-	-	-
Wages & Benefits	1,560,342	1,762,800	1,762,800	1,762,800	1,762,800	1,762,800	-
	1,706,268	1,938,500	1,943,578	1,943,839	1,944,041	1,944,288	5,788
Total Assessment & Taxation	1,352,569	1,542,798	1,548,478	1,545,439	1,545,341	1,544,588	1,790

Analysis of Changes from 2014 to 2018

Base Budget

Tax notices growth increase	Note 1	(3,998)
Computer software maintenance	Note 2	5,788
Total Change		1,790

Note 1: Volume in tax notice sales anticipated to increase over the four year cycle.

Note 2: A new mass appraisal system was purchased to perform the task of determining the assessed values for each property.



OPERATING BUDGET SUMMARY

Tax Supported

Corporate Services Financial Services Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Revenues							
Investment Income	10,000	10,000	10,000	10,000	10,000	10,000	-
Other Revenues	31,938	19,000	22,400	22,700	23,100	23,500	4,500
	41,938	29,000	32,400	32,700	33,100	33,500	4,500
Expenses							
Discounts	324,588	451,700	451,700	451,700	451,700	451,700	-
Interdepartmental Transfers	(1,516,000)	(1,543,400)	(1,543,400)	(1,543,400)	(1,543,400)	(1,543,400)	-
Operating Expenses	145,784	255,840	265,875	269,722	270,093	271,976	16,136
Reserve Transfers	(388,247)	(603,900)	(625,100)	(625,000)	(625,000)	(624,800)	(20,900)
Transfers to Capital	241,235	-	-	-	-	-	-
Wages & Benefits	3,492,394	4,020,203	4,020,203	4,020,203	4,020,203	4,020,203	-
	2,299,754	2,580,443	2,569,278	2,573,225	2,573,596	2,575,679	(4,764)
Total Financial Services	2,257,816	2,551,443	2,536,878	2,540,525	2,540,496	2,542,179	(9,264)

Analysis of Changes from 2014 to 2018

Base Budget

Increase in recovery from investing activity	Note 1	(4,500)
Increase in operating costs	Note 2	16,136
Increase in recoveries from reserves	Note 3	(20,900)

Total Change

(9,264)

Note 1: Increase in recovery for work related to investment activities on behalf of the organization.

Note 2: The overall increase in operating expenses is due to decreases in recoveries from Accounts Payable and Cashiers. These areas recover a portion of their operating costs from non-tax supported business units to reflect the consumption of the services provided. The recovery of these costs, which are allocated based on drivers such as the number of invoices and customer payment transactions, increase or decrease in relation to the services provided.

Note 3: The increase in recoveries from reserves is due to increased funding requirements for parking ticket payment and parking meter coin processing costs. The costs associated with these transactions are funded from the reserves that receive the parking ticket fines and meter revenue.

OPERATING BUDGET SUMMARY

Tax Supported

Corporate Services Human Resources Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Revenues							
Grants	10,000	-	-	-	-	-	-
Other Revenues	125,075	111,225	111,225	111,225	111,225	111,225	-
	135,075	111,225	111,225	111,225	111,225	111,225	-
Expenses							
Interdepartmental Transfers	(380,100)	(381,100)	(381,100)	(381,100)	(381,100)	(381,100)	-
Operating Expenses	138,199	353,266	380,141	392,441	387,441	382,241	28,975
Reserve Transfers	30,000	(70,000)	(53,000)	(70,000)	(70,000)	(70,000)	-
Transfers to Capital	9,035	-	-	-	-	-	-
Wages & Benefits	1,976,829	1,944,062	1,941,482	1,942,148	1,942,813	1,944,062	-
	1,773,963	1,846,228	1,887,523	1,883,489	1,879,154	1,875,203	28,975
Total Human Resources	1,638,888	1,735,003	1,776,298	1,772,264	1,767,929	1,763,978	28,975

Analysis of Changes from 2014 to 2018

Base Budget

Oracle licensing cloud recruitment solution

Note 1 28,975

Total Change

28,975

Note 1: The Oracle licensing recruitment solution includes an e-profile, e-compensation and e-benefits module which will assist the City in managing the recruitment process.



OPERATING BUDGET SUMMARY

Tax Supported

Corporate Services Information Technology Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Revenues							
Other Revenues	11,023	6,000	6,000	6,000	6,000	6,000	-
Sales of Goods & Services	8,257	7,000	7,000	7,000	7,000	7,000	-
	19,280	13,000	13,000	13,000	13,000	13,000	-
Expenses							
Asset Transactions	171,701	105,000	105,000	105,000	105,000	105,000	-
Interdepartmental Transfers	(1,435,300)	(1,676,616)	(1,538,300)	(1,587,700)	(1,625,300)	(1,666,000)	10,616
Operating Expenses	768,607	714,490	546,760	621,641	690,549	779,990	65,500
Reserve Transfers	231,196	-	-	-	-	-	-
Transfers to Capital	141,916	373,839	375,739	375,339	374,539	373,839	-
Wages & Benefits	2,970,550	3,662,868	3,874,869	3,874,868	3,665,949	3,665,949	3,081
	2,848,670	3,179,581	3,364,068	3,389,148	3,210,737	3,258,778	79,197
Total Information Technology	2,829,390	3,166,581	3,351,068	3,376,148	3,197,737	3,245,778	79,197

Analysis of Changes from 2014 to 2018

Base Budget

Formalize current on-call model	Note 1	107,000
Staff transition	Note 2	(208,919)
Fibre and insurance interdepartmental charges		67,216
		(34,703)

Approved Initiative

Intelligent Community	Budget Initiatives Tab	N-27	245,500
Less: Grant Funding	Budget Initiatives Tab	N-27	(50,100)
Less: Overhead Recoveries	Budget Initiatives Tab	N-27	(81,500)
			113,900

Total Change

79,197

Note 1: IT staff are currently called in on an ad-hoc basis (when available) to deal with after hour IT issues or failures. This funding will formalize the on-call model and help ensure IT staff are available to respond to after hour emergencies.

Note 2: Two additional staff were hired in 2014 as part of a knowledge retention strategy for the succession of retiring staff. These two positions will conclude by way of attrition in 2017.



OPERATING BUDGET SUMMARY

Tax Supported

Corporate Services

Integrated Risk Management

Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Revenues							
Other Revenues	47,562	28,600	29,300	30,800	32,300	34,000	5,400
	47,562	28,600	29,300	30,800	32,300	34,000	5,400
Expenses							
Interdepartmental Transfers	(2,691,700)	(3,136,202)	(2,988,883)	(3,125,883)	(3,232,670)	(3,362,681)	(226,479)
Operating Expenses	2,047,095	2,565,764	2,610,792	2,653,630	2,706,024	2,797,643	231,879
Reserve Transfers	183,078	65,700	(94,300)	(9,300)	35,700	65,700	-
Transfers to Capital	4,174	-	-	-	-	-	-
Wages & Benefits	504,915	533,338	501,691	512,353	523,246	533,338	-
	47,562	28,600	29,300	30,800	32,300	34,000	5,400
Total Integrated Risk Management	-	-	-	-	-	-	-

Analysis of Changes from 2014 to 2018

Base Budget

Insurance premium, brokerage, claims deductibles & software maintenance	Note 1	231,879
Recovery through external agencies	Note 2	(5,400)
Recovery through interdepartmental transfers	Note 3	(226,479)

Total Change

-

Note 1: Insurance premium costs increased as a result of the growth and renewal of City fleet and facilities, population growth, City claims experience, global natural disasters, and insurance market premium cycle. Maintenance is related to the Risk Master Web Form Insurance and Claims Data System.

Note 2: Recovery of insurance premium costs from external agencies occupying City insured land.

Note 3: Interdepartmental insurance charges are used to recover the cost of insuring the City's tax and non-tax supported business units. The costs are allocated based on a combination of factors including risk assessment, number of properties, and the number of vehicles, etc. The application of these factors has resulted in the recovery shown above.





OPERATING BUDGET SUMMARY

Tax Supported

Corporate Accounts

Employee Welfare & Security

Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Revenues							
Other Revenues	337,936	90,000	90,000	90,000	90,000	90,000	-
	337,936	90,000	90,000	90,000	90,000	90,000	-
Expenses							
Canada Pension Plan	3,355,765	3,042,700	3,358,253	3,444,268	3,524,098	3,610,140	567,440
Corporate STD/LTD Program	(845,386)	65,800	67,116	68,458	69,828	71,224	5,424
Employment Insurance	1,680,235	1,284,800	1,608,500	1,682,970	1,759,113	1,819,594	534,794
EWS Recoveries	(25,417,372)	(25,631,639)	(27,386,124)	(28,853,269)	(29,706,974)	(30,580,988)	(4,949,349)
Health & Dental Plans	5,400,524	6,234,400	6,096,140	6,351,687	6,621,165	6,905,398	670,998
Operating Expenses	473,137	230,027	237,900	243,000	248,100	253,100	23,073
Pension Authorities	9,659,715	10,357,300	11,353,640	12,269,017	12,544,190	12,830,435	2,473,135
Reserve Transfers	872,779	-	-	-	-	-	-
Special Forces Pension (SFPP)	2,275,240	2,044,500	2,417,371	2,470,553	2,524,906	2,580,454	535,954
Transfers to Capital	1,309	-	-	-	-	-	-
Wages & Benefits	1,870,565	1,127,912	1,148,972	1,169,221	1,190,092	1,209,678	81,766
Workers Compensation	960,404	1,334,200	1,188,232	1,244,095	1,315,482	1,390,965	56,765
	286,915	90,000	90,000	90,000	90,000	90,000	-
Total Employee Welfare & Security	(51,021)	-	-	-	-	-	-

Analysis of Changes from 2014 to 2018

Base Budget

Canada Pension Plan	Note 1	567,440
Employment Insurance	Note 2	534,794
EWS Recoveries	Note 3	(4,949,348)
Health & Dental Plans	Note 4	670,998
Local Authorities Pension	Note 5	2,473,135
Special Forces Pension	Note 6	535,954
Other related benefit increases		167,027

Total Change

-

Note 1: Canada Pension Plan (CPP) rates are forecasted to remain constant. The increase is attributed to a rising YMPE, which results in a higher maximum contribution.

Note 2: Employment Insurance (EI) rates are projected to increase by a maximum of 5% per year, as outlined by the Government of Canada. The City qualifies for the preferred rate on EI as a result of coverage of the benefits program. Rate increases plus an increase to maximum annual insurable earnings have contributed to this additional cost.

Note 3: This revenue is collected from all City business units based on a percentage of wages.

Note 4: Health and dental plan increases are attributed to increasing prescription costs. Annual medical and dental increases are projected through the budget cycle.

Tax Supported

Corporate Accounts

Employee Welfare & Security

Budget Summary

Note 5: An increase in Local Authorities Pension Plan (LAPP) was experienced over the previous budget cycle and an average increase of 1.5% is projected for 2015-2018. Pension contributions are based on a percentage of payroll.

Note 6: Special Forces Pension Plan (SFPP) contribution rates are projected to remain constant. Increases are related to contributions on increased participation and wage increases.



OPERATING BUDGET SUMMARY

Tax Supported

Corporate Accounts

Non-Departmental Revenues

Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Revenues							
Grants	2,561,216	1,577,700	1,575,800	1,466,900	1,487,500	1,508,300	(69,400)
Penalties & Fees	526,151	517,900	670,000	670,000	670,000	670,000	152,100
Property Taxes	103,609,310	111,669,000	118,948,600	125,736,500	132,740,500	140,178,500	28,509,500
ROI from Utilities	2,303,913	2,357,100	2,325,140	2,402,120	2,448,280	2,460,200	103,100
Sales of Goods & Services	288,031	104,500	126,200	127,200	131,200	131,200	26,700
	109,288,621	116,226,200	123,645,740	130,402,720	137,477,480	144,948,200	28,722,000
Expenses							
Contingencies	-	120,000	120,000	620,000	1,120,000	1,620,000	1,500,000
Reserve Transfers	(19,057,237)	(22,921,589)	(19,446,076)	(17,228,595)	(13,675,993)	(10,476,112)	12,445,477
Tax & Assessment Adjustments	362,758	310,000	310,000	310,000	310,000	310,000	-
Transfers to Capital	(493,311)	(302,700)	(302,700)	(302,700)	(302,700)	(302,700)	-
	(19,187,790)	(22,794,289)	(19,318,776)	(16,601,295)	(12,548,693)	(8,848,812)	13,945,477
Total Non-Departmental Revenues	(128,476,411)	(139,020,489)	(142,964,516)	(147,004,015)	(150,026,173)	(153,797,012)	(14,776,523)

Analysis of Changes from 2014 to 2018

Base Budget

Grants	Note 1	69,400
Penalties and costs on taxes	Note 2	(152,100)
Property tax assessment growth	Note 3	(12,893,500)
Property tax rate increase	Note 4	(15,616,000)
Reserve transfers	Note 5	12,445,477
Utility transfers	Note 6	(103,100)
Sales of goods & services	Note 7	(26,700)
Corporate contingency	Note 8	1,500,000

Total Change

(14,776,523)

Note 1: The grant revenue decrease is mainly due to the loss of the MSI operating grant.

Note 2: Revenue from penalties and costs on taxes has increased to reflect experience in the 2012-2014 budget cycle as well as increased taxes resulting from community growth.

Note 3: Estimated increased property tax revenues due to new construction within the City of Lethbridge.

Note 4: Average increase of 3.20% per year for 2015 through 2018

Note 5: Includes transfers to and from the Municipal Revenue Stabilization Reserve (MRSR) relating to revenues from investment income, Traffic Safety Act, gas company franchise fee, and the Electric Utility. The actual net revenues are transferred to the MRSR and a fixed annual amount is then transferred out of the MRSR to operations to buffer the effects of fluctuations in these revenues. The 2014-2018 change includes an increased transfer from the MRSR relating to these items totaling \$3,000,000 annually.

OPERATING BUDGET SUMMARY

Tax Supported

Corporate Accounts

Non-Departmental Revenues

Budget Summary

Note 6: By policy 8% of Water Utility revenue and 10% of Landfill revenues are transferred annually to general operations. This amount is based on the projected increases in revenues of those utilities.

Note 7: An increase in sales of goods & services consists of an increase in City property rental revenue.

Note 8: A corporate budget contingency of \$500,000 in 2016, an additional \$500,000 in 2017 and an additional \$500,000 in 2018 (total \$1,500,000) is included to address structural differences that may occur over the budget term.



OPERATING BUDGET SUMMARY

Tax Supported

Corporate Accounts

Pay-As-You-Go Program

Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Expenses							
Debt Payments	3,251,100	4,193,200	3,304,500	2,582,800	2,982,600	4,926,400	733,200
Pay-As-You-Go Capital	4,144,000	4,299,000	4,459,000	4,622,000	4,787,000	4,955,000	656,000
Reserve Transfers	1,600,900	3,936,800	4,825,500	5,547,200	5,147,400	3,203,600	(733,200)
	8,996,000	12,429,000	12,589,000	12,752,000	12,917,000	13,085,000	656,000
Total Pay-As-You-Go Program	8,996,000	12,429,000	12,589,000	12,752,000	12,917,000	13,085,000	656,000

Analysis of Changes from 2014 to 2018

Base Budget

Council approved increase in the Pay-As-You-Go Amount

Note 1 656,000

Total Change

656,000

Note 1: On July 9, 2007, City Council passed the following resolution:

BE IT RESOLVED THAT the Pay-As-You-Go capacity be increased annually by 0.15% of the Municipal Tax Levy commencing in 2009. This amount has been estimated at \$160,000 for 2015, \$163,000 for 2016, and \$165,000 for 2017, and \$168,000 for 2018 resulting in a total increase of \$656,000 over the four year budget.



OPERATING BUDGET SUMMARY

Tax Supported

Infrastructure Services Infrastructure Administration Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Revenues							
Other Revenues	53,450	-	4,050	4,050	4,050	4,050	4,050
Recovery from Capital Projects	1,123,891	292,300	296,200	297,700	299,200	299,200	6,900
Sales of Goods & Services	902,709	593,100	771,200	801,500	935,900	945,900	352,800
	2,080,050	885,400	1,071,450	1,103,250	1,239,150	1,249,150	363,750
Expenses							
Asset Transactions	859,934	-	-	-	-	-	-
Debt Payments	(1,553,186)	12,707,800	9,846,200	9,964,800	12,999,000	12,707,800	-
Interdepartmental Transfers	(837,400)	(865,300)	(1,059,100)	(1,086,600)	(1,114,600)	(1,140,300)	(275,000)
Operating Expenses	871,625	535,328	733,728	745,034	756,672	766,995	231,667
Reserve Transfers	25,486	(79,035)	(85,600)	(74,500)	40,500	31,900	110,935
Transfers to Capital	1,406,323	(12,943,416)	(10,057,500)	(10,176,100)	(13,210,300)	(12,919,100)	24,316
Wages & Benefits	1,924,979	2,198,494	2,362,246	2,399,136	2,436,726	2,470,326	271,832
	2,697,761	1,553,871	1,739,974	1,771,770	1,907,998	1,917,621	363,750
Total Infrastructure Administration	617,711	668,471	668,524	668,520	668,848	668,471	-

Analysis of Changes from 2014 to 2018

Base Budget

Increase in capital recoveries	Note 1	(10,950)
Increase in servicing payments	Note 2	(352,800)
Transfer to capital	Note 3	16,600
Decrease in GST funding	Note 4	7,716
Internal and external contracted services	Note 5	228,499
Budgeted transfer from Urban Construction Stabilization account	Note 6	110,935

Total Change

-

Note 1: Increase in recovery of hoarding permit fees due to volume of permits assigned. Fees are collected from both city departments and third parties that are working within or are temporarily taking up the use of a public right-of-way.

Note 2: Budgeted increase in servicing payments of \$178,800 for the installation of water and sewer services to better reflect amounts recovered in recent years and an increase in Urban construction subdivision inspection fees of \$174,000.

Note 3: Budgeted decrease in recovery fees for project management fees from Offsite Levy Capital projects. Due to a decrease in the amount of large scale offsite levy funded projects during this budget cycle, Urban Construction is anticipating a decrease in project management recovery fees.

Note 4: The tax funded contribution of funding of the Community Asset Management Program (CAMP) will decrease slightly this budget cycle.

Note 5: Budgeted increase in operating expenses such as wages, equipment rental and contracted services required primarily for water and sewer connection work. These expenses are offset through servicing payments (note 2).

Note 6: Budgeted transfer of funds from the Urban Construction Stabilization account will be used to balance the expected variations described above.

OPERATING BUDGET SUMMARY

Tax Supported

Infrastructure Services Community Lighting Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Revenues							
Sales of Goods & Services	484,902	-	9,500	9,500	9,500	9,500	9,500
	484,902	-	9,500	9,500	9,500	9,500	9,500
Expenses							
Operating Expenses	3,328,343	2,481,600	2,360,800	2,534,700	2,703,600	2,962,000	480,400
Reserve Transfers	206,100	206,100	-	-	-	-	(206,100)
Transfers to Capital	67,159	-	-	-	-	-	-
	3,601,602	2,687,700	2,360,800	2,534,700	2,703,600	2,962,000	274,300
Total Community Lighting	3,116,700	2,687,700	2,351,300	2,525,200	2,694,100	2,952,500	264,800

Analysis of Changes from 2014 to 2018

Base Budget

Increased recovery from "Dusk til Dawn" Lighting Program	Note 1	(9,500)
System growth	Note 2	525,400
2014 - 2023 CIP D-19 operating reduction	Note 3	(45,000)
Transfer to Community Lighting Reserve	Note 4	(206,100)
Total Change		264,800

Note 1: Budgeted recoveries from customers within the "Dusk til Dawn" Lighting Program have been adjusted to better reflect actual numbers.

Note 2: Street lighting utility costs are expected to increase by approximately \$525,400 by 2018. A portion of this increase is due primarily to an estimated 1.5% per year of system growth.

Note 3: The City currently maintains approximately 13,300 street lights. As a direct result of the street light LED conversion program, a reduction in routine maintenance costs is expected. This has been identified in the 2014-2023 CIP D-19.

Note 4: Due to the health of the Community Lighting Reserve being such that it can adequately handle both budgeted and non-budgeted lifecycle improvements to the city's streetlight inventory, the budgeted annual transfer to the Community Lighting Reserve will reduce to zero by 2018.



OPERATING BUDGET SUMMARY

Tax Supported

Infrastructure Services

Fleet Services

Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Revenues							
Other Revenues	18,220	35,200	8,200	8,300	8,500	8,700	(26,500)
Recovery from Capital Projects	346,758	183,600	139,600	182,700	124,400	126,100	(57,500)
Sales of Goods & Services	76,788	65,000	66,700	68,700	70,800	72,900	7,900
	441,766	283,800	214,500	259,700	203,700	207,700	(76,100)
Expenses							
Asset Transactions	4,422,231	1,782,000	4,086,730	5,562,350	3,438,420	1,835,670	53,670
Operating Expenses	(5,926,404)	(3,989,070)	(6,428,309)	(5,968,422)	(6,688,993)	(6,437,415)	(2,448,345)
Reserve Transfers	(754,138)	(240,763)	(308,099)	(2,254,039)	477,377	1,774,600	2,015,363
Transfers to Capital	125,402	-	-	-	-	-	-
Wages & Benefits	2,574,675	2,731,633	2,864,178	2,919,811	2,976,896	3,034,845	303,212
	441,766	283,800	214,500	259,700	203,700	207,700	(76,100)
Total Fleet Services	-	-	-	-	-	-	-

Analysis of Changes from 2014 to 2018

Base Budget

Equipment servicing revenues	Note 1	76,100
Purchase and replacement of Fleet Services pool assets	Note 2	53,670
Fleet operations	Note 3	(2,145,133)
Fleet reserve	Note 4	2,015,363

Total Change

-

Note 1: A slight decrease in operating revenues from garage operations. This decrease is primarily due to a decrease in the "set-up" costs associated with the deployment of newly acquired equipment. This decrease in revenues will be fully offset by a decrease in operating expenses related to this "set up" activity.

Note 2: Fleet Services is responsible for the purchase of both new and replacement vehicles within the City's fleet pool. At the end of a vehicle's life, the Fleet Reserve will then pay for all costs associated with the vehicle replacement. As the vehicle replacement schedule varies significantly year to year, by 2018, there will be an increase of \$53,670 in vehicle replacement costs over what has been budgeted in 2014. This increase in costs will be absorbed in the annual transfer of funds to the fleet reserve.

Note 3: Fleet Services is expecting to receive an increased transfer of funds from other city departments towards the repair, maintenance and replacement of vehicles and equipment that are part of the City's fleet. This increase will better enable the Fleet Reserve to adequately fund the future replacement of the the city's fleet of over 1300 units.

Note 4: Fleet Services budget is balanced annually through a transfer to or from the Fleet Reserve. The amount of the transfer fluctuates based on a number of factors including the amount of fleet equipment that is replaced with funding from the reserve. The purpose of the Fleet Reserve is "to provide a self sufficient pool of funds to allow for the ongoing replacement of equipment pool assets."

OPERATING BUDGET SUMMARY

Tax Supported

Infrastructure Services

Parking

Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Revenues							
Other Revenues	1,722	-	-	-	-	-	-
Sales of Goods & Services	1,187,698	1,316,100	1,326,900	1,338,100	1,349,900	1,349,900	33,800
	1,189,420	1,316,100	1,326,900	1,338,100	1,349,900	1,349,900	33,800
Expenses							
Operating Expenses	316,303	328,400	333,000	333,400	334,000	334,800	6,400
Reserve Transfers	538,283	530,949	528,088	531,636	535,383	527,583	(3,366)
Wages & Benefits	199,834	321,751	330,812	338,064	345,517	352,517	30,766
	1,054,420	1,181,100	1,191,900	1,203,100	1,214,900	1,214,900	33,800
Total Parking	(135,000)	(135,000)	(135,000)	(135,000)	(135,000)	(135,000)	-

Analysis of Changes from 2014 to 2018

Base Budget

Increased revenues	Note 1	(33,800)
Parking operations	Note 2	37,166
Transfer to Parking Reserve	Note 3	(3,366)

Total Change

-

Note 1: The Parking business unit has budgeted for a 15% increase in parking revenues from the off-street parking lots beginning in 2015. This will realize an increase in off-street revenues of approximately \$29,500. The City's two RV parking facilities will see revenue increases of 15% in this budget cycle for the year-round use of these facilities. This increase will raise revenues by approximately \$4,300 that will be used toward annual maintenance of these facilities. This does not include any rate increases dealing with the future implementation of the on-street parking strategy recommendations.

Note 2: Increases in the amount spent on operating and maintenance activities of the off-street parking facilities, RV parking facilities and collection of on-street parking meter fares.

Note 3: Parking operations is balanced through the Acquire Off-street Parking reserve. By 2018, a slight decrease of \$3,366 is budgeted to be transferred from the reserve. The purpose of the parking reserve is to provide funding necessary to develop additional off-street parking facilities.





OPERATING BUDGET SUMMARY

Tax Supported

Infrastructure Services Parks Management Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Revenues							
Frontage Levy	348,500	356,000	361,300	366,700	372,200	377,800	21,800
Other Revenues	287,433	276,750	285,000	292,400	300,300	308,400	31,650
Recovery from Capital Projects	405,393	128,400	154,400	156,900	160,400	164,700	36,300
Sales of Goods & Services	56,436	43,200	43,200	43,200	43,200	43,200	-
	1,097,762	804,350	843,900	859,200	876,100	894,100	89,750
Expenses							
Asset Transactions	241,212	242,600	242,600	242,600	242,600	242,600	-
Operating Expenses	3,061,867	4,849,341	5,408,503	5,993,166	6,386,209	6,318,942	1,469,601
Reserve Transfers	456,633	416,600	329,100	329,100	416,600	416,600	-
Transfers to Capital	1,485,697	334,000	334,000	334,000	334,000	334,000	-
Transfers to Other Agencies	-	300	300	300	300	300	-
Wages & Benefits	6,802,197	5,953,415	6,175,903	6,268,682	6,388,167	6,475,031	521,616
	12,047,606	11,796,256	12,490,406	13,167,848	13,767,876	13,787,473	1,991,217
Total Parks Management	10,949,844	10,991,906	11,646,506	12,308,648	12,891,776	12,893,373	1,901,467

Analysis of Changes from 2014 to 2018

Base Budget

Frontage maintenance fee	Note 1	(21,800)
School revenue	Note 2	(31,650)
Recovery from capital projects	Note 3	(36,300)
Parks growth including new parks from Capital Improvement Program (CIP)	Note 4	1,417,869
Equipment operation, maintenance and replacement	Note 5	352,200
Energy and utilities charges	Note 6	136,300
Insurance, communication radios	Note 7	84,848

Total Change

1,901,467

Note 1: This increase is due to the addition of properties ten years of age and older, which become subject to the frontage levy. This levy supports boulevard tree planting and general rehabilitation programs in boulevards along residential streets.

Note 2: Through a joint use agreement, the school boards share in costs for the maintenance and inspection of school yards, play units, fences, back stops, nets, and other school ground park amenities. Based on the joint use agreement, there is an expected revenue increase of \$31,650 by 2018.

Note 3: Increase to the amount of parks operations work that will be recovered through capital projects and/or third party recoveries. Examples of this type of work include restoration of boulevard landscaping after shallow utility owners (TELUS, Shaw, Bell, Lethbridge Electric Utility) have disturbed the original landscaping work within boulevards and public utility lots and open spaces.

Note 4: In the 2015 to 2018 budget cycle, approximately 100 hectares of additional urban parks will be added to the city's urban parks system. This additional 100 hectares of new park represents an 11% increase and brings the City's urban parks land area to approximately 978 hectares. This new growth is from parks acquired by the city through land development as well as new parks constructed through the 2014-2023 Capital Improvement Program (CIP). To continue to maintain the current level of service that residents of Lethbridge receive, a corresponding expansion of tools, utilities, manpower and supplies will be required to maintain these newly acquired parks.

OPERATING BUDGET SUMMARY

Tax Supported

Infrastructure Services Parks Management Budget Summary

The Parkland that will become the City's responsibility to maintain between 2015 and 2018 include:

Keystone Park	2.14 Ha.	Canyons Parkway	3.29 Ha.
Southridge Park	2.53 Ha.	Metis Trail (by Garry Station)	2.90 Ha.
Ridge Park	2.11 Ha.	43rd Street North (Hwy 3 to 9th Ave N)	3.12 Ha.
Sunridge Phase 3	1.38 Ha.	Metis Trail (Whoop Up Dr to Temple Blvd)	1.64 Ha.
Jane Stafford Park Extension	1.10 Ha.	Bark Park	3.50 Ha.
Canyons Park	5.62 Ha.	Riverstone Phase 11	2.00 Ha.
Riverstone Phases 13, 14 & 16	0.75 Ha.	New Development	6.00 Ha.
Metis Trail (by Country Meadows)	1.40 Ha.	Canyons Forebay (Phase 2)	1.77 Ha.
Scenic Drive North	3.90 Ha.	Copperwood Wet Pond	5.35 Ha.
CASA Grounds	0.25 Ha.	Garry Station Phase 1, Stage 2 Wet Pond	2.21 Ha.
University Drive (Walsh Dr to North of Bridge Dr)	3.22 Ha.	Copperwood New School site	4.34 Ha.
Uplands / Blackwolf Vacant School Site	4.33 Ha.	Legacy Ridge New School Site	5.67 Ha.
North Regional Park	29.54 Ha.		

Note 5: Increase in costs associated with the operation, maintenance and future replacement of Parks vehicles and equipment.

Note 6: Utilities budgets have been increased to better reflect actual expenses.

Note 7: Included in the Parks budget is an increase in costs relating to business operating expenses such as insurance, communication radios, and network service charges.



OPERATING BUDGET SUMMARY

Tax Supported

Infrastructure Services

Stormwater

Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Revenues							
Grants	-	913,000	940,000	968,000	1,026,000	1,057,000	144,000
Sales of Goods & Services	5,682	-	-	-	-	-	-
Frontage Levy	-	167,000	180,800	194,800	209,100	223,700	56,700
	5,682	1,080,000	1,120,800	1,162,800	1,235,100	1,280,700	200,700
Expenses							
Operating Expenses	575,788	1,416,200	1,459,300	1,503,600	1,578,800	1,627,640	211,440
Transfers to Capital	(204,168)	-	-	-	-	-	-
Wages & Benefits	24,001	72,686	75,146	75,146	75,146	75,146	2,460
	395,621	1,488,886	1,534,446	1,578,746	1,653,946	1,702,786	213,900
Total Stormwater	389,939	408,886	413,646	415,946	418,846	422,086	13,200

Analysis of Changes from 2014 to 2018

Base Budget

Frontage levy maintenance	Note 1	(56,700)
Storm water system maintenance	Note 2	56,700
Utilities	Note 3	13,200

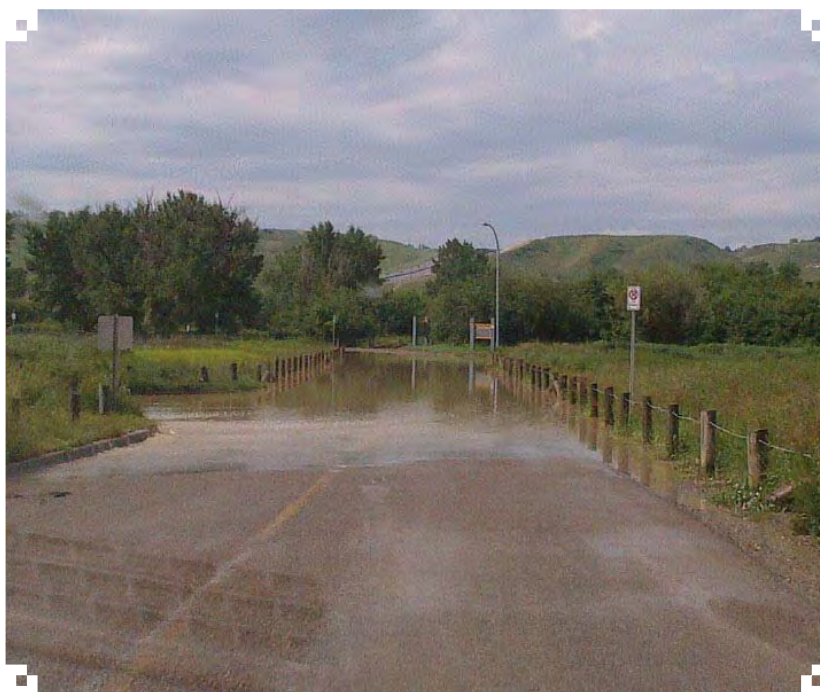
Total Change

13,200

Note 1: An increase in allocation of frontage levy funding towards stormwater maintenance programs such as catch basin cleaning and educting, mainline sewer repairs and stormwater service lateral maintenance.

Note 2: Increased budget to reflect increased system maintenance costs due primarily to growth. Such maintenance activities would include the repair of plugged or damaged storm sewer pipes and catch basin laterals, repair of stormwater service connections from the property line to the storm sewer mains and the thawing of catch basins and laterals in the springtime to prevent localized flooding.

Note 3: Utilities budgets have been increased to better reflect actual expenses.





OPERATING BUDGET SUMMARY

Tax Supported

Infrastructure Services

Transportation

Budget Summary

	2013 Actual	2014 Budget	2015 Request	2016 Request	2017 Request	2018 Request	2014- 2018 Change
Revenues							
Frontage Levy	2,766,147	2,729,000	3,069,900	3,111,500	3,153,700	3,196,500	467,500
Grants	97,559	97,500	397,500	397,500	97,500	97,500	-
Other Revenues	16,184	5,000	5,000	5,000	5,000	5,000	-
Recovery from Capital Projects	2,709,532	2,518,920	2,575,620	2,575,620	2,575,620	2,575,620	56,700
Sales of Goods & Services	624,295	539,500	511,400	511,400	511,400	511,400	(28,100)
	6,213,717	5,889,920	6,559,420	6,601,020	6,343,220	6,386,020	496,100
Expenses							
Asset Transactions	8,576	-	-	-	-	-	-
Debt Payments	(111,329)	178,400	315,400	282,200	229,400	178,400	-
Operating Expenses	6,522,872	7,282,006	8,298,294	7,997,498	8,628,665	8,637,743	1,355,737
Reserve Transfers	(33,537)	-	(544,700)	-	(292,650)	-	-
Transfers to Capital	2,814,631	1,906,600	2,407,800	2,469,700	2,251,600	2,332,100	425,500
Wages & Benefits	5,765,766	5,577,920	5,815,465	5,815,965	6,055,970	6,055,970	478,050
	14,966,979	14,944,926	16,292,259	16,565,363	16,872,985	17,204,213	2,259,287
Total Transportation	8,753,262	9,055,006	9,732,839	9,964,343	10,529,765	10,818,193	1,763,187

Analysis of Changes from 2014 to 2018

Base Budget

Frontage maintenance levy	Note 1	(167,500)
Recovery from capital projects	Note 2	(56,700)
Servicing payments (revenue decrease)	Note 3	28,100
Transportation operations	Note 4	1,378,387
Rail signals and spur line maintenance	Note 5	200,900
		1,383,187

Approved Initiatives

Mobility Improvement	Budget Initiatives Tab	N-16	300,000
Less: Frontage Maintenance Levy	Budget Initiatives Tab	N-16	(300,000)
Snow & Ice Control - Sanders and Plow Trucks	Budget Initiatives Tab	N-29	180,000
Street Sweeper	Budget Initiatives Tab	N-30	200,000
			380,000

Total Change

1,763,187

Note 1: An increase in frontage levy for maintenance activities and programs such as the local and collector roadways overlay program, sidewalk, curb and gutter and boulevard restoration program.

Note 2: Increase in funds recovered for work performed on "non road maintenance" type activities which include traffic signal installation work on Capital Improvement Projects (CIP) as well as Community Lighting replacements.

Note 3: Decreased recovery revenue for contractual asphalt patching work performed by Transportation operations crews on behalf of internal City departments (Water Utility, Wastewater Utility and Electric Utility) and external customers (Telus, Shaw Cable, ATCO gas).

OPERATING BUDGET SUMMARY

Tax Supported

Infrastructure Services

Transportation

Budget Summary

Note 4: Increase in transportation operating expenses required to keep pace with roadway network growth while maintaining current City of Lethbridge transportation service levels. In 2014, the City of Lethbridge maintained approximately 798 lane kms of roadways. With a projected roadway network growth rate of approximately 6% over the next four years, the City of Lethbridge expects to maintain an additional 49 lane kms of roadway by 2018. Areas that have seen a budget adjustment are ice control and snow removal \$211,000, roadway maintenance \$367,000, and traffic signals operations \$71,000. There is also an increase of approximately \$413,000 for increased costs towards the operations, maintenance and replacement of transportation equipment. The budgeted transfer of funds to support the transportation planning and capital program has also increased by \$316,000.

Note 5: The City owns and maintains 8.9 km of rail spur lines and 10 rail signals located in the Industrial Park. Increased maintenance regulations imposed by the provincial government have created budget pressures towards activities associated with maintaining these lines primarily relative to rail to road crossings.



OPERATING BUDGET SUMMARY

Utility Supported

Infrastructure Services

Utility Services

Budget Summary

	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2014- 2018</i>
	<i>Actual</i>	<i>Budget</i>	<i>Request</i>	<i>Request</i>	<i>Request</i>	<i>Request</i>	<i>Change</i>
Revenues							
Penalties & Fees	434,061	447,000	550,800	561,800	573,100	584,500	137,500
Sales of Goods & Services	342,083	635,200	403,500	411,600	419,700	428,000	(207,200)
Utility Service Admin Fee	2,642,929	2,795,000	2,790,200	2,831,600	2,873,564	2,916,100	121,100
	3,419,073	3,877,200	3,744,500	3,805,000	3,866,364	3,928,600	51,400
Expenses							
Operating Expenses	1,978,058	2,481,852	2,357,131	2,387,377	2,418,357	2,453,036	(28,816)
Transfers to Capital	54,584	-	-	-	-	-	-
Wages & Benefits	1,386,431	1,395,348	1,387,369	1,417,623	1,448,007	1,475,564	80,216
	3,419,073	3,877,200	3,744,500	3,805,000	3,866,364	3,928,600	51,400
Total Utility Services	-	-	-	-	-	-	-

Analysis of Changes from 2014 to 2018

Base Budget

Penalties & fees	Note 1	(137,500)
Sales of goods & services	Note 2	207,200
Utility service administration fee	Note 3	(121,100)
Operating expenses	Note 4	51,400

Total Change

-

Note 1: Utility revenue increases in 2015 to 2018 are anticipated to result in increased annual revenue from penalties of \$137,500 by 2018. There are no proposed changes to late payment penalty fees through 2018.

Note 2: Disconnect and reconnect fees remain at \$45 from 2015 to 2018, however the annual number of disconnects are expected to drop from 2,300 to 1,200 due to the new process of tagging homes the day before actual disconnection. There is no charge for tagging homes in this budget. The disconnect notice fee of \$15 remains. Growth for all related activity is set at 2% per year. The account set up fee remains unchanged at \$20 in the budget.

Note 3: The administration fee of \$6.10 per month remains unchanged through to 2018. Revenue is expected to increase by \$121,100 by 2018 due to growth in the number of billed accounts by 1.5% per year. The anticipated change includes an increase to the e-bill discount from \$0.60 to \$1.00 in 2015.

Note 4: General operating expenses are budgeted for a slight increase between 2015 to 2018. These operating expenses account for expenses related to billing, postage and general business expenses.



OPERATING BUDGET SUMMARY

Utility Supported

Infrastructure Services

Electric Utility

Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Revenues							
Other Revenues	(26,947)	30,000	-	-	-	-	(30,000)
Recovery from Capital Projects	5,969,103	5,091,278	6,749,664	6,549,558	6,635,175	6,673,380	1,582,102
Sales of Goods & Services	64,957,779	66,852,659	64,701,438	68,949,567	72,884,079	77,141,342	10,288,683
Transmission Credits	5,879,382	6,696,436	6,584,413	6,813,854	7,303,866	7,458,254	761,818
	76,779,317	78,670,373	78,035,515	82,312,979	86,823,120	91,272,976	12,602,603
Expenses							
Asset Transactions	1,781	-	-	-	-	-	-
Debt Payments	408,848	1,603,900	3,615,700	5,155,800	5,933,600	6,750,200	5,146,300
Discounts	(19,993)	-	-	-	-	-	-
Operating Expenses	23,059,005	23,453,118	21,581,296	21,937,656	21,938,819	22,109,594	(1,343,524)
Reserve Transfers	14,526,810	15,160,147	13,325,331	12,789,045	13,091,887	13,152,182	(2,007,965)
Transfers to Capital	8,542,157	7,927,000	7,775,875	8,355,980	9,107,674	9,696,402	1,769,402
Transmission Charges - System Access	20,972,350	20,032,700	20,032,700	22,036,000	24,239,600	26,663,600	6,630,900
Wages & Benefits	10,125,093	10,493,508	11,704,613	12,038,498	12,511,540	12,900,998	2,407,490
	77,616,051	78,670,373	78,035,515	82,312,979	86,823,120	91,272,976	12,602,603
Total Electric Utility	(836,734)	-	-	-	-	-	-

Analysis of Changes from 2014 to 2018

The Electric Utility is made up of four distinct areas: Distribution, Transmission, Regulated Rate Option (RRO), and Fibre. Regulatory oversight for the various areas rests with either City Council or the Alberta Utilities Commission (AUC). In the analysis section below the following colour coding will be used to assist the reader in understanding the responsible regulatory authority.

City Council Authority

AUC Authority

Customer Choice

Distribution

The City of Lethbridge Distribution System is made up of the assets that deliver the electric energy from the transmission substations to customer facilities throughout the City of Lethbridge. A mesh of overhead lines and underground cables, transformers, and the switching devices used to control the flow of electric energy are an integral part of every residential neighbourhood, commercial zone, and industrial area within City of Lethbridge boundaries. The distribution system receives regulatory oversight by City Council and is funded by the ratepayers connected to the City of Lethbridge distribution system.

Included in this budget is approved initiative N-13 Developer Choice Cable Installation Model.

Revenue: (increase)/decrease

Distribution Access Fees

(4,108,828)

Expenses: increase/(decrease)

Wage/EWS

Note 1

1,380,172

Operating Expense

Note 2

(539,144)

Cost of Capital

Note 3

1,768,300

Depreciation

Note 3

1,499,500

Revenue: (increase)/decrease

Transmission Access Fees

Note 4

(6,630,900)

Expenses: increase/(decrease)

Transmission Access Fees due to Province

Note 4

6,630,900

Total Distribution

-

OPERATING BUDGET SUMMARY

Utility Supported

Infrastructure Services

Electric Utility

Budget Summary

Transmission

The City of Lethbridge Transmission System is made up of Transmission Lines and Substations that are part of the Alberta Integrated Transmission System. The Alberta Integrated Transmission System consists of the assets required to connect Generation Sources in the Province to Distribution Systems where the electric energy is used by customers. All regulatory oversight of what is built and how it is funded resides with the Alberta Utilities Commission.

Revenue: (increase)/decrease

AESO Credit		(761,818)
-------------	--	-----------

Expenses: increase/(decrease)

Wage/EWS	Note 1	386,817
Operating Expense	Note 2	68,001
Cost of Capital	Note 3	91,100
Depreciation	Note 3	215,900

Total Transmission

-

Regulated Rate Option (RRO)

The Electric Utility is legislated to provide electrical energy for our customers who have not made a decision to enter into an agreement with an energy retailer. The Regulated Rate Option energy is purchased by the Electric Utility according to a protocol that is set by the Alberta Utilities Commission.

Revenue: (increase)/decrease

Energy Sales		2,355,199
--------------	--	-----------

Expenses: increase/(decrease)

Wage/EWS	Note 1	(21,576)
Operating Expense	Note 2	(28,324)
Energy Procurement		(1,816,300)
Payment in Lieu of Taxes (PILOT)		(150,000)
Reduction in budgeted surplus		(333,999)

Total RRO

-

Fibre

In order to provide communications for the Electric Utility we have developed a fibre business unit within the City of Lethbridge. The intention of the system is to provide reliable communications for the electric system but has also grown to include services to non-profit agencies within the City of Lethbridge. The Fibre system receives regulatory oversight by City Council.

Revenue: (increase)/decrease

Fibre Tariff		63,100
--------------	--	--------

Expenses: increase/(decrease)

Wage/EWS	Note 1	13,736
Operating Expense	Note 2	6,856
Cost of Capital	Note 3	1,281
Depreciation	Note 3	54,001
Reduction in budgeted surplus		(12,774)

Total Fibre

-

Note 1: Wage/EWS increases include cost of living increases to existing positions and any new additions in this category from the previously approved 2014-2023 CIP.

Note 2: This includes changes to the Electric Utility overall operating expenses including charges for services from supporting City departments.

Note 3: Increase is primarily due to the Net Book Value (NBV) of our assets increasing due to increased levels of capital work being performed by the Electric Utility.

Note 4: Transmission Access Fees are set by the Province and represent a flow-through charge on Lethbridge Electric Utility customer bills. Second and third reading of amended bylaw 5889 was approved on December 8, 2014 which reflects the changes in the Distribution Tariff rates for 2015 from the first reading on October 14, 2014. The amended Bylaw decreases Transmission Access Fees across all rate classifications due to a delay in the approval of Provincial rate increases. Rider "A" or the City of Lethbridge Municipal Consent and Access Fee was set at 24.9% which represents no change from the 2014 rate.

OPERATING BUDGET SUMMARY

Utility Supported

Infrastructure Services

Waste Services

Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Revenues							
Other Revenues	200	-	-	-	-	-	-
Recovery from Capital Projects	168,185	164,000	142,400	149,400	156,600	164,000	-
Sales of Goods & Services	5,861,316	5,969,300	5,832,300	5,940,000	6,048,705	6,158,515	189,215
	6,029,701	6,133,300	5,974,700	6,089,400	6,205,305	6,322,515	189,215
Expenses							
Asset Transactions	24,500	3,500	3,500	3,500	3,500	3,500	-
Debt Payments	364,470	364,400	256,900	256,900	71,100	71,200	(293,200)
Operating Expenses	1,954,820	2,563,089	2,786,177	2,859,154	2,929,945	3,011,582	448,493
Reserve Transfers	765,781	615,987	254,973	237,823	395,065	360,337	(255,650)
Transfers to Capital	3,686	-	-	-	-	-	-
Wages & Benefits	2,797,773	2,586,324	2,673,150	2,732,023	2,805,695	2,875,896	289,572
	5,911,030	6,133,300	5,974,700	6,089,400	6,205,305	6,322,515	189,215
Total Waste Services	118,671	-	-	-	-	-	-

Analysis of Changes from 2014 to 2018

Base Budget

Revenue	Note 1	(189,215)
Debt servicing	Note 2	(293,200)
Interdepartmental transfers	Note 3	(54,200)
Operating expenses	Note 4	607,265
Utilities	Note 5	236,000
Large item service program	Note 6	(51,000)
Reserve transfers	Note 7	(255,650)

Total Change

-

Note 1: Revenue increase is based upon estimated community growth. There are no rate increases budgeted for residential customers. A rate increase of 4% per year for commercial customers is proposed for 2015, 2016, 2017 and 2018.

Note 2: Debt servicing is the cost of financing large capital projects as approved in the Capital Improvement Program (CIP). The reduction in Waste Services debt payments is primarily related to the loan payoff relating to initial startup costs for the Automated Waste Collection (Cart) Program.

Note 3: Increase to expenses for services provided to the Solid Waste Utility by other City departments of approximately \$111,800 are offset by increased transfer amounts from Recycling (\$38,800) and Landfill (\$127,200) for administrative expenses.

Note 4: Increased operating costs related to residential and commercial collection operations.

Note 5: Utilities budget has been increased by approximately \$236,000 to more accurately reflect actual landfill tipping fee expenses.

Note 6: The Large Item Service Program has been successful. Since replacing the Spring Clean-Up Campaign, this program has stabilized with costs lower than initially projected due to decreased use in the winter months between December and March.

Note 7: Waste Services is forecasting a budget surplus in 2018. However, the amount budgeted for transfer has been reduced by approximately \$255,650 from what was budgeted in 2014.

OPERATING BUDGET SUMMARY

Utility Supported

Infrastructure Services Recycling Services

Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Revenues							
Other Revenues	140,981	68,500	61,500	190,120	195,420	195,720	127,220
Sales of Goods & Services	1,543,184	1,568,800	1,577,480	1,599,080	1,620,680	1,642,280	73,480
	1,684,165	1,637,300	1,638,980	1,789,200	1,816,100	1,838,000	200,700
Expenses							
Debt Payments	-	-	-	134,000	134,000	134,000	134,000
Operating Expenses	1,409,593	1,553,200	1,588,100	1,643,200	1,646,100	1,668,000	114,800
Reserve Transfers	-	84,100	50,880	12,000	36,000	36,000	(48,100)
Transfers to Capital	14,427	-	-	-	-	-	-
	1,424,020	1,637,300	1,638,980	1,789,200	1,816,100	1,838,000	200,700
Total Recycling Services	260,145	-	-	-	-	-	-

Analysis of Changes from 2014 to 2018

Base Budget

Revenues	Note 1	(200,700)
Debt servicing	Note 2	134,000
Recycling depots	Note 3	(298,200)
Processing of recycling materials	Note 4	175,000
Yard waste sites	Note 5	191,300
Interdepartmental transfers	Note 6	46,700
Reserve transfers	Note 7	(48,100)

Total Change

-

Note 1: A revenue increase of approximately \$200,700 to the recycling program is primarily due to community growth (\$73,480) and revenue received from the sale of recycled materials (\$127,220).

Note 2: Addition of debt related to the new south side recycling depot, anticipated to be constructed in 2015.

Note 3: The change from the operation of seven recycling depots to three centralized sites has resulted in operational efficiencies that equate to a \$298,200 decrease in operating costs.

Note 4: The costs for processing materials received at the recycling stations is identified as a pressure of approximately \$175,000.

Note 5: The addition of two yard waste sites at the recycling stations, offset by eliminating the curbside chipping program, have increased operating costs by approximately \$191,300.

Note 6: Increase to expenses for services provided to the Recycling utility by other City of Lethbridge departments.

Note 7: To balance the utility budget, a reserve transfer is required. The amount required to balance the utility budget is \$48,100 less than what was budgeted in 2014.

OPERATING BUDGET SUMMARY

Utility Supported

Infrastructure Services

Landfill

Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Revenues							
Sales of Goods & Services	8,293,731	8,550,500	8,136,500	8,430,500	7,801,100	7,849,100	(701,400)
	8,293,731	8,550,500	8,136,500	8,430,500	7,801,100	7,849,100	(701,400)
Expenses							
Asset Transactions	231,649	1,000	1,000	1,000	1,000	1,000	-
Debt Payments	3,230,888	3,859,800	3,791,400	4,070,000	3,170,000	3,346,800	(513,000)
Operating Expenses	2,635,096	3,946,123	3,638,900	3,613,900	3,807,700	3,961,700	15,577
Reserve Transfers	(100,000)	34,477	48,300	61,400	134,600	(151,800)	(186,277)
ROI to General Fund	672,695	709,100	656,900	684,200	687,800	691,400	(17,700)
Transfers to Capital	1,427,315	-	-	-	-	-	-
	8,097,643	8,550,500	8,136,500	8,430,500	7,801,100	7,849,100	(701,400)
Total Landfill	196,088	-	-	-	-	-	-

Analysis of Changes from 2014 to 2018

Base Budget

Revenue	Note 1	701,400
Debt servicing	Note 2	(513,000)
Landfill operations	Note 3	(221,423)
Environmental monitoring	Note 4	237,000
Reserve transfer	Note 5	(186,277)
Return on investment to taxation	Note 6	(17,700)

Total Change

-

Note 1: While the volume of waste coming into the Landfill is not estimated to grow, tipping fee increases for mixed solid waste of \$4 in both 2015 and 2016 are budgeted to offset increased expenses. As a result of retiring debt associated to the initial landfill purchase, the Landfill Utility surcharge will drop from \$3.50/month to \$2.00/month in 2017. This results in decreased revenue, offset by lower debt repayment. A business decision to not accept upstream oilfield waste has been proposed in order to preserve existing landfill cell space for local downstream customers. While this would result in decreased revenue, it allows for the continued service to the downstream customer for an estimated ten years.

Note 2: Debt servicing is the cost of financing large capital projects as approved in the Capital Improvement Program (CIP). Existing projects responsible for these borrowings relate primarily to cell 5 development at the Landfill (2014-2023 CIP E-7). Proposed capital projects include continued cell development, Gas & Leachate Management System Development (2014-2023 CIP E-8), Construction & Demolition Processing Area Development (2014-2023 CIP E-9), Waste & Recycling Centre Perimeter Berms and Fencing (2014-2023 CIP E-10), and Waste Processing Facility Upgrades (2014-2023 CIP E-11). The Landfill will realize a reduction in debt payments as the initial Landfill purchase is fully repaid.

Note 3: A reduction in costs of approximately \$221,423 is realized as a result of changes in annual construction and material processing.

Note 4: An increase of \$57,000 is budgeted for environmental monitoring and environmental management costs at the north and CentreSite closed landfills. Beginning in 2018, an additional budget of \$180,000 relates to operating costs of the proposed Gas & Leachate Management System (2014-2023 CIP E-8).

Note 5: To balance the utility budget, a reserve transfer is required. This amount required to balance the utility budget in 2018 has been reduced by \$186,277 from what was budgeted in 2014.

Note 6: By policy, the Landfill transfers 10% of revenue annually to the general fund as a return on investment.

OPERATING BUDGET SUMMARY

Utility Supported

Infrastructure Services

Wastewater Utility

Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Revenues							
Sales of Goods & Services	15,164,756	14,872,700	15,243,000	15,624,000	15,935,000	16,015,000	1,142,300
	15,164,756	14,872,700	15,243,000	15,624,000	15,935,000	16,015,000	1,142,300
Expenses							
Asset Transactions	5,495	22,600	4,000	4,000	4,000	4,000	(18,600)
Debt Payments	(452,210)	2,228,300	2,648,800	2,632,500	2,620,400	2,574,100	345,800
Discounts	(304)	-	-	-	-	-	-
Operating Expenses	7,249,434	7,978,263	7,982,205	8,146,907	8,373,161	8,616,574	638,311
Reserve Transfers	1,281,003	-	-	-	-	-	-
Transfers to Capital	4,385,734	2,437,426	2,371,887	2,555,275	2,590,609	2,414,896	(22,530)
Wages & Benefits	2,083,469	2,206,111	2,236,108	2,285,318	2,346,830	2,405,430	199,319
	14,552,621	14,872,700	15,243,000	15,624,000	15,935,000	16,015,000	1,142,300
Total Wastewater Utility	612,135	-	-	-	-	-	-

Analysis of Changes from 2014 to 2018

Base Budget

Revenue	Note 1	(1,142,300)
Transfer to capital	Note 2	(22,530)
Debt servicing	Note 3	345,800
Utilities	Note 4	176,700
Insurance	Note 5	50,000
Interdepartmental transfers	Note 6	506,410
Wastewater Collection System maintenance	Note 7	85,920

Total Change

-

Note 1: The base includes Wastewater rate increase of 2% in 2015, 2% in 2016, 1.5% in 2017, and 0% in 2018.

Note 2: The Wastewater Capital Renewal Program will decrease slightly by 2018.

Note 3: Debt servicing is the cost of financing large capital projects as approved in the Capital Improvement Program (CIP). Large projects that have been constructed and whose debt is being financed in this budget cycle are projects 2014-2023 CIP E-13 - Wastewater Treatment Plant Headworks and Clarifier Upgrade and 2014-2023 CIP E-15 - Wastewater Treatment Plant Additional Digester.

Note 4: Utilities budgets have been adjusted to more accurately reflect actual expenses and include future estimated rate increases.

Note 5: Increases in wastewater treatment plant Insurance.

Note 6: Included in the Wastewater Utility budget is an increase in costs relating to services provided by other City of Lethbridge departments. Such services include Vehicle Maintenance and Operations, Purchasing, Time and Labour, Facility Services, Utility Services, and Infrastructure Services Administration.

Note 7: Collection system maintenance costs have increased by \$85,920 due primarily to an increase in wastewater service connection maintenance activities. In particular, these activities include video inspection, root clearing and rehabilitation of residential, commercial, and industrial sewer services laterals from the property line to the sanitary mainline sewers.

OPERATING BUDGET SUMMARY

Utility Supported

Infrastructure Services

Water Utility

Budget Summary

	2013 <i>Actual</i>	2014 <i>Budget</i>	2015 <i>Request</i>	2016 <i>Request</i>	2017 <i>Request</i>	2018 <i>Request</i>	2014- 2018 <i>Change</i>
Revenues							
Other Revenues	2,549	-	-	-	-	-	-
Recovery from Capital Projects	1,054,093	1,106,700	1,171,900	1,200,100	1,228,900	1,258,400	151,700
Sales of Goods & Services	20,513,716	20,249,500	20,852,000	21,474,000	22,007,000	22,111,000	1,861,500
	21,570,358	21,356,200	22,023,900	22,674,100	23,235,900	23,369,400	2,013,200
Expenses							
Asset Transactions	1,041,620	385,500	575,000	575,000	575,000	575,000	189,500
Debt Payments	(1,060,623)	3,278,100	2,857,900	3,143,300	3,078,000	3,055,700	(222,400)
Discounts	(736)	-	-	-	-	-	-
Operating Expenses	6,535,588	6,766,669	7,316,321	7,472,736	7,586,004	7,939,584	1,172,915
ROI to General Fund	1,631,218	1,648,000	1,668,240	1,717,920	1,760,480	1,768,800	120,800
Transfers to Capital	6,536,656	2,610,000	2,878,986	2,889,620	3,175,421	2,814,020	204,020
Wages & Benefits	6,733,045	6,667,931	6,727,453	6,875,524	7,060,995	7,216,296	548,365
	21,416,768	21,356,200	22,023,900	22,674,100	23,235,900	23,369,400	2,013,200
Total Water Utility	153,590	-	-	-	-	-	-

Analysis of Changes from 2014 to 2018

Base Budget

Increase in capital recovery	Note 1	(151,700)
Revenue	Note 2	(1,861,500)
Debt servicing	Note 3	(222,400)
Increase in return on investment to taxation	Note 4	120,800
Increase in metering assets	Note 5	189,500
Watermain renewal program	Note 6	204,020
Utilities	Note 7	339,300
Interdepartmental transfers	Note 8	337,900
Maintaining water production and quality	Note 9	593,300
Water Distribution System maintenance	Note 10	450,780

Total Change

-

Note 1: Increase to the recovery of waterworks crew wages for their work performed on system improvements such as the annual Watermain Renewal program or work on Capital Improvement Program (CIP) projects.

Note 2: The base budget includes water rate increases of 2.5% in 2015, 2.5% in 2016, 2.0% in 2017, and 0% in 2018. These rates account for additional costs related to the proposed expansion of the northeast reservoir.

Note 3: Debt servicing is the cost of financing large capital projects as approved in the Capital Improvement Program (CIP). Large projects that have been constructed and whose debt is being financed in this budget cycle are projects 2014-2023 CIP E-21 - Water Treatment Plant Process Redundancy, 2014-2023 CIP E-22 - Water Reservoir Upgrades and 2014-2023 CIP E-23 Water Treatment Plant Residuals Management.

Note 4: By policy, the Water Utility transfers 8% of water revenues annually to the general fund.

Note 5: Increased budget for the purchase of residential and industrial water meters used to accurately measure water consumption.

Note 6: A slight increase has been made to the Water Utility's annual Watermain Renewal Program.

OPERATING BUDGET SUMMARY

Utility Supported

Infrastructure Services

Water Utility

Budget Summary

Note 7: Utilities budgets at the water treatment plant have been adjusted to more accurately reflect actual expenses.

Note 8: Included in the Water Utility budget is an increase in costs relating to services provided by other City of Lethbridge departments. Such services include Information Technology, Purchasing, Time and Labour, Facility Services, Transportation Operations, Utility Services and Infrastructure Services Administration.

Note 9: Budget pressures at the water treatment plant associated with water quality and production service levels include an increase in chemical costs, wages and benefits, plant insurance charges, plant supplies and externally contracted services.

Note 10: Water distribution system maintenance budget pressures are due to increased costs associated with water valve repairs, the repair and maintenance of residential, commercial and industrial service connections, and maintaining a regularly scheduled hydrant flushing program.





Business Unit Overview

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Goals and Objectives Council - Organization

COUNCIL VISION

We will continue to work together to ensure that Lethbridge demonstrates active leadership in **environmental stewardship** and innovation and is recognized as being a **safe, healthy, vibrant, prosperous, economically viable** place where all people can **fully participate** in community life.

*(Community Vision from the Integrated Community Sustainability Plan/Municipal Development Plan)

Environmental Stewardship

HSNC: (Page 146) We are a team of volunteers, staff, and partners dedicated to offering a wide range of interactive experiences that connect people to their natural heritage. In doing so, we foster a community of environmentally aware, and responsible citizens

Waste & Recycling Services: (Page 192) The purpose of the City of Lethbridge Waste & Recycling Services is to provide the community with an integrated and sustainable waste management system so as to maintain a clean, healthy urban environment.

Wastewater Utility: (Page 194) The mission of the Wastewater Utility is to collect, treat and dispose of wastewater and to ensure that water is available for future use.

Safety

Fire & Emergency Services: (page 140) Our mission is to safely serve the community by preserving life, preventing injury/illness and protecting property in a professional and timely manner.

PSCC: (Page 142) To effectively manage emergent and non-emergent calls, as well as facilitate communications and emergency services for the safety and well-being of the public and emergency responders we serve.

Transportation: (Page 184) To provide a safe and efficient transportation system for the general public, transit, and emergency services and to maintain it to an acceptable level in perpetuity. To practice excellent Customer Service, show Respect to all and develop good Relationships.

Water Utility: (Page 196) The mission of the Water Utility is to provide a clean, safe and reliable supply of drinking water to the community.

Healthy

Recreation & Culture: (page 144) Facilitate and provide recreational and cultural opportunities that contribute to the personal well-being and quality of life of our community.

Planning & Development: (Page 176) To assist in the planning and building of a community that is healthy, vibrant, safe, prosperous and attractive through education, facilitation and regulation.

Parks Management: (Page 182) To enhance our community's quality of life by planning, building and caring for our parks system.

Vibrant

ENMAX Centre: (page 136) To provide a positive experience through our events, our programming, and our people.

Galt Museum & Archives: (Page 126) The Galt Museum & Archives engages and educates our communities in the human history of southwestern Alberta by preserving and sharing collections, stories and memories that define our collective identity and guide our future.

Prosperous/Economically Viable

Financial Services: (page 154) Through effective planning and stewardship of financial resources, we provide the leadership required to ensure the long-term viability of the Corporation. We also provide the financial systems and strategies that enable Business Units to be both accountable and successful.

Human Resources: (Page 156) We provide professional human resource services in order to attract, retain, support and develop our employees so that they can serve the public in a way that earns the trust, respect and confidence of our community.

Economic Development: (Page 172) To support agencies responsible for Economic Development & Tourism through the provision of coordinated City of Lethbridge resources and information to promote economic growth and tourism in our community.

Real Estate & Land Development: (Page 174) To provide land management and land development services optimizing economic and public benefits for the Corporation and community.

Full Participation

Community & Social Development: (Page 132) To provide the facilitation, development and quality leadership necessary to build the inclusive social infrastructure of the community and implement the Social Policy.

Lethbridge Transit: (Page 150) To provide a safe and efficient public transportation system that allows our community access to economic, social, educational or leisure opportunities.



Galt Museum & Archives

Business Unit Overview

Mission Statement

The Galt Museum & Archives engages and educates our communities in the human history of southwestern Alberta by preserving and sharing collections, stories and memories that define our collective identity and guide our future.

Goals for this Budget Cycle

Our goals and strategies will focus on visitor satisfaction, public value, sustainability, and continued community engagement while we preserve and share the history of our region. Through evaluation and two-way communication we will seek excellence in public service.

Core Business Activities

- The Galt shows a high level of sustainability and visitor satisfaction throughout its offerings and core activities
- The Galt 's offerings are closely connected with the cultures and changing nature and needs of its community and demonstrably build the greatest possible value for its publics
- The Galt has excellent, well-informed and mutually -beneficial relationships with key stakeholders to deliver public value and visitor satisfaction
- The Galt is financially sustainable, with highly efficient use and sufficiency to provide excellence in public service
- The Galt's core and operating functions provide the necessary capability to support Its ten year strategy, are subject to continuous learning and improvement and are admired by peer Institutions
- The Galt's core offerings can be accommodated within its physical plant which remains pleasing and comfortable, well -maintained, safe and hygienic

Most Significant Accomplishments (2012 – 2014)

Major Awards

- 2013 Alberta Museums' Leadership Award for Community Engagement
- 2013 Communities In Bloom 5 Bloom award for the Native Plants Garden

Curatorial

- Capital equipment expansion in 2011—shelving in Collections and Archives for object care
- Research program started in 2010 into existing objects vs. new incoming objects
- Virtual exhibit initiated on Japanese settlement in southern Alberta
- Started to photograph artifact collection; 2000 images by 2013, culminated in December 2013 with Collections database going online
- Between 2011 and 2013 we had over 33 exhibits, including ones from England and across Canada

Programming & Events

- Online ticket sales started
- Liquor license to cover all Galt events
- Increasing post-secondary student participation and involvement from 2012 to 2013
- New program targeted seniors and families, successful festivals

Education

- Education collection inventory completed 2012
- Teaching time line mural 2013 in classroom
- Revamped memory box programs in 2012, outreach to seniors' home trialed
- 10,900 students in school curriculum classed

Archives

- Archives usage up 49% since 2011
- Class A designation renewed in Archives
- 37 videos online
- Reference library for Archives

Galt Museum & Archives

Business Unit Overview

Most Significant Accomplishments (2012 – 2014) Continued

Volunteers

- Number of volunteers is now 265

Fundraising

- Online donations tested in 2013
- More monetary donations through legacy and annual giving, sponsorship, endowment fund

Marketing & Communications

- Online visitors have doubled
- Targeted joint promotions with local attractions
- YouTube channel launched
- Flickr, Twitter, Facebook increased participation by online communities
- Access to Google search now and Virtual Google tour of the museum

Pressures and Challenges

1. Tourism activity, US visitors remain at home.
2. The Galt continues to finish projects related to the new building & landscape.
3. Time for community participation/engagement in busy schedule.
4. Evaluate efficiently.

Performance Measures

Visitors

Visitor volume on-site and online is fundamental in assessing our success in attracting visitors.

	2007	2008	2009	2010	2011	2012	2013
Visitors on-site	36,921	44,486	43,433	44,955	40,432	44,352	45,215
Visitors online	21,676	29,208	32,795	31,511	32,684	37,899	40,313
Total Visitors	58,597	73,694	76,228	76,466	73,116	82,251	85,528

Data source: The data is collected by our entrance procedures, facility rental procedures and our website statistics. Online visitors are 'unique' visitors.

Community Pride

This measure provides a snapshot of the support and engagement by our community.

2007	2008	2009	2010	2011	2012	2013
279 volunteers 6,616 hours	246 volunteers 8,167 hours	244 volunteers 8,847 hours	269 volunteers 12,061 hours	249 volunteers 8,241 hours	269 volunteers 8,859 hours	265 volunteers 9,147 hours

Data source: Volunteer numbers are registered active volunteers and hours are logged hours. The labour provided by volunteers is equivalent to \$219,528 in 2013.

Annual Pass Holders

2007	2008	2009	2010	2011	2012	2013
199	414	400	402	496	543	561

Data Source: Pass holders includes: family, seniors, post-secondary and adult.

Lethbridge Regional Police Service

Business Unit Overview

Mission Statement

Providing Safe Communities

2015-2018 Budget Cycle Strategic Overview:

The Police Service recognizes the importance of balancing fiscal responsibility with the need to provide adequate and effective policing services that continue to meet changing demands and best serve our communities. Over the next four years LRPS will develop initiatives to address crime and disorder, optimize the use of technology, ensure evidence-based practices are identified and implemented, maintain capacity, maximize resources, enhance communications and engage community partners.

Core Business Activities

Respond to calls for service

- To respond to emergency and non-emergency calls for service
- To investigate criminal and non-criminal matters

Provide safe communities

- To ensure residents feel safe in their neighbourhoods and throughout the community

Provide professional service that meets public needs and expectations

- To ensure members consistently demonstrate their professionalism and meet the needs and expectations of the community

Most Significant Accomplishments (2012 – 2014)

- Hired and trained 37 recruits between 2011 and 2013
- Authorized strength increased to 175 sworn members in 2013 from 168 in 2011
- LRPS solve rates continue to exceed the provincial and national average
- Staffed and implemented the Combined Forces Special Enforcement Section
- Accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA)
- Deputy Chief position added
- Organizational realignment from four divisions to three
- Added first Community Peace Officer position and Forensic Computer Examiner
- Implemented the Collision Reporting Centre – the first of its kind in western Canada
- Implemented Data-Driven Approach to Crime and Traffic Safety (DDACTS) model
- Implemented a support shift to improve service during peak call times
- Added a second Sergeant to each patrol team to improve span of control
- Added a firearms simulator to enhance training and reduce use of live ammunition
- Implemented Crisis Intervention Team and training
- Capital Improvement Plan (CIP) approval for \$26.4 million building expansion and parking structure

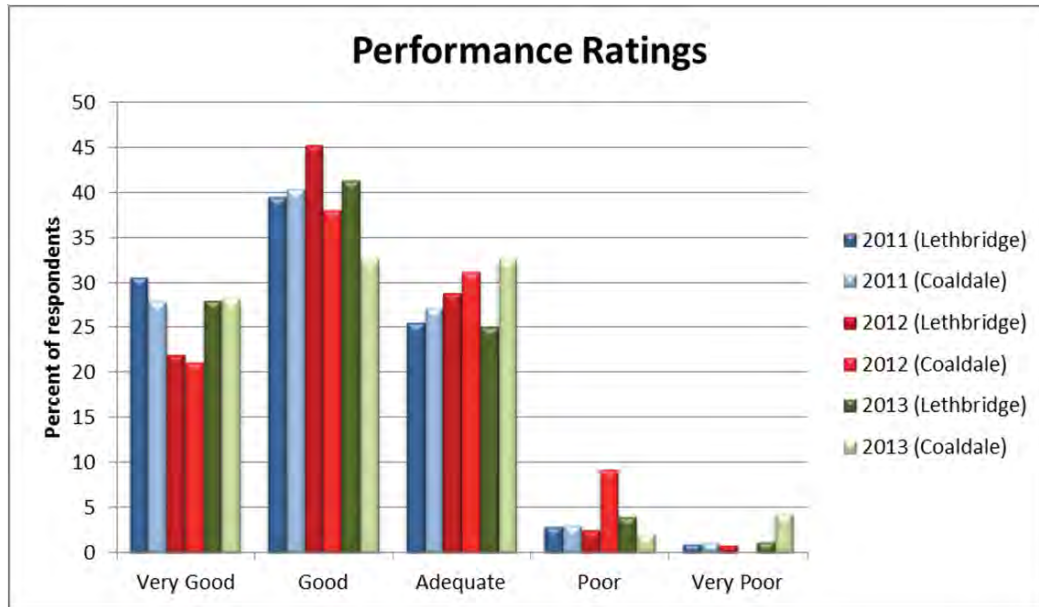
Pressures and Challenges

- Demands on frontline and investigative resources
- Impacts of serious and violent crime
- Economics of public safety
- Training, administrative support and human resource management
- Public expectation for real-time information and communication
- Termination of the regionalization agreement with Coaldale

Lethbridge Regional Police Service

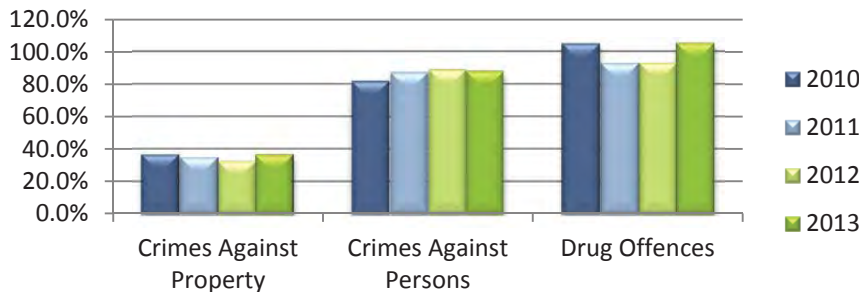
Business Unit Overview

Performance Measures



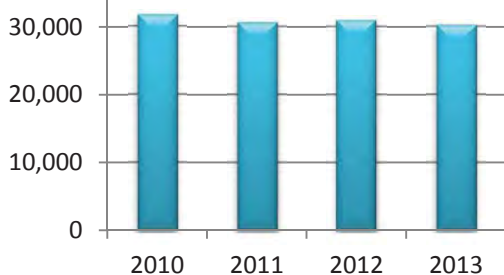
Performance ratings are reflective of the random sampling of individuals who participated in the annual telephone survey conducted by the Citizen Society Research Lab at Lethbridge College.

Crime Clearance Rates



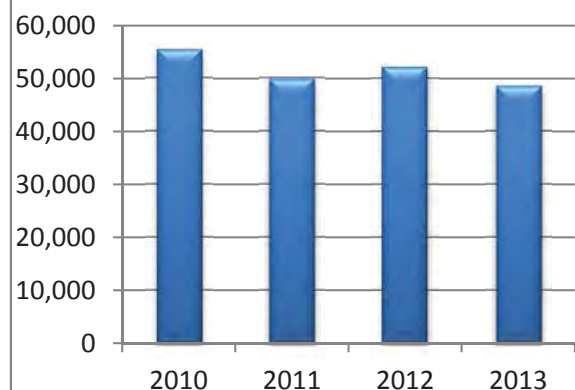
The clearance rate is calculated by dividing the actual offences by the total offences cleared (offences cleared by charge plus offences cleared by other). Clearance rates also include offences reported in previous years but cleared in the current year; as such, the clearance rate may exceed 100 per cent.

Dispatched Calls for Service



Dispatched Calls for Service reflect emergency and non-emergency calls for service.

Police Actions Taken



Police Actions Taken reflect calls for service and officer-initiated events.

Lethbridge Public Library

Business Unit Overview

Mission Statement

The Lethbridge Public Library provides, preserves and promotes valuable resources, in a comfortable, welcoming place, where people of all ages can express their creativity, stimulate their imagination, and satisfy their learning.

Goals for this Budget Cycle

1. Plan of Service Execution.
2. Create an Operational and Proactive Planning Model.
3. Create a Culture Development Strategy.
4. Create an Human Resource/Staff Development Plan.
5. Develop a Marketing Plan.

Core Business Activities

Information Services

- Resources (books, DVDs, CDs, magazines, etc) – physical and e collections for people of all ages and abilities
- Online & Electronic Resources – a virtual library branch accessible wherever there is equipment and internet access,
- Computers and software for public use within the library locations and access to Wi-Fi at all locations
- Programs – to support and enhance the lives of all the citizens of Lethbridge customer focused service with staff expertise in research, supporting, creating, delivering and publicizing programs, meeting the needs and interests of the citizens of Lethbridge

Recreation

- To provide materials and programs to entertain, inspire and enlighten the diverse and dynamic mix of people found in Lethbridge
- To ensure the collective record in print on the history of Southern Alberta is made available for recreation and research

Facilities

- Community Commons to provide opportunities to learn, gather, discuss and partake in life-long learning and community
- Discourse, formally and informally
- Facilities to hold collections and make them accessible, to provide seating and central space that facilitates community
- Gatherings throughout the Library and in meeting rooms
- Ability to access and borrow resources within the Library, from home, and by the many electronic devices currently available
- Mobile collections and services to meet the informational, recreational and literary needs of hard to serve and under served communities

Most Significant Accomplishments (2012 – 2014)

Ongoing collection development has focused on meeting the public demand for current formats and popular materials:

- In 2012 the Library used the same model of multiple copies with a short loan period to introduce the TopReads collection of bestselling books
- In 2012, the Library expanded ebook selection and access with Freading, a provincial initiative, and added online magazines with Zinio
- In 2013, the all-ages video game collection established at The Crossings Branch was expanded to the Main Branch, and a selection of games for adults was added to both locations

Diversity and innovation in programming have been key for the Library in reaching the many facets of our customer base. Highlights from the past three years include:

- Library Pub Quiz, hosted by the Owl Acoustic Lounge, designed to promote the library in a non-traditional setting, and engage with our customers out in the community
- A semi-annual Handmade Fair, providing a venue complementary to the larger fairs in the city for amateur crafters and artisans to network, and promote and sell their products, and for the arts guilds to showcase their work and organizations
- Library Play Date, a day-long event for preschoolers and their caregivers, where self-guided stations demonstrate cheap, effective ways to help parents and children explore their sensory world through toys, stations and activities together
- The Library's adult literacy services department developed a computer based Canadian English Language Proficiency Index Program (CELP) preparation classes for the listening and speaking exams required for the Canadian Citizenship Test

Lethbridge Public Library

Business Unit Overview

Most Significant Accomplishments (2012 – 2014) Continued

- In 2011, the Library became the sixth city in Canada to host the national annual The Word On The Street outdoor literary festival. Attendance and community involvement has grown yearly, with authors and performers, musicians, workshops, and an exhibitor's marketplace. By the end of 2013, the festival drew a crowd of more than 4,000 people in downtown Lethbridge. The Word On The Street has become one of the Library's flagship events
- The joint labour-management job evaluation committee completed a formal job evaluation in 2011, analyzing all in-scope positions. The goals of the evaluation were to confirm what jobs are in place, document the current work of the positions, and develop a wage band structure
- The Online Services Workgroup was established in 2011 as an internal cross-departmental working committee, and has initiated and maintains a social media presence for the Library across multiple platforms, with current focus over the past three years on Facebook and Twitter
- In 2012, a library-wide health and safety review was launched. A series of voluntary two-hour review sessions gave staff a chance to refresh their knowledge, and a library-wide global checklist was incorporated into orientation for new staff
- In 2012, the Library adopted its new Plan of Service for 2013-2017, which positions the Library to provide for the diverse and complex creative and information needs of the community. The five key areas of service are: Visit a Comfortable Place; Stimulate Imagination; Know Your Library; Express Creativity and Discover Your Roots
- The Library welcomed a new CEO in 2013. He is a Chartered Accountant designation as well as a Certified Management Consultant designation and is a life-long resident of southern Alberta
- The staff workspace for processing materials was redesigned and new automatic sorting equipment was installed at The Crossings Branch in 2013, to make processing materials more efficient and improve the ergonomics and safety of the facility

Pressures and Challenges

- Publicly funded through tax dollars
- Changes to publishing industry and technology
- Divide on the online catalog within Alberta
- Changes to provincial legislation and ministry changes (provincial whims)
- Google/Amazon/Chapters
- Public perception can work against us
- Potential lack of knowledge (inexperience) with Librarians

Performance Measures

- Regular statistical "Output Measures" reports providing quantitative data on Library use and activities
- Monitoring and reporting annually on the implementation of the Plan of Service
- Surveying of public to determine needs and satisfaction ratings
- Ongoing comparison of standard "output measures" against other like sized libraries

OUTPUT MEASURE	2011	2012	2013	% Change 13/11
Materials Circulated/Used	1,028,758	1,364,679	1,351,128	31.3%
Reference Questions	63,473	78,722	72,642	14.4%
Directional/Admin Questions	128,611	162,755	186,108	44.7%
e-Services Use (database and website)	674,709	785,133	881,280	30.6%
Attendance - Programs	63,246	76,659	68,534	8.4%
Sessions - Programs	5,396	6,628	5,779	7.1%
Library Visits	705,306	730,460	717,622	1.7%
Collection Size	442,395	447,549	449,252	1.5%

Community & Social Development

Business Unit Overview

Mission Statement

To provide the facilitation, development and quality leadership necessary to build the inclusive social infrastructure of the community and implement the Social Policy.

Goals for this Budget Cycle

1. Continue to strengthen our Community of Practice. Define and ensure standards of practice are evidence based and grounded in community collaboration. Share what we do, who we do it for, and why.
2. Frame and share what we do, who we do it for and the results of the work of community and social development. Build a communication and marketing strategy.
3. Strengthen the Community & Social Development (CSD) team in order to be sustainable for the future through education, awareness and engagement of our stakeholders.
4. Strengthen the capacity, health and viability of our community partners and funded agencies to provide supports and services to the citizens of Lethbridge. Continue supporting the building of a healthy, vibrant, safe and resilient welcoming and inclusive community.

Core Business Activities

Community & Social Development

- Stewards for community engagement, development, social planning and related practices
- Mentoring and empowering the community and our partners
- Supporting the implementation of preventive social services and early intervention programming
- Information sharing and referral
- Assessment and trending of existing and emerging social trends, needs and assets
- Building, brokering and facilitating positive relationships, networks and collaborative partnerships
- Engaging the community and its citizens about issues that impact them
- Providing expertise, leadership and coaching
- Advocacy for individuals, services and community at the provincial and federal administrative levels
- Provide opportunities for education and awareness around issues that impact the social well being and resiliency of families, children and youth, older adults, Aboriginal people, New Canadians and people living with disabilities

Advocacy and Social Planning

- Policy development and implementation
- Identify, assess and validate existing and emerging social issues and trends that impact the community
- Inform and consult with community and corporate stakeholders, provincial and federal jurisdictions about emerging and existing social issues

Building the Capacity of the Voluntary Sector

- Board and governance development, organizational development and planning
- Mentoring, coaching and empowering community and agency leaders, Boards and program staff

Contract Management & Support Services Coordination

- Mentoring, coaching and empowering community and agency leaders, Boards and program staff
- Developing positive relationships with partner agencies and stakeholders
- Contract Administration, including monitoring, outcome reporting and evaluation systems

Research and Information Sharing

- Maximizing access to information, evidence based and promising practices and applied research
- Ensuring information and referral services for the community, organizations and the corporation
- Knowledge brokering and identification of research opportunities on current and emerging issues

Value Added Activities

- Emergency Preparedness through Emergency Management and Emergency Social Services
- Social Planning:
 - Identify issues within the Corporation concerning the social considerations for community development (issues related to housing, transportation and child care, for example)
 - Provide related information and consultation on Social Policy related issues and trends

Community & Social Development

Business Unit Overview

Most Significant Accomplishments (2012 – 2014)

Accomplishments (through Community Engagement, Development and Social Planning)

Implementation of Social Policy priorities and initiatives:

- Practice is embedded in evidence based practice and current research.
- Building Bridges ... A Welcoming & Inclusive Lethbridge Community Action Plan
- Aging in Place to ensure Lethbridge is an accessible community and "age friendly" for all people
- Developmental Assets for children and youth
- Building welcoming and inclusive neighborhoods
- Vibrant Lethbridge: A Poverty Reduction Strategy project (Provincial and local initiative)
- Youth Advisory Council commenced and active
- Plan for Youth programming

Community Based Initiatives:

- Aboriginal Council of Lethbridge
 - Continuing implementation of and support the Aboriginal Opportunities Initiative to fulfill Aboriginal Charter signed by City Council in 2005
- Social Housing in Action (SHIA)
 - Implementation of Bringing Lethbridge Home Plan to End Homelessness 2009-2014 and commenced refreshing of plan
 - Adoption of the Housing First Strategy
 - Over 1,000 households successful in permanent tenancy with less the 6% recidivism (rate well below national average)
 - Implemented Outcome Evaluation System (and software) within Agencies
 - Profiled at the 7 Cities Housing First Conferences and National venues
 - Street Homelessness reduced by 89% and shelter occupancy by 25% over past 2 years
 - Implementation of Project Homeless Connect
- Collaborative partnership model result of community engagement and positive relationships
 - Identified as a best practice in community and provincially
 - Utilized as a successful "way of doing business" to build community capacity viable organizations, services and programs based on positive relationships with stakeholders and agencies

Pressures and Challenges

- Stabilize, Evaluate and Adjust: Determining priorities given the demands of the population growth, complexity and needs. based on community consultation, direction and policy.
- Health and viability of our community partners and funded agencies
- CSD is a grant dependent Business Unit. Viability and capacity of the team is also contingent on adequate funding
- CSD continuity in emergencies and capacity for ESS
- Recognition of the contribution and professional expertise within the CSD Group
- Succession planning within the CSD Team and community partners.

Performance Measures

Volume, outcome and quality of Community & Social Development initiatives are measured and aligned with Social Policy and include the following:

- Collaborative partnerships and initiatives
- Outcome evaluation of funded programs/activities
- Outcome evaluation of Community & Social Development Group including impact of core process to achieve goals
- Self assessment and implementation of best practices
- Continuous quality improvement based on achievement of outcomes

Regulatory Services

Business Unit Overview

Mission Statement

Our mission is to support community values through consistent application and enforcement of bylaws.

Goals for this Budget Cycle

1. Seek ways to enhance animal shelter operations.
2. Bylaw review and amendments.
3. Embrace mobile technology.
4. Streamline processes and conform to changes within the court system.

Core Business Activities

Business Licensing

- To provide information and guidance to customers, monitor businesses operating within the City and issue business licenses

Parking Control

- To enforce provincial legislation and municipal bylaws related to parking control

Animal Control

- To ensure compliance with municipal bylaw, issue dog licenses and handle select wildlife issues

Animal Care

- To manage and operate the animal shelter, provide animal care and adoption services.

Select Bylaw Enforcement

- To ensure compliance with municipal bylaws related to unsightly properties, minimum property standards, sidewalk snow removal, weed control and other select bylaws.

Prosecution of Bylaw Offences

- To prosecute bylaw offences and provide legal advice related to bylaw enforcement

Taxi Licensing and Inspections

- To ensure compliance, issue licenses and conduct inspections with respect to municipal taxi regulations

Rattlesnake Relocation and Rat Control

- To ensure the protection of the rattlesnake population, relocate rattlesnakes and conduct rat inspections

Most Significant Accomplishments (2012 – 2014)

- Amending the fee structure in the License Bylaw to create equity amongst home-based and commercial/industrial businesses
- Securing a three year contract in 2013 for animal control and shelter management, as well as parking enforcement services
- Implementing a rat monitoring program at the landfill
- Successful implementation and enforcement of the new Minimum Property Standards Bylaw 5747
- Procurement of the City's first two hybrid passenger vehicles
- Creation of a structured system for licensing taxi drivers and inspecting taxi cabs

Regulatory Services

Business Unit Overview

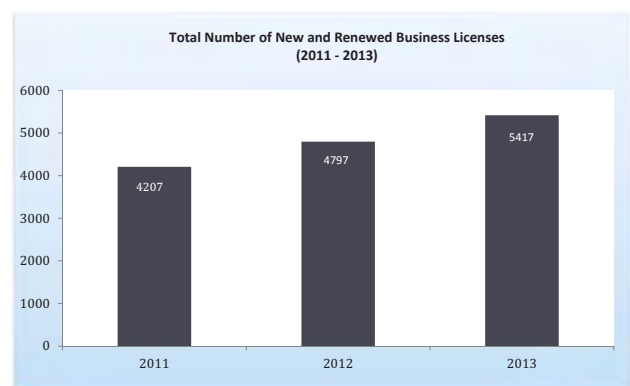
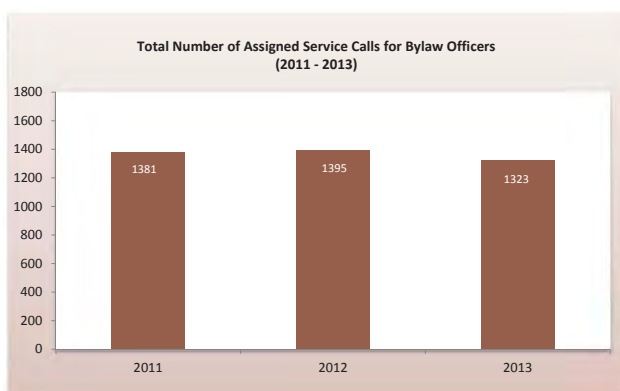
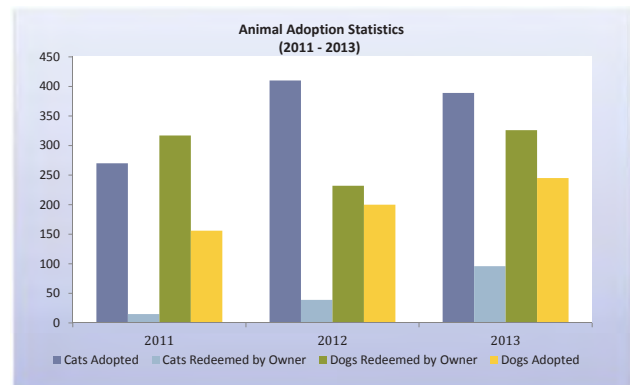
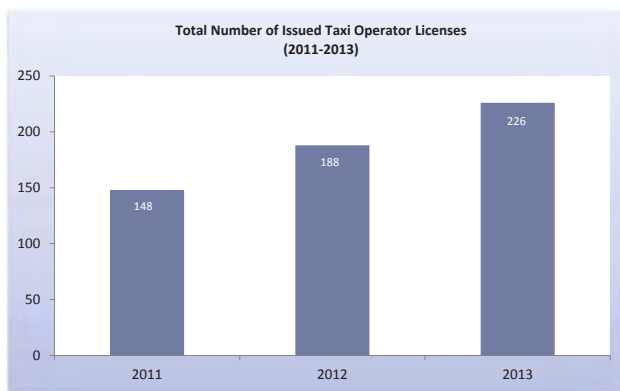
Pressures and Challenges

- More outside influences on decision making
- Inaccurate information relayed through social media
- Lack of office space and inadequate work stations
- Limited flexibility on addressing complaints
- Unrealistic demands and expectations
- Losing valuable knowledge with senior members retiring

Performance Measures

For the business planning cycle the following performance measures will be tracked:

- Number of New and Renewed Business Licenses
- Volume of Parking Tickets
- Dogs Returned to Owner
- Adoption Rates
- Unsightly Complaints Received and Orders Completed
- Number of Taxi Operator Licenses Issued



ENMAX Centre

Business Unit Overview

Mission Statement

To provide a positive experience through our events, our programming, and our people.

Goals for this Budget Cycle

1. Continue to operate within a profit centre model and minimize the requirements for tax support to within 20%-25%
2. Continue to grow excellence in our people.
3. Become the venue of choice.
4. Facility is maintained at or exceeds industry standards.
5. Build successful partnerships.

Core Business Activities

Events Coordination and Management

- Secure potential events,, clients, and partners that would benefit the ENMAX Centre and the City of Lethbridge economically, culturally, in quality of life, and creating an overall positive and fun experience for Lethbridge
- High level of communication between all parties – consult with event planners, production managers, clients, and internal departments ensuring a full delivery of services and products to create a positive experience for clients, patrons, and all organizers
- Develop and coordinate a detailed event plan for each event, est. 160 per year

Marketing

- Research and understand events and markets, demographics, and advertising, marketing, promotions, and sponsorships
- Develop and implement a full marketing plan, and individual plans for shows, events, and self promoted events.
- Develop positive media and industry relationships to provide efficient and clear marketing services
- Develop public relations

Operations

- Plan and coordinate building operations efficiently and cost-effective to deliver services
- Develop and maintain client, supplier, and internal city department relationships to maintain quick and responsive services
- Perform preventative, corrective, and general building maintenance

Food & Beverage

- Develop programs and services that deliver high quality food and beverage services in a timely manner to meet our clients and customers requirements

Ticket Centre

- Provide a fully serviced computerized ticketing service for in-house and client related events
- Maintain all ticketing systems, locations, and services to ensure delivery of ticketing for patrons and clients on-line)

Most Significant Accomplishments (2012 – 2014)

- Completed the Renovation and Expansion project on time and on budget (May 2012)
- Increase in number of Events, Clients, and Patrons throughout each year
- Increased variety of events that include sport, cultural, business, and special events
- Increased partnerships with the corporate community that includes events and sponsors
- Completed the installation of Air Conditioning (August 2014) improving fan experience, and fulfill National and International event bid requirements
- Development of a comprehensive 10 year life cycle plan
- Increased food service capability
- Developed stronger health and safety guidelines, programs, and evaluations
- Developed new business streams: catering services, meeting and banquets, tradeshow and special events
- Increased patron attendance

ENMAX Centre

Business Unit Overview

Pressures and Challenges

- Increase in minimum wage, maintaining parity and reducing turnover
- Continue to be competitive
- Meeting service levels
- New fee structures
- Staff retention and attraction

Performance Measures

1. Attendance – to meet total attendance targets of people who engage the facility and staff overall, and meet event attendance targets.
2. Number of Events per year 2012-14 years a goal of 120 events on average per year. In the 2015-18 business plan performance will be measured by total events per year on average reaching 135-160 per year and by categorized by business stream: Meeting, Banquets, & Tradeshows (100 per year), Concerts large to small (20 per year), Special Events (8 per year), Jr. Hockey (36 season games per year).
3. Financial Contribution – Cost Recovery of 75%-80%% per year while maintaining customer service in Ticketing, Sales, food and beverage, programming, and events and special events. This goal remains for 2015-18 years, but will look to add to our fan experience for our patrons, clients, and partners.
4. Customer/Client positive rating numbers:
 - Our goal is to achieve 85% positive rating through our client survey programs, unsolicited e-mails and letters, and comments on our social media programs.
 - To process ticket orders within 2-3 minutes or less
 - Concession service lines to have service within 10 minutes or less with wider variety of options
 - Greater access to food and beverage services.
 - To ensure our Sales and Events team replies within one business day to requests for information
 - To ensure a clean and highly maintained building at all times
5. Ticket Sales in 2015-18: to achieve a minimum of processing 200,000 tickets annually for all events sold through the ENMAX Centre ticketing system.



Facility Services

Business Unit Overview

Mission Statement

The mission of Facility Services is to “provide a quality environment for City staff and the Community.”

Goals for this Budget Cycle

1. Continue to meet with stakeholders to improve on Service Level Agreements.
2. Performance Measurement, Vendor Management and Continuous Improvement.
3. Participate in a Corporate Information Management Strategy.
4. People Plan, including understanding the need for space for people going forward into the future.

Core Business Activities

Engineering and Planning

Strategic planning and management of City facilities

- Lifecycle Planning
- Facility, Project Planning, Design and Management
- Operating Cost Performance Monitoring

Maintenance

Strategic Maintenance and care of City facilities

- Planned maintenances (preventive and predictive)
- Management of maintenance material supply, requests and scheduling of maintenance activities
- Property management.
- Emergency repair work.

Space Management

Strategic planning of work space allocation and furnishing supply for City operations

- Accommodation Standards
- Staff Relocation Control
- Furnishing provisions
- Office Space Planning for Growth as required

Value Added

General assistance to the corporation from highly trained individuals with transferable skills

- To help improve the overall success of the organization by providing assistance when and where necessary
- To install and maintain Public Art in compliance with applicable codes and health and safety regulations
- To assist and instruct in the continuing Bridge Inspection Program using qualified staff
- To assist with Grant application and reporting requirements
- To provide administrative assistance to other Community Services departments

Most Significant Accomplishments (2012 – 2014)

- Capital Projects Completed in Last Business Plan Cycle: Nicholas Sheran Ice Centre Renovations, Rotary Picnic Shelter, ENMAX Centre Renovations and Additions Completion, CASA, Helen Schuler Nature Centre Modernization, Transit Facility Expansion and Renovation, Fleet Maintenance and Storage Facility, New Operations Site Fuel Station, SLP Skate Park, Royal View Memorial Cemetery Maintenance Building
- Facility Services Business Unit Accomplishments
 - Continued procurement of tools to enable paperless office (IPADs)
 - Procurement and set up of new Asset Management software
 - Improvement of the tracking and recording of Performance Measures, more in line with IFMA Benchmarks.
 - Implementation of Service Level Agreements (SLAs) for all user groups

Facility Services

Business Unit Overview

Pressures and Challenges

- 40% of staff eligible to retire
- Insufficient resources to maintain Asset Management Database
- Under-skilled consultants
- Provincial directions grants, TILMA, codes
- Rules/regulations on grants and usage
- Changes to technology and pace of change
- Forced change by vendors
- Bonding issues
- Increasing insurance costs
- Difficult for facilities to build to suit
- Aging buildings

Performance Measures

The Facility Services department has yet to formally identify key performance measures that are both meaningful and measurable, and that can and will be reported on regularly. There exists common performance measures in the Facility Management industry, but in order to report on them, a significant amount of resources and processes must be put in place to gather accurate and consistent data.

Presently facility services tracks work orders for numbers of each type created including preventive, predictive, corrective and operational, as well as the and methodologies used to complete them such as internal staff external service contractors or a combination of the two.

The backlogs of work that are created as well as the amount of work done is identified and the time it takes to complete these works. These metrics are tracked in order to determine efficiencies and identify if current staffing levels are sufficient to maintain the facilities we have at the identified service levels.

Going forward our metrics will be clarified to ensure we are able to benchmark against IFMA standards and other like sized communities in Alberta and Canada.



Fire & Emergency Services

Business Unit Overview

Mission Statement

Our mission is to safely serve the community by preserving life, preventing injury/illness and protecting property in a professional and timely manner.

Goals for this Budget Cycle

1. Present the Fire Master Plan to City Council. Levels of Service to be defined by City Council and aligned with customer expectations and department operating budget.
2. Build a sustainable Training Program in support of defined levels of Service.
3. Lead the initiative for a provincial database of all emergency events.
4. Implement a risk management strategy that specifically targets life safety hazards in our community to meet the needs of an updated Municipal Emergency Plan.

Core Business Activities

Fire Suppression

- To provide an emergency fire response

Emergency Medical Services (Ambulance)

- To provide emergency medical response in the field

Rescue

- To provide emergency rescue services

Training

- Ongoing core training
- Training new recruits

First Medical Response

- To provide first medical response

Emergency Preparedness

- Emergency Exercises provided

Public Education

- Public Safety education

Fire Investigation

- Fire investigations

Fire Inspection

- Building fire inspections per Alberta Fire code

Hazardous Material

- Provide an emergency response to Hazardous Materials events.

Most Significant Accomplishments (2012 – 2014)

- Occupancy in our new Fire Head Quarters
- Our integrated Fire and EMS service celebrated its 100th anniversary
- Public Safety Communications Centre (PSCC)– tri-services Dispatch Centre
- Implementation of the Hazmat Team
- Negotiated a clearly defined contract for Ambulance Service Delivery with Alberta Health Service (AHS)

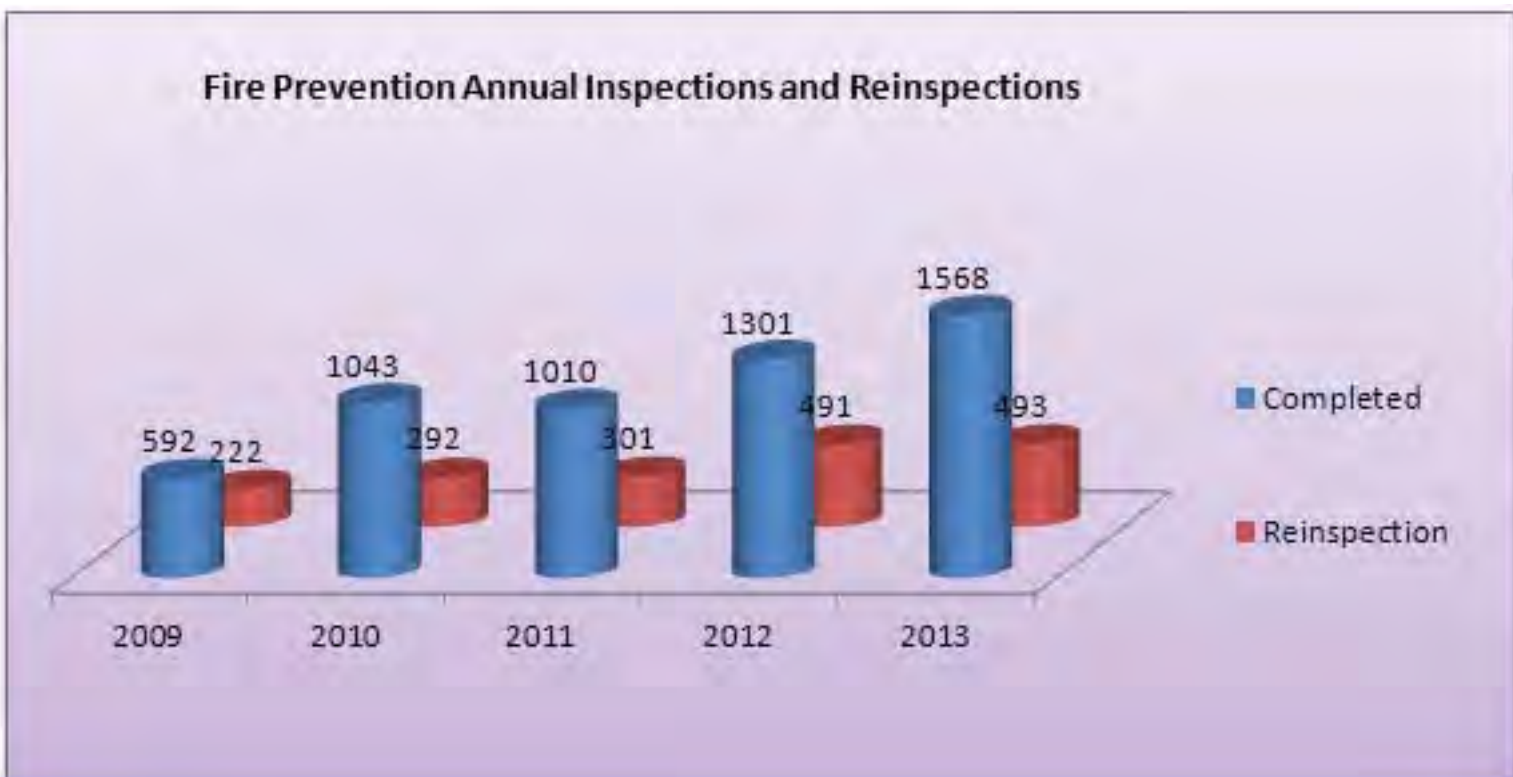
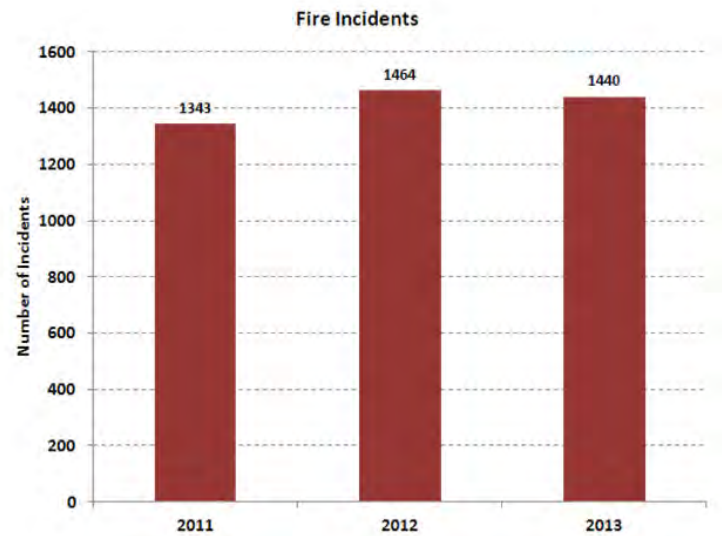
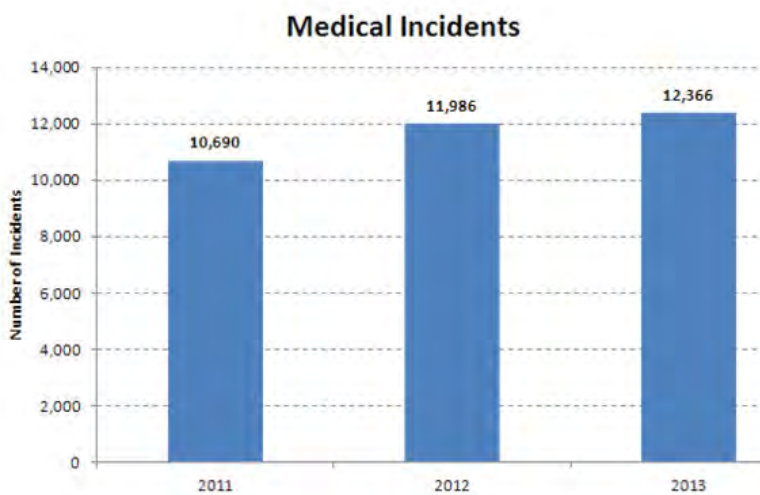
Fire & Emergency Services

Business Unit Overview

Pressures and Challenges

- Community growth
- Increase call volume
- Changes to Safety Codes Act
- Uncertainty EMS contract/dispatch transition
- Old facilities

Performance Measures



Public Safety Communications Centre (PSCC)

Business Unit Overview

Mission Statement

To effectively manage emergent and non-emergent calls, as well as facilitate communications and emergency services for the safety and well-being of the public and emergency responders we serve.

Goals for this Budget Cycle

1. Remain current with Industry Technology.
2. Develop & implement fully encompassing Quality Assurance Program.
3. Develop and Implement an Employee Retention Program.
4. Maintain and Promote Strong Client Relationships.
5. Explore New Business Opportunities.
6. Prepare for Alberta Health Services (AHS) Changes.
7. Negotiate a clearly defined contract with AHS for the provision of EMS call taking and dispatch as a satellite centre for AHS.

Core Business Activities

Emergency Services Call Management

- Call Taking and Dispatching for Emergency Service Agencies

Information Management

- Provide timely and accurate data.

Technological Infrastructure

- To ensure reliability of system technology (24/7)
 - Radio
 - Computer aided dispatch (CAD)
 - Logger Recorders
 - Telephone
 - PC's
 - Software

Most Significant Accomplishments (2012 – 2014)

- The City's trunked emergency services radio system was expanded to include all of public operations. This major project involved upgrades at the radio tower site and new mobile radios and portables for all of the City departments
- Service Level Agreements were developed between the PSCC & Lethbridge Regional Police Service (LRPS) and PSCC & Fire/EMS
- Managed the migration to Phase 2 Wireless 9-1-1 as mandated by the CRTC. Phase 2 Wireless 9-1-1 is the global positioning and location information for cellular 9-1-1 callers
- Implemented a quality assurance review program for our Emergency Medical Dispatch protocols
- Responded to a Request for Proposal (RFP) from Alberta Health Services for regional Emergency Medical Services (EMS) dispatching. Negotiated a short term contract with Alberta Health Services to continue providing dispatching services for the Lethbridge region until transition
- Implemented a change in the Computer Aided Dispatch (CAD) systems for both Police and Fire
- Moved to a horizontal call taker / dispatcher model. Meaning, call takers will receive and process calls for either Police or Fire/EMS call types, while separate dispatchers will instantaneously dispatch the events. Resulting in lower call processing times and quicker response times for emergency services

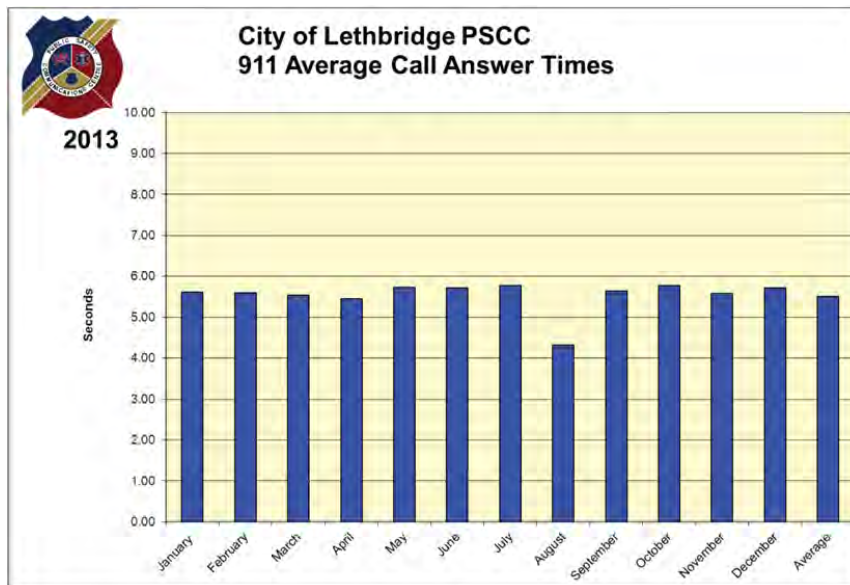
Public Safety Communications Centre (PSCC)

Business Unit Overview

Pressures and Challenges

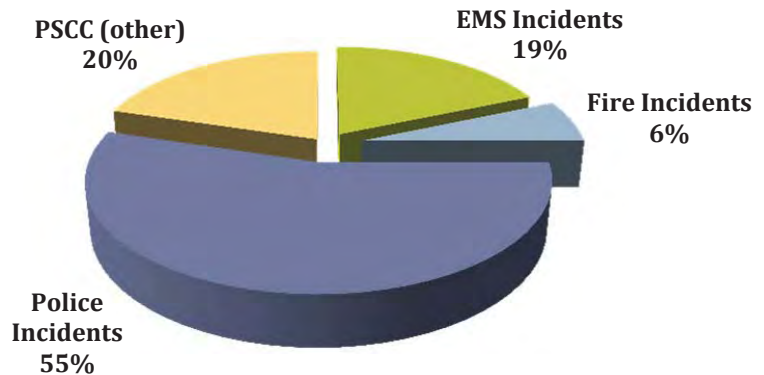
- Under resourced in operations and technology
- Staff retention/attrition
- Mental Health Awareness
- Employee engagement and morale
- Ongoing training and education
- Service Level Agreement - Compliance, Measuring, Reporting
- Technology Demands
- Constant change in technology
- Public awareness and understanding
- Call transfer times to other agencies (i.e. RCMP)
- Industry demands

Performance Measures



PSCC Incidents by Service Type 2013

(96,161 Total Incidents)



Recreation & Culture

Business Unit Overview

Mission Statement

Facilitate and provide recreational and cultural opportunities that contribute to the personal well-being and quality of life of our community.

Goals for this Budget Cycle

1. Deliver Current CIP Projects on Time, and on Budget.
2. Develop a Plan to Support the Business Model.
3. Formalize a Public Engagement Plan.
4. Develop a Customer Service Plan.
5. Develop a Financial Plan to support business model.

Core Business Activities

Provision of Facilities

- Rental availability
- Maintenance
- Lifecycle Management
- Function & Form
- Planning and Development
- Safe Facilities

Community Group Development & Funding

- Program Grants
- Capital Grants
- Long Term planning
- Operational Assistance
- Facilitation
- New initiatives

Managing Agreements and Relationships

- Development of management fee for service contracts
- Monitoring performance
- Establishing Outcome Measures
- Risk management
- Community partnerships who provide programming within our community

Business Support & Information Management

- Public Information (Programming)
- Referral Service
- Centralized booking system
- Web site: Recreation & Culture Guide
- Assist groups with marketing
- Support business groups (Healthy living, combative sport, sports hall of fame)
- Data Collection (facility usage etc)
- Invoicing and accounts receivables

Most Significant Accomplishments (2012 – 2014)

2012

- Rick Hansen Relay stops in Lethbridge at the first annual University of Lethbridge Family Play Day
- Public Art Master Plan completed
- Leisure Centre Study presented to City Council
- Crossings Ice Complex Federal funding announced
- Communities ChooseWell partnership with the Be Fit For Life Centre begins
- Rotary Picnic Shelter opened

Recreation & Culture

Business Unit Overview

Most Significant Accomplishments (2012 – 2014) Continued

2012 Continued.

- Nicholas Sheran Arena renovation/expansion completed
- Win a Communities ChooseWell award – Creating Healthy Opportunities
- Alberta Summer Games takes place in Lethbridge
- North Regional Park design begins
- Crossings Ice Complex design begins

2013

- CASA opened in May
- Leisure Aquatics study took place
- Renegotiated Joint Use Agreement
- Lethbridge awarded 2015 Alberta 55+ Winter Games
- Recreation & Culture Master Plan accepted in principle by City Council
- Yates Functional Study and Concept Plan completed
- CIP projects approved
- Crossings Ice Complex provincial funding announcement made
- Crossings Ice Complex groundbreaking
- Recreation and Culture Guide available in app format
- SLP Skate Park naming sponsor announced and groundbreaking takes place
- Tennis Court renovations complete
- Win two Communities ChooseWell awards – Building Community Capacity, Overall High Achiever
- Along with the Be Fit For Life Centre, receive Communities ChooseWell grant
- Work starts to explore CLASS replacement options (booking and financial software for the department and other City departments)

Pressures and Challenges

- Age of our facilities
- User fee for service levels and cost recovery balance
- Increased operational costs
- Activities are often unaffordable for marginalized people
- Elimination of many grant programs impacts our community groups
- Volunteer fatigue is hard on community groups
- Financial sustainability of fee for service organizations
- Economy at provincial and federal levels and the uncertainty of funding
- Sustainability of many community groups
- Upcoming retirements and changes amongst staff

Performance Measures

CITY HALL				ARENAS		
Hours Booked				Years	Hours Booked	Revenue
Year	Culver Room	Foyer	Revenue			
2011	1219	785	\$ 6,414	2011	14,122	\$ 1,087,097
2012	952	404	\$ 5,734	2012*	14,460	\$ 1,158,860
2013	1185	233	\$ 7,397	2013**	14,181	\$ 1,165,403

*Insurance costs added to rentals as fee

**Insurance costs removed in Sept as fee on rentals,
Henderson small ice decommissioned

SPECIAL EVENTS				PICNIC SHELTERS		
Year	Number of Permits			Years	Number of Rental Contracts	Revenue
2011	176			2011	492	\$ 88,775
2012	190			2012*	479	\$ 91,519
2013	200			2013**	469	\$ 102,545

*(Loss of tent @ Henderson Horseshoe for 1 month)

** (River Valley Flooding and loss of Henderson Horseshoe Tent)

Helen Schuler Nature Centre

Business Unit Overview

Mission Statement

We are a team of volunteers, staff, and partners dedicated to offering a wide range of interactive experiences that connect people to their natural heritage. In doing so, we foster a community of environmentally aware, and responsible citizens.

Goals for this Budget Cycle

1. Identify and adapt core programs and services in order to maintain and reflect customer focus.
2. Identify and develop volunteer opportunities through community /partnership engagement.
3. Expand community awareness around sustainable building practices through environmental education.
4. Leverage external funding opportunities that will occur during the building renewal project.

Core Business Activities

Public Tours and Programs

- To provide booked environmental education programs for groups, and to provide scheduled drop-in programs for the general public

Exhibit Program

- To provide a continually renewing, activity-based, child-focused exhibit program

Information Services

- To provide a wide range of locally focused information resources and services to the general public

Conservation Initiatives

- To coordinate and assist with opportunities for organized groups and the general public to be involved in conservation initiatives that benefit the river valley natural areas.

Most Significant Accomplishments (2012 – 2014)

- Delivered more than 400 interpreter-led programs to over 17,000 visitors
- Facilitated a hands-on, interactive exhibit program (300 days/year) for nearly 10,000 visitors
- Participated in nearly 30 community events and engaged 9,000 people representing a wide range of audiences
- In 2012 The W. Garfield Weston Foundation made a three year funding commitment (2012 – 2014) of \$215,000. These funds were used for the development and delivery of unique field trip programs that take students on a journey through the region, visiting conservation areas in Lethbridge and at the Waterton Park Front. Nearly 650 students participate in more than 20 programs each year through this project
- The Nature Centre celebrated the fifth anniversary of the Coulee Clean-up. This annual conservation initiative sees well over 550 volunteers donate nearly 700 hours to the spring cleanup of the river valley
- In June of 2013 the Nature Centre hosted the first Nature Play Day at Henderson Lake Park. This event focused on promoting the physical, social and mental health benefits of being active outside. This pilot event attracted over 1000 people of all ages and involved more than a dozen community partners

Pressures and Challenges

1. Maintaining a strong volunteer base. Managing and maintaining a vibrant volunteer program is key to ensuring stable levels of service
2. Lack of grant funds for programming (funding for projects, one-time, pilots)
3. Difficult to develop sustainable programs funded through sponsorship or grants
4. Invasive species and high impact recreational use are an increasing threat to ecological integrity of river valley
5. Lack of public transportation to facility

Helen Schuler Nature Centre

Business Unit Overview

Performance Measures

- Sponsorship and grant funding increase by 300% over the past business plan cycle
- Sponsorship and project-based grant funding provided for a 0.5 FTE Volunteer Coordinator (over 3 years) to develop and expand volunteer opportunities. This increased the number of people volunteering at the Centre from an average of 60 people per year to over 400 people per year. The total number of volunteer hours has nearly doubled, in that same time frame
- Program grant funding by The W. Garfield Weston Foundation and a strong working partnership with the Nature Conservancy of Canada expanded field trip opportunities for an additional 1200 students from Lethbridge and surrounding area

Figure 1: 2009 - 2013 Annual Visitation

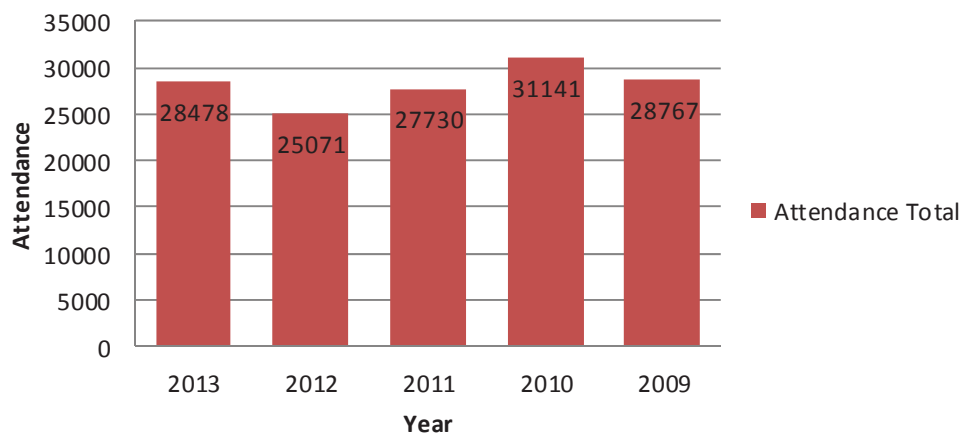
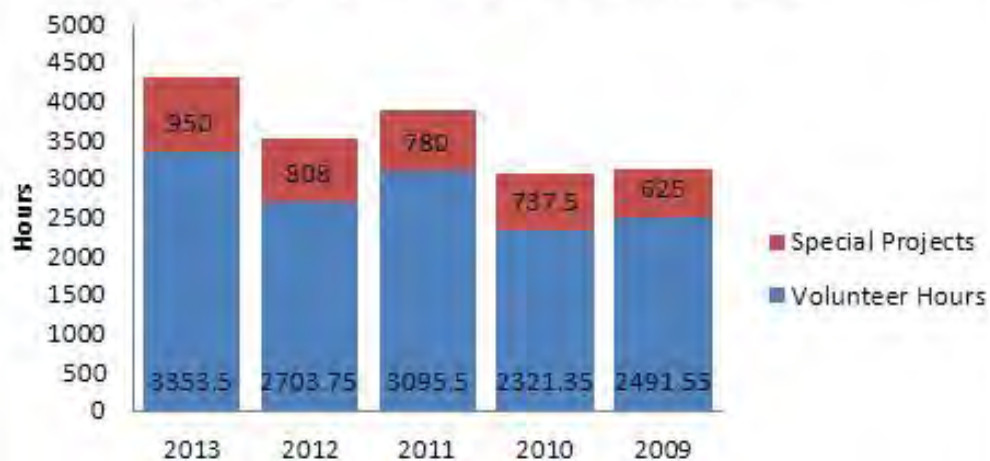


Figure 2: 2009-2013 Volunteer Hours



Cemetery Services

Business Unit Overview

Mission Statement

To provide an atmosphere for interment services and commemoration and to preserve the records of those interred in our Community.

Goals for this Budget Cycle

1. Marketing Plan for Cemeteries – healthy, sustainable, inclusive public cemeteries.
2. Develop and Incorporate “Technology” Plan – core technology upgrade.
3. Rewrite Bylaw to Reflect Industry – bylaw clearly separates governance from operations.

Core Business Activities

Sales

- To provide rights to interment and memorialization space

Interment Services

- To provide essential interment services including coordination of services and opening and closing for interment

Records

- To collect, store, maintain and share information

Grounds Maintenance

- To provide Cemetery landscape and amenities lifecycle and maintenance in an appropriate matter

Most Significant Accomplishments (2012 – 2014)

- We successfully opened Royal View Memorial Cemetery
- Identified possible new interment areas in Mountain View Cemetery
- We accomplished the Cemetery Services Records software scoping

Pressures and Challenges

- We continue to identify emerging trends in the industry and adjustments are being made to accommodate the increasing trend towards cremation as a preferred option. This trend impacts our financial sustainability, land use and longevity of the existing land base
- Another major challenge will be operating the new cemetery (4th cemetery) in our cemetery system
- Increase in new immigrant population, more diverse cultural interment requests
- Families are choosing to use “family plots” instead of using new plots

Cemetery Services

Business Unit Overview

Performance Measures

Business activities track plot sales and other revenue sources. Regular comparisons with other cemeteries in western Canada provide benchmarking of fees and services. Adherence to legislation and bylaws are monitored continuously. Comments and concerns from customers and others in the death care industry serve as a gauge to the success of our performance.



Lethbridge Transit

Business Unit Overview

Mission Statement

To provide a safe and efficient public transportation system that allows our community access to economic, social, educational or leisure opportunities.

Goals for this Budget Cycle

1. Technology Improvements.
2. Transit Route Improvements.
3. Build a Communication Plan.
4. Create a Human Resource Plan.
5. AAR Standards & Eligibility Update.

Core Business Activities

Transit Service

- To provide public transportation service within the City of Lethbridge

Paratransit Service – Access-A-Ride

- To provide accessible public transportation to people with physical or cognitive disabilities that prevent them from using the regular public transportation system

Yellow School Bus Service

- To provide transportation to and from school for students within the Lethbridge School District #51, and Holy Spirit Roman Catholic Regional Division #4

Community Value Added Services

- Charters
- Responding to Emergency Evacuations
- Advertising
- Go-Friendly Shuttle
- Travel training

Most Significant Accomplishments (2012 – 2014)

- Moving from the old building to temporary accommodations
- Hired 56 drivers to replace retirees and/or increase staff for expanding school bus system; providing over 2,200 hours of training implementation of service to Copperwood
- Charter service for: 2012 Alberta Summer Games, Canada World Science Fair, Rotary Conference, High River Flood, International Air Show (annually) and Rotary Seniors Christmas Dinner (annually)
- Successful completion of contract negotiations with ATU Local 987 creating a 3 year collective agreement with Transit, School Bus and Fleet Operations
- Successful contract negotiations with ATU Local 987 creating a 5 year Collective Agreement with Access-A-Ride
- Extracting, reviewing and analyzing data from “Breeze” card fare collection system

Lethbridge Transit

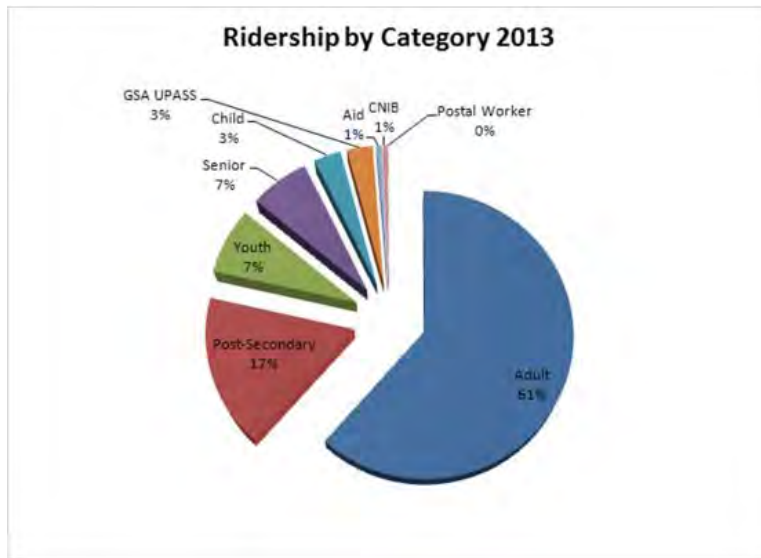
Business Unit Overview

Pressures and Challenges

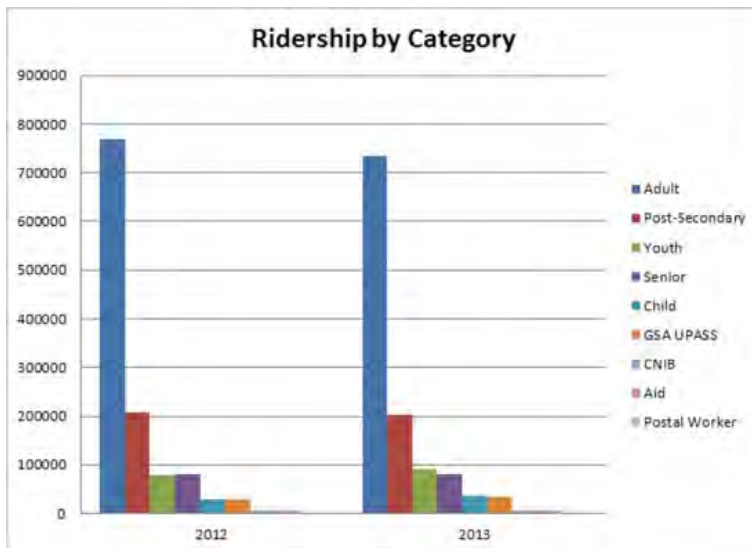
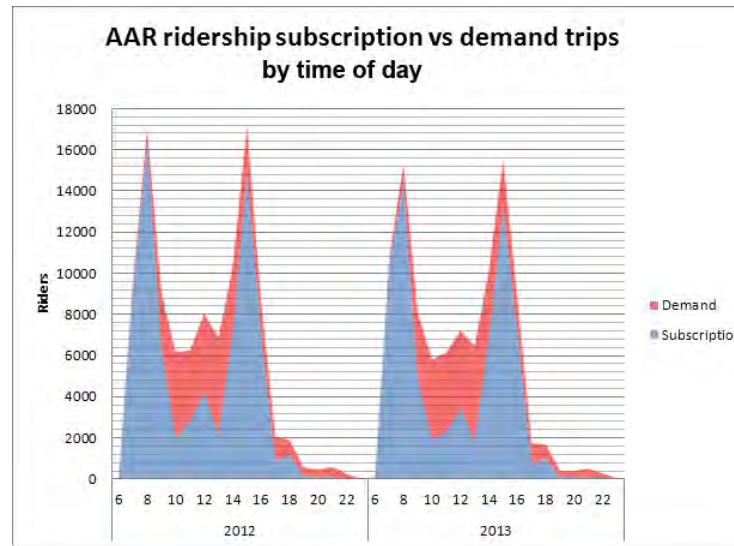
- Fuel prices
- Will capital funding continue from Federal and Provincial governments
- Lack of Provincial or Federal operating funds
- Skilled staff to access, analyze and make service recommendations using technology and software
- Snow removal affects on service delivery in severe weather events
- Changing transportation regulations
- Expectations override capacity
- Customer expectations differ from community expectations - "juggling act"

Performance Measures

TRANSIT:



ACCESS-A-RIDE:



Assessment & Taxation

Business Unit Overview

Mission Statement

To annually prepare and defend, within legislated guidelines, fair and equitable, market-value based assessments for all property within the City; and to collect taxes in an efficient, timely and convenient manner.

Goals for this Budget Cycle

1. Explore and maximize the capabilities within Tempest to achieve Taxation efficiency, excellent service delivery and customer satisfaction.
2. Maximize utilization of Computer Assisted Mass Appraisal system (CAMA)- CAMA lot with other technologies to achieve accurate and equitable assessments.
3. Create an Assessment and Taxation team empowered with knowledge to serve the public Develop personal and professional growth plan.
4. Provide a consistent and equitable methodology as basis upon which Road Maintenance levy is predicated.
5. Create and develop new strategies for sources of revenue and collection.

Core Business Activities

ASSESSMENT

Assessment Data Collection and Management

Collect and Maintain Inventory of Properties

Preparing Assessments

General Assessments

Supplementary Assessments

Amended Assessments

Business Revitalization Zone (BRZ) Assessments

Special Road Maintenance Tax

Communicating Assessments

Assessment Notices

Assessment and Tax Notices

Defending Assessments

Assessment defence before Tribunals

TAXATION

Tax Collection and Data Management

Collect and Maintain Inventory of Properties

Preparing Taxes

Tax Notices

Communicating Taxes

Tax Notices

Payment Options

Tax Certificates

Tax Collection

Collection of Annual Tax Levies

Penalties

Tax Recovery

Most Significant Accomplishments (2012 – 2014)

- Assessment Data Check Report from the Provincial audit highest ever at 0.992
- Zero in 2012 and three Residential Assessment complaints filed in 2013
- Successful implementation of a new Computer Assisted Mass Appraisal (CAMA) System - Camalot
- Enhanced flexibility in tax payment options
- Implemented a web Customer Online credit card payments – tax certificate request from law firms

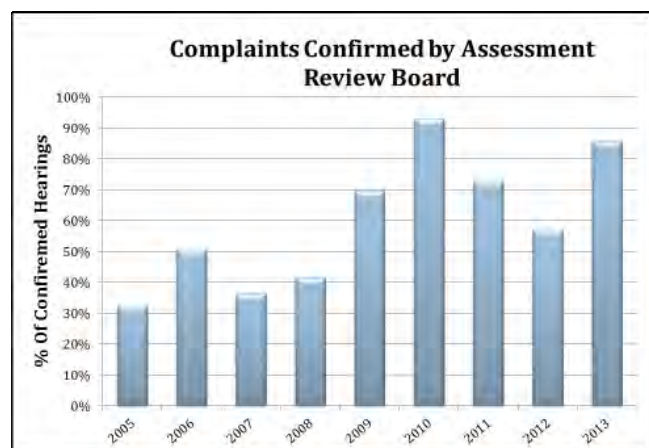
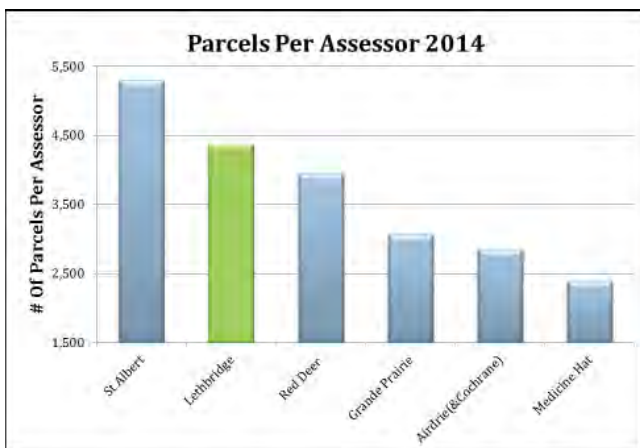
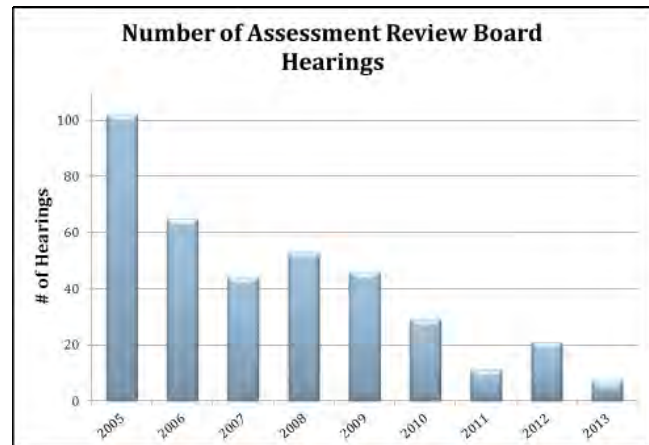
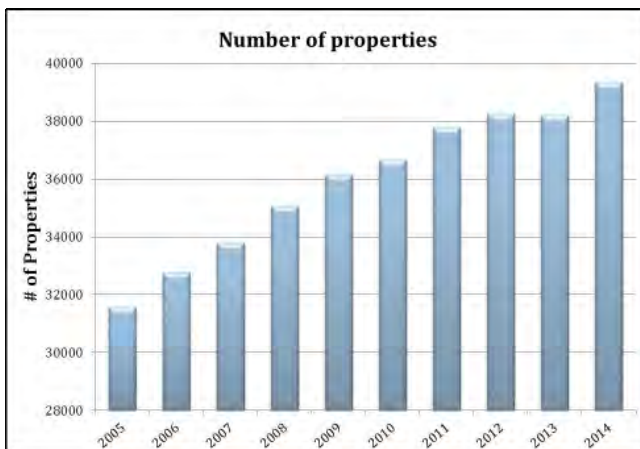
Assessment & Taxation

Business Unit Overview

Pressures and Challenges

1. Changes to the Municipal Government Act (MGA)
2. Annexation – for future growth may increase work load
3. Increasing the number of accredited and qualified staff, retaining new employees to replace an aging workforce and ensuring current appraiser's meet upgraded Provincial recertification criteria.
4. Meeting new legislative demands regarding assessment preparation and tribunal defense, banking requirements and assessment and tax information for property owners.
5. Backlash from future school requisition shift from non-residential to residential property class
6. Increased workload from new provincial programs

Performance Measures



Financial Services

Business Unit Overview

Mission Statement

Through effective planning and stewardship of financial resources, we provide the leadership required to ensure the long-term viability of the Corporation. We also provide the financial systems and strategies that enable Business Units to be both accountable and successful.

Goals for this Budget Cycle

1. Develop Continuous Monitoring Strategy and Foundation.
2. Develop and implement contractor performance evaluation process.
3. Streamline the Procure to Pay Process where value is less than \$5,000.
4. Facilitate and Develop E-commerce Strategy for External Customer.
5. Review Service Level Agreement.

Core Business Activities

Financial Stewardship

- Investments
- Internal Controls Development & Review
- Financial Reporting

Financial Systems & Business Unit Support

- Accounts Payable
- Accounts Receivable
- Cashiers and Banking Services
- Financial Systems
- Inventory Management & Logistics
- Management Financial Information & Support
- Payroll
- Procurement

Long Range Financial Planning and Policy Making

- Financial Planning & Budget
- Financial Policy Development & Training

Pressures and Challenges

- Succession planning and retention of corporate knowledge
- Aligning goals with resources and timeliness
- Infrastructure growth – higher service level expectations and increased demand for financial information
- The 2014-2023 Capital Improvement Program has resulted in pressure on staff capacity, increased reporting requirements and increased support to business units
- Increased reliance on technology and the need to constantly upgrade

Financial Services

Business Unit Overview

Most Significant Accomplishments (2012 – 2014)

Financial Stewardship

Investments

- Updated Investment Policy to include Broker Controls
- Implementation of Broker Controls including acknowledgement of investment advisors of City of Lethbridge Policy
- Review of Investment Advisor Status including development of presentation for Audit Committee

Financial Systems & Business Unit Support

- Electronic Funds Transfer (EFT) Payments to vendors and employees along with electronic notification (remittance advice)
- Completed Cashflow, Debt and Investment Software Request for Information (RFI) and Request for Proposal (RFP)
- Automated the Utility Account Refund process
- Streamlined the Wire payment recording process
- Changeover to new bank Bank of Montreal (BMO)
- New provider (Chase Paymentech) for payment card processing
- Accepting online payments for parking tickets, dog licenses and business licenses
- New Procurement Policy drafted and implemented
- Developed and piloted the use of a new Negotiated RFP model
- Received the Summit Magazine's 2013 Leadership in Public Procurement award

Long Range Financial Planning & Policy Making

- 2014 -2023 Capital Improvement Program
- GFOA Budget and Financial Reporting Award
- Sympro Debt Software implementation and Investment Software selection
- Team Budget Upgrade
- Policy development (Internal Control Reviews, PC Purchase, Grants, Capital Project Reporting)

Performance Measures

Stewardship

- Internal Controls
- Financial reporting
- Investments

Performance Measure

of internal control reviews per year
timeliness of reports provided to council
of days to complete year end
% of time meeting benchmark

Financial Planning and Policy

- Education
- Policy

Performance Measure

of sessions held and # attending
% of policies reviewed / updated within four years

Financial Systems

- Procurement
- Accounts Payable

Performance Measure

Total dollars and number of tenders per year
Volume and value of invoices

Human Resources

Business Unit Overview

Mission Statement

We provide professional human resource services in order to attract, retain, support and develop our employees so that they can serve the public in a way that earns the trust, respect and confidence of our community.

Goals for this Budget Cycle

1. Build and maintain HR Team capacity and skills.
2. Living a "Culture of Public Service".
3. Focus on talent management through the rollout and facilitation of People Planning.
4. Maximize the Return on Investment of our technologies.

Core Business Activities

Health & Wellbeing

- Disability management
- Claims adjudication
- Return to work
- Analytics & disability trend analysis
- Employee education/ awareness

Strategic Business Partner

- Public service culture
- Corporate & Business Unit People Planning
- Leverage technology
- Respectful workplace
- Union/Management relations (labour relations)
- Negotiations
- Provincial partnerships and networking

Talent Management

- Resourcing
- Performance management
- Orientation & onboarding
- Leadership assessment
- Talent & leadership development
- Recognition
- Talent awareness & succession planning
- Analytics & reporting

Compensation & Benefits

- Benefits and Pension
- Job evaluation
- Compensation
- Time & Labour

Human Resources

Business Unit Overview

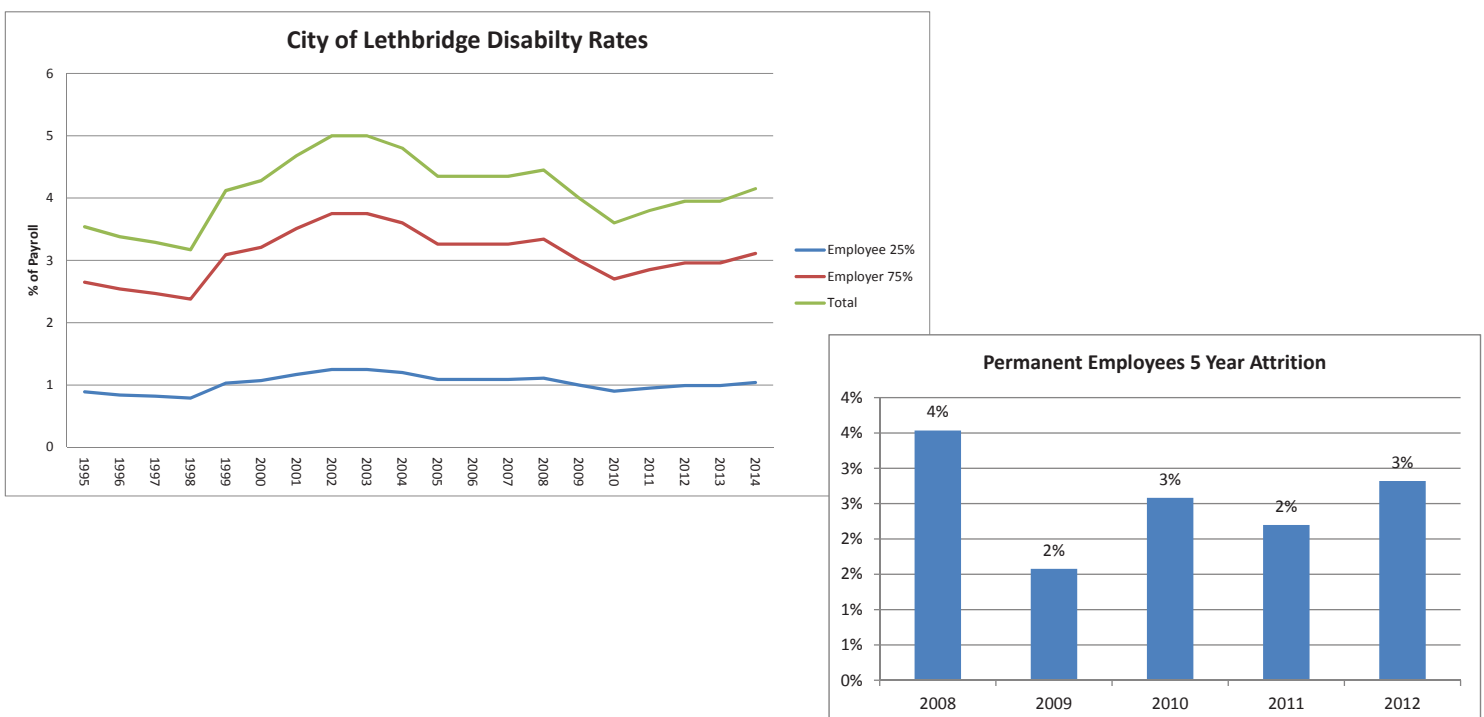
Most Significant Accomplishments (2012 – 2014)

- People Planning - Starting in October 2012, Human Resources partnered with the Transportation department in a 'people plan pilot' for the organization
- In partnership with SMT developed a corporate people plan: Focused on People: The City of Lethbridge Approach to People Planning (2014-2018)
- Onboarding - Continued to enhance the experience with a re-designed Employee Handbook and the introduction of the Take the Tour series
- Time and Labour – This Team has been extremely successful in delivering service with an emphasis on timeliness, efficiency and accuracy
- Cost effective disability rates – Our Disability Partnership model continues to be the envy of our municipal colleagues
- Wellness Initiatives – With the addition of a Wellness Software Program through Core Health Technologies purchased in 2012, we were able to offer employees an individual assessment tool to coach them through wellness activities

Pressures and Challenges

1. Aging and renewal of workforce/loss of corporate knowledge (retirements knowledge transfer).
2. Lack of people succession planning.
3. Increased pace of work and complexity of issues.
4. Relationship building with departments.
5. Increasing demand for HR Services.
6. Attraction and retention in a tightening labour market.

Performance Measures



Information Technology

Business Unit Overview

Mission Statement

To foster and support an environment where Information Technology is successful in delivering valuable services to our customers.

Our “environment” is defined as a culture of public service. Services that are “valuable” earn the trust, respect, and confidence of our community. “Success” is demonstrated when our services are customer focused, deliver results, are supportable into the future, and accountable financially. “Information technology” includes: hardware, software, networks, spatial data and communications infrastructure.

Goals for this Budget Cycle

1. Continue to strengthen the foundation of our IT team Accessible Technology.
2. Develop standards and services that are clear, streamlined and have a defined lifecycle.
3. Develop a program to continuously align services and develop partnerships to meet Business Unit needs.
4. Enhance employee access to services from anywhere at anytime.
5. Proactively enhance citizen access to City Hall services.

Core Business Activities

Geospatial Information and Technology Management

- Deliver digital and hard copy and interactive mapping services to external partners, City of Lethbridge employees and members of the public

Technology Environment Management

- Deliver remote, wired and wireless network connectivity for employees and users of the facilities

Connectivity, Communication and Collaboration

- Deliver desktop hardware, mobile devices, peripherals, phones and e-mail services for employees
- Deliver library, LRPS and City of Lethbridge integration of user e-mail and calendar
- Provide and support meeting room technology
- Deliver photocopiers, printers and plotters for employees

Technology Evaluation, Integration, and Implementation

- Deliver applications (e.g. Transit, Tempest, Camalot,) to assist employees and business units
- Deliver application databases

Most Significant Accomplishments (2012 – 2014)

Employee Development

- Focused on building the competencies and capacity within our employees to support the delivery of effective and efficient service

Lifecycle Management

- Ensured we continued to maintain and proactively support our technology investments and business continuity

Improving our Customer Connections

- Collaboratively aligned our customer requirements with the services we offer

Accessible Technology

- Stood abreast of remote and mobile technology advancements to enhance business operations

Technology Portfolio and Project Management

- Ensured we continued to implement technology initiatives based on their business value thereby enhancing the level of service provided directly to our citizens

Information Technology

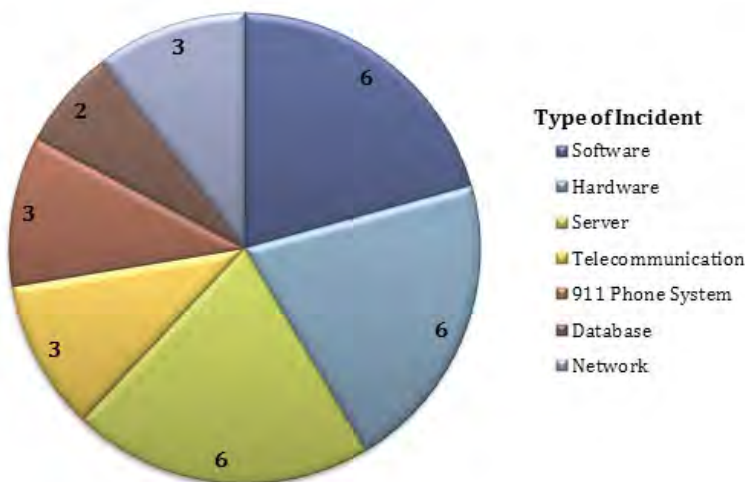
Business Unit Overview

Pressures and Challenges

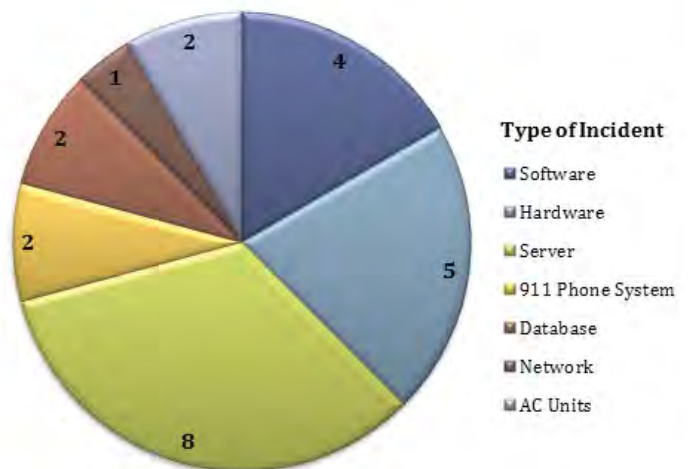
- Retirement and turnover within IT and the organization
- Acceptance of technology change
- Customers more tech savvy and increasing demands
- Business Units are expanding hours of service
- Varied understanding of Business Unit services
- Single point of failure in systems and people
- Financial transparency
- Internal and external communication
- Focusing resources in the right area (capacity)
- Lacking some skill sets – business analysis, project management, security, risk management, service management
- Do not have standard service delivery times
- Lack of metrics and reporting

Performance Measures

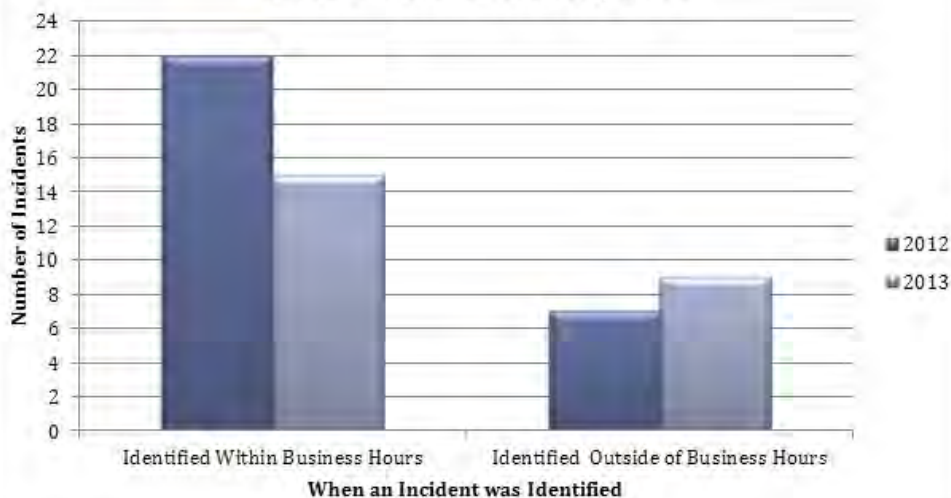
2012 Critical Incidents



2013 Critical Incidents



Critical Incident Reports



Integrated Risk Management

Business Unit Overview

Mission Statement

Our purpose is to provide integrated risk management (IRM) strategies, tools and advice that will enable the corporation and its business units to identify, manage and mitigate risk as it relates to people, property and the environment

Goals for this Budget Cycle

1. Educating & working with business units and the corporation on the merits and benefits of Enterprise Risk Management.
2. Develop a People Plan & Succession Plan including the development of strategies for employee security and training.
3. Assist the corporation to develop a standardized project and contract management system.
4. Assist the corporation in developing a Business Continuity Plan.

Core Business Activities

Strategic Risk Management Planning & Advice

- To provide Integrated Risk Management strategies, tools and advice that will enable the corporation and its Business Units to identify, manage and mitigate risk as it relates to people, property and the environment
- To set direction, develop and communicate the vision and purpose of the Integrated Risk Management business unit while aligning it with the corporate vision
- To Create Alignments making sure that people, technologies and systems are aligned for continuous improvement of the corporations risk profile which in turn improves the odds of organizational success
- To analyze and evaluate a comprehensive range of risk/loss exposures and to establish and maintain loss financing, loss control and response programs to protect the City of Lethbridge, its employees, the community and the environment from the adverse impact of accidental loss

Occupational Health & Safety

- To provide business unit support by developing programs and tools – monitor program performance and incident investigation, provide committee support, coordinate OH&S/driver safety audits, coach and advise on safe work practices
- To provide OH&S training for business units including needs assessment, in-house training and procurement of external training resources
- To monitor Workmen's Compensation Board (WCB) reporting on behalf of business units
- Driver safety program for developing professional drivers
- Coordination of NSC/Provincial audits

Insurance

- To procure insurance for the corporation for projects and partners including renewals, one-time insurance and insurance for partners
- To assess the needs of the corporation with regard to appraisals, data collection, asset inventory management and risk analysis

Claims Management

- To manage claims including investigation, liability assessment and resolution
- To manage the Disaster Recovery Registration Centre

Most Significant Accomplishments (2012 – 2014)

- Maintained the City's "Certificate of Recognition" as acknowledgement in the development and maintenance of a successful external Health and Safety Program system
- Developed and implemented business unit Year End Safety Reports to ensure corporate wide accountability
- Established a Project Management/Contract Management Working Group
- In 2013 began working with a Business Continuity Planning Working Group from Finance and IT
- Embedded within procurement process for risk management, insurance and indemnification recommendations
- Introduced Centralized Commercial Vehicle permitting
- Coordinated a benchmark Enterprise Risk Management Audit
- Successfully settled some complex claims

Integrated Risk Management

Business Unit Overview

Pressures and Challenges

1. Possibility of increasing insurance premiums in some policies.
2. Severe or large claims/losses.
3. Limited availability of municipal insurers.
4. Instability of the insurance marketplace.
5. Retirements (loss of knowledge)/changing demographics.

Performance Measures

The following chart lists the eight health and safety management system elements as well as the 'scores' each element received for the last five external audits (2000 to 2012).

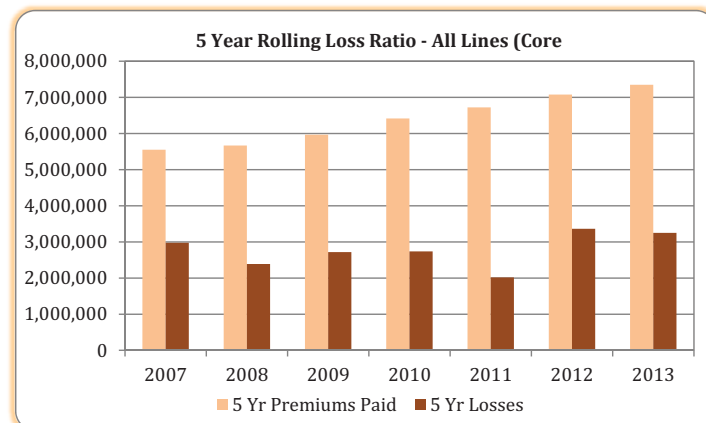
Element	2000	2003	2006	2009	2012
Organizational Commitment	82	79	97	95	97
Hazard Identification	92	60	89	94	96
Hazard Control	95	56	83	95	95
Workplace Inspections	92	70	97	89	91
Orientation & Training	95	90	94	97	98
Emergency Response Planning	100	95	92	92	92
Incident Investigation	95	92	87	70	85
Program Administration	89	84	88	98	96
'Score'	92	76	91	91.4	94

The following graph reflects management's increasing commitment and support of our health and safety management systems since 2003 when the 'bar' for element one was raised to 90%.



Loss experience indicates a pattern of large costly losses every 2 or 3 years

Premium increases are directly related to growth + loss experience



Mayor

Business Unit Overview

Mission Statement

To serve as a point of contact between the public, the corporation and the mayor, and to appropriately prepare him/her to successfully carry out the duties of the office.

Core Business Activities

Executive Assistant

1. Managing and co-ordinating the Mayor's invitations and calendar.
2. Managing the Mayor's correspondence, e- mail and telephone calls.
3. Meet with citizen's who visit City Hall requesting to speak with the Mayor (no appointment).
4. Managing City Council-sponsored public events.
5. Acting as liaison with City departments for organizational matters involving the Mayor.
6. Acting as liaison between the Mayor's Office and citizens or community organizations.
7. Acting as primary contact between the Mayor's Office and other orders of government.

Communications Advisor

1. Consulting with and advising Mayor and City Council on communications approaches for messaging.
2. Creating proactive communications strategies, plans and messaging.
3. Identifying emerging issues, problems and crises which may be politically sensitive.
4. Keeping the public informed about the activities and decisions of City Council.
5. Managing website information regarding the business of Mayor and Council.

Most Significant Accomplishments

- Manage approximately 1400 incoming invitations on an annual basis
- Organize and present Recognition Event for volunteers of City Council Boards, Commissions and Committees on an annual basis
- Assisted in the preparation of public engagement for oil drilling
- Restructure of Mayor's office staff from one Executive Assistant and one Administrative & Events Assistant, to one Executive Assistant and one new position of Communications Advisor to Mayor and Council
- Enhanced communication to residents through new Advisor position
- Prepared numerous "Mayor's Messages", letters of congratulations and correspondence for all levels of government.
- Write and edit Mayor's monthly newspaper column

Mayor

Business Unit Overview

Pressures and Challenges

- Political changes every 4 years and subsequently addressing the needs of a new Council.
- Unpredictable workload and changing schedules due to late breaking events or emergencies
- Growing demand for information via social media
- Enhancing news media's and the public's understanding of governance and administrative processes
- Changes and staff shortages with local media – maintaining good relations

Performance Measures

- Mayor is appropriately prepared, informed and supported to attend and function at the highest and most appropriate level at public events
- Special events presented in a manner that maintains the integrity and reputation of the Mayor's Office.
- Suitably managed approximately 1400 incoming invitations for the Mayor
- Prepared and issued 16 news releases and 12 media advisories on behalf of the Mayor and City Council
- Approximately 130 direct inquiries/complaints handled in a timely and efficient manner and reported on spreadsheet for the City Manager
- Prepare bi-weekly package of Council Highlights on City website
- Assisted in drafting, editing and publicizing Council's Strategic Plan
- Responsible management of budget



City Council

Business Unit Overview

Mission Statement

Respecting the framework of the Community Vision, City Council will serve and inspire the community through:

- Strong leadership
- Decisiveness
- Measurable actions

Goals for this Budget Cycle

1. City Council embraces its role as government leaders of the corporation by strengthening the process of governance
 - City Council demonstrates governance excellence through leadership and setting clear direction
 - City Council encourages and enhances citizen engagement
 - We advocate on behalf of our community
2. City Council demonstrates financial stewardship
3. City Council stewards Lethbridge toward a well-designed city by ensuring quality urban design
 - We strive for a well-designed city through proactive planning
 - We are pursuing a more balanced approach to urban transportation options that includes pedestrians, cyclists and public transit users
 - We enhance the vibrancy and liveability of our downtown
4. City Council fosters a safe, healthy and vibrant community through inclusive policies, recreational and cultural opportunities and collaboration
 - We foster an environment of inclusivity and provide a welcoming community for all residents and visitors
 - We enrich the city as an exciting and active place to live, visit and do business
5. City Council takes a leadership role in the protection and preservation of our natural environment in Lethbridge
 - We lead in the efficient use of resources and land
 - We conserve and enhance the unique character of the Oldman River Valley through Lethbridge
6. City Council fosters strong relationships with neighbouring communities through collaboration.

Most Significant Accomplishments (2012 – 2014)

Open And Effective Government

- Completed a review of City Council committees, resulting in a Committees Policy that ensures consistency in the creation, composition, function and accountability of all City committees
- Increased community engagement through Community Issues Committee (CIC) on specific issues. (e.g. Transportation Master Plan, Environment Lethbridge)
- Redesigned the community input process for the Capital Improvement Program
- Enhanced Council communications through an increased web presence, social media and a media liaison
- Urban Drilling Information Session

Financial Responsibility

- Reviewed the City of Lethbridge Investment Policy
- Completed a Cost of Service study and amended the rate structure for electric utility
- Initiated the ten-year Capital Improvement Program planning for 2014-2023
- Endorsed City of Lethbridge participation in the province-wide municipal benchmarking initiative to monitor service efficiency and effectiveness
- Developed tools for better public input regarding the operating and capital budgets
- Developed ways to better communicate the City's financial position including Operating and CIP media orientations, City Treasurer presentations at open houses and a GFOA award for financial reporting

City Council

Business Unit Overview

Most Significant Accomplishments (2012 – 2014) Continued

Environment

- Developed a model for community participation in environmental initiatives (e.g. Environment Committee)
- Approved and moved forward with the construction of three centralized and enhanced recycling depots that will now include yard waste drop-off
- Commissioned a community survey on curbside recycling to determine community opinions and sentiments.
- Participated in the South Saskatchewan River Regional planning process
- Took an opposing stance on oil and gas drilling within municipal boundaries due to the risk of compromising future development
- Initiated the replacement of 11,000 street lights with LED fixtures. This initiative is expected to result in a 50 per cent reduction in power consumption and up to \$1 million savings in annual electricity costs and will be completed in Fall 2014
- Helen Schuler Nature Centre recognized nationally for recycling
- Purchase of low emission transit buses

Intergovernmental Relations

- Committed to working with the County of Lethbridge to enhance the viability of the Lethbridge County Airport
- Pursued and supported the P3 Canada application for capital investment in the Lethbridge County Airport
- Reached an agreement with the County of Lethbridge to face airport challenges in support of mutual economic interests
- Continued to work with local MPs and MLAs to secure \$20 million for the Crossings Ice Complex
- City Council representation joined Team Lethbridge for a bi-annual two-day meeting with the Premier and Ministers of Alberta to promote Lethbridge as well as local interests
- Succeeded in obtaining County-approved land use for long-term development of the regional landfill

Priorities Within Integrated Community Sustainability Plan/Municipal Development Plan (ICSP/MDP)

- Council and administration established a priority policy within the guiding framework of the Integrated Community Sustainability Plan/Municipal Development Plan (ICSP/MDP)
- The Bridge Drive Utility Corridor was completed, which will create capacity for future development in West Lethbridge.
- The West Lethbridge Employment Centre Area Structure Plan was adopted by Council. Outline Plans can now be undertaken and urban development of the area will follow
- A Public Realm and Transportation Study (PRATS) was completed providing and outlining improvements that can be made to public realm components in Downtown Lethbridge
- The Inter municipal Planning Committee continues to work on a Growth Management Strategy

Pressures and Challenges

- Ensure municipal government processes are open and accessible
- Encourage public engagement
- Improve communication and share information with the public in a manner consistent with their needs
- Approve the 2015-2018 four year operating budget
- Encourage the community to contain and reduce our impact on the environment
- Foster cooperation among governments

Performance Measures

Achievement of the six strategic priorities set out in “Lethbridge City Council Strategic Plan 2014-2017”.

City Manager's Office & Communications

Business Unit Overview

Mission Statement

The City Manager is responsible for the overall work of the organization, ensuring organizational effectiveness and efficiency through solid organizational governance and ensures the delivery of public services that earns the trust, respect and confidence of our community. The City Manager provides information, support and guidance to City Council and is responsible for implementing the policies.

The Office of the City Manager actively promotes, reinforces and actions the Corporate Strategic Plan. The functions within the Office of the City Manager includes Communications, Strategy and Innovation, Intergovernmental and Regional Relations and Economic Development.

Goals for this Budget Cycle

1. Lead the development of a City of Lethbridge Customer Service Strategy.
2. Enhance the City of Lethbridge public engagement with our community.
3. Lead the participation and report on inter-municipal benchmarking initiatives.
4. Develop corporate performance measurement recording and reporting, including service levels.

Core Business Activities

Communication

- Communication on services and programs delivered by the City of Lethbridge
- Media relations
- Community and public engagement
- Image and reputation management
- Crisis and emergency Communication
- Project support
- Support to Open and Effective Government Committee

Strategy and Innovation

- Municipal Benchmarking Initiative
- Performance Measurement
- Project Management

Intergovernmental and Regional Relations

- Grant application strategy
- Relationship management
- Economic development and tourism partnerships

Most Significant Accomplishments

Communication

- Implementation of innovative and expanded ways to communicate with our community
- Implemented public engagement strategies into significant corporate projects
- Enhance project communication
- Launched new LethRequests Request for Service App
- Supported the Senior Management Team in communicating the Corporate Strategic Plan
- Enhanced the communication in response to several community emergencies

Strategy and Innovation

- Led the successful negotiation of significant contracts and relationships management with Alberta Health Services
- Continue to lead and support on corporate and inter-municipal strategic initiatives
- Led corporate business unit planning

City Manager's Office & Communications

Business Unit Overview

Most Significant Accomplishments

Intergovernmental Relations

- Airport Enhancement Marketing Initiative Partnership
- Regional Collaboration of Projects (Airport Strategy with the County of Lethbridge)
- Significant grant funding secured
- Community facilitation and support
- Visit Tourist Centre contract negotiations

Pressures and Challenges

- Increased expectation and need for communication
- Increased complexity of projects
- Change initiatives require time and attention
- Value proposition on project communication

Performance Measures

Website Statistics Pageviews

2012	2,991,491
2013	3,157,818
2014	2,539,540 (January – September)
2014	3,386,053 (projected 2014)

Emergency Communications

- September 2013 Grass Fire
- June 2013 Flood
- Supported High River communication effort during June 2013 Flood
- March 2014 Water Emergency
- June 2014 Flood

Positive working relationship with the local media

Stats:

Water Emergency (42 hours) – March 2014

- 18 City of Lethbridge website situation updates, including new PSA's
- 320 tweets to 12,200 Twitter followers
- 41 situation updates on Facebook to 4500 followers/likes
 - o 24,720 people reached in Lethbridge
- 4 Media scrums
- 1 face to face meeting with large industrial water users
- 43% of all web traffic was water emergency related
- Average time spent on page was over 6 minutes

Grass Fire (48 hours) September 10 and 11, 2012

- 210,597 website pageviews
- Average time spent on webpage over 4 minutes
- 112 tweets
- 68 facebook posts
- 4 media scrums

City Clerk

Business Unit Overview

Mission Statement

To serve City Council, the Corporation and citizens in accordance with legislation; facilitating the process of democratic governance through innovative excellence to build trust and confidence in our local government.

Goals for this Budget Cycle

1. Build and Maintain a Strong City Clerk's team so that we can provide support to City Council, organization and the public.
2. Create a long term Information Management Strategy and Business Plan for the corporation and implement a solution and program.
3. Continue to develop opportunities to be open and transparent to City Council, staff and the public by facilitating information through accessible corporate records in leading the efforts to open up City Hall and increasing opportunities for public participation or involvement.

Core Business Activities

Legislated Governance

- Managing the legislative process in accordance with the Municipal Government Act, the Freedom of Information and Protection of Privacy Act (FOIP), and the Procedure Bylaw

City Council and City Council Committees Support

- Providing support for City Council and City Council Committees

Municipal Elections, By-Elections, and Plebiscites

- Planning and conducting Municipal Elections, By-Elections and Plebiscites in accordance with the Local Authorities Election Act, School Act, Municipal Government Act, and other related provincial regulations

Census

- Planning and conducting the annual municipal census as long as it appears financially viable

Official Keeper of Records

- Preparing, recording and publishing agendas and minutes of City Council and its Committees

Information Management/FOIP

- Monitoring legislation and working with the Corporation and the public to provide information

Signing Officer for the City of Lethbridge

- Ensuring all contracts, agreements, and bylaws are executed and filed

Appeal Boards

- Managing Assessment Appeals as well as Subdivision and Development Appeals

Policies and Procedures

- Maintaining the Corporate policies and procedures

Access to City Council and Committee Documents

- Coordinating, maintaining, and providing access to City Council and Committee records, bylaws, agreements, and other City Council documents

Corporate Advertising

- Managing the printed media advertising for the Corporation

Councillor Administrative Services

- Providing administrative support to the elected official

Information and Records Management

- Maintaining an information lifecycle

Records Centre

- Storing inactive records, processing both internal and external requests

Corporate Archives

- Identifying and preserving of permanent corporate records.

City Clerk

Business Unit Overview

Most Significant Accomplishments (2012 – 2014)

Governance

- Implemented an evergreening plan as part of the budget to manage upgrades and necessary replacement of technology in the Council Chambers and Council Boardroom
- Enhanced the openness of municipal government by making all public City Council meetings available by video streaming
- Provide required documentation regarding City Council meetings accurately and on time

Corporate and Public Services

- Provide guidance to Business Units and elected officials on the City's responsibilities under the Freedom of Information and Protection of Privacy Act (FOIP)
- Provide training for City staff on legislative governance, City Council decision making processes, use of the meeting management system, and the development of a report template to assist our external customers when submitting information for City Council
- Utilized various methods of social media to provide notification to the public of Council and Committee meetings, employment opportunities, committee vacancies etc.

Election

- Conducted the 2013 general Election using larger facilities with increased parking and staffing and utilized two tabulators per voting station
- Successfully formed long term agreements with the Public and Separate School Boards
- Successfully implemented the requirement of voter identification

Census

- Conducted the 2012, 2013 and the 2014 census
- Contracted with Dominion Voting Systems to supply services for the 2012, 2013 and 2014 census
- Hired 200 workers annually for the project

Information and Records Management

- Manage the security, maintenance, access, storage and preservation of Archival records for City staff

Pressures and Challenges

- Changing legislation – may present major service challenges and organization impact
- Cynicism among the public about the value of government generally
- City Council and the public's expectations
- Retention of knowledge in the corporation
- Others priorities becoming our priority
- Resources
- Retirements
- Changes in the economy

Performance Measures

- Manage the legislated process in accordance with Provincial Legislation
- Consistent legislative processes
- Citizens have access to democratic processes
- Increase grant funding
- Consistent process for the election of City Council
- Timely response to customer requests
- Efficiencies in legislative processes

City Solicitor

Business Unit Overview

Mission Statement

Facilitate corporate and business unit success through the provision of valued legal services and guidance.

Goals for this Budget Cycle

1. Need to stabilize the department given the significant changes made during the previous business cycle while ensuring that services are maintained, and that City Council and its strategic priorities continue to be supported, during this time period.
2. Training will be stressed during this business cycle.

Core Business Activities

Tenders

- Receiving tender packages, reviewing all material, collecting all additional information required to prepare contract

Creating Agreements in Consultation with Internal Departments

- Discussing purpose and criteria of required agreements, drafting agreements and forwarding to business units for review, preparing final agreements

Reviewing Agreements created outside Solicitor's Department

- Reviewing and/or editing proposed agreements. Negotiating terms, processing signed agreements and documenting same in a timely fashion

Diarization

- Maintaining a diary of critical dates in order to ensure that contractual obligations are up to date

Formulation and Documentation of Bylaws and Amendments

- Preparing bylaws and supporting documentation and inputting into system
- Documenting bylaw in corporate document management system
- Consolidating and integrating bylaw amendments
- Maintaining Index of Bylaws
- Circulating Council-approved bylaws to stakeholders
- Posting bylaws under consideration to website for public access
- Process control and management
- Maintaining and communicating knowledge related to City processes and procedures, statutory and common law rules or procedure
- Ensuring compliance with City policies, particularly with initiatives pertaining to land transaction and the procurement of goods and services

Provision of Advice and Support to the Organization

- Providing legal advice
- Land conveyance
- Representing the interests of the City in all real property transactions
- Interface with legal community
- Providing a point of contact for the legal community
- Management of litigation
- Working in conjunction with Risk Management to instruct and manage litigation in cases where external counsel is retained by the City
- Respond to citizens
- Respond to any and all enquiries of the public with respect to all manner of issues

City Solicitor

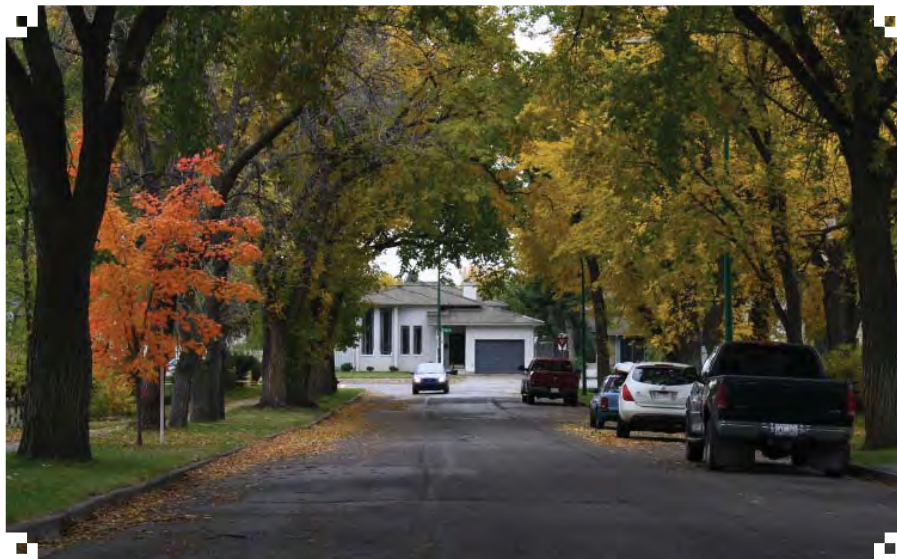
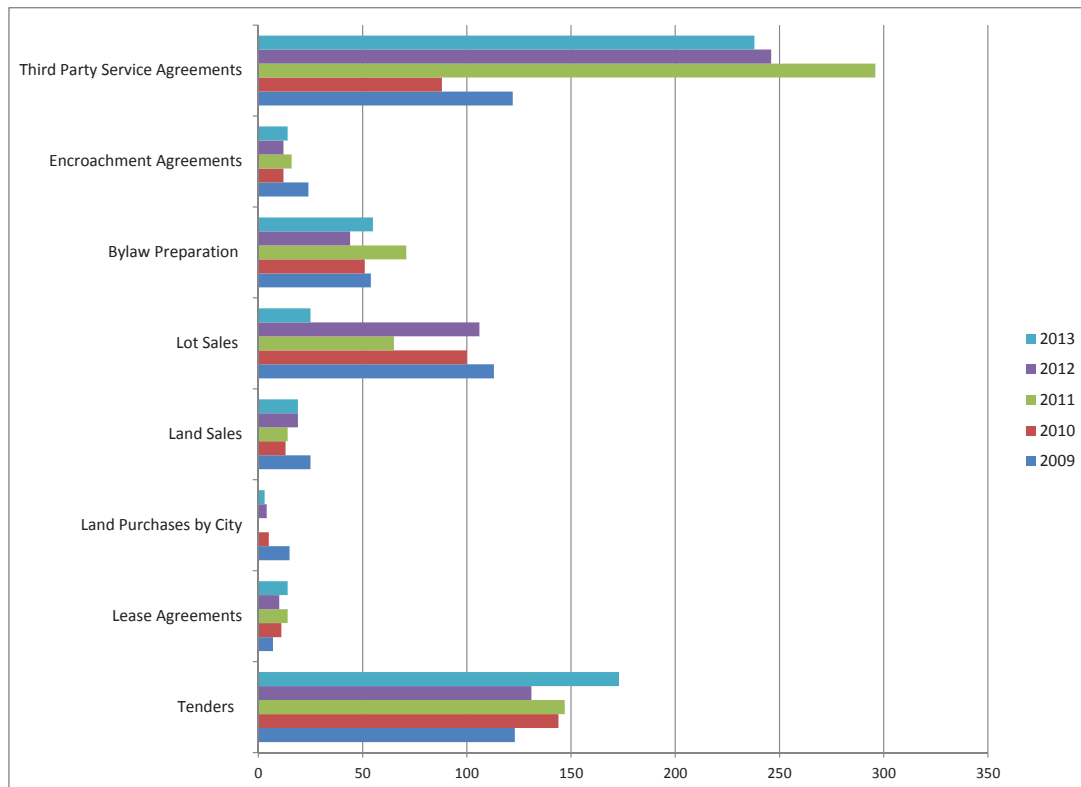
Business Unit Overview

Pressures and Challenges

- Increased demand on Solicitor's time
- Increase in volume of work and complexity
- Need for additional training

Performance Measures

Performance Summary



Economic Development & Tourism

Business Unit Overview

Mission Statement

To support agencies responsible for Economic Development & Tourism through the provision of coordinated City of Lethbridge resources and information to promote economic growth and tourism in our community.

Goals for this Budget Cycle

1. Work with Chinook Country Tourist Association, Economic Development Lethbridge and Lethbridge Sport Council on a tourism strategy for Lethbridge.
2. Continue to support agencies providing economic development and tourism services.

Core Business Activities

- Oversees contracts and facilitates communication between the City of Lethbridge and the agencies providing economic development and tourism services
- Coordinates City of Lethbridge resources in support of new business inquiries

Most Significant Accomplishments (2012 – 2014)

- Successful relationship with external organizations providing economic development and tourism services

Pressures and Challenges

- Full employment and labour shortages are predicted to continue into the foreseeable future
- Increasing funding requirements for agencies
- Politically sensitive environment

Performance Measures

By supporting economic development and tourism the City of Lethbridge assists the community in achieving the vision of "...vibrant, welcoming, prosperous, economically viable...". Lethbridge has, and continues to have, strong, steady economic growth.

2014 Citizen Satisfaction Survey - Perceptions about quality of life in Lethbridge continue to be extremely positive. For the fourth consecutive measure, there is near universal agreement (98%) that the quality of life in Lethbridge is good.

KPMG's Competitive Alternatives, Guide to International Business Location Costs 2014, indicates that of 131 cities worldwide, Lethbridge ranks as the 6th most cost competitive city in the world in relation to tax costs, and the 4th in Alberta.

2014 Mid-Sized Cities Outlook results show that the wealth generating industries of agriculture & manufacturing continue to add to the economic growth experienced in this city and region. However, it is the emerging Information and Cultural industry that has experienced the most noteworthy growth. With a GDP increase of 12.3% and employment growth at 100%, this sector experienced the largest rate of increase of any sector between 2012 and 2013. Overall, Lethbridge's GDP increased by 1.2% in 2012, 1.8% in 2013 and is expected to see modest growth in both 2014 and 2015.

MoneySense Magazine 2013 rated Lethbridge as the 9th best place to live in Canada and the 4th best place to live among mid-sized cities.

Unemployment Rate

	August-10	August-11	August-12	August-13	August-14
Lethbridge	6.5	6	5.1	4.2	3.9

Lethbridge's rate has consistently been one of the lowest rates in the country over the past 5 years.

Lethbridge's increasingly diversified economic base benefits from the healthy mix of businesses that are anchored to our community. The industry diversity in our city fosters a healthy business environment and also creates potential for future enhancement and development opportunities.

Economic Development & Tourism

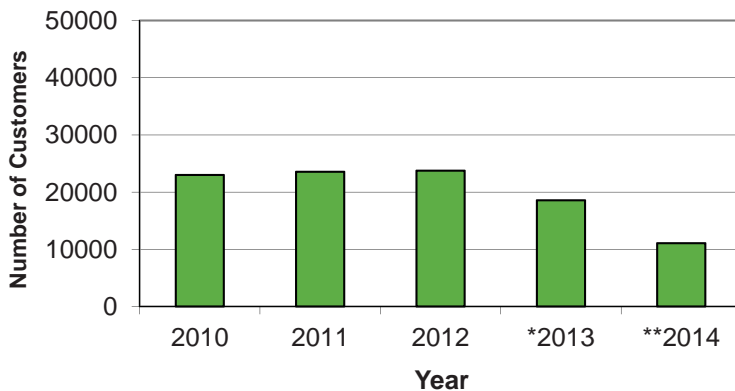
Business Unit Overview

Performance Measures Continued

Economic Indicators			
	2013	2014(f)	2015(f)
GDP	1.8	1.3	1.5
Employment	40,000	43,000	43,000
Unemployment	4.5%	4.3%	5.1%
Population	110,000	112,000	113,000

Lethbridge has a gross domestic product of \$4.97 billion and an urban population of 93,000 in a trading area of over 275,000. Lethbridge is the hub of the agricultural region of southern Alberta. Additionally, a 2014 Conference Board of Canada Mid-Sized Cities Report noted that there has also been healthy growth among the information and cultural industries in Lethbridge over the past five years, no doubt from the presence of two post-secondary institutions and the emergence of Lethbridge as a significant high-tech presence in Alberta.

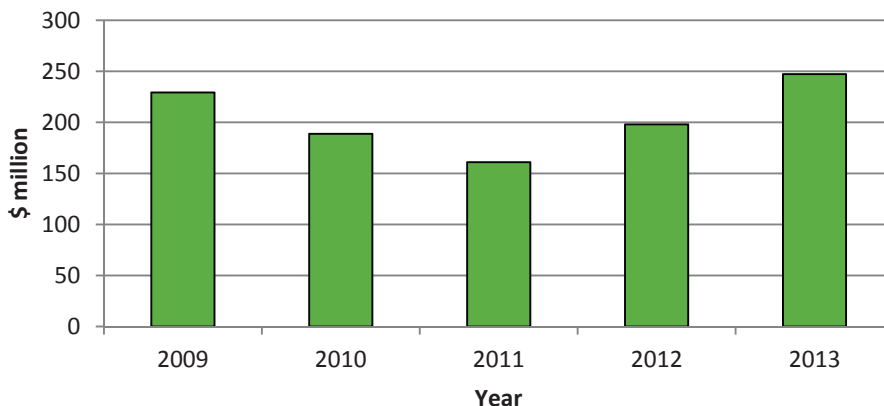
Customers Utilizing Visitor Information Services



*Brewery Hill operated on reduced hours

** Brewery closed, year to date number are up 3% comparing Scenic only.

Building Permit Construction Values



The \$247 million in construction investment in 2013 is the highest figure in Lethbridge history and is definitely a key contributor to the stable economic climate. Lethbridge experienced record-breaking growth in commercial construction, a slight decrease in institutional investment, and a significant increase in industrial investment. It is important to note that Lethbridge will remain strong with an expected investment of over \$1 billion in projects over the next three years.

Real Estate & Land Development

Business Unit Overview

Mission Statement

To provide land management and land development services optimizing economic and public benefits for the Corporation and community.

Goals for this Budget Cycle

1. Continue with Crossings Subdivision
2. Continue RiverStone Subdivision
3. Ensure industrial land is available
4. Sell out remaining lots in SunRidge Subdivision
5. Continue planning to ensure City-owned residential land development proceeds in an orderly fashion

Core Business Activities

Land Administration

- To provide property management services
- Manage land bank and real estate inventory
- Administer land transactions

Land Development

- To achieve a reasonable return on investment through earnings and/or value to the community
- Develop land to provide industrial, residential and commercial land opportunities

Most Significant Accomplishments (2012 – 2014)

RiverStone

- Phases 14 and 16, 20 constructed and sold out, Phase 11 – 70% sold
- Construct joint storm pond with University of Lethbridge – maximize benefit for both University of Lethbridge and RiverStone subdivision

SunRidge

- SunRidge subdivision substantially complete
- The 14 acre comprehensively planned medium density site sold and development is proceeding
- The commercial site was developed, featuring Tim Horton's and Subway
- Living Home sold

Crossings

- Sales process of commercial mixed use site finalized and successful sale to Royop
- Builder Group established with Cedar Ridge, Galko Homes and Van Arbor Homes
- Residential subdivision Phase 1 constructed and substantially sold out
- Construction and design of Whoop Up Drive (arterial road) / Mauritania (super collector) which provided a second entrance into the neighbourhood

Sherring Business & Industrial Park

- Council approval of new pricing structure
- Purchase of 55 acres from Pratt & Whitney
- Design and construction extension of Giffen Road to 43 Street North

Real Estate & Land Development

Business Unit Overview

Most Significant Accomplishments (2012 – 2014) Continued

North Lethbridge

- Finalize Outline Plan which features 73 acre regional park
- Negotiated new street layout for north Lethbridge resulting in the reduction of arterial roads, which relieves pressure on the offsite levy account

Major Sales

- Red Cross Building
- 1st Avenue Properties
- 21 Southgate Boulevard South

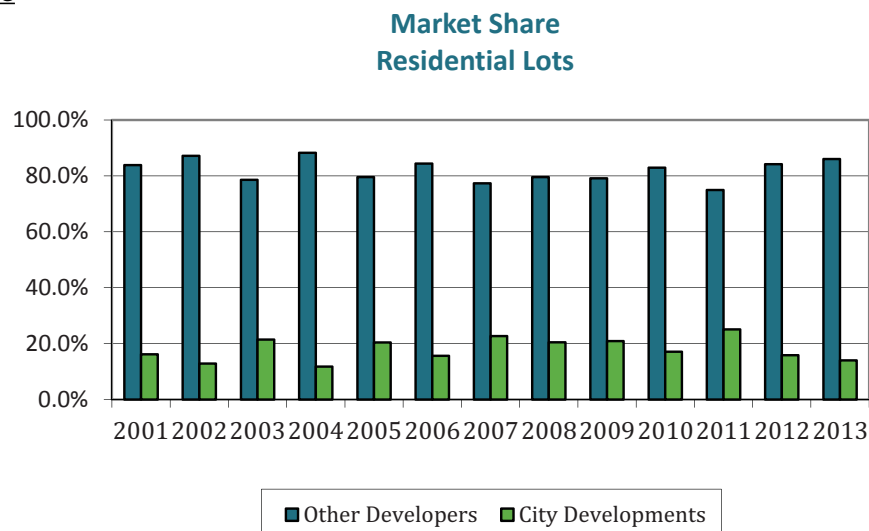
Cross-Functional Activities

- Negotiated with school boards to reorganize strategic school site requirements, minimize redundant lands held for future school development
- Facilitated skate board park location
- Facilitated west side Public Operations location
- Collaborated with Infrastructure in the design and construction of the west side Public Operations location.
- Assisted with the design and development of Royal View Cemetery which resulted in the opening celebration summer 2013
- Facilitated a new partnership for Castle Apartments between Lethbridge Housing Authority and Canadian Mental Health (funded by Provincial Block funding)
- Land swap with Melcor Development Corp. to acquire remaining lands to complete RiverStone
- Agreement with Habitat for Humanity for a five-year supply of lots on Temple Boulevard to support their program; 2011, 2012, 2013 have proceeded

Pressures and Challenges

- Always exposed to scrutiny, challenge to get people to think long term/big picture
- Change of players in development industry
- Change in demographics will change the market demand
- Upturn or downturn in market
- Increased regulatory requirements; geotechnical and storm water

Performance Measures



Planning & Development

Business Unit Overview

Mission Statement

To assist in the planning and building of a community that is healthy, vibrant, safe, prosperous and attractive through education, facilitation and regulation.

Goals for this Budget Cycle

1. Staff Engagement – Implementing the Culture of Public Service.
2. Online Permitting.
3. Integrate Social Media Into Public Notification.
4. Develop a Strategy For Qualitative Performance Measures For Online Permitting.
5. Develop a Downtown Redevelopment Incentive Toolkit.

Core Business Activities

Development Approvals & Compliance Monitoring.

- To process development applications and issue development permits in accordance with legislated requirements
- To provide letters of development/zoning compliance
- To enforce the requirements of the Land Use Bylaw and conditions of development permits
- To provide development information and assistance

Subdivision and Condominium Conversion Approval

- To process and approve subdivision and condominium conversion applications

Compliance Monitoring and Enforcement pursuant to the Safety Codes Act

- To provide a system for the processing of building permits, the inspection of built construction and the enforcement of applicable municipal and provincial legislation

Land Use Bylaw Amendment Processing

- To process amendment applications (including rezoning) according to the requirements of the Municipal Government Act and Land Use Bylaw 5700

Statutory Plan Coordination and Development

- To project manage and execute the completion of statutory plans in accordance with the Municipal Government Act, City of Lethbridge standards and the statutory plan Terms of Reference approved by City Council

Outline Plan Processing

- To coordinate and process Outline Plans as defined by Planning and Development Services and the Urban Construction section of Infrastructure Services.

Corporate Tempest Administration

- To coordinate, administer, implement updates and provide user training regarding the various Tempest software program modules

Downtown Initiatives Management

- To provide a central point of contact, facilitate project completion of approved Heart of Our City Committee (HOCC) initiatives and provide support to the HOCC in terms of research and policy development

Heritage Advisory Council Support

- To provide planning advice and support to the work of the Committee in terms of the heritage designation process and preparation of designation bylaws.

Planning & Development

Business Unit Overview

Most Significant Accomplishments (2012 – 2014)

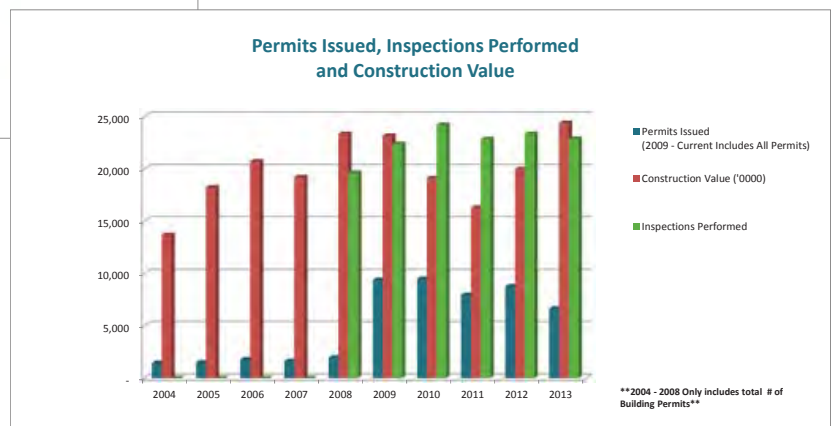
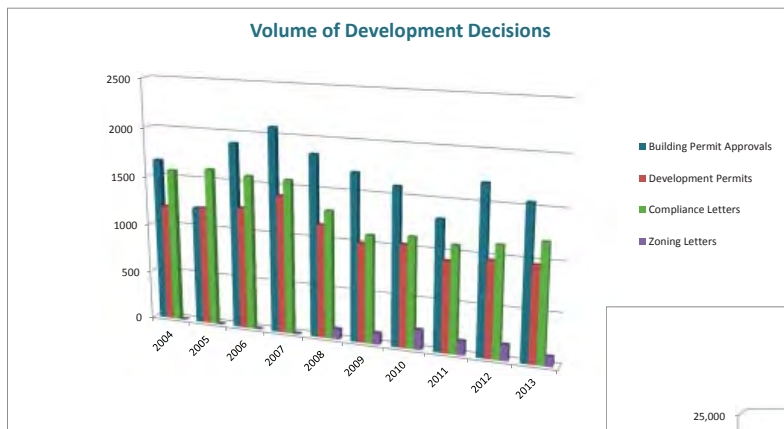
In the past couple years, Planning & Development Services has:

- Completed the West Lethbridge Employment Centre Area Structure Plan (ASP)
- Completed the Integrated Growth Management Plan (IGMS) with Lethbridge County
- Completed the Staffordville Area Redevelopment Plan (SARP)
- Completed amendments to the Hardieville, Legacy Ridge, Uplands ASP
- Processed 1 Outline Plan, 43 Land use Amendments and 1,619 lots through subdivision
- Completed the Public Realm and Transportation Study (PRATS)
- Completed the Downtown Area Redevelopment Plan (DARP)
- Shepherded 26 projects in the Downtown, including the popular 'First Fridays'
- Completed a Population and Employment Model for Forecasting purposes (PEM)
- Completed a new Subdivision and Development Authority and MPC Bylaw
- Completed a review of the Land Use Bylaw, approved as LUB #5700 to Council
- Worked with Industry to create a new Lot Grading Bylaw
- Processed 2,858 development permits and 3,397 compliance certificates
- Processed 18,694 building permits (electrical, plumbing, gas and HVAC) and completed 69,046 inspections

Pressures and Challenges

- Staff resources constraints and tools in 'hiring for fit'
- Lack of framework to evaluate risk/reward
- Information dissemination – managing our message
- Some mistrust with customers and our focus
- Ongoing process improvements
- Political polarization and influence on work programs
- Changing/updating regulations is slow
- Budget constraints
- Social media's influence on legal processes

Performance Measures



Community Asset Management Program

Business Unit Overview

Mission Statement

Provide resources, leadership and a framework enabling business units to embed asset management best practices into our corporate culture.

Goals for this Budget Cycle

1. Enhance Asset Registries for all Business Units that works with CAMPI.
2. Implementation of Cityworks (Linear Asset Management System) for Transportation, Parks, Waste & Recycle and Urban Construction.
3. Consolidate and Expand Asset Management Program to other Business Units across the Corporation.
4. Complete Corporate and Business Units Asset Management Plans.

Core Business Activities

Strategic Asset Management

- To provide an Asset Management framework
- Monitor Asset Management progress in the Corporation

Operational Asset Management

- To implement Asset Management practices into the corporation
- Work with business units to continue building and managing their Asset Registries
- Administration of the CAM and CRM modules of JDE, Cityworks, RoadMatrix, Asset Planner, AVL Systems and other AM related software

Most Significant Accomplishments (2012 – 2014)

To date, the Community Asset Management Program (CAMP) team has achieved the following significant results:

- Successful continuation of Baseline Audit Assessment in 2012 on pilot business units, plus the introduction of nine additional business units to the assessment
- Successful implementation of key performance indicators (kpi or dashboards) to Water Treatment Plant, Wastewater Treatment Plant, Facility Services, LA Transit and Fleet Services
- Successful acquisition of an integrated Linear Asset Management System (Cityworks) and subsequent roll out of Phase One (Water & Wastewater) for go-live in June 2014
- Continue to provide JDE support to many business units
- Successful deployment of JDE work order mobile solution (iPads) for Facility Services which resulted in paperless process
- Successful completion of JDE upgrade project for CAM and CRM modules
- Successful acquisition of Long Range Planning System (Fame/Asset Planner) and subsequent roll out of Phase One (Facility Services) for go-live in spring of 2014
- Successful completion of current and future state workflow mapping for Fleet, LA Transit, Public Operations Water and Public Operations Waste & Recycling
- Provided assistance in the Municipal Benchmarking Project
- Successful completion of Cityworks mobile solution for Public Operations Water
- Successful implementation of GIS support to Infrastructure business units
- Successful selection of vendor for Automatic Vehicle Location (AVL) pilot project and installation to 18 units
- Asset Registry update for Waste & Recycle business unit, including the setup of their GIS geodatabase for carts, bins, containers, landfill and recycling depots
- Asset registry update for Transportation including their GIS geodatabase setup for street lights (LED program), sidewalk shape files, road classification, etc.
- Established the City of Lethbridge as a leader in the Asset Management community in Alberta and Canada

Community Asset Management Program

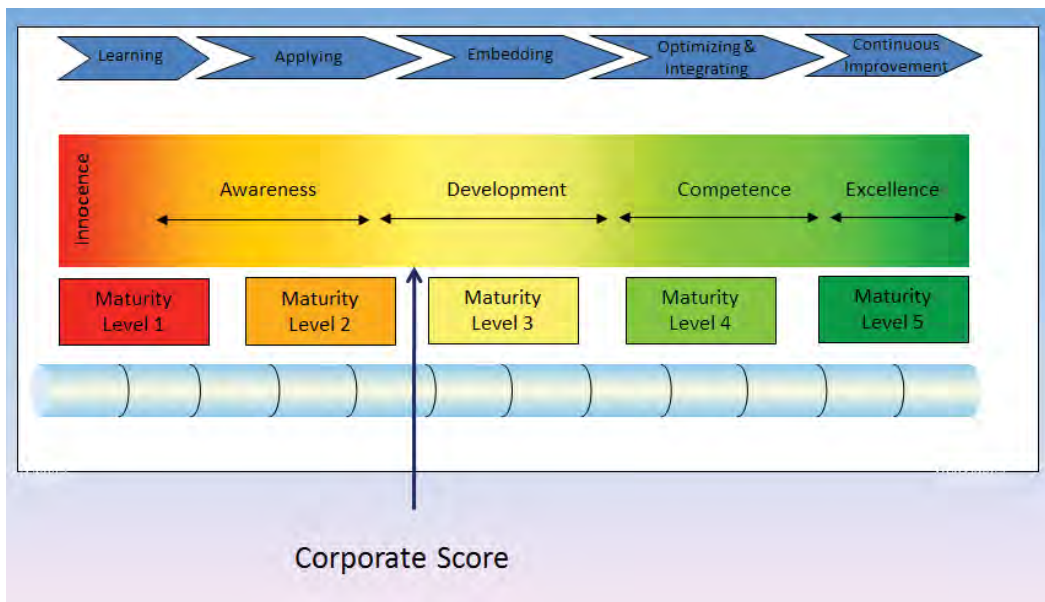
Business Unit Overview

Pressures and Challenges

- Integrations and interfaces may not transition smoothly
- Unforeseen delays in project work
- Conflicting priorities and increased workload may lead business units to believe AM is impossible to achieve
- Economic situation, budget constraints
- Change management
- Data and systems integration
- Balancing services provided to multiple clients with different emerging priorities
- AM becoming mandatory via legislation and funding

Performance Measures

- Currently CAMP is actively working with 10 business units. The intent is to consolidate the work completed and expand the Asset Management best practices to other areas
- Integrate Cityworks with our Financial (FIN) module in JDE. Eliminate paper documents in the field by deploying mobile devices (iPads, tablets, etc.) to enable instant access to information for workers
- The intent is that by the end of this business planning cycle, each Business Unit that is part of the CAMP program will have a basic Asset Management Plan created



Fleet Services

Business Unit Overview

Mission Statement

To provide our corporate customers with safe, reliable vehicles and equipment to support business needs in a fiscally responsible manner.

Goals for this Budget Cycle

1. Develop Fleet Management Policy.
2. Implement a Fleet Utilization Model.
3. Enhance Fleet Rate Model.
4. Implement Continuous Improvement Program.

Core Business Activities

Fleet Services core activities are heavily based on sound Asset Management principles. The Core Business fundamentals are:

Asset Management

- Planning & Scoping
- Selection and Acquisition
- Utilization Management
- Replacement Strategies
- Asset Risk Management
- Disposal program

Business Management

- Regulations and legislation
- Quality Assurance procedures
- Risk Management
- Training
- Succession Planning
- Service Level Agreements
- Business Law

Financial Management

- Rate Charges
- Lifecycle Management
- Inventory Controls and procedures
- Cost Analysis and controls
- Performance Management
- Budget Development

Information Management

- Software Management
- Data collection and Processing
- Integration of Software / Database systems
- Data quality and needs analysis

Maintenance Management

- Shop Operations
- Maintenance Management
- Shop Safety Management
- Staffing
- Maintenance Performance

Fuel & Oil Management

- Inventory Control and Management
- Recording and Analysis
- Reconciliation Management
- Alternative Fuel Management
- Environmental and Regulatory Management

Fleet Services

Business Unit Overview

Most Significant Accomplishments (2012 – 2014)

- Successful completion of the Alberta Transportation Safety Audit
- Improvements to the maintenance workflow in the bus fleet to provide better data
- Continued efforts to utilize existing Corporate Software program (JD Edwards)
- Integrating fuelling for all City vehicles
- Partnering with Facility Services to contribute to the design/development of the new Fleet and Fuel Facilities, as well as the renovation of the Bus Fleet Facility
- Implement actions that will support activity based costing to improve financial responsibility
- Integrate Bus Fleet staff within Fleet Services
- Implement controls to improve procurement of Fleet units

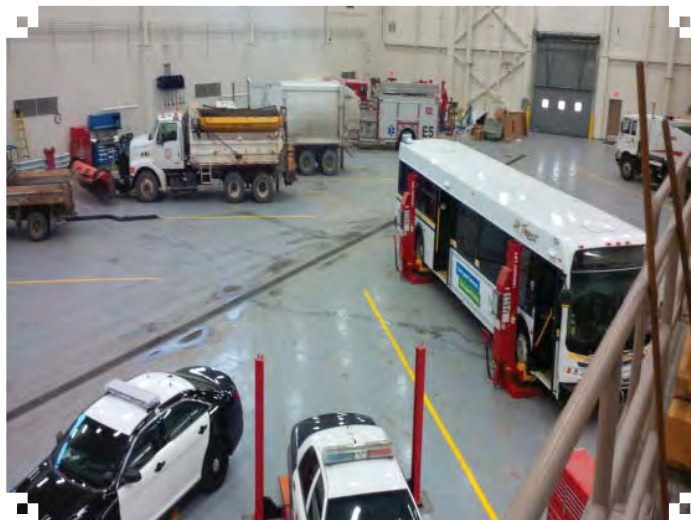
Pressures and Challenges

- Ability to support a 7 day work week operation
- Current structure of reserve non-sustainable
- Weather related incidents put pressure on fleet (ie. floods, hail, wind)
- Fleet creep and under utilization
- Operator understanding of new units/technology
- Aging workforce, Pending retirements, Loss of knowledge

Performance Measures

Fleet Services provides many key services to both internal and external customers. Our future performance measurements will allow Fleet Services to set our baseline and provide opportunities in the future to benchmark with other Fleet intensive organizations.

- Compliance with corporate purchasing rules
- Timely release of tenders
- Downtime per vehicle
- Ratio of equipment to technician
- Percentage of recalls/comebacks
- Accurate, timely billing for internal/external fuel customers



Parks Management

Business Unit Overview

Mission Statement

To enhance our community's quality of life by planning, building and caring for our parks system.

Goals for this Budget Cycle

1. Develop and Implement a People Plan.
2. Refine and clarify business unit organization.
3. Review and Revise Policies.
4. Develop and Implement a Public Communication Strategy.
5. Develop and Implement a Networking Plan.
6. Develop and Implement an Environmental Strategy.

Core Business Activities

Planning and Design of the Parks and Pathway system to be functional and sustainable.

Development of the Open space to enhance the use, enjoyment and livability of the City.

- To maintain the various components of the City of Lethbridge park system based on the level of use of each component

Maintenance of the diverse open space across the City in a timely, efficient manor to enable safe use of the parks system

- To provide ongoing, seasonal maintenance activities - Snow Removal, Street Trees, Pest Control, Dry-land Mowing Graffiti, Storm Pond Maintenance, Special Events

Asset Management to keep the elements of the landscape and park features able to provide the functionality intended

- Playgrounds, Park Amenities, Sports Amenities, Turf, Park Trees, Park Tree & Shrub Beds, Floral Program, Pathways Irrigation System, and Sports Fields

Most Significant Accomplishments (2012 – 2014)

- A comprehensive lifecycle renewal program was undertaken to address the growing deficiencies in the conditions of the Parks infrastructure
- As part of the Lifecycle Program, seventeen high-priority drainage problems in various city parks were repaired.
- To improve safety and play value, twenty five playgrounds were replaced in the past business plan cycle. In addition to play equipment the sites received new furniture, pathway connections, irrigation and lighting
- The irrigation automation program changed irrigation systems from above ground portable irrigation pipe to automatic underground irrigation systems
- Several projects saw the replacement of park furniture throughout the parks system; including goal posts, trash bins, benches, picnic tables, baseball backstops, and stairs
- Basketball and Tennis Courts are re-done including a repaired sub-base, new surface, painted lines and new equipment for both basketball and tennis courts
- In the past three years, Parks has completed the design and construction of a number of new pathways throughout the city. In total, thirteen pathways were built including two connector pathways. Parks was also involved in the pathway construction in Riverstone and along North and South Scenic Drive
- Nicholas Sheran playground features a train and coal mining theme. Thanks to the generous contributions from the Kiwanis Club of Lethbridge and the Alberta Tire Recycling Grant partnering with Lethbridge Parks this project was enhanced to provide increased benefits to the community
- A partnership between the Lethbridge and Area Cycling Association and Lethbridge Parks resulted in the construction of the Mountain Bike Park, located in Botterill Bottom Park south of Whoop Up Drive

Parks Management

Business Unit Overview

Pressures and Challenges

- Aging workforce, transition gap in knowledge and skills
- Vandalism
- Public not understanding value of parks and open space
- Decreasing ratio of usable land for parks
- Extreme weather events
- Inadequate resources to meet emerging pressures
- Uncertainty surrounding expectations of sustainability

Performance Measures

Following the Parks Management Strategic Plan our performance measures are specific to each of area of our strategic focus.

Community

- Number of volunteer hours and dollar value of volunteer hours
- Community satisfaction ratings from periodic surveys
- Number of customer service requests received/completed response time to customer service requests

Employees

- Percentage of workdays worked vs. days available
- Percentage of loss time due to injury
- Full-time Employees (FTE)
- Part-time Employees (PTE)
- Annual training dollars per budget
- Current certification requirements met required certifications current

Resource Management

- Developer /consultant standards discussion in the planning process to make design review process more efficient
- Dollars used for park development or renovation projects funded by grants and partnerships
- Number of not-for-profit organizations we are actively partnering with

Business Management

- Percentage of inventory current with lifecycle standards
- Annual budget variance
- Percentage of annual work plan projects completed on time

Environmental Management

- Percentage of park construction / renovation budget using recycled materials or energy efficient fixtures
- Number of public trees per capita
- Percentage of park lights that are energy efficient
- Pesticides applied (kg. ai/ha) on parks and open space
- Appropriate populations of wildlife
- Pathways and bikeways length per capita
- Henderson Lake water quality



Transportation

Business Unit Overview

Mission Statement

To provide a safe and efficient transportation system for the general public, transit, and emergency services and to maintain it to an acceptable level in perpetuity. To practice excellent Customer Service, show Respect to all and develop good Relationships.

Goals for this Budget Cycle

1. Formalize service levels for Transportation.
2. Continue with implementation of Computerized Work Management Systems (CWMS) and Asset Management Program (AMP) for all Transportation Infrastructure and work programs.
3. Succession plan, cross training, staff development.
4. Ensure technology, equipment and vehicles upgraded as required to suit current and future needs.
5. Develop innovative strategies to build and maintain Transportation assets.
6. Upgrade website to current standards.

Core Business Activities

Snow Removal and Ice Control

- To maintain reasonable winter driving condition during storm events to keep "Lethbridge on the Move"

Street Sweeping

- Keep Lethbridge roadways clean and beautiful
- Being environmentally responsible by collecting deleterious materials before they enter the Oldman River Watershed

Bridge, and Sidewalk Maintenance & Rehabilitation

- Keep "Lethbridge on the Move" safely

Traffic & Rail Signals

- Allow safe, efficient movement of people and product

Community Street Lighting

- Providing street lighting of roads, side walks and parks to allow public movement at night

Parking Operations

- To allow people to park throughout the city and access their property and business



Most Significant Accomplishments (2012 – 2014)

- Completion of our Transportation "People Plan"
- Conversion of our street lights to LED technology
- Completion of the Transportation Master Plan
- Completion of the Scenic Drive North project, 1 million meters of earth, \$20 million, with no tax input
- Ten rail signals completed and maintained in-house plus Street light maintenance now being done in-house by Traffic Signals area
- Completion of a second snow storage site, purchase of a second snow blower, and use of pre-wet equipment for snow ice control

Transportation

Business Unit Overview

Pressures and Challenges

- Maintaining established service levels
- Future grant funding
- Growth – loss of capacity to support growth – numbers increasing in planning, design, construction
- Public pressure forces change to multi-modal direction, changes in direction
- Decreasingly in-house designs
- Economic downturn = creating pressures on tax (no new road growth)
- External stakeholder preferential treatment expectations
- Lack of public interest in multi-modal transportation vs. Council / Senior Management
- Potential economic downturns/uncertainties
- Very fast technological changes
- More immediacy/increased customer demands/urgency
- New Environmental Regulations re: salt, oil-based paint for road markings
- Better (more detailed) website pages (maps, detours, closures, etc.)
- Growth in roadway infrastructure
- Adapting to new technology – not getting training/learning to keep up-to-date with industry; courses, conferences technical training
- Aging work force – injuries – STD/LTD backfill
- Loss of staff and loss of experience/knowledge (recognize need for succession planning)

Performance Measures

There are only three Council defined service levels. These are:

- Snow Removal and Ice Control Policy
- Intersection and Arterial Roadway Level of Service
- Pavement Quality Index (PDQ) is a condition assessment of our roads at 6.5 or greater standard

There are also a number of informal service levels that are built into our operating budgets. These include:

- Street Sweeping (every road is swept at least once during spring)
- Road Maintenance
- Traffic Operations
- Parking Operations
- Traffic Signals
- Bridge Maintenance and Repairs
- Rail Spur Line Maintenance
- Street Light Maintenance and Repairs

Bench marking establishes our levels and cost of service



Urban Construction

Business Unit Overview

Mission Statement

To facilitate cost effective community growth and to ensure the quality of municipal infrastructure built and restored for the City of Lethbridge is congruent with community aspirations for safe, livable, affordable and sustainable communities.

Goals for this Budget Cycle

1. Urban Construction Process Improvement Initiative.
2. Digital Mapping of ROW Permits.
3. Industry Relationship Improvement Strategy.
4. Update of Construction Specification and Design Standards.

Core Business Activities

Manage Urban Construction Documents

- Urban Construction documents are a group of documents which describe how to design and construct infrastructure acceptable to the City

Phased Land Development Administration

- Create Service Agreements
- Review Detailed Design Drawings
- Inspect Construction
- Bacteriological Water Testing

Offsite Levy (Growth Strategy, Infrastructure Planning, and Financing)

- To set the Offsite Levy Rate based on infrastructure requirements projected growth rates and project timing
- Provide funding for Offsite Infrastructure when required
- Monitor the use of Offsite funding to verify that appropriate processes are used to achieve best value
- Report on the performance of the Levy and recommend adjustments or reviews

Offsite Levy Funded Project Delivery

- Project Review
- Project Management
- Change Review

Right of Way Management

- Issue Excavation Permits
- Issue Line Assignments
- Inspect completed restorations

Most Significant Accomplishments (2012 – 2014)

- Defined Right Of Way Management Quality Role in Organization
- Capacity building and staff retention
- Bridge Drive Utility Corridor, South Siphon and the Garry Reservoir Fill Line
- South Mayor Magrath Dr extension, University Dr Extension and the Metis Trail access to Country Meadows

Urban Construction

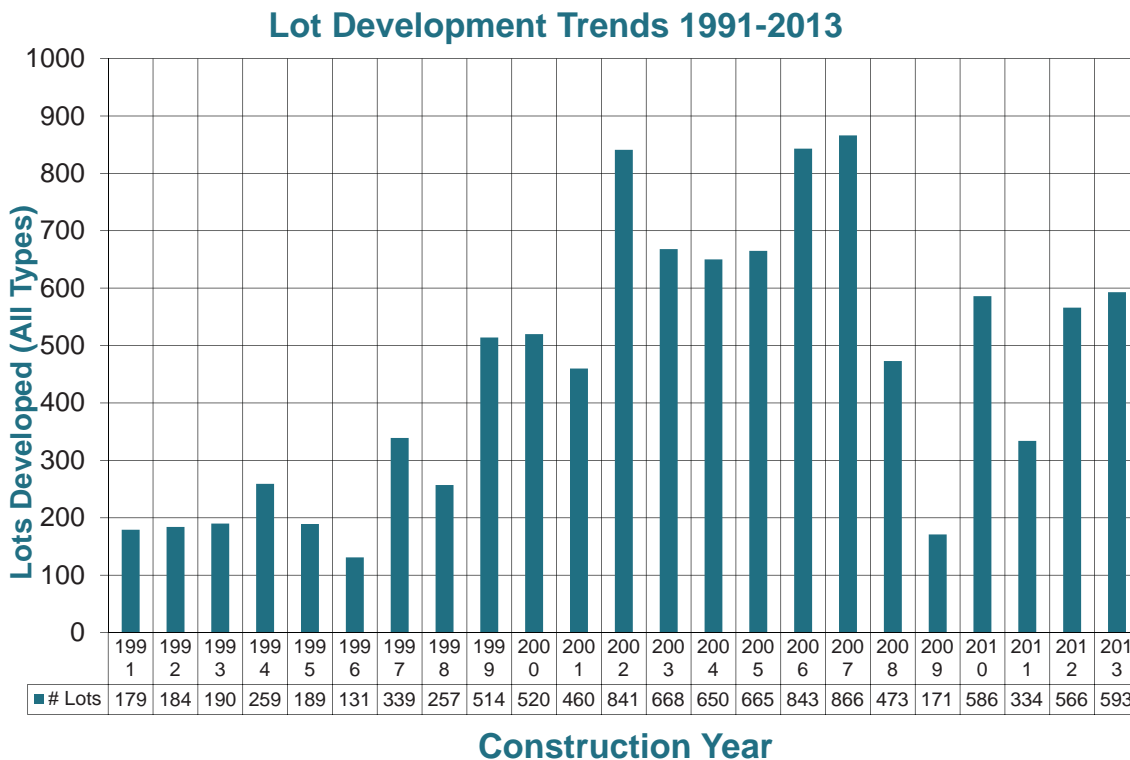
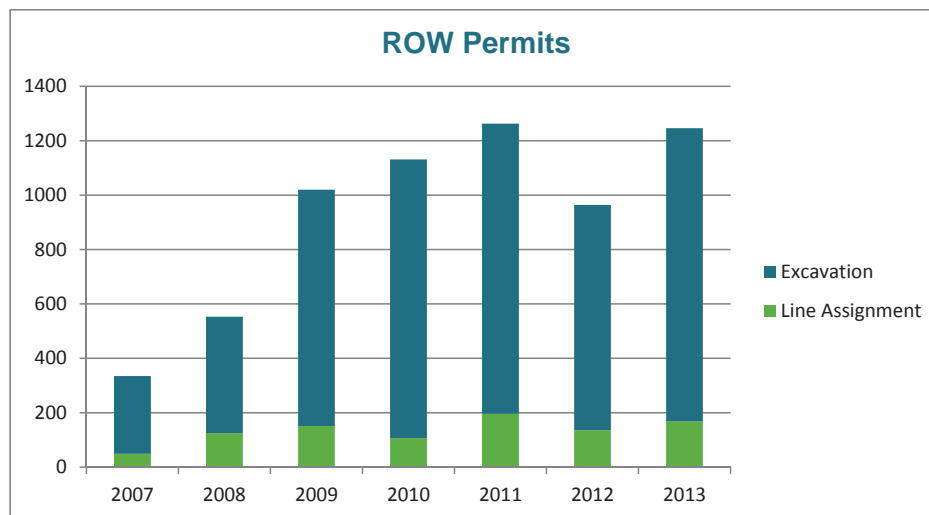
Business Unit Overview

Pressures and Challenges

- Aging work force in industry
- Potential retirements of senior operational staff (drawing review)
- Slow development trend (financial threat)
- Demonstrate efficiency – drive to do more with less
- No bench strength to cover ROW coordination
- Continuity when an industry engineer or inspector changes or is replaced

Performance Measures

The level of activity within Urban Construction is highly dependent on external demands. The following graphs show trends in the amount of work processed through ROW Management and Service Agreements.



Utility Services

Business Unit Overview

Mission Statement

To serve a community that has confidence in the billing and customer care that is provided at a reasonable cost.

Goals for this Budget Cycle

1. Improve system interfaces.
2. Improve Customer Choice: Billing method, Communication, Payment options.
3. Implement processes and systems that monitor accuracy of: System Info, Billing stream, Processes.
4. Enhance Range of Services to meet the needs of our stakeholders.

Core Business Activities

Utility Customer Care

- To provide a point of contact for customer care and collection services.

Customer Service

- Responding to customer inquiries and concerns
- Provide information to customers
- Manage billing programs (e.g. budget billing, pre-authorized payments)
- First contact (often the only regular contact) for most citizens
- Resolve billing issues

Collections

- Monitor receivables
- Deposit management
- Collection management

Billing and Payment Management:

- To provide for customer billing and related services.
 - Utility Billing Administration
 - Meter Reading and Meter Data Management
 - Invoice Management
 - Payment Processing

System Development and Support:

- To provide development and support to Utility Services and other Infrastructure Business Units
 - Billing Support
 - Infrastructure Business Unit System Support (Water and Wastewater, Waste and Recycling)

Utility Services

Business Unit Overview

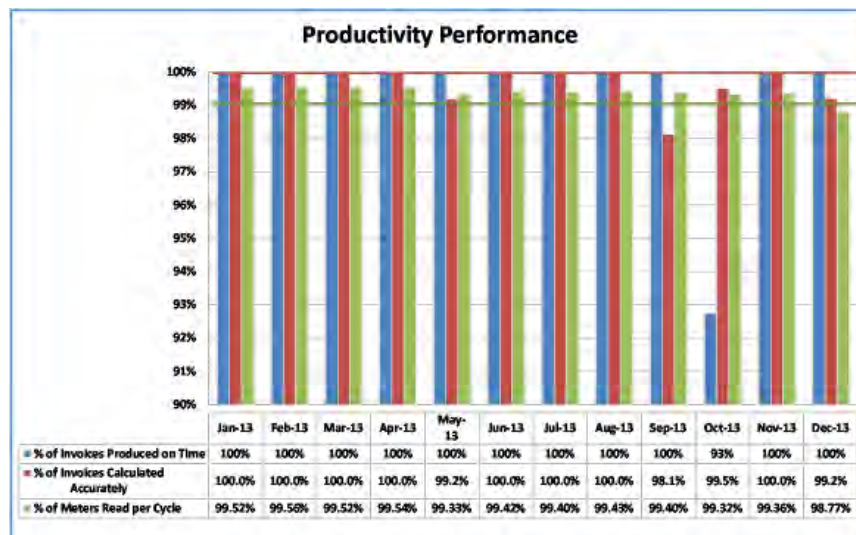
Most Significant Accomplishments (2012 – 2014)

- Department re-examines the service delivery model and elects to continue operations with the existing billing partner and related processes. The Meter reading contract is issued to Olameter Inc.
- Council approved the bylaw to pass savings on to customers who chose electronic utility bills over paper bills
- Automation of operations processes developed and implemented:
 - Industrial sewer charge calculations and interface to the billing system implemented
 - Automate payment processing to improve process efficiency and mitigate risk of error
 - Automation of non-payment disconnection process including interface with billing system, work order processing from mobile devices and automated compliance with legislated reporting requirements.
 - Enhanced online forms for use by utility customers to request new services, sign up for service and for the pre-authorized payment plan
 - Enhanced notification for e-bill customers
- Changed the organizational structure and moved part of the work group to the call centre on the fifth floor of City Hall
- Introduced collection processes that focus less on punitive action and more on developing relationships with customers where we create the circumstances that help them pay their bill through increased communication and payment options
 - Waive the cost of a disconnect notice if the customer has not received such a warning in the past six months
 - Drop off a door tag at the premise 48 hours prior to disconnecting services for non-payment
- Enhanced the disconnect process to allow for more contact with customers prior to final action being taken, which has increased collection on delinquent accounts and reduced the number of disconnections

Pressures and Challenges

- Difficult to integrate billing data into City database
- CRM system accessibility is slow and below expectations
- Customer does not have access to real-time data (payments/usage etc.)
- Potential changes to legislation (i.e. retailer disconnects, system specifications)
- Government change in policy regarding social programs
- Public perception influences workload and adoption of new process technology
- No control over major direction of external suppliers (service providers)
- Technology changes – software/hardware that impact processes

Performance Measures



Electric Utility

Business Unit Overview

Mission Statement

The City of Lethbridge Electric Utility provides the community with access to electric energy through a well-managed, reliable system.

Goals for this Budget Cycle

1. Develop and provide additional electric information to customers.
2. Ensure competitive and reasonable distribution costs for our customers.
3. Continue to Implement new technology.
4. Meet developer's needs to access distribution services.
5. Support the customer expectation of environmental awareness.

Core Business Activities

Transmission

Regulated by the Alberta Utilities Commission, this core area is responsible for providing the City of Lethbridge with access to the provincial power supply. The transmission system itself consists of all 138,000 Volt electric facilities owned by the City and is a part of the Alberta Interconnected Electric System (AIES).

Core activities within this area include:

- System planning and oversight, including design of capital improvements and capital expansion
- System maintenance and operation to provincial and national standards. Implementation of industry standards.

Distribution

This core area is responsible for ensuring that residences, businesses and industries within Lethbridge can access the energy received by the transmission system

Core activities within this area include:

- System planning and oversight of the municipal distribution system, including design of capital improvements and capital expansion
- System maintenance to provincial and national standards, including compliance with Canadian regulatory requirements. Implementation of industry standards.

Operations

- New capital construction, as identified through the capital plan and budget
- Inspections and patrols for the purposes of identifying system maintenance requirements
- Maintenance and repair of the transmission and distribution systems to meet industry and regulatory standards
- Troubleshooting (first responders in times of electric trouble)
- Locates (Alberta One Call)

Technical Support

- Building and maintaining AM/FM, SCADA, fibre
- Ensuring Critical Infrastructure Security standards are met
- Developing and implementing NERC (North American Electric Reliability Corporation) Security Standards within the utility infrastructure
- Managing meter data and supporting System Settlement processes and transactions
- Supporting Asset management on the corporate level by providing the interface and data to the JDE Asset management system

Rates and Regulatory

- Creating rate structures that effectively recover costs
- Preparing operating and capital budgets
- Conducting business and financial reviews/analyses
- Procuring energy contracts for Regulated Rate Option customers and Regulated Default Supply customers
- Working in close partnership with regulatory bodies and City of Lethbridge Utility Services
- Filing reports with regulatory agencies
- Providing financial support and advice to transmission, distribution, operations and technical support

Electric Utility

Business Unit Overview

Most Significant Accomplishments (2012 – 2014)

- The Electric Utility organizational structure is well developed and understood
- The Automated Meter Infrastructure project (2012 – 2015) has been successfully initiated and preliminary results are very encouraging
- New and upgraded transmission line infrastructure has been added to both the 43 Street and 26 Avenue corridors, and has resulted in (increased) operational flexibility and reliability
- Underground cable replacement on the distribution system has commenced and is on schedule to maintain desirable reliability and service criteria
- A new rate class for larger residential (and some small commercial) customers (rate 992) has been implemented to meet changing customer profiles and to ensure equitable cost recoveries from these customers
- An updated web presence for the Electric Utility has been implemented
- Automated Work and Facilities Management (ARC FM) systems have migrated from the desk to the truck, and field staff now has network access to the information they require
- The utility has been successful in increasing focus on communicating with customers (one-on-one discussions, informative brochures and letter, and public consultations have been utilized to better inform our customers)

Pressures and Challenges

- Resources to develop and provide additional electric information to customers
- Provincial regulations.
- Funding approval for increased resources.
- Currently Electric Utility staff are located in three separate areas and often struggle to deal with the inefficiencies involved. It is often difficult to collaborate effectively, and communication issues often add time and expense to projects
- Customer resistance to AMI and associated privacy concerns
- Customers are concerned about their health. Issues with customer concerns regarding automated metering (radio waves), as well as transmission and distribution line emissions (electromotive force or EMF) will need to be addressed

Performance Measures

- LEU's dependability and reliability continue to meet or exceed industry standards
- Attracts and retains the employees required to maintain and operate the system
- Continues to meet regulatory demands
- Provides the information and support to the board (City Council) so the board retains confidence in providing excellent service at a comparable rate
- The Return On Investment continues to grow in relationship to the financial value of the asset itself



Waste & Recycling Services

Business Unit Overview

Mission Statement

The purpose of the City of Lethbridge Waste & Recycling Services is to provide the community with an integrated and sustainable waste management system so as to maintain a clean, healthy urban environment.

Goals for this Budget Cycle

1. Develop a Communication Strategy to ensure that residents understand the current programs and are motivated to participate in new programs.
2. Develop a Corporate Environmental Strategy. This will acknowledge our current contribution to environmental sustainability. It will also explore other options for environmental consideration in the delivery of our suite of services and programs.
3. Investigate the implementation Residential Curbside Recycling programs. Consider expanding the programs offered at the curb that create the convenience that is necessary to increase participation in recycling.
4. 75% of Lethbridge waste disposal originates within the commercial and business sector. Success in reducing waste disposal will only happen with participation from this sector. In the next business cycle we will implement the ICI (Industrial, Commercial, Institution) Recycling Strategy to enhance recycling within the business sector.

Core Business Activities

Waste Prevention

- Reduce the amount of waste that is generated by the residential and business sectors of our community

Waste Diversion

- Minimize the amount of material being disposed of in the landfill through diversion strategies

Waste Collection

- Collect waste from residential and business customers for disposal in the landfill

Waste Disposal

- Safe disposal for end of life waste materials

Most Significant Accomplishments (2012 – 2014)

- In 2012/2013, we completed the design and construction of the 3 new *Recycling Stations* that replaced the older 7 Recycling Depots. A Yard Waste Site was included with the West Side Recycling Station. This complements the current Yard Waste Site on the east side of the city
- In 2014 the *ICI (Industrial, Commercial & Institutional) Diversion Strategy* was completed. This will lead to implementation in the next 4 year business cycle. This plan brings a focus to recycling within the business community which generates 75% of the waste
- In 2013 the *Master Plan for the Waste & Recycling Centre (Landfill)* was completed. This plan provides a long term design as well as provision for expansion of the facility to ensure meeting the needs of the community for the next 50 years
- The implementation of a *Performance Management System*. This system measures our performance against targets, as well as benchmarking our performance against industry standards, and the performance of other communities

Waste & Recycling Services

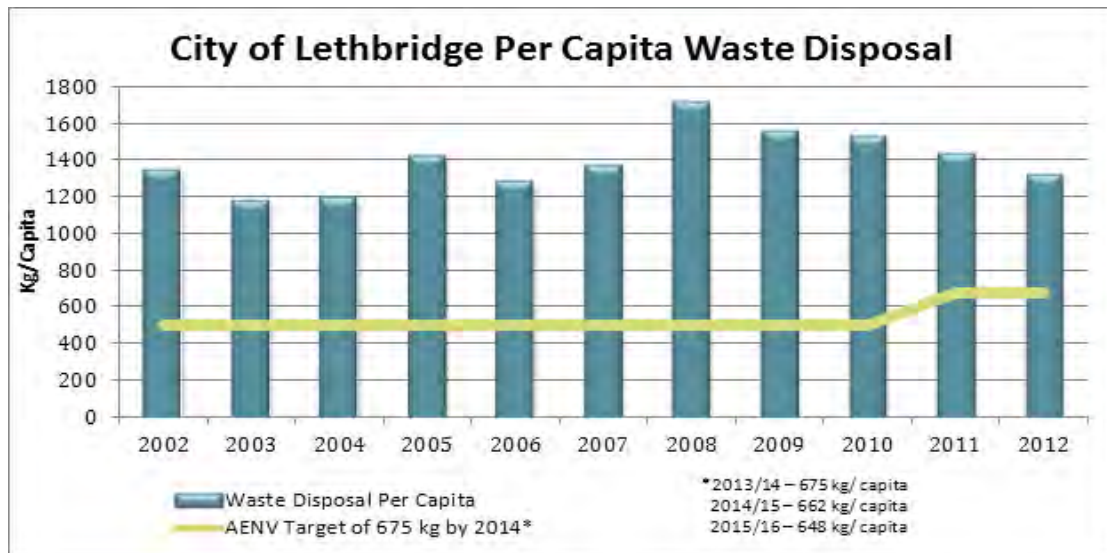
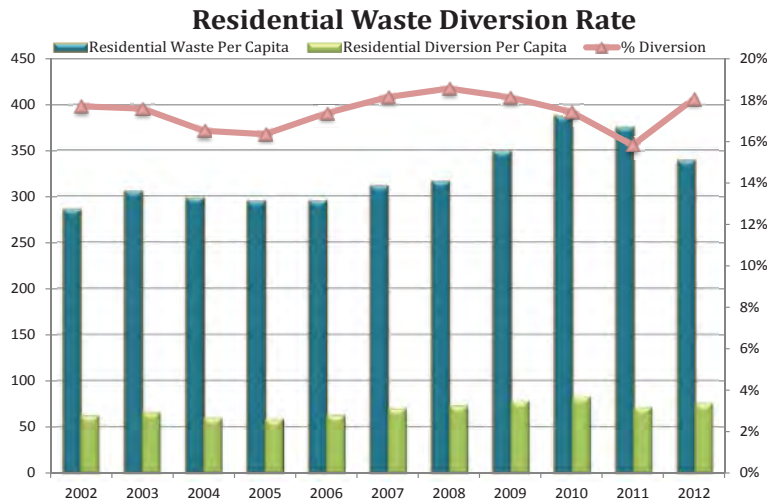
Business Unit Overview

Pressures and Challenges

- Successful programs rely on strong customer participation
- Finding the best communication channels to engagement and interact with our customers
- Customer expectations can outweigh current service level capacity
- Long term landfill environmental liability
- Extended Producer Responsibility program design and delivery

Performance Measures

The following graphs show residential waste diversion performance and per capita waste disposal.



Wastewater Utility & Stormwater

Business Unit Overview

Mission Statement

The mission of the Wastewater Utility is to collect, treat and dispose of wastewater and to ensure that water is available for future use.

The mission of the Stormwater service is to protect both the community and the watershed through the effective management of surface runoff water.

Goals for this Budget Cycle

1. Interdepartmental Partnering.
2. Comprehensive People Plan Document.
3. Create an Underground Asset Management Plan to Minimize Infrastructure Risk.
4. Communication Plan and Programs to inform the Community.

Core Business Activities

Wastewater Treatment:

- Plant Operation and Maintenance
- Lift Station Operation and Maintenance
- Laboratory Analysis
- Monthly Reporting (Regulatory)
- Measurement and Analysis
- Operator Training and Certification

Wastewater and Stormwater Collection:

- Preventative Maintenance
- Respond to Service Interruptions
- Heavy Rainfall Response
- Emergency Spill Response
- New Service Installation
- Service Inspection and Maintenance
- Operator Training and Certification

Most Significant Accomplishments (2012 – 2014)

- Completed GIS Database for all underground systems
- Compiled a storm pond operations manual
- Contracted approximately \$4M of underground construction (2013-2014) to clear an accumulated backlog of water main renewal and relief sewer projects
- Reduced WWTP staffing by 6 FTE through a voluntary separation incentive option (VSIO)
- Video inspection of all stormwater outfalls and established renewal prioritization
- Acquired new access road to WWTP along with the extension of Scenic Drive North
- Reached the end of the Cogeneration maintenance contract

Wastewater Utility & Stormwater

Business Unit Overview

Pressures and Challenges

- Increasing operating costs
- Unknown condition of underground assets
- Increasing customer expectations
- Utility right-of-way congestion
- Aging workforce and aging infrastructure
- Low tolerance for rate increases
- Higher customer expectations
- Changing regulations
- Loss of Knowledge through pending retirements
- Urban development (growth)
- Extreme weather
- High maintenance of gas conditioning for co-generation plant

Performance Measures

- Regulatory Compliance
- Timeliness of response
- Timeliness of repair
- Number of blockages / failures
- System downtime / service interruptions



Water Utility

Business Unit Overview

Mission Statement

The mission of the Water Utility is to provide a clean, safe and reliable supply of drinking water to the community.

Goals for this Budget Cycle

1. Work Order Management System.
2. Water Treatment Plan (WTP) Residuals Management.
3. Condition Assessment of Underground Infrastructure.
4. Develop Customer Communication Plan.

Core Business Activities

Water Treatment:

- Plant Operation and Maintenance
- Reservoir Operation and Maintenance
- Laboratory Analysis
- Monitor Water Quality
- Monthly Reporting (Regulatory)
- Operator Training and Certification

Water Distribution:

- Preventative Maintenance
- Respond to Service Interruptions
- Main Failures
- New Service Installation
- Water Meter Services
- Service Inspection and Maintenance
- Operator Training and Certification

Most Significant Accomplishments (2012 – 2014)

- Implemented Uni-Directional Flushing (UDF) program. Cleaned approximately one half of the water distribution network in 2013 and performed over 200 corrective work orders on hydrants and valves
- Contracted approximately \$4M of underground construction (2013-2014) to clear an accumulated backlog of water main renewal and relief sewer projects
- Commissioned Garry Drive Water Reservoir in February 2014

Water Utility

Business Unit Overview

Pressures and Challenges

- Water Treatment Plant residuals management does not meet regulations
- Aging infrastructure - Difficult to measure the condition of underground assets
- Lack information systems to better manage work at Public Operations
- Retiring staff / loss of knowledge
- Increasing operating costs
- Unknown condition of underground assets
- Increasing customer expectations

Performance Measures

- Regulatory Compliance
- Timeliness of response
- Timeliness of repair
- Number of breaks / failures
- System downtime / service interruptions







Ipsos Reid

City of Lethbridge 2014 Community Satisfaction Survey



Key Findings
August 2014

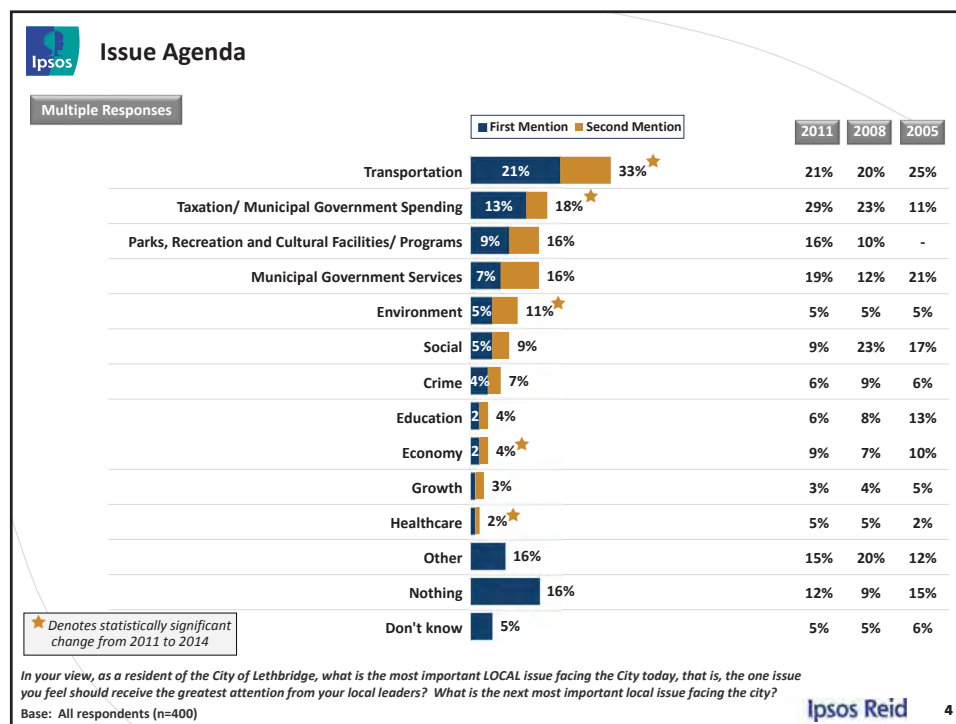
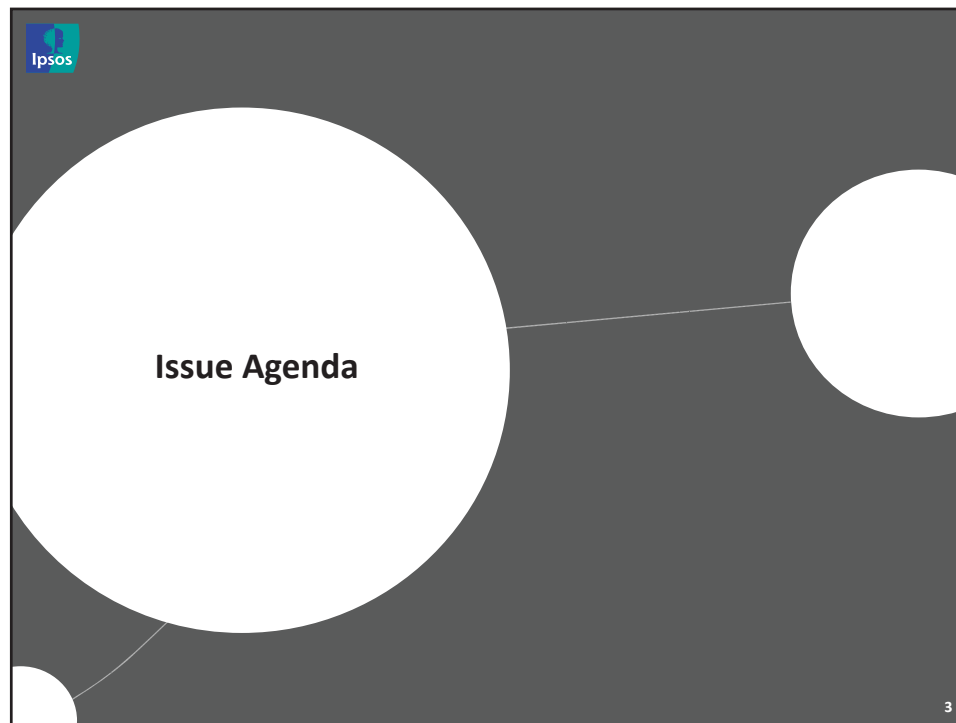


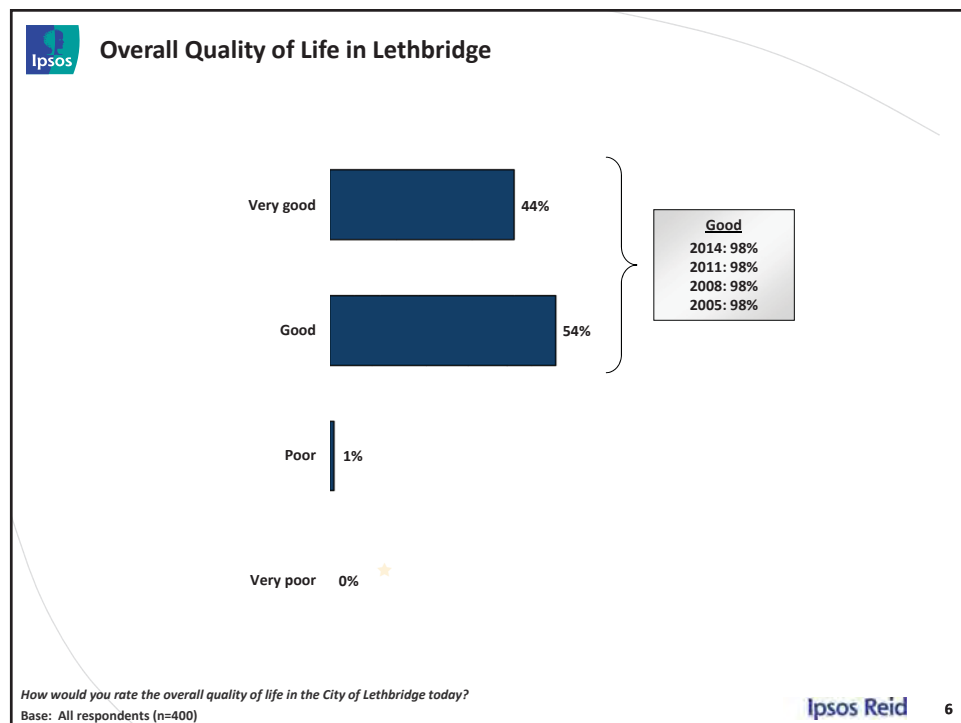
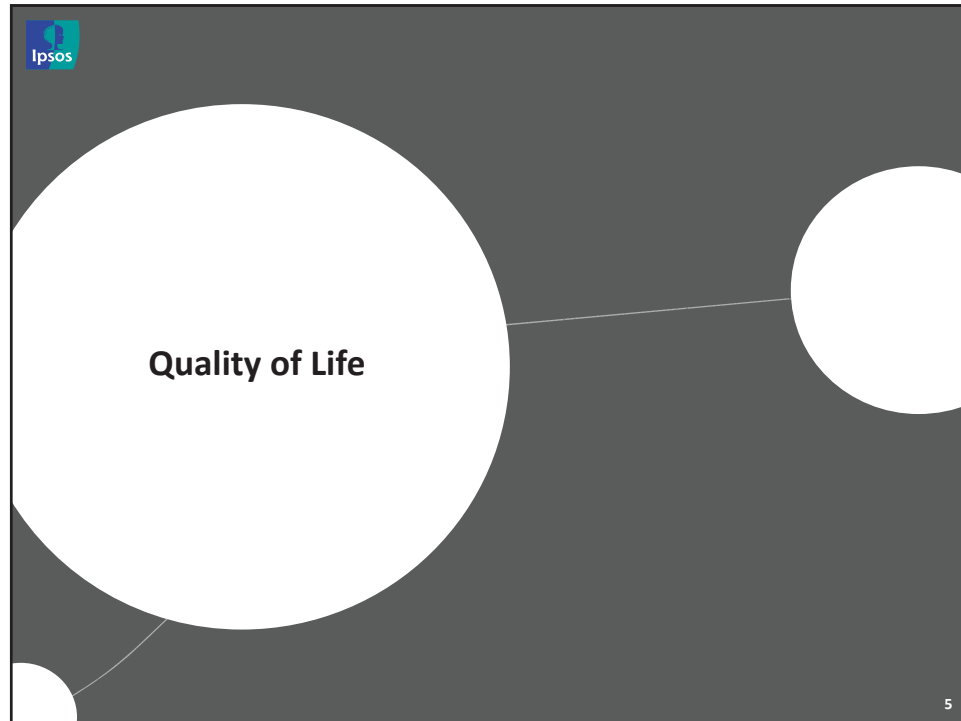
Background and Methodology

- ◆ Ipsos Reid conducted a telephone survey with a randomly selected sample of 400 residents of Lethbridge aged 18 years and older between May 7th and 30th, 2014.
 - ❖ 55 pre-test interviews were completed on May 7th, while the remaining 345 interviews were conducted between May 22nd and 30th.
 - ❖ The average interview length was 16.4 minutes.
- ◆ The margin of error for the total sample of 400 is ± 4.9 percentage points, 19 times out of 20.
 - ❖ The margin of error is larger within regions and for other sub-groupings of the survey population.
- ◆ Final data were weighted to reflect the relative size of each region in Lethbridge (i.e. North, South and West) according to 2013 Municipal Census data, as well as to ensure the age/gender composition reflects that of the actual Lethbridge population aged 18 or older according to 2011 Federal Census data.
- ◆ Where possible, results are compared to 2011, 2008 and 2005 Community Satisfaction Survey findings.

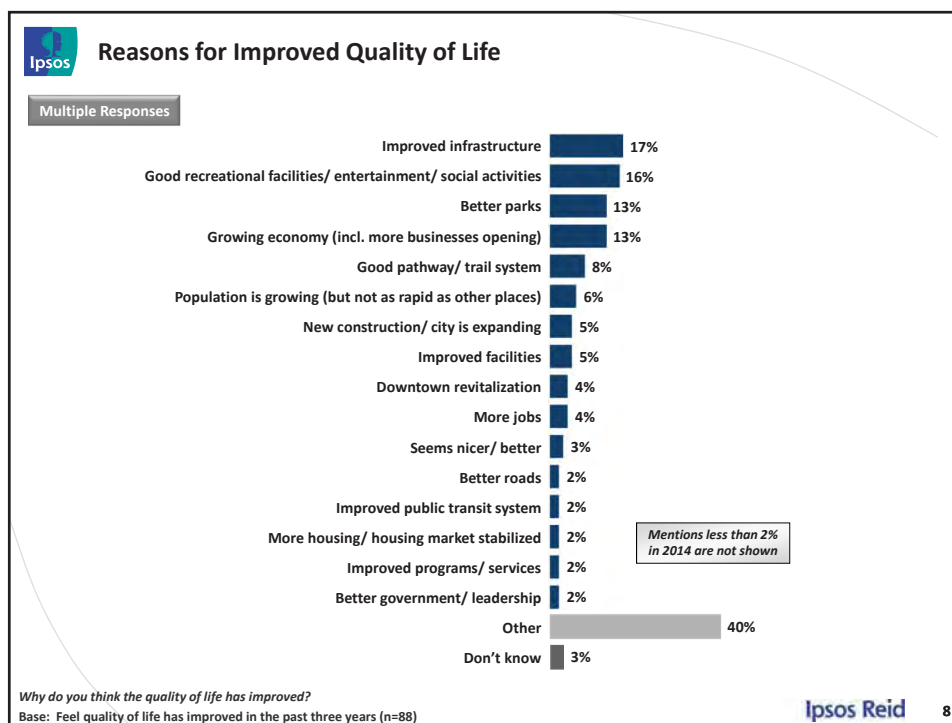
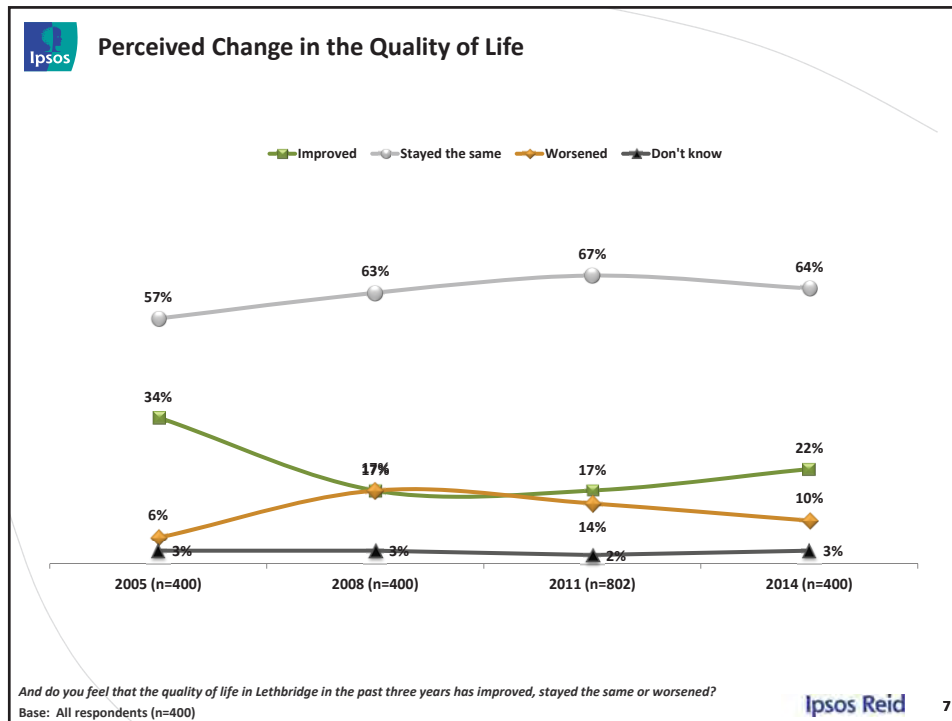
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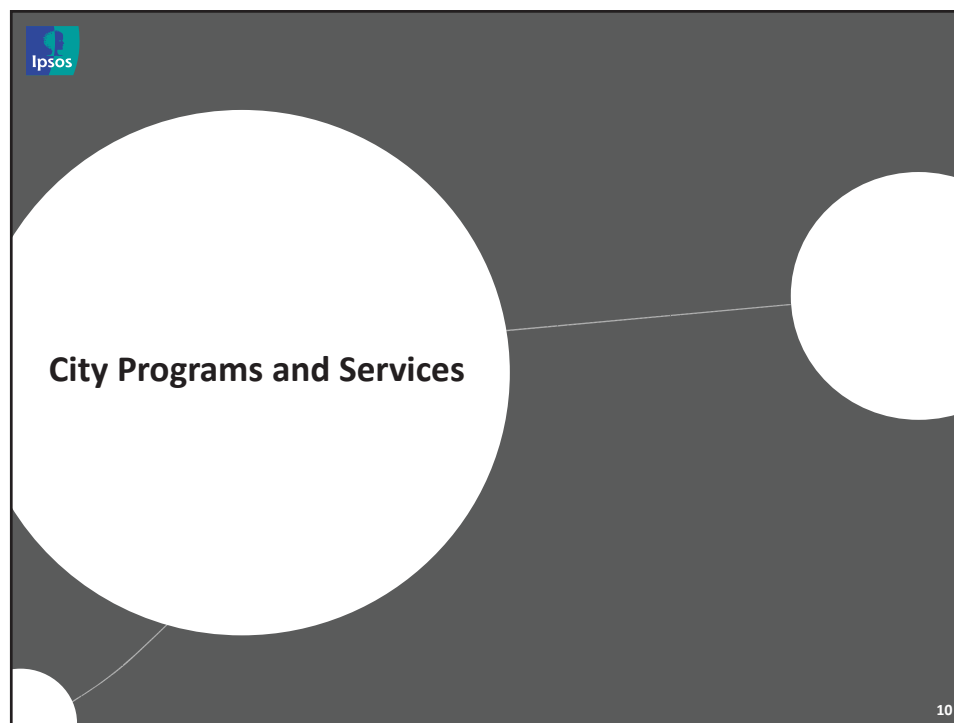
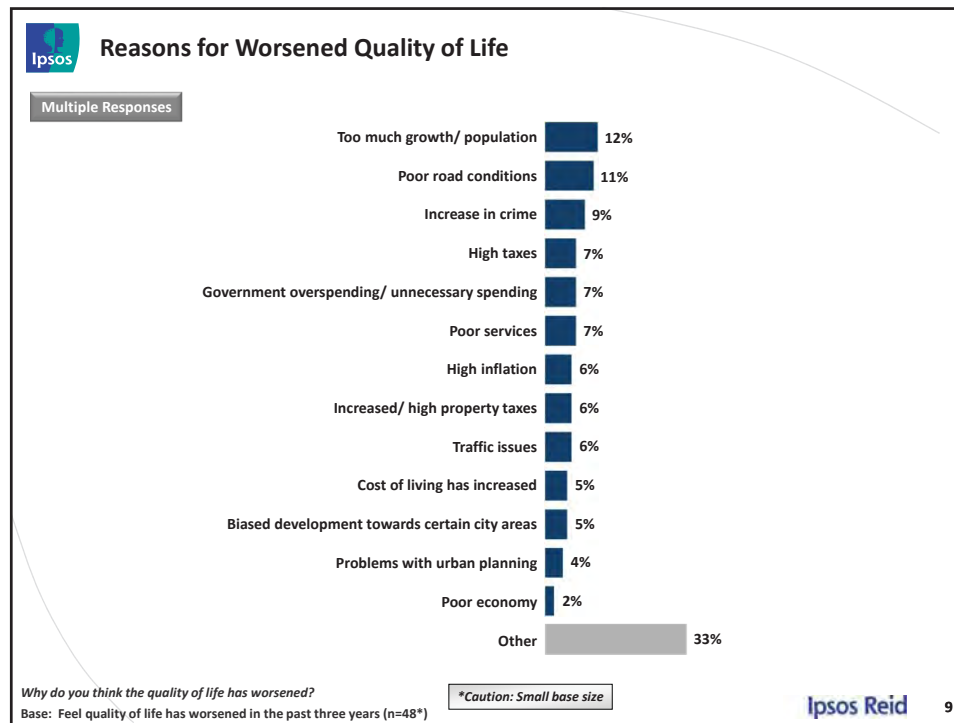
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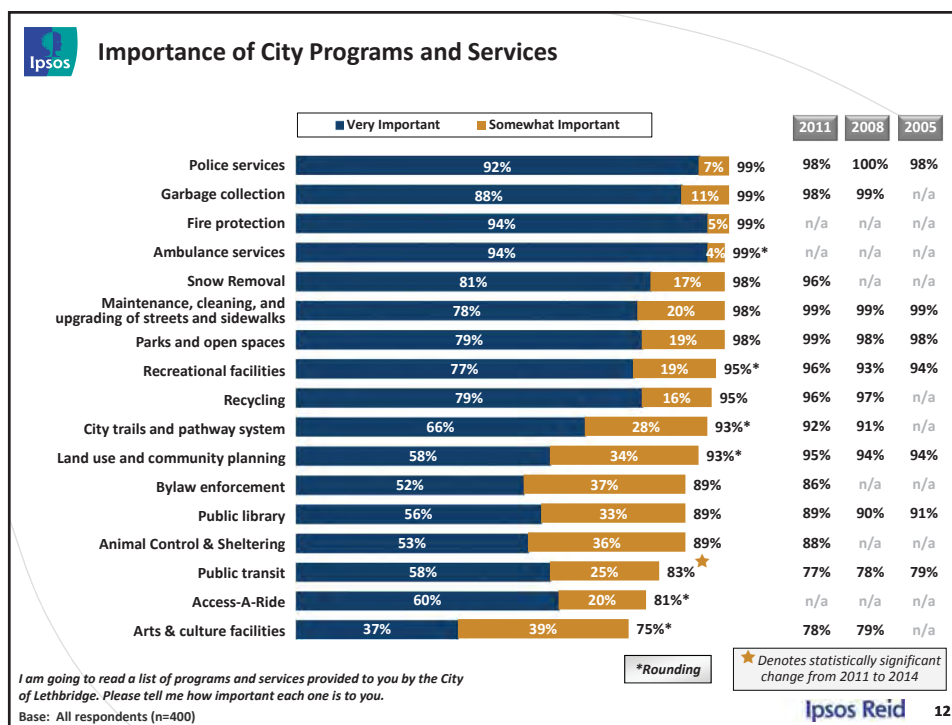
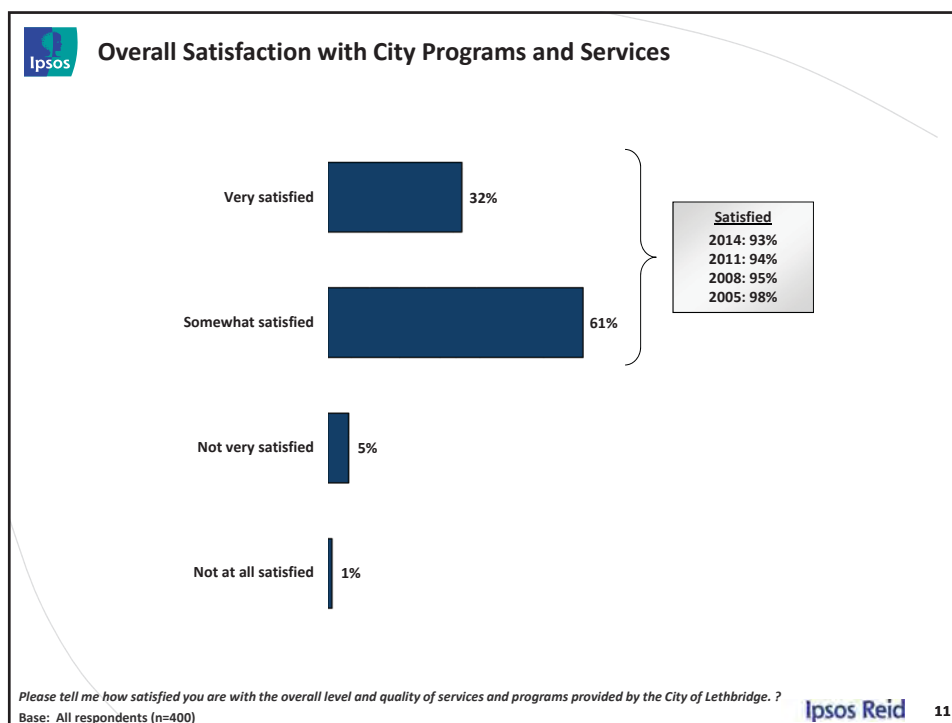




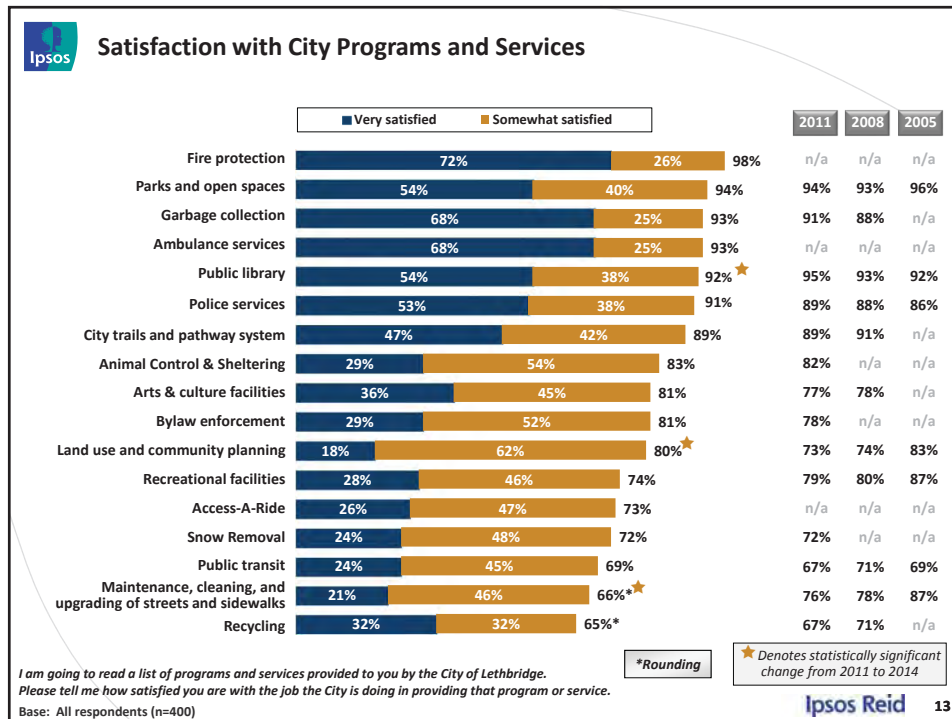
CITIZEN SATISFACTION SURVEY

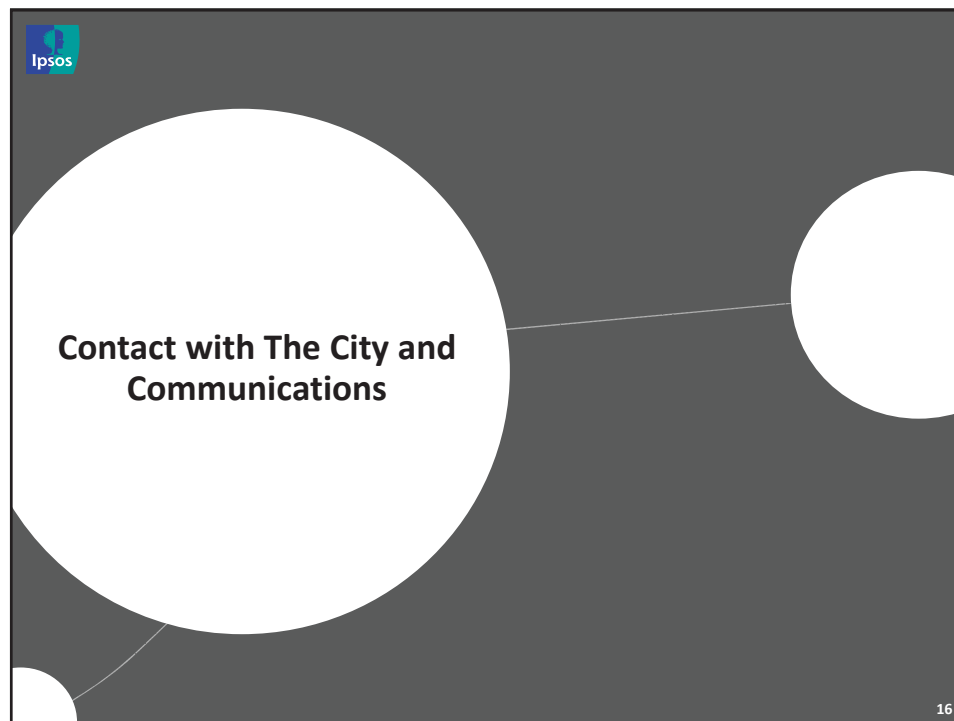
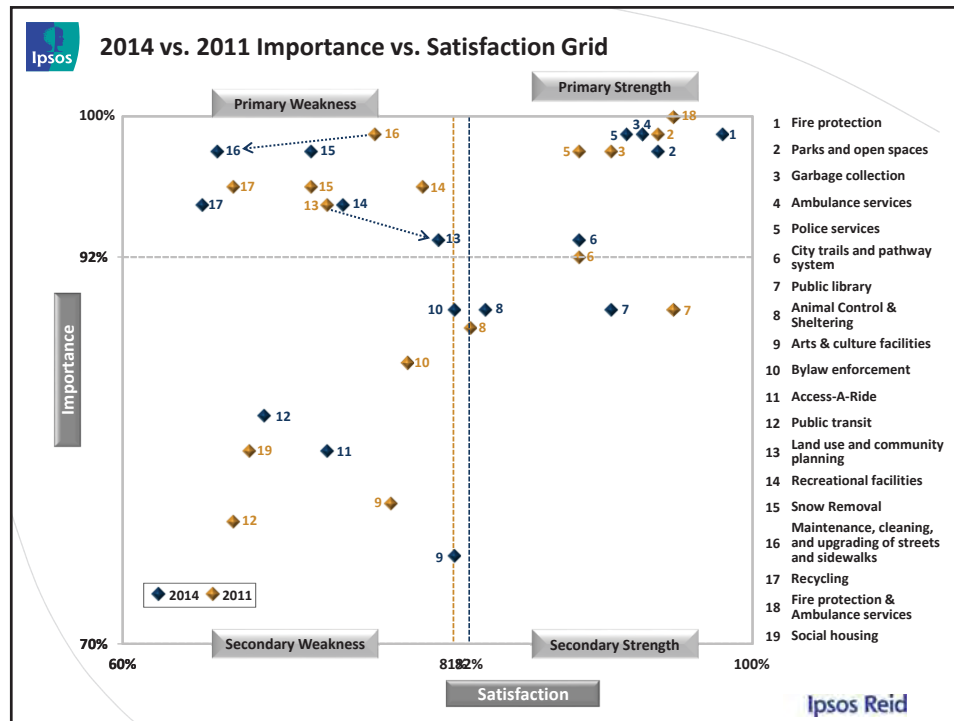


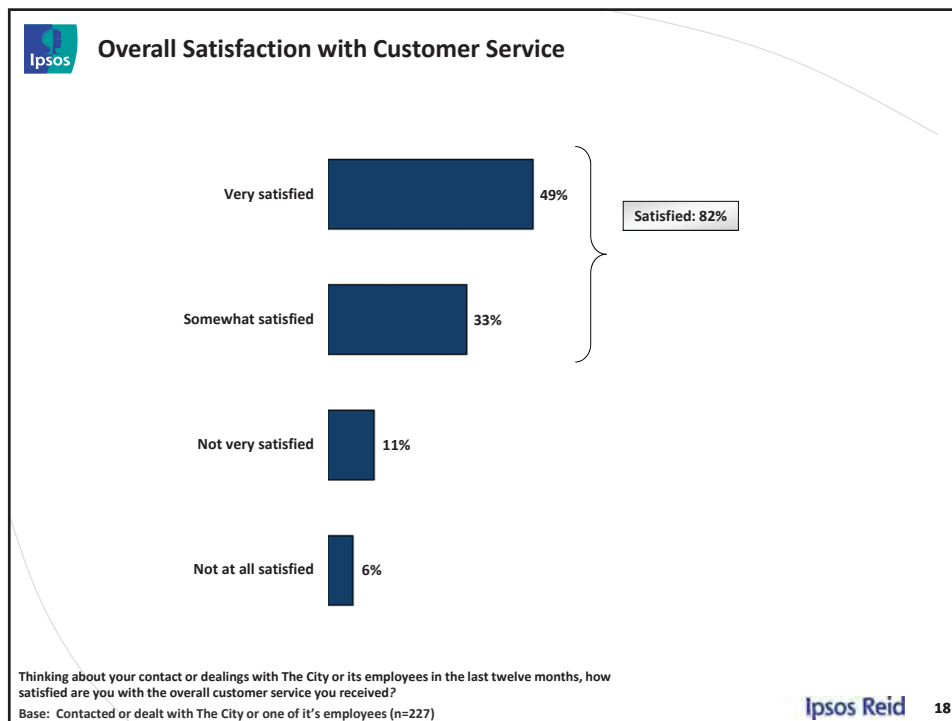
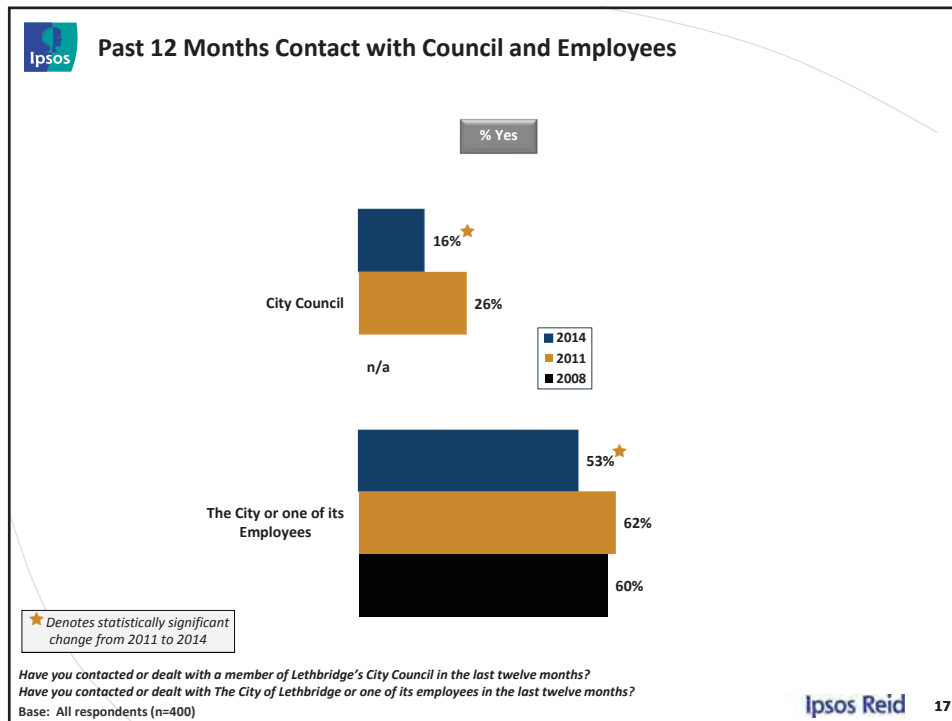


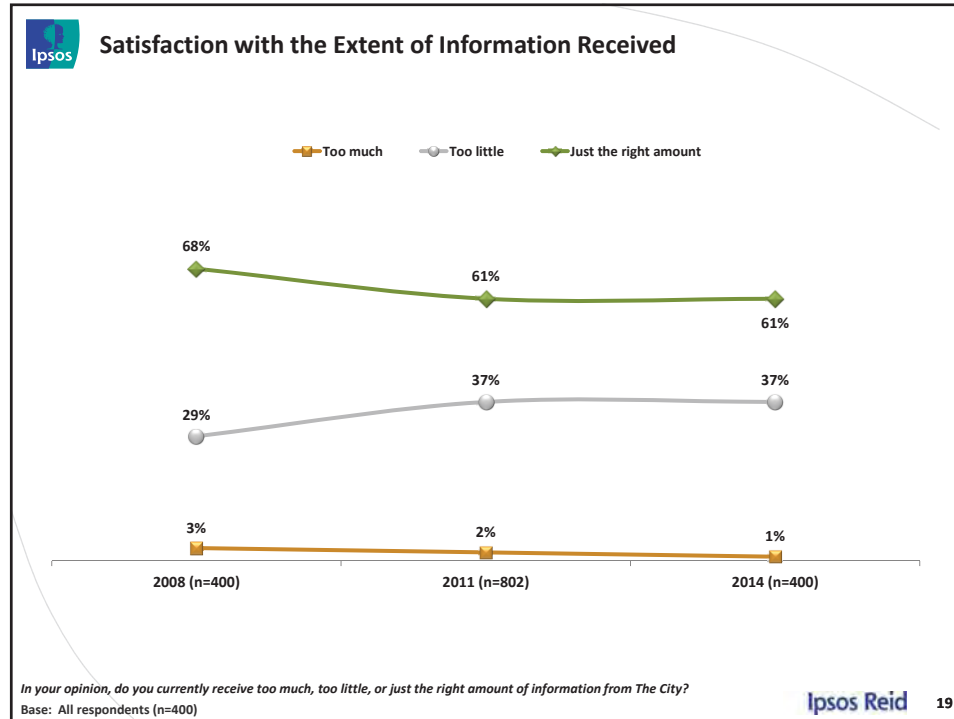


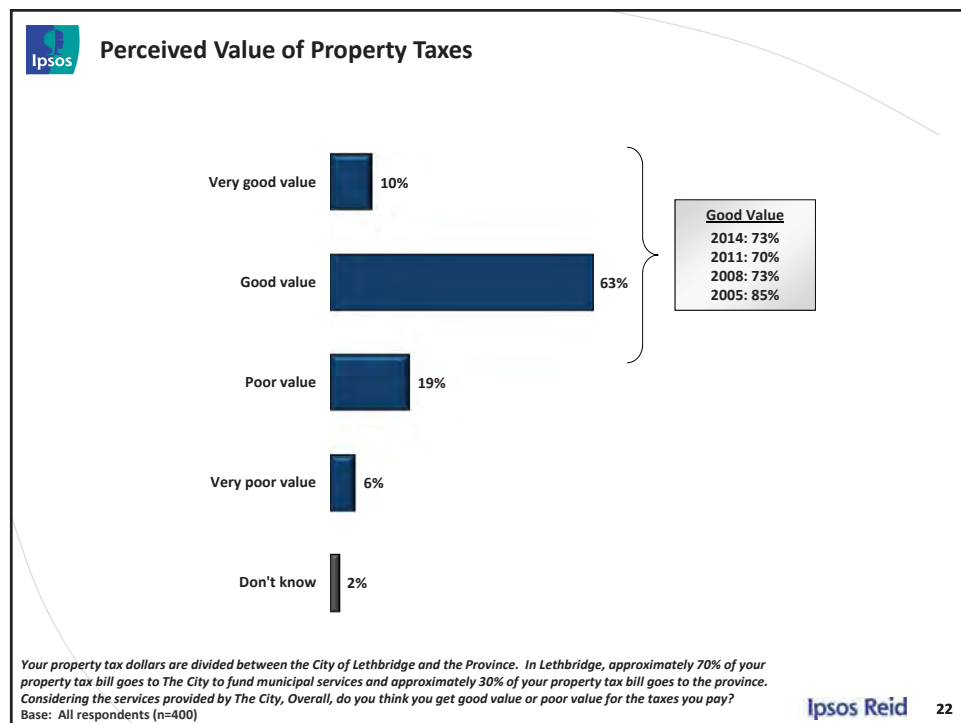
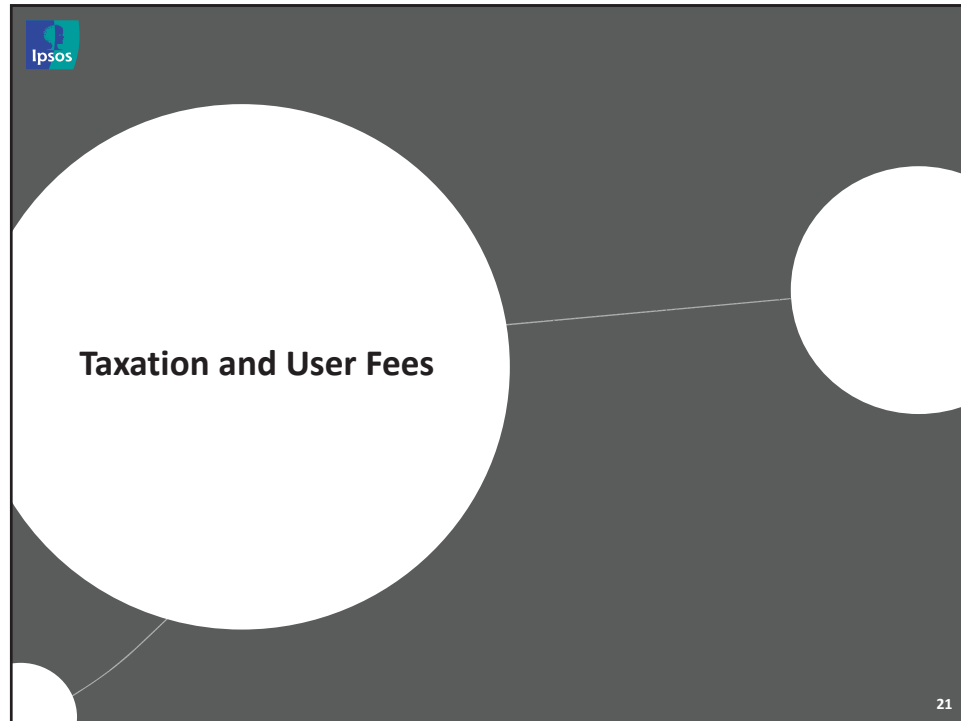
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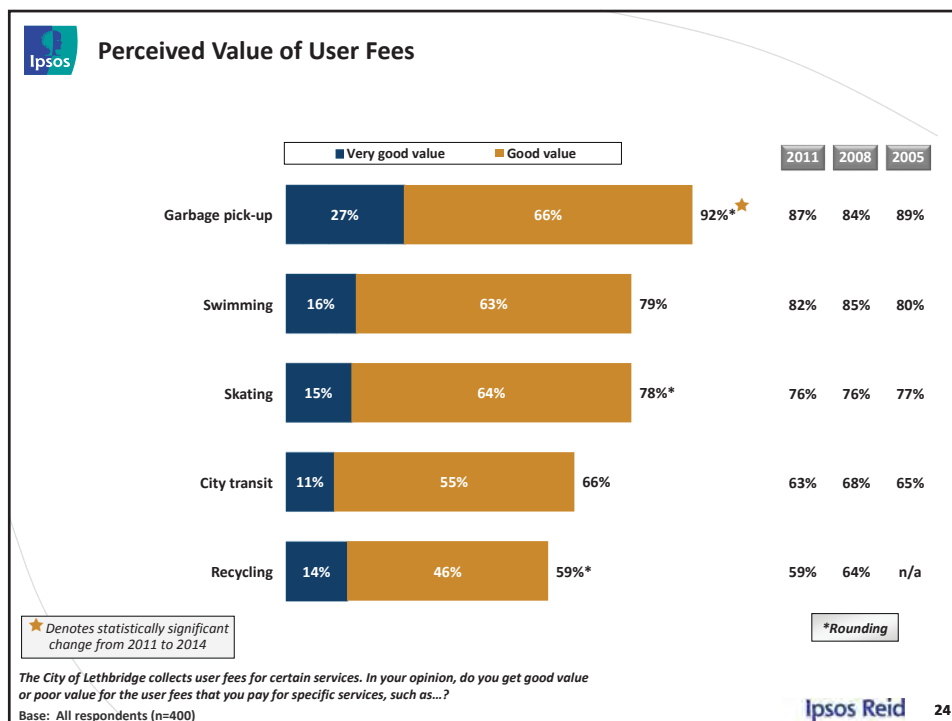
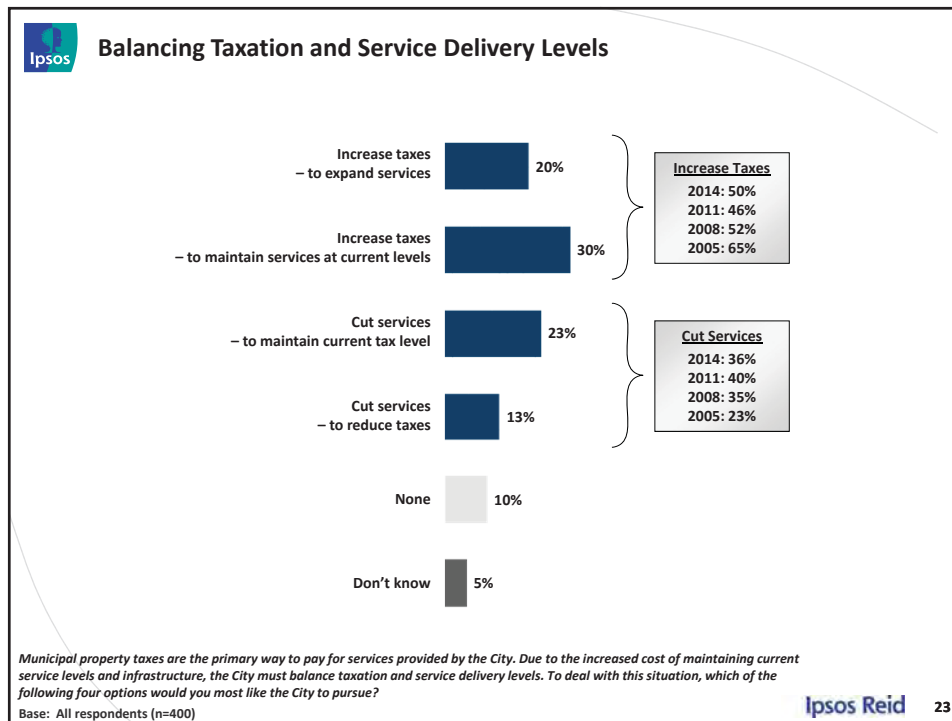


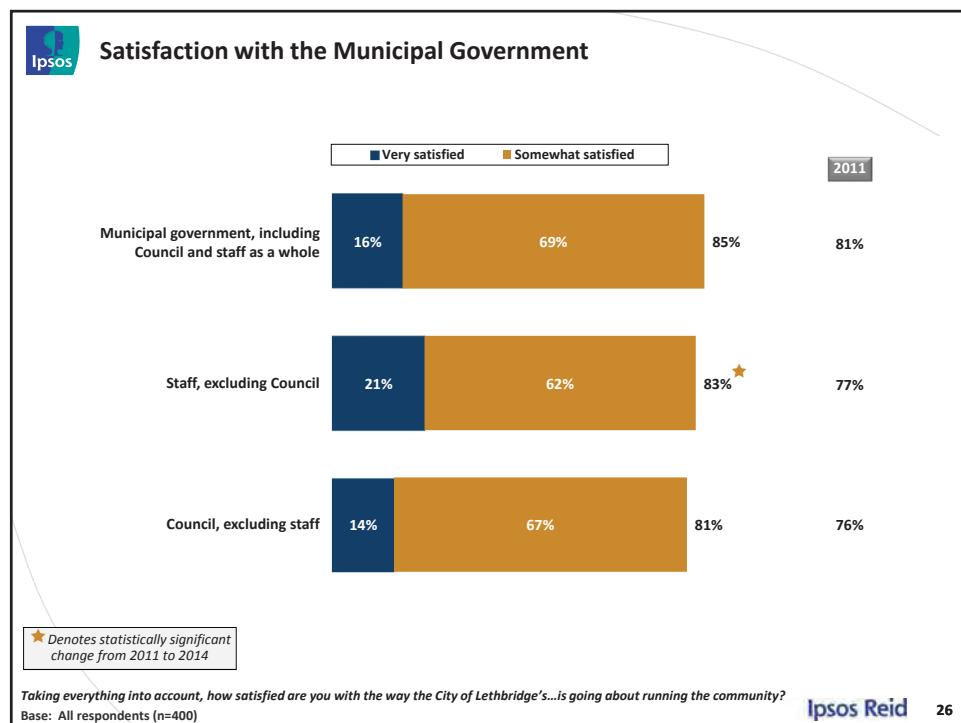
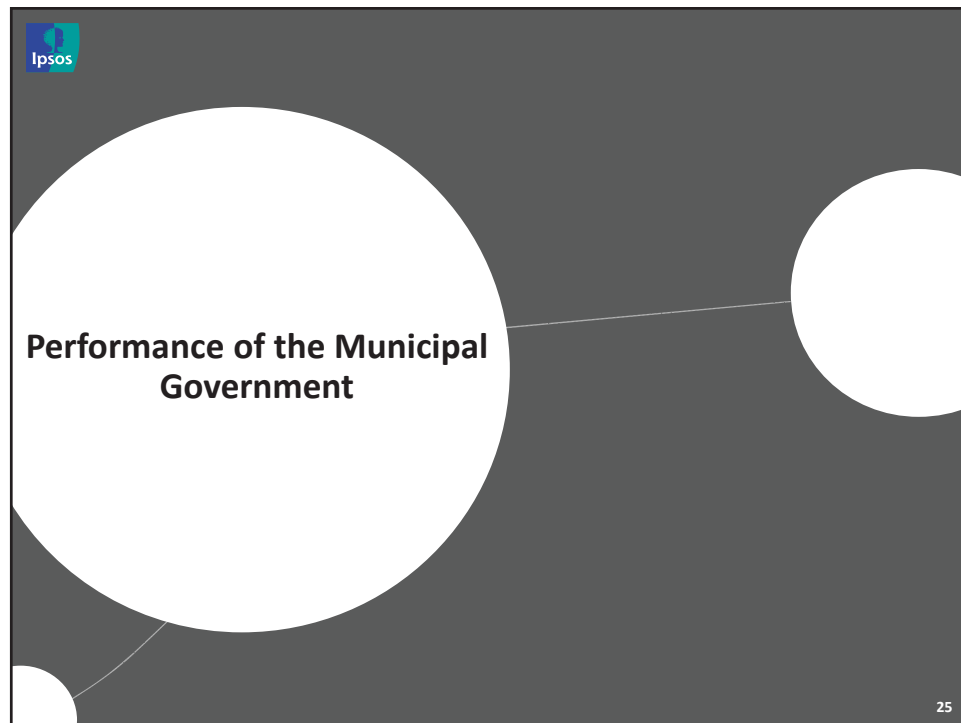


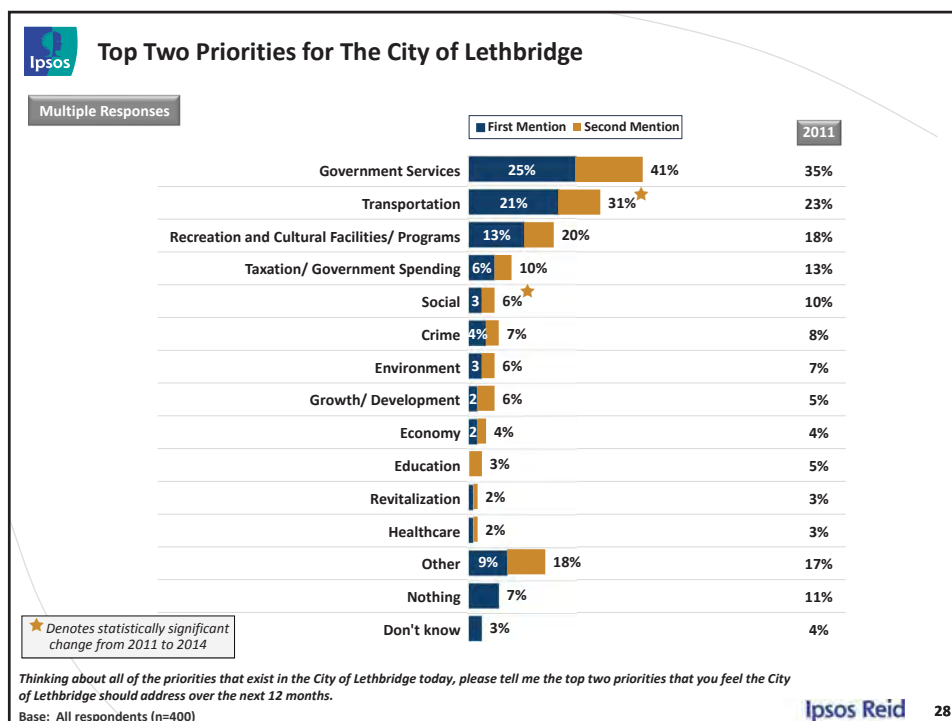
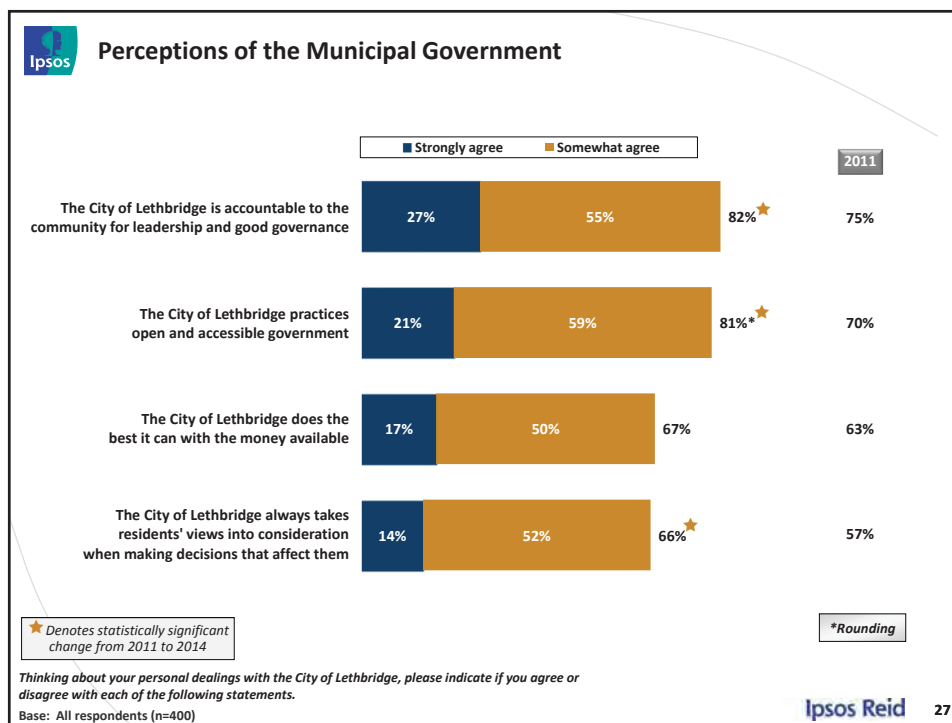














Summary of Key Findings

1. Perceptions about quality of life in Lethbridge continue to be extremely positive.
2. Perceptions of the municipal government are markedly improved.
3. Transportation is increasing in prominence as a key issue facing Lethbridge.
4. Taxation and municipal government spending is decreasing in prominence as a key issue.
5. The perceived value of property taxes holds steady while the perceived value of user fees for garbage pick-up is up significantly.
6. Two City services see significant decreases in satisfaction, while one sees a significant increase.

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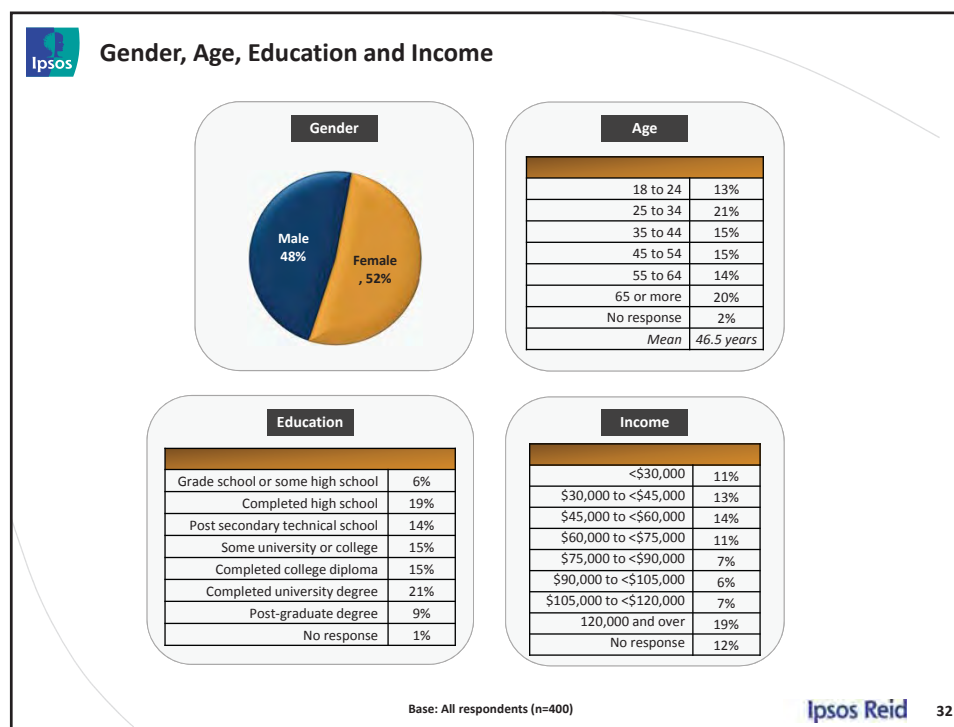
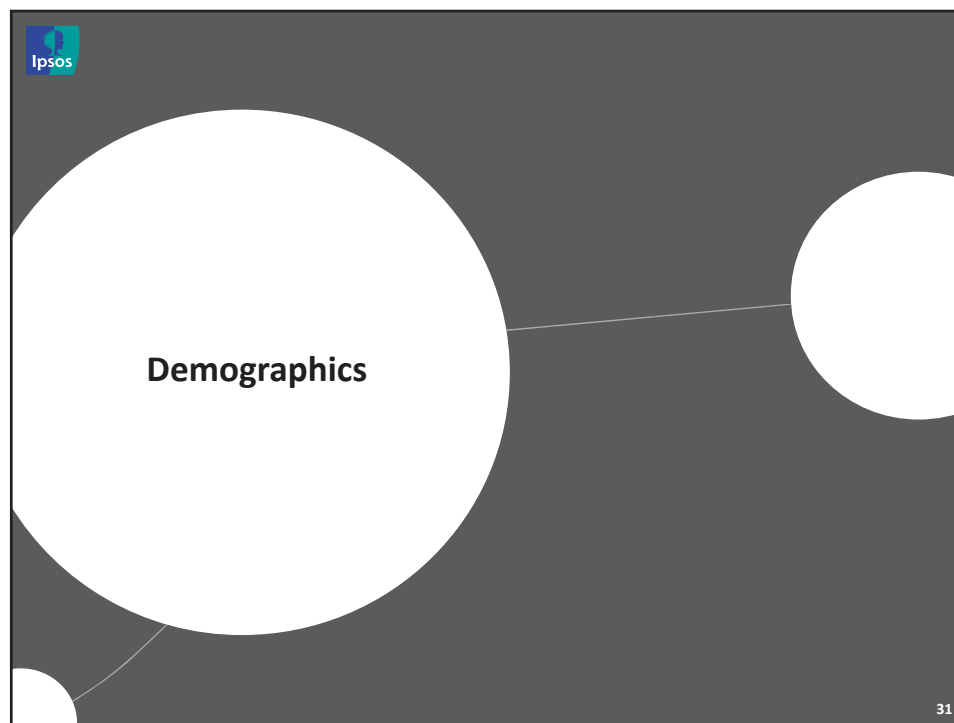
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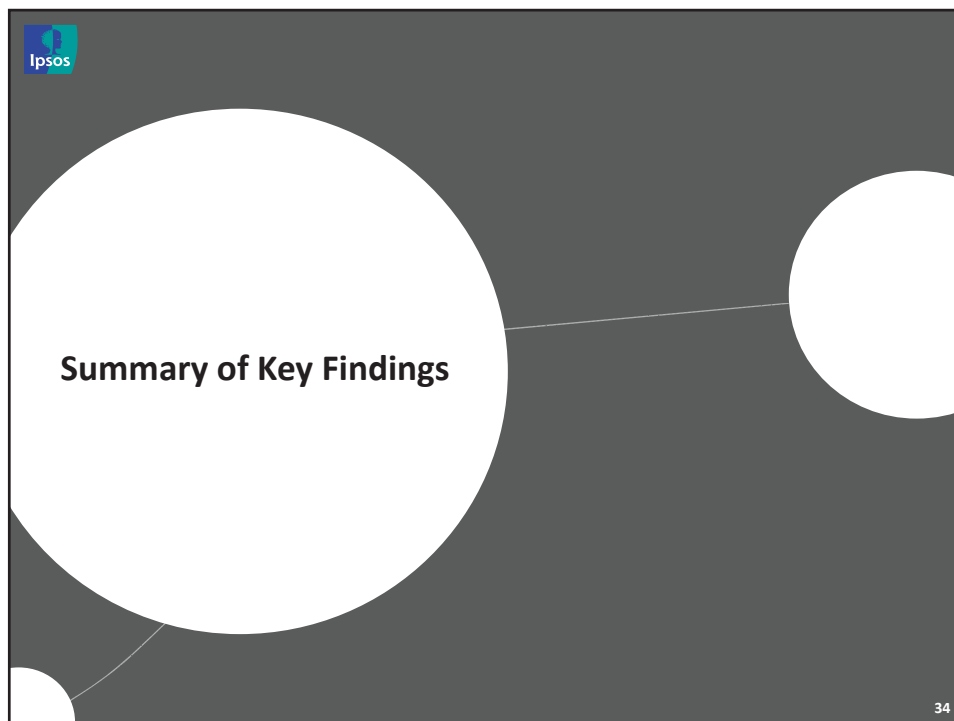
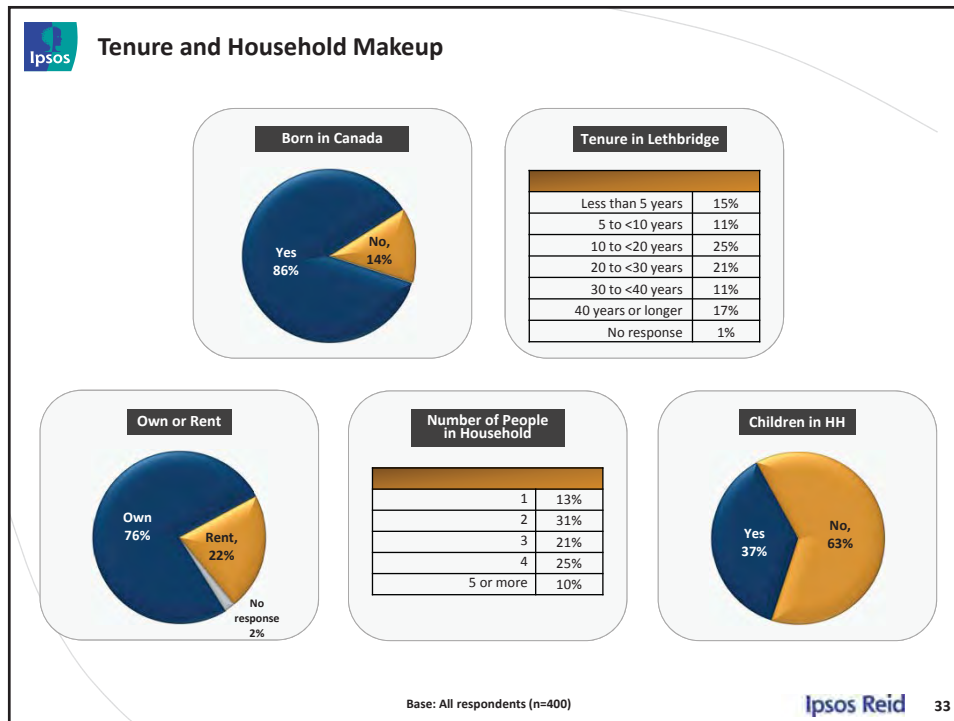
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 **Summary of Key Findings**


Perceptions about quality of life in Lethbridge continue to be extremely positive.

- ◆ For the fourth consecutive measure, there is near universal agreement (98%) that the quality of life in Lethbridge is good.
- ◆ Further, more than two-in-ten (22%) residents say the quality of life has 'improved' in the past three years, while the majority (64%) say it has 'stayed the same' – just 10% say the quality of life has 'worsened'.
 - ❖ "Improved infrastructure" (17%) is the most frequent reason given for the perception of an improved quality of life, followed by "good recreational facilities, entertainment or social activities" (16%), "better parks" (13%) and a "growing economy" (13%).

Perceptions of the municipal government are markedly improved.

- ◆ In 2014, 82% of residents 'strongly or somewhat agree' that *the City of Lethbridge is accountable to the community for leadership and good governance* – up 7 percentage points from 2011 (75%).
- ◆ Eight-in-ten (81%) also 'strongly or somewhat agree' that *the City of Lethbridge practices open and accessible government* – up 11 percentage points from 2011 (70%).
- ◆ Two-thirds (66%) 'strongly or somewhat agree' that *the City of Lethbridge always takes residents' views into consideration when making decisions that affect them* – up 9 percentage points from 2011 (57%).
- ◆ Further, 83% of residents say they are 'very or somewhat satisfied' with the performance of *Staff, excluding Council* – up 6 percentage points from 77% in 2011.

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 **Summary of Key Findings**

Transportation is increasing in prominence as a key issue facing Lethbridge.

- ◆ In 2014, transportation climbs to the top position on the issue agenda with 33% of residents citing it as an important issue – this represents a significant 12 percentage point increase from 21% in 2011.
- ◆ Moreover, 31% of residents identify transportation as one of the top two priorities for the City of Lethbridge – up 8 percentage points from 23% in 2011.

Taxation and municipal government spending is decreasing in prominence as a key issue.

- ◆ Taxation and municipal government spending drops to second place on the issue agenda with only 18% of residents citing it as an important issue – an 11 percentage point decrease from 2011 (29%).

The perceived value of property taxes holds steady while the perceived value of user fees for garbage pick-up is up significantly.

- ◆ Close to three-quarters (73%) of residents give the City a 'good value' rating for the value of their property taxes, on par with 2011 (70%).
- ◆ While the perceived value of most user fees remains steady, in 2014, 92% give garbage pick-up a 'very good or good value' rating – up 5 percentage points from 2011 (87%).

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Summary of Key Findings

Two City services see significant decreases in satisfaction, while one sees a significant increase.

- ◆ Maintenance, cleaning and upgrading of streets and sidewalks – a 10 percentage point *decrease* in 'very or somewhat satisfied' ratings (76% in 2011 to 66% in 2014).
- ◆ Public library – though still extremely high, there is a 4 percentage point *decrease* in 'very or somewhat satisfied' ratings (95% in 2011 to 91% in 2014).
- ◆ Land use and community planning – a 7 percentage point *increase* in 'very or somewhat satisfied' ratings (73% in 2011 to 80% in 2014).



LETHBRIDGE CITY COUNCIL STRATEGIC PLAN 2014-2017



We view this plan as a living document that incorporates emerging issues and/or initiatives. We commit to reviewing this plan periodically and updating it as necessary.

LETHBRIDGE, ALBERTA



CITY OF
Lethbridge

The newly elected Lethbridge City Council met in February, 2014 to set their priorities for 2014-2017. Their Strategic Plan was approved on June 23, 2014 and will help guide them for the next four years.

VISION *

We will continue to work together to ensure that Lethbridge demonstrates active leadership in environmental stewardship and innovation and is recognized as being a safe, healthy, vibrant, prosperous, economically viable place where all people can fully participate in community life.

*(Community Vision from the Integrated Community Sustainability Plan/Municipal Development Plan)

MISSION

Respecting the framework of the Community Vision, City Council will serve and inspire the community through:

- Strong leadership
- Decisiveness
- Measureable actions

Values

Values are the enduring principles or beliefs that guide individual and collective behaviour and relationships. These are the norms that guide the actions of City Council. These principles are essential to how Council members interact with each other, with administration and with the community.

Respect:

- We respect individual differences as well as citizens' rights and responsibilities
- We respect the Offices of Mayor and Councillor as well as the collective role of City Council in the community
- We respect the democratic processes and decisions of City Council

Citizen Focused:

- We encourage citizen participation
- We support diversity
- We are empathetic

Open and Accessible:

- We are open minded
- We are inclusive
- We make ourselves available to citizens
- We make information easily accessible

Accountable:

- We take responsibility for our words and actions
- We develop well-considered policy

Leadership:

- We are responsible, innovative and decisive
- We are ethical stewards

If we live by these values, we build a foundation of integrity and trust.

Strategic Priorities

The following outlines six strategic priorities that were identified by City Council. These priorities were determined through several meetings where we sought to identify and articulate the strategies that were most important to us collectively as City Council. All strategies are of equal importance and are described in a way that assists the reader by providing context.

We identify actions and decisions that have happened in the past that have set the foundation for us to move forward with each of the priorities. We describe those as statements about **"Today"**.

"Considerations" are important to identify as they assist in describing the current circumstances or challenges that we face as we look to strengthen our community. **"And So City Council Will"** are statements that guide us in our decision making to ensure that we stay on track and work towards achieving the goals that we have jointly set out to accomplish.

Strategic Goal #1

City Council embraces its role as government leaders of the corporation by strengthening the process of governance.

City Council demonstrates governance excellence through leadership and setting clear direction

Today:

- We have a foundation of policies and have established a review process
- We have established committee structures
- We have established procedures that support decision making

Considerations:

- Differing levels of knowledge and experience specific to municipal government between Council members
- Public's limited understanding of municipal governance
- Accessibility of information to the public
- Differing perspectives of Council members
- Current public mistrust of orders of government

And so City Council will:

1. Encourage the learning and development of all members in the roles of City Council
 - a) Review and revise City Council orientation
 - b) Review the opportunities for professional development of Council members including but not limited to governance roles, financial literacy, and the programs and services under Council's jurisdiction
2. Strengthen Council's role in policy and procedure guidance
 - a) Review the existing policy bank (including bylaws) to ensure policies reflect the current view of Council and the community
 - b) Conduct a review of the Procedure Bylaw to ensure that meetings of City Council enhance the governance responsibilities of Council (including regular meetings of Council, Community Issues Committee, and Finance Committee)
 - c) Undertake a review and revision of the Code of Conduct for City Council

Strategic Priorities

3. Build on City Council's provincial reputation as a leader in governance innovation by seeking new ways of approaching issues that come before Council
4. Review internal processes to maximize value to citizens
 - a) Initiate a review of service level provision in key areas
 - b) Review and revise the budget process in accordance with the new four-year term of City Council
 - c) Examine the merits of moving from part-time to full-time Councillor role
5. Develop and implement a City Council workplan
6. Encourage robust public debate

Strategic Goal #1 Continued

City Council encourages and enhances citizen engagement

Today:

- We have strong focus on providing information to the community
- We use multiple channels to inform the community
- We provide opportunities for public input on projects and issues
- We encourage citizen involvement on Council committees
- We have established the Community Issues Committee as a forum for open dialogue with City Council

Considerations:

- Creating a comfortable forum for citizens to raise issues
- Improving citizen-to-City Council communication
- Differing levels of understanding in the community of city services, processes and policies
- Multiple perspectives on issues and challenges
- Not all citizens want to get involved

And so City Council will:

1. Engage with citizens early and often using a variety of engagement tools and resources
2. Improve clarity and access to information for citizens
 - a) Focus on simplified, clear messaging
 - b) Host information forums through a variety of mediums – town halls, virtual town halls, online conversation groups
 - c) Provide easier access to information on municipal governance processes
 - d) Provide timely responses to inquiries
3. Encourage citizens to get involved in opportunities that make a better community (for example: citizen panels on specific issues)
4. Identify and engage stakeholders in the decisions of City Council, and encourage active participation

Strategic Priorities

Strategic Goal #1 Continued

We advocate on behalf of our community

Today:

- We have relationships established with political representatives in both the federal and provincial governments
- We network with other municipal leaders throughout the province
- We have procedures to gather the views of citizens on key issues

Considerations:

- Potential changes in federal and/or provincial representation
- Federal or provincial strategies and programs don't always meet our community's needs
- Authority and responsibilities of municipalities are legislated by the provincial government under the Municipal Government Act (MGA)

And so City Council will:

1. Maintain positive relationships with federal and provincial representatives to ensure that the concerns of Lethbridge citizens are raised and understood as issues emerge
2. Leverage intergovernmental relationships to expand the community's capacity to address evolving priorities in areas such as:
 - a) Seniors
 - b) Accessible housing
 - c) Social programs
 - d) Family & Community Support Services (FCSS)
 - e) Capital projects
3. Seek appointments to provincial and national bodies where the City's interest can be promoted
4. Foster alliances with other municipalities on issues of mutual interest
5. Pursue dialogue with the Alberta government to increase authority and autonomy for municipalities in the MGA



Strategic Priorities

Strategic Goal #2

City Council demonstrates financial stewardship

Today:

- We are seen as leaders in the province on processes, policies and practices
- We have an effective audit committee
- Our planning and budget processes are coordinated with the terms of City Council
- We consult with the community about their priorities
- Our fiscal practices and policies positions us financially to manage and maintain our community capital assets

Considerations:

- Public perception of City Council control of finances
- Difficult to articulate service levels
- Municipal finance information is complex
- Council needs a full understanding of the finances to communicate them to the community in a concise and understandable way
- The community's tolerance for tax and fee increases

And so City Council will:

1. Budget to achieve the current and future priorities of our community by
 - a) Balancing resources with needs
 - b) Exploring the strategic risks and benefits of alternative funding options
 - c) Promoting financial best practices to achieve economic sustainability
 - d) Reviewing the policy framework around municipal finances and utilities
2. Review service levels to maximize community value
3. Increase frequency of financial reports
4. Develop and monitor performance measures
5. Participate in provincial benchmarking initiatives
6. Provide opportunity for the community to better understand the value proposition in taxes, service fees and utility rates

Strategic Priorities

Strategic Goal #3

City Council stewards Lethbridge toward a well-designed city by ensuring quality urban design

We strive for a well-designed city through proactive Planning

Today:

- We have well established planning practices
- We have a long-term plans for future growth
- We have well defined planning standards
- The market provides a variety of housing options in Lethbridge
- Planning in newer areas encourages diverse housing choices
- We collaborate with industry partners

Considerations:

- Development standards and processes are based on different time periods
- Gaps in neighbourhood connectivity
- Managing growth expectations of private sector interests
- Accommodating neighbourhood renewal initiatives within established neighbourhoods
- Housing access and affordability remains challenging for some residents

And so City Council will:

1. Create attractive parks, plazas and streets that foster community interaction
2. Establish a strategic approach to neighbourhood renewal that balances neighbourhood vision with infrastructure renewal
3. Proactively ensure land-use rules and processes continue to reflect the evolving community
4. Direct changes to the Land Use Bylaw to support diverse housing types
5. Ensure development processes are streamlined
6. Examine international initiatives for sustainability and liveability standards that address diverse needs
7. Continue to seek federal and provincial support for affordable, accessible housing
8. Create policies and design standards to ensure physical access to all city facilities and public spaces



Strategic Priorities

Strategic Goal #3 Continued

We are pursuing a more balanced approach to urban transportation options that includes pedestrians, cyclists and public transit users

Today:

- We have increased investment in public transit by purchasing new buses and by expanding routes to include most areas of the city
- We have defined services levels for public transit
- We offer public transit that is mobility accessible
- We have a stable customer base for public transit
- We have an extensive off-road pathway system that accommodates recreational cyclists

Considerations:

- The public transit system design is not customer-centric
- Council needs to gain understanding of the barriers to public transit use
- Public transit may be unaffordable for some residents with differing needs

And so City Council will:

1. Evaluate the efficiency of the public transit system to balance funding between users and taxpayers
2. Examine public transit service levels and route designs
3. Consider strategies that better accommodate commuter cyclists



Strategic Priorities

Strategic Goal #3 Continued

We enhance the vibrancy and liveability of our downtown

Today:

- We have a foundation of planning for the downtown (Heart of Our City Master Plan)
- We have an active and engaged downtown community
- Key decisions and investments have been made in downtown:
 - Galt Gardens
 - CASA
 - Station #1 Fire Headquarters
 - Southern Alberta Art Gallery (SAAG)
 - Public Art
 - Initiative to streetscape 3rd Avenue downtown
- Downtown is clean and safe

Considerations:

- Still a perception of an unsafe environment
- Competition of suburban market forces
- Age of infrastructure and buildings
- Perception of parking scarcity

And so City Council will:

1. Make decisions that identify downtown as a “people” place
2. Work with developers to increase the residential component of the downtown
 - a) Explore incentives to housing development
 - b) Remove barriers to downtown activities through bylaw and policy review
3. Support strategies that encourage more diverse ways to access and move in downtown
4. Encourage more festivals and events making maximum use of public spaces
5. Support projects that would attract and keep people downtown
6. Review the Civic Square Plan in response to facility renewal that is currently underway
7. Review downtown boundaries
8. Encourage private investment and promote a corporate culture that does the same

Strategic Priorities

Strategic Goal #4

City Council fosters a safe, healthy and vibrant community through inclusive policies, recreational and cultural opportunities and collaboration

We foster an environment of inclusivity and provide a welcoming community for all residents and visitors

Today:

- Lethbridge has a history of welcoming immigrants to the community
- City Council and the City of Lethbridge support Canadian Municipalities Against Racism & Discrimination (CMARD) initiatives
- We have dedicated resources to address inclusion and diversity issues

Considerations:

- Acceptance of the cultural and racial diversity that continues to develop
- Challenges of access, both physical and financial, prevent full participation in the community

And so City Council will:

1. Foster a culture of inclusivity and respect that sets an example for the corporation and the community
2. Increase accessibility to community events by addressing barriers
3. Lead in the development of policies that counter all forms of discrimination to achieve greater social inclusion
4. Be mindful of inclusion and diversity issues in our community when making decisions and participate in professional development that increases awareness.



Strategic Priorities

Strategic Goal #4 Continued

We enrich the city as an exciting and active place to live, visit and do business

Today:

- Lethbridge has a culture of dedicated volunteerism supported by a municipal government that recognizes the importance of these activities to the sense of belonging within the community
- Lethbridge is a city of festivals and inclusive public events
- Working with the community, the City has created a diversity of recreation, cultural and parks venues
- We engage with business and industry partners to better understand their challenges and successes

Considerations:

- Desire for increased spaces and opportunities for activities that can be less structured and more spontaneous than is currently offered
- Perception that there is a limited diversity of leisure activities for families
- Facilities in the community, although good, are dated and have limited diversity in their offerings
- Business community's sensitivity to taxation, fees and processes
- Competition with other communities to attract new business investment

And so City Council will:

1. Develop strategies to increase opportunities for less structured active recreation in all seasons
2. Encourage the ongoing efforts of community organizations in the delivery of festivals and events
 - a) Review current policies that assist and support events
 - b) Make maximum use of public spaces to accommodate festivals
 - c) Encourage the continuing expansion of events, festivals and venues
3. Explore opportunities to update current leisure facilities and ensure future facilities have diverse offerings
4. Consider ways to streamline city processes and make them more business-friendly
5. Increase our engagement and consultation with the business community
6. Actively encourage a cooperative approach in the community for tourism initiatives
7. Lead the development of a tourism strategy

Strategic Priorities

Strategic Goal #5

City Council takes a leadership role in the protection and preservation of our natural environment in Lethbridge

We lead in the efficient use of resources and land

Today:

- We promote and provide opportunities for waste diversion
- Residential depot consolidation
- Initiation of an Industrial/Commercial/Institutional (ICI) waste diversion strategy
- We develop energy efficient municipal facilities
- We use environmentally responsible deconstruction methods
- We provide an integrated pest management program to minimize use of pesticides
- We provide land for community gardens
- We have completed the conversion of all City street lights to energy-efficient LED's
- We have a solid volunteer base dedicated to supporting the preservation and appreciation of our natural environment
- We have designated protected natural areas within the city

Considerations:

- Need for comprehensive community and corporate environmental strategies
- Desire of some residents to pursue curbside recycling
- Need to be able to demonstrate costs and benefits of environmental initiatives
- Willingness of business, industry, and residents to participate in environmental initiatives

And so City Council will:

1. Investigate options for a corporate environmental management strategy to guide the efficient use of resources by City business units
2. Investigate the implementation of curbside recycling
3. Implement the ICI waste diversion strategy
4. Promote a community environmental engagement strategy
5. Explore options for conventional and alternative energy initiatives that are appropriate in an urban setting
6. Explore options for resource conservation initiatives to reduce our environmental footprint
7. Pursue efficient use of land and resources through comprehensive planning

Strategic Priorities

Strategic Goal #5 Continued

We conserve and enhance the unique character of the Oldman River Valley through Lethbridge

Today:

- The City has assembled over 3,750 acres of land within the river valley
- The River Valley Area Redevelopment Plan guides the development within and adjacent to the valley lands
- Initial development and acquisition was conducted in the 1980's under the Urban Parks for the Future program

Considerations:

- River valley as a wildlife corridor is both an asset and challenge
- Limited access to the river valley
- Increasing amount of invasive species of plants
- The current river valley Area Redevelopment Plan does not reflect the desire for competing uses in the river valley

And so City Council will:

1. Participate in the development of a master plan for the river valley lands that balances the preservation of biodiversity and the desire for residents to enjoy the use of the river valley
2. Amend the Land Use Bylaw to reflect desired uses as articulated in the River Valley Master Plan



Strategic Priorities

Strategic Goal #6

City Council fosters strong relationships with neighbouring communities through collaboration

Today:

- We meet and dialogue regularly with regional partners to understand issues
- We support communities in the region through the provision of services as appropriate (water, sewer, police, fire, landfill)
- We act as a regional centre for amenities and services
- We collaborate on economic development and tourism initiatives
- The South Saskatchewan Regional Plan is nearly completed

Considerations:

- There is a need to have balanced mutual sustainability
- We are in competition for tax base
- There is an increasing demand for city services outside of city limits
- There is an increasing use of city services and amenities by non-city residents
- Balancing the individual and mutual interests of municipalities
- Lack of obvious mechanisms/framework for regional partnerships

And so City Council will:

1. Host a regional forum to discuss the value of the creating of a sub-regional plan or similar mechanisms for thinking and acting at a regional level
2. Seek a framework for collaboration with municipalities in the surrounding region
3. Review existing regional service agreements to ensure they are meeting mutual needs and interests
4. Be seen and respected as leaders and partners
5. Seek out opportunities to work together with other communities on issues we have in common





CITY OF
Lethbridge

Corporate Strategic Plan 2011-2017

Serving Our Community

Making a Difference

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Corporate Strategic Plan 2011-2017



1. MESSAGE FROM THE CITY MANAGER

I am pleased to introduce the City of Lethbridge Corporate Strategic Plan (2011–2017). Guiding an organization as large and complex as the City of Lethbridge takes thoughtfulness and deliberate effort. In conjunction with my Senior Management Team, time was set aside to reflect on past successes, forecast ahead to predict challenges we will face, and confirm the core activities and pillars that ground us in our everyday work.

The purpose of this plan is to provide a roadmap for success and the framework for what we intend to accomplish. It prioritizes corporate objectives and the alignment necessary to meet City Council and community objectives. It is intended to be a guiding document to bring focus to the initiatives that we undertake corporately. This plan informs and provides alignment for all 2012–2014 business plans.

This plan is shaped by:

- A community vision, established by the Integrated Community Sustainability Plan/Municipal Development Plan
- The strategic priorities of the current City Council
- Our corporate mission, vision and pillars

I am proud of the work our employees undertake on a daily basis to foster a culture of public service. Our staff are dedicated to serving the community and committed to doing so while earning our citizens' trust, respect and confidence. My greatest reward is to be told that our employees have won the hearts of our community by going the extra mile to make a difference in someone's life. I look forward to continue collaboratively creating those differences to ensure Lethbridge is a great place to live, work and play.

Garth Sherwin, C.A.
City Manager

2. MISSION/VISION

MISSION STATEMENT

OUR MISSION is to foster a culture of public service that earns the trust, respect and confidence of the community.

VISION STATEMENT

OUR VISION is to engage our employees to win the hearts of our community and to make a difference every day.

In order to achieve the vision that we have established, we intend to focus on the following areas:

- Develop and maintain strong relationships
- Open up City Hall
- Maintain a solid financial position for the future
- Position the organization for future success
- Attend to the culture of public service

Corporate Strategic Plan 2011-2017

CORPORATE PILLARS

OUR CORPORATE PILLARS are our shared beliefs, behaviors and attitudes that guide employees in the delivery of services to our community.

TRUST AND INTEGRITY:

- We are honest, forthright and keep our promises

CUSTOMER FOCUSED:

- We know who our customers and key stakeholders are
- We listen to and seek to understand our customers' needs and expectations
- We have defined service levels
- We focus on solutions for our customers
- We have a "can do" attitude
- We work as a team across departments to serve customers (we are seen by our customers as one organization, *The City*)

SOLUTIONS ORIENTED:

- We strive to look beyond "why we can't" to "how we can", using a "can do" attitude, applying collaborative and creative approaches to finding solutions
- We know the results we are trying to achieve
- We can monitor and report our results
- We use information to support our recommendations and Council's decision-making
- We track data over time to monitor trends and seek improvement

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FINANCIALLY ACCOUNTABLE:

- We can demonstrate and report on our financial performance
- We can justify our budget requests
- We can measure efficiency
- We can demonstrate cost-benefit
- We are fiscally responsible with the community's dollars, ensuring we manage our assets with a long-term view

ENVIRONMENTAL RESPONSIBILITY:

- We will conduct our work in a manner that values, protects and enhances our natural assets (air, land, water and natural features) for future generations
- We consider our impact on the environment, both positive and negative, in our approach to our business
- We take responsibility to learn from the community and to ensure that these matters are considered in our decisions.

SUPPORTIVE AND CARING:

Our employees are the most important resource

- We provide a safe workplace
- We ensure they have the training, tools and technology to do the best job possible
- We connect their role to the outcomes and strategies of their business unit and the organization
- We seek their input on solutions and improvements
- We provide feedback on their performance
- We care about the health and well-being of employees

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Corporate Strategic Plan 2011-2017

3. HISTORY

From 1907 to 1927, civic leadership was provided by a combination of elected and appointed officials. In 1928, the City of Lethbridge adopted the City Manager form of government. This model of civic administration is still in place today.

Over the years, the City faced many challenges:

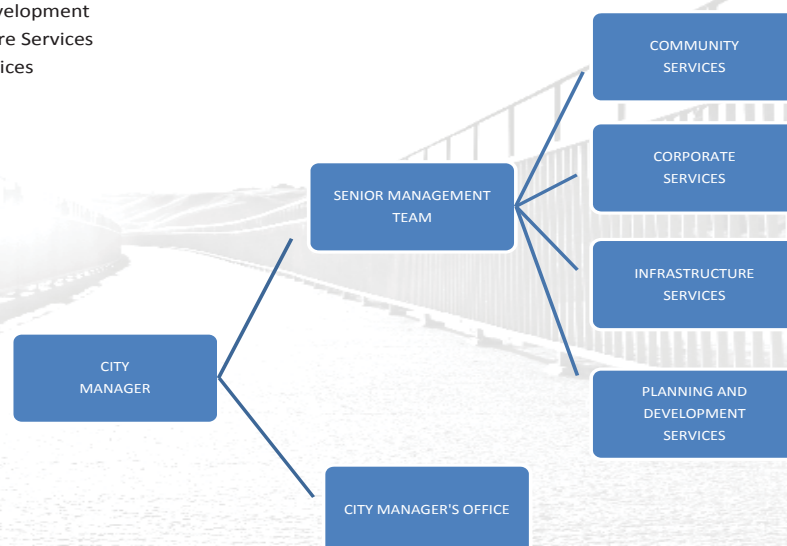
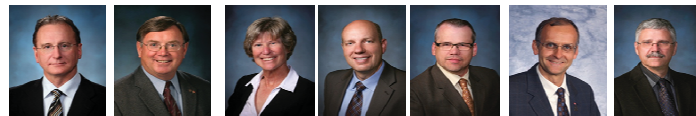
- In the 20's and 30's, the challenges were World War I, economic depression and minimal community growth
- In the 40's and 50's, the City experienced unprecedented expansion and growth
- In the 60's and 70's, the City experienced organizational growth in response to community expansion
- In the 80's, provincial funding programs fuelled significant investments in community infrastructure
- In the 90's, we changed the way we do business in response to financial pressure
- In the 2000's, we faced the concurrent challenges of extraordinary growth in infrastructure and population and the necessity to catch up from the contraction of the 90's

CITY MANAGER HISTORY:

1928-1949	J.T. Watson	1973-1976	A.W. Findlay
1949-1964	A.L.H. Somerville	1976-1981	R.W. Holfeld
1964-1968	H.G. McKittrick	1981-1991	R.M. Bartlett
1968-1970	T.L. Ferguson	1991-2008	R.B. Horrocks
1970-1973	T.R. Nutting	2008-Present	G.H. Sherwin

SENIOR MANAGEMENT TEAM:

Garth Sherwin, City Manager
 Doug Hudson, City Solicitor
 Kathy Hopkins, Director of the City Manager's Office
 Corey Wight, Director of Corporate Services
 Jeff Greene, Director of Planning & Development
 Doug Hawkins, Director of Infrastructure Services
 Bary Beck, Director of Community Services

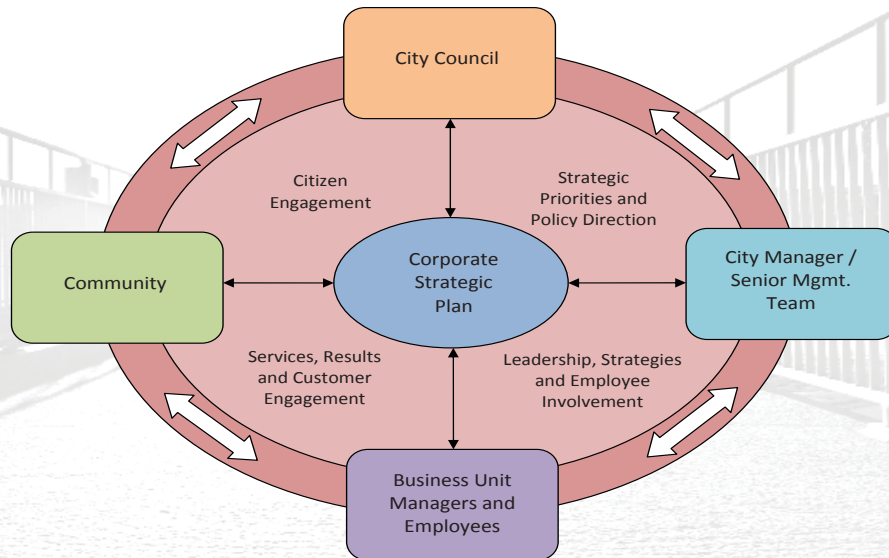


Corporate Strategic Plan 2011-2017

4. THE WAY WE WORK TOGETHER IS . . .

RELATIONSHIPS: CORPORATE STRATEGIC PLAN LINKS OBJECTIVES OF KEY STAKEHOLDERS

The Corporate Strategic Plan is informed by inputs and collaboration between a number of key stakeholders. Input from City Council and citizens, business unit managers and employees inform the development of the plan. The following diagram identifies the relationship shared by these stakeholders.

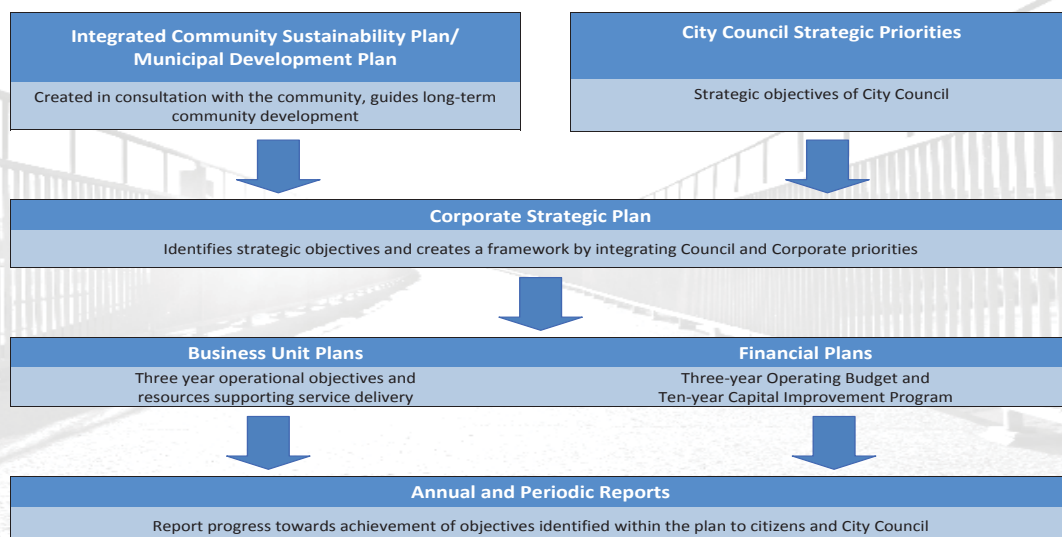


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5. CORPORATE ALIGNMENT AND LINKAGES

LINKAGES: ALIGNING CORPORATE PLANS

The City of Lethbridge is committed to delivering high quality services to the citizens of Lethbridge. A number of plans guide the investment in service delivery. The following diagram describes the linkages between these plans.



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Corporate Strategic Plan 2011-2017

6. CORPORATE STRATEGIC MAP

STRATEGY MAP SUPPORTING OUR PURPOSE

This strategy map summarizes the integration of legislative, council and corporate strategies.

Council Priorities	Open & Effective Government	Financial Responsibility	Environment	Intergovernmental Relations	Priorities with ICSP\MDP
Core Activities	Governance		Delivery of Services	Infrastructure Management	
Senior Management Team Focus Areas	Develop & Maintain Strong Relationships	Open up City Hall	Position the Organization for Future Success	Attend to the Culture of Public Service	Maintain a Solid Financial Position for the Future
Corporate Pillars	Trust and Integrity	Solutions Oriented	Financially Accountable	Supportive and Caring	Customer Focused
					Environmental Responsibility

Integrated Community Sustainability Plan/Municipal Development Plan (ICSP/MDP)

Created in consultation with the community, guides long-term community development

The Integrated Community Sustainability Plan /Municipal Development Plan (ICSP/MDP) is a comprehensive planning document that provides a framework for City Council and the community to address changes over the next 40 years. The Plan is based on a consensus surrounding the social, cultural, economic, built and natural environment, and governance dimensions of sustainability. It is within this framework that the hopes and ideas of Lethbridge's residents have become the basis of the policies within the Plan, resulting in a document that strategically addresses the community's immediate needs while at the same time developing long-term goals for guiding future development of services and the provision of infrastructure. In summary, this document is the embodiment of the community's vision for the future of our city.

The policies are grouped into the following areas:

- A Prosperous City
- A Healthy and Diverse City
- A Culturally Vibrant City
- A Well-Designed City
- An Environmentally Responsible City
- A City that Supports the Region

Corporate Strategic Plan 2011-2017

City Council Strategic Priorities

Strategic objectives of City Council



CITY COUNCIL PRIORITY 1: OPEN & EFFECTIVE GOVERNMENT

Ensure municipal government processes are open and accessible:

- Encourage public engagement
- Improve communications and share information with the public in a manner consistent with their needs
- Improve how we communicate with community and business leaders to engage and gain understanding of the issues facing our community
- Improve how we communicate the policies and actions of Council
- Deliver the highest possible level of service to our citizens in a manner that endeavours to meet their needs and requirements.

CITY COUNCIL PRIORITY 2: FINANCIAL RESPONSIBILITY

Develop a three year operating budget and a ten year Capital Improvement Program that demonstrate fiscal responsibility:

- Recognizing the impact on levels of service
- Recognizing social and economic impact

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CITY COUNCIL PRIORITY 3: ENVIRONMENT

- Ensure that Lethbridge is a leader in environmental stewardship
- Encourage the community to contain and reduce our impact on the environment

CITY COUNCIL PRIORITY 4: INTERGOVERNMENTAL RELATIONS

- Foster cooperation among governments
- Ensure that other governments are aware of the City's priorities and the implications their decisions will have on Lethbridge
- Ensure that the City is aware of the priorities of other governments and the impact the City's decisions have on them

CITY COUNCIL PRIORITY 5: PRIORITIES WITH INTEGRATED COMMUNITY SUSTAINABILITY PLAN\MUNICIPAL DEVELOPMENT PLAN

- Initiate action on Council's priorities within the Integrated Community Sustainability Plan\Municipal Development Plan (ICSP\MDP)

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Corporate Strategic Plan

Identifies strategic objectives and creates a framework by integrating Council and Corporate priorities

SENIOR MANAGEMENT TEAM FOCUS AREAS:

SENIOR MANAGEMENT TEAM FOCUS AREA 1: DEVELOP AND MAINTAIN STRONG RELATIONSHIPS

Having a strong community and working together helps us be more responsive to proactively address issues.

Our primary objective is to build a strong community; one that has the capacity to solve difficult issues through shared understanding. Strong community relationships will increase our ability to be alive to issues early, allowing open communication and accelerate our ability to proactively address issues. Through increasing our visibility in the community, we will seek to listen and understand. This will increase our credibility and in turn earn the trust and respect of our partners.

SENIOR MANAGEMENT TEAM FOCUS AREA 2: OPEN UP CITY HALL

This isn't just about City Hall, it's about all of our processes. It's for our customers, for our community and for our employees.

The primary objective is to make City Hall and its processes easy to navigate, both electronically and in person. Customers want increased convenience and customer service. Access to information is key, both giving and receiving information. Providing opportunities for citizens to be engaged will increase their confidence in the City. Leveraging our investment in technology allows for future service delivery opportunities that will lead to increased efficiencies. Utilizing social technology and opening up our data will improve our ability to deliver services.

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SENIOR MANAGEMENT TEAM FOCUS AREA 3: POSITION THE ORGANIZATION FOR FUTURE SUCCESS

We want to be able to make better decisions and potentially reduce costs by being proactive rather than reactive.

The long term success of the organization is dependent on our ability to be nimble and responsive. This means keeping our "antennas up". This assists us in taking the appropriate steps at the appropriate times. It is about managing change easily because we are prepared. If we are prepared, we will be able to react and coordinate our efforts for maximum results. We are committed to the continuous improvement of service delivery. We ensure that services are delivered efficiently and effectively and improvement areas are identified. We continue to optimize service delivery by setting priorities and making choices.

SENIOR MANAGEMENT TEAM FOCUS AREA 4: ATTEND TO THE CULTURE OF PUBLIC SERVICE

We operate in the spirit of customer services. This serves to earn the trust, respect and confidence of the community.

Our culture is the long-term strategy, ensuring the continuity of business and service. The "Lethbridge way" is about relationships and how we approach getting things done. We need to look at public service from a collaborative approach and enable staff to make a difference every day. If we shift the conversation and approach our work from a corporate perspective we will build a strong service culture. People want to work on a winning team; let's make sure they are able to deliver and attend to great customer service.

SENIOR MANAGEMENT TEAM FOCUS AREA 5: MAINTAIN A SOLID FINANCIAL POSITION FOR THE FUTURE

Sound financial policies create stability now and for the future. It is the essence of good government.

A solid financial foundation creates stability in and for our community. It creates flexibility to allow for the focus on the aspirations of the community. Our solid financial foundation allows us the ability to "weather storms", manage unforeseen economic events and position the community for prosperity, growth and stability. It allows us to live within our means and align our costs with the community's willingness to pay. We consider the full lifecycle costs of providing infrastructure. We prioritize maintaining our existing infrastructure over building new infrastructure.

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Corporate Strategic Plan 2011-2017

7. APPENDIX A – Senior Management Team Focus Areas

The tables on the following pages identify the actions of the Senior Management Team and the City Manager's Office, and links the Strategic Initiatives and Opportunities identified in the business unit business plans to the Senior Management Team's focus areas.

Senior Management Team Focus Area 1: DEVELOP & MAINTAIN STRONG RELATIONSHIPS

Senior Management Team Strategic Commitment	Senior Management Team and CMO Actions & Initiatives	Business Unit	Bold Steps
1.1 Provide accurate and timely information to City Council to allow them to make informed decisions.	<ul style="list-style-type: none"> Monitor Council's satisfaction with the quality of information. Seek opportunities for improvement. Provide training to support report writing and council presentations. Research best practices on presenting information. 	City Clerk's Office Community Asset Management Program Electric Utility Financial Services Fire & Emergency Services	1 2 1 4 1
1.2 Assist City Council in translating their goals and objectives into actions.	<ul style="list-style-type: none"> Provide direct management support to City Council committees and initiatives. 	City Clerk's Office	4
1.3 Review relationships with key community stakeholders to ensure the relationships are maintained or enhanced.	<ul style="list-style-type: none"> Seek opportunities to expand the network of key stakeholders. Dialogue with our labour unions. 	Public Safety Communications Centre Urban Construction Planning and Development	4 3,1 1,3
1.4 Engage with other levels of government to ensure sustainable relationships are maintained.	<ul style="list-style-type: none"> Develop a coordinated administrative framework for grants to ensure/maintain strong relationships with our funders. Research opportunities for cooperation and collaboration in the region. 	Fire & Emergency Services Planning and Development Water Utility	3 4 2
1.5 Host and attend opportunities for dialogue with the community. Create or take advantage of opportunities for dialogue with the community.	<ul style="list-style-type: none"> Attend public functions. Seek a level of shared understanding through listening to perspectives and diffusing misunderstandings. 	Parks Transportation Utility Services Planning and Development	5 1 1 1

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Senior Management Team Focus Area 1: Develop & Maintain Strong Relationships (Cont'd)

Senior Management Team Strategic Commitment	Senior Management Team and CMO Actions & Initiatives	Business Unit	Bold Steps
1.6 Scan and monitor the overall pulse of our community that impacts the things we do and the services that we provide.	<ul style="list-style-type: none"> Follow up on Ipsos Reid data to identify key opportunities for improvement. 	Electric Utility Parks Transportation Utility Services	1, 4 5 1 1
1.7 Enhance relationships between business units throughout the organization.	<ul style="list-style-type: none"> Seek a level of shared understanding through listening to perspectives and diffusing misunderstandings. Seek and facilitate opportunities for cross functional dialogue and projects throughout the organization. Host regular business unit meetings. 	Fleet Services Financial Services Planning and Development	8 3,4,5 2
1.8 Enhance organizational capacity through the development of partnerships.	<ul style="list-style-type: none"> Research and review potential private public partnerships to Lethbridge. Seek opportunities for strategic alliances with municipalities that share common interests. 	Recreation and Culture Community and Social Development Planning and Development	2 1,2 4

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Senior Management Team Focus Area 2: Open Up City Hall

Senior Management Team Strategic Commitment	Senior Management Team and CMO Actions & Initiatives	Business Unit	Bold Steps
2.1 Commitment to provide accurate and timely information to the community.	<ul style="list-style-type: none"> Proactively develop information that is easily understood. Proactively communicate projects to assess community impact. 	City Clerk's Office Community and Social Development Electric Utility Financial Services Lethbridge Transit Parks Planning and Development Real Estate and Land Development Recreation and Culture Regulatory Services Transportation Waste & Recycling Services Wastewater Utility and Stormwater	2 4 1 4 2 1 1 3 5 4 1 2 3
2.2 Explore service delivery options when opportunities present themselves.	<ul style="list-style-type: none"> Encourage innovation in service delivery. 	Recreation and Culture Regulatory Services Transportation Utility Services Waste & Recycling	4 2 5 2, 4 3

Senior Management Team Focus Area 2: Open Up City Hall (Cont'd)

Senior Management Team Strategic Commitment	Senior Management Team and CMO Actions & Initiatives	Business Unit	Bold Step
2.3 Leverage our investment in technology to explore future opportunities for service delivery.	<ul style="list-style-type: none"> Leverage the potential of the internet to provide direct contact with the community for information and services. Use the intranet to reinforce corporate pillars. Explore opportunities to provide open source data to the community. 	Cemeteries City Clerk's Office City Solicitor's Office Community Asset Management Program ENMAX Centre Financial Services Fleet Services Information Technology Integrated Risk Management Public Safety Communications Centre Transportation Utility Services	6 1 2 1,3 5 2 4 2,5 3 1 1,3 4
2.4 Engage the talent in our community to help us deliver service.	<ul style="list-style-type: none"> Evaluate the applicability of applied studies program at the University of Lethbridge. Continue to support our partnerships with community organizations to deliver services Utilize apprenticeship for skilled trades 	Community and Social Development Helen Schuler Nature Centre Parks Recreation and Culture	2 2 1 2
2.5 Demonstrate accountability through timely and accurate reporting of corporate performance.	<ul style="list-style-type: none"> Support the development of performance measures by business units. Provide a forum for business units to report results to the Senior Management Team. Provide timely and accurate reports to the community. 	Financial Services Lethbridge Transit Waste & Recycling Services	4 1 1

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Senior Management Team Focus Area 3: Position the Organization for Future Success

Senior Management Team Strategic Commitment	Senior Management Team and CMO Actions & Initiatives	Business Unit	Bold Steps
3.1 Conduct environmental scans so we can leverage opportunities.	<ul style="list-style-type: none"> To regularly gather and distribute a consolidated environmental scan of our community, including economic forecasts, demographic data, growth data, and community surveys. Monitor legislative and regulatory changes at Federal and Provincial governments. 	Facility Services Integrated Risk Management Public Safety Communications Centre Regulatory Services	4 3,5 5,1 1, 3, 4, 5
3.2 Identify high priority long range plans, determine our capacity and coordinate our efforts for maximum results.	<ul style="list-style-type: none"> Develop an implementation plan for City Council priorities within the ICSP/MDP. Engage the community in our long-term planning processes. 	Community and Social Development Community Asset Management Program Electric Utility Facility Services Financial Services Fire & Emergency Services Information Management Lethbridge Transit Real Estate and Land Development Recreation and Culture Waste & Recycling Services Parks Recreation and Culture Planning and Development	1 2 2, 3 1 4 2 1, 3 5 1, 5 3, 4 2, 3, 4 5 4 4
3.3 Maintain and enhance the City's position and interests in a regional context.	<ul style="list-style-type: none"> Participate in and lead regional activities (IMDP, Airport, Highway 3 development, South Saskatchewan Regional Plan, Regional Landfill, CANAMEX Corridor, regional servicing, landfill, various master plans). 	Planning and Development Transportation	4 3

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Senior Management Team Focus Area 3: Position the Organization for Future Success (Cont'd)

Senior Management Team Strategic Commitment	Senior Management Team and CMO Actions & Initiatives	Business Unit	Bold Steps
3.4 Be proactive in reducing and managing our organizational impacts on the environment.	<ul style="list-style-type: none"> Provide corporate direction with respect to energy efficiency and waste reduction initiatives within City operations. Develop greater understanding of the natural environment in the Lethbridge area. 	Facility Services Parks Transportation Waste & Recycling Services Electric Water Planning and Development	4 3 5 1, 3, 4, 5 4 4 4
3.5 Proactively understand grants so we can leverage opportunities.	<ul style="list-style-type: none"> Develop a coordinated administrative framework for grants to ensure/maintain strong relationships with our funders. 	Helen Schuler Nature Centre	4
3.6 Pay attention to succession planning.	<ul style="list-style-type: none"> Provide opportunities for personal growth at the Senior Manager level. Provide coaching and mentoring to develop leadership capacity. Manage retirement transitions of the senior management team. Attend to the potential changes on the senior management team. 	Cemeteries City Solicitor's Office Community and Social Development Fleet Services Integrated Risk Management Planning and Development Public Safety Communications Centre	3 1 3 3 2 3 3
3.7 Attract and retain outstanding public servants.	<ul style="list-style-type: none"> Develop and support corporate recruitment and staff retention programs and practices Focus recruitment efforts at Lethbridge College and the University of Lethbridge in an attempt to identify and attract the next generation of public servants Monitor our position with regards to providing competitive wages and benefits Provide opportunities for challenging and rewarding work 	Community Asset Management Program Public Safety Communications Centre Cemeteries	4 1 3

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Senior Management Team Focus Area 3: Position the Organization for Future Success (Cont'd)

Senior Management Team Strategic Commitment	Senior Management Team and CMO Actions & Initiatives	Business Unit	Bold Steps
3.8 Continuous improvement of service delivery.	<ul style="list-style-type: none"> Continue to lead business planning. Develop a framework for monitoring performance reporting at an organizational level. 	Cemeteries City Clerk's Office Community and Social Development Community Asset Management Program Electric Utility ENMAX Centre Facility Services Financial Services Helen Schuler Nature Centre Information Management Information Technology Infrastructure Services Integrated Risk Management Lethbridge Transit Real Estate and Land Development Recreation and Culture Transportation Utility Services	5 3, 4, 5 5 1, 2, 4 3 3 4 4 3 1 3, 4, 5 2 1, 3, 4 1 2 1 4 3

Senior Management Team Focus Area 4: Attend to the Culture of Public Service

Senior Management Team Strategic Commitment	Senior Management Team and CMO Actions & Initiatives	Business Unit	Bold Steps
4.1 Seek opportunities to improve customer service.	<ul style="list-style-type: none"> Research and review single point of entry systems such as 311 to ensure easy navigation of City Hall and its services. 	City Clerk's Office Community Asset Management Program ENMAX Centre Facility Services Financial Services Fire & Emergency Services Helen Schuler Nature Centre Public Safety Communications Centre Real Estate and Land Development Utility Services Waste & Recycling Services Wastewater Utility and Stormwater	1 5 3 2 2 1 1 1 3, 4 4 2, 3 3
4.2 Attend to monitoring customer satisfaction.	<ul style="list-style-type: none"> Continue to conduct a community satisfaction survey every three years. Support business units by developing protocols for further understanding customer needs and expectations. Encourage community dialogue by supporting business units in public outreach. Develop a public outreach toolkit. Seek to discover opportunities for public outreach in projects, services, planning, and problem solving. 	Facility Services Fleet Services Information Technology Public Safety Communications Centre Utility Services Wastewater Utility and Stormwater	4 4 4 2 1 3

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Senior Management Team Focus Area 4: Attend to the Culture of Public Service (Cont'd)

Senior Management Team Strategic Commitment	Senior Management Team and CMO Actions & Initiatives	Business Unit	Bold Steps
4.3 Ensure the continuity of business and service through the transfer of knowledge, culture and relationships.	<ul style="list-style-type: none"> Engage employees in a discussion on the culture of public service. 	City Clerk's Office Fleet Services Lethbridge Transit City Solicitor's Office Community Asset Management Program Information Management Recreation and Culture Transportation	1 3, 6 4 1, 2 3 1, 2, 3 1, 2 2
4.4 To work across departments to serve the public.	<ul style="list-style-type: none"> Take a cross functional approach to all projects. Explore opportunities for job secondment within the city. 	Fleet Services Financial Services	8 4
4.5 Seek leading edge human resource practices and allow talented people to reach their potential.	<ul style="list-style-type: none"> Encourage professional affiliations. Promote cross functional opportunities to provide breadth of experience. Support coaching and mentoring. Provide adequate feedback for growth Give structure to work planning that supports individual and team success. Participate in employee orientations 	Community and Social Development ENMAX Centre Fire & Emergency Services Fleet Services Information Technology Parks Planning and Development Facility Services Lethbridge Transit Public Safety Communications Centre Urban Construction Regulatory Services Transportation	3 2 3 3, 5, 8 1 2 3 1 4 2, 3 2, 3 3 2

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Senior Management Team Focus Area 5: Maintain a Solid Financial Position for the Future

Senior Management Team Strategic Commitment	Senior Management Team and CMO Actions & Initiatives	Business Unit	Bold Steps
5.1 Balance service levels with affordability.	<ul style="list-style-type: none"> Encourage business units to define service levels and associated costs. Encourage internal service agreements. 	ENMAX Centre Fire & Emergency Services Fleet Services Planning and Development Public Safety Communications Centre Real Estate and Land Development Recreation and Culture Regulatory Services Urban Construction Waste & Recycling Services	1 1 5 1 5 5 4 2 3 5
5.2 Monitor where we grow and how we grow; evaluating the fiscal net benefit of different types of growth.	<ul style="list-style-type: none"> Review the City's growth model. Establish master servicing plans. 	Cemeteries Electric Utility Fire & Emergency Services Planning and Development	4 2 1 4
5.3 Seek out additional revenue opportunities.	<ul style="list-style-type: none"> Continue to maximize grants. 	Cemeteries ENMAX Centre Fire & Emergency Services Helen Schuler Nature Centre Parks Public Safety Communications Centre Real Estate and Land Development Recreation and Culture	4 1 3 4 1 5 3, 4 3

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Senior Management Team Focus Area 5: Maintain a Solid Financial Position for the Future (Cont'd)

Senior Management Team Strategic Commitment	Senior Management Team and CMO Actions & Initiatives	Business Unit	Bold Steps
5.4 Be accountable for the efficiency of providing services and infrastructure.	<ul style="list-style-type: none"> Monitor and report the cost of providing services. 	Community Asset Management Program ENMAX Centre Facility Services Financial Services Fire & Emergency Services Fleet Services Information Management Information Technology Real Estate and Land Development Regulatory Services Transportation Utility Services Fleet Services	1 1 2 3 1 7 1 2 6 4 4 2 5
5.5 Increase the capacity and capability of our business unit managers by improving financial understanding and management.	<ul style="list-style-type: none"> Improve our internal financial information through our technology. Increase financial reporting rigor through regular conversations and report-outs with business unit managers. 	Financial Services	1

Senior Management Team Focus Area 5: Maintain a Solid Financial Position for the Future (Cont'd)

Senior Management Team Strategic Commitment	Senior Management Team and CMO Actions & Initiatives	Business Unit	Bold Steps
5.6 Manage physical assets throughout their lifecycle.	<ul style="list-style-type: none"> Embed asset management best practices into our corporate culture. Provide tools, reports and processes to business units to effectively manage their assets. Complete the development of information systems to support strategic asset management. 	Cemeteries City Clerk's Office Community and Social Development Community Asset Management Program Electric Utility ENMAX Centre Facility Services Financial Services Helen Schuler Nature Centre Information Management Information Technology Infrastructure Services Integrated Risk Management Lethbridge Transit Real Estate and Land Development Recreation and Culture Transportation Utility Services	5 3, 4, 5 5 1, 2, 4 3 3 4 4 3 1 3, 4, 5 2 1, 3, 4 1 2 1 4 3

BUDGET INITIATIVES

Ref.	Funding	Status	Description
R-1	Reduction Initiative	Approved	LRPS - Lethbridge Regional Police Service Reduction
R-2	Reduction Initiative	Approved	Economic Development Lethbridge Review
R-3	Reduction Initiative	Approved	STARS Grant Reduction
N-1	One-time funding (MRSR)	Approved	Lethbridge Public Library - Bookmobile Garage
N-2	One-time funding (MRSR)	Not Approved	Lethbridge Public Library - Crossings Library Undeveloped Area Expansion
N-3	One-time funding (MRSR)	Approved	Pilot Project to Mitigate the Feral Cat Problem
N-4	One-time funding (MRSR)	Approved	Heart of Our City Housing Incentive Program
N-5	One-time funding (MRSR)	Not Approved	Heart of Our City Branding and Marketing Strategy
N-6	One-time funding (MRSR)	Approved	Southern Alberta Art Gallery
N-7	Other Funding (one-time and ongoing)	Approved	Lethbridge Transit & Access-A-Ride Master Plan
N-8	Other Funding (one-time and ongoing)	Approved	Parks Management - Urban Forest Management Plan
N-9	Other Funding (one-time and ongoing)	Not Approved	Curbside Recycling - Option 1: Weekly Garbage and Curbside Recycling Services
N-10	Other Funding (one-time and ongoing)	Not Approved	Curbside Recycling - Option 2: Weekly Garbage and Bi-Weekly Curbside Recycling Services
N-11	Other Funding (one-time and ongoing)	Not Approved	Curbside Recycling - Option 3: Bi-Weekly Garbage and Bi-Weekly Curbside Recycling Services
N-12	Other Funding (one-time and ongoing)	Not Approved	Curbside Recycling - Option 4: Weekly Garbage and Weekly Curbside Organics
N-13	Other Funding (one-time and ongoing)	Approved	Electric Utility - Developer Choice Cable Installation Model
N-14	Other Funding (one-time and ongoing)	Approved	Transportation - Paved Lane Rehabilitation
N-15	Other Funding (one-time and ongoing)	Approved	Heart of Our City - Galt Gardens Master Plan
N-16	Other Funding (one-time and ongoing)	Approved	Transportation - Mobility Improvement
N-17	Taxation Funding	Approved	Access-A-Ride (AAR) Additional Service
N-18	Taxation Funding	Approved	Lethbridge Transit - Data Analyst
N-19	Taxation Funding	Approved	Lethbridge Transit - Service Expansion Blackwolf
N-20	Taxation Funding	Not Approved	LRPS - Digital Communications Specialist
N-21	Taxation Funding	Not Approved	LRPS - Internet Child Exploitation Unit
N-22	Taxation Funding	Not Approved	LRPS - Violent Crime Unit
N-23	Taxation Funding	Not Approved	Information Technology - Extend IT Hours of Service
N-24	Taxation Funding	Approved	Recreation & Culture - Fee Assistance Program
N-25	Taxation Funding	Approved	Community Services - Community Development
N-26	Taxation Funding	Approved	Recreation & Culture - Major Community Event Hosting
N-27	Taxation Funding	Approved	IT & EDL - Intelligent Community, Citizen Engagement & Brand Development
N-28	Taxation Funding	Approved	Planning & Development - Land Use and Building Bylaws
N-29	Taxation Funding	Approved	Transportation - Snow & Ice Control - Sanders and Plow Trucks
N-30	Taxation Funding	Approved	Transportation - Street Sweeper
N-31	Taxation Funding	Not Approved	Econ Development/CCTA - Visitor Information Services Outreach Program
N-32	Taxation Funding	Approved	Heart of Our City - Activity Grant
N-33	Taxation Funding	Not Approved	Heart of Our City - Building Adaptive Reuse Assistance Grant
N-34	Taxation Funding	Not Approved	Heart of Our City - Business Improvement Loan Partnership
N-35	Taxation Funding	Not Approved	Heart of Our City - Modified Main Street Project
N-36	Taxation Funding	Not Approved	Lethbridge Association for Community Living
N-37	Taxation Funding	Approved	Exhibition Park Maintenance Grant
N-38	One-time funding (MRSR)	Approved	Rescue and Care For Lost or Abandoned Cats
N-39	Taxation Funding	Not Approved	STARS Grant
N-40	One-time funding (MRSR)	Approved	New West Theatre
N-41	One-time funding (MRSR)	Approved	Nord-Bridge Senior Citizens Association
N-42	Taxation Funding	Approved	No Kill Alliance (NOKA) Spay/Neuter Program
N-43	Taxation Funding	Approved	FCSS Municipal Funding - CSD Committee
N-44	Taxation Funding	Not Approved	FCSS Municipal Funding - CSD Committee Option 3
N-45	One-time funding (MRSR)	Not Approved	Lethbridge Public Library - Fee for Service Agreement with Mediatheque Francophone
N-46	Taxation Funding	Approved	City Council - Clerical Support
N-47	One-time funding (MRSR)	Approved	City Council - Ad Hoc Citizen Panel Full Time Councillors

BUDGET INITIATIVES

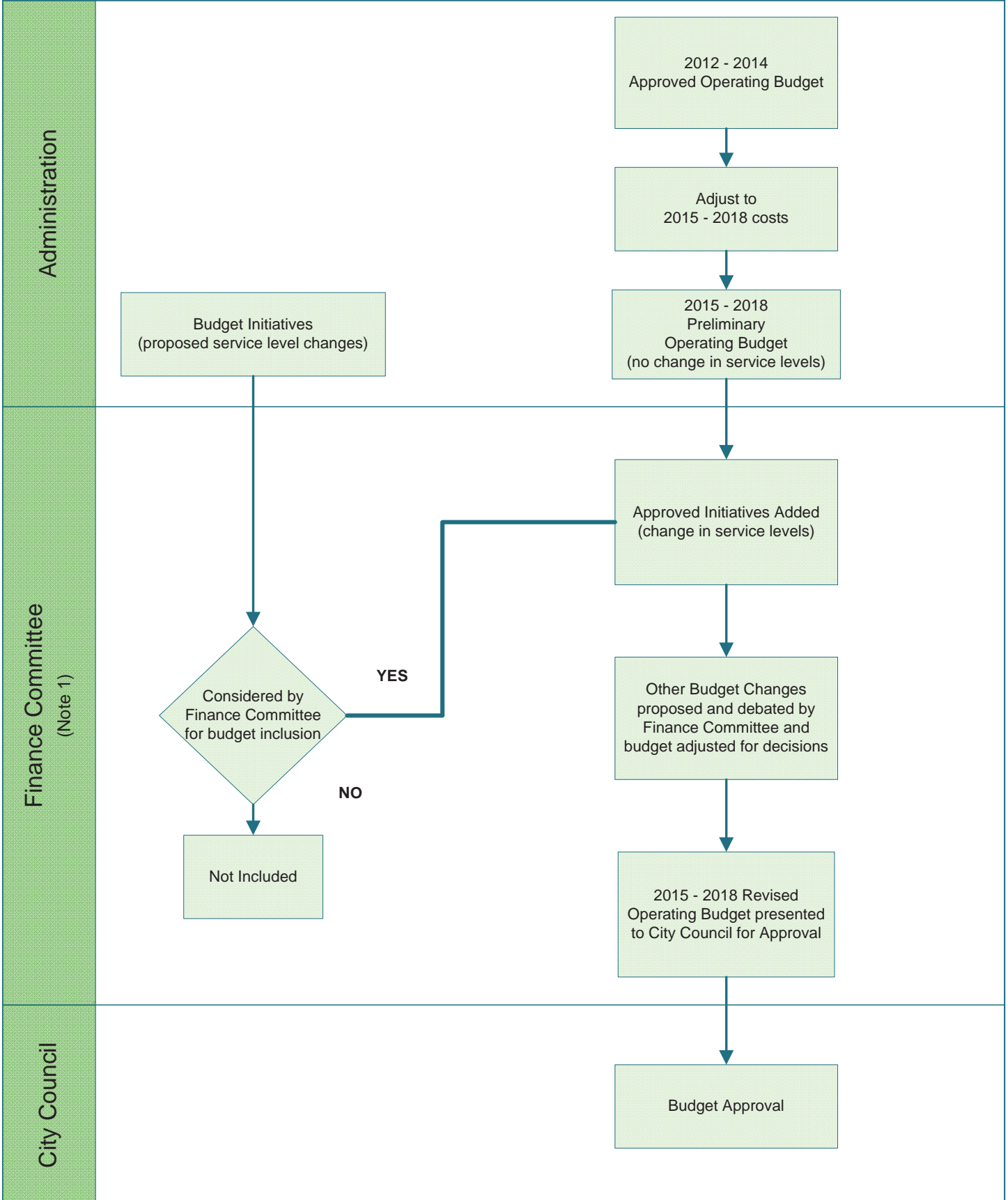
The 2015 to 2018 Operating Budget was prepared by administration on the basis of providing 2014 levels of service adjusted to 2015 - 2018 costs. Changes to levels of service were not initially included in the operating budget, but were provided to City Council in the form of initiatives. Budget initiatives come from the Business Unit Managers and are reviewed by the City Manager and the City Treasurer for validity. Each new initiative must be aligned with City Council's "2014 - 2017 Strategic Plan", the "Corporate Strategic Plan 2011 - 2017" and/or the business plans of the various Business Units. The ongoing operating costs as well as an indication of how performance of the initiative will be measured is provided. The initiatives are then debated and only included in the operating budget when approved by City Council.

The following pages (250-299) include all of the initiatives presented to City Council along with their decision on the initiative. All initiatives marked as approved have now been included in the operating budget.



BUDGET INITIATIVES

Budget Initiative Process



BUDGET INITIATIVES

R - 1

City Council Decision:

Approved

Department: **Lethbridge Regional Police Service**

Program: **Lethbridge Regional Police Service Reduction**

	2015	2016	2017	2018
Expenditure increase (decrease)	(405,749)	(781,457)	(873,985)	(791,863)
Net Expenditure (Savings)	(405,749)	(781,457)	(873,985)	(791,863)
Funding (Savings):				
Taxation	(405,749)	(781,457)	(873,985)	(791,863)
	(405,749)	(781,457)	(873,985)	(791,863)

Objective(s):

Which City Council or organizational goals is this initiative aligned with:

Background:

BE IT RESOLVED THAT the base budget increase be reduced by \$791,863 by 2018;

AND FURTHER BE IT RESOLVED THAT with the commencement of the new Police Chief in early January 2015, the Police Chief be given the opportunity in December 2016 or earlier, to reopen the budget and discuss with City Council the remaining two years (2017 – 2018) of the approved Operating Budget cycle.

Proposed Implementation Strategy:

Performance Measurement & Reporting:

BUDGET INITIATIVES

R - 2

City Council Decision:

Approved

Department: **Economic Development**

Program: **Economic Development Lethbridge Review**

2015 2016 2017 2018

Net Expenditure (Savings)

Funding (Savings):

Taxation

0

0

0

0

0

0

0

0

Objective(s):

Which City Council or organizational goals is this initiative aligned with:

Background:

Finance Committee November 20th 2014

"THEREFORE BE IT RESOLVED THAT a comprehensive review be undertaken of the City's Economic Development strategy and service delivery model by the end of 2015;

AND FURTHER BE IT RESOLVED THAT any changes to the strategy and service model be addressed in future Fee for Service agreements for the year 2016 – 2018;

AND FURTHER BE IT RESOLVED THAT the funding for Economic Development Lethbridge be maintained as presented in the draft 2015 – 2018 Operating Budget";

AND FURTHER BE IT RESOLVED THAT any changes in the funding be adjusted pending the comprehensive review.

Proposed Implementation Strategy:

Performance Measurement & Reporting:

BUDGET INITIATIVES

R - 3

City Council Decision:

Approved

Department: **Community - Council Referral**

Program: **STARS Grant Reduction**

	2015	2016	2017	2018
Expenditure increase (decrease)	(8,600)	(8,600)	(8,600)	(8,600)
Net Expenditure (Savings)	(8,600)	(8,600)	(8,600)	(8,600)
Funding (Savings):				
Taxation	(8,600)	(8,600)	(8,600)	(8,600)
	(8,600)	(8,600)	(8,600)	(8,600)

Objective(s):

Which City Council or organizational goals is this initiative aligned with:

Background:

The City of Lethbridge has granted \$269,220 to STARS since 1989. The current 2014 grant level is \$8,600.

Proposed Implementation Strategy:

Performance Measurement & Reporting:

BUDGET INITIATIVES

N - 1

City Council Decision:

Approved

Department: **Lethbridge Public Library**

Program: **Bookmobile Garage**

	2015	2016	2017	2018
Expenditure increase (decrease)	600,000	12,500	12,500	12,500
Net Expenditure (Savings)	600,000	12,500	12,500	12,500
Funding (Savings):				
Taxation	0	12,500	12,500	12,500
MRSR One-time Allocation	200,000	0	0	0
Community Donations	400,000	0	0	0
	600,000	12,500	12,500	12,500

Objective(s):

To ensure successful operating conditions for the new Bookmobile and Bookmobile staff by: moderating temperatures for the vehicle's diesel engine and interior temperatures, protecting the vehicle from vandalism and graffiti and maximizing its service lifespan, decreasing the risk of injury to staff and damage to collections due to weather conditions when moving materials on and off the Bookmobile.

Which City Council or organizational goals is this initiative aligned with:

Leaders: Financially Accountable - we are fiscally responsible with the community's dollars, ensuring we manage our assets with a long-term view. Library - The Library places a priority on people's sense of safety as a priority, the Library will improve physical access to the Library collection, the Library will increase off-site accessibility of resources and services.

Background:

A new Bookmobile will arrive the summer of 2014. The current Bookmobile's parking spot (in the parking lot of the Main Branch) has a number of limitations that a storage garage would address. 1) Vandalism has occurred numerous times to the Bookmobile, these have included: graffiti, broken windows, break and enter with damage to the interior, and unplugging the vehicle. (It has to be plugged in at nights to ensure it will start in the cold, and to keep the interior warm when the generator is not running. In extreme weather conditions, this may result in a loss of service to the public.) 2) Materials being transferred between the Bookmobile and other branches or regional partner libraries are currently carried out to the Bookmobile from the shipping/receiving entrance, which can result in damage to collections in poor weather. 3) As book trucks cannot be used to move materials due to the inability to maneuver them on the uneven parking lot or over ice and snow, the staff have to carry the material in bins, which increases their risk of workplace injury. 4) Maneuvering the Bookmobile into the parking lot to its current parking spot is unwieldy and can be a hazard to the public and staff. It requires a staff member to stop traffic into the parking lot while directing the vehicle back into the parking area. The Bookmobile is often impeded by vehicles parked in the no parking area across from its designated parking spot, which decreases room to maneuver and the margin of error for parking. 5) The new Bookmobile will have a diesel engine, and an enclosed garage is recommended for temperatures below freezing. Indoor storage decreases the wear and tear on the engine. It is proposed the garage be attached to the North side of the Crossings Branch which would address all the issues noted here.

Proposed Implementation Strategy:

If approved, a design will be developed and a request for proposal will be issued for the build within 2 years of approval.

Performance Measurement & Reporting:

The success of this initiative will be measured by 1) providing a space with temperatures that meets the engine requirements, and enables heating and cooling systems to maintain a reasonable climate for staff and public when the Bookmobile is started 2) the ability for staff to move materials to and from the Bookmobile in a way that protects material from weather damage, and reduces the risk of staff injury 4) a parking space that provides safe access, that reduces external factors (i.e., opportunity for the public to park in the Bookmobile's path) which would interfere with maneuverability.

BUDGET INITIATIVES

N - 2

City Council Decision:

Not Approved

Department: **Lethbridge Public Library**

Program: **Crossings Library Undeveloped Area Expansion**

	2015	2016	2017	2018
Expenditure increase (decrease)	0	716,000	11,000	11,000
Net Expenditure (Savings)	0	716,000	11,000	11,000
Funding (Savings):				
Taxation	0	11,000	11,000	11,000
MRSR One-time Allocation	0	705,000	0	0
	0	716,000	11,000	11,000

Objective(s):

The Crossings Branch provides services to meet the needs of the growing population of West Lethbridge, who are geographically distinct from the rest of the City. With a total square footage of around 17,500 currently available for programming, collections and circulation, the Crossings Branch is well below the best practices for library space. Expansion of the Crossings Branch into the available leasable space will allow the library to provide resources and services to the residents of West Lethbridge that meet standards and best practices. The extra space will be used to expand the children's area, which currently experiences pressure due to its high use and relatively small footprint. Additionally, the space will allow for a strategic interior redesign of the library to ensure that families and their children have convenient and safe access to washroom facilities, programming space and staff support while at the Library.

Which City Council or organizational goals is this initiative aligned with:

As outlined in the Library's Business Plan, the Library's first bold step is to execute the Library Board's Plan of Service, which indicates service priorities based on community needs. The first goal in the Plan of Service is Visit a Comfortable Place, which ensures that the Library places people's sense of safety as a priority, and the Library designs customer-focused spaces and facilities. This project aims to expand and redesign the Crossings library space in a customer-focused manner that ensures the comfort and safety of families visiting with their children.

Background:

West Lethbridge is now the largest population area in the City with an average growth rate 3 or 4 times that of any other part of the City. Of the total population, nearly half of the city's youth live on the Westside (44% of children aged 0-9, and 42% of those aged 10-17). The Crossings Branch is free to use and open every day of the week - currently including 4 evenings - and provides activities, resources and space for Westside residents not available elsewhere. This expansion project will ensure there is sufficient space and resources to serve the family and youth oriented Westside community. In 2013, the Crossings Branch: circulated 248,522 items (more than half of which were juvenile materials); ran 144 children's programs attended by 5,869 kids and their parents; served more than 119,000 people who visited the Branch; and signed up or renewed approximately 3,500 library cards - 1,053 of those were children's cards.

Proposed Implementation Strategy:

As this project involves the use of highly desirable and useful public space, the project will require careful strategic planning to ensure that the space is developed with a future focus to meet the needs of the West Lethbridge community. The implementation will take place over a two year period and will include:

Development of a design and expansion strategy based on community needs data and library standards and best practices.

Development of an RFP for construction outlining the Library's needs. A separate RFP may be issued for library furnishings and shelving as required.

Once the RFPs have been awarded an implementation plan will be created including: a collection development plan for expanding collections, a timeline for purchasing new collections and moving existing library collections and furniture, and an operational plan for completing renovations while minimizing impact on library services at the Crossings branch.

Performance Measurement & Reporting:

The library obtains ongoing evaluative information from the public through annual user satisfaction surveys, public comment cards, and ongoing informal conversations with customers. Customers are specifically surveyed annually in regards to facilities, which will provide timely, focused and quality feedback after the renovations are complete. Objectives in regards to this project include increased satisfaction with Crossings facilities in general and with the children's area specifically.

In addition, statistics will be used to determine the following success factors: an increase in circulation of juvenile materials at the Crossings; an increase in the number of programs offered at the Crossings; an increase in attendance of programs at the Crossings; an increase in use of workstations in the children's area at the Crossings.

BUDGET INITIATIVES

N - 3

City Council Decision:

Approved

Department: **Mayor's Panel on Animal Welfare**

Program: **Pilot Project to Mitigate the Feral Cat Problem**

	2015	2016	2017	2018
Expenditure increase (decrease)	7,000	7,000	0	0
Net Expenditure (Savings)	7,000	7,000	0	0
Funding (Savings):				
MRSR One-time Allocation	7,000	7,000	0	0
	7,000	7,000	0	0

Objective(s):

The Mayor's Panel on Animal Welfare Committee was tasked to address and deal with abandoned and feral animals in the community. To effectively deal with the feral cat issue in Lethbridge a managed colony strategy with consistent monitoring seems to be the most effective and humane approach. This includes a Trap/Spay-Neuter/Release (TNR) Program combined with dedicated human resources to monitor the colony. The panel seeks funding over two years to manage a test colony that can be used to determine the effectiveness of this approach and the requirement of further funding.

Which City Council or organizational goals is this initiative aligned with:

Background:

The Mayor's Panel Ad Hoc Animal Welfare Committee began meeting in February 2014 to address and deal with abandoned and feral cats in our community. The Committee was tasked to look at best practices to care for abandoned and feral animals, work collectively to address and provide solutions to improve the welfare of homeless and feral cats and make recommendations to City Council

Dec 9, 2013 BE IT RESOLVED THAT the Mayor develop a Terms of Reference for a Mayor's Panel - Ad Hoc Committee addressing and dealing with the rapidly growing populations of abandoned and feral animals in our community which will include the following: Best practices caring for abandoned and feral animals; Work collectively to address and provide solutions to improve the welfare of homeless and feral cats; and Make recommendations to City Council Prior to a vote being called on the foregoing resolution, the following Tabling resolution was introduced: C.A. Spearman: THAT the matter of Animal Welfare - Mayor's Panel/Ad Hoc Committee be tabled to January 6, 2014. In Favour: C.A. Spearman, R.K. Parker, J.H. Carlson, J.A. Coffman, W.P. Galloway, B.E. Hyggen, L.M. Iwaskiw, J.P. Mauro, S.R. Miyashiro

Proposed Implementation Strategy:

Some members of the panel have agreed to continue to work on these issues beyond the December 31 expiry of the committee. These individuals will identify a test colony, develop and implement colony care procedures, develop and implement program maintenance and monitoring and reporting protocols and evaluate the program.

Performance Measurement & Reporting:

When a sufficient amount of data is collected to determine the effectiveness of the TNR program a presentation will be made to City Council outlining the results and recommending whether the program should be continued or expanded.

BUDGET INITIATIVES

N - 4

City Council Decision:

Approved

Amended July 4, 2017

Department: Heart of Our City

Program: Heart of Our City Housing Incentive Program

	2015	2016	2017	2018
Expenditure increase (decrease)	400,000	400,000	850,000	850,000
Net Expenditure (Savings)	400,000	400,000	850,000	850,000
Funding (Savings):				
MRSR One-time Allocation	200,000	200,000	425,000	425,000
Subdivision Surplus	200,000	200,000	425,000	425,000
	400,000	400,000	850,000	850,000

Objective(s):

The primary objective of this program is to create a minimum of 40 new market value dwelling units. The establishment of these new dwelling units will bolster the downtown population, the resultant effect of which is expected to be increased business, employment and entertainment opportunities which are hallmarks of a vibrant Downtown.

Which City Council or organizational goals is this initiative aligned with:

City Council has indicated, in its Strategic Plan Framework (SG#3.3), that it wishes to enhance the vibrancy and liveability of Downtown. Heart of Our City Master Plan; Integrated Community Sustainability Planning-Municipal Development Plan (ICSP-MDP); Downtown Area Redevelopment Plan (DARP) Through the Heart of Our City Master Plan, the City of Lethbridge has declared the Downtown to be a special place that is worthy of special considerations that help achieve the Downtown Vision. To help bring the Downtown Vision to fruition, key building blocks or pillars have been identified. The Heart of Our City Housing Incentive Program (HOCHIP) will align with the Downtown pillars of: vibrancy, livability and sustainability. Section 6.4.2 of the ICSP/MDP encourages an increase in residential densities in existing areas including the Downtown. Section 5.5 of the DARP establishes policies that support livability with a strong focus on a wider range of housing choices in the Downtown.

Background:

As per Council resolution on July 4 2017:

"THEREFORE BE IT RESOLVED that City Council hereby amend the Heart of the City Housing Incentive Program (N-4) in the 2015-2018 Operating Budget by increasing total program funding from \$1.6 million (53 units) to \$2.5 million (83 units); and

FURTHER that the additional \$900,000 come equally from Subdivision Surplus and Municipal Revenue Stabilization Reserve (MRSR)."

The Heart of Our City Master Plan recognized the importance of having a critical population mass to help sustain the vitality of the Downtown. To attract and retain Downtown residents, it is essential to re-establish elements which contribute to a neighbourhood feeling. This will involve enhancing downtown by helping to provide the necessary housing, services and amenities to support Downtown living. To address the housing needs in a vibrant Downtown, a diversity of alternatives should include: market housing at medium and high densities; student housing, attainable housing, in-fill, re-use housing as well as mixed-use developments. The 'complete' Downtown neighbourhood will thus accommodate a diverse population and offer places to gather and ensure that transit and community facilities are within walking distance. Downtown housing is more expensive to build than sub-urban or "greenfield" sites due to land prices and development costs. Current estimates peg the cost differential at about \$30,000 to \$50,000/door. An incentive program to help offset this cost differential is proposed and will contribute towards at least ten units per year. The application of this incentive program will help neutralize the development costs differential between Downtown and suburban sites.

Proposed Implementation Strategy:

Funding from the HOCHIP will be made available to builders/developers/landowners that create new dwelling units in the Downtown. Funding will not be targeted towards specific groups (such as affordable). Rather, anyone who builds a new, self-contained dwelling unit and has received an occupancy permit, would receive up to \$30,000 per door funding. Funding would be available on a first come, first served basis as long as resources are available. Funding from the HOCHIP is not intended for renovating any pre-existing dwelling unit(s). A property inspection will be conducted to ensure that the grant resulted in a new unit or units.

Performance Measurement & Reporting:

The success of this program will be measured by the number of new dwelling units created on a yearly basis, increases to the Downtown population and more distribution of the population across age cohorts. With increased downtown vibrancy , private investment in the downtown should also increase.

BUDGET INITIATIVES

N - 5

City Council Decision:

Not Approved

Department: **Heart of Our City**

Program: **Heart of Our City Branding and Marketing Strategy**

	2015	2016	2017	2018
Expenditure increase (decrease)	150,000	0	0	0
Net Expenditure (Savings)	150,000	0	0	0
Funding (Savings):				
MRSR One-time Allocation	150,000	0	0	0
	150,000	0	0	0

Objective(s):

This project will undertake and implement the second phase of the 2012 St. Clements Report by identifying programs, initiatives, communications, events and activities that will draw attention and attract more visitors, shoppers and residents to the Downtown. The outcome will be a bundle of themes, messages, marketing tools and sequencing of activities that will comprise the Downtown Marketing Strategy.

Which City Council or organizational goals is this initiative aligned with:

Within its Strategic Plan Framework (SG#1.1), City Council has indicated that it wishes to demonstrate governance excellence through leadership and setting clear direction which would be the case with the proposed Branding and Marketing Strategy. The Heart of Our City Master Plan (HOCMP) recommends that the City promote Downtown in a variety of ways. Specifically, the proposed Branding and Marketing Strategy aligns with the HOCMP pillars of: vibrancy, exciting and liveable. The proposed program is also in alignment with section 6.4.1 of the ICSP-MDP which recommends that the City encourage residential and mixed-used development in the Downtown.

Background:

The Heart of Our City Committee undertook a Strategic Marketing Plan that was completed in 2012. The primary objective of the resulting Downtown Marketing Strategy was to increase use of the Downtown by residents and visitors. The first phase of implementing this plan was the creation of the "First Friday" initiative. Although the First Friday promotion has been very successful from its inception, there is an ongoing need to create additional strategies that will attract downtown users more frequently and regularly, not just on a particular day. A second phase of the Downtown Marketing Plan is now required to help develop the recommended strategy. This branding strategy is intended to focus on culture and foster the special feeling of downtown which in turn should increase the profile of Downtown in the minds of potential audiences.

Proposed Implementation Strategy:

This project would involve engaging a consultant to conduct a thorough analysis of the Downtown Marketing Strategy and initiate building of the comprehensive branding and marketing plan. It is expected that the Heart of Our City Committee will then directly manage the project and implementation of the recommended strategy.

Performance Measurement & Reporting:

Success of this initiative will be demonstrated through: the number new programs, initiatives, events and activities that are established. Development of "reminder-based" marketing and establishment of an effective communications program associated with programs, activities and initiatives are also integral to the success of the initiative. Results of the initiative will be reported to City Council in the Heart of Our City Annual Report and when particular milestones within the plan have been reached.

BUDGET INITIATIVES

N - 6

City Council Decision:

Approved

Department: **Recreation & Culture**

Program: **Southern Alberta Art Gallery**

	2015	2016	2017	2018
Expenditure increase (decrease)	62,000	80,000	70,000	36,000
Net Expenditure (Savings)	62,000	80,000	70,000	36,000
Funding (Savings):				
MRSR One-time Allocation	62,000	80,000	70,000	36,000
	62,000	80,000	70,000	36,000

Objective(s):

To provide bridging support to the Southern Alberta Art Gallery (SAAG) over a 4 year period to allow the Gallery to develop new initiatives and funding sources due to the significant grant reductions from the Alberta Foundation for the Arts.

Which City Council or organizational goals is this initiative aligned with:

Fosters vibrancy and livability in downtown. Enriches the City by providing cultural opportunities and collaborations. The City and Recreation and Culture foster collaboration, community partnerships and seek to provide strengthened relations and improved programming opportunities for the residents and visitors to Lethbridge.

Background:

In 2014 the Alberta Foundation for the Arts announced significant reductions in the annual operating grant for the Southern Alberta Art Gallery. The funding losses over the next four years reduces the funding base to the level provided in 2001. Between 2001 and 2013 the Gallery, and others, were encouraged to grow and develop more programs. As this has been successful for the Gallery, based on the level of funding previously provided, the Gallery has grown and provided more programs and artistic opportunities in the community. The funding loss means potential layoffs, service and program reductions, and loss of vibrant young individuals whose efforts add to the community.

Proposed Implementation Strategy:

The proposed strategy moves the Gallery from significant loss to the ability to look at various retention options and the development or redevelopment of funding sources, and program opportunities. The funds requested hold the gallery at the base level of funding originally provided in 2013 for 2015 and 2016. Funds are reduced in 2016 and 2017 as the new programs and strategies grow and evolve at the Gallery.

Performance Measurement & Reporting:

Growth in revenue opportunities and actual dollars. Growth in program initiatives and revenue generation opportunities.

BUDGET INITIATIVES

N - 7

City Council Decision:

Approved

Department: **Lethbridge Transit**

Program: **Transit & Access-A-Ride Master Plan**

	2015	2016	2017	2018
Expenditure increase (decrease)	150,000	200,000	0	0
Net Expenditure (Savings)	150,000	200,000	0	0
Funding (Savings):				
Transit Reserve	150,000	200,000	0	0
	150,000	200,000	0	0

Objective(s):

Creation of a Transit and Access-A-Ride Master Plan to guide the future of municipal conventional transit and para-transit service. The master plan would include routing options, fleet equipment requirements, level of service, infrastructure (i.e.. terminals/locations), fare structure and other areas of importance.

Which City Council or organizational goals is this initiative aligned with:

Council identified the importance of evaluating the efficiency of public transit service, evaluating service levels and route design in Council's Strategic Goals; section 3.2.1 and 3.2.2. The Municipal Development Plan section 6.4.2.1(iii) also refers to policies for public transit. A Transit and Access-A-Ride master plan supports each of these goals and policies.

Background:

Current approved City plans such as the Multi-modal Transportation Master Plan and Municipal Development Plan speak to the importance of public transportation. A Transit and Access-A-Ride Master Plan will complement these documents and provide transit and para-transit with specific policies, guidelines and standards.

Proposed Implementation Strategy:

Release an RFP for a consulting firm to begin work in 2015 with completion in late 2016. Recommendations from the Transit Master Plan would be timed for the 2018-2027 capital and the 2019 -2022 operating budget

Performance Measurement & Reporting:

The master plan will enable the City to identify and report relevant key performance indicators, review and update service level standards and provide the community opportunity to give feedback through forums and open house sessions. The document will be a valuable tool describing how the City operates public transportation on conventional transit and para-transit.

BUDGET INITIATIVES

N - 8

City Council Decision:

Approved

Department: **Parks Management**

Program: **Urban Forest Management Plan**

	2015	2016	2017	2018
Expenditure increase (decrease)	87,500	87,500	0	0
Net Expenditure (Savings)	87,500	87,500	0	0
Funding (Savings):				
Urban Parks Reserve	87,500	87,500	0	0
	87,500	87,500	0	0

Objective(s):

To develop a management strategy and long term plan for the management of the City's Urban Forest. This management plan will update and replace the Urban Forestry Management Plan completed in 1991.

Which City Council or organizational goals is this initiative aligned with:

The inventory included in the Urban Forest provides value to the City in the areas of economic, environmental, aesthetics and livability benefits. The investments in and management of this resource require long term strategic guidance to accomplish the protection and management needed to realize the full extent of the benefits possible.

MDP Policy 6.4.5.3 Maintain and expand the urban forest

MDP Policy 6.4.5.11 Encourage and promote neighborhood design and public spaces to mitigate the impact of climatic extremes (temperature, wind, drifting snow)

MDP Policy 6.4.6.1 Parks and open space priorities for community planning purposes are: Connectivity, Accessibility, Functionality, Diversity & Adaptability, Identity & Character, Sustainability.

MDP Policy 6.4.6.2 Incorporate a range of active and passive recreational opportunities into the open space system.

Background:

The City of Lethbridge has an urban forest of more than 43,000 park and street trees and 30,000 shrubs excluding trees located in river valley and on private property. The urban forest consists of more than 80 species.

Trees throughout the City provide a wide range of environmental benefits, including energy savings, carbon sequestration, storm water interception and improved air quality and property values. The trees in Lethbridge's urban forest alone are estimated to capture 8.4 million kilograms of carbon dioxide per year.

Proposed Implementation Strategy:

The engagement of specialized consultants will assist in benchmarking the existing conditions, long term objectives and a strategy to achieve the desired outcomes. The recommended strategies will be used in the ongoing management of the Urban Forest to guide decisions over the following 10 to 15 years in areas such as planting, species locations, pruning and pest management.

Performance Measurement & Reporting:

The Management Plan will establish performance measurements that will be used as success indicators into the future.

BUDGET INITIATIVES

N - 9

City Council Decision:

Not Approved

Department: **Community - Council Referral**

Program: **Curbside Recycling - Option 1: Weekly Garbage and Curbside Recycling Services**

	2015	2016	2017	2018
Expenditure increase (decrease)	500,000	2,125,000	8,720,000	4,838,000
Net Expenditure (Savings)	500,000	2,125,000	8,720,000	4,838,000

Funding (Savings):				
Accumulated Surplus	500,000	125,000	252,000	70,000
Recycling Utility Rates	0	0	4,468,000	4,768,000
Utility Borrowing	0	2,000,000	4,000,000	0
	500,000	2,125,000	8,720,000	4,838,000

Effect on person years	Permanent	1.0	1.0	11.0	11.0
	Non-Permanent				

Objective(s):

- 1) Increase recycling service level from depot system to curbside system
- 2) Meet residential waste diversion target of 50% by 2021 & overall waste reduction of 700 kg/capita by 2030

Which City Council or organizational goals is this initiative aligned with:

- 1) Council Strategic Goal #5 Protection and Preservation of Natural Environment
 - Investigate the implementation of curbside recycling

Background:

Currently, residents can recycle cardboard, paper, plastic, plastic film, food cans and glass at three recycling stations in the City. This diverts ~ 10% of recyclables from the landfill. Other Lethbridge residential diversion programs divert an additional 10% of materials from the landfill. Curbside recycling programs can divert up to 25% of recyclables due to increased accessibility and convenience for the customer. Environment Committee has been exploring curbside recycling services for a number of years. Part of the analysis was the completion of a curbside recycling survey in 2013, that showed 80% of the population are in support of curbside recycling as well as 61% would approve of a \$10/month fee and 66% of a \$8/month fee, respectively. Service level Option 1 would provide continuous weekly curbside pick-up of garbage and additional weekly pick-up of recyclables. Recycling services would be provided to Single Family (SF) and Multi Family (MF) dwellings. Recyclables would be bagged and disposed of in a residential blue cart. Recyclables accepted would include: paper, cardboard, food cans and plastic. Plastic film and glass would continue to be collected at the depot because both materials cause processing challenges in a material recovery facility (MRF). Carts, trucks, a truck storage building and a processing facility are infrastructure needed to implement Option 1. The capital investment and operational cost associated with the infrastructure are considered in the proposed monthly utility rate of \$10-\$11. Garbage curbside collection utility rates would stay at \$13.60/month. A decision regarding the ownership and operation of a MRF has to be made well in advance of full implementation to create certainty about processing costs. An additional capital investment between \$3 and \$5 million may be required depending on this decision. The full operational costs of the MRF have been included in the costing shown above and are included in the rate forecast. During the first year of the pilot program, routing, tonnage and processing challenges can be streamlined and rates can be recalculated and confirmed. Risks associated with a residential recycling service level change from depot to curbside include: Refusal to participate/ wish to opt out of program, concerns about limited cart storage space, concerns about cost of service, and misuse/ contamination of the recycling cart. Waste & Recycling Services (WRS) will mitigate those challenges with a thorough customer engagement strategy, tested during the first year of the pilot phase and adjusted for full scale implementation.

Proposed Implementation Strategy:

2015 - Public Engagement, Hire Staff, Start Pilot Phase
 2016 - Report on 1st year of Pilot, Procurement Truck Storage Building, Equipment & Cart Procurement, Start Hiring Collectors
 2017 - Full Implementation

Performance Measurement & Reporting:

Performance will be measured with regard to quality of service, health and safety, accessibility/ convenience, affordability and environmental sustainability based on customer and technical performance measures. System performance will be benchmarked with other communities and the waste diversion target of 50% diversion by 2021 and the overall waste system disposal target of 700 kg/ capita.

BUDGET INITIATIVES

N - 10

City Council Decision:

Not Approved

Department: **Community - Council Referral**

Program: **Curbside Recycling - Option 2: Weekly Garbage and Bi-weekly Curbside Recycling Services**

	2015	2016	2017	2018
Expenditure increase (decrease)	500,000	1,325,000	7,400,000	4,151,000
Net Expenditure (Savings)	500,000	1,325,000	7,400,000	4,151,000

Funding (Savings):				
Utility Borrowing	0	1,200,000	3,350,000	0
Accumulated Surplus	500,000	125,000	191,000	33,000
Recycling Utility Rates	0	0	3,859,000	4,118,000
	500,000	1,325,000	7,400,000	4,151,000

Effect on person years	Permanent	1.0	1.0	9.0	9.0
	Non-Permanent				

Objective(s):

- 1) Increase recycling service level from depot system to curbside system
- 2) Meet residential waste diversion target of 50% by 2021 & overall waste reduction of 700 kg/capita by 2030

Which City Council or organizational goals is this initiative aligned with:

- 1) Council Strategic Goal #5 Protection and Preservation of Natural Environment
 - Investigate the implementation of curbside recycling

Background:

Currently, residents can recycle cardboard, paper, plastic, plastic film, food cans and glass at three recycling stations in the City. This diverts ~ 10% of recyclables from the landfill. Other Lethbridge residential diversion programs divert an additional 10% of materials from the landfill. Curbside recycling programs can divert up to 25% of recyclables due to increased accessibility and convenience for the customer. Environment Committee has been exploring curbside recycling services for a number of years. Part of the analysis was the completion of a curbside recycling survey in 2013, that showed 80% of the population are in support of curbside recycling as well as 61% would approve of a \$10/month fee and 66% of a \$8/month fee, respectively. Service level Option 2 would provide continuous weekly curbside pick-up of garbage and additional bi-weekly pick-up of recyclables. Recycling services would be provided to Single Family (SF) and Multi Family (MF) dwellings. Recyclables would be bagged and disposed of in a residential blue cart. Recyclables accepted would include: paper, cardboard, food cans and plastic. Plastic film and glass would continue to be collected at the depot because both materials cause processing challenges in a material recovery facility (MRF). Carts, trucks, a truck storage building and a processing facility are infrastructure needed to implement Option 2. The capital investment and operational cost associated with the infrastructure are considered in the proposed monthly utility rate of \$9-\$10. Garbage curbside collection utility rates would stay at \$13.60/month. A decision regarding the ownership and operation of a MRF has to be made well in advance of full implementation to create certainty about processing costs. An additional capital investment between \$3 and \$5 million may be required depending on this decision. The full operational costs of the MRF have been included in the costing shown above and are included in the rate forecast. During the first year of the pilot program, routing, tonnage and processing challenges can be streamlined and rates can be recalculated and confirmed. Risks associated with a residential recycling service level change from depot to curbside include: Refusal to participate/ wish to opt out of program, concerns about limited cart storage space, concerns about cost of service, and misuse/ contamination of the recycling cart. Waste & Recycling Services (WRS) will mitigate those challenges with a thorough customer engagement strategy, tested during the first year of the pilot phase and adjusted for full scale implementation.

Proposed Implementation Strategy:

2015 - Public Engagement, Hire Staff, Start Pilot Phase
 2016 - Report on 1st year of Pilot, Procurement Truck Storage Building, Equipment & Cart Procurement, Start Hiring Collectors
 2017 - Full Implementation

Performance Measurement & Reporting:

Performance will be measured with regard to quality of service, health and safety, accessibility/ convenience, affordability and environmental sustainability based on customer and technical performance measures. System performance will be benchmarked with other communities and the waste diversion target of 50% diversion by 2021 and the overall waste system disposal target of 700 kg/ capita.

BUDGET INITIATIVES

N - 11

City Council Decision:

Not Approved

Department: **Community - Council Referral**

Program: **Curbside Recycling - Option 3: Bi-weekly Garbage and Bi-weekly Curbside Recycling Services**

	2015	2016	2017	2018
Expenditure increase (decrease)	500,000	100,000	5,950,000	3,690,000
Net Expenditure (Savings)	500,000	100,000	5,950,000	3,690,000
Funding (Savings):				
Accumulated Surplus	500,000	100,000	269,000	135,000
Recycling Utility Rates	0	0	3,331,000	3,555,000
Utility Borrowing	0	0	2,350,000	0
	500,000	100,000	5,950,000	3,690,000
Effect on person years	Permanent Non-Permanent	1.0 1.0	5.0	5.0

Objective(s):

- 1) Increase recycling service level from depot system to curbside system
- 2) Meet residential waste diversion target of 50% by 2021 & overall waste reduction of 700 kg/capita by 2030
- 3) Create diversion incentives by limiting disposal capacity

Which City Council or organizational goals is this initiative aligned with:

- 1) Council Strategic Goal #5 Protection and Preservation of Natural Environment
 - Investigate the implementation of curbside recycling

Background:

Currently, residents can recycle cardboard, paper, plastic, plastic film, food cans and glass at three recycling stations in the City. This diverts ~ 10% of recyclables from the landfill. Other Lethbridge residential diversion programs divert an additional 10% of materials from the landfill. Curbside recycling programs can divert up to 25% of recyclables due to increased accessibility and convenience for the customer. Environment Committee has been exploring curbside recycling services for a number of years. Part of the analysis was the completion of a curbside recycling survey in 2013, that showed 80% of the population are in support of curbside recycling as well as 61% would approve of a \$10/month fee and 66% of a \$8/month fee, respectively. Service level Option 3 would provide alternating one week garbage curbside pick-up and the other week recyclables pick-up. Recycling services would be provided to Single Family (SF) and Multi Family (MF) dwellings. Recyclables would be bagged & disposed of in a residential blue cart. Recyclables accepted would include: paper, cardboard, food cans, plastic, plastic film and glass. Carts, trucks, and a processing facility are infrastructure needed to implement Option 3. The capital investment and operational cost associated with the infrastructure are considered in the proposed monthly utility rate of \$8-\$9. Garbage curbside collection utility rates would decrease to \$11.60/month. A decision regarding the ownership and operation of a MRF has to be made well in advance of full implementation to create certainty about processing costs. An additional capital investment between \$3 and \$5 million may be required depending on this decision. The full operational costs of the MRF have been included in the costing shown above and are included in the rate forecast. During the first year of the pilot program, routing, tonnage and processing challenges can be streamlined and rates can be recalculated and confirmed. Risks associated with a residential recycling service level change from depot to curbside and bi-weekly garbage collection include: Refusal to participate/ wish to opt out of program, concerns about limited cart storage space, concerns about cost of service, misuse/ contamination of the recycling cart, perception of garbage service reduction, limited capacity in black cart and concerns about odour and hygiene in the black cart. Waste & Recycling Services (WRS) will mitigate those challenges with a thorough customer engagement strategy, tested during the first year of the pilot phase and adjusted for full scale implementation.

Proposed Implementation Strategy:

2015 - Public Engagement, Hire Staff, Start Pilot Phase
 2016 - Report on 1st year of Pilot, Equipment & Cart Procurement, Start Hiring Collectors
 2017 - Full Implementation

Performance Measurement & Reporting:

Performance will be measured with regard to quality of service, health and safety, accessibility/ convenience, affordability and environmental sustainability based on customer and technical performance measures. System performance will be benchmarked with other communities and the waste diversion target of 50% diversion by 2021 and the overall waste system disposal target of 700 kg/ capita.

BUDGET INITIATIVES

N - 12

City Council Decision:

Not Approved

Department: **Community - Council Referral**

Program: **Curbside Recycling - Option 4: Weekly Garbage and Weekly Curbside Organics**

	2015	2016	2017	2018
Expenditure increase (decrease)	0	0	0	700,000
Net Expenditure (Savings)	0	0	0	700,000
Funding (Savings):				
Accumulated Surplus	0	0	0	700,000
	0	0	0	700,000

Objective(s):

- 1) Increase organics service level from depot system to curbside system
- 2) Meet residential waste diversion target of 50% by 2021 & overall waste reduction of 700 kg/capita by 2030

Which City Council or organizational goals is this initiative aligned with:

- 1) Council Strategic Goal #5 Protection and Preservation of Natural Environment
 - Investigate the implementation of curbside recycling

Background:

Organics, including food and yard waste are 50% by weight of the material that is currently disposed of in the residential garbage cart. Today, residents can divert yard waste organics at two yard waste stations in the City. Additionally, residents have the option to grass cycle and backyard compost to decrease the amount of organics going to the landfill. Estimates show that the current organic programs divert ~ 7% of waste. All residential diversion programs divert a total of ~20% of materials from the landfill. Organics curbside programs can divert up to 30% of materials due to increased accessibility and convenience for the customer. Organics can be composted in a simple windrow system or more advanced aerobic in-vessel systems or be processed in an anaerobic digester. The City of Lethbridge operates a yard waste windrow composting system and an anaerobic digester is available at the Wastewater Treatment Plant or a privately owned facility in the County of Lethbridge. Service level Option 4 would provide the additional weekly pick-up of organics. Organics would be bagged in paper bags or loosely disposed of in a residential green cart. Single Family (SF) and Multi Family (MF) customers would be serviced. Accepted materials would include: food scraps, including meat and dairy products, contaminated cardboard, and yard waste. Branches would continue to be collected at the yard waste stations because they need to be chipped and pre-processed before they can be integrated into a composting process. Carts, trucks, a truck storage building and upgrades to a processing facility are infrastructure needed to implement Option 4. The capital investment and operational cost associated with the infrastructure are considered in the proposed monthly utility rate of \$7-\$8. A decision regarding the processing system has to be made in advance of full implementation to provide time for facility upgrades. During the first year of the pilot program, routing, tonnage and processing challenges can be recalculated and confirmed. Risks associated with a residential organics service level include: Refusal to participate/ wish to opt out of program, complaints about limited cart storage space, concerns about cost of service, potential odours and misuse/ contamination of the organics cart. Waste & Recycling Services (WRS) will mitigate those challenges with a thorough customer engagement strategy, tested during the first year of the pilot and adjusted for full scale implementation.

Proposed Implementation Strategy:

2015 - Design of Organics Pilot Phase
 2017- Upgrades to Processing Facility, Public Engagement
 2018 - Start Organics Pilot Phase

Performance Measurement & Reporting:

Performance will be measured with regard to quality of service, health and safety, accessibility/ convenience, affordability and environmental sustainability based on customer and technical performance measures. System performance will be benchmarked with other communities and the waste diversion target of 50% diversion by 2021 and the overall waste system disposal target of 700 kg/ capita.

BUDGET INITIATIVES

N - 13

City Council Decision:

Approved

Department: **Electric Utility**

Program: **Developer Choice Cable Installation Model**

	2015	2016	2017	2018
Revenue decrease (increase)	(126,500)	(129,500)	(132,400)	(135,000)
Expenditure increase (decrease)	126,500	129,500	132,400	135,000
Net Expenditure (Savings)	0	0	0	0
Funding (Savings):	0	0	0	0
Effect on person years				
Permanent	1.0	1.0	1.0	1.0
Non-Permanent				

Objective(s):

This program will allow developers to install electrical cables in new residential subdivisions by using their own consultants and contractors, allowing greater control of project costs and more flexibility in scheduling. This initiative will also allow the electrical department to move away from designers acting as field inspectors which has historically worked, but is now inappropriate given the current laws and regulations. It is now a requirement to have a qualified journeyman lineman act as the safety codes officer and inspector for electrical distribution installations.

Which City Council or organizational goals is this initiative aligned with:

Aligns with Council strategic goal 4.2 - Enrich the city as an exciting and active place to live, visit and do business

Background:

Historically developers have relied on the electric utility to design and schedule shallow utility installations. This has caused backlogs in work during peak seasons, and difficulty keeping up to demand for construction, while limiting the developer to pay the contracted costs associated with the city contractors. Many jobs seem to be ready all at once, which creates difficulty in scheduling and meeting the time constraints for the developers.

Proposed Implementation Strategy:

Create a system which qualifies both consultants and contractors to work within the City of Lethbridge, and develop a complete set of design and construction standards for their reference. Developers will then be allowed to perform construction of shallow utilities in their own subdivision on their own time schedule and cost. This initiative will allow for the addition of an inspector who will monitor all aspects of their work to ensure standards are being met.

Performance Measurement & Reporting:

Performance will be measured by customer feedback regarding the degree to which the initiative expedites installations and relieves pressures on developers as well as the utility.

BUDGET INITIATIVES

N - 14

City Council Decision:

Approved

Department: **Transportation**

Program: **Paved Lane Rehabilitation**

	2015	2016	2017	2018
Expenditure increase (decrease)	300,000	300,000	0	0
Net Expenditure (Savings)	300,000	300,000	0	0
Funding (Savings):				
Grant	300,000	300,000	0	0
	300,000	300,000	0	0

Objective(s):

Upgrade and rehabilitate our existing paved lanes to an acceptable standard by overlaying or rebuilding, including underground improvements.

Which City Council or organizational goals is this initiative aligned with:

City Council Strategic Goal #3 - City Council stewards Lethbridge toward a well-designed city by establishing a strategic approach to neighborhood renewal.

Background:

As of 2013, the City of Lethbridge is responsible for approximately 146 km's of paved lanes. To date, we have only performed minor patching on many of these lanes. Based upon our condition assessment program, the city's lanes are in significantly worse condition than our other roadways and will require significant investment in order to bring them to an acceptable service standard.

The City of Lethbridge has identified a number of lanes where the asphalt structure has totally failed and will require either a total rebuild or major rehabilitation including underground drainage improvements. Our inspections show that a number of lanes are coming to the end of their life due to age and environment (poor drainage). The recent rehabilitation of paved lanes in the Heritage Heights subdivision is a good example of what this program will accomplish.

The increased funds are to deal with the back log and drainage improvements of our existing paved lanes inventory. This program would not involve the upgrade of graveled lanes to paved lanes.

Proposed Implementation Strategy:

Our strategy is to expand the current rehabilitation program to address the backlog of paved lanes requiring repair.

Performance Measurement & Reporting:

Paved Lanes brought up to an acceptable condition, approximately 50 points of 100 through the Road Matrix program.

BUDGET INITIATIVES

N - 15

City Council Decision:

Approved

Department: **Heart of Our City**

Program: **Galt Gardens Master Plan**

	2015	2016	2017	2018
Expenditure increase (decrease)	50,000	0	0	0
Net Expenditure (Savings)	50,000	0	0	0
Funding (Savings):				
Urban Parks Reserve	50,000	0	0	0
	50,000	0	0	0

Objective(s):

To prepare a concept plan for the north half of Galt Gardens as the first step in the next phase of park redevelopment. The goals of this plan are: to continue improving the Downtown Public Realm; to create a plan that comprehensively describes the actions required to ensure that any improvements to Galt Gardens address recognized and emerging social gathering & recreation needs bearing in mind historical and public realm aspects; and to establish a process that includes an appropriate level of community involvement to ensure any future redevelopment/revitalization of this City landmark is in alignment with community values. It is also the intention of this project to derive order of magnitude costing of the preferred plan, in order to facilitate project financial requirements for the next Capital Improvement Program (CIP).

Which City Council or organizational goals is this initiative aligned with:

This initiative aligns with City Council's Strategic Plan Framework (strategic goals#'s: 1.2; 1.3; 3.1; 3.3; 4.1 & 4.2) which is supportive of: citizen engagement in major civic/planning projects; creating a well-designed City; enhancing Downtown vibrancy & liveability; fostering a welcoming community for residents and visitors ; and enriching the City as an exciting and active place to live, visit & do business. This initiative, is a partnership of Community Futures, the HOC & the BRZ. The proposed Galt Gardens Master Plan will involve the creation of a design concept for the north half of Galt Gardens. The project is in alignment with the Heart of Our City Master Plan (HOC) which encourages the improvement and better utilization of existing open spaces such as Galt Gardens. The project further aligns with the HOC pillars: liveable, vibrant, sustainable and beautiful. The project aligns with section 6.4.6 of the Integrated Community Sustainability Planning /Municipal Development Plan (ICSP/MDP) which is intended to provide and integrated parks and open space system that responds to the needs of current and future generations. A concept plan involving the creation of a multi-purpose plaza was developed for the NW corner of the park in the Public Realm and Transportation Study (PRATS). Section 5.6.24 of the Downtown Area Redevelopment Plan (DARP) recognizes the need to redevelop the north half of Galt Gardens in a manner that does not compromise its multi-purpose function; The DARP also specifies that conceptual plans be created in consultation with community stakeholders and that high quality landscaping and rigorous lifecycle management be employed in keeping with the significance of this unique park.

Background:

It has been over a decade since the Galt Gardens Master Plan was created. Several improvements to this iconic City park, in general accordance with the plan, have been undertaken during that time. These improvements have all taken place in the south half of the park. In the meantime, both the hard and soft infrastructure of the north half of the park have been deteriorating. As time has passed, it has become apparent that the current Galt Gardens Master Plan is not reflective of emerging social gathering and recreation needs of the community bearing in mind the historic and public realm aspects of this park. In addition, community entities have indicated an interest in contributing resources towards projects in a manner similar to the Rotary Centennial Plaza and water feature.

Proposed Implementation Strategy:

In accordance with an approved community consultation process and a detailed scoping document, alternative concepts will be created. The process will derive a strategy to accomplish construction of the preferred alternative complete with drawings of sufficient detail to determine order of magnitude costing.

Performance Measurement & Reporting:

Success of this project will result in the sensitive future redevelopment/revitalization of the north half of this City landmark that is in alignment with community values that will be identified during the consultation process as well as those conveyed in existing planning documents.

BUDGET INITIATIVES

N - 16

City Council Decision:

Approved

Department: **Transportation**

Program: **Mobility Improvement**

	2015	2016	2017	2018
Expenditure increase (decrease)	300,000	300,000	300,000	300,000
Net Expenditure (Savings)	300,000	300,000	300,000	300,000
Funding (Savings):				
Frontage Levy	300,000	300,000	300,000	300,000
	300,000	300,000	300,000	300,000

Objective(s):

This initiative is to improve mobility for all pedestrians and mobility impaired users of our sidewalk and pathway system. Our sidewalk and pathway system has many missing links and missing para-ramp locations that makes it difficult for people with mobility issues to move throughout the City. In addition, there are a number of signalized intersections that could be modified to improve accessibility for visually or physically impaired pedestrians.

Which City Council or organizational goals is this initiative aligned with:

City Council Strategic Goal #3 - City Council stewards Lethbridge towards a well-designed city, in particular by creating policies and standards to ensure physical access to city facilities and public spaces.

Background:

The goal of this initiative is to improve the pedestrian sidewalk and pathway system specifically for those individuals with mobility issues. This includes wheelchairs, walkers or scooters, individuals with visual impairments and other physical issues that may hinder a person's mobility. As of 2013, the City had 665 km of sidewalks as well as 109 km of pathways along roadways and over 100 km of paved pathways within the Parks area and the river valley.

Proposed Implementation Strategy:

Over the next four years, we plan to construct missing sections of sidewalks and pathways, construct para-ramp sidewalk crossings. Work under this program will also include modifications to pedestrian push button locations.

Funding for this program will come from a \$0.20 per foot increase to the frontage levy. This would increase the frontage levy from it's current \$2.05 per foot to \$2.25 per foot.

Performance Measurement & Reporting:

There are approximately 31 km of missing sidewalk links sections and 16 km of missing pathways within the City today and numerous missing pararamp locations throughout the City. In addition there is an additional 61 km of missing sidewalk or pathways in the City's industrial property where Transit currently operates. The intent is to report on all sidewalks/pathways constructed in order to reduce the missing sections and also to report on the reduction in percentage of missing sections/crossings.

BUDGET INITIATIVES

N - 17

City Council Decision:

Approved

Department: **Accessible Transportation**

Program: **Access-A-Ride (AAR) Additional Service**

	2015	2016	2017	2018
Expenditure increase (decrease)	409,591	510,524	327,522	327,522
Net Expenditure (Savings)	409,591	510,524	327,522	327,522
Funding (Savings):				
Taxation	229,591	325,124	327,522	327,522
Grant	180,000	185,400	0	0
	409,591	510,524	327,522	327,522
Effect on person years	Permanent	2.5	3.5	3.5
	Non-Permanent			

Objective(s):

Increase Access-A-Ride service capacity to provide additional trips and improve accessibility for customers within our community. By adding 9 hours of on-street service 5 days per week in 2015, service would increase by approximately 2,340 hours. Adding a further 1,690 on street service hours in 2016, would increase service hours by approximately 4000 hours during the budget cycle. Based on current available data from dispatch and smartcard software, this will provide approximately 110 additional trips per week in 2015 and approximately 80 additional trips in 2016, for potential service level increase of over 9800 available trips.

Which City Council or organizational goals is this initiative aligned with:

In the 2010 Municipal Development Plan, the City recognized the importance of public transportation. Section 6.4.2.3 'Provide accessible, affordable and effective public transportation' reflects the importance of adding hours of service for Access-A-Ride customers.

Background:

In 2007, the City of Lethbridge acquired Lethbridge Handi-Bus and its 20 vehicle fleet. The name was changed to Access-A-Ride and commonly known as AAR. At that time, the City of Lethbridge population was 81,692 people. Since 2007, the population of Lethbridge has increased to 93,004, a growth rate of 13.8%. With City expansion and population growth, there has been a growing demand for AAR service. Access-A-Ride accepts over 500 new registered clients each year. New large care facilities continue to be built on the fringe of City limits causing trip distances to become much longer, therefore reducing the number of trips available. Currently, AAR is booked 97% with subscription trips (regular ongoing trips to school, work, programs, medical therapy, dialysis, etc.) during the morning peak hours with only 3% capacity left for demand bookings.

This initiative will provide one additional bus each year 2015 and 2016. These additional buses will allow AAR service capacity to grow with the City and meet the demands of the growing customer base. Each bus will provide an additional 32.5 hours of service on the street each week and will allow for an additional 80 passenger trips per week. With each additional bus, one full-time operator will be required.

The N-13 initiative from the 2012 - 2014 budget provided an additional bus and a half time driver. Increasing that role to a fulltime driver will provide a further increase in service hours to 45 hours per week.

Proposed Implementation Strategy:

In 2015, Access-A-Ride would add 45 hours of service per week (2,340 hours). In 2016 a further increase of 32.5 hours per week, or a total of approximately 1,690 hours, therefore increasing the availability of trip for customers. In each year that service hours are added, hire a full-time operator to cover those hours and increase the fleet size to meet the need. Vehicle maintenance will require an additional mechanic in 2015.

Performance Measurement & Reporting:

With an increase to the total number of hours of service in Access-A-Ride, Transit will measure and report performance improvements that will include: ridership number changes, revenue, changes in the percentage of available demand trips and overall service availability.

BUDGET INITIATIVES

N - 18

City Council Decision:

Approved

Department: **Lethbridge Transit**

Program: **Data Analyst**

	2015	2016	2017	2018
Expenditure increase (decrease)	87,025	71,629	58,161	58,161
Net Expenditure (Savings)	87,025	71,629	58,161	58,161
Funding (Savings):				
Taxation	87,025	71,629	58,161	58,161
	87,025	71,629	58,161	58,161
Effect on person years				
Permanent	1.0	1.0	1.0	1.0
Non-Permanent				

Objective(s):

With an increased investment in technology, hardware and software, the raw data is now available to make data driven decisions. In conjunction with other transit staff, the Data Analyst Coordinator would be responsible for Key Performance Indicator collection/review and analysis, reporting to Alberta Transportation for GreenTRIP grants (a ten year commitment), remain current with other grant availability and applications, contract management, as well as supporting the management team in communicating with the public and industry.

Which City Council or organizational goals is this initiative aligned with:

Identified in Council's strategic goals 3.2.2.- Examine public transit service levels and route designs, this dedicated staff member will extract and analyze data, provide recommendations for service improvements, provide information for reporting purposes, as well as recommend strategic approaches to providing optimal transit service.

Background:

This role will be analyzing data from the technologies the City has invested in (Smartcard, Mobile Data Terminals, on-board cameras). Working closely with the Planning and Technology Manager, as well as Operations Managers, the Data Analyst Coordinator would make recommendations for service improvements. This would increase and improve the customer experience of Lethbridge Transit and Access-A-Ride services.

Data analysis also includes making recommendations to improve efficiencies in the fleet, reviewing and creating programs to assist Operations with driver training, and improving safety for employees and customers. This position will work with various departments to achieve these goals.

The Transit department continues to grow as the needs of the community continue to increase. The addition this position would add capacity to meet the demand of the existing workload and to move forward with the projects identified in the 2015-2018 budget cycle.

Proposed Implementation Strategy:

Hire in 2015 to coincide with numerous projects during the 4 year budget cycle and create continuity for existing tasks.

Performance Measurement & Reporting:

Having a dedicated Data Analyst Coordinator will assist the City to extract data and provide responses and information to queries in a timely manner. Examples would include: detailed ridership information, financial queries relating to revenue and key performance indicators on approved service levels. The Data Analyst Coordinator would also enhance the City's resources in project development and completion.

BUDGET INITIATIVES

N - 19

City Council Decision:

Approved

Department: **Lethbridge Transit**

Program: **Service Expansion Blackwolf**

	2015	2016	2017	2018
Expenditure increase (decrease)	0	0	0	968,488
Net Expenditure (Savings)	0	0	0	968,488
Funding (Savings):				
Grant	0	0	0	579,637
Taxation	0	0	0	388,851
	0	0	0	968,488
Effect on person years				4.0
Permanent				
Non-Permanent				

Objective(s):

Provide Transit Service to Blackwolf subdivision, the new North Regional Park, future schools and to enhance routing options in north Lethbridge.

Which City Council or organizational goals is this initiative aligned with:

Council has an approved Transit Service Standards document that details the addition of new bus routes. Section 6, Planning Review Process, refers to the addition of new routes - 'new routes should serve an area not already served'. Section 3 outlines details of Service Standards Framework such as travel time, walk distance to the nearest bus stop, route directness and frequency of service. The addition of service in Blackwolf is in line with the approved Service Standards.

Background:

Over time, as the City has continued to grow and routes have expanded, increased pressure has been placed on routes and schedules. Routes have reached the maximum travel distance which has created problems for schedule adherence. Schedules must be adhered to ensure our customers can plan their trips according to their needs. Public Transit must be safe and reliable to become a choice mode of transportation in our community.

With continued growth on the north side, the addition of the regional park and new schools to be built in the future, the Blackwolf subdivision will require increased service. Current service is provided to the south portion of the neighbourhood which has maximized the existing route structure. To provide service that meets the needs of community growth, an additional route should be added in 2018. This will continue to provide customers, particularly those living and working in the north end, with 30 minute service to major shopping areas, schools, parks and provide connections at the north terminal.

Proposed Implementation Strategy:

Beginning in 2018, provide 30 minute service Monday to Friday 6am to midnight, Saturdays 7am to midnight and Sundays 7am to 7pm aligning with the Council approved Service Standards. A GreenTRIP grant application has been submitted in 2014 for the purchase of expansion buses.

Performance Measurement & Reporting:

Transit will measure and report performance of the new route through monitoring ridership with Breeze card data. Customer satisfaction, comments and commendations will also be tracked. Feedback and Breeze card data analysis will also help to improve the route as necessary.

BUDGET INITIATIVES

N - 20

City Council Decision:

Not Approved

Department: **Lethbridge Regional Police Service**

Program: **Digital Communications Specialist**

	2015	2016	2017	2018
Expenditure increase (decrease)	33,496	94,486	94,870	94,870
Net Expenditure (Savings)	33,496	94,486	94,870	94,870
Funding (Savings):				
Taxation	25,796	94,486	94,870	94,870
MRSR One-time Allocation	7,700	0	0	0
	33,496	94,486	94,870	94,870
Effect on person years				
Permanent	1.0	1.0	1.0	1.0
Non-Permanent				

Objective(s):

It is imperative the Lethbridge Regional Police Service continues to communicate efficiently and effectively with the public in progressive ways that are in line with societal trends, including enhanced use of digital and social media, to ensure accurate information and meaningful messaging is provided to the community on a continual and consistent basis.

Which City Council or organizational goals is this initiative aligned with:

This initiative aligns with the following strategic areas in the Lethbridge Regional Police Service 2015-2018 Business Plan: -Community - we will advance public safety by continuing to build and invest in relationships with our partners and members of the communities we serve. -Technology - we are committed to remaining current in proven technology to ensure our staff has the tools and training needed to meet the changing demands of their jobs. We will weigh all costs and benefits prior to implementing new technology. Further, this NPI is aligned with City Council's 2014-2017 Strategic Plan including: Goal 1.2 City Council encourages and enhances citizen engagement.

Background:

The use of social media by law enforcement to communicate directly with the public to help solve crime and engage the community continues to increase as established technologies evolve and new technologies emerge. In 2013 a study by the International Association of Chiefs of Police found that nearly 96% of law enforcement agencies are using social media tools. About 80% of those agencies reported that social media has helped solve crimes in their jurisdiction and 73% indicated social media has improved police-community relations. In order to address increasing public demands for real-time information and engaging digital content, law enforcement agencies throughout Canada have implemented dedicated positions and in some cases multiple-person units to advance digital communication initiatives. In 2008 LRPS hired one (1) non-sworn member (Executive Officer) to manage public affairs and media relations and fulfill other communication-based duties for the Chief and Inspectors. With the evolution, significant expansion and proliferation of social media over the past six years, the Executive Officer has also taken on primary management of the Service's social media tools. Currently, LRPS is using Facebook and Twitter only. The Executive Officer monitors the feeds, posts content and responds to public inquiries during the work day as well as after hours, on weekends and even when on annual leave to ensure a consistent presence and timely response. At this time the Executive Officer does not have any further capacity to expand the Service's social media and general communications plan without assistance. The implementation of one (1) Digital Communications Specialist would enable the Service to respond to increasing public demands for real-time information, grow its social media presence to enhance public communications, citizen engagement, crime prevention and crime solving, create and disseminate new and progressive digital content including informational videos, podcasts and blogs, implement and manage a more user-friendly website and provide much needed back up relief for traditional media and public relations duties in the absence of the Executive Officer.

Proposed Implementation Strategy:

In 2015 one (1) non-sworn member will be added thereby enhancing public communication staffing to two (2) positions.

Performance Measurement & Reporting:

Performance measurement will be based on quantitative & qualitative measurements (i.e. growth of social media following, community satisfaction surveys).

BUDGET INITIATIVES

N - 21

City Council Decision:

Not Approved

Department: **Lethbridge Regional Police Service**

Program: **Internet Child Exploitation Unit**

	2015	2016	2017	2018
Expenditure increase (decrease)	73,322	84,720	90,338	101,288
Net Expenditure (Savings)	73,322	84,720	90,338	101,288
Funding (Savings):				
MRSR One-time Allocation	23,300	0	0	0
Taxation	50,022	84,720	90,338	101,288
	73,322	84,720	90,338	101,288
Effect on person years				
Permanent	1.0	1.0	1.0	1.0
Non-Permanent				

Objective(s):

It is imperative the Lethbridge Regional Police Service maintain and continue to enhance its capacity to prevent, intervene and take enforcement action in respect to the online sexual exploitation of youth.

Which City Council or organizational goals is this initiative aligned with:

Aligned with the Lethbridge Regional Police Service 2015-2018 Business Plan strategic area encompassing "Crime" – "It is our mission to provide safe communities. We will continue to maintain public safety through prevention, detection and resolution of crime and disorder."

Background:

The realities of modern life, such as the number of portable electronic devices and the prevalence of social media usage are factors directly related to an increased risk to Canadian youth of online sexual exploitation, as these technologies also offer online predators easy access to a large number of potential victims with greater anonymity and a diminished risk of being caught.

On the positive side, awareness of child sexual exploitation via the Internet and social media is rising, as are the number of these crimes being reported to police. This growth however, has resulted in both an increased workload for the ALERT Southern Alberta Internet Child Exploitation (SAICE) unit and a diminished capacity to sustain proactive investigations/operations targeting online predators. The SAICE workload increased approximately 40 percent from 2012 to 2013. This increase is primarily attributed to the ease of access to and prolific use of social media and portable electronic devices such as Smartphones.

New technologies have also been developed to assist SAICE investigators with identifying individuals who are actively trading "known child pornography images" within a specific geographical area. In March 2014, 164 suspected Internet Protocol (IP) addresses were identified within Lethbridge and Coaldale actively trading known child pornography images. These types of investigation are known as "Peer to Peer Investigations" as the images are traded between "Peers" within an online network. These are the unidentified offenders that additional investigators could proactively target in investigations.

The duties and responsibilities of the one (1) SAICE member assigned to the Lethbridge region is as follows: education - five (5) percent, proactive enforcement - five (5) percent, and reactive enforcement eighty-five (85) percent. The majority of the time the Lethbridge SAICE member is drawn away from Lethbridge and Coaldale to deal with investigations within the region and to work in concert with the other SAICE members on investigations.

The Lethbridge Regional Police Service intends to assign one (1) constable to SAICE with the caveat that the constable remain within the jurisdiction of Lethbridge and Coaldale. This would afford the Constable access to ALERT facilities, training, etc., while remaining focused on online sexual exploitation of youth in Lethbridge and Coaldale.

Proposed Implementation Strategy:

In 2015 one (1) constable will be added the Internet Child Exploitation Unit thereby enhancing the staffing level to two (2) constables, one of which will be solely dedicated to investigating online sexual exploitation in Lethbridge.

Performance Measurement & Reporting:

Performance measurement will be based on quantitative measurements (e.g. enforcement actions - number of investigations, criminal charges laid, etc.) and qualitative measurements (e.g., intervention, prevention, etc.)

BUDGET INITIATIVES

N - 22

City Council Decision:

Not Approved

Department: **Lethbridge Regional Police Service**

Program: **Violent Crime Unit**

	2015	2016	2017	2018
Expenditure increase (decrease)	0	0	0	82,024
Net Expenditure (Savings)	0	0	0	82,024
Funding (Savings):				
MRSR One-time Allocation	0	0	0	23,300
Taxation	0	0	0	58,724
	0	0	0	82,024
Effect on person years	Permanent Non-Permanent			1.0

Objective(s):

It is imperative the Lethbridge Regional Police Service maintain and continue to enhance its capacity to deal effectively and efficiently with violent crimes and ensure resolution of same.

Which City Council or organizational goals is this initiative aligned with:

Aligned with the Lethbridge Regional Police Service 2015-2018 Business Plan strategic area encompassing "Crime" – "It is our mission to provide safe communities. We will continue to maintain public safety through prevention, detection and resolution of crime and disorder."

Background:

Between 2008-2012 police-reported crime as reported by the Statistics Canada crime severity index and violent crime severity index continued to decrease with the exception of an increase in the rate of homicides and sexual offences against children. Lethbridge and Coaldale did not mirror the downward trend with increases in violent crime in 2009 and 2010. There was a decrease in violent crime in 2011 from 2010; however, violent crime continued an upward trend in 2012 and 2013 - violent crime increased eleven percent in 2012 from 2011 and violent crime increased five percent in 2013 from 2011. Between 2008-2012 violent crime accounted for twenty percent of all police-reported crimes in Lethbridge and Coaldale.

The Lethbridge Regional Police Service investigated on average two homicides between 2008-2013. The Violent Crime Unit also focuses on the investigation of child sexual assaults - familial and non-familial as well as historic - which has a significant impact on the number of investigations assigned to the Violent Crimes Unit. In 2008 the Lethbridge Regional Police Service investigated twelve (12) child sexual assaults in contrast to thirty-nine (39) in 2013. Homicide investigations and child sexual assault investigations are complex time consuming investigations that require well trained, competent, and seasoned investigators, and often the deployment of the Major Case Management Model – the Major Case Management Model requires the deployment of a minimum of three (3) police officers.

The Violent Crime Unit consists of three sergeants and one constable – this staffing model has been in place since 2008. Attempts to complete a workload analysis have proven difficult in that workload analysis is based on investigative time available versus investigative time consumed – very often the complexity of one investigation can be all consuming for the Violent Crime Unit. To ensure the Violent Crime Unit continues to maintain an average clearance rate of 85 percent (above the Alberta clearance rate of 74 percent and Canadian clearance rate of 72 percent) and the overall effectiveness and efficiency of the Violent Crimes Unit an enhancement of two constables to current staffing level is required. Also, expansion of the Violent Crime Unit will also allow for the required specialization of investigators (e.g., homicide, child sexual assault, robbery, etc.) as well as the ability of investigators to collectively work together as required without impacting other units, sections and divisions within the Lethbridge Regional Police Service.

Proposed Implementation Strategy:

In 2018, one constable will be added to the Violent Crimes Unit thereby enhancing the staffing level to three sergeants and three constables.

Performance Measurement & Reporting:

Performance measurement will be based on quantitative measurements (e.g. number of investigations, clearance rates, etc.) and qualitative measurements (e.g. quality of life -sense of security and safety, victim satisfaction, etc.).

BUDGET INITIATIVES

N - 23

City Council Decision:

Not Approved

Department: **Information Technology**

Program: **Extend IT Hours of Service**

	2015	2016	2017	2018
Expenditure increase (decrease)	0	106,272	189,468	189,468
Net Expenditure (Savings)	0	106,272	189,468	189,468
Funding (Savings):				
Taxation	0	72,372	129,168	129,168
Utilities, Fleet & Land (Overhead Charges)	0	33,900	60,300	60,300
	0	106,272	189,468	189,468
Effect on person years				
Permanent		2.0	3.0	3.0
Non-Permanent				

Objective(s):

To implement a system of people and processes that delivers information technology services for the corporation based on the majority of operating hours that services are delivered to our community.

Which City Council or organizational goals is this initiative aligned with:

Aligns with Council Priorities 1.1.4 Review internal processes to maximize value to citizens. 2.1 Review service levels to maximize community value.

Background:

Business units depend on technology to deliver services to our citizens. Over 50% of our Business Units operate outside of current office hours 8:00am – 4:30pm and through the introduction of mobile technologies and remote access, significant after-hours dependence is occurring on our systems. From 2012 to current day, we have experienced 75 critical systems failures, 26 of which (35%) took place outside of business hours. In 2014 alone, these critical system failures have amounted to a total of 237 hours (more than 31 days) of system down time. It is estimated that 82% of these hours could have been mitigated with additional resources and technicians performing preventative maintenance tasks and providing after hours support. As our critical IT staff are not designated on-call at this time, staff were not available to respond to an after-hours incident, and longer delays in restoring critical service outages were experienced.

IT receives 7,000 service requests annually and as the City increasingly depends on technology and information stored within systems to conduct business, this number is continuing to grow. With this increasing demand, IT is consistently dealing with backlogs due to stretched resource capacity.

Many IT systems have to be maintained outside of regular operating hours to minimize disruption to users and to remain current to provide a stable and secured environment. Based on the existing staffing model, IT does not have the capacity to consistently maintain all existing technology which increases the probability of system failures. Additional resources are required to meet the changing needs of our organizations to support an On Call Model, or Extending IT hours of services.

Extending IT operating hours will enhance our ability to react and coordinate efforts when there is an incident and it ensures the continuity of business and service. This also will address IT's ability to support our customers that function outside of "business hours", to properly maintain systems, and to enhance our service response times.

Proposed Implementation Strategy:

In year one, continue the on-call model with current staff. In the second year, transition funding from provision of on-call services to hiring two permanent staff, and in the third year add one more permanent staff. Staff will be hired to work designated extended hours, and provide on-call coverage as required during their shifts (1 Network Administrators and 2 Network Technicians - three FTEs over 3 years). Actual hours may shift depending on availability of resources for hire, events occurring in the evening, and the on-call hours required.

Performance Measurement & Reporting:

Reduction in the overall incident response time and reduction in the number of system failures that could have been prevented through appropriate maintenance procedures.

Increase in the number of systems that are maintained on a scheduled basis.

BUDGET INITIATIVES

N - 24

City Council Decision:

Approved

Department: **Recreation & Culture**

Program: **Fee Assistance Program**

	2015	2016	2017	2018
Expenditure increase (decrease)	75,000	90,000	90,000	90,000
Net Expenditure (Savings)	75,000	90,000	90,000	90,000
Funding (Savings):				
Taxation	75,000	90,000	90,000	90,000
	75,000	90,000	90,000	90,000

Objective(s):

This program would provide financial support to people who are currently facing financial challenges and want to use recreation and culture facilities or take part in recreation and culture programs or activities offered in the community.

Which City Council or organizational goals is this initiative aligned with:

Council Goal 4.1.2 Increase accessibility to community events by addressing barriers. As indicated within the City of Lethbridge Sport and Recreation Policy all citizens need to have access to adequate sport and recreation facilities, services and programs. Affordability has a huge impact on accessibility. The approved 2013 Recreation and Culture Master Plan vision statement recognizes "all city residents and visitors have access to affordable and high-quality opportunities, thereby encouraging them to pursue healthy, active and engaged lifestyles".

Background:

The approved Lethbridge Recreation and Cultural Facilities Master Plan (2007) articulates citizen and stakeholder expectation that recreation and culture opportunities must be accessible to all. Financial access as well as physical access supports a myriad of child and youth development criteria as well as community cohesion, inclusion and ongoing citizen engagement. According to the 2011 report, Low-Income in Lethbridge: A Profile, it is estimated that 13% of Lethbridge's population is living in low income households, 20% are children under the age of 15 years and 40% are single parent families. The approved Lethbridge Recreation and Culture Master Plan (2013) background study "The State of Recreation and Culture in Lethbridge" indicates through the GAP analysis for programs and opportunities that residents, partners and community groups providing programs indicated a program is required to ensure financial accessibility to recreation and culture opportunities for low income residents. Additionally the 2013 Alberta Recreation Survey included data directly from Lethbridge residents. Of those local residents surveyed, 28% responded admission/registration fees or other charges for facilities/programs are somewhat to very important and 15% responded cost and lack of transportation was somewhat to very important.

Proposed Implementation Strategy:

1. Presently in Lethbridge, as in communities across Canada, KidSport and JumpStart provide grants to children from families facing financial barriers to participating in organized sport and recreation programs. During 2013, 300 children (\$42,115) were provided assistance through the KidSport program and 430 children (\$60,000) were provided assistance through JumpStart. A grant in the amount of \$25,000 for each organization (with specific requirements associated with purpose and use) would ease the pressure of not having adequate funding and allow these two groups to provide greater participation opportunities for those individuals and families wanting to participate in programs available in our community.
2. Presently, Allied Arts Council and the Southern Alberta Art Gallery provide a variety of children's programs. A grant in the amount of \$12,500 (again with specific requirements associated with purpose and use) for each organization would assist in providing affordable arts and culture programs to all City residents.
3. Beginning in 2015 staff will research various special needs in the community and in 2016 additional funds (\$15,000) will be used to address anomalies and other situations that the programs and processes noted above do not. For example, access/entry fees may be a barrier for physically or mentally challenged residents, and a payment assistance program for recreation and leisure opportunities will permit these residents to use programs and facilities.

Performance Measurement & Reporting:

An annual report would be provided from KidSport, JumpStart, Allied Arts Council and the Southern Alberta Art Gallery as a condition of the grant. The report would outline the number of participants, the types of programs and services accessed, and whether the organization was able to leverage the grants to provide additional participation opportunities.

BUDGET INITIATIVES

N - 25

City Council Decision:

Approved

Department: **Community Services**

Program: **Community Development**

	2015	2016	2017	2018
Expenditure increase (decrease)	96,400	97,200	102,300	107,200
Net Expenditure (Savings)	96,400	97,200	102,300	107,200
Funding (Savings):				
Taxation	96,400	97,200	102,300	107,200
	96,400	97,200	102,300	107,200
Effect on person years				
Permanent	1.0	1.0	1.0	1.0
Non-Permanent				

Objective(s):

To support fee for service and community based organizations throughout the City. An increase in the number of boards that struggle with board and staff roles, financial concerns, board development and board operations has been noted in recent months. As volunteers come and go, and as staff positions change in the organizations the resulting changes mean a rise and/or fall in skills, capacity and overall governance. These changes place enormous pressures on community based groups to deliver services and programs they are contracted to meet through fee for service agreements or through the general provision of programs in the community.

Which City Council or organizational goals is this initiative aligned with:

Council strategic goal 2.2 Reviewing service levels to maximize community value, Council strategic goals 4.2.1. Develop strategies to increase opportunities for less structured active recreation in all seasons, and 4.2.2 Encouraging the ongoing efforts of community organizations in the delivery of festivals and events. Council strategic goal 1.2.3 Encourage citizens to get involved in opportunities that make a better community.

Background:

Over the last 10 months or so Council has received submissions and requests for assistance from various community partner organizations. Community Services has, over the same period, noted an increased need amongst groups in the following areas; board governance and operations, board support and education related to legal and financial obligations, marketing and fund development. Providing support through community development skill sets and models is important for the sustainability of the organizations that provide important community based services and programs pursuant to their agreements with the City.

Proposed Implementation Strategy:

To provide a position with a needed skill set associated with community development, board governance and operations, marketing and fund development to work with our community partners.

Performance Measurement & Reporting:

We will track the growth and types of issues that Boards seek support/assistance to address. We will report on the number of education sessions and information packages developed for transfer either electronically or as print materials. We will conduct annual surveys of boards and partner organizations to assess stability, sustainability and ongoing programming. We will evaluate and report on fee for service and grant programs, grants and organizational/board needs within the community. Information transfer and corporate knowledge retained.

BUDGET INITIATIVES

N - 26

City Council Decision:

Approved

Department: **Recreation & Culture**

Program: **Major Community Event Hosting**

	2015	2016	2017	2018
Expenditure increase (decrease)	250,000	250,000	250,000	250,000
Net Expenditure (Savings)	250,000	250,000	250,000	250,000
Funding (Savings):				
Taxation	250,000	250,000	250,000	250,000
	250,000	250,000	250,000	250,000

Objective(s):

The City annually hosts major provincial, national and international events which attract attention and bring Lethbridge recognition. This funding would supplement the current hosting grant, which supports smaller, events such as a team championship.

Which City Council or organizational goals is this initiative aligned with:

Council Strategic Goal 4.2.2 Encouraging the ongoing efforts of community organizations in the delivery of festival and events. As identified within the 2013 Recreation and Culture Master Plan, one of the key initiatives is to provide continued support to hosting efforts of partner groups. Annualized funding removes the "one off" requests from contingency funds and helps to plan for the future events which may be more costly. This demonstrates fiscal accountability.

Background:

The City of Lethbridge hosts a variety of major events. Although we have a reputation for being able to do this effectively and efficiently, it has become apparent that a strategy is necessary to ensure that community resources are not exhausted. By having a reliable source of funding designated for major event hosting, strategic consideration could be given to what events are of interest to our community and a four year hosting plan could be implemented. The annual funding also ensures that in years when significant events and funding are required annual surpluses can be used to offset the added costs. Since 2010 Council approved funding for these major events has averaged approximately \$235,000 per year, with highs of over \$560,000 in 2014 and lows of \$7,500 in 2011.

2010 = \$93,141
 2011 = \$7,500
 2012 = \$421,500
 2013 = \$64,000
 2014 = \$576,500
 2015 = \$430,000 has previously been approved by Council

Proposed Implementation Strategy:

A four year allocation plan would map out event possibilities. Consideration would be given to community resources available to host these events and the cost of hosting, a key factor being the annual budget allocation provided by the City. The annual allocation of funding would be \$250,000. However, should an event require significant effort to compile the bid, \$30,000 of that could be allocated for assistance

Performance Measurement & Reporting:

An annual report will be provided to City Council regarding event activity within the four year window. The report will identify local attendance, local economic impact, exposure and recommended improvement opportunities and overviews related to the events hosted. Any surplus will go into a reserve for larger events (e.g. Tour of Alberta).

BUDGET INITIATIVES

N - 27

City Council Decision:

Approved

Department: **Information Technology and Economic Development Lethbridge**

Program: **Intelligent Community, Citizen Engagement and Brand Development**

	2015	2016	2017	2018
Expenditure increase (decrease)	412,000	414,000	260,500	245,500
Net Expenditure (Savings)	412,000	414,000	260,500	245,500
Funding (Savings):				
Grant	196,800	170,300	67,100	50,100
Utilities, Fleet & Land (Overhead Charges)	136,500	137,100	86,200	81,500
Taxation	78,700	106,600	107,200	113,900
	412,000	414,000	260,500	245,500
Effect on person years				
Permanent	1.0	1.0	1.0	1.0
Non-Permanent				

Objective(s):

To facilitate the achievement of Intelligent Community (IC) designation by developing a community environment that provides digital connectivity, sustains a knowledge workforce, promotes innovation, supports digital inclusion, and maximizes marketing and advocacy. This program allows for the management of an open data program that creates openness, transparency and accessibility through increased collaboration and citizen engagement. Economic Development Lethbridge (EDL) will lead extensive research through this engagement that results in community-wide brand attributes to support these outcomes.

Which City Council or organizational goals is this initiative aligned with:

City Council's Community Vision, 1.1 Demonstrating clear direction, 1.2 Encouraging and enhancing citizen engagement, 1.3 Advocating on behalf of our community, 3.0 A well designed city, 3.3 Enhancing the vibrancy of downtown, 4.1 Fostering an environment of inclusivity, 4.2 Enriching the city as an exciting place to live, visit and do business, 6.0 Fostering strong relationships with neighbouring communities

Background:

An IC process develops an environment where citizens and businesses easily participate in a technology-dependent global economy. It is the foundation for increasing business activity and provides opportunities for all members of the community to participate in a knowledge-based economy. Working with EDL and their network of stakeholders within the community, IT and EDL will assist stakeholders in the implementation of initiatives that support the overall growth and sustainability of our community. The intent of this initiative is to work in partnership with the community to facilitate the creation of tangible deliverables based on the IC framework. There are 22 communities in Canada that already have this type of program (129 globally) and there are towns in our immediate region exploring it as well. At a recent community engagement discussion, it was stated that "if we want to keep our young people engaged in our city, this is a must-have". Using the IC process and combining it with a broad stakeholder network, EDL would also use this opportunity to gather citizen input on defining a 'first-class small city'.

Proposed Implementation Strategy:

IT: Hire 1 FTE to facilitate the implementation and ongoing support of an IC program including Open Data. Through 2015-2016 the City would build and launch an open data portal to deliver tangible value from the delivery of open data. We will also work with local public and private agencies to develop an integrated connectivity strategy to address community challenges for technology access. In 2016 we will develop an online services strategy that describes how we can provide an integrated user experience for residents and visitors accessing city services. This strategy would improve access to services delivered within the community and increase business revenue for services to support sustainability. By 2017 the City would be aware of any additional investment needed by the municipality to address community demands and have the data necessary to implement future initiatives. EDL: Use term-definite and contracted support to supplement the expertise of the organization in facilitating citizen engagement sessions, and brand attribute identification.

Performance Measurement & Reporting:

Measures will be created to baseline service levels for digital connectivity, digital inclusion, knowledge workforce, and innovation. Community stakeholders identify and participate in defining attributes and initiatives to address tangible opportunities for an IC.

Department: **Planning & Development**Program: **Land Use and Building Bylaws**

	2015	2016	2017	2018
Expenditure increase (decrease)	98,100	99,000	99,600	100,300
Net Expenditure (Savings)	98,100	99,000	99,600	100,300
Funding (Savings):				
Taxation	98,100	99,000	99,600	100,300
	98,100	99,000	99,600	100,300
Effect on person years				
Permanent	1.0	1.0	1.0	1.0
Non-Permanent				

Objective(s):

Development and Building Inspections receive regular complaints from citizens regarding land use and building issues including parked cars, signs, sheds, fences, and a host of other matters. As current staff work on increasing complaints, driven bylaw infractions, the ability to move approvals through the system is being impacted. One of the more challenging issues is illegal Suites. Secondary Suites are a vital part of the affordable housing stock in the City of Lethbridge. This housing is regulated from a Land Use Bylaw perspective (e.g. parking) and by the Alberta Building Code (e.g. fire separations). The majority of Suites in Lethbridge are not documented (not legal) and we are not aware of whether they are safe unless investigated as a result of resident complaints. In 2006 the Alberta Building Code was changed to allow for Secondary Suites and the Province provided grant funding to offset the costs of legalizing existing secondary suites. The program to date have been very successful and the funding will likely be exhausted this year. As such the Social Housing in Action (SHIA) has determined to allocate Affordable Housing Fund funds to continue this program and evaluate and determine ways to bring secondary suites built after 2006 into safety compliance. This process will parallel the review of the Land Use Bylaw, which will seek ways of making it simpler for people to construct secondary suites legally.

Which City Council or organizational goals is this initiative aligned with:

This is aligned with Council Strategic Priority #3 and the desire to ensure housing access and affordability for residents, ensure that land use rules and standards address the creation of diverse housing types. This is also supportive in implementing the Municipal Development Plan Policy 6.2.1 which speaks to the integration of housing in neighbourhoods and diverse and accessible housing for all income groups. It is also aligned with Council Strategic Priority #5 as promoting the safe and accessible inclusion of more secondary suites in neighbourhoods, existing and new, encourages the efficient use of land and resources.

Background:

The City currently has requirements under the Land Use Bylaw that by virtue of conditions to development approval are not being followed up on due to simple volume. In recent years many concerns have been registered with the City about illegal secondary suites, along with other compliance issues in residential areas. Mechanisms exist to address many of these matters through the enforcement provisions of municipal bylaws but there has been limited effort at actively addressing issues other than when the matter reaches senior management or City Council attention. A number of Bylaw changes and Building Code changes set an increased expectation regarding compliance to achieve neighbourhood support for diverse housing forms that are safe and do not result in negative impacts to the neighbourhood.

Proposed Implementation Strategy:

To ensure that these provisions can be enacted requires additional resource support in terms of staff. In the short term the position would allow for effective actions to take place regarding the identification and integration of secondary suites in existing communities, as well as address a growing list of complaints and unmet conditions. In addition it would extend support to the current grant program managed by Fire Safety. Over the longer term the position would increase the level of support received to ensuring developments and buildings are completed in a safe, attractive and consistent manner as per the Land Use Bylaw and Alberta Building Code.

Performance Measurement & Reporting:

Measurement of the success of this position include successful resolution of complaints received by the public, positive feedback from the business community, the number of suites that are made safe and legal, the number of people that are able to find affordable housing alternatives, and a decline in complaints overall.

BUDGET INITIATIVES

N - 29

City Council Decision:

Approved

Department: **Transportation**

Program: **Snow & Ice Control - Sanders and Plow Trucks**

	2015	2016	2017	2018
Expenditure increase (decrease)	365,800	90,000	472,650	180,000
Net Expenditure (Savings)	365,800	90,000	472,650	180,000
Funding (Savings):				
Taxation	90,000	90,000	180,000	180,000
MRSR	275,800	0	292,650	0
	365,800	90,000	472,650	180,000
Effect on person years				
Permanent	0.4	0.4	0.8	0.8
Non-Permanent	0.4	0.4	0.8	0.8

Objective(s):

To purchase two sander/plow trucks with pre-wet units to add to our fleet of ten sanders/plows currently in our Transportation Operations fleet. The first year (2016) includes the purchase price of \$275,000 and approximately \$40,000/yr fleet rental and approximately \$50,000 for labour operating costs. In 2018 the purchase price increases slightly with a similar operating expense for fleets maintenance costs, future replacement, and labour costs for the second unit.

Which City Council or organizational goals is this initiative aligned with:

Utilization of equipment and labour more effectively to improve our efficiency to sand roads and plow city streets during snow events. To increase our fleet of equipment in response to the City's growth and the needs of snow removal during winter months.

Background:

The Transportation Department presently has ten existing trucks in its fleet with front plows and ten existing sander units for snow and ice control. This will increase the capacity by 10% in 2016 and 20% in 2018 for our snow and ice program. This initiative more than compensates for our anticipated growth rate of 1.5% per year. However, this will allow operations to manage major snowstorms more effectively.

This initiative is intended to improve efficiencies by allowing the spread of dry and pre-wetted materials as well as plowing snow as required. Also, it is anticipated this new equipment will be equipped with a liquid dispensing option during sanding operations, thus giving the Transportation Operations group the ability to perform pre-wetting with its snow and ice control and plowing capabilities as required during snow storms. It is much more efficient to plow snow versus windrowing and loading out snow (about four to five times cheaper than snow removal).

Proposed Implementation Strategy:

Our intent is to purchase these units in 2016 and 2018 and to hire operating staff. The staffing for this initiative is to be coordinated with the street sweeper initiative.

Performance Measurement & Reporting:

The goal of open and passable roadways that allow business, industry and government to function and people to travel safely and without delay is the testament to a good winter operations program for any public works department.

BUDGET INITIATIVES

N - 30

City Council Decision:

Approved

Department: **Transportation**

Program: **Street Sweeper**

	2015	2016	2017	2018
Expenditure increase (decrease)	388,900	120,000	200,000	200,000
Net Expenditure (Savings)	388,900	120,000	200,000	200,000
Funding (Savings):				
MRSR	268,900	0	0	0
Taxation	120,000	120,000	200,000	200,000
	388,900	120,000	200,000	200,000
Effect on person years				
Permanent	0.6	0.6	1.2	1.2
Non-Permanent	0.6	0.6	1.2	1.2

Objective(s):

To purchase an additional street sweeper and to hire one full time operator as well one part time operator for both street sweeping and asphalt work in the summer to accompany the 0.4 full time equivalent (FTE) for the sander/plow trucks and a second full time operator in 2018 also to balance the FTE to one. We require a seven month casual operator in an effort to improve the departments ability to complete the sweeping of the City streets and meet current service levels in light of growth in the road system since these units work two to three shifts during the spring/summer months.

Which City Council or organizational goals is this initiative aligned with:

3.3 We enhance the vibrancy and liveability of our downtown

3.2 We are pursuing a more balanced approach to urban transportation options that includes pedestrians, cyclists and public transit users

Background:

Street sweeping removes sand and debris from the streets. As a result, air and water pollution are reduced and roadway safety is improved. Since 2009 we have seen our road network grow by 109 lane kilometres or approximately 10%. We now have a total of 1,300 lane kilometres of roadway. Our current level of service for street sweeping is to have the annual Spring sweeping program completed by the end of June. In both 2012 and 2013, as a result of poor equipment reliability and growth in the road network we did not complete sweeping until September. The annual road network over the last four years has grown by 1.5% per year and is anticipated to continue at this rate for the next four years.

In order to keep up with growth in the road system and to maintain our service level, we will require an additional street sweeper to bring the street sweeper fleet up to seven frontline machines. We currently own five full-time street sweepers, with one spare and the newest sweeper was purchased in the spring of 2011.

Proposed Implementation Strategy:

We propose purchasing one additional street sweeper and the hiring of 0.6 FTE to go into service in the spring of 2016. The staffing for this initiative is to be coordinated with the Sander and Plow Trucks initiative.

Performance Measurement & Reporting:

Annual Spring street sweeping completed by June 30

BUDGET INITIATIVES

N - 31

City Council Decision:

Not Approved

Department: **Economic Development/Chinook Country Tourist Association**

Program: **Visitor Information Services Outreach Program**

	2015	2016	2017	2018
Expenditure increase (decrease)	45,700	34,000	34,680	35,370
Net Expenditure (Savings)	45,700	34,000	34,680	35,370
Funding (Savings):				
Taxation	21,600	22,200	22,480	23,170
Utilities, Fleet & Land (Overhead Charges)	15,900	11,800	12,200	12,200
MRSR One-time Allocation	8,200	0	0	0
	45,700	34,000	34,680	35,370

Objective(s):

Visitor Services Outreach Program - Travelling visitor counsellors would attend gathering places, events, attractions and activities, to engage with attendees (local or visitor). The purpose would be to influence and encourage participation and spending within our community. Outreach visitor services will provide the right information to the right person, in the right place, at the right time.

Which City Council or organizational goals is this initiative aligned with:

City Council Strategic Plan 4.2 - We enrich the city as an exciting and active place to live, visit and do business. Lethbridge is a city of festivals and inclusive public events. The key to these strategies is ensuring a visitor to Lethbridge/region has the information on the festivals, events, attractions and things to do to encourage participation and attendance, contributing to the economy and vibrancy of our community.

Background:

Chinook Country Tourist Association (CCTA) has provided visitor information services on behalf of the City of Lethbridge since 1976 and this would be an extension of this program. Today, the delivery of information to visitors is provided in a multitude of ways. Brochures, internet, apps and visitor centres are vital to the delivery of information. While in destination, 82% of visitors continue to search for dining, shopping, attractions and events. 7 of 10 visitors still pick up a guide or brochure for additional input into decisions. Mobile apps came in at 34% as a source for finding information. Since many visitors are flexible in how long they stay (63% in 2013), additional information can influence length of stay and increase dollars spent. To ensure the information is convenient to obtain, CCTA is proposing the visitor centres move from a passive strategy to include a proactive outreach program.

Proposed Implementation Strategy:

Visitor Services Centre Outreach Program - identify key events, dates, times and places

The program will run from May to September 2015 and 2016

Test the viability of this program to ensure it meets the goals of increased visitor satisfaction and participation in our community.

Performance Measurement & Reporting:

CCTA will continue to track a variety of measures, including total number of visitors engaged, survey of satisfaction of destination to ensure visitor information needs are being met. In 2017, based on the 2015 and 2016 measurements, CCTA will report back on the value of the service and make a recommend for the future.

Department: **Heart of Our City**Program: **Heart of Our City Activity Grant**

	2015	2016	2017	2018
Expenditure increase (decrease)	25,000	25,000	50,000	50,000
Net Expenditure (Savings)	25,000	25,000	50,000	50,000
Funding (Savings):				
Taxation	25,000	25,000	50,000	50,000
	25,000	25,000	50,000	50,000

Objective(s):

The primary objectives of the Heart of Our City Activity Grant (HOCAG) initiative are: 1) to develop and sustain a creative environment for artists, community groups and non-profit organizations; and 2) to provide funds to help Lethbridge organizations host events that create an exciting and vibrant downtown and attract audiences to the Heart of the City.

Which City Council or organizational goals is this initiative aligned with:

This initiative aligns with the City Council Strategic Plan Framework (strategic goals 3.3, 4.1 & 4.2) which encourages community vibrancy, liveability, inclusiveness and enrichment. This initiative aligns with the Heart of Our City Master Plan objective to enhance the vitality of Downtown, and the community through the arts and cultural sector. In particular, the HOCAG aligns with the pillars of livability, vibrancy and excitement. The initiative will adhere to Integrated Community Sustainability Planning/Municipal Development Plan (ICSP/MDP) policy 6.3, Creating a Culturally Vibrant City. Downtown Area Redevelopment Plan (DARP) policy 3.3.2 speaks to increasing the vibrancy of Downtown while core policy theme (5) promotes livability through cultural events and activities. Downtown Area Redevelopment Plan policy 5.4.3.15 specifies continued use of the Heart of Our City Activity grant to expand the creation of Downtown events and festivals.

Background:

The Heart of Our City Activity Grant was established to promote to excitement and vibrancy, thereby attracting more people to the Downtown

- Sponsorship of 26 festivals/events since 2011
- Insufficient funding available for eleven festivals/events

Attracts over 25,000 people annually

The program is very successful but the demand now exceeds its current funding capacity. As a result, the program is unable to fund any application to the optimum level conceived for the grant and must decline funding for otherwise worthwhile events. This program is a vital component in creating a vibrant downtown and it is therefore desirable to provide additional funding. In order to maintain momentum and increase activity in the downtown, increasing the "envelope" would enable this unfulfilled potential to mature.

Proposed Implementation Strategy:

The HOCAG is administered by the Community Services Department which also administers the Community Event Grant and Civic Hosting Grants. this administrative procedure permits the flexibility to target grants to community entities that are suited to their purposes and prevents overlap or the potential for double dipping. There is an evaluation procedure in place that enables staff to fairly assess applications based on established criteria.

Performance Measurement & Reporting:

Outcomes from the HOCAG are summarized for City Council in the Heart of Our City Annual Report each year. HOCAG applications will be evaluated based on the following criteria: 1) Project Benefits include the: level of support for the Heart of the City Vision; magnitude of event; event accessibility; projected downtown visitor attraction – participants, volunteers, audiences and duration of the project. 2) Project sustainability: is the project a one time or ongoing event. 3) Project Viability including: background of applicant (organization size, length of operation, prior experience); an indication of community support, including letters of support from sponsoring entities; and sufficiency of matching resources. 4) Availability of funding.

Department: **Heart of Our City**Program: **Building Adaptive Reuse Assistance Grant**

	2015	2016	2017	2018
Expenditure increase (decrease)	250,000	250,000	250,000	250,000
Net Expenditure (Savings)	250,000	250,000	250,000	250,000
Funding (Savings):				
Taxation	250,000	250,000	250,000	250,000
	250,000	250,000	250,000	250,000

Objective(s):

It is the intention of the Heart of Our City Committee to create an incentive grant program that would facilitate continued use of the existing Downtown building stock by partnering with property owners to address the upgrading or adaptive reuse of deteriorated and functionally obsolete buildings. This "matching funds" program would assist in the identification and remediation of issues associated with: structural matters; asbestos abatement; disabled access provision; life-safety systems upgrading; and heritage preservation. The program would also be in place to help prevent building collapses like the Chinese National League Building, the Oliver Building, the Bow-On-Tong etc. in the future.

Which City Council or organizational goals is this initiative aligned with:

This initiative aligns with City Council's Strategic Plan Framework (SG#s 1.1; 3.1; 3.3 & 4.2) by promoting the conservation and adaptive reuse of existing buildings. The BARAG initiative also aligns with the Heart of Our City Master Plan (HOCMP); ICSP-MDP and the DARP. Through the HOCMP, the City of Lethbridge has declared the Downtown to be a special place that is worthy of special considerations that help achieve the Downtown Vision. To help bring the Downtown Vision to fruition, key building blocks or pillars have been identified. The BARAG will align with the Downtown pillars of: sustainability, accessibility and liveability. Sections 6.31 and 6.4.1.3 of the ICSP/MDP which encourage adaptive reuse of historic resources and under utilized commercial sites and buildings. Section 5.3.3.8 of the DARP promotes the use of adaptive re-use measures.

Background:

Downtown contains the largest concentration of older commercial buildings in the City. The diversity of use and design of these buildings contributes greatly to the distinctive character that makes our Downtown unique. The age and condition of many of these buildings contributes to sub-optimization, functional obsolescence and in some cases, structural instability. Under these conditions, it is expensive for owners of existing buildings downtown to be competitive with those in suburban, "green-field" locations. Assistance to upgrade, modernize and diversify for multiple-use buildings is desired so that Downtown is able to retain and sustain the identity it has through its building stock. The BARAG has thus been created to assist the business sector to off-set costs encountered with the adaptive reuse of existing buildings in the Downtown Core. Adaptive reuse of buildings can play a significant role in the sustainable City development. When adaptive reuse involves historic buildings, environmental benefits are more significant, as these buildings offer so much to the landscape, identity and amenity of our community. One of the main environmental benefits of reusing buildings is the retention of the original building's "embodied energy". By reusing buildings, embodied energy is retained, making the project much more environmentally sustainable than entirely new construction because new buildings have higher embodied energy costs.

Proposed Implementation Strategy:

A standardized application process with one annual submission deadline will be used and all developers must apply to receive consideration. Eligibility will be limited to buildings that are 50 years or older. Project funding will be awarded on a matching basis up to a maximum of fifty percent (50%) of the actual construction costs within the following funding thresholds: level 1 funding: \$10,000 to \$50,000; level 2 funding: \$50,000 to \$100,000. BARAG grants shall not exceed the annual allocation. Expenses that would qualify for this program include: engineering & architectural fees; life-safety equipment installation or upgrading; structural stabilization; electrical and mechanical upgrading or replacement; and asbestos abatement. This program may be used in conjunction with the Main Street Program and the Building Improvement Loan Program. In order to implement this program, it will be necessary to create the associated policy framework.

Performance Measurement & Reporting:

Funding will be limited to one application per eligible property. Funding will only be awarded according to evaluation criteria scoring. Funds will only be granted: upon the completion of the project; in compliance with required permits; and submission of supporting financial records. The disposition of BARAG funds will be reported yearly in the Heart of Our City Committee Annual Report. It is anticipated that there will be a gradual decrease in the vacancy rate of commercial buildings with a commensurate increase in business activity. It is also expected to help mitigate the risk of future building collapses.

Department: **Heart of Our City**Program: **Business Improvement Loan Partnership**

	2015	2016	2017	2018
Expenditure increase (decrease)	25,000	25,000	50,000	50,000
Net Expenditure (Savings)	25,000	25,000	50,000	50,000
Funding (Savings):				
Taxation	25,000	25,000	50,000	50,000
	25,000	25,000	50,000	50,000

Objective(s):

The purpose of the Business Improvement Loan Partnership (BILP) is to create opportunities for Downtown businesses: to improve the appearance of their businesses; to keep technologically current; to train staff and to assist in marketing. Capital provided by Community Futures, will be made available for loans to Downtown Lethbridge businesses and not-for-profit agencies. These loans will range from \$1,000 to \$20,000. Loan interest will be paid through the Heart Of Our City Committee in the form of a grant.

Which City Council or organizational goals is this initiative aligned with:

This initiative aligns with City Council's Strategic Plan Framework (SG#'s: 3.1; 3.3 & 4.2) which is supportive of reinvestment opportunities for the Downtown business community that will help them to remain competitive and vibrant. This initiative, which is a partnership of Community Futures, the HOC Committee & the BRZ, will help to attract, strengthen and expand Downtown businesses which in turn will draw or retain shoppers, visitors and residents. The initiative aligns with Heart of Our City Master Plan pillars: sustainable, accessible, livable and vibrant. This initiative aligns with Section 6.1.1.1 of the ICSP/MDP which encourages the development of a diverse and stable economy by supporting the growth and expansion of existing businesses. The initiative aligns with Section 5.4.3.9 of the DARP which supports increasing business opportunities with financial incentives.

Background:

The Heart of Our City Committee approved a business improvement incentive program devised by Lethbridge Community Futures in late 2011. Through the provision of interest free loans, an opportunity has been provided to encourage businesses to improve the appearance of their premises in the Downtown. The principal for interest free loans, up to \$10,000, is provided by Community Futures and is available to businesses located and operating within Downtown. Interest is paid by the Heart of Our City Committee (HOCC) in the form of a grant through the Heart of Our City Fund. Administrative services, including program promotion and business contact, are provided by BRZ. Since its inception, twenty two loans worth \$214,700 have been made and for which the HOC has paid \$22,500 in interest. The cumulative impact of the program is estimated to be \$856,263 and has retained and created one hundred and five jobs. This program primarily appeals to small business entities that help make Downtown unique. Community Futures has seen an increase in loan applications and has received feedback, from benefitting businesses, that the current loan value, although very good, is often insufficient.

Proposed Implementation Strategy:

This initiative is an expansion to a very successful existing partnership program with Community Futures. Both the value of a loan and the breadth of eligible expenses under the program will be expanded. In addition, Community Futures will be considering minimum applicant investment levels as part of the qualification process. Promotion of the program will be conducted by Community Futures, the Downtown Business Revitalization Zone and Heart of Our City Committee. Implementation of the loan process, completion of approved projects and loan payback will continue as it is currently structured. Community Futures will administer the program based on its lending policies and procedures. A contract with Community Futures will be required and will delineate specific responsibilities of both the City and Community Futures.

Performance Measurement & Reporting:

Success of this program will be determined by the number and diversity of businesses that access the program, the cumulative value of approved construction and the effect on job creation and retention. Disposition of the program will be reported to City Council in the Heart of Our City Committee Annual Report.

BUDGET INITIATIVES

N - 35

City Council Decision:

Not Approved

Department: **Heart of Our City**

Program: **Modified Main Street Project**

	2015	2016	2017	2018
Expenditure increase (decrease)	25,000	25,000	50,000	50,000
Net Expenditure (Savings)	25,000	25,000	50,000	50,000
Funding (Savings):				
Taxation	25,000	25,000	50,000	50,000
	25,000	25,000	50,000	50,000

Objective(s):

The two primary objectives of this initiative are: 1) to resource the Heart of Our City Main Street Program to a level that will sustain façade rejuvenation on existing Downtown buildings; and 2) to provide an incentive that will encourage developers of new buildings to increase the quality of building design and façade treatment in accordance with the built form expectations of the Downtown Area Redevelopment Plan(DARP). This program is intended to build on the existing Downtown Redevelopment Fund base amount of \$50K.

Which City Council or organizational goals is this initiative aligned with:

This initiative aligns with City Council's Strategic Plan Framework (SG# 's 1.1; 3.1; 3.3 & 4.2) which facilitates the preservation and rejuvenation of important Downtown buildings and encourages quality design in new buildings. Enhancing the built form of the Downtown, this initiative aligns with the Heart of Our City Master Plan pillars of vibrancy and beauty. The initiative will also advance Section 6.4 of the ICSP/MDP which states that quality urban design helps to create a city that is welcoming to visitors and residents alike. In particular, section 6.4.7.5 states that the downtown should be developed as a venue for the best in urban design and architecture. Section 6.5.2.2 of the Downtown Area Redevelopment Plan establishes a three-pronged approach to enhancing Downtown character and includes articulation of form-based design elements within new Downtown zoning districts.

Background:

Urban space is comprised of buildings, streets, parks and other gathering spaces both public and private. When well-designed, these features contribute to city vibrancy and create a memorable experience for residents, workers, and visitors alike. Considered the “face of the community”, Downtown fulfills a unique role by exhibiting all of these features within its confines. The quality of urban space relies heavily on the variety of design and materials that are used in the construction of buildings, property improvements and public amenities. Good urban design is therefore a key factor in continuously improving the attractiveness of Downtown.

Private investment, combined with Heart of Our City - Main Street Project funding, continues to positively transform and maintain the built form of Downtown. The Main Street Project is attractive to downtown property owners who are able to access funding that matches with their own investment as well as design assistance provided to them through the BRZ/Main Street Office. Matching funding can be utilized for façade restoration, sensitive façade rehabilitation and/or character signage projects.

Proposed Implementation Strategy:

The requested financial resources will address a growing backlog of worthwhile façade rejuvenation projects as well as provide incentive funding so that new building facades will be designed and constructed to a level commensurate with the expectations of the Downtown Area Redevelopment Plan. Funding will be available on a matching basis as is currently the case. The program will be administered through the Planning and Development Department with input from the BRZ/Main Street Coordinator.

Performance Measurement & Reporting:

The Heart of Our City Committee will include a yearly summary of the program in its annual report submission to City Council. Success will be measured by the number of completed rejuvenation projects on existing buildings and the number of enhanced facades on new buildings. It is anticipated that the 2-pronged approach to facade improvement will generate additional private sector investment, attract new occupants to attractive Downtown buildings and generate more business opportunities.

BUDGET INITIATIVES

N - 36

City Council Decision:

Not Approved

Department: **Community - Council Referral**

Program: **Lethbridge Association for Community Living**

	2015	2016	2017	2018
Expenditure increase (decrease)	35,000	35,000	35,000	35,000
Net Expenditure (Savings)	35,000	35,000	35,000	35,000
Funding (Savings):				
Taxation	35,000	35,000	35,000	35,000
	35,000	35,000	35,000	35,000

Objective(s):

Organizational operating funding.

Which City Council or organizational goals is this initiative aligned with:

Strategic Goal 4.0 City Council fosters a safe, healthy and vibrant community through inclusive policies, recreational and cultural opportunities and collaboration. This addresses the consideration to challenge of access, both physical and financial, prevents full participation in the community. City Council will foster a culture of inclusivity and respect that sets an example, increase accessibility to community events, lead in the development of policies...achieve greater social inclusion and are mindful of inclusion and diversity issues in our community when making decisions. In addition, this proposed Community Grant is aligned with the Canadian Municipalities Against Racism & Discrimination (CMARD) Action Plan and Social Policy.

Background:

The Lethbridge Association for Community Living presented to City Council on July 7, 2015 requesting annual operating funding in the amount of \$35,000. This request was referred to the Community & Social Development Committee of Council for consideration. This organization is not eligible for FCSS Funding. This request is recommended for Finance Committee to consider in the budget deliberations.

Proposed Implementation Strategy:

The Grant will be administered through the Community & Social Development business unit. As a new organization to receive a grant through the City of Lethbridge, the guidelines and expectations will be provided.

Performance Measurement & Reporting:

BUDGET INITIATIVES

N - 37

City Council Decision:

Approved

Department: **Community**

Program: **Exhibition Park Maintenance Grant**

	2015	2016	2017	2018
Expenditure increase (decrease)	23,400	23,400	23,400	23,400
Net Expenditure (Savings)	23,400	23,400	23,400	23,400
Funding (Savings):				
Taxation	23,400	23,400	23,400	23,400
	23,400	23,400	23,400	23,400

Objective(s):

Exhibition Park is requesting an increase in its annual Maintenance Grant funding from \$63,500 to \$86,900 to assist with building and park maintenance.

Which City Council or organizational goals is this initiative aligned with:

Background:

Exhibition Park directs a portion of its operational budget to capital and maintenance of the buildings and grounds. The City of Lethbridge provides grant funding to support the Exhibition maintenance program. The City of Lethbridge grant amount was \$28,500 in 2002. It was increased to \$63,500 in 2006 and there has been no increase in the grant amount since then. Subsequent to the 2006 increase, Exhibition Park was approved for a CIP Project (D-9) which will see \$4.6 million invested in the facilities to bring the mechanical and electrical back to new condition. Also, the former Henderson Lake Campground and Safety City property have now been added to the properties we care for and maintain. We want to be able to protect that investment. The current annual grant amount from the City, along with the \$141,500 in Repair and Maintenance, plus the \$100,000 annually in Capital Expenditures provided by Exhibition Park from its revenues, is no longer sufficient to maintain the Buildings and Park at an acceptable level.

Proposed Implementation Strategy:

Performance Measurement & Reporting:

BUDGET INITIATIVES

N - 38

City Council Decision:

Approved

Department: **Community - Council Referral**

Program: **Rescue and Care For Lost or Abandoned Cats**

	2015	2016	2017	2018
Expenditure increase (decrease)	12,500	12,500	12,500	0
Net Expenditure (Savings)	12,500	12,500	12,500	0
Funding (Savings):				
MRSR One-time Allocation	12,500	12,500	12,500	0
	12,500	12,500	12,500	0

Objective(s):

Which City Council or organizational goals is this initiative aligned with:

Background:

At a Regular Meeting of City Council on May 28, 2012 Ms. Ginn gave a presentation with respect to the work done by animal rescue groups to rescue and care for lost or abandoned cats within the city and surrounding area. Ms Ginn asked City Council for annual financial support for three rescue groups to support their work (\$5,000 each). A resolution was passed stating that the request for financial support shall be considered during the 2015-2018 operating budget deliberations. Monday May 28, 2012

BE IT RESOLVED THAT the communication from Elizabeth Ginn, Last Chance Cat Ranch, requesting acknowledgement and support for the Last Chance Cat Ranch, Purrfect Endings Rescue, and PAW Society, be received as information and filed;

AND FURTHER BE IT RESOLVED that the request for financial support be considered during the City of Lethbridge 2015 – 2017 Operating Budget deliberations;

In Favour: R. Dodic, F.G. Ellis, J.H. Carlson, J.A. Coffman, J.P. Mauro, B.D. Mearns, R.K. Parker, T.H. Wickersham

----- CARRIED

Proposed Implementation Strategy:

Performance Measurement & Reporting:

BUDGET INITIATIVES

N - 39

City Council Decision:

Not Approved

Department: **Community**

Program: **STARS Grant**

	2015	2016	2017	2018
Expenditure increase (decrease)	4,000	8,000	12,000	16,400
Net Expenditure (Savings)	4,000	8,000	12,000	16,400
Funding (Savings):				
Taxation	4,000	8,000	12,000	16,400
	4,000	8,000	12,000	16,400

Objective(s):

October 6, 2014 Finance Committee

STARS would like to request a 4 year pledge that the City of Lethbridge partner with us in providing life-saving transport to critically ill and injured patients in the Lethbridge area by progressing to an annual contribution \$25,000 by year 4 of the pledge. The City currently contributes \$8,600 and we suggest a progression of Year 1 - \$12,600, Year 2 - \$16,600, Year 3 - \$20,600, Year 4 - \$25,000.

Which City Council or organizational goals is this initiative aligned with:

Background:

The City of Lethbridge has granted \$269,220 to STARS since 1989. The current 2014 grant level is \$8,600.

Proposed Implementation Strategy:

Performance Measurement & Reporting:

BUDGET INITIATIVES

N - 40

City Council Decision:

Approved

Department: **Community - Council Referral**

Program: **New West Theatre**

	2015	2016	2017	2018
Expenditure increase (decrease)	10,000	10,000	10,000	0
Net Expenditure (Savings)	10,000	10,000	10,000	0
Funding (Savings):				
MRSR One-time Allocation	10,000	10,000	10,000	0
	10,000	10,000	10,000	0

Objective(s):

To provide adequate resources for the management of New West Theatre, to offset reductions in funding from Alberta Foundation for the Arts (AFA) in order to allow them to continue to fill their mandate to produce broad-based theatre for Lethbridge and Southern Alberta audiences.

Which City Council or organizational goals is this initiative aligned with:

Background:

June 23, 2014

BE IT RESOLVED THAT the report from the Administration regarding the New West Theatre Society request for annual operating grant funding, be received as information and filed;

AND FURTHER BE IT RESOLVED THAT the request from New West Theatre for grant funding in the amount of \$45,000/year in the 2015 – 2018 Operating Budget be referred to the 2015 – 2018 Operating Budget deliberations.

AND FURTHER BE IT RESOLVED THAT the Mayor's Office write the appropriate letters of support for grant applications;

New West Theatre has been providing live, local, professional theatre for Southern Albertans for 25 years. A continuing decrease in funding from AFA has resulted in a serious funding shortage. New West Theatre received \$109,422 in 2009 from AFA with the expectation that by 2016, the support will have dwindled to \$64,376. 2014-15 AFA funding has been set at \$72,509.

Proposed Implementation Strategy:

By returning funding to 2009 levels, New West Theatre will be able to provide quality programs to Lethbridge and Southern Alberta.

Performance Measurement & Reporting:

Performance will be reported through New West Theatre's Annual Report.

BUDGET INITIATIVES

N - 41

City Council Decision:
Approved

Department: **Community - Council Referral**

Program: **Nord-Bridge Senior Citizens Association**

	2015	2016	2017	2018
Expenditure increase (decrease)	75,000	75,000	75,000	75,000
Net Expenditure (Savings)	75,000	75,000	75,000	75,000
Funding (Savings):				
MRSR One-time Allocation	75,000	75,000	75,000	75,000
	75,000	75,000	75,000	75,000

Objective(s):

Facility operation funding

Which City Council or organizational goals is this initiative aligned with:

Background:

Over the last several years, Nord-Bridge Senior Citizens Association has sought operational support from the Province of Alberta for its senior citizens drop-in Centre. However, despite all initiatives, operational funding for seniors centres in Alberta remains an unfulfilled objective. For this reason, Nord-Bridge again asks Council for operational funding as noted. The base funding from the Family and Community Support Services (FCSS) program in 2014 is \$183,400

October 27, 2015

BE IT RESOLVED that the communication from Randy Smith, Executive Director, Nord-Bridge Senior Citizens' Association, regarding a request for operational funding, be received as information and filed;

AND FURTHER BE IT RESOLVED THAT the request for \$75,000 per year for the years 2015 – 2018 be forwarded to Finance Committee for consideration during the 2015-2018 budget deliberations;

Proposed Implementation Strategy:

Performance Measurement & Reporting:

BUDGET INITIATIVES

N - 42

City Council Decision:

Approved

Department: **Community - Council Referral**

Program: **No Kill Alliance (NOKA) Spay/Neuter Program**

	2015	2016	2017	2018
Expenditure increase (decrease)	16,000	16,000	16,000	16,000
Net Expenditure (Savings)	16,000	16,000	16,000	16,000
Funding (Savings):				
Taxation	16,000	16,000	16,000	16,000
	16,000	16,000	16,000	16,000

Objective(s):

To increase the level of funding to the No Kill Animal Association (NOKA) to run a subsidized spay and neuter program for City of Lethbridge residents. The objective of this program is to encourage low income individuals to have their pets sterilized. This program is designed to decrease the number of unwanted and abandoned dogs and cats in the city and by doing so reduce the pressures faced by the City of Lethbridge Animal Shelter to control and care for these animals.

Which City Council or organizational goals is this initiative aligned with:

Background:

NOKA has had a Fee for Service Agreement with the City of Lethbridge for nearly 10 years to run a subsidized spay and neuter program for City of Lethbridge residents. Pursuant to this agreement NOKA assists low income residents with all or part of the funding to have their pets sterilized. The current funding level of \$ 29,000 annually has been in place for this time period. The organization is facing significant cost pressures to continue running the program successfully including new mandatory veterinary services for sterilization procedures, an increased number of individuals seeking funding and general inflationary pressures.

Council Resolution November 10, 2014

AND FURTHER BE IT RESOLVED THAT the request for an increase of \$1,334 per month for the years 2015 – 2018 be forwarded to Finance Committee for consideration during the 2015 – 2018 budget deliberations

Proposed Implementation Strategy:

The current Fee for Service Agreement runs until the end of this year. Should additional funding be allocated to this program the Regulatory Services department will negotiate a new agreement with NOKA which takes into account the increased funding.

Performance Measurement & Reporting:

NOKA keeps accounting records with respect to income and expenditures as well as records relating to the number of individuals they assist and the services they provide. These records are made available to the City of Lethbridge to review the effectiveness of the program.

BUDGET INITIATIVES

N - 43

City Council Decision:

Approved

Department: **Community - Council Referral**

Program: **FCSS Municipal Funding**

	2015	2016	2017	2018
Expenditure increase (decrease)	161,400	203,100	226,500	226,500
Net Expenditure (Savings)	161,400	203,100	226,500	226,500
Funding (Savings):				
Taxation	161,400	203,100	226,500	226,500
	161,400	203,100	226,500	226,500

Objective(s):

To meet the inflationary pressures of the FCSS funded agencies and programs.

To meet the objectives outlined in the FCSS Investment Framework (supported by the Social Policy and the ICSP) FCSS funded agencies and programs are currently compromised due to the flat lining of funding allocations through the City of Lethbridge since 2009.

To contribute to the health and viability of the FCSS funded program agencies who deliver preventive social service programming on behalf of the City of Lethbridge

To meet the demands based on community growth, diversity, increased complexity of social needs.

Which City Council or organizational goals is this initiative aligned with:

1. City of Lethbridge Social Policy
2. Integrated Community Sustainability Plan (MDP) Goals: 6.2 A healthy and Diverse City through housing, fostering a sense of belonging, 6.3 A culturally vibrant city
3. Lethbridge City Council Strategic Plan 2014-17 Strategic Goals: 1.2 City Council encourages and enhances citizen engagement, 4.1 Foster an environment of inclusivity and provide a welcoming community for all residents and visitors.
4. The FCSS Investment Framework outlines the funding and support priorities to meet the unique needs in Lethbridge. These include Well-being and Resilience, Social inclusion and cohesion and Access to effective community services
5. CSD Business Plan (Bold Steps 2 & 4) The health and viability of the funded agencies and voluntary sector critical to the delivery of services.

Background:

The City of Lethbridge has been in a partnership with the Government of Alberta since 1969. Until 2009, the funding allocation to the municipalities has increased based on a funding formula (including population increases, socio-economic conditions) allowing the city to meet emerging and current preventive social needs and strengthen our assets. The provincial funding has been flat lined until 2017. This has resulted in considerable pressure on the programming capacity of the FCSS funded agencies to continue to meet the growth, current and emerging needs to provide effective preventive social services. Prevention programming has had a significant impact on the health and social well-being of the community as demonstrated by outcome evaluation. FCSS also has experienced a significant social return on investment through programming and community development initiatives.

Council Resolution November 10, 2014: AND FURTHER BE IT RESOLVED THAT the funding request and options be forwarded to Finance Committee for consideration during the 2015 – 2018 budget deliberations.

Proposed Implementation Strategy:

Based on the direction from the CSD Committee and the funding allocation process approved by City Council, the CSD Committee will provide the recommendations for the FCSS funding allocations for final approval December 6, 2014. These will be based on the approval of the selected funding option. This option includes the ability to meet current unmet and emerging needs including the north and west Lethbridge (currently centralized), meets the Investment Framework priorities, ability to be successful in meeting outcomes and support the organization's health and viability. This option does not allow for meeting inflationary costs for all programs nor contingency funding for to meet emerging needs over the budget cycle. This would result in a pressure on taxation in the amount of \$366,300. At the end of the budget cycle, the City of Lethbridge's contribution will be 31%.

Performance Measurement & Reporting:

The FCSS funded agencies and the CSD Group conduct outcome measures on a continuous basis. Annually, the outcome measures are reported. Quality improvement processes occur with the agencies and administration through an Outcomes Review. This is reported through the CSD Committee of Council, City Council, the Province and the community. Regular meetings are held with the funded agencies and the social trends and conditions are monitored by the CSD Group.

BUDGET INITIATIVES

N - 44

City Council Decision:

Not Approved

Department: **Community - Council Referral**

Program: **FCSS Municipal Funding - CSD Committee Option 3**

	2015	2016	2017	2018
Expenditure increase (decrease)	262,000	316,700	372,800	430,300
Net Expenditure (Savings)	262,000	316,700	372,800	430,300
Funding (Savings):				
Taxation	262,000	316,700	372,800	430,300
	262,000	316,700	372,800	430,300

Objective(s):

a) To meet the inflationary and growth pressures of the FCSS funded agencies and programs including emerging preventive social programming needs. b) To meet the objectives outlined in the FCSS Investment Framework. This is supported by Social Policy and the ICSP, FCSS funded agencies and programs are currently compromised due to the flat lining of funding allocations through the partnership with the City of Lethbridge since 2009. c) To contribute to the health and viability of the FCSS funded program agencies who deliver preventive social service programming on behalf of the City of Lethbridge. d) To meet the demands based on community growth, diversity, increased complexity of social needs.

Which City Council or organizational goals is this initiative aligned with:

1. City of Lethbridge Social Policy
2. Integrated Community Sustainability Plan (MDP) Goals: 6.2 A healthy and Diverse City through housing, fostering a sense of belonging, 6.3 A culturally vibrant city
3. Lethbridge City Council Strategic Plan 2014-17 Strategic Goals: 1.2 City Council encourages and enhances citizen engagement, 4.1 Foster an environment of inclusivity and provide a welcoming community for all residents and visitors.
4. The FCSS Investment Framework outlines the funding and support priorities to meet the unique needs in Lethbridge. These include Well-being and Resilience, Social inclusion and cohesion and Access to effective community services
5. CSD Business Plan (Bold Steps 2 & 4) The health and viability of the funded agencies and voluntary sector critical to the delivery of services.

Background:

The City of Lethbridge has been in a partnership with the Government of Alberta since 1969. Until 2009, the funding allocation to the municipalities has increased based on a funding formula (including population increases, socio-economic conditions) allowing the city to meet emerging and current preventive social needs and strengthen our assets. The provincial funding has been flat lined until 2017. This has resulted in considerable pressure on the programming capacity of the FCSS funded agencies to continue to meet the growth, current and emerging needs to provide effective preventive social services including the ability to meet the needs on the north and west Lethbridge. This has resulted in considerable pressure on the programming and the FCSS funded agencies and programs that provide preventive social service programming. The currently funded FCSS programs have not had an increase to even meet inflationary costs. The inflation rates were: 2011: 2.3%, 2012: 1.0%, 2013: 1.3%. The suggested inflation rate for 2014-2018 is 2.5% per year. Prevention programming and community development has had a significant impact on the health and social well-being of the community as demonstrated by outcome evaluation and social return on investment.

Council Resolution November 10, 2014: AND FURTHER BE IT RESOLVED THAT the funding request and options be forwarded to Finance Committee for consideration during the 2015 – 2018 budget deliberations.

Proposed Implementation Strategy:

Based on the direction from the CSD Committee and the funding allocation process approved by City Council, the CSD Committee recommendation this option. The funding allocations will be based on the approval of the selected funding option. This option includes the ability to meet current unmet and emerging needs including the north and west Lethbridge (currently centralized), inflationary costs of all the FCSS funded programs, meets the Investment Framework priorities, ability to be successful in meeting outcomes, provides a conservative contingency to meet emerging needs as Lethbridge continues to grow and support the funded organization's development, health and viability. This option includes a compounding inflation increase to Programming from 2011. This would result in a pressure on taxation in the amount of \$430,300. At the end of the budget cycle, the City of Lethbridge's contribution will be 32%.

Performance Measurement & Reporting:

The FCSS funded agencies conduct outcome measures on a continuous basis. Annually the outcome measures are reported to the City of Lethbridge and an Outcomes Review occurs and is reported through the CSD Committee of Council. to City Council, the Province and the community. Regular meetings are held with the funded agencies and the social trends and conditions are monitored by the CSD Group.

BUDGET INITIATIVES

N - 45

City Council Decision:

Not Approved

Department: **Lethbridge Public Library**

Program: **Fee for Service Agreement with Mediatheque Francophone**

	2015	2016	2017	2018
Expenditure increase (decrease)	50,000	50,000	50,000	0
Net Expenditure (Savings)	50,000	50,000	50,000	0
Funding (Savings):				
MRSR One-time Allocation	50,000	50,000	50,000	0
	50,000	50,000	50,000	0

Objective(s):

Which City Council or organizational goals is this initiative aligned with:

Background:

BE IT RESOLVED THAT the Lethbridge Public Library enter into a Fee for Service Agreement with the Board of Directors of Mediatheque francophone de Lethbridge, for the latter to staff, manage and maintain an off-site French language library, with funding from one-time allocations of \$50,000 per year for 2015, 2016 and 2017, be approved.

Proposed Implementation Strategy:

Performance Measurement & Reporting:

BUDGET INITIATIVES

N - 46

City Council Decision:

Approved

Department: **City Council**

Program: **City Council Clerical Support**

	2015	2016	2017	2018
Expenditure increase (decrease)	50,000	50,000	50,000	50,000
Net Expenditure (Savings)	50,000	50,000	50,000	50,000
Funding (Savings):				
Taxation	28,000	28,000	28,000	28,000
Utilities, Fleet & Land (Overhead Charges)	22,000	22,000	22,000	22,000
	50,000	50,000	50,000	50,000
Effect on person years				
Permanent	0.5	0.5	0.5	0.5
Non-Permanent				

Objective(s):

To provide members of City Council research and administration assistance.

Which City Council or organizational goals is this initiative aligned with:

One of City Council's strategic Goals is to embrace its role as government leaders of the corporation by strengthening the process of governance. Having accurate and thorough information that is well researched will assist in City Council members accessing information on a wide variety of topics in order to make informed decisions.

Background:

The City of Lethbridge is a large and complex organization and decisions of council impact the lives of citizens in our community. City Council deals with and make decisions on varied and complex issues. Issues require accurate information on trends, best practices and past decisions. In addition, members of Council are required to coordinate with members of the public, other levels of government and administration in a variety of ways.

Proposed Implementation Strategy:

In 2015, hire one staff and provide the related computer equipment, supplies, and training.

Performance Measurement & Reporting:

BUDGET INITIATIVES

N - 47

City Council Decision:

Approved

Department: **City Council**

Program: **Ad Hoc Citizen Panel Full-Time Councillors**

	2015	2016	2017	2018
Expenditure increase (decrease)	75,000	0	0	0
Net Expenditure (Savings)	75,000	0	0	0
Funding (Savings):				
MRSR One-time Allocation	75,000	0	0	0
	75,000	0	0	0

Objective(s):

Which City Council or organizational goals is this initiative aligned with:

Background:

Finance Committee November 20, 2014

WHEREAS City Council's Strategic Plan Goal #1 states that City Council embraces its roles as government leaders of the corporation by strengthening the process of governance;

AHD WHEREAS City Council's Strategic Plan Goal #1.1.4 states City Council will examine the merits of moving from part-time to full-time Councillor;

AND WHEREAS City Council format of Mayor and eight part-time councillors have been in place since 1968;

AND WHEREAS the City population since 1968 has increased from 37,760 to 93,400;

AND WHEREAS breadth and complexity of the responsibilities (both roles and issues) of City Councillors have increased significantly over that time period;

THEREFORE BE IT RESOLVED that an ad hoc citizen panel be formed to review the merits and costs of expanding City Councillor positions from part-time to full-time;

AND FURTHER BE IT RESOLVED THAT the City Clerk's Office be tasked with this project;

AND FURTHER BE IT RESOLVED THAT the Panel be provided consulting support to research and deliberate through a one-time allocation to a maximum of \$75,000 from the MRSR, be approved;

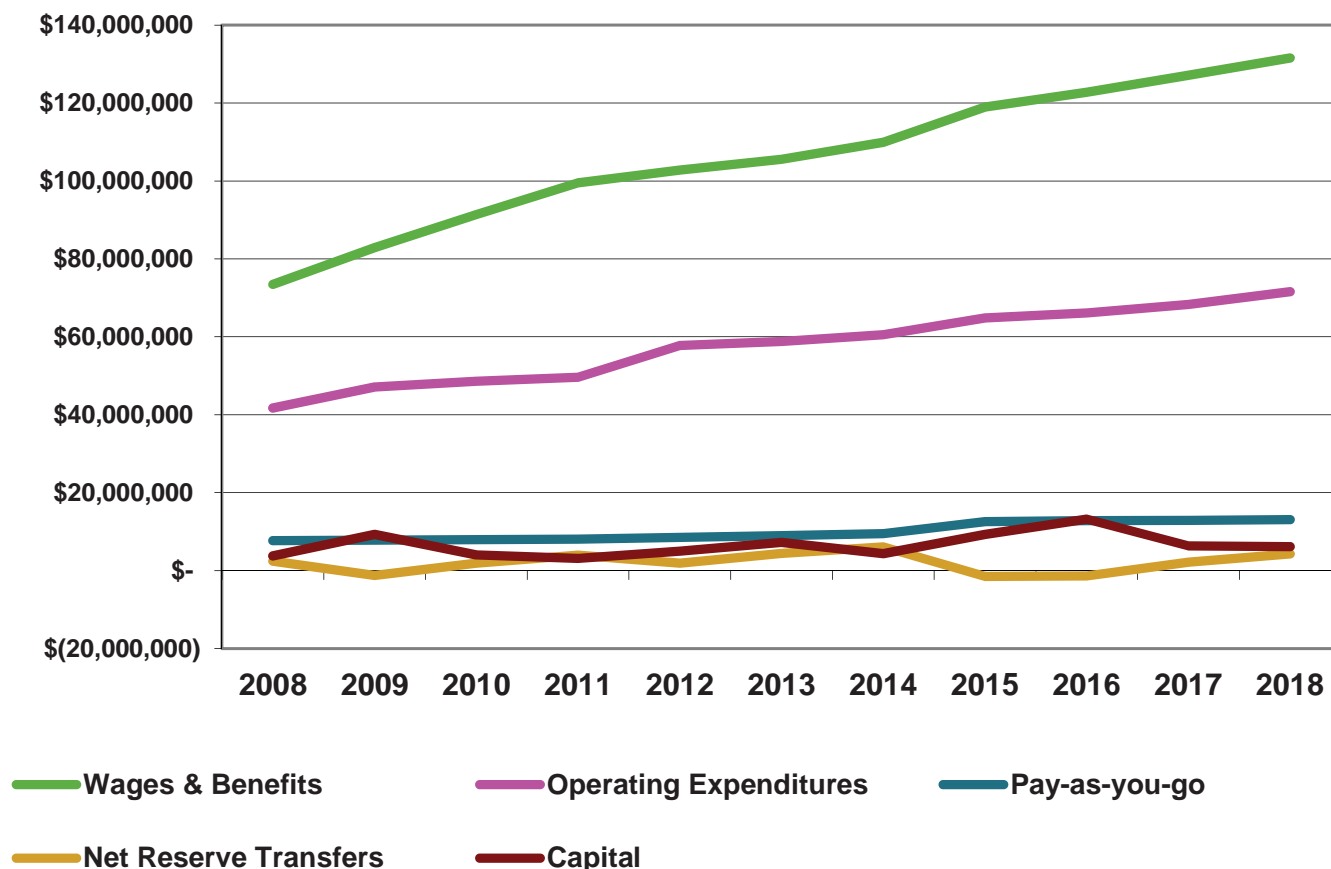
AND FURTHER BE IT RESOLVED THAT the recommendations of the Ad Hoc Panel be presented to City Council no later than April, 2016.

Proposed Implementation Strategy:

Performance Measurement & Reporting:



GENERAL FUND EXPENDITURE TRENDS



Wages & Benefits

Since the primary responsibility of the City of Lethbridge is to provide services to its citizens, the majority of its expenditures consist of wages and benefits of the employees who provide those services. Wages include estimated negotiated contract increases in pay rates. The 2015 to 2018 budget also includes new positions to address the issues of community growth discussed elsewhere in this document. Payroll costs such as pension, employment insurance, health etc. are also included here as benefits.

Goods & Services

These represent a variety of goods and services required by the City of Lethbridge to provide services to the community. The increase in these costs is expected to be slightly higher than inflation due to community growth.

Pay-as-you-go

The pay-as-you-go plan was introduced in 1991 and fully funded by 1994. It provides for a fixed amount (\$13,085,000 by 2018) to be applied to taxation supported debt payments and funding of capital projects.

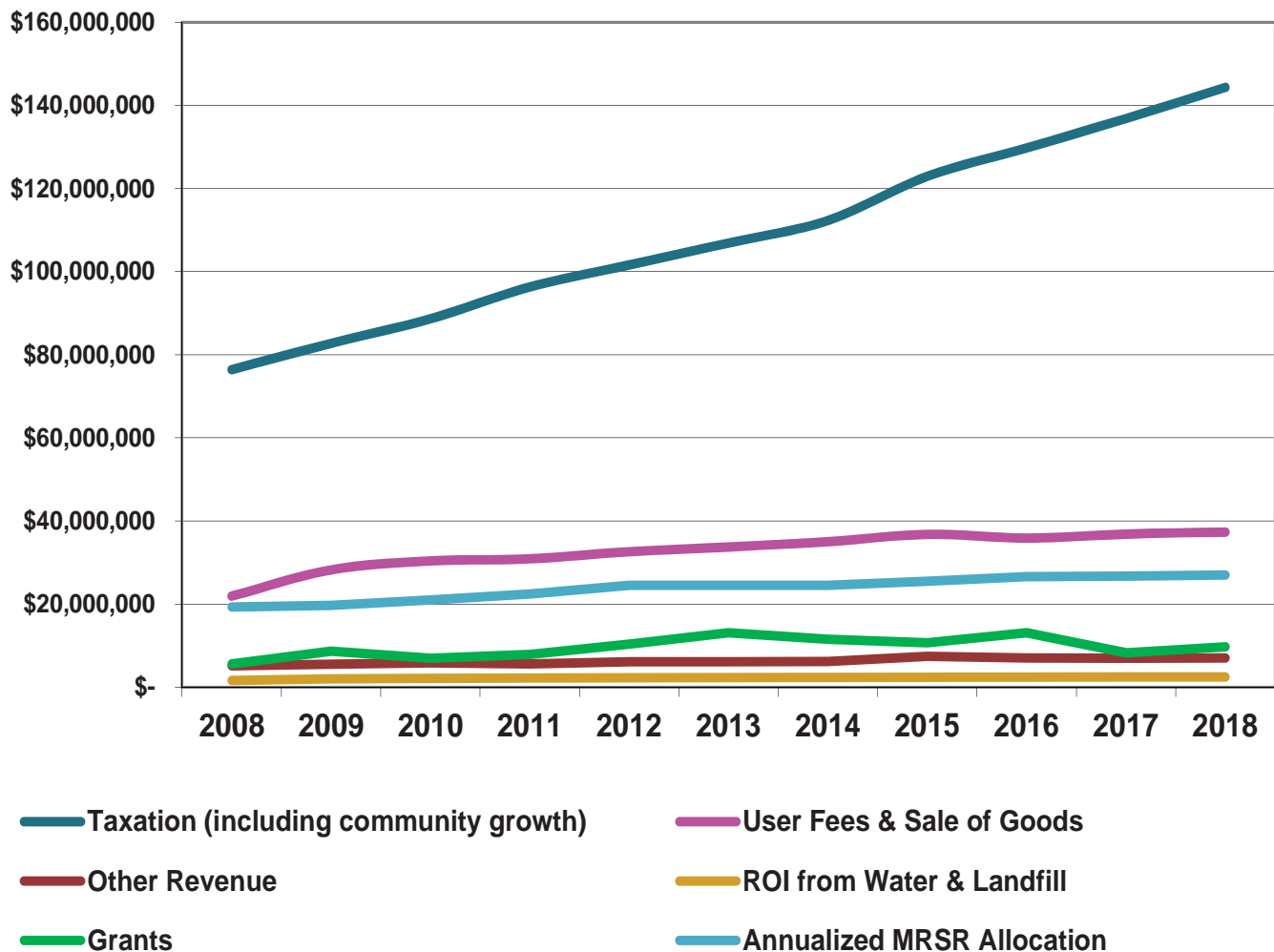
Net Reserve Transfers

The City of Lethbridge maintains several different reserves that have been created for a variety of purposes (see Reserves, page 363). This represents the net transfers to reserves over the period. These net transfers are affected by many decisions and factors and tend to vary from year to year.

Capital

Capital includes purchases or construction of equipment and assets having a life longer than one year. Examples would include vehicles, buildings, utility pipes, roadways etc.

GENERAL FUND REVENUE TRENDS



Taxation

Taxation includes all revenue generated from property taxes. Property taxes are assessed to residential, commercial, and industrial properties based on an assessment of value of the property multiplied by a mill rate approved by City Council. Increases shown in the above chart indicate an increase in assessed value due to additional property construction and increased market value as well as an increased mill rate required to fund City services. Since many other forms of revenue are reaching or have reached their practical limits, City Council has had few other options than increased property taxes to fund City operations.

User Fees & Sales of Goods

This category includes all fees that are charged to customers based on usage. Examples include fees for transit, recreation facilities, development permits, subdivision fees, dog licenses, cemetery fees, etc. The City of Lethbridge has adopted a “user pay philosophy” whereby the users of optional services are expected to pay a significant portion of the costs of providing that service. This portion varies depending on the perceived proportion of benefit the user receives in relation to the benefit the community receives.

The fees in this category have been increased over recent years to ensure that users are paying a fair share of the cost of the services they consume. Approved fee increases for 2015 to 2018 can be found in User Fees page 305.

ROI from Water & Landfill

In accordance with policy, the Water Utility and the Landfill contribute 8% and 10% of revenues respectively to the general fund as a return on investment.

GENERAL FUND REVENUE TRENDS

Grants

The City of Lethbridge receives grant funding from other levels of government. These grants are mostly conditional in nature. Conditional grants must be used as directed by the granting body. The City of Lethbridge experienced significant reductions in provincial grants in the early 1990's which placed stress on other revenue sources. The Municipal Sustainability Initiative (MSI) operating grant is being phased out and will be eliminated by 2016. No additional changes in operating grants are expected during the budget period.

The fluctuating grant revenue during this budget cycle is due to bus purchases (replacement and expansion) for Lethbridge Transit and Access-A-Ride.

Annualized MRSR Allocation

The Municipal Revenue Stabilization Reserve (MRSR) is used by the City of Lethbridge to mitigate the effects of certain revenue fluctuations on the operating budget. Actual amounts for police fines, investment revenues, franchise fees, and electric utility transfers are deposited into the reserve. A fixed annual amount which estimates the long term average of these revenues is transferred from the MRSR to the general fund. In this manner, the City of Lethbridge buffers the effect of fluctuations in these volatile revenue sources on the operating budget.





Assessment & Tax Fees for 2015 to 2018 Budget

	Current	2015	2016	2017	2018
Tax certificate fees	\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00
Tax Arrears Notification Filing Fee	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00
Electronic or hard copy mortgage list fees (per account)	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00
Bank Returned Item - Service Charge	\$ 42.50	\$ 45.00	\$ 45.00	\$ 45.00	\$ 45.00
Other transfers added to the tax roll	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00
Property Assessment Record - Single Family	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00
Property Assessment Record - Other	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00
Assessment Review Board Complaint Fees					
Residential (3 dwelling units or less)	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00
Other					
Assessed value: \$100 to \$500,000	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00
Assessed value: \$500,001 to \$4,000,000	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00
Assessed value: over \$4,000,000	\$ 650.00	\$ 650.00	\$ 650.00	\$ 650.00	\$ 650.00

Business License Increases (2015 -2018)

	Current	2015	2016	2017	2018
General License Resident	\$ 162.00	\$ 178.00	\$ 178.00	\$ 187.00	\$ 187.00
General License Non-Resident	\$ 737.00	\$ 737.00	\$ 737.00	\$ 774.00	\$ 774.00
Carnivals (Per Day)	\$ 94.00	\$ 103.00	\$ 103.00	\$ 108.00	\$ 108.00
Itinerant Carnivals (Per Day)	\$ 165.00	\$ 182.00	\$ 182.00	\$ 191.00	\$ 191.00
Circus (Per Day)	\$ 165.00	\$ 182.00	\$ 182.00	\$ 191.00	\$ 191.00
Hawker, Pedlars & Hucksters Resident	\$ 61.00	\$ 67.00	\$ 67.00	\$ 70.00	\$ 70.00
Hawker, Pedlars & Hucksters Non Resident	\$ 187.00	\$ 206.00	\$ 206.00	\$ 216.00	\$ 216.00
Home Occupation - Desk, Phone, Vehicle	\$ 162.00	\$ 178.00	\$ 178.00	\$ 187.00	\$ 187.00
Home Occupation - Music Teacher	\$ 162.00	\$ 178.00	\$ 178.00	\$ 187.00	\$ 187.00
Home Occupation - Work Shop	\$ 243.00	\$ 267.00	\$ 267.00	\$ 280.00	\$ 280.00
Home Occupation - Customers, Employees	\$ 243.00	\$ 267.00	\$ 267.00	\$ 280.00	\$ 280.00
Itinerant Shows (Per Location)	\$ 259.00	\$ 285.00	\$ 285.00	\$ 299.00	\$ 299.00
Itinerant Shows (Per Show)	\$ 61.00	\$ 67.00	\$ 67.00	\$ 70.00	\$ 70.00
Market Organizer Resident	\$ 94.00	\$ 103.00	\$ 103.00	\$ 108.00	\$ 108.00
Market Organizer Non Resident	\$ 484.00	\$ 532.00	\$ 532.00	\$ 559.00	\$ 559.00
Market Organizer Non Resident Operator	\$ 534.00	\$ 587.00	\$ 587.00	\$ 616.00	\$ 616.00
Market Organizer Non Resident Operator (Per Day)	\$ 149.00	\$ 164.00	\$ 164.00	\$ 172.00	\$ 172.00
Transient Business	\$ 1,474.00	\$ 1,621.00	\$ 1,621.00	\$ 1,702.00	\$ 1,702.00
Transient Business (Per Day)	\$ 374.00	\$ 411.00	\$ 411.00	\$ 432.00	\$ 432.00
Transient Business (Per Location)	\$ 1,227.00	\$ 1,350.00	\$ 1,350.00	\$ 1,418.00	\$ 1,418.00
Christmas Tree Vendor (Per Yr Per Site)	\$ 61.00	\$ 67.00	\$ 67.00	\$ 70.00	\$ 70.00
Christmas Tree Vendor (Per Yr Per Site) Rel/Comm	\$ 39.00	\$ 43.00	\$ 43.00	\$ 45.00	\$ 45.00
Adult Video Tape Store	\$ 1,474.00	\$ 1,621.00	\$ 1,621.00	\$ 1,702.00	\$ 1,702.00
Deliver/Courier Parking Permit First Vehicle	\$ 247.00	\$ 272.00	\$ 272.00	\$ 286.00	\$ 286.00
Escorts	\$ 2,670.00	\$ 2,670.00	\$ 2,670.00	\$ 2,804.00	\$ 2,804.00
Taxi Cab Operator	\$ 55.00	\$ 61.00	\$ 61.00	\$ 64.00	\$ 64.00

*10% Increase in 2015 for all license categories except Non-Resident Licenses and Escort Licenses

* 5% Increase in 2017 for all license categories

Recreation & Culture Services Increases for 2015 to 2018 Budget

Aquatics

	Current	2015	2016	2017	2018
Public Swim Admission:					
(New rates effective in September each year)					
Rec Swim: Adult	\$ 5.00	\$ 5.25	\$ 5.25	\$ 5.50	\$ 5.50
Rec Swim: Senior	\$ 3.50	\$ 3.75	\$ 3.75	\$ 4.00	\$ 4.00
Rec Swim: Youth	\$ 3.50	\$ 3.75	\$ 3.75	\$ 4.00	\$ 4.00
Rec Swim: Under 3 years		NO CHARGE			
Rec Swim: Family	\$ 14.00	\$ 14.50	\$ 14.50	\$ 15.00	\$ 15.00
Fitness Adv: Adult	\$ 6.00	\$ 6.25	\$ 6.25	\$ 6.50	\$ 6.50
Fitness Adv: Senior	\$ 5.00	\$ 5.25	\$ 5.25	\$ 5.50	\$ 5.50
Fitness Adv: Youth	\$ 5.00	\$ 5.25	\$ 5.25	\$ 5.50	\$ 5.50

Recreation Swim Passes:					
(New rates effective in September each year)					
3 month: Adult	\$ 89.75	\$ 92.50	\$ 95.25	\$ 98.00	\$ 101.00
3 month: Senior	\$ 67.50	\$ 69.50	\$ 71.50	\$ 73.75	\$ 76.00
3 month: Youth	\$ 60.75	\$ 62.50	\$ 64.50	\$ 66.50	\$ 68.50
3 month: Family	\$ 166.25	\$ 171.25	\$ 176.50	\$ 181.75	\$ 187.25
3 month: One Parent Family	\$ 123.25	\$ 127.00	\$ 130.75	\$ 134.75	\$ 138.75

Fitness Advantage Swim Passes:					
(New rates effective in September each year)					
3 month: Adult	\$ 116.25	\$ 119.75	\$ 123.25	\$ 127.00	\$ 130.75
3 month: Senior	\$ 103.75	\$ 106.75	\$ 110.00	\$ 113.25	\$ 116.75
3 month: Youth	\$ 80.00	\$ 82.50	\$ 85.00	\$ 87.50	\$ 90.00
3 month: Family	\$ 255.75	\$ 263.50	\$ 271.50	\$ 279.75	\$ 288.25

Swim Lessons:					
(New rates effective in September each year)					
Parent & Tot	\$ 46.00	\$ 47.50	\$ 49.00	\$ 50.50	\$ 52.00
Preschool	\$ 46.00	\$ 47.50	\$ 49.00	\$ 50.50	\$ 52.00
Adult Lessons	\$ 49.50	\$ 51.00	\$ 52.50	\$ 54.00	\$ 55.50

Sportsfields & Special Events

Rates increase an average of 4% each year. Actual costs for special services will be charged

Recreation & Culture Services Increases for 2015 - 2018 Budget

Ice Centres

Public Skating Admission Rates:

	Current	2015	2016	2017	2018
(New rates effective in September each year)					
Senior	\$ 3.25	\$ 3.50	\$ 3.50	\$ 3.75	\$ 3.75
Youth	\$ 3.25	\$ 3.50	\$ 3.50	\$ 3.75	\$ 3.75
Adult	\$ 4.25	\$ 4.50	\$ 4.50	\$ 5.00	\$ 5.00
Family	\$ 10.50	\$ 11.00	\$ 11.00	\$ 12.00	\$ 12.00

Winter Arena Rental Rates:

(New rates effective in September each year)

	2015-16		2017-18	
	Prime	Non Prime	Prime	Non Prime
Youth Rate	\$ 106.00	\$ 94.00	\$ 112.50	\$ 100.00
Community Adult/University	\$ 151.00	\$ 133.50	\$ 160.00	\$ 141.50
Commercial/Out of Town Private	\$ 208.50	\$ 184.50	\$ 221.00	\$ 196.00

Summer Arena Rental Rates:

(New rates effective in September each year)

	Current	2015	2016	2017	2018
ICE					
Youth Rate	\$ 119.75	\$ 131.00	\$ 131.00	\$ 145.00	\$ 145.00
Community Adult	\$ 145.00	\$ 159.50	\$ 159.50	\$ 175.00	\$ 175.00
DRY FLOOR					
Youth	\$ 62.75	\$ 69.00	\$ 69.00	\$ 76.00	\$ 76.00
Adult	\$ 74.75	\$ 82.00	\$ 82.00	\$ 90.00	\$ 90.00



Recreation & Culture Services Increases for 2015 - 2018 Budget

Yates Theatre

		Current	2015	2016	2017	2018
<u>Community Groups:</u>		(New rates effective in September each year)				
<u>WEEKDAYS</u>						
Donation/No Charge	Afternoon	\$ 331.00	\$ 345.00	\$ 345.00	\$ 359.00	\$ 359.00
	Evening	\$ 590.50	\$ 614.00	\$ 614.00	\$ 640.00	\$ 640.00
Charge	Afternoon	\$1,006.00	\$ 1,045.00	\$ 1,045.00	\$ 1,090.00	\$ 1,090.00
	Evening	\$1,311.00	\$ 1,365.00	\$ 1,365.00	\$ 1,420.00	\$ 1,420.00
<u>WEEKENDS</u>						
Donation/No Charge	Afternoon	\$ 495.50	\$ 515.00	\$ 515.00	\$ 536.00	\$ 536.00
	Evening	\$ 738.75	\$ 768.00	\$ 768.00	\$ 800.00	\$ 800.00
Charge	Afternoon	\$1,340.00	\$ 1,395.00	\$ 1,395.00	\$ 1,450.00	\$ 1,450.00
	Evening	\$1,806.25	\$ 1,880.00	\$ 1,880.00	\$ 1,955.00	\$ 1,955.00
<u>Commercial Programs:</u>						
Weekdays		\$1,773.75	\$ 1,845.00	\$ 1,845.00	\$ 1,920.00	\$ 1,920.00
Weekends		\$2,168.75	\$ 2,257.00	\$ 2,257.00	\$ 2,347.00	\$ 2,347.00

Picnic Shelters

	Current	2015	2016	2017	2018
(New rates effective in January each year)					
<u>Elks, John Martin & Rotary Shelters:</u>					
Full day (up to 8 hours)	\$ 281.25	\$ 304.00	\$ 304.00	\$ 330.00	\$ 330.00
Each Additional Hour	\$ 33.75	\$ 36.50	\$ 36.50	\$ 40.00	\$ 40.00
<u>Henderson Horseshoe:</u>					
Full day (up to 8 hours)	\$ 152.00	\$ 165.00	\$ 165.00	\$ 178.00	\$ 178.00
Each Additional Hour	\$ 17.00	\$ 18.50	\$ 18.50	\$ 20.00	\$ 20.00
<u>Baroness & Kiwanis Shelters:</u>					
First 2 hours	\$ 45.00	\$ 49.00	\$ 49.00	\$ 53.00	\$ 53.00
Each Additional Hour	\$ 5.75	\$ 6.00	\$ 6.00	\$ 7.00	\$ 7.00



Lethbridge Transit Fares for 2015 to 2018 Budget

Cash Fares

	Current	2015	2016	2017	2018
Adult	\$ 3.00	\$ 3.00	\$ 3.00	\$ 3.00	\$ 3.00
Senior/student	\$ 3.00	\$ 3.00	\$ 3.00	\$ 3.00	\$ 3.00

Tickets

	Current	2015	2016	2017	2018
Adult	\$ 2.25	\$ 2.25	\$ 2.25	\$ 2.25	\$ 2.25
Senior/student	\$ 2.10	\$ 2.10	\$ 2.10	\$ 2.10	\$ 2.10

Passes

	Current	2015	2016	2017	2018
Adult 30-Day	\$ 77.00	\$ 77.00	\$ 77.00	\$ 77.00	\$ 77.00
Youth 30-Day	\$ 62.00	\$ 62.00	\$ 62.00	\$ 62.00	\$ 62.00
Senior 30-day	\$ 28.00	\$ 28.00	\$ 28.00	\$ 28.00	\$ 28.00
Semester Pass	\$ 289.00	\$ 289.00	\$ 289.00	\$ 289.00	\$ 289.00
Senior Yearly	\$ 280.00	\$ 280.00	\$ 280.00	\$ 280.00	\$ 280.00
Day Pass	\$ 7.50	\$ 7.50	\$ 7.50	\$ 7.50	\$ 7.50

Access-A-Ride Fares for 2015 to 2018 Budget

	Current	2015	2016	2017	2018
Cash/Token	\$ 2.60	\$ 2.70	\$ 2.80	\$ 2.90	3.00
Program Rate	\$ 104.00	\$ 108.00	\$ 112.00	\$ 116.00	120.00

RATES AND USER FEES

Dog License Fee for 2015 to 2018 Budget

	Current	2015	2016	2017	2018
Altered and marked for identification	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00
Altered but not marked for identification	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00
Not altered but is marked for identification	\$ 40.00	\$ 45.00	\$ 45.00	\$ 45.00	\$ 45.00
Not altered and not marked for identification	\$ 45.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00

Development Fees for 2015 to 2018 Budget

	Current	2015	2016	2017	2018
2 Unit dwelling requiring waivers	\$ 460.00	\$ 460.00	\$ 460.00	\$ 460.00	\$ 460.00
Single detached dwelling that complies with Land Use Bylaw	\$ 56.00	\$ 56.00	\$ 56.00	\$ 56.00	\$ 56.00
164 unit multi-family (eg. River Ridge)	\$ 9,296.00	\$ 9,296.00	\$ 9,296.00	\$ 9,296.00	\$ 9,296.00
Home Occupation with waivers	\$ 460.00	\$ 460.00	\$ 460.00	\$ 460.00	\$ 460.00
Soccer Building	\$ 3,055.00	\$ 3,055.00	\$ 3,055.00	\$ 3,055.00	\$ 3,055.00
Gas Station, Car Wash, Convenience Store	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00
Portable Sign	\$ 120.00	\$ 120.00	\$ 120.00	\$ 120.00	\$ 120.00

Planning Services and Subdivision Fee Increases for 2015 to 2018 Budget

	Current	2015	2016	2017	2018
<u>Service:</u>					
<u>A. New Statutory Plans and Outline Plans</u>					
Area Structure Plan	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00
Outline Plan (base fee)	\$ 2,750.00	\$ 5,500.00	\$ 5,500.00	\$ 10,000.00	\$ 10,000.00
New OP in West Lethbridge Employment Centre ASP base fee plus \$250/ha					
New OP in other ASP areas prepared by the City - base fee plus \$825/ha					
<u>Plans, Outline Plan and Land</u>					
Municipal Development Plan	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00
Area Structure Plan	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00
Area Redevelopment Plan	\$ 5,500.00	\$ 2,750.00	\$ 2,750.00	\$ 2,750.00	\$ 2,750.00
Outline Plan (base fee)	\$ 2,750.00	\$ 2,750.00	\$ 2,750.00	\$ 2,750.00	\$ 2,750.00
To incorporate a shadow planned area (base plus \$1200/ha)					
Land Use Bylaw	\$5,500.00	\$5,500.00	\$5,500.00	\$5,500.00	\$5,500.00
Land Use Bylaw in an ARP area	\$ 5,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00
<u>C. Subdivision Fees</u>					
Subdivision base fee	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00
Subdivision Application	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00
Final Endorsement Fee/Lot	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00
schedule set by Province)	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00
Time extension fee	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00
Statutory Plan Application/Amendme	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00
Road & Lane Closure	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00
Municipal Reserve Disposal	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00
Comprehensive Site Plan (CSP) in a	\$ -	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
Major amendment to a CSP	\$ -	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00
Minor amendment to a CSP	\$ -	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00
Comprehensive Site Plan (Residential)	\$ -	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00
Amendment to a Residential CSP	\$ -	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00
Addressing change (per parcel)	\$ -	\$250	\$250	\$250	\$250

RATES AND USER FEES

Cemetery Increases for 2015 - 2018 Budget

	Current	2015	2016	2017	2018
RIGHTS TO INTERMENT FEES (BURIAL RIGHTS FEES)					
<u>In Ground:</u>					
Single depth plot without continuous foundation	\$ 1,505.00	\$ 1,555.00	\$1,600.00	\$ 1,645.00	\$ 1,645.00
Single depth plot with continuous foundation	\$ 1,705.00	\$ 1,760.00	\$1,810.00	\$ 1,865.00	\$ 1,865.00
Double depth plot without continuous foundation	\$ 1,855.00	\$ 1,915.00	\$1,970.00	\$ 2,030.00	\$ 2,030.00
Double depth plot with continuous foundation	\$ 2,050.00	\$ 2,115.00	\$2,175.00	\$ 2,245.00	\$ 2,245.00
Single cremation plot	\$ 740.00	\$ 740.00	\$ 740.00	\$ 740.00	\$ 740.00
Double cremation plot	\$ 1,160.00	\$ 1,195.00	\$1,235.00	\$ 1,270.00	\$ 1,270.00
<u>Columbarium Niches:</u>					
Units C5 & C6 - 12" x 12" x 18" (All Levels)	\$ 3,150.00	\$ 3,245.00	\$3,345.00	\$ 3,445.00	\$ 3,445.00
Unit C7 - 12" x 12" x 12" (All Levels)	\$ 1,995.00	\$ 2,055.00	\$2,120.00	\$ 2,180.00	\$ 2,180.00
<u>Ossuary</u>	N/C	N/C	N/C	N/C	N/C
<u>Monument Permit Fee</u> (GST exempt) - is required at time of sale on all rights to interment space & rights to memorialize on City owned monuments	\$ 60.00	\$ 65.00	\$ 65.00	\$ 70.00	\$ 70.00
<u>INTERMENT FEES - Per interment (includes permanent record)</u>					
Six (6) foot depth - full casket	\$ 870.00	\$ 900.00	\$ 925.00	\$ 955.00	\$ 955.00
Nine (9) foot depth - full casket	\$ 1,120.00	\$ 1,155.00	\$1,190.00	\$ 1,225.00	\$ 1,225.00
In Ground Cremation (each)	\$ 410.00	\$ 425.00	\$ 435.00	\$ 450.00	\$ 450.00
Multiple service - same time & location/each additional cremated remains	\$ 280.00	\$ 290.00	\$ 300.00	\$ 310.00	\$ 310.00
Columbarium Niche - 1st Interment Service C3- C10	\$ 130.00	\$ 135.00	\$ 140.00	\$ 145.00	\$ 145.00
Multiple Service - same time & location/each additional cremated remains	\$ 95.00	\$ 100.00	\$ 105.00	\$ 105.00	\$ 105.00
Subsequent interment service (2nd cremated remains) C1 - C10	\$ 155.00	\$ 160.00	\$ 165.00	\$ 170.00	\$ 170.00
Ossuary - each cremated remains	\$ 95.00	\$ 100.00	\$ 105.00	\$ 105.00	\$ 105.00
Scatter Garden - please inform Cemetery Office for Record keeping purposes	N/C	N/C	N/C	N/C	N/C
<u>Greens and Lowering Device</u>					
Adult casket interment	\$ 130.00	\$ 135.00	\$ 140.00	\$ 145.00	\$ 145.00
<u>Permanent Outer Liner/Vault/Box</u> - Storage, Handling, Installation					
Concrete Box	\$ 385.00	\$ 400.00	\$ 410.00	\$ 425.00	\$ 425.00
Fibreglass	\$ 235.00	\$ 245.00	\$ 250.00	\$ 260.00	\$ 260.00

RATES AND USER FEES

Cemetery Increases for 2015 - 2018 Budget

OTHER FEES

Transfer of Rights to Interment Space \$ 125.00 \$ 130.00 \$ 135.00 \$ 140.00 \$ 140.00

Rights to memorialize on City owned monument

2" x 10" space (bronze) \$ 220.00 \$ 230.00 \$ 235.00 \$ 245.00 \$ 245.00

4" x 12" space (granite) \$ 320.00 \$ 330.00 \$ 340.00 \$ 350.00 \$ 350.00

Late Funeral - Leave graveside after 3:30P \$ 290.00 \$ 300.00 \$ 310.00 \$ 320.00 \$ 320.00

Sunday/Holiday Surcharge

Casket burial \$ 930.00 \$ 960.00 \$ 990.00 \$ 1,020.00 \$ 1,020.00

Cremation burial \$ 465.00 \$ 480.00 \$ 495.00 \$ 510.00 \$ 510.00

Hebrew Cemetery Perpetual Care - per int \$ 815.00 \$ 840.00 \$ 865.00 \$ 895.00 \$ 895.00

Vases \$ 9.00 \$ 10.00 \$ 10.00 \$ 10.00 \$ 10.00

Cremation Vaults \$ 290.00 \$ 300.00 \$ 310.00 \$ 320.00 \$ 320.00

Monument Compliance Inspection

	N/C	N/C	N/C	N/C	N/C
1st non-compliant inspection	\$ 115.00	\$ 120.00	\$ 125.00	\$ 130.00	\$ 130.00
2nd and subsequent inspection	\$ 250.00	\$ 260.00	\$ 270.00	\$ 275.00	\$ 275.00







PERSONNEL - WAGES & BENEFITS

Personnel - Wages & Benefits

	2014	2015	2016	2017	2018
Tax Supported					
Galt Museum & Archives	1,177,810	1,213,810	1,213,810	1,213,810	1,213,810
Lethbridge Public Library	4,125,555	4,175,423	4,175,474	4,175,525	4,175,525
Lethbridge Regional Police Service	27,063,159	27,085,751	26,631,864	26,809,638	26,875,760
Accessible Transportation	1,971,425	2,157,541	2,220,009	2,220,307	2,220,307
Aquatics	24,419	99,419	99,418	174,418	427,818
Arenas	1,989,120	2,115,336	2,337,620	2,337,620	2,337,620
Cemetery Services	696,838	700,084	731,996	731,996	731,996
Community & Social Development	315,667	316,387	322,321	329,656	336,656
Community Services Support	840,964	840,963	840,963	840,963	840,963
ENMAX Centre	2,762,927	2,816,811	2,813,966	2,813,121	2,814,121
Facility Services	2,523,444	2,537,535	2,538,711	2,539,886	2,539,886
Family & Community Support Services	300,913	337,329	344,693	352,219	359,188
Fire & Emergency Services	21,300,272	23,190,904	23,356,939	23,490,533	23,616,089
Helen Schuler Nature Centre	515,489	575,105	575,105	575,105	575,105
Japanese Gardens	166,772	166,772	166,772	166,772	166,772
Lethbridge Transit	8,028,998	8,359,997	8,574,531	8,689,722	9,000,603
Public Safety Communications Centre	3,892,613	5,040,876	5,153,207	5,234,854	5,299,187
Recreation & Culture	1,694,279	1,786,401	1,945,455	1,945,639	1,945,639
Regulatory Services	685,241	685,241	685,241	685,241	685,241
School Bus	791,635	1,049,367	1,038,386	1,029,558	1,019,122
Yates Memorial Centre	255,653	271,609	271,609	271,609	271,609
Employee Welfare & Security	1,127,913	1,148,972	1,169,221	1,190,092	1,209,678
Assessment & Taxation	1,762,800	1,762,800	1,762,800	1,762,800	1,762,800
Financial Services	4,020,203	4,020,203	4,020,203	4,020,203	4,020,203
Human Resources	1,944,062	1,941,482	1,942,148	1,942,813	1,944,062
Information Technology	3,662,868	3,874,869	3,874,868	3,665,949	3,665,949
Integrated Risk Management	533,338	501,691	512,353	523,246	533,338
City Clerk	929,514	929,514	929,514	929,514	929,514
City Council	345,727	379,865	379,934	380,003	380,003
City Manager's Office & Communications	1,575,258	1,575,258	1,575,258	1,575,258	1,575,258
City Solicitor	597,854	597,854	597,854	597,854	597,854
Economic Development	123,446	123,446	123,446	123,446	123,446
Mayor	294,699	294,699	294,699	294,699	294,699
Real Estate & Land Development	601,502	597,779	598,982	600,185	600,185
Fleet Services	2,731,633	2,864,178	2,919,811	2,976,897	3,034,845
Infrastructure Administration	2,198,494	2,362,246	2,399,136	2,436,726	2,470,326
Parking	321,751	330,812	338,064	345,517	352,517
Parks Management	5,953,415	6,175,903	6,268,682	6,388,167	6,475,031
Stormwater	72,686	75,146	75,146	75,146	75,146
Transportation	5,577,920	5,815,465	5,815,965	6,055,970	6,055,970
Building Safety & Inspection Services	1,876,813	1,909,921	1,927,921	1,945,921	1,963,921
Downtown Redevelopment	116,057	124,413	124,663	124,914	124,914
Planning & Development	2,421,197	2,517,698	2,518,597	2,519,198	2,519,898
	119,912,343	125,446,878	126,207,359	127,102,713	128,162,578
Utility Supported					
Electric Utility	10,493,508	11,704,612	12,038,498	12,511,541	12,900,999
Utility Services	1,395,349	1,387,368	1,417,623	1,448,006	1,475,566
Waste Services	2,586,324	2,673,150	2,732,023	2,805,696	2,875,896
Wastewater Utility	2,206,110	2,236,107	2,285,319	2,346,830	2,405,430
Water Utility	6,667,931	6,727,454	6,875,524	7,060,995	7,216,295
	23,349,222	24,728,691	25,348,987	26,173,068	26,874,186
	143,261,566	150,175,569	151,556,346	153,275,781	155,036,764
Full-time equivalents (FTE)					
Opening Balance	1,376.3	1,402.9	1,438.2	1,455.8	1,461.8
Additions	26.6	35.3	17.6	6.0	7.8
Closing Balance	1,402.9	1,438.2	1,455.8	1,461.8	1,469.6

PERSONNEL - CHANGES IN FULL TIME EQUIVALENTS (FTE'S)

Full Time Equivalent (FTE) Changes From 2014 Approved to 2018 Approved

				\$
Description	Previously Approved Decisions	External Drivers	Growth	2018 Wages, OT & Benefits
Utility Fund/Self Funded				
Electric Analyst Administrator (CIP 2014-2023 F-17)	1.0			128,300
Electric Information System & Communication Technician (CIP 2014-2023 F-17)	1.0			122,900
Electric AM/FM Programmer Technician (CIP 2014-2023 F-15)	1.0			83,200
Electric Power Line Technician (CIP 2014-2023 F-4 & F-12)	2.0			245,700
N-13 Electric Distribution Inspector			1.0	133,400
Total Utility Funded/Self Funded	5.0	-	1.0	713,500
General Fund				
Galt Museum & Archives - Attendants			0.7	36,000
Lethbridge Regional Police Service - Police Administrative Support			1.0	73,700
Lethbridge Regional Police Service - Caretakers (2014-2023 CIP D-6)	2.3			161,100
Lethbridge Public Library - Security & Custodian			0.9	44,600
ENMAX - Concession Staff			0.4	10,600
Public Safety Communications Centre (AHS Contract)		12.7		1,330,800
Aquatics Manager	1.0			111,600
Aquatics Technicians (2014-2023 D-32)	2.3			255,700
Crossings Ice Complex (2014-2023 D-7)	2.3			179,100
Yates Memorial Centre - Caretaker			0.3	16,200
HSNC Clerk Typist/Facility Rental Coordinator (2011-2020 CIP D-18)	0.9			60,500
Cemetery Services - Machine Operator			0.5	32,400
Lethbridge Transit - Dispatch Coverage			0.5	46,200
Lethbridge Transit - Operators			3.0	212,500
Lethbridge Transit - Serviceperson			1.0	66,000
Accessible Transportation - Access-A-Ride - Serviceperson			1.5	102,900
Integrated Customer Service Strategy (Phase 1 & 2) (2014-2023 D-39)	3.0			200,000
Parks Management - Labourers	3.7		4.8	529,000
Transportation - Traffic Signals Electrician			1.0	110,600
Transportation Planner			1.0	111,600
N-17 Access-A-Ride (AAR) Additional Service - Paratransit Operators			2.5	154,700
N-17 Access-A-Ride (AAR) Additional Service - Heavy Duty Mechanic			1.0	94,600
N-18 Lethbridge Transit - Data Analyst			1.0	83,200
N-19 Lethbridge Transit Expansion - Operators and Serviceperson			4.0	282,400
N-25 Community Services - Community Development Coordinator			1.0	91,700
N-27 Intelligent Community - ERP Analyst			1.0	105,000
N-28 Land Use and Building Bylaws - Development Officer (Enforcement)			1.0	98,700
N-29 Transportation Snow & Ice Control - Equipment Operators			1.6	103,600
N-30 Transportation - Street Sweeper			2.4	155,400
N-46 City Council Clerical Support			0.5	34,300
Total General Funded	15.5	12.7	32.5	4,894,700
	20.5	12.7	33.5	5,608,200
Total Increase Over 4 Years			66.7	
Average FTE Increase per Year			16.7	
Average Percentage Increase Per Year			1.2%	





GRANT & FEE FOR SERVICE SUMMARY

"G" = GRANT TAX SUPPORTED — To off set their total costs, not related to operating expenses. Amendment only by Council resolution.
 "F" = FEE FOR SERVICE — Increase of 2%/year for inflation, usages and operations, utilities etc. In this category, the organizations deliver programs and maintains facilities on behalf of the City. Pressures include inflation, impact of minimum wage increases and utility pressures.
 "O" = Support Organization, but not tied to specific services
 "S" = Subsidy for specific services based on client usage
 "OTA" = One Time Allocation

FCSS (Family and Community Support Services)

The Family and Community Support Services Program is administered provincially through the Department of Children's Services. The Regional Child and Family Services Authorities are included in the same Department, as are legislated child welfare services, women's emergency shelters and other initiatives targeted at preventing family violence and family breakdown. The FCSS program is designed to provide preventive community based services, planned and delivered with a strong volunteer component, to address community needs.

The Province provides funding to municipalities, based on a formula that takes into consideration population and median income. Municipalities are required to provide a minimum 20% contribution. The City of Lethbridge has chosen to administer the program through the Community and Social Development (CSD) Committee of Council. The CSD Committee acts as an advisory board to City Council on issues relating to social policy, services and social program funding.

On November 24, 2014 new initiative N - 43 included additional funding from taxation of \$161,400 in 2015, \$203,100 in 2016, \$226,500 in 2017 and \$226,500 in 2018 was approved by Council. On December 8, 2014 the FCSS funding allocation for 2015-18 was approved by Council as recommended by CSD Committee.

DESCRIPTION	TYPE	2014	2015	2016	2017	2018
External						
Community LINKS (CMHA)	O	34,500	35,175	35,878	36,595	37,328
Leth. Housing Authority: Case Mngt & Outreach Support	F	60,000	61,200	62,424	63,672	64,945
Lethbridge Society for Meals on Wheels (merged with LSCO)	O	52,500				
Lethbridge Senior Citizens' Organization	O	235,900	289,535	289,913	298,610	298,610
Home Support	S	50,000	50,000	51,500	53,045	54,636
Nord-Bridge Senior Citizens Association	O	183,400	183,400	183,400	183,400	183,400
Family Centre	O	413,000	428,427	440,663	499,750	564,399
Volunteer Lethbridge Association	O	104,500	104,500	106,590	108,721	110,000
Big Brothers & Big Sisters	O	41,000	57,750	70,000	70,000	70,000
Boys' & Girls' Club of Lethbridge	O	99,000	120,000	127,000	127,000	127,000
Youth Colocation Plan	O	75,000				
Youth Advisory Council			7,500	7,500	7,500	7,500
YWCA: "Girl's Club" Young Women's Peer Support Program	O	65,000	81,250	103,351	106,691	110,099
Making Connections	O	80,000	149,000	158,000	158,000	158,000
Counselling						
Associates Counselling Services	S	72,400	74,001	76,000	78,280	80,628
Crossroads Counselling Services	S	81,200	69,050	65,000	68,250	72,000
Lethbridge Family Services	S	195,000	195,000	195,000	195,000	195,000
DEFERRED FUNDING (OVERALLOCATED FUNDING)			78,012	12,247	(5,614)	(84,645)
UNALLOCATED FUNDS				41,034		
TOTAL FCSS (EXTERNAL)		1,843,400	1,984,800	2,026,500	2,049,900	2,049,900
Internal						
Community Development Planning & Contract Administration		454,700	454,700	454,700	454,700	454,700
Publications		15,000	15,000	15,000	15,000	15,000
Building Resilient Children, Families & Youth		10,000	30,000	30,000	30,000	30,000
Go Friendly (Senior Transportation)		50,000	50,000	50,000	50,000	50,000
TOTAL FCSS (INTERNAL)		529,700	549,700	549,700	549,700	549,700
BALANCE OF FCSS BUDGET		2,373,100	2,534,500	2,576,200	2,599,600	2,599,600

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 "O" = Support Organization, but not tied to specific services
 "S" = Subsidy for specific services based on client usage

OTHER EXTERNAL SUPPORT (NON FCSS)

DESCRIPTION	TYPE	2014	2015	2016	2017	2018
Category One: Grants						
Lethbridge and District Exhibition - Parade Float	G	6,500	6,500	6,500	6,500	6,500
Lethbridge & District Exhibition	G	63,500	86,900	86,900	86,900	86,900
Lethbridge Soup Kitchen	G	6,500	6,500	22,300	38,100	38,100
Interfaith Food Bank	G	12,500	12,500	12,500	12,500	12,500
Lethbridge Food Bank	G	12,500	12,500	12,500	12,500	12,500
Clothing Charities Tipping (1/2 funded from landfill)	G	20,000	10,000	10,000	10,000	10,000
Shock Trauma Air Rescue	G	8,600				
Lethbridge Habitat for Humanity	G	30,000	30,000	30,000	30,000	30,000
Oldman Watershed Council	G	24,000	24,000	24,000	24,000	24,000
Sport Development Centre	G	120,000	120,000	120,000	120,000	120,000
Communities in Bloom	G	23,000	23,000	23,000	23,000	23,000
NOKA Spay/Neuter Program	G	29,000	45,000	45,000	45,000	45,000
Pilot Project to Mitigate the Feral Cat Problem (N - 3)	OTA - G		7,000	7,000		
Rescue & Care for Lost or Abandoned Cats (N - 38)	OTA - G		12,500	12,500	12,500	
Civic Hosting Policy	G	17,500	17,500	17,500	17,500	17,500
Community Special Event Support Program	G	40,000	80,000	80,000	80,000	80,000
Fee Assistance Program	G		75,000	90,000	90,000	90,000
St. John's Ambulance	G	12,500	12,500	12,500	12,500	12,500
U of L Stadium	G	33,100	33,900	34,700	35,600	36,500
Lethbridge Symphony Association	G	53,900	53,900	53,900	53,900	53,900
New West Theatre (N - 40)	OTA - G		10,000	10,000	10,000	
LSCO - Support for Seniors	G	35,000				
Nord-Bridge - Support for Seniors (N - 41)	OTA - G	75,000	75,000	75,000	75,000	75,000
2015 Lethbridge Skate Canada International	G		250,000			
2015 Alberta 55 Plus Winter Games	G		150,000			
Major Community Event Hosting	G		250,000	250,000	250,000	250,000
Lethbridge International Air Show	G	35,000	17,500	17,500	17,500	17,500
Housing Rent Supplement Program	G	252,000	252,000	252,000	252,000	252,000
Category Two: Fee For Service						
Mobile Urban Street Team Program Support	F	22,300	22,700	23,200	23,700	24,200
Canadian Red Cross - Disaster Social Services Reception	F	16,200	10,000	10,000	10,000	10,000
Westminster Community Centre - Westminster Pool	F	32,800	33,500	34,200	34,900	35,600
Spitz Stadium Society	F	38,500	47,300	48,100	48,900	49,700
Economic Development Lethbridge	F	1,018,000	1,023,400	1,042,800	1,062,700	1,082,900
Economic Development Lethbridge - Intelligent Comm. (N-27)	OTA - F		144,500	144,500		
Chinook Country Tourist Association - Visitor Information Service	F	243,700	295,800	304,700	313,900	323,300
Chinook Country Tourist Association - Membership Fee	F	22,100	22,100	22,100	22,100	22,100
Commuter Air Access Network of Alberta	F	1,000	900	900	900	900
Canadian Badlands Membership	F	25,000	25,500	26,000	26,500	27,100
Airport	F	200,000	200,000	200,000	200,000	200,000
Airport Customs Services	F	141,200	141,200	143,200	143,200	143,200
Nikka Yuko Japanese Gardens Grounds Programming	F	116,100	126,400	128,800	131,200	133,700
YWCA - Neighborhood Play Program	F	70,500	76,900	78,300	79,800	81,300
Southern Alberta Art Gallery	F	156,000	174,100	177,300	180,500	183,800
Southern Alberta Art Gallery (N - 6)	OTA - F		62,000	80,000	70,000	36,000
Southern Alberta Ethnic Association	F	26,000	26,500	27,000	27,500	28,100
Fort Whoop-Up Interpretive Society	F	173,800	187,800	191,300	194,900	198,600
Allied Arts Council - Leadership of the Arts	F	150,200	153,200	156,300	159,400	162,600
Allied Arts Council - Communication Manager	F	42,000	42,800	43,700	44,600	45,500
Allied Arts Council - Community Arts Centre	F	347,300	399,200	406,300	423,500	430,900
U of L share of Community Arts Centre operating costs	F	(72,000)	(74,000)	(75,000)	(76,000)	(79,000)
Sport Council	F	120,000	152,400	154,800	157,300	159,800
City Parks Maintenance Agreements						
Lethbridge Lawn Bowling	F	11,100	11,300	11,500	11,700	11,900
Grow It Community Gardens	F	5,600	5,600	5,600	5,600	5,600
Westminster Pool Association - Grounds	F	8,700	8,900	9,100	9,300	9,500
Lethbridge Softball Association - Peenaquim Park	F	53,100	69,200	70,300	71,400	73,500
Lethbridge North Little League	F	14,800	15,100	15,400	15,700	16,000
Lethbridge Southwest Little League	F	18,700	26,700	27,100	27,500	27,900
Prairie Baseball Academy	F	35,400	36,100	36,800	37,500	38,300
District One Little League, Canola	F	2,500	5,100	5,200	5,300	5,400
Other:						
Contingencies: Transfer to Other Agencies by Council Resolution		5,000	5,000	5,000	5,000	5,000



2015 FLEET REPLACEMENT

2015 Vehicle and Equipment Replacement List

Department Name	Description	Budget	Funding Source
Cemetery Services	Turf Truckster	\$25,000	Fleet Reserve
Community Services	1/4 Ton Van	\$22,500	Fleet Reserve
Electric Operations	3 Ton Line Truck	\$278,330	Electric Funded
Electric Operations	1 Ton Dump	\$60,200	Electric Funded
Electric Operations	Ldr Bckh 14'	\$112,300	Electric Funded
Enmax	Ice Resurfacer	\$120,250	Fleet Reserve
Fire Emergency Services	Pumper # 6 (Rural)	\$513,500	Fleet Reserve
Fire Emergency Services	3/4 Ton X-Cab 4X4	\$66,850	Fleet Reserve
Fire Emergency Services	1/2 Ton 4X4	\$63,800	Fleet Reserve
Fire Emergency Services	Rescue Deck C/W Trailer	\$46,800	Fleet Reserve
Fire Emergency Services	Inflatable Boat W/Trlr	\$22,500	Fleet Reserve
Parks	Compact Excavator/w trailer	\$75,000	Operating Budget - Growth
Parks	1 Ton Dump	\$62,000	Operating Budget - Growth
Parks	1/2 Ton 4X4	\$30,000	Operating Budget - Growth
Parks	1/2 Ton Reg Cab 2WD	\$25,000	Operating Budget - Growth
Parks	Aerator	\$30,000	Operating Budget - Growth
Parks	Turf Sweeper	\$50,000	Operating Budget - Growth
Parks	3/4 Ton 4X4	\$37,000	Operating Budget - Growth
Parks	Haul-All C/W W	\$183,900	Fleet Reserve
Parks	Tractor - W/21' Flail	\$145,800	Fleet Reserve
Parks	1 Ton Dump	\$61,700	Fleet Reserve
Parks	Brush Chipper	\$32,200	Fleet Reserve
Parks	1/2 Ton Tr	\$29,150	Fleet Reserve
Parks	Turf Truckster / Blade	\$27,300	Fleet Reserve
Parks	Turf Truckster / Blade	\$27,300	Fleet Reserve
Parks	Turf Truckster / Blade	\$27,300	Fleet Reserve
Parks	300 Gallon Sprayer	\$13,400	Fleet Reserve
Parks	Sprayer - Skid Mnt	\$9,750	Fleet Reserve
Parks	Trailer - A.T.V.	\$1,750	Fleet Reserve
Police Services	Patrol	\$46,650	Fleet Reserve
Police Services	Patrol	\$44,000	Fleet Reserve
Police Services	SUV - Admin	\$43,300	Fleet Reserve
Police Services	Supervisor	\$43,200	Fleet Reserve
Police Services	Patrol	\$43,150	Fleet Reserve
Police Services	1 Ton 4X4 Trk	\$42,150	Fleet Reserve
Police Services	Patrol	\$42,100	Fleet Reserve
Police Services	Patrol	\$37,600	Fleet Reserve
Police Services	Traffic	\$34,550	Fleet Reserve
Police Services	Vic Svcs	\$31,400	Fleet Reserve
Police Services	Victim Assist	\$24,230	Fleet Reserve
Purchasing	1/4 Ton Cargo Van	\$22,370	Fleet Reserve
Transit	AAR Bus	\$180,000	Grant Funded
Transit	AAR Bus	\$180,000	Grant Funded
Transit	AAR Bus	\$180,000	Grant Funded

2015 FLEET REPLACEMENT

Continued

2015 Vehicle and Equipment Replacement List

Department Name	Description	Budget	Funding Source
Transit	AAR Bus	\$180,000	Grant Funded
Transit	AAR Bus	\$180,000	Grant Funded
Transit	AAR Bus	\$180,000	Initiative N-17 - Grant Funded
Transit	Transit Bus	\$530,450	Grant Funded
Transit	Transit Bus	\$530,450	Grant Funded
Transit	Transit Bus	\$530,450	Grant Funded
Transportation	1/2 Ton Truck	\$30,000	Operating Budget - Growth
Transportation	Roller 66" Combination	\$173,400	Fleet Reserve
Transportation	1 Ton Dump	\$60,300	Fleet Reserve
Transportation	3/4 Ton C-Cab	\$44,800	Fleet Reserve
Transportation	GNSS Survey Equipment	\$42,400	Fleet Reserve
Transportation	Roller - 32" Vib Sd	\$41,900	Fleet Reserve
Transportation	Roller - 32" Vib Sd	\$41,900	Fleet Reserve
Transportation	Roller - 32" Vib Sd	\$41,900	Fleet Reserve
Transportation	1/2 Ton Truck X-Cab	\$37,300	Fleet Reserve
Transportation	Sander/Plow Truck	\$275,800	Initiative N-29 - MRSR
Transportation	Street Sweeper	\$268,900	Initiative N-30 - MRSR
Waste & Recycling	Rear Loader -T/A	\$181,950	Fleet Reserve
Waste & Recycling	Rear Loader - S/A	\$145,650	Fleet Reserve
Water	Flusher - Eductor	\$384,380	Fleet Reserve
Water	2 Ton Van-Valve Mnt	\$161,500	Fleet Reserve
Water	Roller 54" Pad Drum	\$49,600	Fleet Reserve
TOTAL		\$7,308,310	



2016 Vehicle and Equipment Replacement List

Department Name	Description	Budget	Funding Source
Cemetery Services	Turf Truckster / Blade	\$29,650	Fleet Reserve
Electric Operations	3 Ton Dump Truck	\$98,100	Electric Funded
Electric Operations	1/2 Ton Truck	\$29,400	Electric Funded
Electric Operations	Hyd Comp 18" - 14' backhoe	\$8,600	Electric Funded
Electric Operations	Hyd Comp 18" - 14' backhoe	\$8,600	Electric Funded
Electric Operations	Hyd Comp 24" - 14' backhoe	\$8,600	Electric Funded
Electric Operations	1/4 Ton Van	\$38,800	Electric Funded
Electric Operations	1/4 Ton Van	\$38,800	Electric Funded
Facility Services	1/2 Ton Truck	\$28,200	Fleet Reserve
Fire Emergency Services	Ambulance# 8	\$211,400	Fleet Reserve
Fire Emergency Services	Ambulance# 7	\$211,400	Fleet Reserve
Fire Emergency Services	Ambulance# 6	\$211,400	Fleet Reserve
Fire Emergency Services	1 Ton X-Cab 4X4	\$97,900	Fleet Reserve
Fire Emergency Services	Riverboat 18' C/W Trailer	\$58,450	Fleet Reserve
Parks	Slope Mower	\$60,000	Operating Budget - Growth
Parks	1 Ton Haul All	\$120,000	Operating Budget - Growth
Parks	Field Line marker	\$15,000	Operating Budget - Growth
Parks	Fertilizer Trailer	\$40,000	Operating Budget - Growth
Parks	Aerial Bucket 60'	\$180,500	Fleet Reserve
Parks	3 Ton Cr & Dump	\$120,100	Fleet Reserve
Parks	3 Ton Dump Truck	\$102,600	Fleet Reserve
Parks	Mower - Rotary 16 Ft	\$88,100	Fleet Reserve
Parks	Mower - Rotary 11'	\$87,000	Fleet Reserve
Parks	1 Ton Flat Deck 4X4	\$56,550	Fleet Reserve
Parks	Mower - 72" -4Wd Cab & Fl	\$38,700	Fleet Reserve
Parks	3/4 Ton Truck Lwb	\$35,900	Fleet Reserve
Parks	Mower - 72" - 4wd & cab	\$35,150	Fleet Reserve
Parks	Mower - 72" -4Wd & Cab	\$34,600	Fleet Reserve
Parks	Mower - 72" -4Wd & Cab	\$34,600	Fleet Reserve
Parks	Mower - 72" - 4Wd Cab	\$34,600	Fleet Reserve
Parks	Mower - 72" -4Wd & Cab	\$34,600	Fleet Reserve
Parks	Turf Truckster / Blade	\$29,500	Fleet Reserve
Parks	Sprayer - Windfoil - Trl Mn	\$26,750	Fleet Reserve
Parks	Fertilizer Spreader	\$16,100	Fleet Reserve
Parks	14' Boat/Motor & Trailer	\$12,500	Fleet Reserve
Parks	Trailer w/ Pressure Washer	\$8,000	Fleet Reserve
Parks	Sod Cutter	\$6,850	Fleet Reserve
Parks	Brm Att- 60" Mount On 04509	\$6,550	Fleet Reserve
Parks	Brm Att- 60" Mount On 04512	\$6,550	Fleet Reserve
Parks	48" Walk Behind Mower	\$6,500	Fleet Reserve
Parks	Brm Att - 60"	\$5,750	Fleet Reserve
Parks	60" Rotary Broom / att. For 10	\$5,100	Fleet Reserve
Parks	60" Rotary Broom / att. For 10	\$5,100	Fleet Reserve
Police Services	K-9 SUV	\$66,250	Fleet Reserve
Police Services	K-9 SUV	\$53,700	Fleet Reserve

Continued

2016 Vehicle and Equipment Replacement List

Department Name	Description	Budget	Funding Source
Police Services	Traffic Car	\$46,550	Fleet Reserve
Police Services	Patrol Car	\$46,500	Fleet Reserve
Police Services	Patrol Car	\$46,400	Fleet Reserve
Police Services	Com Veh Unit	\$43,400	Fleet Reserve
Police Services	Patrol Car	\$41,900	Fleet Reserve
Police Services	Patrol Car	\$39,750	Fleet Reserve
Police Services	Traffic Car	\$35,600	Fleet Reserve
Police Services	Training Van	\$25,300	Fleet Reserve
Police Services	SRO Car	\$24,900	Fleet Reserve
Police Services	Summons Server	\$23,550	Fleet Reserve
Police Services	CID	\$22,300	Fleet Reserve
Police Services	CID	\$22,150	Fleet Reserve
Police Services	Alert Car	\$21,900	Fleet Reserve
Police Services	Travel Unit	\$21,900	Fleet Reserve
Police Services	CID	\$20,700	Fleet Reserve
Police Services	CID	\$20,600	Fleet Reserve
Police Services	CID	\$19,500	Fleet Reserve
Police Services	Admin	\$19,500	Fleet Reserve
Police Services	Economic Crime	\$19,500	Fleet Reserve
Police Services	CID	\$19,500	Fleet Reserve
Police Services	CID	\$19,500	Fleet Reserve
Public Safety	1/4 Ton Van	\$25,500	Fleet Reserve
Recreation & Culture	Ice Resurfacer	\$121,500	2014-2023 CIP D-7
Transit	AAR Bus	\$185,400	Grant Funded
Transit	AAR Bus	\$185,400	Grant Funded
Transit	AAR Bus	\$185,400	Grant Funded
Transit	AAR Bus	\$185,400	Grant Funded
Transit	AAR Bus	\$185,400	Initiative N-17 - Grant Funded
Transit	Transit Bus	\$546,364	Grant Funded
Transit	Transit Bus	\$546,364	Grant Funded
Transit	Transit Bus	\$546,364	Grant Funded
Transit-Fleet	1/4 Ton Van	\$22,650	Fleet Reserve
Transportation	Street Sweeper	\$268,900	Fleet Reserve
Transportation	3 Ton Dump Truck	\$103,150	Fleet Reserve
Transportation	3 Ton Dump Truck	\$102,600	Fleet Reserve
Transportation	1/4 Ton Van	\$31,800	Fleet Reserve

Continued

2016 Vehicle and Equipment Replacement List

Department Name	Description	Budget	Funding Source
Waste & Recycling	Automated Refuse Truck	\$245,600	Fleet Reserve
Waste & Recycling	Automated Refuse Truck	\$245,600	Fleet Reserve
Waste & Recycling	Automated Refuse Truck	\$245,600	Fleet Reserve
Waste & Recycling	Automated Refuse Truck	\$245,600	Fleet Reserve
Waste & Recycling	Automated Refuse Truck	\$245,600	Fleet Reserve
Waste & Recycling	Rear Loader - S/A	\$168,250	Fleet Reserve
Waste & Recycling	Rear Load - 16 yd	\$153,900	Fleet Reserve
Waste & Recycling	Cont Maint Truck	\$131,250	Fleet Reserve
Water	Hydrovac Unit	\$302,100	Fleet Reserve
Water	3 Ton Cr & Fl Dck	\$132,400	Fleet Reserve
Water	Full Size Van	\$45,000	Fleet Reserve
Water	1/2 Ton Truck X-Cab	\$34,900	Fleet Reserve
Water	1/2 Ton Truck	\$26,700	Fleet Reserve
Water	1/2 Ton Truck	\$29,200	Fleet Reserve
Water	Hydraulic Breaker	\$17,700	Fleet Reserve
Water	Hydraulic Breaker	\$17,700	Fleet Reserve
Water Treatment Plant	1/4 Ton Van	\$37,600	Fleet Reserve
Water Treatment Plant	1/2 Ton Truck Lwb	\$28,250	Fleet Reserve
TOTAL		\$8,648,542	



2017 FLEET REPLACEMENT

2017 Vehicle and Equipment Replacement List

Department Name	Description	Budget	Funding Source
Cemetery Services	Mower - 72" -2wd	\$21,530	Fleet Reserve
Cemetery Services	Mower - 72" - 4wd/cab	\$31,400	Fleet Reserve
Electric operations	Trailer - Bullwheel	\$44,750	Electric Funded
Electric operations	3/4 Ton C-Cab 4X4	\$56,300	Electric Funded
Fire Emergency Services	Ambulance # 2	\$245,520	Fleet Reserve
Fire Emergency Services	Ambulance # 5	\$244,660	Fleet Reserve
Parks	Turf Sweeper	\$50,000	Operating Budget - Growth
Parks	Turf Truckster	\$67,530	Operating Budget - Growth
Parks	16' Mower	\$110,700	Operating Budget - Growth
Parks	Mower - 72" -2wd	\$40,300	Fleet Reserve
Parks	Mower - 72" -2wd	\$40,300	Fleet Reserve
Parks	3/4 Ton Truck C-Cab	\$44,500	Fleet Reserve
Parks	Grass Sweeper-Tow Type	\$41,500	Fleet Reserve
Parks	Grass Sweeper	\$37,000	Fleet Reserve
Parks	Skid Steer Loader-Hiflo	\$35,800	Fleet Reserve
Parks	Aerator - 80" - 3 PT - PTO	\$23,250	Fleet Reserve
Parks	Trailer for Skid Steer	\$14,150	Fleet Reserve
Parks	Trailer - Utility Boulevard	\$12,100	Fleet Reserve
Parks	Mower - 54" Zero Turn	\$8,300	Fleet Reserve
Parks	Trailer - Utility	\$7,700	Fleet Reserve
Parks	Rotor Tiller	\$7,200	Fleet Reserve
Police Services	CID	\$26,800	Fleet Reserve
Police Services	Traffic Car	\$58,350	Fleet Reserve
Police Services	Patrol Car	\$50,000	Fleet Reserve
Police Services	Police Motorcycle	\$49,200	Fleet Reserve
Police Services	Police Motorcycle	\$49,200	Fleet Reserve
Police Services	Patrol Car	\$47,200	Fleet Reserve
Police Services	CID	\$26,300	Fleet Reserve
Police Services	CID	\$26,300	Fleet Reserve
Police Services	CID	\$23,500	Fleet Reserve
Police Services	CID	\$23,400	Fleet Reserve
Police Services	Cult Liaison Car	\$21,000	Fleet Reserve
Police Services	School Resource Car	\$19,750	Fleet Reserve
Purchasing	Electric Pallet Lift	\$16,050	Fleet Reserve
Recreation & Culture	Ice Resurfacer	\$122,400	Fleet Reserve
Recreation & Culture	Ice Resurfacer	\$122,400	Fleet Reserve
Transit	AAR Bus	\$190,962	Grant Funded
Transit	AAR Bus	\$190,962	Grant Funded
Transit	AAR Bus	\$190,962	Grant Funded
Transit	AAR Bus	\$190,962	Grant Funded
Transportation	Tandem Dump	\$196,300	Fleet Reserve
Transportation	Tandem Dump	\$196,300	Fleet Reserve
Transportation	Tandem Dump	\$194,800	Fleet Reserve
Transportation	Tandem Dump	\$194,800	Fleet Reserve

2017-2018 FLEET REPLACEMENT

Continued

2017 Vehicle and Equipment Replacement List

Department Name	Description	Budget	Funding Source
Transportation	Sander On 05207	\$32,130	Fleet Reserve
Transportation	1/2 Ton Truck 4X4	\$31,650	Fleet Reserve
Transportation	Sander On 05204	\$30,800	Fleet Reserve
Transportation	Sander On 05206	\$30,700	Fleet Reserve
Transportation	Sander On 05205	\$30,200	Fleet Reserve
Transportation	Sander/Plow Truck	\$292,650	Initiative N-29 - MRSR
Transportation	Trailer - Barricades	\$10,150	Fleet Reserve
Transportation	Solar Arrow Board	\$7,550	Fleet Reserve
Transportation	Solar Arrow Board	\$7,550	Fleet Reserve
Water	Tandem Dump	\$135,750	Fleet Reserve
Water	Tandem Dump	\$135,750	Fleet Reserve
Water	Tandem Dump	\$135,750	Fleet Reserve
Water	W/W Call Out Van	\$81,300	Fleet Reserve
Total		\$4,374,318	

2018 Vehicle and Equipment Replacement List

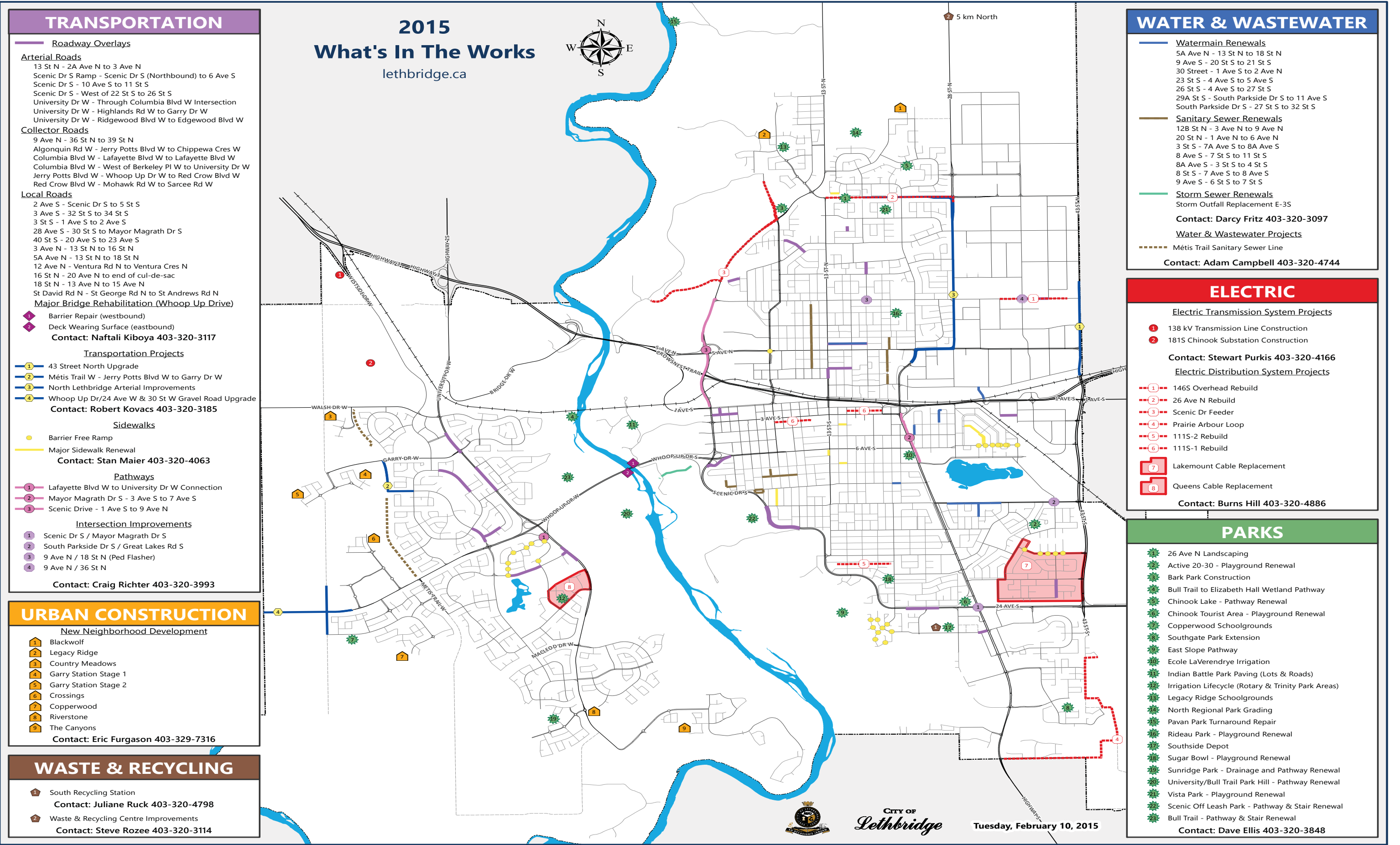
Department Name	Description	Budget	Funding Source
Electric Operations	Tandem Line Truck	\$282,800	Electric Funded
Electric Operations	Tandem Line Truck	\$286,700	Electric Funded
Electric Operations	Tandem Line Truck	\$298,150	Electric Funded
Electric Operations	3/4 Ton C-Cab	\$47,700	Electric Funded
Electric Operations	3/4 Ton C-Cab	\$49,700	Electric Funded
Electric Operations	3/4 Ton C-Cab	\$48,500	Electric Funded
Electric Operations	3/4 Ton C-Cab	\$48,000	Electric Funded
Enmax	1/4 Ton Van	\$28,350	Fleet Reserve
Fire Emergency Services	20' Cargo Trailer	\$13,650	Fleet Reserve
Parks	Tractor - 57 Hp	\$62,870	Fleet Reserve
Parks	Tractor - 30 Hp	\$43,650	Fleet Reserve
Parks	Tractor - 45 Hp	\$35,120	Fleet Reserve
Parks	Top Dresser 4 Yd	\$35,160	Fleet Reserve
Parks	Tractor -W/21' Flail	\$147,110	Fleet Reserve
Parks	Stump Grinder	\$6,120	Fleet Reserve
Parks	Mower - Rotary 16' Ft	\$107,280	Fleet Reserve
Parks	Mower - Rotary 16'	\$109,000	Fleet Reserve
Parks	Mower - Rotary 16' Ft	\$109,190	Fleet Reserve
Parks	Skid Steer Loader - Hiflo	\$38,060	Fleet Reserve
Police Services	Crime Prevention Car	\$32,770	Fleet Reserve
Police Services	CID Car	\$25,640	Fleet Reserve
Police Services	Patrol Car	\$38,510	Fleet Reserve
Police Services	Patrol Car	\$38,510	Fleet Reserve
Police Services	School Resource Car	\$23,220	Fleet Reserve
Police Services	Patrol Car	\$47,660	Fleet Reserve
Police Services	Patrol Car	\$51,240	Fleet Reserve
Police Services	Patrol Van	\$47,120	Fleet Reserve
Police Services	Patrol Van	\$48,410	Fleet Reserve
Police Services	CID Car	\$26,970	Fleet Reserve

Continued

2018 Vehicle and Equipment Replacement List

Department Name	Description	Budget	Funding Source
Transit	AAR Bus	\$196,691	Grant Funded
Transit	AAR Bus	\$196,691	Grant Funded
Transit	Transit Bus	\$579,637	Grant Funded
Transit	Transit Bus	\$579,637	Grant Funded
Transit	Transit Bus	\$579,637	Initiative N-19 - Grant Funded
Transportation	Roller - Patching	\$23,010	Fleet Reserve
Transportation	Trailer - 15` Tilt Deck	\$8,590	Fleet Reserve
Transportation	Trailer - 15` Tilt Deck	\$8,600	Fleet Reserve
Transportation	Trailer - 15` Tilt Deck	\$8,600	Fleet Reserve
Transportation	1/2 Ton Truck 4X4 - PW3 K473	\$38,280	Fleet Reserve
Transportation	1/2 Ton Truck 4X4 -PW4 K476	\$39,380	Fleet Reserve
Transportation	Loader - 4 Yd -PW51 K 83	\$259,720	Fleet Reserve
Transportation	Sander - Self Powered on 04204	\$33,670	Fleet Reserve
Transportation	Sander - Self Powered on 04203	\$35,460	Fleet Reserve
Transportation	3/4 Ton Truck LWB K167	\$49,070	Fleet Reserve
Waste & Recycling	1/2 ton Truck Lwb SW-4 K168	\$24,570	Fleet Reserve
Water	Loader - 5 Yd -Unit36 K 2	\$263,010	Fleet Reserve
TOTAL		\$5,101,413	







CAPITAL PROJECTS

The City of Lethbridge approves a four-year capital budget within a ten-year capital planning context. The following pages include capital budget summaries for the ten-year time frame (2014-2023)



The approval of the capital budget (2014-2023) precedes the approval of the operating budget (2015-2018) by one year. Many capital projects have operating budget impacts in the years following the project completion. Approving the capital budget in advance of the operating budget allows us to ensure operating budget impacts resulting from capital projects are properly considered when compiling the operating budget.

See the Website at www.lethbridge.ca for a complete capital budget.

CITY OF LETHBRIDGE CAPITAL IMPROVEMENT PROGRAM EVALUATION PROCESS

OVERVIEW

The ten year Capital Improvement Program was developed to provide a consistent evaluation process and to establish predictable capital spending and debt limits. An evaluation matrix was created to assist in the process of prioritizing various capital projects. Because of their nature, projects pertaining to ongoing maintenance, such as street and recreation facility upgrading, are considered as high priority projects and are therefore excluded from the evaluation process. To allow the high priority projects to proceed on a timely basis and to avoid large fluctuations in annual debt charges, a Major Capital Projects Reserve was established. It is recognized that new projects may be identified and/or certain events may occur which could change the relative ranking of existing projects. As a result, the ranking of projects is reevaluated each time a Capital Improvement Program is prepared (every 4 years).

EVALUATION CRITERIA

The following criteria form the basis of the evaluation matrix. Scoring for each criteria depends on the degree of impact - ie: the less the impact, the smaller the score. Guidelines are available to assist in the scoring. It is recognized that some criteria are more important than others, therefore a higher weighting is assigned to their scores. The total points for each criteria are then calculated by multiplying the score by the weight.

Transportation & Utility Projects

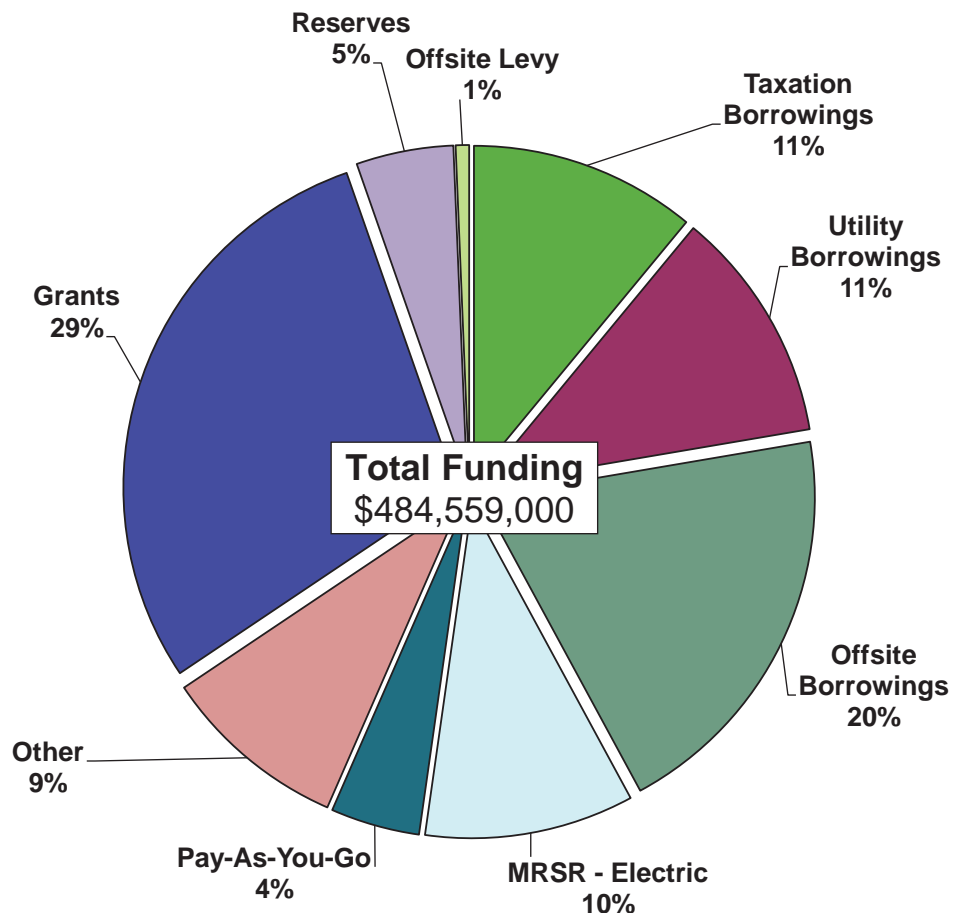
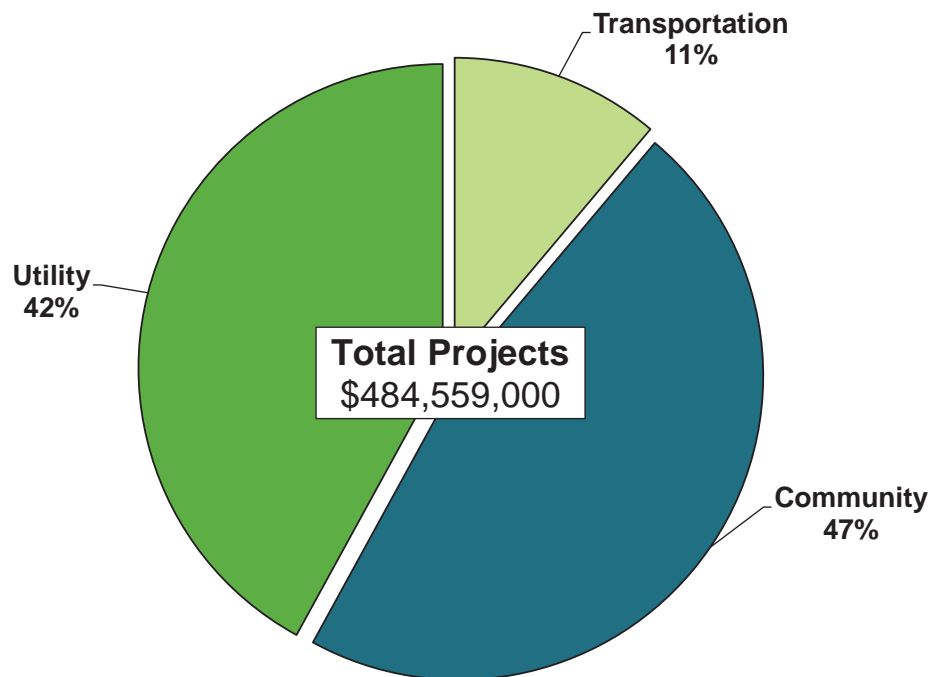
- Effect on ability to provide services
 - Likelihood of current assets failing
 - Condition of asset
 - Effectiveness of maintenance protocols
 - Functionality
 - Maintainability
 - Capacity
 - Consequence of failure of current assets
 - Health & safety of public & employees
 - Compliance with regulations
 - Financial consequence
 - Community/public image
- Health & safety
- Legislative requirements
- Environmental enhancement
- Economic viability
- Public image & quality of life
- Ability to respond to changing trends

Community Projects

- Quality of life considerations
 - Support of Council strategic goals
 - Level of service
 - Community support
 - Health & Safety
 - Environmental impact
 - Social impact
 - Cultural impact
- Financial Considerations
 - Outside capital contributions
 - Operating expenditures impact
 - Economic development
 - Fully Scoped

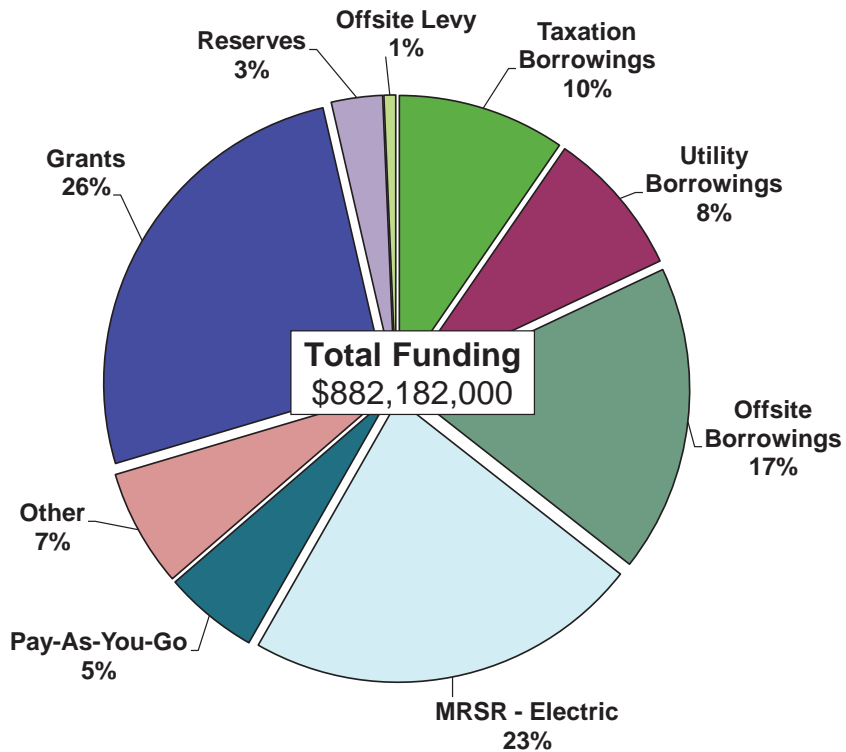
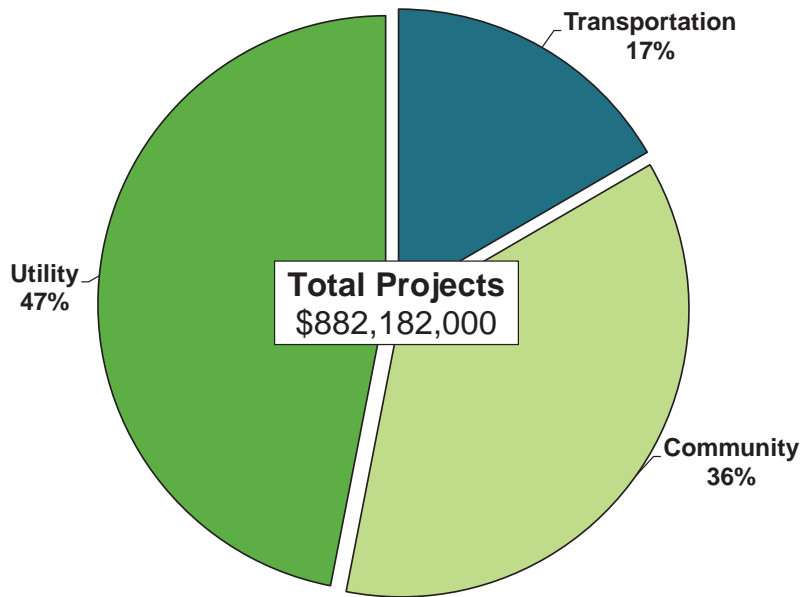
CAPITAL PROJECTS

City of Lethbridge Capital Improvement Program 2014-2017 (4 years)



CAPITAL PROJECTS

City of Lethbridge
Capital Improvement Program
2014-2023
(10 years)



CITY OF LETHBRIDGE

PAY-AS-YOU-GO PLAN

OVERVIEW

The objective of this plan is to build into current spending levels, ie: the four year operating budget, the costs associated with capital projects which are recurring, are of relatively small scale, or are for short-lived improvements.

The plan was first introduced in 1991 and was fully implemented and funded by 1994. Short term financing of this plan is through the Major Capital Projects Reserve along with some internal borrowings from the Municipal Revenue Stabilization Reserve. In the longer term, debt servicing costs contained within the annual operating budgets will be replaced with the costs of the annual capital program, thereby saving the taxpayers within the City of Lethbridge the foregone interest charges.

The major **benefits** of this plan include:

- affordability
- elimination of interest charges from future budgets
- greater flexibility provided in future operating budgets (ie. less funds will be committed to fixed debt servicing costs)
- a paid for infrastructure being left to the next generation
- sound financial planning to assist and attract private investment in our community.



CITY OF LETHBRIDGE
PAY-AS-YOU-GO PLAN
EFFECT ON TAXATION

	2015	2016	2017	2018	2019	2020	2021	2022	2023
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Taxation supported Pay-As-You-Go financing									
Transportation	1,909,000	1,972,000	2,037,000	2,105,000	2,175,000	2,248,000	2,324,000	2,402,000	2,483,000
Community	2,550,000	2,650,000	2,750,000	2,850,000	2,950,000	3,050,000	3,150,000	3,250,000	3,350,000
	4,459,000	4,622,000	4,787,000	4,955,000	5,125,000	5,298,000	5,474,000	5,652,000	5,833,000
Add annual debt charges to taxation	1,844,311	2,311,088	3,085,568	5,337,376	7,818,559	8,137,360	8,137,360	8,137,360	8,137,360
Add (less) taxation contribution to (from) Major Capital Projects Reserve	6,285,689	5,818,912	5,044,432	2,792,624	311,441	-7,360	-7,360	-7,360	-7,360
Note 1	12,589,000	12,752,000	12,917,000	13,085,000	13,255,000	13,428,000	13,604,000	13,782,000	13,963,000
Increase to taxation over prior year	160,000	163,000	165,000	168,000	170,000	173,000	176,000	178,000	181,000
% Increase to taxation over prior year	0.15%	0.15%	0.15%	0.15%	0.15%	0.15%	0.15%	0.15%	0.15%

Note 1: As a result of the following Council Resolutions, the PAYG plan has been updated accordingly:

July 9, 2007: BE IT RESOLVED THAT the Pay-As-You-Go capacity be increased annually by 0.15% of the Municipal Tax Levy commencing in 2009

November 23, 2011: THEREFORE BE IT RESOLVED that the capacity of the Pay-As-You-Go Program be increased by a dedicated tax increase of one-third percent (1/3%) per year for 2012 - 2014.



CAPITAL PROJECTS

Project Summary



CAPITAL PROJECTS

City of Lethbridge Community Capital Improvement Program 2014 - 2023

Amended November 10, 2014

		Project Costs											
Project Costs		Page	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
Community							All amounts below are in thousands						
Funded Community Projects													
Previously Approved Projects													
Parks Asset Management	D - 5		1,994	1,993	1,993								5,980
Lethbridge Regional Police Headquarters Expansion	D - 6		5,500	15,715	6,405								27,620
Crossings Ice Complex	D - 7		13,339	13,849	2,196								29,384
Southern Alberta Ethnic Association Facility	D - 8		3,900										3,900
Exhibition Infrastructure Upgrades and Replacement	D - 9		3,412										3,412
South Side Parks Depot	D - 10		1,118										1,118
North Regional Park	D - 11		11,125	8,625									19,750
Art Acquisition Program	D - 12		372	485	238	262	50	62	154	292			1,915
Maintain Current Assets													
Henderson Pool	D - 13		5,820										5,820
Yates Renewal	D - 14		770	5,630						3,500			9,900
Historical Preservation of the Bowman Facility	D - 15		200	1,660									1,860
Galt Museum Preservation	D - 16		950										950
Labor Club Renewal	D - 17				2,200								2,200
Nicholas Sheran Picnic Shelter and Washroom Facility	D - 18		80	800									880
Park Lighting Replacement	D - 19		3,600										3,600
Traffic Signal Preemption	D - 20					2,800							2,800
South Side Fire Station Replacement	D - 21						1,590	3,920	3,780				9,290
Arena Replacement	D - 22							1,930	10,090	12,690			24,710
ENMAX Air Conditioning	D - 23		2,530										2,530
Pathway Connections	D - 24		650	650	650	650	360	370	380				3,710
Radio Replacement	D - 25		2,000	1,000									3,000
Fritz Sick Parking Lot	D - 26			780									780
Parking Meter Replacement	D - 27		700	650	650								2,000
Lakeview Washrooms & Concession	D - 28		360										360
West Lethbridge Operations Depot (Phase 2)	D - 29					1,730	3,400						5,130
New Facilities													
3rd Avenue Reconstruction and Streetscaping	D - 30		540	7,340									7,880
School Gymnasium Upsize	D - 31			754		816							1,570
Leisure Centre (Full Build Out)	D - 32		4,550	12,960	27,250	29,250	31,970	3,570					109,550
New School Site Development	D - 33			3,530									3,530
North Regional Park (New Amenities)	D - 34					2,250	2,250						4,500
Yates Enhancement	D - 35								1,160	13,010			14,170
Vacant School Site Development	D - 36					1,600							1,600
Lethbridge Sports Park Change Rooms	D - 37		70	700									770
West Lethbridge Centre Washrooms (Sports Fields)	D - 38		70	420									490
Integrated Customer Service Strategy (Phase 1 & 2)	D - 39		750	500									1,250
Community Groups													
Spitz Stadium	D - 40			2,912									2,912
Neighborhood Skate Park (SLP Skate Park)	D - 41		702										702
			65,102	80,953	41,582	39,358	39,620	9,852	15,564	29,492			321,523
TOTAL PROJECTS			65,102	80,953	41,582	39,358	39,620	9,852	15,564	29,492			321,523
Contingent Commitment for Future Funding													
Performing Arts Centre	D - 42						10,000						10,000
Exhibition Park Trade, Convention Centre & Agriplex	D - 43						25,000						25,000
Referral (Note 1)													
Downtown Washrooms	D - 44		380										380

Note 1: Referred to the Heart of the City Committee and should the washrooms be deemed a priority they be funded from the annual allocation to the Downtown Redevelopment Fund.

CAPITAL PROJECTS

Amended November 10, 2014

City of Lethbridge Environmental Utilities Capital Improvement Program 2014 - 2023

		Project Costs															
		Page	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total				
Project Costs							All amounts below are in thousands										
Environmental Utilities																	
Waste & Recycling Services																	
Landfill																	
Waste & Recycling Centre Disposal Cell Development	E - 7			2,700		300	6,310	1,410		3,400		2,010	16,130				
Landfill Gas & Leachate Mgt Systems Development	E - 8		500			4,440	530			30		30	5,530				
Construction & Demolition Processing Area Development	E - 9		1,910										1,910				
Waste & Recycling Centre Perimeter Berms and Fencing	E - 10		2,460			1,250							3,710				
Waste Processing Facility Upgrade	E - 11		3,120										3,120				
Recycling																	
Recycling Depot	E - 12				1,500								1,500				
							7,990	2,700	1,500	5,990	6,840	1,410	3,430	2,040	31,900		
Wastewater																	
Wastewater Utility																	
Wastewater Treatment Plant Headworks and Clarifier Upgrade	E - 13		4,100	2,400									6,500				
Wastewater Treatment Plant Cogeneration Upgrade	E - 14		1,500	200	630								2,330				
Wastewater Treatment Plant Additional Digester	E - 15			2,400	2,500	1,300							6,200				
Wastewater Treatment Plant SCADA Upgrade	E - 16			625									625				
Lift Station Rehabilitation	E - 17			250		250							500				
Wastewater Treatment Plant Security	E - 18				650	675							1,325				
Wastewater Treatment Plant Additional Bioreactors	E - 19						1,000	3,200	4,050				8,250				
Storm Outfall Assessment and Rehabilitation	E - 20		500	500	500								1,500				
							6,100	6,375	4,280	2,225	1,000	3,200	4,050	27,230			
Water																	
Water Utility																	
Water Treatment Plant Process Redundancy	E - 21		2,200	2,300									4,500				
Water Reservoir Upgrades	E - 22		2,100	4,875	1,050	1,088							9,113				
Water Treatment Plant Residuals Management	E - 23		1,400	4,300	5,050								10,750				
Water Treatment High Voltage Upgrades	E - 24		500										500				
Water Treatment Plant SCADA Upgrade	E - 25			625									625				
Water Treatment Plant and Reservoir Security	E - 26				650	675							1,325				
Water Treatment Plant Additional Filters	E - 27											500	500				
							6,200	12,100	6,750	1,763			500	27,313			
Combined Deep Utility																	
Urban Development (Offsite Levy)																	
Metis Trail Deep Utilities (Garry Dr to Whoop Up) Northwest	EO - 1		4,294	2,800									7,094				
SE Regional Lift Station	EO - 2				15,500								15,500				
West Siphon Screen Relocation	EO - 3		811	844									1,655				
Distribution System Looping	EO - 4		611										611				
University Drive (Walsh to Commercial Access) Utility Servicing	EO - 5				4,894								4,894				
28th Street North (Kodiak Gate to BlackWolf) Deep Utilities	EO - 6					1,770							1,770				
North Sanitary Siphon Twinning	EO - 7						6,392	6,590					12,982				
Walsh & Metis Deep Utilities	EO - 8						5,868						5,868				
Metis Trail Deep Utilities (Coalbanks to Waterbridge)	EO - 9										5,871		5,871				
43rd St South Underground Utilities (Hwy 4 to Clearview Entrance)	EO - 10											3,527	3,527				
							5,716	3,644	20,394	1,770	12,260	6,590	5,871	3,527	59,772		
TOTAL PROJECTS							26,006	24,819	32,924	11,748	20,100	11,200	4,050	3,430	5,871	6,067	146,214
Project Funding																	
Borrowing - Offsites			5,105	844	20,394	1,770	12,260	6,590			5,871	3,527	56,361				
Borrowing - Utilities			17,190	16,975	11,000	9,728	5,740	4,610	4,050	2,730		2,040	74,063				
Grant - Federal Gas Tax Fund (FGTF)			500	500	500								1,500				
Landfill Capital				1,600			2,100			700			4,400				
Offsite Levy			611										611				
Wastewater Capital			1,500	3,875	630	250							6,255				
Water Capital			1,100	1,025	400							500	3,025				

CAPITAL PROJECTS

City of Lethbridge Infrastructure - Electric Utility Capital Improvement Program 2014 - 2023

Project Costs

Project Costs

Infrastructure - Electric Utility

Electric - Transmission

Substations

Page	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
All amounts below are in thousands											
Northwest Substation for Additional Capacity	F - 4	9,000	2,730								11,730
Substation Upgrades for Generator Interconnection	F - 5	3,437									3,437
Substation 13.8kV Switchgear Upgrades	F - 6	2,200		2,553	2,660						7,413
Substation Infrastructure (Yard/Building) Upgrades	F - 7	1,200			65	68					1,333
Substation Metering	F - 8	273	56								329
Protection and Control	F - 9			2,100							2,100
Substation Transformer Upgrades	F - 10				1,625	1,688			1,875		5,188
Substation Breaker and Switches Upgrades	F - 11				195	203					398
Transmission Lines											
Northwest Lethbridge Transmission Line	F - 12	2,500	375								2,875
138kV Tie Line	F - 13						7,000				7,000
		18,610	3,161	2,100	2,553	4,545	1,959	7,000	1,875		41,803

Electric - Distribution

Distribution

Distribution Extension Annual Program	F - 14	7,635	8,029	8,429	8,850	9,293	9,758	10,245	10,757	11,295	11,860	96,151
Infrastructure Replacement Program - Underground	F - 15	5,500	5,776	6,064	6,367	6,685	7,019	7,371	7,739	8,126	8,532	69,179
Infrastructure Replacement Program - Overhead	F - 16	2,750	2,888	3,032	3,183	3,343	3,510	3,685	3,870	4,063	4,266	34,590
Secondary Metering (Advanced Meter Infrastructure)	F - 17	2,495	2,495	340	357	375	588	617	587	616	648	9,118
		18,380	19,188	17,865	18,757	19,696	20,875	21,918	22,953	24,100	25,306	209,038

Electric - Support

Communications

Dark Fibre Communications Systems	F - 18	305	614	348	358	394	315	315				2,649
Electric Systems Communications	F - 19	60	160	35	20	20	20	20	400			735
Other Support												
Facilities & Furnishings Annual Program	F - 20	788			130	130	130	130		130	130	1,698
Fleet Annual Program	F - 21	516	219	309	432	637	544	141	1,174	689	863	5,524
Electric System Environmental Management	F - 22	225	236	248	260	273	287	302	317	332	349	2,829
Work and Financial Management	F - 23	110	110	195	35							450
Facilities Management	F - 24	90	90	90	50	50						370
Critical Infrastructure Protection	F - 25	45	55	75	35	91	225	65	40			631
Major Tools Annual Program	F - 26	38	100	15	129	129	129	129		129	129	1,056
System Control (SCADA)												
Electric System Control	F - 27	516	10	298	162		20					1,006
		2,693	1,594	1,613	1,611	1,724	1,670	1,102	2,190	1,280	1,471	16,948

TOTAL PROJECTS

		39,683	23,943	21,578	22,921	25,965	24,504	30,020	25,143	27,255	26,777	267,789
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Project Funding

Borrowing - Utilities		19,395	13,521	8,710	9,145							50,771
Customer Charges		4,532	1,151	1,224	1,281	1,352	1,415	1,482	1,460	1,534	1,611	17,042
Reserve - MRSR		15,756	9,271	11,644	12,495	24,613	23,089	28,538	23,683	25,721	25,166	199,976

TOTAL FUNDING

		39,683	23,943	21,578	22,921	25,965	24,504	30,020	25,143	27,255	26,777	267,789
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Summary of Projected Operating Costs



CAPITAL PROJECTS

City of Lethbridge Capital Improvement Program 2014 - 2023 Operating Budget Cycles Within This Capital Improvement Period Taxation Net Operating Costs (Note 1)

		Project Estimated Operating Costs (All amounts below are in thousands)							
	Page	2015	2016	2017	2018	2019	2020	2021	2022
Transportation									
<u>Infrastructure - Transportation</u>									
Previously Approved Projects									
Whoop Up Dr (Coalbanks Gate to 30th Street)	C - 36 2011-2020	71	75	78	82	82	82	85	89
Maintain Safety									
Bikeways/Pathways/Sidewalks Along Roadways	C - 6	35	36	38	40	42	44	46	49
Preserve Existing Infrastructure									
Railway Rehabilitation Program	C - 11	51	53	56	59	62	65	68	71
Provide Access for Growth (Offsite Levy)									
Mayor Magrath Dr (40th Ave S to City Limit)	CO - 2	95	98	103	108	113	118	123	128
University Drive (Walsh to Commercial Access)	CO - 5			37	39	40	42	43	45
Metis Trail (Walsh to Whoop Up) Stage 1	CO - 7	41	43	44	46	48	50	80	83
28th Street North (Kodiak Gate to BlackWolf)	CO - 9				49	51	53	55	58
North Scenic Drive (Uplands Blvd N to 42 Ave N)	CO - 10					48	50	52	54
Community									
<u>Community Projects</u>									
Previously Approved Projects									
Transit Facility Expansion	D - 25 2011-2020	190	200	212	222	234	248	260	272
Lethbridge Regional Police Headquarters Expansion	D - 6		382	717	744	770	798	826	855
Crossings Ice Complex	D - 7		314	334	356	379	403	428	453
Southern Alberta Ethnic Association Facility	D - 8	70	72	75	78	81	83	86	89
North Regional Park	D - 11			657	725	793	860	927	995
Maintain Current Assets									
Henderson Pool	D - 13	49	68	70	72	74	76	79	81
Park Lighting Replacement	D - 19	(45)	(45)	(45)	(45)	(45)	(45)	(45)	(45)
South Side Fire Station Replacement	D - 21							81	196
ENMAX Air Conditioning	D - 23	94	133	136	140	145	149	154	158
Pathway Connections	D - 24				14	14	29	30	31
Lakeview Washrooms & Concession	D - 28	6	9	9	9	9	10	10	10
New Facilities									
3rd Avenue Reconstruction and Streetscaping	D - 30		28	29	30	32	33	34	35
Leisure Centre (Full Build Out)	D - 32	100	100	350	650	3,330	3,450	3,550	3,650
New School Site Development	D - 33	63	152	158	165	171	178	185	193
North Regional Park (New Amenities)	D - 34				57	59	62	64	67
Yates Enhancement	D - 35								46
Vacant School Site Development	D - 36				71	74	77	80	83
Lethbridge Sports Park Change Rooms	D - 37		36	48	50	51	53	55	56
West Lethbridge Centre Washrooms (Sports Fields)	D - 38		26	33	34	35	36	38	39
Integrated Customer Service Strategy (Phase 1 & 2)	D - 39	200	208	216	225	234	243	253	263
Community Groups									
Spitz Stadium	D - 40	40	40	40	40	40	40	40	40
Neighborhood Skate Park (SLP Skate Park)	D - 41	15	16	16	17	18	18	19	20
Pay-As-You-Go Increase (Council Resolution July 9, 2007)		160	323	488	656	826	999	1,175	1,353
TOTAL OPERATING COSTS		1,235	2,367	3,899	4,733	7,810	8,304	8,882	9,517
Increase to taxation over prior year		\$1,235	\$1,132	\$1,532	\$ 834	\$3,077	\$ 494	\$ 577	\$ 635

Note 1: Net operating costs would include personnel costs, additional maintenance cost, and/or additional utility costs, if applicable, and is net of any anticipated savings or revenues expected to result from the capital investment project.

CAPITAL PROJECTS

City of Lethbridge Environmental Utilities Capital Improvement Program 2014 - 2023 Net Operating Costs (Note 1)

		Project Estimated Operating Costs (All amounts below are in thousands)							
Page		2015	2016	2017	2018	2019	2020	2021	2022
Environmental Utilities									
<u>Waste & Recycling Services</u>									
Landfill									
	Landfill Gas & Leachate Mgt Systems Development	E - 8			180	190	200	210	210
	Waste & Recycling Centre Perimeter Berms and Fencing	E - 10	10	11	11	12	13	13	14
			10	11	11	192	202	213	223
<u>Wastewater</u>									
Wastewater Utility									
	Wastewater Treatment Plant Additional Digester	E - 15			30	40	45	50	55
	Wastewater Treatment Plant Additional Bioreactors	E - 19						10	20
					30	40	45	50	65
<u>Water</u>									
Water Utility									
	Water Treatment Plant Process Redundancy	E - 21		10	10	11	12	12	13
	Water Treatment Plant Residuals Management	E - 23	52	54	56	58	60	63	65
			52	64	66	69	71	75	77
<u>Combined Deep Utility</u>									
	Urban Development (Offsite Levy)								
	SE Regional Lift Station	EO - 2			10	10	11	11	12
					10	10	11	11	12
TOTAL OPERATING COSTS			62	75	117	311	329	349	377
Utility Rate Impact:									
<u>Waste & Recycling Services</u>									
	Dollar increase to Landfill tipping fee over prior year		\$ 0.06	\$ 0.01	\$ -	\$ 1.16	\$ 0.06	\$ 0.07	\$ 0.06
	Debt servicing for licensing compliance (E - 4)		\$ 1.50	\$ 1.50					\$ 0.01
	Total dollar increase to Landfill tipping fee over prior year		\$ 1.56	\$ 1.51	\$ -	\$ 1.16	\$ 0.06	\$ 0.07	\$ 0.06
<u>Wastewater</u>									
	Increase to utility rate over prior year		\$ -	\$ -	\$ 40	\$ 10	\$ 6	\$ 5	\$ 16
	Average annual % increase to utility rate				0.07%			0.05%	
<u>Water</u>									
	Increase to utility rate over prior year		\$ 52	\$ 12	\$ 2	\$ 3	\$ 2	\$ 4	\$ 2
	Average annual % increase to utility rate				0%			0%	

Note 1: Net operating costs would include personnel costs, additional maintenance cost, and/or additional utility costs, if applicable, and is net of any anticipated savings or revenues expected to result from the capital investment project.



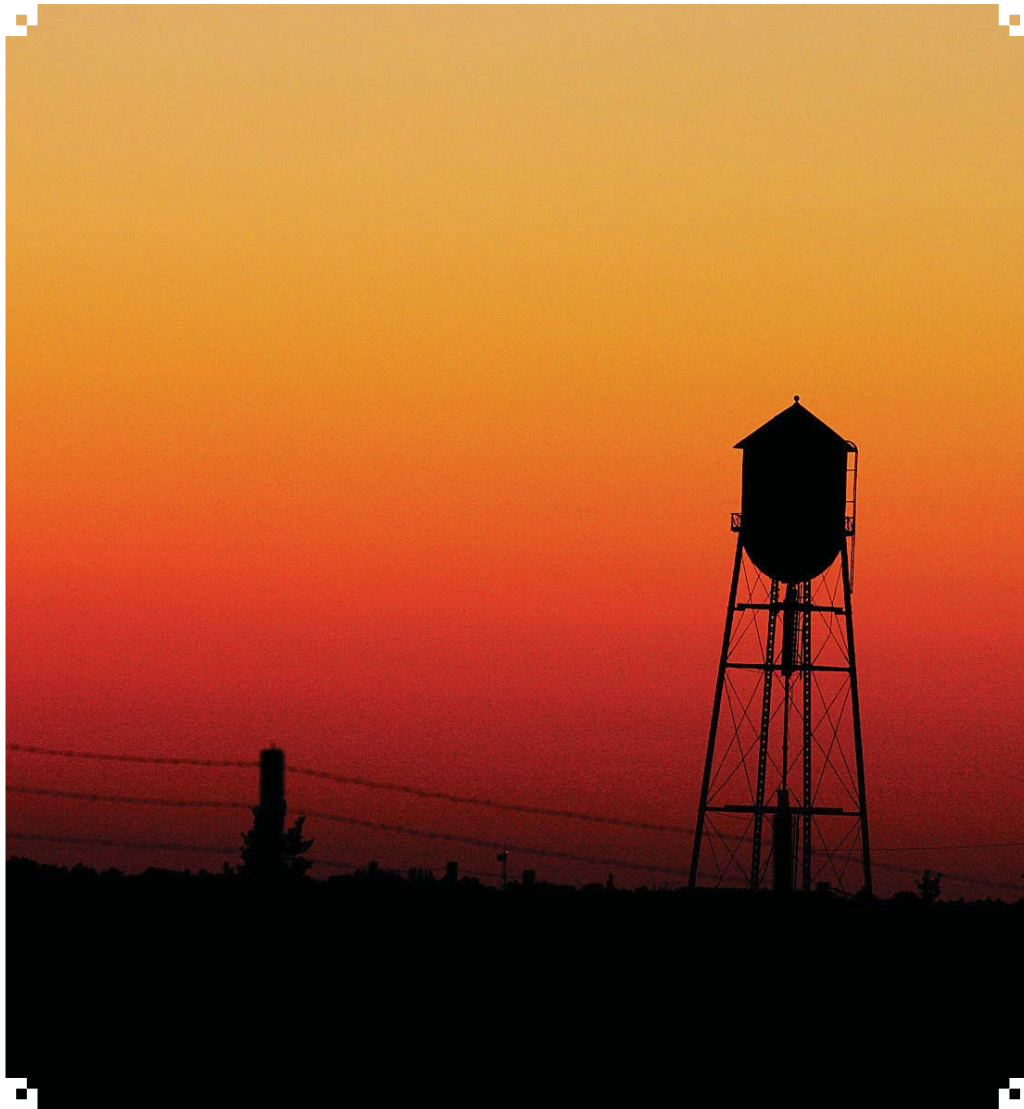
CAPITAL PROJECTS

City of Lethbridge
Infrastructure - Electric Utility
Capital Improvement Program 2014 - 2023
Net Operating Costs (Note 1)

		Project Estimated Operating Costs (All amounts below are in thousands)							
Page		2015	2016	2017	2018	2019	2020	2021	2022
Infrastructure - Electric Utility									
<u>Electric - Transmission</u>									
Substations									
	Northwest Substation for Additional Capacity	F - 4	100	105	110	116	122	128	134
Transmission Lines									
	Northwest Lethbridge Transmission Line	F - 12	20	21	22	23	24	26	27
<u>Electric -Distribution</u>									
Distribution									
	Infrastructure Replacement Program - Underground	F - 15	100	104	108	117	122	127	132
	Secondary Metering (Advanced Meter Infrastructure)	F - 17	162	170	179	197	207	217	228
TOTAL OPERATING COSTS		262	394	413	432	453	475	498	521
Increase to Electric Utility rate over prior year		\$ 262	\$ 132	\$ 19	\$ 19	\$ 21	\$ 22	\$ 23	\$ 23
Average annual % increase to Electric Utility rate		0.04%				0.01%			

Note 1: Net operating costs would include personnel costs, additional maintenance cost, and/or additional utility costs, if applicable, and is net of any anticipated savings or revenues expected to result from the capital investment project.





General Financial Objectives

Financial Viability

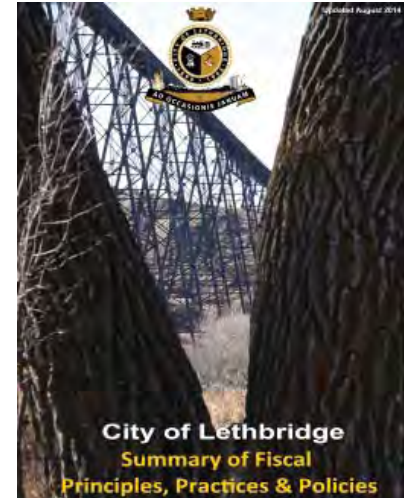
To maintain a financially viable City that can provide for an adequate level of municipal services.

Sound Fiscal Condition

To maintain and enhance the sound fiscal condition of the City.

Financial Flexibility

To maintain financial flexibility in order to be able to continually adapt to local and regional economic conditions.



Operating Budget

Budget Requirement

City Council must adopt an operating and capital budget for each calendar year.

Balanced Budget

The City's operating budget must have revenues equal to or greater than expenditures.

Multi-Year Operating Budget

The City of Lethbridge prepares a multi-year City Council approved operating budget/revenue requirement. To accommodate the multi-year budget cycle, Business Units are expected to operate within their approved multi-year budget. For example, if there is a shortfall in the first year, Business Units are expected to overcome the deficit in the remaining budget periods; if the first year experience results in a net surplus, the Business Units will have the ability to carry over the surplus to assist its operations in the remaining budget periods.

Deficiency

The operating budget must include an expenditure to cover any deficiency resulting over the prior budget period.

Conservative Revenue Estimates

The City will estimate its annual revenues by an objective, analytical process utilizing trend, judgmental and statistical analysis as appropriate. Since revenues are sensitive to both local and regional economic conditions, revenue estimates adopted by City Council must be conservative.

Cause & Effect

The City will practice cause and effect budgeting. When a particular condition or event requires increased charges, those charges will be implemented immediately rather than phasing them in over a period of time.

Operating Budget (continued)

One-time Revenues

Revenues that are not expected to be of an ongoing nature will not be used to fund ongoing expenditures. These revenues will be used to offset current or future one-time expenditures. The City will avoid budgetary and accounting procedures, which balance the current budget at the expense of future budgets.

Capital Maintenance Items in Operating Budget

Capital maintenance items will be funded from the operating budget rather than the capital budget.

Maintenance high priority

Maintenance of current assets and infrastructure takes a higher priority than building new assets or infrastructure. In addition, life cycle maintenance is considered when setting priorities. Annual operating budgets will provide for adequate maintenance and replacement of the City's capital plant and equipment.

Examples of high priority maintenance items included in the operating budget are bridge maintenance, street upgrading, sidewalk/boulevard renewals, planing and overlay of arterials, storm sewer maintenance, parks/trails maintenance, irrigation automation and building maintenance.

Equipment purchases

Equipment purchases are funded from the operating budget rather than from the capital budget. Technology assets are recorded and capitalized by the City at the time of acquisition. The annualized costs of the assets are funded through the annual operating budget. Where the life of the asset is extended beyond its original estimated life, the related funding in the operating budget is directed to an equipment replacement fund.

Contingency Amount

A contingency amount will be established to provide for non-recurring unanticipated expenditures or to set aside funds to cover known contingencies with unknown costs. The funding amount will be established and approved through the annual operating budget. Council approval is required before expending the contingency amount (note: the City Manager can approve allocations up to \$5,000).



Taxation

Property Tax Bylaw

City Council must pass a property tax bylaw annually. The Operating and Capital budgets must be adopted by City Council prior to passing the property tax bylaw.

Maintenance Levy

The frontage maintenance levy funds costs associated with maintaining streets and sidewalks fronting businesses and dwellings where the infrastructure is 10 years or older.

Tax Prepayment

Prepayments of taxes up to a maximum of the prior year's taxes receive an incentive discount for early payment. This discount rate is set annually through City Council bylaw.

Tax Instalment Prepayment Plan

The Tax Installment Payment Plan (TIPP) is a monthly installment plan based on prior year's taxes to encourage the early payment of property taxes. An annual bylaw sets the incentive discount rate.

Tax Arrears Payment Plan

The Tax Arrears Payment Plan (TAPP) assists taxpayers who are in arrears to bring their taxes to a current basis as set by City Council bylaw.

Tax Deferral

Ratepayers experiencing tax increases in excess of 10% of the annualized prior year property tax levy are eligible to (1) defer a portion of the tax to December 1st, or (2) transfer the excess to their TIPP account without penalty.

ARB / MGB Decisions

Assessment Review Board (ARB)/Municipal Government Board (MGB) Decisions - appellants are required to pay a fee when filing their appeal with the ARB. This fee is totally refunded if either Board rules in favor of the ratepayer. Any tax refund resulting from a Board decision will receive interest from July 1st calculated at the prepayment tax discount rate.

Complaints

Residential complaints (3 units or less) are heard before the Land Assessment Review Board (LARB) appointed by City Council. Complaints for income producing properties, commercial, industrial, rental residential with 4 units or more are heard by the Composite Assessment Review Board (CARB). City Council appoints two members and the provincial government appoints the Chairman. If the number of hearings exceeds nine in a year, the City is responsible for the cost of the Provincial Chairman.

Tax Adjustments and Rebates

Under City Council policy, property owners may qualify for a cancellation or refund of taxes limited to the lesser of 2 years prior to the current tax year or the time of their ownership for:

- 1) Errors in fact affects the assessed value
- 2) Buildings destroyed by fire or acts of God
- 3) Buildings under construction for exempt purposes
- 4) Cancellation of tax penalties for:
 - a. For property owners qualifying for and enrolling in the Tax Installment Payment Plan
 - b. Penalties incurred as a result of a death in the immediate family or other substantiated compassionate and humanitarian grounds, where a good payment record previously existed.

City Council has delegated authority to the administration to apply this policy.
All other requests must be approved by City Council

Revenue

Diversified and Stable Revenue System

The City will try to maintain a diversified and stable revenue system to shelter it from short term fluctuations in any one revenue source.

Interest / Return on Investment to MRSR

All interest earnings and return on investments (ROI-including CentreSite and Electric Utility) of the City are credited to the Municipal Revenue Stabilization Reserve (MRSR).

Municipal Consent and Access Fees

All Municipal Consent and Access Fees (MCAF) accrue to the MRSR. A fixed annual amount will be transferred from the MRSR to general operations. Any MCAF received in excess of the fixed annual amount can be used to assist the City in funding one-time projects and debt management strategies.

Police Revenues

All police fines net of applicable expenditures accrue to the MRSR. A fixed annual amount will be transferred from the MRSR to general operations.

User Fees

The City of Lethbridge charges user fees for services. User fees will be reviewed and adjusted annually to recover the full cost of services provided, except when City Council determines that a subsidy from the General Fund is in the public interest (example: Arenas, Transit). An example of full cost recovery is School Bus operations.

Certain user fees are approved through bylaw (for example tax certificates and mortgage company lists are approved through the Property and Assessment Fee Bylaw).

Expenditure

Approved expenditure

An expenditure may only be made if it is included in the operating or capital budgets or otherwise authorized by City Council; for an emergency; or legally required to be paid. No director, agent or employee of the City of Lethbridge is authorized to avoid the Purchasing Policies for the procurement of goods and supplies. Emergency expenditures would cover unforeseen catastrophic costs not covered under the operating budget. In addition, the City Manager may approve expenditures of up to \$5,000 from various sources.

One-Time Allocations

Fifty percent of the prior year operating surplus can be allocated from the Municipal Revenue Stabilization Reserve (MRSR) to cover one-time expenditures.

Competitive Procurement Process

All goods and services must be procured using a competitive process that is open and transparent except where the purchase meets sole source justification as defined in Purchasing Policy #2. The City utilizes the following recognized competitive methods:

- Invitation to Tender (ITT)
- Request for Quotation (RFQ)
- Request for Proposal (RFP)
- Request for Supplier Qualification (RFSQ)

Expenditure (continued)

Business Unit Managers may authorize expenditures up to \$25,000 if a documented competitive process has occurred. All expenditures greater than \$25,000 require the approval of the Purchasing Manager. The Purchasing Manager can approve up to \$75,000 if a competitive process has been utilized. All expenditures exceeding the Purchasing Manager's authorization limits also require the approval of the City Manager. The City Manager can approve up to \$500,000 for all other expenditures if a competitive process has been utilized. All expenditures exceeding the City Manager authorization limits must be submitted to City Council for consideration.

Direct Award Process

Good/Services less than \$75,000 or construction less than \$200,000

Goods and services can be procured without a competitive process if a single source is deemed to be the only one practically available and where it meets one or more of the accepted justifications defined in policy:

1. Cost
2. One-of-a-Kind
3. Compatibility
4. Replacement part/item
5. Delivery Date
6. Continuity
7. Unique Design
8. Emergency

Good/Services \$75,000 or greater, or construction \$200,000 or greater

Under the same conditions as above goods and services may be procured without a competitive process only if an exemption is granted by the applicable trade treaties (e.g. Agreement on Internal Trade, Trade Investment and Labour Mobility Agreement, and New West Partnership Agreement).

Direct Award Authorization

Business Unit Managers may authorize sole source expenditures up to \$5,000. All direct award expenditures greater than \$5,000 require the approval of the Purchasing Manager. All expenditures greater than \$15,000 also require the approval of the City Manager. The City Manager can approve a direct award up to \$75,000. All direct award expenditures exceeding the City Manager authorization limits must be submitted to City Council for consideration.

Leasing Equipment

A business case analysis (including total cost) is required to justify the leasing of any equipment over six months to support business operations. City Manager may approve lease arrangements of up to \$500,000 over the term of the lease. Amounts greater than \$500,000 require City Council approval.

SUMMARY OF FISCAL PRINCIPLES, PRACTICES AND POLICIES

Employee Health Costs

Where applicable, self-insurance funds will be maintained at a level, which, together with purchased insurance policies, adequately protects the City and its employees.

Travel Advance and Expense Claims

It is the policy of the City of Lethbridge to reimburse business expenses necessarily incurred by employees, City Council, Board and Commission members in the performance of their duties, including approved per diems for City Council.

Car Expenses reimbursement Policy

Employees who are required to use their vehicles for authorized City business will be reimbursed for the use of their vehicle.

Utility Financial Policy

Utilities Self Balancing

The City sets fees and user charges for each utility fund at a level that fully supports the total direct and indirect cost of the utility.

Utility Rates

Customers will be given 90 days notice prior to implementation of utility rate changes (except electric distribution). The City prepares a four-year water and waste water rate forecast that will be updated annually. Electric Distribution Tariff and Regulated Rate Option energy prices are posted 5 working days before the beginning of each month.

Electric Utility - Accrual Basis

The Electric Utility follows the accrual basis of accounting for determining the electric utility's revenue requirements. Under this method, capital expenditures are recovered over the life of the asset. Depreciation expense recoups the cost of the capital assets over their useful lives.

Electric Utility Operating Surplus/Deficit

The City of Lethbridge electric utility operates on a balanced budget with residual operating surplus/(deficit) applied to/(from) the Municipal Revenue Stabilization Reserve (MRSR).

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.

Rainy Year Water Revenue Risk

The Water Utility will maintain an accumulated surplus between 9% and 15% of revenues to reduce the revenue risk associated with a rainy year.

Water Relief of Taxation

The water utility will transfer an amount equal to 8% of water revenues to the general fund for relief of taxation.

Landfill Relief of Taxation

The landfill utility will transfer an amount equal to 10% of landfill revenues to the general fund for relief of taxation.

Utility Financial Policy

Electric Rate of Return

That Electric Utility's annual contribution to the Municipal Revenue Stabilization Reserve shall be calculated according to the following formula:

Rate Base × Weighted Average Cost of Capital (WACC) utilizing deemed capital structure for the utility of 63% debt and 37% equity.

Granting Exclusive Franchise Rights

The City's Electric Utility shall hold exclusive franchise rights to provide for electric distribution wire service within the City of Lethbridge.

ATCO Gas shall hold exclusive franchise rights to provide natural gas distribution service within the City of Lethbridge, and in turn the City receives a Municipal Consent and Access Fee (MCAF).

Determining Municipal Consent and Access Fee

The City of Lethbridge assesses a Municipal Consent and Access Fee (MCAF) to the Electric Wire Services Provider (WSP) based on an approved MCAF factor of the current distribution tariff (DT).

Capital Improvement Program (CIP)

Integration of CIP and Operating Budget

The City will coordinate development of the capital improvement budget with the development of the operating budget. All costs for internal professional and construction management services needed to implement the CIP will be included in the operating budget for the year the CIP is to be implemented.

Ten Year Capital Budget

The City develops a three-year capital plan within a ten year context for capital improvements to provide for adequate design prior to construction season. The Capital Improvement Program (CIP) includes design, development, implementation, operating, and maintenance costs as well as associated funding sources.

Pay-As-You-Go

Under the City's Pay-As-You-Go plan, the annual operating budget includes the costs of capital projects that are recurring, are of relatively small scale, or are for short-lived improvements. A fixed amount is included in the operating budget to fund tax supported debt payments and projects mentioned above. The Major Capital Projects Reserve is used to buffer the effects of short-term fluctuations in debt payments and capital expenditures.



Capital Improvement Program (CIP) (continued)

Capital Expenditures

The City will make all capital improvements in accordance with an adopted and funded capital improvement program. The authority to commence construction will only be given upon the dual authority of the City Solicitor and the Purchasing Manager.

Before a capital project can commence, the City will confirm estimated costs, funding sources and project schedule and submit same to City Council for approval. Contracts will be awarded as per City Policy. Each project will be regularly monitored to ensure the project is completed within budget and established time lines.

Awarded Contract Amendments

For capital expenditures, approved contracts may be amended (with City Manager approval), provided the authorization does not exceed \$75,000 and provided that funds are available **within the approved capital project budget**.

The amendment of contracts is limited by the City Manager's contract authority of \$500,000 as noted within the City Manager's Bylaw and the related Purchasing policies. Therefore, total amounts approved by the City Manager (contract plus amendments) cannot exceed \$500,000.

Capital Project Budget Amendments

If changes will result in expenditures **exceeding the total approved project budget**, the City Manager can approve an additional 15% of the capital project budget up to \$150,000, provided the funds are available within previously approved budgets. All other requests require the approval of City Council.

Transportation/Infrastructure Grants

The City of Lethbridge will maximize the use of all available transportation and infrastructure grants.

Electric Utility Capital Investment Funding

Electric utility capital investments are financed through the Municipal Revenue Stabilization Reserve (MRSR).

Short-Term Debt

Approval of Short Term Borrowing

The City may use short-term debt to cover temporary or emergency cash flow shortages. All short-term borrowing will be subject to City Council approval by by-law or resolution

Borrowing for Operating Expenditures

Borrowing for operating expenditures must not exceed municipal tax revenues.

Long-Term Debt

Borrowing Bylaw

A by-law must be authorized by City Council prior to any external borrowing. A borrowing by-law must be approved prior to commencing construction on any project that is to be financed by external borrowings. Proceeds from long term debt will not be used in support of ongoing operations.

Borrowing Term

Borrowing terms are to be limited to 5 years on small projects and 15 years on large projects.

Internal Borrowing

Where possible, the City will utilize internal loans rather than external borrowing to meet its capital funding requirements. Internal loans will be permitted only if an analysis of the affected fund indicates excess funds are available and the use of these funds will not impact the fund's current operations. The prevailing interest rate in effect from the Alberta Capital Finance Authority will be paid on these loans.

Local Improvement

Where applicable, the City will use a local improvement levy to fund payments on long-term debt incurred to finance local improvements.

Other Borrowings

Where City Council authorizes a borrowing by-law on behalf of others (except for local improvements), a 1/4% administrative charge may be added to the then prevailing Alberta Capital Finance Authority rates.

Reserves

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 other parking related expenditures.

Cemeteries Perpetual Care

The purpose of the Cemeteries Perpetual Care Reserve is to provide for and make provision of the improvement, maintenance, management, control and operation of certain public cemeteries.

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.



Reserves (continued)

Community Lighting

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

Community Reserve Fund

The purpose of the Community Reserve Fund is to provide open space for the general public's use, such as parks and recreation areas.

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.

Insurance

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

The City maintains insurance coverage through self-insurance and/or purchased insurance to protect the City. These insurance levels are reviewed annually to ensure that the City is adequately protected.

Major Capital Projects

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

Mayor Magrath Drive Beautification

The purpose of the Mayor Magrath Drive Beautification Reserve is to provide funds to allow for a minimum standard of maintenance for Mayor Magrath Drive.

Municipal Revenue Stabilization

The purpose of the Municipal Revenue Stabilization Reserve is to stabilize the effects of fluctuating interest revenues and General Fund operating surpluses and deficits on annual taxation requirements. The annual allocation from the Municipal Revenue Stabilization Reserve to relief of taxation will equal normalized return on investments, (including CentreSite and the Electric Utility), Municipal Consent and Access Fees (MCAF) and Police fines and penalty revenues.

Real Estate Holdings

The purpose of the Real Estate Holdings Reserve is to provide a source of funding for land acquisitions within the City.



Reserves (continued)

Transit Bus

The purpose of the Transit Bus Reserve is to provide funding for the City portion of new transit equipment.

Urban Parks Reserve

The purpose of the Urban Parks reserve is to provide for a self-sufficient pool of funds to allow for the ongoing operation and maintenance of the urban parks system.

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 carry over the unexpended funds into the following year's budget provided City Manager's approval is obtained. Such carryovers are recorded in a reserve for budget appropriations unexpended.

Subdivision Surplus Accounts

Revenues and expenditures from land development activity are recorded in the subdivision surplus accounts.

Investment

Investment Policy

The City will invest public funds in accordance with the City Council approved investment policy. The policy is designed to invest public funds in a manner which will maintain the safety of investment principal, meet daily cash flow requirements, and provide competitive investment returns. The City investment policy & practices conform to all provincial statutes and regulations governing the investment of public funds.



Accounting, Auditing & Financial Reporting

Annual Financial Statements

The City of Lethbridge must prepare annual financial statements by May 1st for the immediately preceding year in accordance with the generally accepted accounting principles for municipal governments recommended from time to time by the Canadian Institute of Chartered Accountants.

Auditor's Report

The City's auditor must report to City Council on the Annual Financial Statements and the Financial Information Return each year.

Interim Financial Reporting

The City will review its revenues and expenditures for the current year and report to Finance Committee annually based on December information. In the year of operating budget preparation, Administration will also provide a financial forecast in November (for the period January 1 to September 30) to assist in operating budget decisions.

Administration will also report urgent or unusual financial information to the Audit Committee, Finance Committee or City Council on an ad-hoc basis as required.

Capitalization Policy

The City follows a policy of capitalizing the acquisition cost of tangible capital assets based on asset classification minimum thresholds ranging from \$5,000 to \$50,000. Capital expenditures less than the established thresholds are expensed as either supplies or maintenance.

The cost of a tangible capital asset with a limited life is amortized over its useful life in a rational and systematic manner appropriate to its nature and use. The amortization method and estimate of useful life of the remaining unamortized portion is reviewed on a regular basis and revised when the appropriateness of change can be clearly demonstrated. The City uses a straight-line method for calculating the annual amortization.

US Exchange

The rate of exchange paid by the City will be reviewed and adjusted within the financial system as required. It will be the responsibility of the Finance Department to communicate revised rates to the applicable staff.



STATEMENT OF RESERVES

	September 30 2014	December 31 2013
OPERATING		
Cemeteries	\$ 1,025,114	\$ 1,012,766
Insurance	3,072,557	3,072,557
Mayor Magrath Drive Beautification	105,965	105,862
Municipal Revenue Stabilization	17,171,561	13,097,113
Urban Parks	1,331,513	743,798
TOTAL OPERATING RESERVES	22,706,710	18,032,096
CAPITAL		
Acquire Off Street Parking	2,595,747	2,297,704
Central Business District Land Acquisition	431,893	431,143
Community Lighting	3,450,506	3,295,931
Community Reserve Fund	1,126,054	1,112,490
Fleet Services	19,794,119	19,312,303
Major Capital Projects	5,768,009	2,736,550
Real Estate Holdings	4,444,508	4,435,415
Transit Bus	1,211,230	1,087,780
TOTAL CAPITAL RESERVES	38,822,066	34,709,316
TOTAL RESERVES	\$ 61,528,776	\$ 52,741,412
TOTAL COMMITTED FUNDS	\$ 33,474,655	\$ 18,486,190
<u>CURRENT INTERNAL FUNDING REQUIREMENTS:</u>		
Lethbridge Regional Police Headquarters Expansion	13,125,000	2,725,000
Crossings Ice Complex	2,904,000	1,835,000
Parks Asset Management	833,000	833,000
	\$ 16,862,000	\$ 5,393,000
TOTAL COMMITTED FUNDS AND INTERNAL FUNDING REQUIREMENTS:	\$ 50,336,655	\$ 23,879,190

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.

RESERVES

RESERVE ANALYSIS For Period January 1, 2014 to September 30, 2014

OPERATING RESERVES

CEMETERIES

Balance as at January 1, 2014	\$	1,012,765.77
Add: Interest earnings		<u>12,347.85</u>
Balance as at September 30, 2014	\$	<u><u>1,025,113.62</u></u>
Committed funds:		
Cemetery Marketing Plan (Budget 2012-14)	\$	<u><u>30,000.00</u></u>

INSURANCE

Balance as at September 30, 2014	\$	<u><u>3,072,556.59</u></u>
Committed funds:		
Data Entry Project (Budget 2012-14)	\$	<u><u>70,000.00</u></u>

MAYOR MAGRATH DRIVE BEAUTIFICATION

Balance as at January 1, 2014	\$	105,862.32
Add: - Thrift Lodge	316.80	
- Saigonese Restaurant	<u>250.00</u>	<u>566.80</u>
		106,429.12
Less: Land Lease Taxes		<u>463.63</u>
Balance as at September 30, 2014	\$	<u><u>105,965.49</u></u>

RESERVES

RESERVE ANALYSIS

For Period January 1, 2014 to September 30, 2014

MUNICIPAL REVENUE STABILIZATION

Balance as at January 1, 2014		\$ 13,097,113.35
Add: Municipal Consent and Access Fee (electric)	7,515,972.76	
Return on Investment (electric)	4,713,750.00	
Investment and Interest Income (net of Trust Allocations)	2,238,569.45	
ATCO Franchise Fee surplus (vs. annual budget of \$3.4M)	996,125.42	
2013 General Operating Surplus	655,838.22	
CentreSite distribution allocation	70,158.86	
	<u>16,190,414.71</u>	
Internal financing recoveries (year of final payment):		
- Residential Subdivisions	2,640,017.29	
- City Hall (2015)	1,401,600.01	
- Sherring Industrial Park (2020)	416,775.01	
- ENMAX building (2027)	350,850.01	
- Police technology (2013)	322,650.00	
- Wellness Centre (2016)	318,900.01	
- Galt Museum expansion (2016)	152,474.99	
- Parks Asset Management (2028)	101,624.99	
- Mountain View Cemetery-office (2018)	32,099.99	
- School Bus - interest only (2023)	30,450.01	
- Cemetery gravesite restoration (2015)	24,300.00	
- Lethbridge Soup Kitchen (2016)	23,700.01	
	<u>5,815,442.32</u>	22,005,857.03
		<u>35,102,970.38</u>
Less: Electric wire service-allocation to General Operations	7,312,500.00	
Allocation to Electric Capital Projects	4,686,931.17	
Allocation to General Operations	3,937,500.00	
2013 Electric Operating Deficit	836,732.52	
Allocation for TIPP discounts	345,921.47	
By-law enforcement revenue surplus/shortfall (vs. annual budget of \$5.5M)	308,226.31	
Allocation for cashiering	60,300.00	
Allocation for parking ticket data entry	30,974.99	
Allocation for mail service	22,199.99	
	<u>17,541,286.45</u>	
Internal Financing:		
- Police Technology	<u>305,122.48</u>	
One Time Allocations:		
- EDL Targeted Awareness & Investment Attraction (Budget 2012-14 N4)	<u>85,000.00</u>	
		<u>17,931,408.93</u>
Balance as at September 30, 2014		\$ <u><u>17,171,561.45</u></u>

RESERVES

RESERVE ANALYSIS

For Period January 1, 2014 to September 30, 2014

MUNICIPAL REVENUE STABILIZATION (continued)

The purpose of this reserve is to stabilize the effects of fluctuating interest revenue and General Operations surpluses and deficits on annual taxation requirements General Operations and Electric Utility surpluses of prior years, return on investments, municipal consent and access fee/franchise and by-law enforcement revenue surpluses, CenterSite equity refunds, internal financing recoveries and other allocations from General Operations are added to the reserve. Any General Operations and Electric Utility deficits of prior years, municipal consent and access fee/franchise fee and by-law enforcement revenue shortfalls, budgeted allocations to General Operations, one time expenses and internal financing advances are charged to the reserve.

Committed Funds:

One Time Allocations:

2012-2014:

- River Valley Development Master Plan (Budget 2012-14 N2)	\$	400,000.00
- Library - Radio Frequency (Budget 2012-14 N3)		400,000.00
- Common Computer Aided Dispatch (CAD) (Council 2010)		184,400.00
- 2015 Winter Games (Budget 2015-17)		150,000.00
- Intermunicipal Development Planning (Budget 2012-14 N1)		127,917.00
- Police Training & Uniforms (Base)		121,600.00
- Senior Citizen Organizations (Budget 2012-14 N35)		110,000.00
- Slope Monitoring (Budget 2012-14 N14)		19,290.69
- Minimum Property Standards (Budget 2012-14 N15)		3,467.00
- Library - Custodial Support (Budget 2012-14 N16)		1,000.00

2014-2017:

- School Gym Upsizing (CIP 2014-23 D-31)	1,570,000.00
- 2019 Canada Winter Games Bid (Council 06/23/2014)	200,000.00
- Tour of Alberta (Council 03/03/2014)	300,000.00

\$ 3,587,674.69

Internal Loan Requirements :

	Current 2014/15	Future
Lethbridge Regional Police Headquarters Expansion (CIP 2014-23 D-6)	13,125,000.00	2,725,000.00
Crossings Ice Complex (CIP 2014-23 D7)	2,904,000.00	2,196,000.00
Parks Asset Management (CIP 2014-23 D5)	833,000.00	-
	\$ <u>16,862,000.00</u>	\$ <u>4,921,000.00</u>

As at September 30, 2014 internal advances amounting to approximately \$19,100,000 were outstanding from this reserve. These amounts will be recovered, with interest, in future years.

RESERVES

RESERVE ANALYSIS

For Period January 1, 2014 to September 30, 2014

MUNICIPAL REVENUE STABILIZATION (continued)

In addition, amounts to the following community groups remain committed against this reserve. These amounts have been recorded as receivables by the City as at September 30, 2014.

	Year	Maturity	Original Amount	Balance as at September 30, 2014	Annual Payment
Japanese Gardens	2005	2015	18,000.00	\$ 3,600.00	\$ 1,800.00
Lethbridge Softball Association	2005	2016	190,000.00	36,651.87	12,217.29
Prairie Baseball Club	1999	2019	240,000.00	50,000.00	10,000.00
SLP Skate Park naming	2014	2023	100,000.00	70,000.00	10,000.00
Lethbridge Hurricanes	2012	2029	2,500,000.00	2,166,666.66	166,666.67

URBAN PARKS

Balance as at January 1, 2014	\$ 743,798.46
Add: Allocation from operations	581,850.00
Trans Alta ROW transmission line access	5,865.00
	<u>587,715.00</u>
Balance as at September 30, 2014	<u>\$ 1,331,513.46</u>

Committed Funds:

- Lethbridge Sports Park Change Rooms (CIP 2014-23 D37)	\$ 770,000.00
- West Lethbridge Centre Washrooms (CIP 2014-23 D38)	490,000.00
- Henderson Lake Water Quality (CIP 2008-17 D10)	51,265.00
- Nicholas Sheran Playground (CIP 2011-20 D19)	25,000.00
- Parks equipment	10,888.00
	<u>\$ 1,347,153.00</u>

TOTAL OPERATING RESERVES as at September 30, 2014 \$ 22,706,710.61

RESERVES

RESERVE ANALYSIS For Period January 1, 2014 to September 30, 2014

CAPITAL RESERVES

ACQUIRE OFF STREET PARKING

Balance as at January 1, 2014		\$	2,297,703.26
Add: Parking Revenues			
- Parking Meters	799,746.41		
- Parking Lots	176,938.49		
- Parking Fines	93,560.00		1,070,244.90
			<u>3,367,948.16</u>
Less: Parking enforcement	261,727.03		
Administration	246,834.68		
Enhance downtown maintenance (Snow clearing, street sweeping etc.)	101,250.00		
Parking meter operations	103,203.35		
Parking lot operations	51,328.05		
Parking meter replacement	7,858.61		772,201.72
			<u>772,201.72</u>
Balance as at September 30, 2014		\$	<u><u>2,595,746.44</u></u>
Committed Funds:			
- Parking Meter replacement (CIP 2014-23 D-27)	1,992,141.39	\$	
- Regulatory Services Vehicle (Budget 2012-14)	10,570.93		
	<u>2,002,712.32</u>		

CENTRAL BUSINESS DISTRICT LAND ACQUISITION

Balance as at January 1, 2014		\$	431,142.93
Add: Patio rental			<u>750.00</u>
Balance as at September 30, 2014		\$	<u><u>431,892.93</u></u>

COMMUNITY LIGHTING

Balance as at January 1, 2014		\$	3,295,930.60
Add: Allocation from operations			<u>154,575.00</u>
Balance as at September 30, 2014		\$	<u><u>3,450,505.60</u></u>

COMMUNITY RESERVE FUND

Balance as at January 1, 2014		\$	1,112,490.42
Add: Interest Earnings			<u>13,563.71</u>
Balance as at September 30, 2014		\$	<u><u>1,126,054.13</u></u>
Committed Funds:			
- North Regional Park (CIP 2014-23 D-11)	1,000,000.00	\$	<u><u>1,000,000.00</u></u>

RESERVES

RESERVE ANALYSIS For Period January 1, 2014 to September 30, 2014

FLEET SERVICES

Balance as at January 1, 2014		\$	19,312,303.44
Add: Allocation from fleet operations	427,515.60		
Recoveries:			
- School Bus debt paydown (principal)(2023)	54,300.01		481,815.61
Balance as at September 30, 2014		\$	<u>19,794,119.05</u>

As at September 30, 2014 internal advances amounting to about \$950,000 are owing to this reserve. These amounts are to be recovered in future years.

Committed funds:

Budget 2012-2014	\$	5,290,700.00
Equipment replacements (2011 and prior)		146,414.94
	\$	<u>5,437,114.94</u>

MAJOR CAPITAL PROJECTS

Balance as at January 1, 2014		\$	2,736,550.21
Add: Pay-As-You-Go	2,952,599.99		
Repayment of salt & sand storage facility	37,499.99		
Interest Earnings	41,358.67		3,031,458.65
Balance as at September 30, 2014		\$	<u>5,768,008.86</u>

As at September 30, 2014 internal advances amounting to about \$12,000 are owing to this reserve. These amounts are to be recovered in future years.

Committed funds:

Leisure Centre (CIP 2014-23 D-32 amended August 5, 2014)	\$	18,600,000.00
Spitz Stadium (CIP 2014-23 D-40)		1,400,000.00
	\$	<u>20,000,000.00</u>

REAL ESTATE HOLDINGS

Balance as at January 1, 2014		\$	4,435,414.65
Add: Land Lease Tax Recovery	3,198.45		
Rental Income:			
College Lincoln Ford	3,915.00		
Maple Leaf Foods	1,980.00		9,093.45
Balance as at September 30, 2014		\$	<u>4,444,508.10</u>

RESERVES

RESERVE ANALYSIS For Period January 1, 2014 to September 30, 2014

TRANSIT BUS

Balance as at January 1, 2014		\$	1,087,780.11
Add: Allocation from operations for transit technology & system improvements	93,749.99		
Allocation from operations for radio & equipment maintenance lifecycle	29,700.00		
			<u>123,449.99</u>
Balance as at September 30, 2014		\$	<u><u>1,211,230.10</u></u>

Note: The balance of this reserve consists of funds allocated to the reserve for maintenance and lifecycle of Lethbridge Transit and ACCESS-A-Ride technology and equipment

TOTAL CAPITAL RESERVES as at September 30, 2014	\$	38,822,065.21
TOTAL OPERATING RESERVES as at September 30, 2014		<u>22,706,710.61</u>
TOTAL RESERVES as at September 30, 2014	\$	<u>61,528,775.82</u>
TOTAL COMMITTED FUNDS	\$	33,474,654.95
TOTAL CURRENT INTERNAL LOAN REQUIREMENTS		<u>16,862,000.00</u>
TOTAL FUNDING REQUIREMENTS	\$	<u>50,336,654.95</u>
EXCESS OF RESERVES OVER CURRENT FUNDING REQUIREMENTS	\$	<u>11,192,120.87</u>



GRANTS

Affordable Housing Fund

	2014	2015	2016	2017	2018
Opening Balance	1,073,317	1,282,967	1,029,015	1,029,015	1,029,015
Funding Approved in Operating Budget	150,000	150,000	150,000	150,000	150,000
	1,223,317	1,432,967	1,179,015	1,179,015	1,179,015
Allocations					
Housing Development Temple Blvd	-	63,952	-	-	-
Castle Apartments Operating Costs	(60,000)	(60,000)	-	-	-
Temple Blvd Expenses	350	-	-	-	-
Affordable Housing Capital Grant Program	-	150,000	150,000	150,000	150,000
Secondary Suites	-	250,000	-	-	-
Total Capital Allocated	(59,650)	403,952	150,000	150,000	150,000
Closing Balance	1,282,967	1,029,015	1,029,015	1,029,015	1,029,015



GST Rebates

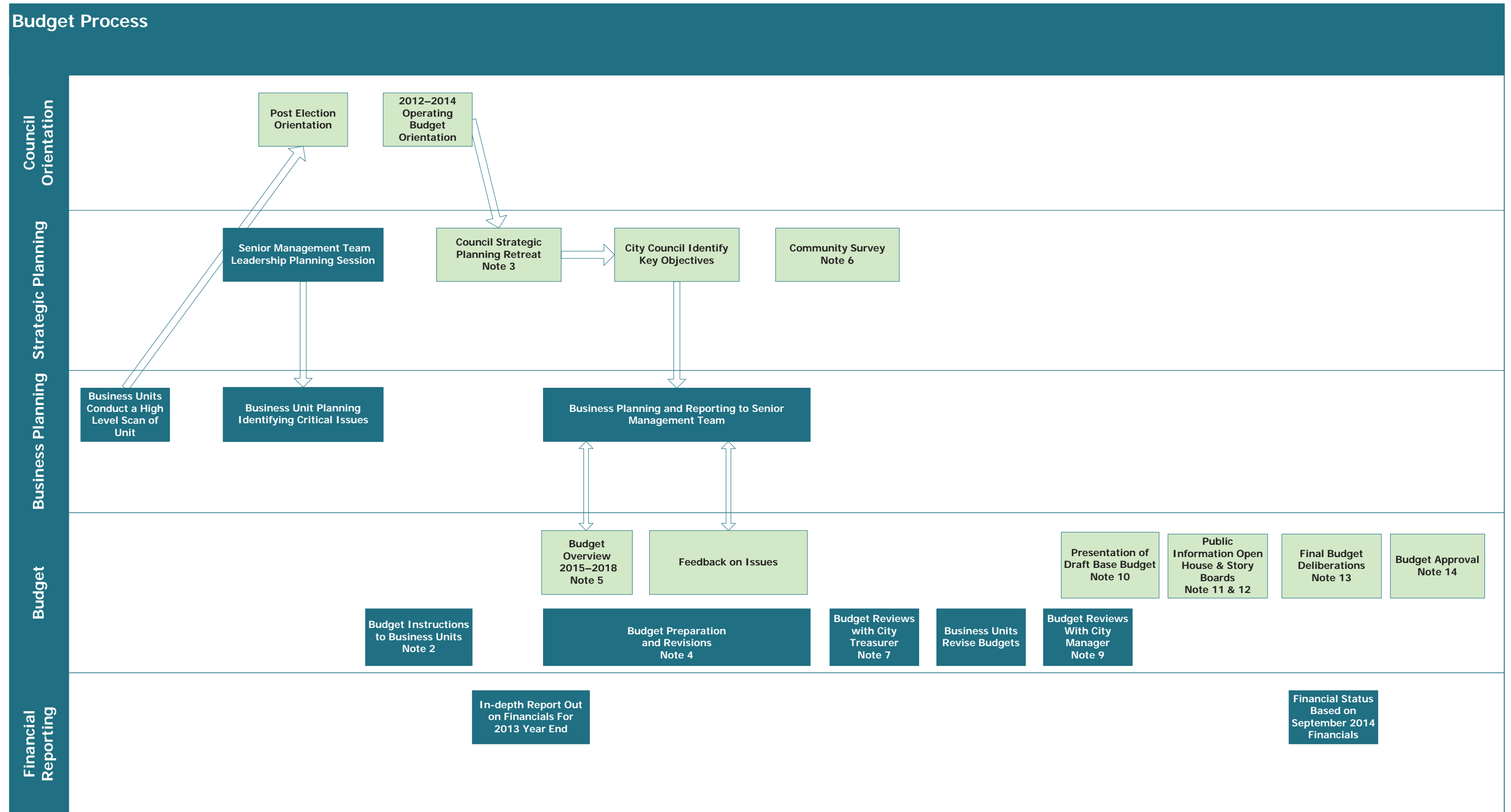
	2014 Forecast	2015 Budget	2016 Budget	2017 Budget	2018 Budget
Opening Balance	1,455,090	1,450,164	1,568,764	1,686,964	1,804,364
GST rebates	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
	2,455,090	2,450,164	2,568,764	2,686,964	2,804,364
Allocations					
Community Capital Grant Program	450,000	450,000	450,000	450,000	450,000
Capital Asset Plan & Register	180,800	181,400	181,800	182,600	183,300
Strategic Building Asset Management	250,000	250,000	250,000	250,000	250,000
SLP Skate Park (CIP 2014-2023 D-41)	124,126	-	-	-	-
Total Capital Allocated	1,004,926	881,400	881,800	882,600	883,300
Closing Balance	1,450,164	1,568,764	1,686,964	1,804,364	1,921,064

Heart of Our City Committee

	2014 Forecast	2015 Budget	2016 Budget	2017 Budget	2018 Budget
Opening Balance	349,486	239,106	20,281	25,251	35,221
Funding approved in operating budget (includes N-32)	465,000	490,000	490,000	515,000	515,000
Funding for Heart of Our City Housing Incentive Program (N-4)	-	400,000	400,000	400,000	400,000
Funding for Galt Gardens Master Plan (N-15)	-	50,000	-	-	-
	814,486	1,179,106	910,281	940,251	950,221
Allocations					
Administration	131,363	133,030	133,030	133,030	133,030
Championing, Marketing and Promotion	37,449	-	-	-	-
Programming & Promotion	70,007	110,000	105,000	125,000	120,000
Enhancement Works	8,591	-	-	-	-
Clean & Safe	327,969	154,470	154,500	154,500	154,500
Welcoming Public Spaces	-	276,326	7,500	7,500	7,500
Attractive Environment Aesthetics	-	85,000	85,000	85,000	85,000
Vibrant Uses	-	400,000	400,000	400,000	400,000
	575,380	1,158,826	885,030	905,030	900,030
	239,106	20,281	25,251	35,221	50,191



BUDGET PROCESS	
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Note: Any budget amendments after adoption, requires City Council approval. This process involves departments submitting a Request for Decision Proposal to City Council for approval.



BUDGET PROCESS

Building a four year budget is a very long and extensive process. The goal is to provide City Council with the best information available for their decision making, planning and communicating with our residents and businesses.

- | | |
|----------------------|--|
| June 10, 2013 | 1. City Council approves 2014-2017 four year capital budget within the 2014-2023 ten year Capital Improvement Program (CIP). This allows planning and design to proceed in a more timely fashion and all operating costs that flow from the capital plan to be incorporated into the 2015-2018 Operating Budget. |
| January 2014 | 2. City Treasurer distributes four year operating budget guidelines and schedule to business units. |
| February 2014 | 3. City Council meets to set strategic priorities "Lethbridge City Council Strategic Plan 2014-2017". |
| February 2014 | 4. Preliminary budget sessions are held with Business Unit Managers/Senior Management Team. |
| March 24, 2014 | 5. Budget process outlined to City Council Finance Committee. |
| May 2014 | 6. IPSOS Reid conducts a community survey to collect information on City services. |
| May – September 2014 | 7. City Treasurer reviews business unit budgets and new initiatives for presentation to City Manager. |
| August 18, 2014 | 8. IPSOS-Reid presents City Council with results of the "Citizen Satisfaction Survey". The results generally reflect a high level of satisfaction with services. |
| September 2014 | 9. City Manager completes reviews of the preliminary operating budgets and new initiatives from all the business units ensuring alignment with results of Citizens Satisfaction Survey and "Lethbridge City Council Strategic Plan 2014-2017". |

October 20, 2014

- 10.** City Manager presents preliminary 2015-2018 operating budget to the Finance Committee. Presentations were also made by the Lethbridge Regional Police Commission, the Galt Museum & Archives Board and the Lethbridge Public Library Board.

October 22 – 23, 2014

- 11.** City Council hosts “Open House” for the community to receive feedback on the preliminary four year budget.

November 3, 2014

- 12.** Budget Public Meeting and various presentations including Environment Committee regarding Residential Curbside Recycling and Heart of Our City Committee.

November 17 – 22, 2014

- 13.** The Finance Committee reviews preliminary budget related presentations, including new initiatives, then presents and debates budget resolutions, and recommends to City Council approval of amended budget.

November 24, 2014

- 14.** At a regular meeting of City Council the 2015-2018 Operating Budget was approved.

Note: Any budget amendments after adoption, requires City Council approval. This process involves departments submitting a Request for Decision Proposal to City Council for approval.



MINUTES

MINUTES of a **Finance Committee Meeting** held on **Monday, September 22, 2014** in COUNCIL CHAMBERS at 2:30 PM

PRESENT:	Deputy Mayor	J.A. Coffman
	Mayor	C.A. Spearman
	Councillor	J.H. Carlson
	Councillor	L.M. Iwaskiw
	Councillor	J.P. Mauro
	Councillor	B.D. Mearns
	Councillor	S.R. Miyashiro
	Councillor	R.K. Parker
OTHERS:	City Clerk	A. Neufeld
	A/Legislative Coordinator City Manager	K. Schindel
	City Manager	G. Sherwin
	City Solicitor	T. Jorgensen
	City Treasurer	C. Wight
	Director of City Managers Office	K. Hopkins
	Director of Infrastructure Services	D. Hawkins
	Director of Community Services	B. Beck
	Director of Planning and Development	J. Greene
	Communications Advisor	G. Gauthier
ABSENT:	Councillor	B.E. Hyggen

2. PRESENTATIONS:

2.1 Debi LucasSwitzer, General Manager, Recreation and Culture, re: Funding Reductions Alberta Foundation for the Arts

Debi LucasSwitzer, General Manager, Recreation and Culture and Suzanne Lint, Executive Director, Allied Arts Council presented on funding from the, Alberta Foundation for the Arts (AFA). AFA provides grants to artists and not for profit arts organizations across the Province. In Lethbridge there are four professional not for profit art organizations that receive funding from AFA: Lethbridge Symphony, Southern Alberta Art Gallery, New West Theatre and Allied Arts Council.

Implications of reduction in grant funding include loss in revenue which equates to job losses, reduced opportunity to retain/attract arts organizations/artists, art growth in Lethbridge, reduced opportunity to retain local art graduates, loss of vibrancy and reduced opportunity to attract new business.

It was requested that City Council share this story at AUMA, support a letter to the Minister, Honourable Maureen Kubinec and support a letter to the Alberta Arts Foundation Board, as well, bridge support for local professional not for profit arts organizations, tell the Lethbridge story – arts are important in the community and support collaborative efforts of local professional not for profit arts organizations.

2.2 Ryan Doherty, Director/Curator, Southern Alberta Art Gallery Association, re: Mitigating funding decreases from the Alberta Foundation for the Arts for the Southern Alberta Art Gallery

David Cocks, Board President, Southern Alberta Art Gallery Association reported on the effect of the decreased funding from the Alberta Foundation for the Arts. Their objective is to attain temporary funding to keep their operational budget at anticipated levels, such that they would be able to hire a Fund Development Officer. The addition of this position would allow the gallery to raise and diversify revenue through individual donations, corporate sponsorships, grants and other funding streams.

Mr. Cocks reported on the history of SAAG, current operations and revenue sources. He requested that the City consider providing additional temporary funding in the amounts of \$62,000 in 2015; \$80,000 in 2016; \$70,000 in 2017 and \$35,000 in 2018 to maintain the level of funding they had anticipated from the Alberta Foundation for the Arts.

3. ADJOURN R.K. PARKER:

THAT we do now adjourn this Finance Committee Meeting.

Absent: B.E. Hyggen

In Favour: J.A. Coffman, C.A. Spearman, J.H. Carlson, L.M. Iwaskiw, J.P. Mauro, B.D. Mearns, S.R. Miyashiro, R.K. Parker

----- **CARRIED**

MINUTES

MINUTES of a **Finance Committee Meeting (CIC)** held on **Monday, October 6, 2014** COUNCIL CHAMBERS at 10:00 AM

PRESENT:

Deputy Mayor	J.A. Coffman
Mayor	C.A. Spearman
Councillor	J.H. Carlson
Councillor	B.E. Hyggen
Councillor	J.P. Mauro
Councillor	S.R. Miyashiro
Councillor	R.K. Parker

OTHERS:

City Clerk	A. Neufeld
Legislative Coordinator	B. Burke
City Manager	G. Sherwin
City Treasurer	C. Wight
Director of City Manager's Office	K. Hopkins
Director of Infrastructure Services	D. Hawkins
Communications Advisor	G. Gauthier

ABSENT:

Councillor	L.M. Iwaskiw
Councillor	B.D. Mearns

PRESENTATIONS:

Deputy Mayor Coffman, advised that City Council is sitting as Finance Committee today and the purpose of the meeting is to receive information. There are no resolutions passed at Finance Committee.

2.1 Doug Kaupp, Water, Wastewater and Stormwater Manager, re: Water and Wastewater Utilities 2015 - 2018 Draft Operating Budget and Rate Forecast

Doug Kaupp, Water, Wastewater and Stormwater Manager, advised that the Wastewater Utility provides service to a population over 95,000 as well as businesses and industry. The Water Utility provides drinking water to about 108,000 people.

Forecast of water rate increases are as follows:

	2015	2016	2017	2018
Water	2.5%	2.5%	2.0%	0%
Wastewater	2.0%	2.0%	1.5%	0%

Mr. Kaupp reported on the water and wastewater operating budget pressures and the 2015 - 2018 Water and Wastewater Budget Initiatives. Average residential customer will see an increase in 2015 of \$0.81 per month for water and \$0.42 per month for wastewater for a total increase of \$1.23 per month.

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2.2 Dave Schaaf, Waste and Recycling Services Manager, re: Waste and Recycling Services 2015-2018 Draft Operating Budget & Rate Forecast

Dave Schaaf, Waste and Recycling Services Manager, provided an overview of the business unit. He outlined the pressures and relief affecting the Waste budget and advised there would be no change in residential waste collection or waste program fee for 2015 - 2018. Commercial collection will see a 4% increase per year, 2015 - 2018.

Mr. Schaaf outlined the pressures and relief affecting the Landfill budget and reported on the following increases 2015 - 2018 for Landfill Tipping Fees will increase by \$4/tonne in 2015 and 2016 with no change in 2017 and 2018. Recyclable fees will increase by \$2/tonne in 2015 and 2016 with no change in 2017 and 2018. He advised that there will be no change in the residential recycling rates 2015 - 2018.

Mr. Schaaf highlighted the new initiatives and reported on the options being considered for curbside recycling.

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2.3 Stewart Purkis, Electric Transmission Design Manager, re: Electric Utility Budget 2015 - 2018 & Distribution Tariff for 2015

Stewart Purkis, Electric Manager provided an overview of the business unit and reported that the Electric Utility provides electric energy to approximately 36,000 residential, 2,500 commercial and 100 industrial users.

He advised that the Transmission System is made up of transmission lines and substations that are part of the Alberta Integrated Transmission System. This system consists of the assets required to connect generation sources in the province to distribution systems where the electric energy is used by customers. All regulatory oversight of what is built and how it is funded resides with the Alberta Utilities Commission.

The City of Lethbridge Distribution System is made up of the assets that deliver the electric energy from the transmission substations to customer facilities throughout the City of Lethbridge.

Mr. Purkis provided an overview of the customer bill for residential/small business and reported on the increase 2014 to 2015 for residential/small business, major commercial and major industrial customers.

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2.4 Nikolaus Wyslouzil, Executive Director, Chinook Country Tourist Association, re: Visitor Services Outreach Program

Nikolaus Wyslouzil, Executive Director, Chinook Country Tourist Association, reported that Chinook Country Tourist Association has been providing Visitor Information Services through a fee-for-service agreement since 1976. He requested an additional \$45,700 in 2015 and \$34,000 in 2016 to support an Outreach Program where visitor information counsellors would attend gathering places such as events, attractions and activities on a regular basis (May to end of August) to engage with attendees for local and visitors. If, after two years the program meets the goals of increasing visitor satisfaction and participation within the community the program be continued for 2017 and 2018 and a cost of \$34,680 and \$35,370, respectively.

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2.5 Rudy Friesen, General Manager, Exhibition Park, re: Maintenance Grant Adjustment

Rudy Friesen, General Manager, Exhibition Park, advised that a portion of their operational budget is directed to capital and maintenance of the buildings and grounds. The City of Lethbridge has provided a grant to support the Exhibition maintenance program since 1986. Since 2006 the grant from the City has been \$63,500. The former Henderson Lake Campground and Safety City Property have now been added to Exhibition Park and he requested that the grant be increased to \$86,900 to assist with building and park maintenance.

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2.6 Rae Fehr, Director of Enterprise Fundraising and Jessica Halliday, Development Officer, re: The City of Lethbridge & STARS - A Partnership in Safety

Jessica Halliday, Development Officer, STARS Foundation thanked the City for its support since 1989. She advised that at the end of 2013 STARS had flown to Lethbridge 891 times since 1985. She provided an overview of STARS operation, the Emergency Link Centre, their Air Medical and Aviation crew and the helicopters currently in use. She also highlighted some of the community events held in Lethbridge in support of STARS.

Rae Fehr, Director of Enterprise Fundraising provided information on how STARS is funded and funding received from other municipalities in Alberta. He reported that the City currently contributes \$8,600 per year and requested an increase to \$25,000 by 2018 in progressive increments of 2015 - \$12,600, 2016 - \$16,600, 2017 - \$20,600 and 2018 - \$25,000.

3. ADJOURN

J.H. Carlson:

THAT we do now adjourn this Finance Committee Meeting.

Absent: L.M. Iwaskiw, B.D. Mearns

In Favour: J.A. Coffman, C.A. Spearman, J.H. Carlson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro, R.K. Parker

----- **CARRIED**

MINUTES

MINUTES of a **Finance Committee Meeting (CIC)** held on **Monday, October 20, 2014** COUNCIL CHAMBERS at 10:00 AM

PRESENT:	Deputy Mayor	J.A. Coffman
	Mayor	C.A. Spearman
	Councillor	J.H. Carlson
	Councillor	B.E. Hyggen (arrived at 10:05 AM)
	Councillor	L.M. Iwaskiw
	Councillor	J.P. Mauro
	Councillor	B.D. Mearns (left at 12:00 PM)
	Councillor	S.R. Miyashiro
	Councillor	R.K. Parker
OTHERS:	Deputy City Clerk	D. Sarsfield
	Legislative Coordinator	B. Burke
	City Manager	G. Sherwin
	City Solicitor	T. Jorgensen
	City Treasurer	C. Wight
	Director of City Manager's Office	K. Hopkins
	Director of Infrastructure Services	D. Hawkins
	Director of Planning and Development	J. Greene
	Communications Advisor	G. Gauthier

2. PRESENTATIONS:

2.1 Garth Sherwin, City Manager, re: Tabling of 2015 - 2018 Budget

Garth Sherwin, City Manager provided an overview of the budget process and the underlying budget principles. He reported on the budget background, base budget and new initiatives.

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2.2 Alexander McKay, Chair, Lethbridge Regional Police Commission and Chief Tom McKenzie, Lethbridge Regional Police, re: 2015 - 2018 Budget

Alexander McKay, Chair, Lethbridge Regional Police Commission, provided an overview of the Lethbridge Regional Police Services (LRPS) 2015 - 2018 Business Plan, the trends, challenges and pressures.

Tom McKenzie, Chief of Police, LRPS, provided a summary of the 2015 - 2018 base budget, new program initiatives and the effect on taxation.

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2.3 Vic Mensch Board Chair and Tony Vanden Heuvel, CEO, Lethbridge Public Library, re: 2015 - 2018 Budget

Vic Mensch, Board Chair, Lethbridge Public Library, introduced the budget presentation.

Tony Vanden Heuvel, CEO, Lethbridge Public Library reported on the 2014 Citizen Satisfaction Survey, the 2013 Library Customer Satisfaction Survey and the Impromptu Community Conversations conducted the summer of 2014. He reported on the increase in demand for Library services, the funding sources, expenditure pressures and revenue increases. Mr. Vanden Heuvel reported on the new initiatives being requested.

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2.4 Charleen Davidson, Board Chair and Susan Burrows-Johnson, CEO/Executive Director, Galt Museum & Archives, re: 2015 - 2018 Budget

Charlene Davidson, Chair, Galt Museum & Archives Board of Directors, reported on the revenue sources and the loss of Provincial grant revenue for two Summer Temporary Employment Program (STEP) employees who assist during the summer months. She provided an overview of the increase in the number of visitors, public programming and education in the summer months.

3. ADJOURN

R.K. Parker:

THAT we do now adjourn this Finance Committee Meeting.

Absent: B.D. Mearns

In Favour: J.A. Coffman, C.A. Spearman, J.H. Carlson, B.E. Hyggen, L.M. Iwaskiw, J.P. Mauro, S.R. Miyashiro, R.K. Parker

----- **CARRIED**

MINUTES

MINUTES of a **Finance Committee Meeting** (held on **Monday, November 3, 2014** COUNCIL CHAMBERS at 10:00 AM)

PRESENT: Deputy Mayor J.H. Carlson
Mayor C.A. Spearman
Councillor J.A. Coffman
Councillor B.E. Hyggen
Councillor L.M. Iwaskiw
Councillor J.P. Mauro
Councillor B.D. Mearns
Councillor S.R. Miyashiro
Councillor R.K. Parker

OTHERS: City Clerk A. Neufeld
Legislative Coordinator B. Burke
City Manager G. Sherwin
City Solicitor T. Jorgensen
City Treasurer C. Wight
Director of City Manager's Office K. Hopkins
Director of Infrastructure Services D. Hawkins
Director of Community Services B. Beck
Director of Planning and Development J. Greene
Communications Advisor G. Gauthier

2. PRESENTATIONS:

2.1 Blaine Hyggen, Chair, Environment Committee, re: Residential Curbside Recycling Initiative

Councillor Hyggen, Chair, Environment Committee advised that this initiative has been prepared to provide City Council with an overview of the options for providing a residential curbside recycling service.

Dave Schaaf, Waste and Recycling Manager, provided an overview of the current diversion activities in Lethbridge and the waste currently in the Black Cart. He identified the four options for curbside recycling:

- Option 1 - Weekly Garbage and Recyclable collection (recycling would include paper, cardboard, tin, plastics)
- Option 2 - Weekly Garbage and Bi-weekly Recyclables
- Option 3 - Bi-weekly Garbage and Recyclables collection
- Option 4 - Weekly Organic Collection

Mr. Schaaf highlighted the long term effect of the diversion programs on residential waste generation. He addressed what is important to the customers, their perceptions and necessary engagement. Mr. Schaaf outlined an implementation schedule and the curbside recycling model options, their capital costs, operating costs and the necessary waste and recycling fees.

2.2 2015 - 2018 Operating Budget - Continuation of Budget Questions

Corey Wight, City Treasurer, provided an orientation of the draft Operating Budget binder.

2.3 Doug Hawkins, Director of Infrastructure Services, Sabina Visser, General Manager, Information Technology and Cheryl Dick, Chief Executive Officer, Economic Development Lethbridge, re: Intelligent Community, Citizen Engagement and Brand Development Funding Request - 2015 - 2018 Operating Budget

Doug Hawkins, Director of Infrastructure Services, introduced the Intelligent Community, Citizen Engagement and Brand Development Initiative being put forward by the City of Lethbridge Information Technology Department and Economic Development Lethbridge. He described the process of developing the initiative. Cheryl Dick, CEO, Economic Development Lethbridge reported on Economic Development's interest and described what an intelligent community is and the model of an intelligent community. Sabina Visser, General Manager, Information Technology, reported on the implementation in Lethbridge, proposed outcomes and tangible deliverables from Broadband Connectivity and Innovation. She reported that open data supports citizen participation and collaboration, open government and local innovators who can put the data to work. All of these activities foster an intelligent community. Ms. Dick reported on the outcomes and tangible deliverables through digital inclusion, knowledge workforce, marketing and advocacy.

Dr. Mahon, President and Vice Chancellor of the University of Lethbridge, Dr. Burns, President and CEO of Lethbridge College, Bruce Galt, owner of Galko Homes, provided support for the initiative and outlined how this initiative would benefit the community.

Ms. Dick advised that the 22 Cities in Canada which have achieved Intelligent Community status, in particular those mid-sized cities like St. John, NB and Kingston, ON, have realized international recognition and awareness because of their decision to invest in community wide tech assessment and implementation. She described some of the changes in these citizens that occurred as a result of this initiative. She highlighted the funding required for the Intelligent Community initiative.

Ms. Visser advised that this initiative would provide the opportunity to engage all citizens. Ms. Visser played a video featuring local business people who participated during the workshop sessions.

Councillors Hyggen and Miyashiro left Council Chambers during question period, because they appeared in a video supporting the Intelligent Community.

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2.4 Mark Bellamy Chair, Heart of Our City Committee and George Kuhl, Manager, Heart of Our City, re: Proposed Heart of Our City New Initiatives, 2015-2018 Operating Budget

Councillor Hyggen and Miyashiro returned to City Council Chambers

Mark Bellamy, Chair, Heart of Our City Committee highlighted the 2012 - 2014 accomplishments of the Heart of Our City Committee. He provided information relative to the downtown such as taxes paid, assessed tax value, occupancy, sponsored events, residents and employees. He provided an overview of the current funding and the strategic initiatives:

1. Heart of Our City Housing Incentive Program
2. Heart of Our City Activity Grant
3. Galt Gardens Master Plan
4. Branding and Marketing Strategy
5. Business Improvement Loan Program
6. Modified Main Street Program
7. Building Adaptive Reuse Assistance Grant

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2.5 Mayor C.A. Spearman, Chair, Mayor's Panel on Animal Welfare Committee, re: Mayor's Panel on Animal Welfare Committee

Mayor Spearman, Chair, Mayor's Panel on Animal Welfare Committee, provided an overview of the purpose and responsibilities of the Committee and highlighted their activities since inception.

Mayor Spearman reported on the Committee's rationale for focusing their first initiative on the feral cat situation in Lethbridge. The Committee recommendations are:

- To continue to work collaboratively with the group of animal welfare organizations to improve the welfare of homeless and feral cats
- To pilot a managed colony strategy including a Trap/Spay-Neuter/Release (TNR) program combined with dedicated human resources to monitor the colony.

Mayor Spearman identified the pilot project features a managed colony and the methodology to be used.

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2.6 Public Presentations

2.6.1 Ken Ikle

Ken Ikle spoke about the City's debt and debt payments. He advised that the curbside recycling program will not work and the costs are unbearable to the citizens of Lethbridge.

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2.6.2 Doug MacArthur

Deputy Mayor Carlson declared a conflict because he periodically works with New West Theatre and left Council Chambers. Acting Mayor Parker assumed the Chair

Doug MacArthur, President of the Board for New West Theatre thanked the City for considering their request and the support they have received over the past 25 years. He advised that last year New West Theatre lost \$40,000 in support from the Provincial and Federal governments necessitating cuts to their programming and staffing. He reminded Finance Committee of their funding request and advised that the request is transition funding and will allow them to continue their operation.

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2.6.3 Keith Strong

Deputy Mayor Carlson returned to City Council Chambers and assumed the Chair.

Keith Strong congratulated City Council on the installation of the new lights on University Drive. He spoke about a Fraser Institute article on bloated Police budgets advising that the crime rate is going down, but police budgets are getting higher. In regards to the Downtown incentives, he advised that the only way to get people to the downtown is to provide parking.

3. ADJOURN

R.K. Parker:

THAT we do now adjourn this Finance Committee Meeting.

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, J.P. Mauro, B.D. Mearns, S.R. Miyashiro, R.K. Parker

----- **CARRIED**

MINUTES

MINUTES of the **Regular Meeting** of the City Council held on **Monday, November 10, 2014** in City Council Chambers at 1:30 PM

PRESENT:	Mayor	C.A. Spearman
	Deputy Mayor	J.H. Carlson
	Councillor	J.A. Coffman
	Councillor	B.E. Hyggen
	Councillor	L.M. Iwaskiw
	Councillor	B.D. Mearns
	Councillor	S.R. Miyashiro
OTHERS:	City Clerk	A. Neufeld
	Legislative Coordinator	B. Burke
	City Manager	G. Sherwin
	City Solicitor	T. Jorgensen
	City Treasurer	C. Wight
	Director of City Manager's Office	K. Hopkins
	Director of Infrastructure Services	D. Hawkins
	Director of Planning and Development	J. Greene
	Communications Advisor	G. Gauthier
ABSENT:	Councillor	J.P. Mauro
	Councillor	R.K. Parker

4. **PRESENTATIONS:**

4.1 **Maggie Macdonald, CEO and Robin Hepher, Associate Director, Chinook Arch, re: Chinook Arch Library Board 2015 - 2018 Budget**

620

B.D. Mearns:

BE IT RESOLVED that the communication received from Maggie Macdonald, CEO and Robin Hepher, Associate Director, Chinook Arch Library Board, requesting an opportunity to speak to City Council regarding their 2015 – 2018 Budget, be received as information and filed;

AND WHEREAS the Chinook Arch Library Board approved the 2015 – 2018 budget which sets out membership levies for member municipalities for the next four years;

AND WHEREAS in order to maintain services at the present level, the Chinook Arch Regional Library Board requires that member Councils pay the following increases:

2015	\$0.20 per capita
2016	\$0.21 per capita
2017	\$0.22 per capita
2018	\$0.23 per capita

AND WHEREAS these increases are included in the City's draft 2015 – 2018 Operating Budget;

THEREFORE BE IT RESOLVED THAT the Chinook Arch Library Board be advised once City Council has approved the 2015 – 2018 Operating Budget;

AND FURTHER BE IT RESOLVED THAT Mr. Hepher be thanked for his presentation.

Absent: J.P. Mauro, R.K. Parker

In Favour: C.A. Spearman, J.H. Carlson, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, B.D. Mearns, S.R. Miyashiro

----- **CARRIED**

ACTION:	City Treasurer
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MINUTES

- 4.2 **Wayne King, President 702 Wing Royal Canadian Air Force Association on behalf of LCol Jean Maisonneuve, Commanding Officer 429 (T), re: Greetings from the Commanding Officer and Members of 429 "City of Lethbridge" Squadron and Update on Recent Operational Activities**

625-D

J.A. Coffman:

BE IT RESOLVED that the communication received from Wayne King, President, 702 Wing Royal Canadian Air Force Association bringing greetings from the Commanding Officer and Members of the 429 "City of Lethbridge" Squadron and providing an update on their recent operating activities, be received as information and filed;

AND FURTHER BE IT RESOLVED THAT Mr. King be thanked for his presentation.

Absent: J.P. Mauro, R.K. Parker

In Favour: C.A. Spearman, J.H. Carlson, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, B.D. Mearns, S.R. Miyashiro

----- CARRIED

ACTION:	City Clerk
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- 4.3 **Verna Masuda and Shirley Fleming, Co-Presidents, NOKA, re: Grant Increase for City of Lethbridge / No Kill Alliance (NOKA) Spay/Neuter Program**

590-A

S.R. Miyashiro:

BE IT RESOLVED that the communication received from Verna Masuda, Co-President, requesting a grant increase for the NOKA spay/neuter program be received as information and filed;

AND FURTHER BE IT RESOLVED THAT the request for an increase of \$1,334 per month for the years 2015 – 2018 be forwarded to Finance Committee for consideration during the 2015 – 2018 budget deliberations;

AND FURTHER BE IT RESOLVED THAT Ms. Masuda and Ms. Fleming be thanked for their presentation.

Absent: J.P. Mauro, R.K. Parker

In Favour: C.A. Spearman, J.H. Carlson, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, B.D. Mearns, S.R. Miyashiro

----- CARRIED

ACTION:	City Treasurer, Community Services
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- 4.5 **Stephen Mogdan, President, Lethbridge Chamber of Commerce, re: Lethbridge Chamber of Commerce Position on City Budget**

625-D

B.D. Mearns:

BE IT RESOLVED that the communication received from Stephen Mogdan, President, Lethbridge Chamber of Commerce requesting an opportunity to provide response from the business community regarding the 2015 – 2018 Operating Budget as presented on November 6, 2014 to the Chamber of Commerce, be received as information and filed;

AND FURTHER BE IT RESOLVED THAT Mr. Mogdan be thanked for his presentation.

Absent: J.P. Mauro, R.K. Parker

In Favour: C.A. Spearman, J.H. Carlson, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, B.D. Mearns, S.R. Miyashiro

----- CARRIED

ACTION:	City Clerk
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4.6 Renae Barlow, Chair and Diane Randell, Manager, Community and Social Development, re: Investment in Prevention: Family & Community Support Services (FCSS) Funding Options 2015-18

555-E

Councillor Miyashiro declared a conflict because his employer receives funding from Family & Community Support Services and left City Council Chambers.

J.H. Carlson:

BE IT RESOLVED that the communication received from Renae Barlow, Chair and Diane Randell, Manager, Community and Social Development regarding investing in Prevention: Family & Community Support Services (FCSS) Funding Options for 2015 - 2018, be received as information and filed;

AND FURTHER BE IT RESOLVED THAT the funding request and options be forwarded to Finance Committee for consideration during the 2015 – 2018 budget deliberations;

AND FURTHER BE IT RESOLVED THAT Ms. Barlow and Ms. Randell be thanked for their presentation.

Absent: J.P. Mauro, S.R. Miyashiro, R.K. Parker

In Favour: C.A. Spearman, J.H. Carlson, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, B.D. Mearns

----- CARRIED

ACTION:	<i>City Treasurer</i>
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6. SUBMISSIONS:

6.2 Graeme Woods, Strategic Initiatives Coordinator, re: Operating Budget Public Consultation

590-A 645-A

J.H. Carlson:

BE IT RESOLVED that the report from the Administration regarding the 2015 – 2018 Operating Budget Public Consultation, be received as information and filed.

Absent: J.P. Mauro, R.K. Parker

In Favour: C.A. Spearman, J.H. Carlson, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, B.D. Mearns, S.R. Miyashiro

----- CARRIED

ACTION:	<i>City Manager's Office, City Treasurer</i>
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7. OFFICIAL BUSINESS:

7.1 Budget Process

590-A

Deputy Mayor Carlson assumed the Chair

C.A. Spearman:

WHEREAS the Operating Budget is a key document in support of the Strategic Plan of Lethbridge City Council;

AND WHEREAS City Council Strategic Goal # 2 states that "City Council Demonstrates Financial Stewardship";

AND WHEREAS Municipal finance information is complex;

AND WHEREAS City Council needs a full understanding of the finances to communicate them to the community in a concise and understandable way;

AND WHEREAS City Council seeks to develop and monitor performance measures;

MINUTES

AND WHEREAS City Council seeks to provide opportunities for the community to better understand the value proposition in taxes, service fees and utilities;

THEREFORE BE IT RESOLVED THAT the City Manager provide an opportunity to hear information about the proposed 4 Year Operating Budget from Infrastructure Services and Community Services containing, but not limited to the following:

1. Budget dollars for the past 2 years by department
2. Department Headcount/Staffing for the past 2 years
3. Innovations and efficiencies achieved
4. Budget dollars for the next 4 years by department
5. Department Headcount/staffing for the next 4 years
6. Innovations and efficiencies planned
7. New Initiatives and Continuous Improvement
8. Metrics – What are the key indicators of each department's success

AND FURTHER BE IT RESOLVED THAT the information be presented at the Finance Committee meeting on November 17, 2014.

Absent: J.P. Mauro, R.K. Parker

In Favour: C.A. Spearman, J.H. Carlson, J.A. Coffman, B.E. Hyggen, B.D. Mearns

Opposed: L.M. Iwaskiw, S.R. Miyashiro

----- CARRIED

ACTION:	<i>City Manager, City Clerk, City Treasurer, Infrastructure Services, Community Services</i>
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11. NOTICE OF MOTION

11.1 Official Business Resolution - Two Year Budget Cycle

12. ADJOURN:

L.M. Iwaskiw:

THAT we do now adjourn until Monday, November 24, 2014 at 1:30 PM

Absent: J.P. Mauro, R.K. Parker

In Favour: C.A. Spearman, J.H. Carlson, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, B.D. Mearns, S.R. Miyashiro

----- CARRIED

MINUTES

MINUTES of a **Finance Committee Meeting** held on **Monday, November 17, 2014** COUNCIL CHAMBERS at 9:00 AM

PRESENT:	Deputy Mayor	J.H. Carlson
	Mayor	C.A. Spearman
	Councillor	J.A. Coffman
	Councillor	B.E. Hyggen
	Councillor	L.M. Iwaskiw
	Councillor	J.P. Mauro
	Councillor	B.D. Mearns
	Councillor	S.R. Miyashiro
	Councillor	R.K. Parker
OTHERS:	City Clerk	A. Neufeld
	Legislative Coordinator	B. Burke
	City Manager	G. Sherwin
	City Solicitor	T. Jorgensen
	City Treasurer	C. Wight
	Director of City Manager's Office	K. Hopkins
	Director of Infrastructure Services	D. Hawkins
	Director of Community Services	B. Beck
	Director of Planning and Development	J. Greene
	Communications Advisor	G. Gauthier

2. **PRESENTATIONS:**

2.1 **Deputy Mayor J.H. Carlson, re: Finance Committee Budget Deliberation Process**

Finance Committee recessed to discuss the process for today and the coming week.

Deputy Mayor Carlson, Chair, Finance Committee, advised that today's meeting of Finance Committee is the first of a scheduled week long deliberation on the City's Budget. It will culminate sometime this week with a recommendation to City Council to approve an amended budget for the next four years.

Deputy Mayor Carlson provided an overview of the budget process to date and the principles on which the base budget has been prepared. The budget does contemplate an average property increase of 2.93%. New initiatives to enhance or increase services are included in the draft budget document for consideration. He highlighted the available funding sources.

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2.2 **Doug Hawkins, Director of Infrastructure Services, re: Proposed Operating Budget 2015 - 2018**

Doug Hawkins, Director of Infrastructure Services, provided an overview of two tax supported business units, Parks Management and Transportation.

Parks Management

Mr. Hawkins provided an overview of the operating budget summary and corresponding full-time equivalents (FTE's). The net increase over the four years is \$1.9 M and 8.5 FTE's as a result of growth in the community, the amount of parkland that the City must take on and parks CIP projects. Parkland inventory will be increasing by 11% over the next four years. He identified past accomplishments and future innovations and efficiencies, one new initiative and current service levels for Parks Management.

Transportation

Mr. Hawkins provided an overview of the operating budget summary and corresponding full-time equivalents (FTE's). The net increase over the four years is approximately \$1.4 M and 2 FTE's as a result of community growth and CIP projects. He identified past and future innovations and efficiencies, four new initiatives and current service levels for Transportation.

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2.3 Bary Beck, Director of Community Services, re: Proposed Operating Budget 2015 - 2018

Bary Beck, Director of Community Services, provided an overview of Facility Services, Fire & Emergency Services, Lethbridge Transit and Accessible Transportation.

Facility Services

Mr. Beck advised that this business unit is an internal service provider. He reported that the increase over the four year budget cycle is \$2.2 M with no increase in full time equivalents (FTE's). The majority of the change is a result of CIP projects being completed and becoming operational. He reported on the facility management activity sequence, facility condition indices and impact of lifecycle investing on facility condition. Mr. Beck identified past and future innovations and efficiencies and current service levels.

Fire & Emergency Services

Mr. Beck reported that the increase over the four year budget cycle for Fire & Emergency Services is net zero with no change in full time equivalents (FTE's). Everything to complete the Alberta Health contract is included. He outlined the past and future innovations and efficiencies and current service levels.

Lethbridge Transit

Mr. Beck advised that the increase over the four year budget cycle for Lethbridge Transit is approximately \$1.2 M with an increase of 4.5 full time equivalents (FTE's) as a result of new technology and Gary Station coming on. Increase for Accessible Transportation is approximately \$190,000 and 1.5 full time equivalents as a result of increasing levels of cleaning of vehicles to match those for transit. He reported on the past innovations and efficiencies for both Lethbridge Transit and Accessible Transportation. Mr. Beck provided information on four new initiatives. He displayed graphs of Accessible Transportation ridership subscription vs demand trips by time of day and reported on the current service levels for Lethbridge Transit and Accessible Transportation.

2.4 Base Budget 2015 - 2018 Discussion

2.5 New Initiatives Discussion

2.6 2014 Year End Forecast

Corey Wight, City Treasurer, reported on the operating budget forecast as of September 30, 2014, and advised that the funding available for one-time allocations (2015 - 2018 Budget) is \$2.2 M based on City Council's policy. He provided a breakdown of where this funding originated. All of the surpluses and deficits identified in the forecast report have been considered in the draft budget.

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2.7 Budget Resolution Debate

3. ADJOURN

R.K. Parker:

THAT we do now adjourn this Finance Committee Meeting.

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, J.P. Mauro, B.D. Mearns, S.R. Miyashiro, R.K. Parker

----- CARRIED

MINUTES

MINUTES of a **Finance Committee Meeting** held on **Tuesday, November 18, 2014** COUNCIL CHAMBERS at 9:00 AM

PRESENT:	Deputy Mayor	J.H. Carlson
	Mayor	C.A. Spearman
	Councillor	J.A. Coffman
	Councillor	B.E. Hyggen
	Councillor	L.M. Iwaskiw
	Councillor	J.P. Mauro
	Councillor	B.D. Mearns
	Councillor	S.R. Miyashiro
	Councillor	R.K. Parker
OTHERS:	City Clerk	A. Neufeld
	A/Legislative Coordinator	K. Schindel
	City Manager	G. Sherwin
	City Solicitor	T. Jorgensen
	City Treasurer	C. Wight
	Director of City Managers Office	K. Hopkins
	Director of Infrastructure Services	D. Hawkins
	Director of Community Services	B. Beck
	Director of Planning and Development	J. Greene
	Communications Advisor	G. Gauthier

2. **PRESENTATIONS:**

- 2.1 **Deputy Mayor J.H. Carlson, re: Finance Committee Budget Deliberation Process**
- 2.2 **Doug Hawkins, Director of Infrastructure Services, re: Proposed Operating Budget 2015 - 2018**
- 2.3 **Bary Beck, Director of Community Services, re: Proposed Operating Budget 2015 - 2018**
- 2.4 **Base Budget 2015 - 2018 Discussion**
- 2.5 **New Initiatives Discussion**
- 2.6 **2014 Year End Forecast**

Corey Wight, City Treasurer completed his presentation on the 2014 Year End Forecast.

- 2.7 **Budget Resolution Debate**

3. **ADJOURN**

R.K. Parker:

That we do now adjourn this Finance Committee Meeting..

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, J.P. Mauro, B.D. Mearns, S.R. Miyashiro, R.K. Parker

----- **CARRIED**

MINUTES

MINUTES of a **Finance Committee Meeting** held on **Wednesday, November 19, 2014** COUNCIL CHAMBERS at 9:00 AM

PRESENT:	Deputy Mayor	J.H. Carlson
	Mayor	C.A. Spearman
	Councillor	J.A. Coffman
	Councillor	B.E. Hyggen
	Councillor	L.M. Iwaskiw
	Councillor	J.P. Mauro
	Councillor	B.D. Mearns
	Councillor	S.R. Miyashiro
	Councillor	R.K. Parker
OTHERS:	City Clerk	A. Neufeld
	A/Legislative Coordinator	K. Schindel
	City Manager	G. Sherwin
	City Solicitor	T. Jorgensen
	City Treasurer	C. Wight
	Director of City Manager's Office	K. Hopkins
	Director of Infrastructure Services	D. Hawkins
	Director of Community Services	B. Beck
	Director of Planning and Development	J. Greene
	Communications Advisor	G. Gauthier
	Financial Planning & Budget Manager	M. Pinksen

2. PRESENTATIONS:

Deputy Mayor Carlson explained the process for addressing the resolutions.

- 2.1 Deputy Mayor J.H. Carlson, re: Finance Committee Budget Deliberation Process**
- 2.2 Doug Hawkins, Director of Infrastructure Services, re: Proposed Operating Budget 2015 - 2018**
- 2.3 Bary Beck, Director of Community Services, re: Proposed Operating Budget 2015 - 2018**
- 2.4 Base Budget 2015 - 2018 Discussion**
- 2.5 New Initiatives Discussion**
- 2.6 2014 Year End Forecast**
- 2.7 Budget Resolution Debate**

R-1 Lethbridge Regional Police Service

J.P. Mauro:

BE IT RESOLVED THAT City Council provide annually to the Lethbridge Police Commission for Lethbridge Regional Police Service operations from 2015 – 2018 the same level of taxation funding adjusted for any negotiated wage settlements as was provided in 2014;

AND FURTHER BE IT RESOLVED THAT with the commencement of the new Police Chief in early January 2015, the Police Chief be given the opportunity in December 2016 or earlier, to reopen the budget and discuss with City Council the remaining two years (2017 – 2018) of the approved Operating Budget cycle.

Prior to a vote being called on the foregoing resolution, the following amendment was presented:

B.D. Mearns:

THAT the first paragraph be removed and replaced with:

"BE IT RESOLVED THAT the base budget increase be reduced by \$791,863 by 2018;"

In Favour: C.A. Spearman, J.H. Carlson, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, J.P. Mauro, B.D. Mearns

Opposed: S.R. Miyashiro, R.K. Parker

----- **CARRIED**

Vote on the resolution as amended:

J.P. Mauro:

BE IT RESOLVED THAT the base budget increase be reduced by \$791,863 by 2018;

AND FURTHER BE IT RESOLVED THAT with the commencement of the new Police Chief in early January 2015, the Police Chief be given the opportunity in December 2016 or earlier, to reopen the budget and discuss with City Council the remaining two years (2017 – 2018) of the approved Operating Budget cycle.

In Favour: C.A. Spearman, J.A. Coffman, B.E. Hyggen, J.P. Mauro, B.D. Mearns

Opposed: J.H. Carlson, L.M. Iwaskiw, S.R. Miyashiro, R.K. Parker

----- **CARRIED**

Deputy Mayor Carlson provided clarification on the Municipal Revenue Stabilization Reserve (MRSR) which contains by 2018, annual flow through revenues of \$26.8M coming from fluctuating sources of revenue.

Corey Wight, City Treasurer and Hailey Pinksen, Financial Planning & Budget Manager, provided an overview of the tracking spreadsheet that will be used to identify the effects of Finance Committee decisions on the property tax bill in each of the four years. A similar spreadsheet will be used to provide an overview of one-time decisions providing a total of the remaining one-time funding available.

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R - 2 Economic Development Lethbridge

R.K. Parker:

WHEREAS on June 17, 2002, City Council CARRIED a resolution to approve the establishment of a community-based Economic Development model with the entity to be named the Lethbridge Economic Development Initiative,

AND FURTHER WHEREAS it was the intent of City Council that the initiative be funded by the City of Lethbridge initially with initially being the key word;

THEREFORE BE IT RESOLVED THAT the City's 2015 – 2018 Operating Budget contribution to the operations of the Economic Development Lethbridge (EDL) be established as follows:

- \$933,042 in 2015 (100% of 2014 actual)
- \$699,782 in 2016 (75% of 2014 actual)
- \$466,521 in 2017 (50% of 2014 actual)
- \$233,261 in 2018 (25% of 2014 actual)

Prior to a vote being called on the foregoing resolution, the following amendment was presented:

R.K. Parker:

THAT the last paragraph be replaced with the following:

“THEREFORE BE IT RESOLVED THAT a comprehensive review be undertaken of the City's Economic Development strategy and service delivery model by the end of 2015;

AND FURTHER BE IT RESOLVED THAT any changes to the strategy and service model be addressed in future Fee for Service agreements for the year 2016 – 2018;

AND FURTHER BE IT RESOLVED THAT the funding for Economic Development Lethbridge be maintained as presented in the draft 2015 – 2018 Operating Budget”;

AND FURTHER BE IT RESOLVED THAT any changes in the funding be adjusted pending the comprehensive review.

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, B.D. Mearns, S.R. Miyashiro, R.K. Parker

Opposed: J.P. Mauro

----- **CARRIED**

Vote on the Resolution as Amended:

J.P. Mauro:

WHEREAS on June 17, 2002, City Council passed a resolution to approve the establishment of a community-based Economic Development model with the entity to be named the Lethbridge Economic Development Initiative,

AND FURTHER WHEREAS it was the intent of City Council that the initiative be funded by the City of Lethbridge initially with initially being the key word;

THEREFORE BE IT RESOLVED THAT a comprehensive review be undertaken of the City's Economic Development strategy and service delivery model by the end of 2015;

AND FURTHER BE IT RESOLVED THAT any changes to the strategy and service model be addressed in future Fee for Service agreements for the year 2016 – 2018;

AND FURTHER BE IT RESOLVED THAT the funding for Economic Development Lethbridge be maintained as presented in the draft 2015 – 2018 Operating Budget;

AND FURTHER BE IT RESOLVED THAT any changes in the funding be adjusted pending the comprehensive review.

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, B.D. Mearns, S.R. Miyashiro, R.K. Parker

Opposed: J.P. Mauro

----- **CARRIED**

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N – 1 Lethbridge Public Library – Bookmobile Garage

B.D. Mearns:

BE IT RESOLVED THAT the Lethbridge Public Library Initiative – Bookmobile Garage, through a one-time allocation of up to \$200,000 in 2015 from the MRSR, \$400,000 from Community Donations in 2015 and ongoing funding of \$12,500 in 2016, 2017 and 2018 from taxation be approved.

In Favour: J.H. Carlson, C.A. Spearman, L.M. Iwaskiw, B.D. Mearns, S.R. Miyashiro, R.K. Parker

Opposed: J.A. Coffman, B.E. Hyggen, J.P. Mauro

----- **CARRIED**

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N – 2 Lethbridge Public Library - Crossings Library Undeveloped Area Expansion

B.D. Mearns:

BE IT RESOLVED THAT the Lethbridge Public Library Initiative – Crossings Library Underdeveloped Area Expansion be referred to the Capital Improvement Program (CIP) 2018 – 2027, be approved.

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, J.P. Mauro, B.D. Mearns, S.R. Miyashiro, R.K. Parker

----- **CARRIED**

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N-3 Mayor's Panel on Animal Welfare - Pilot Project to Mitigate the Feral Cat Problem

C.A. Spearman/S.R. Miyashiro:

BE IT RESOLVED THAT the Mayor's Panel on Animal Welfare Initiative - *Pilot Project to Mitigate the Feral Cat Problem* funded through a one-time allocation in the amount of \$7,000 in each of 2015 and 2016 from the MRSR, be approved.

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, J.P. Mauro, B.D. Mearns, S.R. Miyashiro, R.K. Parker

Opposed: L.M. Iwaskiw

----- **CARRIED**

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N-4 - Heart of Our City Housing Incentive Program

R.K. Parker/J.H. Carlson:

BE IT RESOLVED THAT the Heart of Our City Initiative – *Heart of Our City Housing Incentive Program* funded through a one-time allocation in the amount of \$200,000 in 2015, 2016 and 2017 and 2018 from the MRSR and a one-time allocation in the amount of \$200,000 in 2015, 2016 and 2017 and 2018 from Subdivision Surplus, be approved;

AND FURTHER BE IT RESOLVED THAT before any applications are approved, a policy on this initiative be presented to City Council for consideration, debate and approval by City Council;

AND FURTHER BE IT RESOLVED THAT following two years from the initiative's implementation, the Director of Planning and Development Services present to City Council a report on the performance measures of this initiative, to be completed no later than April 30, 2017.

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, J.P. Mauro, B.D. Mearns, S.R. Miyashiro, R.K. Parker

----- **CARRIED**

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N- 5 - Heart of Our City Branding and Marketing Strategy

C.A. Spearman:

BE IT RESOLVED THAT the Heart of Our City Initiative – *Branding and Marketing Strategy* through a one-time allocation in the amount of \$150,000 in 2015 from the MRSR, be approved.

In Favour: C.A. Spearman, B.D. Mearns

Opposed: J.H. Carlson, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, J.P. Mauro, S.R. Miyashiro, R.K. Parker

----- **DEFEATED**

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N- 6 - Recreation and Culture - Southern Alberta Art Gallery

C.A. Spearman:

BE IT RESOLVED THAT the Recreation & Culture Initiative – *Southern Alberta Art Gallery* through a one-time allocation in the amount of \$62,000 in 2015, \$80,000 in 2016 \$70,000 in 2017 and \$36,000 in 2018 from the MRSR, be approved.

Prior to a vote being called on the foregoing resolution, the Mayor requested that this be tabled to later in the process.

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N-41 – Community – Council Referral - Nord-Bridge Senior Citizens Association

Councillor Miyashiro declared a conflict and left City Council Chambers.

R.K. Parker:

BE IT RESOLVED THAT the Community – Council Referral Initiative – Nord-Bridge Senior Citizens Association through a one-time allocation in the amount of \$75,000 in each of 2015, 2016, 2017 and 2018 from the MRSR, be approved, subject to an audit of organizational policies and procedures be undertaken to ensure alignment with City of Lethbridge policies and procedures;

AND FURTHER BE IT RESOLVED THAT the cost of the audit be funded from this allocation.

Prior to a vote being called on the foregoing resolution, the following tabling motion was presented:

R.K. Parker:

THAT N-41 Nord-Bridge Senior Citizens Association be tabled.

Absent: S.R. Miyashiro

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, J.P. Mauro, B.D. Mearns, R.K. Parker

----- **CARRIED**

.....

Councillor Miyashiro returned to City Council Chambers

N-7 Transit & Access-A-Ride Master Plan – Transit

B.E. Hyggen:

WHEREAS the creation of a Transit and Access-A-Ride Master Plan will guide the future of municipal conventional transit and para-transit service;

AND WHEREAS the Plan will include routing options, fleet equipment requirements, level of service, infrastructure, fare structure and other areas of importance;

THEREFORE BE IT RESOLVED THAT the Lethbridge Transit Initiative – Transit & Access-A-Ride Master Plan, with funding of \$150,000 in 2015 and \$200,000 in 2016 from the Transit Reserve, be approved.

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, B.D. Mearns, S.R. Miyashiro, R.K. Parker

Opposed: J.P. Mauro

----- **CARRIED**

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N-8 Urban Forest Management Plan - Parks

L.M. Iwaskiw:

WHEREAS the creation of a Management Strategy and long term Plan for the management of the City's Urban forest will update and replace the Urban Forestry Management Plan completed in 1991;

AND WHEREAS the Plan will guide decisions in the next 10 – 15 years in areas such as planting, species locations, pruning and pest management;

THEREFORE BE IT RESOLVED THAT the Parks Management Initiative – *Urban Forest Management Plan*, with funding of \$87,500 in each of 2015 and 2016 from the Urban Parks Reserve, be approved;

AND FURTHER BE IT RESOLVED THAT the Urban Forest Management Plan include:

- 1) a stated process and methodology of valuing trees (such as those standards established by the International Society of Arboriculture), and
- 2) as part of the management strategy, the conditions necessary to support the creation of a Tree Protection Bylaw.

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, B.D. Mearns, S.R. Miyashiro, R.K. Parker

Opposed: J.P. Mauro

----- **CARRIED**

MINUTES

MINUTES of a **Finance Committee Meeting** held on **Thursday, November 20, 2014** COUNCIL CHAMBERS at 9:00 AM

PRESENT:	Deputy Mayor	J.H. Carlson
	Mayor	C.A. Spearman
	Councillor	J.A. Coffman
	Councillor	B.E. Hyggen
	Councillor	L.M. Iwaskiw
	Councillor	J.P. Mauro
	Councillor	B.D. Mearns
	Councillor	S.R. Miyashiro
	Councillor	R.K. Parker
OTHERS:	City Clerk	A. Neufeld
	A/Legislative Coordinator	K. Schindel
	City Manager	G. Sherwin
	City Solicitor	T. Jorgensen
	City Treasurer	C. Wight
	Director of City Manager's Office	K. Hopkins
	Director of Infrastructure Services	D. Hawkins
	Director of Community Services	B. Beck
	Director of Planning and Development	J. Greene
	Communications Advisor	G. Gauthier
	Financial Planning & Budget Manager	H. Pinksen

2. **PRESENTATIONS:**

Deputy Mayor Carlson opened the floor for questions on the following:

N-9 Curbside Recycling Option 1 – Weekly Garbage and Curbside Recycling Services

N-10 - Curbside Recycling Option 2 - Weekly Garbage/Bi-weekly Curbside Recycling Services

N-11 - Curbside Recycling Option 3 - Bi-Weekly Garbage and Bi-weekly Curbside Recycling Services

N-12 - Curbside Recycling Option 4 – Weekly Garbage and Weekly Curbside Organic Services

B.D. Mearns:

BE IT RESOLVED Finance Committee supports in principle delivering curbside recycling in Lethbridge;

AND FURTHER BE IT RESOLVED T HAT if Finance Committee support Curbside Recycling that Finance Committee consider the new initiatives in this order N11, N10, N9 and then N12.

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, B.D. Mearns, S.R. Miyashiro, R.K.

ParkerOpposed: L.M. Iwaskiw, J.P. Mauro

----- **CARRIED**

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N-11 - Curbside Recycling – Option 3, Bi-Weekly Garbage and Bi-Weekly Curbside Recycling Services

C.A. Spearman:

WHEREAS City Council's Strategic Plan Goal #5 states that City Council takes a leadership in the protection and preservation of our natural environment in Lethbridge;

AND WHEREAS Goal #5 states that City Council will investigate the implementation of curbside recycling;

THEREFORE BE IT RESOLVED THAT the Community – Council Referred Initiative – Curbside Recycling – Option 3, Bi-Weekly Garbage and Bi-Weekly Curbside Recycling Services with funding of \$500,000 in 2015, \$100,000 in 2016, \$5,950,000 in 2017 and \$3,690,000 in 2018, be approved.

Prior to a vote on the foregoing resolution, the following amendment was presented:

J.A. Coffman:

BE IT RESOLVED THAT the third paragraph be removed and replaced with:

"BE IT RESOLVED THAT Option 3, Bi-Weekly Garbage and Bi-Weekly Curbside Recycling Services be funded as \$500,000 in 2016, \$100,000 in 2017 and \$5,959,000 in 2018;

AND FURTHER BE IT RESOLVED THAT City Council approve the first expenditure of this initiative only after the Province of Alberta has introduced legislation regarding a province-wide recycling program;

AND FURTHER BE IT RESOLVED THAT if there is no introduction of new legislation by the end of the spring 2015 sitting of the Alberta Legislature, that this initiative continue to proceed."

In Favour: J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, J.P. Mauro, S.R. Miyashiro

Opposed: J.H. Carlson, C.A. Spearman, B.D. Mearns, R.K. Parker

----- CARRIED

Vote on the amended resolution:

C.A. Spearman:

WHEREAS City Council's Strategic Plan Goal #5 states that City Council takes a leadership in the protection and preservation of our natural environment in Lethbridge;

AND WHEREAS Goal #5 states that City Council will investigate the implementation of curbside recycling;

BE IT RESOLVED THAT Option 3, Bi-Weekly Garbage and Bi-Weekly Curbside Recycling Services be funded as \$500,000 in 2016, \$100,000 in 2017 and \$5,959,000 in 2018;

AND FURTHER BE IT RESOLVED THAT City Council approve the first expenditure of this initiative only after the Province of Alberta has introduced legislation regarding a province-wide recycling program;

AND FURTHER BE IT RESOLVED THAT if there is no introduction of new legislation by the end of the spring 2015 sitting of the Alberta Legislature, that this initiative continue to proceed.

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman

Opposed: B.E. Hyggen, L.M. Iwaskiw, J.P. Mauro, B.D. Mearns, S.R. Miyashiro,
R.K. Parker

----- DEFEATED

N-10 - Curbside Recycling - Option 2, Weekly Garbage and Bi-Weekly Curbside Recycling Services

R.K. Parker:

WHEREAS City Council's Strategic Plan Goal #5 states that City Council takes a leadership in the protection and preservation of our natural environment in Lethbridge;

AND WHEREAS Goal #5 states that City Council will investigate the implementation of curbside recycling;

THEREFORE BE IT RESOLVED THAT the Community – Council Referral Initiative – Curbside Recycling – Option 2, Weekly Garbage and Bi-Weekly Curbside Recycling Services, with funding of \$500,000 in 2015, \$1,325,000 in 2016, \$7,400,000 in 2017 and \$4,151,000 in 2018, be approved.

Prior to a vote on the foregoing resolution, the following amendment was presented:

J.A. Coffman:

BE IT RESOLVED THAT the third paragraph be removed and replaced with the following:

BE IT RESOLVED THAT Option 2, Weekly Garbage and Bi-Weekly Curbside Recycling Services be funded as \$500,000 in 2015, \$1,325,000 in 2016, \$7400,000 in 2017 and \$4,151,000 in 2018.

AND FURTHER BE IT RESOLVED THAT City Council approve the first expenditure of this initiative only after the Province of Alberta has introduced legislation regarding a province-wide recycling program;

AND FURTHER BE IT RESOLVED THAT if there is no introduction of new legislation by the end of the spring 2015 sitting of the Alberta Legislature, that this initiative continue to proceed.

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, S.R. Miyashiro
Opposed: L.M. Iwaskiw, J.P. Mauro, B.D. Mearns, R.K. Parker

----- CARRIED

Vote on the amended resolution:

R.K. Parker:

WHEREAS City Council's Strategic Plan Goal #5 states that City Council takes a leadership in the protection and preservation of our natural environment in Lethbridge;

AND WHEREAS Goal #5 states that City Council will investigate the implementation of curbside recycling;

BE IT RESOLVED THAT Option 2, Weekly Garbage and Bi-Weekly Curbside Recycling Services be funded as \$500,000 in 2015, \$1,325,000 in 2016 and \$7,400,000 in 2017 and \$4,151,000 in 2018;

AND FURTHER BE IT RESOLVED THAT City Council approve the first expenditure of this initiative only after the Province of Alberta has introduced legislation regarding a province-wide recycling program;

AND FURTHER BE IT RESOLVED THAT if there is no introduction of new legislation by the end of the spring 2015 sitting of the Alberta Legislature, that this initiative continue to proceed.

In Favour: B.E. Hyggen, B.D. Mearns, R.K. Parker
Opposed: J.H. Carlson, C.A. Spearman, J.A. Coffman, L.M. Iwaskiw, J.P. Mauro, S.R. Miyashiro

----- DEFEATED

J.H. Carlson:

BE IT RESOLVED THAT the matter of Curbside Recycling and Organics Collection be referred to a Community Issues Committee (CIC) Meeting of City Council in January, 2015.

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, J.P. Mauro, B.D. Mearns, S.R. Miyashiro, R.K. Parker

----- CARRIED

N-12 - Curbside Recycling - Option 4, Weekly Garbage and Weekly Curbside Organics

C.A. Spearman:

WHEREAS City Council's Strategic Plan Goal #5 states that City Council takes a leadership in the protection and preservation of our natural environment in Lethbridge;

AND WHEREAS Goal #5 states that City Council will investigate the implementation of curbside recycling;

THEREFORE BE IT RESOLVED THAT the Community – Council Referral Initiative – *Curbside Recycling – Option 4, Weekly Garbage and Weekly Curbside Organics*, with funding of \$700,000 in 2015, be approved;

Prior to a vote being called on the foregoing resolution, Mayor Spearman withdrew the resolution.

N-13 - Electric Utility - Developer Choice Cable Installation Model

C.A. Spearman:

WHEREAS City Council's Strategic Plan Goal #4 states that City Council fosters a safe, healthy and vibrant community through inclusive policies recreational and cultural opportunities and collaboration;

AND WHEREAS 4.2 states that City Council will enrich the City as an exciting and active place to live, visit and do business;

THEREFORE BE IT RESOLVED THAT the Electric Utility Initiative – *Developer Choice Cable Installation Model*, be approved.

FURTHER BE IT RESOLVED THAT the City Manager (or designate) present to City Council a report on the performance measures of this initiative, to be completed no later than April 30, 2017.

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, J.P. Mauro, B.D. Mearns, S.R. Miyashiro, R.K. Parker

----- CARRIED

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N-14 - Transportation - Paved Lane Rehabilitation

B.D. Mearns:

WHEREAS City Council's Strategic Plan Goal #3 states that City Council steward Lethbridge toward a well-designed City be ensuring quality urban design;

AND WHEREAS Goal #5 states that City Council will establish a strategic approach to neighbourhood renewal that balances neighbourhood vision with infrastructure renewal;

THEREFORE BE IT RESOLVED THAT the Transportation Initiative – *Paved Lane Rehabilitation* with funding of \$300,000 in 2015 and \$300,000 in 2016 from the Basic Municipal Transportation Grant funding, be approved;

AND FURTHER BE IT RESOLVED THAT, the City Manager (or designate) present to City Council a report on the performance measures of this initiative, to be completed no later than April 30, 2017.

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, B.D. Mearns, S.R. Miyashiro, R.K. Parker
Opposed: J.P. Mauro

----- CARRIED

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N-15 - Heart of Our City - Galt Gardens Master Plan

C.A. Spearman:

WHEREAS City Council's Strategic Plan supports a well-designed City, enhancing Downtown vibrancy and liveability, fostering a welcoming community for residents and visitors and enriching the City as an exciting and active place to live, visit and do business;

THEREFORE BE IT RESOLVED THAT the Heart of Our City Initiative – *Galt Gardens Master Plan*, with funding of \$50,000 in 2015 from Urban Parks Reserve, be approved.

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, J.P. Mauro, B.D. Mearns, S.R. Miyashiro, R.K. Parker

----- CARRIED

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N-16 - Transportation - Mobility Improvement

B.D. Mearns/S.R. Miyashiro:

WHEREAS City Council's Strategic Plan Goal #3 states that City Council steward Lethbridge toward a well-designed City by ensuring quality urban design;

AND WHEREAS Goal 3.1 states that City Council will create policies and design standards to ensure physical access to all city facilities and public spaces;

THEREFORE BE IT RESOLVED THAT the Transportation Initiative – *Mobility Improvement*, with funding of \$300,000 per year commencing in 2015 from the Frontage Levy, be approved;

AND FURTHER BE IT RESOLVED THAT, the City Manager (or designate) present to City Council a report on the performance measures of this initiative, to be completed no later than April 30, 2017.

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, J.P. Mauro, B.D. Mearns, S.R. Miyashiro, R.K. Parker

----- CARRIED

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N-41 - Community - Council Referral - Nord-Bridge Senior Citizens Association

Councillor Miyashiro declared a conflict and left City Council Chambers

R.K. Parker:

BE IT RESOLVED THAT N-41 - Nord-Bridge Senior Citizens Association be lifted from the table.

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, J.P. Mauro, B.D. Mearns, S.R. Miyashiro, R.K. Parker

----- CARRIED

R.K. Parker:

BE IT RESOLVED THAT the Community – Council Referral Initiative – *Nord-Bridge Senior Citizens Association* through a one-time allocation in the amount of \$75,000 in each of 2015, 2016, 2017 and 2018 from the MRSR, be approved; subject to an audit of organizational policies and procedures be undertaken to ensure best financial practices;

AND FURTHER BE IT RESOLVED THAT the cost of the audit be funded from this allocation;

AND FURTHER BE IT RESOLVED THAT Nord-Bridge Senior Citizens Organization be required to continue its efforts to seek core funding from the Provincial Government and report to City Council annually;

AND FURTHER BE IT RESOLVED THAT the funding from the City be reduced by an amount equal to any increased funding from the Government of Alberta.

AND FURTHER BE IT RESOLVED THAT any surplus funds up to \$75,000 after the second year of the agreement be returned to the City of Lethbridge.

Prior to a vote being called on the foregoing resolution, the following Tabling resolution was presented:

C.A. Spearman:

THAT N-41 - Community - Council Referral - Nord-Bridge Senior Citizens Association be tabled.

Abesent: S.R. Miyashiro

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, J.P. Mauro, B.D. Mearns, S.R. Miyashiro, R.K. Parker

----- CARRIED

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Councillor Miyashiro returned to City Council Chambers

N-45 – Library and Mediathique

Councillor Carlson advised that he was withdrawing this resolution based on legal advice from the City Solicitor on the Libraries Act.

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N-47 - Ad Hoc Citizen Panel - Full Time Councillors

B.D. Mearns:

WHEREAS City Council's Strategic Plan Goal #1 states that City Council embraces its roles as government leaders of the corporation by strengthening the process of governance;

AHD WHEREAS City Council's Strategic Plan Goal #1.1.4 states City Council will examine the merits of moving from part-time to full-time Councillor;

AND WHEREAS City Council format of Mayor and eight part-time councillors have been in place since 1968;

AND WHEREAS the City population since 1968 has increased from 37,760 to 93,400;

AND WHEREAS breadth and complexity of the responsibilities (both roles and issues) of City Councillors have increased significantly over that time period;

THEREFORE BE IT RESOLVED that an ad hoc citizen panel be formed to review the merits and costs of expanding City Councillor positions from part-time to full-time;

AND FURTHER BE IT RESOLVED THAT the City Clerk's Office be tasked with this project;

AND FURTHER BE IT RESOLVED THAT the Panel be provided consulting support to research and deliberate through a one-time allocation to a maximum of \$75,000 from the MRSR, be approved;

AND FURTHER BE IT RESOLVED THAT the recommendations of the Ad Hoc Panel be presented to City Council no later than April, 2016.

In Favour: J.H. Carlson, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, J.P. Mauro, B.D. Mearns, S.R. Miyashiro, R.K. Parker

Opposed: C.A. Spearman

----- CARRIED

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3. ADJOURN

R.K. Parker:

THAT we do now adjourn Finance Committee until 9:00 AM tomorrow, Friday, November 21, 2014.

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, J.P. Mauro, B.D. Mearns, S.R. Miyashiro, R.K. Parker

----- CARRIED

Deputy Mayor

City Clerk

MINUTES

MINUTES of a **Finance Committee Meeting** held on **Friday, November 21, 2014** COUNCIL CHAMBERS at 9:00 AM

PRESENT:	Deputy Mayor	J.H. Carlson
	Mayor	C.A. Spearman
	Councillor	J.A. Coffman
	Councillor	B.E. Hyggen
	Councillor	L.M. Iwaskiw
	Councillor	J.P. Mauro
	Councillor	B.D. Mearns
	Councillor	S.R. Miyashiro
	Councillor	R.K. Parker
OTHERS:	City Clerk	A. Neufeld
	A/Legislative Coordinator	K. Schindel
	City Manager	G. Sherwin
	City Solicitor	T. Jorgensen
	City Treasurer	C. Wight
	Director of City Manager's Office	K. Hopkins
	Director of Infrastructure Services	D. Hawkins
	Director of Community Services	B. Beck
	Director of Planning and Development	J. Greene
	Communications Advisor	G. Gauthier
	Financial Planning and Budget Manager	H. Pinksen

2. **PRESENTATIONS:**

2.7 **Budget Resolution Debate**

N-6 - Recreation & Culture - Southern Alberta Art Gallery

C.A. Spearman:

THAT N-6 - Recreation & Culture - Southern Alberta Art Gallery be lifted from the table.

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, J.P. Mauro, B.D. Mearns, S.R. Miyashiro, R.K. Parker

----- **CARRIED**

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C.A. Spearman:

BE IT RESOLVED THAT the Recreation & Culture Initiative – *Southern Alberta Art Gallery* through a one-time allocation in the amount of \$62,000 in 2015, \$80,000 in 2016 \$70,000 in 2017 and \$36,000 in 2018 from the MRSR, be approved;

AND FURTHER BE IT RESOLVED THAT if Alberta Foundation for the Arts (AFA) funding is restored before 2018, this funding would cease;

AND FURTHER BE IT RESOLVED THAT funding for 2017 - 2018 be contingent on City Council's review and approval no later than October 31, 2016.

Prior to a vote being called on the foregoing resolution, the Chair declared that the resolution would be voted on in three parts:

Part 1:

C.A. Spearman:

BE IT RESOLVED THAT the Recreation & Culture Initiative – *Southern Alberta Art Gallery* through a one-time allocation for Resource Development in the amount of \$62,000 in 2015, \$80,000 in 2016 \$70,000 in 2017 and \$36,000 in 2018 from the MRSR, be approved;

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, S.R. Miyashiro

Opposed: J.P. Mauro, B.D. Mearns, R.K. Parker

----- CARRIED

Part 2:

C.A. Spearman:

AND FURTHER BE IT RESOLVED THAT if Alberta Foundation for the Arts (AFA) funding is restored before 2018, this funding would cease.

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, B.D. Mearns, R.K. Parker

Opposed: L.M. Iwaskiw, J.P. Mauro, S.R. Miyashiro

----- CARRIED

Part 3:

C.A. Spearman:

AND FURTHER BE IT RESOLVED THAT funding for 2017 - 2018 be contingent on City Council's review and approval no later than October 31, 2016.

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, B.D. Mearns, R.K. Parker

Opposed: J.P. Mauro, S.R. Miyashiro

----- CARRIED

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N-17 - Transit - Access-A-Ride (AAR) Additional Service

L.M. Iwaskiw:

BE IT RESOLVED THAT the Accessible Transportation Initiative regarding *Access-A-Ride (AAR) Additional Service* from the Federal Gas Tax Fund/GreenTRIP grants with \$180,000 in 2015 and \$185,400 in 2016 and ~~\$196,691 in 2018~~ and ongoing funding from taxation of \$327,522 by 2017, be approved;

AND FURTHER THAT any increases be driven by the outcomes of the future Transit and Access-A-Ride Master Plan.

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, J.P. Mauro, B.D. Mearns, S.R. Miyashiro, R.K. Parker

----- CARRIED

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N-18 - Transit - Data Analyst

B.E. Hyggen:

BE IT RESOLVED THAT the Lethbridge Transit Initiative for a *Data Analyst*, through ongoing funding from taxation of \$87,025 in 2015, \$71,629 in 2016, \$58,161 in 2017 and \$58,161 by 2018 be approved.

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, B.D. Mearns, S.R. Miyashiro, R.K. Parker

Opposed: J.P. Mauro

----- CARRIED

N-19 - Transit - Service Expansion to Blackwolf

L.M. Iwaskiw:

BE IT RESOLVED THAT the Lethbridge Transit Initiative for *Service Expansion Blackwolf* from Federal Gas Tax Fund/GreenTRIP grants of \$579,637 in 2018 and ongoing funding from taxation of \$388,851 beginning in 2018, be approved.

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, J.P. Mauro, B.D. Mearns, S.R. Miyashiro, R.K. Parker

----- CARRIED

N-24 - Recreation & Culture - Fee Assistance Program

J.H. Carlson:

BE IT RESOLVED THAT the Recreation & Culture Initiative for a *Fee Assistance Program*, with ongoing funding from taxation of \$75,000 in 2015, \$90,000 in 2016, \$90,000 in 2017 and \$90,000 in 2018 be approved;

AND FURTHER BE IT RESOLVED THAT no funding be provided until a program and policy is presented to City Council for consideration, debate and approval.

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, S.R. Miyashiro, R.K. Parker

Opposed: J.P. Mauro, B.D. Mearns

----- CARRIED

N-23 - Information Technology - Extend Information Technology Hours of Service

S.R. Miyashiro:

BE IT RESOLVED THAT Information Technology Initiative for *Extended IT Hours of Service* with ongoing funding of 106,272 commencing in 2016, be approved.

In Favour: J.H. Carlson, B.E. Hyggen, L.M. Iwaskiw, S.R. Miyashiro

Opposed: C.A. Spearman, J.A. Coffman, J.P. Mauro, B.D. Mearns, R.K. Parker

----- DEFEATED

N-25 - Recreation and Culture - Community Development Position

J.H. Carlson:

BE IT RESOLVED THAT the Community Services Initiative for a *Community Development Position*, with ongoing funding from taxation of \$96,400 in 2015, \$97,200 in 2016, \$102,300 in 2017 and \$107,200 in 2018 be approved.

In Favour: C.A. Spearman, J.H. Carlson, B.E. Hyggen, L.M. Iwaskiw, B.D. Mearns, S.R. Miyashiro, R.K. Parker

Opposed: J.A. Coffman, J.P. Mauro

----- CARRIED

N-26 - Recreation & Culture - Major Community Event Hosting

J.H. Carlson:

BE IT RESOLVED THAT the Recreation & Culture Initiative for *Major Community Event Hosting Program*, with ongoing funding from taxation of \$250,000 be approved.

AND FURTHER BE IT RESOLVED THAT the Community Event Hosting Program be capped at \$1,000,000.

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, J.P. Mauro, B.D. Mearns, S.R. Miyashiro, R.K. Parker

----- CARRIED

N-27 - Information Technology & Economic Development - Intelligent Community, Citizen Engagement and Brand Development

B.E. Hyggen:

BE IT RESOLVED THAT the N-27 Initiative be reduced by \$488,000

AND FURTHER BE IT RESOLVED THAT the remaining of the \$1,338,000 be used in the development and implementation of an open data strategy for the City and the development of a strategy to improve community broadband access which includes \$144,500 in 2015 and 2016 each for EDL, be approved;

AND FURTHER BE IT RESOLVED THAT the project be developed in a manner that supports the longer term vision of an intelligent community framework;

AND FURTHER BE IT RESOLVED THAT the two main partners in the Intelligent Community Initiative report on the progress of this initiative quarterly, stating the objectives achieved and other benefits of the investment.

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, B.D. Mearns, S.R. Miyashiro, R.K. Parker

Opposed: L.M. Iwaskiw, J.P. Mauro

----- CARRIED

N-28 - Planning & Development - Land Use & Building Bylaw

J.A. Coffman:

BE IT RESOLVED THAT the Planning & Development Initiative for *Land Use and Building Bylaws*, through funding of \$98,100 in 2015, \$99,000 in 2016, \$99,600 in 2017 and \$100,300 in 2018, be approved;

AND FURTHER BE IT RESOLVED THAT, following two years from the initiative's implementation, the Director of Planning and Development Services present to City Council a report on the performance measures of this initiative, such as, but not limited to:

- the number of Land Use Bylaw and Building Bylaw(s) violations that are identified, investigated and enforced;
- the specific number of illegal secondary suites that are identified and investigated and the measures taken to bring these suites into compliance;
- the number of development permit approval conditions that are followed up on and any corrective actions that are taken to ensure conditions of approval are met; and
- any other relevant conditions of this initiative, and

FURTHER BE IT RESOLVED THAT the presentation to Council occurs no later than March 31, 2017.

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, B.D. Mearns, S.R. Miyashiro, R.K. Parker

Opposed: J.P. Mauro

----- CARRIED

N-29 – Transportation - Snow & Ice Control - Sanders & Plow Trucks

R.K. Parker:

BE IT RESOLVED THAT the Transportation Initiative for *Snow & Ice Control – Sanders and Plow Trucks*, through funding of \$365,800 in 2015, \$90,000 in 2016 and \$472,650 in 2017 and \$180,000 in 2018, be approved.

In Favour: J.H. Carlson, C.A. Spearman, B.E. Hyggen, L.M. Iwaskiw, J.P. Mauro, B.D. Mearns, S.R. Miyashiro, R.K. Parker

Opposed: J.A. Coffman

----- CARRIED

N-30 – Transportation - Street Sweeper

R.K. Parker:

BE IT RESOLVED THAT the Transportation Initiative for Street Sweeper, through funding of \$388,900 in 2015, \$120,000 in 2016, \$200,000 in 2017 and 2018, be approved.

In Favour: J.H. Carlson, C.A. Spearman, B.E. Hyggen, L.M. Iwaskiw, B.D. Mearns, S.R. Miyashiro, R.K. Parker
Opposed: J.A. Coffman, J.P. Mauro

----- CARRIED

N-31 – Economic Development and Chinook Country Tourist Association - Visitor Information Services Outreach Program

J.H. Carlson:

WHEREAS City Council's Strategic Plan Goal 4.2 states that City Council will enrich the City as an exciting and active place to live, visit and do business;

AND WHEREAS the Chinook Country Tourist Association (CCTA) has provided visitor information services on behalf of the City of Lethbridge since 1976 and this would be an extension of this program;

THEREFORE BE IT RESOLVED THAT the Economic Development and Chinook Country Tourist Association Initiative for *Visitor Information Services Outreach Program*, through funding of \$45,700 in 2015, \$34,000 in 2016, \$34,680 in 2017 and \$35,370 in 2018, be approved.

Opposed: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, J.P. Mauro, B.D. Mearns, S.R. Miyashiro, R.K. Parker

----- DEFEATED

N-32 - Heart of Our City - Heart of Our City Activity Grant

J.H. Carlson:

WHEREAS City Council's Strategic Plan encourages community vibrancy, liveability, inclusiveness and enrichment;

AND WHEREAS the Heart of Our City Initiative aligns with the Heart of Our City Master Plan objective to enhance the vitality of Downtown and the community through the arts and cultural sector;

THEREFORE BE IT RESOLVED THAT the Heart of Our City Initiative for *Heart of Our City Activity Grant*, through funding of \$25,000 in 2015 and 2016 and \$50,000 in 2017 and 2018 be approved.

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, S.R. Miyashiro, R.K. Parker
Opposed: L.M. Iwaskiw, J.P. Mauro, B.D. Mearns

----- CARRIED

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N-33 - Heart of Our City - Building Adaptive Reuse Assistance Grant

J.H. Carlson:

WHEREAS City Council's Strategic Plan promotes the conservation and adaptive reuse of existing buildings;

AND WHEREAS the Heart of Our City Master Plan declared the City's Downtown to be a special place that is worthy of special considerations that help achieve the Downtown Vision;

THEREFORE BE IT RESOLVED THAT the Heart of Our City Initiative for the *Building Adaptive Reuse Assistance Grant (BARAG)*, through funding of \$250,000 annually in 2015, 2016, 2017 and 2018, be approved.

AND FURTHER BE IT RESOLVED THAT the Building Adaptive Reuse Assistance Grant fund be capped at \$500,000;

AND FURTHER BE IT RESOLVED THAT the grant fund be reviewed by Finance Committee during subsequent budget deliberations.

AND FURTHER BE IT RESOLVED THAT THE Heart of our City Committee examine the merits of applying for charge backs as part of the Building Adaptive Reuse Assistance Grant program.

In Favour: J.H. Carlson

Opposed: C.A. Spearman, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, J.P. Mauro, B.D. Mearns, S.R. Miyashiro, R.K. Parker

----- DEFEATED

N-34 - Heart of Our City - Business Improvement Loan Partnership

R.K. Parker:

WHEREAS City Council's Strategic Plan is supportive of reinvestment opportunities for the Downtown business community that will help them to remain competitive and vibrant;

AND WHEREAS the Business Improvement Loan Partnership Initiative is a partnership of Community Futures, Heart of Our City Committee and the Downtown Business Revitalization Zone (BRZ) and will help to attract, strengthen and expand Downtown businesses which in turn will draw or retain shoppers, visitors and residents;

THEREFORE BE IT RESOLVED THAT the Heart of Our City Initiative for *Business Improvement Loan Partnership*, through funding of \$25,000 in 2015, 2016, 2017 and 2018, be approved.

In Favour: J.H. Carlson, C.A. Spearman, R.K. Parker

Opposed: J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, J.P. Mauro, B.D. Mearns, S.R. Miyashiro

----- DEFEATED

N-35 - Heart of Our City - Modified Main Street Program

S.R. Miyashiro:

WHEREAS City Council's Strategic Plan facilitates the preservation and rejuvenation of important Downtown buildings and encourages quality design in new buildings;

AND WHEREAS the Modified Main Street Project Initiative aligns with the Heart of Our City Master Plan pillars of vibrancy and beauty;

THEREFORE BE IT RESOLVED THAT the Heart of Our City Initiative for *Modified Main Street Project*, through ongoing funding of \$25,000 in 2015 and 2016 and \$50,000 in 2017 and 2018, be approved.

In Favour: C.A. Spearman, J.A. Coffman, R.K. Parker

Opposed: J.H. Carlson, B.E. Hyggen, L.M. Iwaskiw, J.P. Mauro, B.D. Mearns, S.R. Miyashiro

----- DEFEATED

MINUTES

MINUTES of a **Finance Committee Meeting (CIC)** held on **Saturday, November 22, 2014** COUNCIL CHAMBERS at 9:00 AM

PRESENT:	Deputy Mayor	J.H. Carlson
	Mayor	C.A. Spearman
	Councillor	J.A. Coffman
	Councillor	B.E. Hyggen
	Councillor	L.M. Iwaskiw
	Councillor	J.P. Mauro
	Councillor	B.D. Mearns
	Councillor	S.R. Miyashiro
	Councillor	R.K. Parker
OTHERS:	City Clerk	A. Neufeld
	A/Legislative Coordinator	K. Schindel
	City Manager	G. Sherwin
	City Solicitor	T. Jorgensen
	City Treasurer	C. Wight
	Director of City Manager's Office	K. Hopkins
	Director of Infrastructure Services	D. Hawkins
	Director of Community Services	B. Beck
	Director of Planning and Development	J. Greene
	Communications Advisor	G. Gauthier
	Financial Planning and Budget Manager	H. Pinksen

1. **PRESENTATIONS:**

2.1 **Budget Resolution Debate**

N-36 - Community - Council Referral - Lethbridge Association for Community Living

J.H. Carlson:

WHEREAS the Lethbridge Association for Community Living works in partnership with the community and all stake holders in insuring every person has the opportunity to live a rich full life in a community that values their potential and ability to contribute;

AND WHEREAS the Lethbridge Association for Community Living does not depend on government funding for advocacy and support for individuals with disabilities and their families;

THEREFORE BE IT RESOLVED THAT the budget initiative to provide the Lethbridge Association for Community Living with funding of \$65,000 in 2015, \$50,000 in 2016 and \$25,000 in 2017, from one time funding from the MRSR, be approved;

AND FURTHER BE IT RESOLVED THAT, no later than June 30th of each year of the funding, the President of the Lethbridge Association for Community Living will present to City Council a report, including but not limited to:

- progress of the initiative;
- programming and services offered;
- number of residents assisted;
- resident and broader community feedback on the impact of the funding;
- efforts and progress towards additional funding;
- any other relevant conditions of this initiative.

In Favour: J.A. Coffman

Opposed: J.H. Carlson, C.A. Spearman, B.E. Hyggen, L.M. Iwaskiw, J.P. Mauro,
B.D. Mearns, S.R. Miyashiro, R.K. Parker

----- **DEFEATED**

N-37 - Community - Council Referral - Exhibition Park Maintenance Grant

Councillor Mearns declared a conflict because she works at Exhibition Park and left City Council Chambers.

J.P. Mauro:

MINUTES

WHEREAS the City of Lethbridge provides grant funding to support the Exhibition maintenance program;
AND WHEREAS the Exhibition Park directs a portion of its operational budget to capital and main tenance of the buildings and grounds;

AND WHEREAS the current annual grant of \$63,500 from the City of Lethbridge is no longer sufficient to maintain the buildings and infrastructure at an acceptable level;

THEREFORE BE IT RESOLVED THAT the budget initiative to provide the Exhibition Park with an increase in its annual Maintenance Grant of \$23,400 with ongoing funding annually for 2015, 2016, 2017 and 2018, be approved.

Absent: B.D. Mearns

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, J.P. Mauro, S.R. Miyashiro, R.K. Parker

----- CARRIED

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N-38 - Community - Council Referral - Rescue and Care for Lost or Abandoned Cats

Councillor Mearns returned to City Council Chambers

B.D. Mearns:

WHEREAS Ms. Elizabeth Ginn, from the Last Chance Cat Ranch made a presentation to City Council;

AND WHEREAS Ms. Ginn requested financial support for three specific cat rescue groups to support their efforts in rescuing and caring for lost or abandoned cats within the City of Lethbridge;

AND WHEREAS rescue groups w hich provide care to abandoned and lost animals in our city provide a valuable service by caring for these animals;

AND WHEREAS the need for these services have grown in Lethbridge and the cost to run these rescues has increased;

AND WHEREAS there are a variety of animal rescues in Lethbridge;

AND WHEREAS there are a number of programs which assist with spaying and neutering cats and dogs there are no programs to assist with care;

THEREFORE BE IT RESOLVED that an Animal Rescue Assistance Grant Program be developed to assist animal rescues, that are registered non-profit societies,with the cost associated with providing care (excluding veterinary) for rescues and abandoned animals;

AND FURTHER BE IT RESOLVED THAT the Mayor's Panel on Animal Welfare develop a grant application process and program criteria, which could include, but not limited to, demonstrated financial need, quality of care provided, long term goals of the rescue, success of adoption rate;

AND FURTHER BE IT RESOLVED THAT there be measurable outcomes and financial reporting requirements of the grant program;

AND FURTHER BE IT RESOLVED THAT the Animal Rescue Assistance Program pilot in the amount of \$12,500 in 2015, 2016 and 2017 from one-time allocation from the MRSR, be approved.

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, B.D. Mearns, S.R. Miyashiro, R.K. Parker

Opposed: J.P. Mauro

----- CARRIED

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N-39 - Community - Council Referral - STARS Foundation

C.A. Spearman:

WHEREAS the City of Lethbridge currently supports STARS with an annual grant of \$8,600;

AND WHEREAS STARS Foundation provides a vital service for the critically ill and injured in our area;

MINUTES

THEREFORE BE IT RESOLVED THAT the budget initiative to increase the annual grant to STARS Foundation with funding of \$1,400 in 2015, \$3,400 in 2016 and \$6,400 in 2017 and \$11,400 in 2018, be approved.

In Favour: J.H. Carlson, C.A. Spearman

Opposed: J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, J.P. Mauro, B.D. Mearns, S.R. Miyashiro, R.K. Parker

----- DEFEATED

R-3 - STARS Foundation

J.A. Coffman:

WHEREAS the City of Lethbridge currently supports STARS with an annual grant of \$8,600;

AND WHEREAS, while STARS Foundation provides a service for the critically ill and injured in our area, fixed wing aircraft provide over 80% of the air ambulance transfers out of Lethbridge,

AND WHEREAS Ambulance Services is Provincial jurisdiction;

THEREFORE BE IT RESOLVED THAT annual grant funding to STARS cease December 31, 2014.

In Favour: J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, J.P. Mauro, B.D. Mearns, S.R. Miyashiro, R.K. Parker

Opposed: J.H. Carlson, C.A. Spearman

----- CARRIED

N-40 - Community - Council Referral - New West Theatre

Deputy Mayor Carlson declared a conflict because he does work with New West Theatre and left City Council Chambers. Acting Mayor Parker assumed the Chair.

C.A. Spearman:

WHEREAS New West Theatre has been providing live, local, professional theatre for Southern Albertans for 25 years;

AND WHEREAS there is a continuing decrease in funding from the Alberta Foundation for the Arts (AFA) which has resulted in a serious funding shortage;

THEREFORE BE IT RESOLVED THAT the budget initiative to provide New West Theatre with one time funding from MRSR of \$10,000 per year ending in 2017, with annual progress reports from New West Theatre, be approved;

AND FURTHER BE IT RESOLVED THAT the City Manager explore the feasibility of a Fee for Service agreement, and report back to City Council no later than June 30, 2017.

Prior to a vote being called on the foregoing resolution the Chair declared that this resolution would be voted on in two parts.

Part 1:

WHEREAS New West Theatre has been providing live, local, professional theatre for Southern Albertans for 25 years;

AND WHEREAS there is a continuing decrease in funding from the Alberta Foundation for the Arts (AFA) which has resulted in a serious funding shortage;

THEREFORE BE IT RESOLVED THAT the City Manager explore the feasibility of a Fee for Service agreement, and report the findings back to City Council no later than June 30, 2017.

Absent: J.H. Carlson

In Favour: C.A. Spearman, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, S.R. Miyashiro

Opposed: J.P. Mauro, B.D. Mearns, R.K. Parker

----- CARRIED

Part 2

AND FURTHER BE IT RESOLVED THAT the budget initiative to provide New West Theatre with one time funding from MRSR of \$10,000 per year ending in 2017, with annual progress reports from New West Theatre, be approved;

Absent: J.H. Carlson

In Favour: C.A. Spearman, J.A. Coffman, B.E. Hyggen, B.D. Mearns, R.K. Parker

Opposed: L.M. Iwaskiw, J.P. Mauro, S.R. Miyashiro

----- CARRIED

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An Amendment to the Resolution passed for N-40 was presented:

B.D. Mearns:

BE IT RESOLVED THAT New West Theatre provide annual financial reporting to City Council;

AND FURTHER BE IT RESOLVED THAT following the end of the first year, any annual surplus funds up to \$10,000 be returned to the City of Lethbridge

Absent: J.H. Carlson

In Favour: C.A. Spearman, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, J.P. Mauro, B.D. Mearns, S.R. Miyashiro, R.K. Parker

----- CARRIED

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N-42 - Community - Council Referral - No Kill Alliance (NOKA) Spay/Neuter Program

Deputy Mayor Carlson returned to City Council Chambers and assumed the Chair.

S.R. Miyashiro:

WHEREAS NOKA currently has a Fee for Service Agreement with the City of Lethbridge to run a subsidized spay and neuter program for City residents;

AND FURTHER WHEREAS the organization is facing significant cost pressures to continue running the program successfully including new mandatory veterinary services for sterilization procedures and increased number of individuals seeking funding and general inflationary pressures;

THEREFORE BE IT RESOLVED THAT the budget initiative to provide NOKA with increased ongoing funding of \$16,000 annually for 2015, 2016, 2017 and 2018;

AND FURTHER BE IT RESOLVED THAT the Animal Welfare Panel and the organization will develop tracking, monitoring and reporting processes and report to City Council on an annual basis, be approved.

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, L.M. Iwaskiw, S.R. Miyashiro, R.K. Parker

Opposed: B.E. Hyggen, J.P. Mauro, B.D. Mearns

----- CARRIED

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N-44 - Community - Council Referral - FCSS Municipal Funding - CSD Option 3

Councillor Miyashiro declared a conflict because his employer receives funding from FCSS and left City Council Chambers

J.H. Carlson:

WHEREAS City Council's Strategic Plan Goal 1.2 states that City Council encourages and enhances citizen engagement;

AND WHEREAS Goal 4.1 states that City Council will foster an environment of inclusivity and provide a welcoming community for all residents and visitors;

AND WHEREAS the City of Lethbridge has been in a partnership with the Government of Alberta since 1969;

AND WHEREAS until 2009, the funding allocation to the municipalities has increased based on a funding formula (including population increases, socio-economic conditions) allowing the City to meet emerging and current preventative social needs and strengthen our assets;

AND WHEREAS the provincial funding since 2009 has been flat lined until 2017;

AND WHEREAS this has resulted in considerable pressure on the programming capacity of the FCSS funded agencies to continue to meet the growth, current and emerging needs to provide effective preventive social services;

AND WHEREAS prevention programming has had a significant impact on the health and social well-being of the community as demonstrated by outcome evaluation;

THEREFORE BE IT RESOLVED THAT the Community – Council Referral Initiative – *FCSS Municipal Funding – CSD Committee – Option 3*, with funding of \$262,000 in 2015, \$316,700 in 2016, \$372,800 in 2017 and \$430,300 in 2018, be approved;

AND FURTHER BE IT RESOLVED THAT pending further review and increases to Provincial FCSS funding this funding end in 2018.

AND FURTHER BE IT RESOLVED THAT pending further review and increases to Provincial FCSS funding, this funding increase end in 2018.

Prior to a vote being called on the foregoing resolution, the following amendment was introduced:

C.A. Spearman:

THAT the second last paragraph be removed and replaced with:

THEREFORE BE IT RESOLVED THAT the Community – Council Referral Initiative – *FCSS Municipal Funding – CSD Committee – Option 2*, with funding from taxation of \$113,100 in 2015, \$194,500 in 2016, \$281,400 in 2017 and \$261,500 in 2018, be approved;

Absent: S.R. Miyashiro

In Favour: C.A. Spearman, J.P. Mauro, B.D. Mearns, R.K. Parker

Opposed: J.H. Carlson, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw

----- DEFEATED

Vote on the original resolution:

J.H. Carlson:

WHEREAS City Council's Strategic Plan Goal # 1.2 states that City Council encourages and enhances citizen engagement;

AND WHEREAS Goal # 4.1 states that City Council will foster an environment of inclusivity and provide a welcoming community for all residents and visitors;

AND WHEREAS the City of Lethbridge has been in a partnership with the Government of Alberta since 1969;

AND WHEREAS until 2009, the funding allocation to the municipalities has increased based on a funding formula (including population increases, socio-economic conditions) allowing the City to meet emerging and current preventative social needs and strengthen our assets;

AND WHEREAS the provincial funding since 2009 has been flat lined until 2017;

AND WHEREAS this has resulted in considerable pressure on the programming capacity of the FCSS funded agencies to continue to meet the growth, current and emerging needs to provide effective preventive social services;

AND WHEREAS prevention programming has had a significant impact on the health and social well-being of the community as demonstrated by outcome evaluation;

THEREFORE BE IT RESOLVED THAT the Community – Council Referral Initiative – *FCSS Municipal Funding – CSD Committee – Option 3*, with funding of \$262,000 in 2015, \$316,700 in 2016, \$372,800 in 2017 and \$430,300 in 2018, be approved;

AND FURTHER BE IT RESOLVED THAT pending further review and increases to Provincial FCSS funding this funding end in 2018.

AND FURTHER BE IT RESOLVED THAT pending further review and increases to Provincial FCSS funding, this funding increase end in 2018.

Absent: S.R. Miyashiro

In Favour: J.H. Carlson, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw,

Opposed: C.A. Spearman, J.P. Mauro, B.D. Mearns, R.K. Parker

----- DEFEATED

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N-43 - Community - Council Referral - FCSS Municipal Funding - CSD Option 2

J.H. Carlson:

WHEREAS City Council's Strategic Plan Goal 1.2 states that City Council encourages and enhances citizen engagement;

AND WHEREAS Goal 4.1 states that City Council will foster an environment of inclusivity and provide a welcoming community for all residents and visitors;

AND WHEREAS the City of Lethbridge has been in a partnership with the Government of Alberta since 1969;

AND WHEREAS until 2009, the funding allocation to the municipalities has increased based on a funding formula (including population increases, socio-economic conditions) allowing the City to meet emerging and current preventative social needs and strengthen our assets;

AND WHEREAS the provincial funding has been flat lined until 2017;

AND WHEREAS this has resulted in considerable pressure on the programming capacity of the FCSS funded agencies to continue to meet the growth, current and emerging needs to provide effective preventive social services;

AND WHEREAS prevention programming has had a significant impact on the health and social well-being of the community as demonstrated by outcome evaluation;

THEREFORE BE IT RESOLVED THAT the Community – Council Referral Initiative – *FCSS Municipal Funding – CSD Committee – Option 2*, with funding from taxation of \$161,400 in 2015, \$203,100 in 2016, 226,500 in 2017 and \$226,500 in 2018, be approved;

AND FURTHER BE IT RESOLVED THAT pending further review and increases to Provincial FCSS funding, this funding increase end in 2018.

Absent: S.R. Miyashiro

In Favour: C.A. Spearman, J.H. Carlson, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, B.D. Mearns, R.K. Parker

Opposed: J.P. Mauro

----- CARRIED

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N-46 City Council - City Council Clerical Support

Councillor Miyashiro returned to City Council Chambers.

J.P. Mauro:

BE IT RESOLVED THAT the City Council Initiative for clerical support for City Councillors through ongoing funding of \$50,000 in each of 2015, 2016, 2017 and 2018, be approved.

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, J.P. Mauro, B.D. Mearns, S.R. Miyashiro, R.K. Parker

----- CARRIED

N-41 - Community - Council Referral - Nord-Bridge Senior Citizens Association

Councillor Miyashiro declared a conflict because he works for the Lethbridge Senior Citizens Organization and left City Council Chambers

C.A. Spearman:

BE IT RESOLVED THAT N-41 - Community - Council Referral - Nord-Bridge Senior Citizens Association be lifted from the table.

Absent: S,R, Miyashiro

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, J.P. Mauro, B.D. Mearns, R.K. Parker

----- CARRIED

R.K. Parker:

BE IT RESOLVED THAT the Community – Council Referral Initiative – *Nord-Bridge Senior Citizens Association* through a one-time allocation in the amount of \$75,000 in each of 2015, 2016, 2017 and 2018 from the MRSR, be approved subject to an audit of organizational policies and procedures be undertaken to ensure best financial practices;

AND FURTHER BE IT RESOLVED THAT the cost of the audit be funded from this allocation.

AND FURTHER BE IT RESOLVED THAT Nord -Bridge Senior Citizens Organization be required to continue its efforts to seek core funding from the Provincial Government and report to City Council annually;

AND FURTHER BE IT RESOLVED THAT the funding from the City be reduced by an amount equal to any increased funding from the Government of Alberta.

AND FURTHER BE IT RESOLVED THAT following the end of the first year any annual surplus funds up to \$75,000 be returned to the City of Lethbridge.

Absent: S.R. Miyashiro

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, B.D. Mearns, S.R. Miyashiro, R.K. Parker

Opposed: L.M. Iwaskiw, J.P. Mauro

----- CARRIED

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D-1 - ENMAX Centre

J.P. Mauro:

BE IT RESOLVED THAT City Council direct the City Manager to operate the Enmax Centre at 100% cost recovery by December 31, 2018.

In Favour: J.A. Coffman, B.E. Hyggen, J.P. Mauro

Opposed: J.H. Carlson, C.A. Spearman, L.M. Iwaskiw, B.D. Mearns, S.R. Miyashiro, R.K. Parker

----- DEFEATED

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D-2 - Recycling Strategies for Institutional, Commercial and Industrial Sectors

C.A. Spearman:

AND FURTHER BE IT RESOLVED THAT Environment Committee provide City Council with updates on the progress of discussions with the Institutional, Commercial and Industrial sectors in our City on the issue of recycling every six months.

Prior to a vote being called on the foregoing resolution it was withdrawn.

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D-3 - Operating Budget Process

J.P. Mauro:

BE IT RESOLVED THAT Finance Committee recommend that City Council schedule a Community Issues Committee (CIC) meeting by no later than February 28, 2015 to openly discuss the existing Operating Budget process, pros, cons, changes etc;

AND FURTHER BE IT RESOLVED THAT this meeting be publicly advertised allowing residents the opportunity to have in put into how they view the existing operating budget process.

Prior to a vote being called on the foregoing resolution it was withdrawn.

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D-4 - Reports

J.A. Coffman:

BE IT RESOLVED THAT the City Manager (or designa te) present to City Council, a report on the performance measures and any other relevant information, on the following 2015 – 2018 Operating Budget Initiatives:

- N-17 - Access-A-Ride (AAR) Additional Service - Transit;
- N-24 - Fee Assistance Program - Recreation & Culture;
- N-25 - Community Development;
- N-26 - Major Community Event Hosting'
- N-27 - Intelligent Community - IT/Economic Development;
- N-32 - Heart of Our City Activity Grant
- N-35 - Modified Main Street Program - Heart of Our City and
- N-43 - FCSS Municipal Funding

FURTHER BE IT RESOLVED THAT the respective reports be presented to City Council no later than April 30, 2017.

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, J.P. Mauro, B.D. Mearns, S.R. Miyashiro, R.K. Parker

----- CARRIED

C.A. Spearman:

BE IT RESOLVED THAT the 2015 – 2018 Draft Operating Budget, as amended, be approved by Finance Committee and forwarded to City Council for its consideration and approval.

In Favour: J.H. Carlson, C.A. Spearman, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, B.D. Mearns, S.R. Miyashiro, R.K. Parker
Opposed: J.P. Mauro

----- CARRIED

MINUTES

MINUTES of the **Regular Meeting** of the City Council held on **Monday, November 24, 2014** in City Council Chambers at 1:30 PM

PRESENT:	Mayor	C.A. Spearman
	Deputy Mayor	J.H. Carlson
	Councillor	J.A. Coffman
	Councillor	B.E. Hyggen
	Councillor	L.M. Iwaskiw
	Councillor	J.P. Mauro
	Councillor	B.D. Mearns
	Councillor	S.R. Miyashiro
	Councillor	R.K. Parker
OTHERS:	City Clerk	A. Neufeld
	Legislative Coordinator	B. Burke
	City Manager	G. Sherwin
	City Solicitor	T. Jorgensen
	City Treasurer	C. Wight
	Director of City Manager's Office	K. Hopkins
	Director of Infrastructure Services	D. Hawkins
	Director of Community Services	B. Beck
	Director of Planning and Development	J. Greene
	Communications Advisor	G. Gauthier

7. OFFICIAL BUSINESS:

7.1 Approval of the 2015 - 2018 Operating Budget

590-A

J.H. Carlson:

WHEREAS Administration commenced budget preparations in early 2014;

WHEREAS the draft Operating Budget was presented to City Council on October 20, 2014;

WHEREAS Finance Committee conducted final deliberations of the budget over the past week;

WHEREAS Finance Committee is recommending approval of the 2015 – 2018 Draft Operating Budget, as amended;

THEREFORE BE IT RESOLVED THAT the 2015 - 2018 Operating Budget as prepared and amended by the Finance Committee be approved;

AND FURTHER BE IT RESOLVED THAT Page E-22 of the *2014 - 2023 Capital Improvement Program (CIP)* be amended by \$3,000,000 for the Expansion of the Northeast Reservoir project.

In Favour: C.A. Spearman, J.H. Carlson, J.A. Coffman, B.E. Hyggen, L.M. Iwaskiw, B.D. Mearns, S.R. Miyashiro, R.K. Parker

Opposed: J.P. Mauro

----- CARRIED

ACTION:	City Treasurer
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A

AACP – Alberta Association of Chiefs of Police

AAR – ACCESS-A-Ride

ACBOA - Alliance of Canadian Building Officials Association - The Alliance of Canadian Building Officials Association was founded in 1996 to provide Building Officials with a national body devoted to developing nationally recognized education and certification standards and programs.

ACC -Alberta Craft Council

ACS – Active Communities Strategy

Accounts Payable - A liability account reflecting amounts on open account owing to private persons or organizations for goods and services received by a government (but not including amounts due to other funds of the same government or to other governments).

Accounts Receivable - An asset account reflecting amounts owing to open accounts from private persons or organizations for goods and services furnished by a government.

AENV – Alberta Environment

AESO – Alberta Electric System Operator

AHP – Affordable Housing Program - Affordable housing means housing that is available at a cost that does not compromise the attainment and satisfaction of an individual's other basic needs of life, including needs for food, clothing, and access to education and the ability to actively participate in community life (Affordable Housing: Strategies for our Community, 2005).

AHS – Alberta Health Services – AHS promotes wellness and provides health care to Albertans.

AM/FM – Automated Mapping/Facilities Management System

AMI – Automated Metering Infrastructure

AMIP – Alberta Municipal Infrastructure Program - This program provides financial assistance to municipalities to develop capital municipal infrastructure to maintain or enhance economic, social and cultural opportunity and well being, while protecting and improving the quality of our environment upon which people and economies in Alberta depend. Funding under this program supports the development, enhancement and rehabilitation of core capital infrastructure projects, such as municipal roads, bridges, public transit vehicles and facilities, water and wastewater systems and facilities, storm drainage systems and facilities, emergency service vehicles and facilities and infrastructure management system software. The funding for this program ended in 2009 with a spending deadline of December 31, 2015

Appropriation - A legal authorization granted by a legislative body (City Council) to make expenditures and incur obligations for designated purposes.

Assessed Valuation - A valuation set upon real estate or other property by a government as a basis for levying taxes.

ASSET – Assessment Shared Services Environment - The Assessment Shared Services Environment system is used for annual reporting of property assessment information to the province of Alberta.

AUC - Alberta Utility Commission

AUMA – Alberta Urban Municipalities Association

AV – Annual Vacation

BARAG - Building Adaptive Reuse Assistance Grant

Base Budget – Base budget is defined as current levels of service from the prior budget cycle, adjusted for inflation for the current budget cycle. Any requests for changes in level of services are submitted as a budget initiative & require Council approval to be incorporated into base budget.

Basis of Budgeting - The City of Lethbridge develops its budget for tax-supported and utility operations on an accrual basis. Briefly, this means that revenues and expenditures are recorded in the period to which they relate, rather than in the period in which they occur. This is consistent with our financial statements and is in accordance with generally accepted accounting principles for local governments, as recommended by Public Sector Accounting Board of the Canadian Institute of Chartered Accountants.

BAU – Budget Appropriations Unexpended – Where, in a given year's budget, the City provides for specified expenditures which at year end are not expended/received, the department may carry over the unexpended funds into the following year's budget provided City Manager's approval is obtained. Such carryovers are recorded in a reserve for budget appropriations unexpended. The City operates an encumbrance system where an account is charged with the expense as soon as the goods or services are ordered. Those items that have not been received by year end are recorded in the budget appropriation unexpended reserve.

BOD - Biochemical Oxygen Demand -The oxygen required by microbes for the biochemical degradation of organic matter under aerobic conditions. Biochemical Oxygen Demand is therefore an indirect measure of organic matter. BOD5 signifies that the test was conducted over a 5-day period.

BRZ – Business Revitalization Zone - refer to Downtown Revitalization

BU - Business Unit (also known as department)

Budget - A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

Budget Initiative – Budget initiatives are potential service enhancements/reductions that arise from community interest or need, City Council's priorities, or corporate requirements which are not included in the base budget until approved by City Council.

C

CAD – Computer Aided Dispatch - is a method of dispatching taxicabs, couriers, field service technicians, or emergency services assisted by computer.

CALEA - Commission on Accreditation for Law Enforcement Agencies - The purpose of CALEA's Accreditation Programs is to improve the delivery of public safety services, primarily by: maintaining a body of standards, developed by public safety practitioners, covering a wide range of up-to-date public safety initiatives; establishing and administering an accreditation process; and recognizing professional excellence

CBA – Choosing By Advantages - CBA includes a wide variety of decision making tools, techniques, and methods that are unified by just one set of definitions, principles, and models. Because CBA is a system (not a disjointed collection of methods), it simplifies and clarifies the art of decision making.

CFEP - Community Facility Enhancement Program - The Alberta Government Community Facility Enhancement Program provides financial assistance to build, repair, renovate or otherwise improve Alberta extensive network of community-use facilities.

CIP – Capital Improvement Program - The ten year Capital Improvement Program was developed to provide a consistent evaluation process and to establish predictable capital spending and debt limits. An evaluation matrix was created to assist in the process of prioritizing various capital projects. Because of their nature, projects pertaining to ongoing maintenance, such as street and recreation facility upgrading, are considered as high priority projects and are therefore excluded from the evaluation process.

GLOSSARY OF TERMS

CMVIP - Commercial Motor Vehicle Inspection Program - The Commercial Motor Vehicle Inspection Program is legislated by the Alberta Government to ensure all licensed vehicles over 11,000 lb. GVW (gross vehicle weight) receives a mechanical inspection and necessary repairs at least once a year.

Contractual Services - The costs related to services performed for the City by individuals, business, or utilities.

Cost - The amount of money or other consideration exchanged for property or services. Costs may be incurred even before money is paid; that is, as soon as the liability is incurred. Ultimately, however, money or other consideration must be given in exchange.

CPIC – Canadian Police Information Centre

CPO – Community Peace Officer

CRC – Collision Reporting Centre

CRM - Customer Relationship Management (JD Edwards)

CRTC - Canadian Radio-television Telecommunications Commission

CSR – Customer Service Request

CTI – Computer Telephone Integration

CUPE – Canadian Union of Public Employees - The Canadian Union of Public Employees is Canada's largest union.

D

DARP - Downtown Area Redevelopment Plan

Debenture Debt - Loans repayable to the Alberta Municipal Financing Authority. The Province of Alberta rebates part of the interest paid on qualifying debentures. Debenture debt is issued on the credit and security of the City of Lethbridge at large.

Delinquent Taxes - Taxes remaining unpaid on or after the date on which a penalty for nonpayment is attached.

Downtown Revitalization - The Master Plan is a comprehensive document that defines a vision for Downtown and provides a "road map" to align and guide the efforts of both the public and private sectors to bring that vision to fruition. Successful downtowns accommodate a range of commercial, cultural, residential and recreational activities; they are vibrant and prestigious destinations, attracting businesses, residents, and tourists and they provide a high level of amenity and economic opportunity for the community at large. Some of the acronyms related to downtown revitalization include:

- BRZ – Business Revitalization Zone
- DRSC - Downtown Revitalization Steering Committee

Downstream Contaminated Soil – This material is soil that is contaminated by most often consumer fuel products such as diesel, or gasoline but may include other contaminants such as salt. This material is generated mainly as a result of contamination around storage areas for retail and bulk fuel stations and by vehicle accidents and spills that happen periodically in the community.

E

EDL – Economic Development Lethbridge

EMS – Emergency Medical Services

ERM - Enterprise Risk Management

Emergency Services Gap Training - A program designed to ensure that registered practitioners who completed the Provincial Registration Exam prior to February 2004 meet the required competencies outlined in the Alberta Occupational Competency Profiles (AOCP). Training received prior to February 2004 does not meet the broadened scope of practice introduced with AOCP. The Gap Training modules address each area in which additional training is required.

Encumbrances - Commitments related to unperformed contracts for goods or services used in budgeting. Encumbrances are not expenditures or liabilities, but represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed.

Exempt - Personnel not eligible to receive overtime pay and who are expected to put in whatever hours are necessary to complete their job assignments. Compensatory time off, as partial compensation for overtime hours worked, may be allowed by the respective department head.

Expenditures - Decreases in net financial resources. Expenditures include current operating expenses which require the current or future use of net current assets, debt service, and capital outlays.

F

FCSS – Family and Community Support Services - Family and Community Support Services is an 80/20 funding partnership between the Government of Alberta, and municipalities or Metis Settlements. Under FCSS, communities design and deliver social programs that are preventive in nature to promote and enhance well-being among individuals, families, and communities.

FGTF – The Federal Gas Tax Fund is a new program commencing in 2005 to assist municipalities in addressing their sustainable municipal capital infrastructure needs. The program is supported through the allocation to Alberta Municipalities of a portion of the federal gasoline tax. Previously called New Deal for Cities & Communities (NDCC)

FOIP – Freedom of Information Policy

FAME - Forecasting Analysis and Modeling Environment

FTE - Acronym for full time equivalent, a measurement of staffing. One FTE is a 37.5 (inside) or 40 (outside) hour per week position. A part-time position working 20 hours per week or a temporary full-time position working six months would be 1/2 FTE.

Fiscal Year - A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The City of Lethbridge's fiscal year begins each January 1st and ends December 31st.

Fixed Assets - Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery and equipment.

Franchise - A special privilege granted by a government permitting the continuing use of public property, such as city streets, electric wire, and usually involving the elements of monopoly and regulation.

Fund - A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance - The difference between governmental fund assets and liabilities, also referred to as fund equity.

Frost Boil - A frost boil can best be described as an unpredictable roadway failure caused by the freezing and thawing action of the soils beneath the asphalt surface. These failures present themselves either as small potholes or as significant block long failures in the spring months as the frost leaves the ground.

G

GFOA – Government Finance Officers Association - The Government Finance Officers Association of the United States and Canada is a professional organization of public officials united to enhance the professional management of government financial resources by identifying, developing and advancing fiscal strategies, policies and practices for the public benefit.

GIS – Geographical Information System

GPS – Global Positioning System

GST - Goods and Services Tax (Canada) - The goods and services tax is a tax that applies to the supply of most goods and services in Canada

General Ledger - A book, file, or other device which contains the accounts needed to reflect the financial position and the results of operations of an entity. In double entry bookkeeping, the debits and credits in the general ledger are equal; therefore, the debit balances equal the credit balances.

Governmental Funds - Those funds through which most governmental functions typically are financed. The acquisition, use, and financial resources and related current liabilities are accounted for through governmental funds (General, Special Revenue, Capital Projects, and Debt Service Funds).

H

HR – Human Resources

HRMS – Human Resource Management System

HSNC – Helen Schuler Nature Centre

HOC - Heart of Our City

HOCMP - Heart of our City Master Plan

HOCC – Heart of Our City Committee - The purpose of the Heart of Our City Committee is to champion Downtown Lethbridge through implementation of the Integrated Community Sustainability Plan/Municipal Development Plan, the Heart of Our City Master Plan, the Downtown Area Redevelopment Plan, and to provide strategic leadership in accordance with City Council's Strategic Planning.

I

ICSP/MDD - Integrated Community Sustainability Plan/ Municipal Development Plan

IP – Internet Protocol

IPM – Integrated Pest Management

IRM - Integrated Risk Management

IT - Information Technology

ISD – Intersection Safety Devices

Inventory - Comprised of two main groups; investments and stores. The investment inventory includes the City's investment portfolio. The stores inventory consists of supplies for the City's business units.

J

JDE – JD Edwards - JD Edwards EnterpriseOne is an integrated applications suite of comprehensive ERP (Enterprise resource planning) software that combines business value, standards-based technology, and deep industry experience into a business solution with a low total cost of ownership (TCO).

L

LA Transit – Lethbridge Transit

LEU – Lethbridge Electric Utility

LOS – Level of Service

LPL – Lethbridge Public Library

LPS – Lethbridge Police Service

LSA - Load Settlement Agent

LSCO - Lethbridge Senior Citizens Organization - The Lethbridge Senior Citizens Organization offers programming opportunities, support services and activities for seniors.

Linear Asset Management System - A software system that will support asset management activities and analysis on assets that are of linear type (underground utilities, roads, rail lines, etc). This software will be used to perform network modeling, linear asset modeling, spatial visualization, work execution management, cost allocation and analytics for linear assets; that will allow a better planning of maintenance and day to day operations. Usually it has the ability to tie directly to the financial system, and be able to display a wide range of information visually on a GIS based map.

M

MCAF – Municipal Consent Access Fee

MGA – Municipal Government Act - A municipal government in Canada is a local council authority which provides local services, facilities, safety and infrastructure for communities. Canada has three levels of government; federal, provincial and municipal. According to Section 92(8) of the Constitution Act, 1867, "In each Province the Legislature may exclusively make Laws in relation to... Municipal Institutions in the Province." There are about 3,700 municipal governments in Canada.

MDM - Meter Data Management

MDP - Municipal Development Plan - The Municipal Development Plan is the highest level municipal framework used to guide and influence planning. Provincial Legislation requires all municipalities in Alberta over a population of 3,500 to adopt a Municipal Development Plan.

MDT – Mobile Data Terminal

Maintenance - The upkeep of physical properties in condition for use or occupancy. Examples are the inspection of equipment to detect defects and the making of repairs.

MIS – Management Information System

MSI - Municipal Sustainability Initiative - The Municipal Sustainability Initiative (MSI) is the Province of Alberta's funding commitment to assist municipalities in meeting growth-related challenges and enhancing long-term sustainability. MSI funding is provided in addition to other provincial grant programs.

MRSR – Municipal Revenue Stabilization Reserve - The purpose of the Municipal Revenue Stabilization Reserve is to stabilize effect on the operating budget of fluctuations in revenues which are beyond the City's control (for example, Interest Income).

N

GLOSSARY OF TERMS

Non-exempt - Personnel eligible to receive overtime pay when overtime work has been authorized or requested by the supervisor.

O

OH&S – Occupational Health and Safety

P

PAYG - Pay-As-You-Go - A policy of internal borrowing was implemented, i.e. where possible, the City of Lethbridge will utilize internal loans rather than external borrowing to meet its capital funding requirements.

PSCC – Public Safety Communications Centre - The Lethbridge Public Safety Communications Centre and its dedicated professionals are committed to preserving the life, property, and environment of all citizens and visitors throughout the communities we serve. We demonstrate this commitment daily by effectively managing both emergent and non-emergent calls, deploying necessary resources in a timely and safe manner, and ensuring the supporting technological infrastructure meets all necessary requirements.

PRATS - Public Realm and Transportation Study

Procurement - Manage a centralized warehouse and employ the most cost effective means for the distribution of goods to all customers, while maintaining quality, quantity and consistent delivery of products and services.

Purchase Order - A document which authorizes the delivery of specified merchandise or the rendering of certain services and the making of a charge for them.

Q

QA&QC – Quality Assurance/Quality Control

R

RBU - Responsible Business Unit - An RBU is an accounting term used to describe an account within JD Edwards Financial System. A Business Unit (BU or Department) could use multiple RBUs for reporting purposes.

RCMP - Royal Canadian Mounted Police

RMU – Records Management Unit

RMS – Records Management System

ROI – Return On Investment

ROW – Right of Way - Utility Right of Ways are becoming significantly more congested (and valuable) due to the increase in the number of infrastructure facilities (i.e. new fibre optics lines). The coordination of ROW use is becoming difficult due to increased congestion and complexity of buried utilities

RRO – Regulated Rate Option - The current Electric Regulated Rate includes: 1) an electric energy component determined through a City of Lethbridge Electric Utility RRO Electric Energy Price Setting Plan, and 2) distribution access and transmission access components applied through the current approved Electric Distribution Tariff.

Reserve Fund - A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.

Revenues - In governmental fund type net current assets from other than expenditure refunds and residual equity transfers.

S

SAAG – Southern Alberta Art Gallery

SAICE - Southern Alberta Internet Child Exploitation

SDO – Service Delivery Organization

SGPS – Solicitor General and Public Safety Ministry

SCO – Safety Code Officer

Special Assessment - A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

STEP – Summer Temporary Employee Program

Supplies - A cost category for minor items (individually priced at less than \$1,000) required by departments to conduct their operations.

T

TIA – Traffic Impact Assessment

TAPP - Tax Arrear Payment Plan

TIPP – Tax Installment Payment Plan - Tax Installment Payment Plan is a prepayment program of property taxes through the 10 month automatic withdrawal of equalized payments beginning in August, with an adjusting entry taking place on June 30. A discount incentive is received on each installment.

TSS - Total Suspended Solids - Runoff from log yard areas may contain high Total Suspended Solids, which may increase turbidity and influence colour or ionic composition of the receiving water body.

Taxes - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, sewer service charges.

TRIPS - Targeted Redevelopment Incentive Program

U

Upstream Contaminated Soil – Generally this material is soil that has come into contact with hydrocarbons that have not been processed into consumer products. Upstream contaminated soil is commonly generated by the oil and gas industry.

V

VCU – Violent Crimes Unit.

W

GLOSSARY OF TERMS

WCB – Workers Compensation Board - The Workers Compensation Board is a not-for-profit mutual insurance corporation financed by employers' contributions, with a statutory mandate from the province.

WLC – West Lethbridge Centre

Whoop Up Days – Held annually, Whoop-Up Days is one fun week that the entire City can enjoy! You get access to daily concerts, a bull riding, a rodeo, an indoor and outdoor trade show, entertainment on the free stage, Hobby World, and lots more!

Y

YMPE – Yearly Maximum Pensionable Earnings

