

March 21, 2012
For Submission to
March 26, 2012
Finance Committee Meeting

Deputy Mayor Liz Iwaskiw and
Members of Finance Committee

Re: Unaudited 2011 Year End Financial Information

Introduction:

This report provides Finance Committee with highlights of the 2011 General Fund, Utility Fund and Reserve Funded operations for the year ended December 31, 2011. The narrative in this report has been prepared by the managers of each respective Business Unit.

Attached for your information are:

- a) Attachment A – Summary of Operations (lime sheets)
 - i) General Fund – Corporate Accounts
 - ii) General Fund – Business Unit Operations
 - iii) Utility & Reserve Funds
- b) 2011 Budget Appropriation Unexpended (Carry Overs) - (yellow sheet)
- c) Summary of Subdivision Surplus and Offsite Account (blue sheets)
 - i) Residential Subdivision Funding Analysis
 - ii) Industrial Subdivision Funding Analysis
 - iii) Offsite Levies Analysis
- d) Investment Summary
- e) Statement of Reserves (green sheets)
- f) External and Internal debt (golden rod sheets)
- g) Downtown Redevelopment Fund and Social Housing (grey sheet)
- h) GST Rebates (tan sheet)
- i) Corporate Budget Contingencies (pink sheet)
- j) 2009 – 2011 Budget Initiatives (peach)

As Finance Committee is aware, December 31, 2011 marked the completion of the City's fourth multi-year operating budget cycle (2009 - 2011). To accommodate the three-year budget cycle, Business Units were expected to operate within their 36 month budget allocation. If there was a shortfall after the second year, Business Units were expected to overcome the deficit by adjusting expenditures in the final year of the three-year budget (2011); and if the experience after the second year resulted in a net surplus, the Business Units rolled over the surplus to assist their operations during 2011.

Background Information:

General Fund

The total General Fund surplus for the year as shown in Attachment A is summarized as follows:

Corporate Accounts Surplus	\$995,000
Business Unit Surplus	<u>267,000</u>
Total General Fund Surplus	<u>\$1,262,000</u>

In accordance with City policy, the 2011 general fund surplus of \$1,262,000 will be transferred to the Municipal Revenue Stabilization Reserve.

Corporate Accounts

Corporate Account Surplus of \$995,000 - similar to the process used in prior years, when calculating the 2011 actual year-end results for each business unit, specific positive and negative budget variances resulting from factors not attributable to the business unit management (e.g. windfall revenues and utility costs on city facilities) have been reported as a corporate responsibility.

Within the Corporate Accounts, areas of significance include:

- a) **Property tax and general revenues** were in excess of budget by \$1,831,000.
 - i) **Property tax** - The property tax accounts ended the year in a surplus position of \$1,491,000 mainly due to property tax growth being higher than budgeted by \$1,371,000 over the three year budget cycle. In addition, the Downtown Redevelopment Incentive Program ended the year with a lower than budgeted cost of about \$120,000 due to less participation in the program than budgeted.
 - ii) **General Revenues** – net surplus of \$340,000. The surplus was mainly due to greater than budgeted penalties on property taxes.
- b) **Employee Benefit accounts** – are in a surplus balance of approximately \$522,400. Surpluses were experienced in medical and dental fees due to a lower than anticipated increase in costs as well as in the Corporate Short Term Disability/ Long Term Disability (STD/LTD) program.
- c) **License revenues** – business license revenues are in a surplus position of \$87,000.
- d) **Corporate fuel costs** – fuel prices for Transit and Accessible Transportation were lower than budgeted resulting in a year end surplus of approximately \$112,000.

- e) **Utility costs for tax supported City facilities** – are in a deficit position at year end of \$(323,000). This is primarily due to an over expenditure of electricity of \$(278,000) and over expenditure of natural gas of \$(82,000), net of a surplus in City utilities of \$37,000.
- f) **ENMAX Centre** – ended the year in a deficit position of \$(875,000). As anticipated, the ENMAX Centre experienced a reduction in revenues as the number of events was substantially down for the most part in 2011 due to the six month closure and fewer touring shows. The low attendance at Hurricane games was also an impact. Since the ENMAX Centre was operational at the time of construction, costs were incurred for continual cleaning and related supplies, as well as physical labour for moving equipment and offices in the amount of \$142,000.
- g) **Inspection permit and development fee revenues** – shortfalls in these revenues have been partially covered by reductions in planning and development operating expenditures, resulting in a deficit of \$(364,000) over the three year budget cycle. This had been anticipated to be balanced, however one institutional project was delayed by outside factors.
 - i) Revenues were lower than budgeted due to a modest growth in the community.
 - i. Inspection permit fee revenues - deficit of \$(586,500)
 - ii. Planning and Development - deficit of \$(255,000).
 - ii) Offset by operating cost reductions of \$477,500

Business Unit Accounts

Business Unit accounts - The total business unit **preliminary operating surplus was \$267,000** (shown in detail by Business Unit in Attachment A - 2).

Within the **Business Units Operations**, areas of significance include:

Boards and Commissions

- a) **Galt Museum and Archives** - ended 2011 with a \$27,600 surplus.
- b) **Lethbridge Regional Police Service** – ended 2011 in a surplus position of \$385,000. The major factors contributing to the year end result are further explained as follows:
 - i) Revenues – greater than budgeted by \$696,900. Surplus revenues were generated through Police Compound Revenues of \$127,800. In addition surpluses of \$521,200 were experienced in revenue received from contracts, as well as Police record checks and alarm fines of \$47,900.
 - ii) Other – Surpluses in wages, travel and convention, training, telephone and vehicle leasing and maintenance of \$570,300 were offset by deficits

in legal expenditures, special services and studies, computer services, and equipment expenditures totaling \$(882,200)

- c) **Lethbridge Public Library** - ended the three year budget cycle in a balanced position.

General Government and Corporate Services

- a) **Human Resources** – surplus position of \$110,400, mainly due to surpluses in marketing recruitment costs. The surplus in recruitment was due to a change in advertising practice (website versus newspaper) which has resulted in a significant cost reduction, as well as a change to marketing practices due to changing economic conditions.
- b) **Mayor & Council** – travel and convention expenses were below budget by \$172,500 over the three year budget cycle.
- c) **Financial Services** – ended the year in a positive position of \$83,000 over the three year budget cycle, mainly due to under expenditures in banking & other financing charges of \$45,000, wages of \$30,000 (vacant position temporarily filled and paid through the corporate return to work program) and \$8,000 in various other accounts.

Community Services

- a) **Fire & Emergency Services** – is in a surplus position over this budget cycle of \$137,500 due to the timing of hiring staff.
- b) **Recreation and Culture** – is in a surplus position of \$8,900. Arenas are in a surplus position of \$148,400 due to a decrease in operational spending and increased ice rental activity. The Yates Memorial Centre is in a deficit position of \$(41,300) due to less revenue share with community group productions. Aquatic facilities are in a deficit of \$(34,200) due to water basin issues at Henderson pool and a maintenance issue at Nicholas Sheran pool. Recreation & Culture allocated \$(50,000) towards master plans that were approved to be funded from operating surplus and also had other general over expenditures of \$(14,000).
- c) **Regulatory Services** – is in a deficit position of \$(56,000) due to veterinary costs and animal control.
- d) **Transit and Accessible Transportation** – ended the budget cycle with a deficit of \$(67,400). Projected revenue shortfalls were offset by the elimination of underperforming routes in 2011.

Infrastructure Services

- a) **Parks Maintenance and Management** – finished the budget cycle in a surplus position of approximately \$65,100.
- b) **Transportation** - ended the year with a budget deficit of \$(628,900). The roads maintenance accounts ended the year in a deficit position of approximately \$(636,000) due to the unusually high level of “frost boil” repairs that took place in the spring. In addition, there was a \$(61,000) deficit in rail spur line maintenance. These deficits were partially offset by surpluses in Transportation administration of \$15,000 and surpluses of \$53,100 in pathway maintenance, bridge maintenance, traffic operations and contractual patching accounts.

Utility Funded Operations

The **Utility Funded Operations** are summarized for Finance Committee on **Attachment A – 3**

Within the **Utility Fund**, areas of significance include:

Waste and Recycling Services

a1) Waste Services -	Budgeted surplus	\$ 149,492
	Actual surplus	578,374
	Variance – positive	<u>\$ 428,882</u>

Waste Services ended the year with a **positive variance of about \$428,900**. The positive variance was due to a number of factors as follows:

- i) The Clean City Programs finished the year in a positive position due to under expenditures in the Large Item Service program of \$245,000 and the City Property Clean- Up program of \$35,000. These surpluses were slightly offset by an over expenditure in the Fall Leaf collection program of approximately \$(88,000). \$192,000
- ii) Commercial collection expenses ended the year in a surplus position. This is due to costs associated with dumping commercial waste at the landfill being lower than budget. 153,000
- iii) Residential collection expenditures were under expended mainly due to savings in equipment rental and the purchase of new carts to service new customers. 81,900
- iv) Waste Services Administration and Accounting finished the year off in a surplus position. 32,000

- v) Revenues were lower than budgeted by \$30,000. (30,000)
 Residential revenues ended the year in a surplus position of \$217,000, but were offset by a shortfall (\$247,000) in the Commercial class.

The accumulated surplus in Waste Services as at December 31, 2011 is \$2,428,303 (2010 - \$1,849,929).

a2) Recycling Services -	Budgeted deficit	\$ (125)
	Actual surplus	<u>233,725</u>
	Variance - positive	<u>\$233,600</u>

Recycling Services ended the year with a **positive variance of about \$233,600**. The major factors that contributed to this variance are as follows:

- i) Residential Waste Diversion programs finished the year in a surplus position. The Waste Diversion education programs ended the year in a surplus position of \$44,100 while the Hazardous Waste Diversion programs (E-waste, Toxic waste and Paint) ended the year in a deficit (\$18,600). The recycling depots ended the year in a slight surplus position of \$19,500 due to under expenditures on contractual services. The Organic Waste Diversion programs (Chipping, Green waste, Christmas Tree and Fall Leaf Collection) collectively ended the year in a surplus position of \$65,800 due primarily to lower than budgeted contractual services for the Chipping program. \$110,800
- ii) Waste Reduction recycling revenues exceeded budget mainly as a result of residential growth. 71,200
- iii) The Commercial Recycling program ended the year in a surplus position due to decreased labour and equipment charges. 30,300
- iv) Waste prevention (education and green waste) accounts finished the year in a surplus position due to a reduction in costs relating to Environmental Week activities. 21,300

The accumulated surplus in Recycling Services as at December 31, 2011 is \$524,560 (2010 - \$290,960).

a3) Landfill -	Budgeted deficit	\$(34,600)
	Actual surplus	<u>-</u>
	Variance – positive	<u>\$ 34,600</u>

Landfill operations ended the year with a **positive variance of about \$34,600**. The major factors that contributed to this are as follows:

i) Landfill operating costs were under budget due to a reduction in landfill contractual service costs.	\$797,000
ii) Net revenues were slightly greater (1.15%) than anticipated.	94,200
iii) Debenture Debt payments and debt interest charges were lower than budgeted.	59,100
iv) Closed Landfills monitoring programs ended the year under expended by approximately \$15,700.	15,700
v) Consistent with the increase in revenues will be an increase in the 10% contribution to the general fund.	(9,100)
vi) A portion of waste revenues were applied to 2011 CIP project E8 – Environmental Management at closed landfill sites – to avoid planned borrowing and its associated costs.	(310,400)
vii) Financial charges and transfers were greater than budgeted. Contribution to the landfill post closure fund is calculated based upon revenues generated by tonnage. Canadian generally accepted accounting standard PS 3270 establishes how the City is to account and record its obligation for closure and post-closure care of the landfill site. An additional contribution of \$600,000 was made to the closure and post-closure care fund in order to fully fund this liability.	(611,900)

The accumulated surplus as at December 31, 2011 is \$1,231,070 (2010 - \$1,231,070).

b) Wastewater operations

Balanced budget	\$ -
Actual surplus	104,000
Variance – positive	<u>\$104,000</u>

The **Wastewater Utility** ended the year with a **slight surplus position of about \$104,000**. The major factors that contributed to this are as follows:

i) Wastewater Engineering and Technical Support ended the year in a surplus position due an unfilled position, and to unexpended funds budgeted for wastewater collection condition assessment (videoing of pipes) and wastewater sewer performance evaluation studies.	\$281,600
ii) Revenues realized during the year were higher than budgeted. Surplus is the result of higher than usual solids (TSS) loading from industry. Customers can mitigate the additional costs through more diligent wastewater pre-treatment.	226,000
iii) Wastewater treatment plant maintenance and process operations ended 2011 in a surplus position due to lower than budgeted expenditures	85,700

on process chemicals as well as under expenditures to the annual sludge removal program.

iv) Debenture Debt payments and financial charges were lower than budgeted due to a lower than budgeted amount of borrowing required for wastewater capital upgrades	61,500
v) Wastewater Administration accounts ended the year in a surplus position due primarily to lower than budgeted charges from Utility Services for meter data management services.	58,700
vi) Wastewater capital from operating accounts were over expended in 2011 due to an increased contribution to fund wastewater capital projects.	(260,700)
vii) Wastewater Collection accounts ended the year in a deficit position due primarily to increased sanitary sewer main repairs in 2011. Both wastewater service connection repairs and wastewater utility locate accounts also finished the year with slight over expenditures.	(348,800)

The accumulated surplus as at December 31, 2011 is \$933,880 (2010 - \$829,880).

c) Water operations

Balanced budget	\$ -
Actual balanced	-
Variance – balanced	<u>\$ -</u>

The **Water Utility** ended the year in a **balanced position**. The major factors that contributed to this are as follows:

i) Capital Program – to offset over expenditures in other water utility business unit operations, the allocation to the 2011 capital program was under expended.	\$716,800
ii) Water Administration accounts ended the year in a surplus position due primarily to lower than budgeted charges from Utility Services for meter data management services.	120,000
iii) Revenues realized ended the year higher than budgeted.	109,500
iv) Water Engineering and Technical Support ended the year in a surplus position due to temporary staff vacancies and unexpended funds budgeted for the water distribution condition assessments.	81,500
v) Debenture Debt payments and financial charges were lower than budgeted due to a lower than budgeted amount of borrowing required for water capital upgrades.	29,600
vi) Water Treatment Plant ended the year in a deficit	(329,700)

position due primarily to increased chemical usage required to treat the raw water supply.

vii) Water Distribution System operations ended the 2011 year in a deficit position due to a number of factors, including: (727,700)

- a) Meter shop operations finished the year in a deficit position of approximately \$(595,600). A significant portion of this over expenditure is due to the purchase of a large number of commercial meters and the labor and equipment involved with their installation in 2011. It should be noted that approximately \$124,000 of meter installation recovery was realized in the water revenue series.
- b) Service connection accounts ended the year in a deficit position of \$(154,100). This was due to a larger than typical amount of failed residential service connections (curb stand repairs) repairs that the city experienced in 2011.
- c) Valve and Hydrant maintenance and servicing accounts ended the year in a deficit position of \$(106,400).
- d) Water main repairs were over expended by \$(78,700).
- e) Parks water service repair accounts finished the year in a slight deficit position of \$(4,200).
- f) Utility locates ended the year in a surplus position of \$81,300 due to under expenditures in wages and equipment usage.
- g) Water distribution systems operations general support accounts ended the year in a surplus position of \$130,000.

The accumulated surplus as at December 31, 2011 is \$1,102,746 (2010 - \$1,102,746).

d) Electric operations

Balanced budget	\$ -
Actual surplus	<u>612,718</u>
Variance – positive	<u>\$612,718</u>

The Electric Utility generated a \$610,000 surplus from operations for the 2011 fiscal year, broken down as follows:

Regulated Rate Tariff – surplus	\$600,000
Fibre Operations - surplus	310,000
Distribution Tariff – surplus	265,000
Transmission Tariff – deficit	<u>(565,000)</u>
Total Electric Operations – positive variance	<u>\$610,000</u>

The Regulated Rate Option (RRO) ended the year with a net surplus of \$600,000. The Electric Utility is required (by legislation) to set the price of electricity based upon monthly futures market prices. During 2011, the actual cost of electricity based on the average monthly futures price was lower than the basis used in the legislated formula. This variation created the surplus experienced in 2011.

The Fibre Utility ended the year with a surplus of about \$310,000. This surplus is created because the older assets in use have been fully depreciated and while budgeted for, there is relatively little depreciation expense in 2011. The unexpected longevity and reliability of these assets has also reduced the amount of maintenance costs that were budgeted.

The Distribution Tariff is in a surplus position of \$265,000.

The Transmission Tariff will experience a deficit of \$(565,000). Revenues approved by the Alberta Utilities Commission were \$820,000 less than budgeted. This shortfall has been partially offset by vacancies in supervisory positions, and line maintenance, control centre and training costs being less than expected.

By policy, the Electric surplus of approximately \$610,000 will be added to the Municipal Revenue Stabilization Reserve (MRSR).

Reserve Funded Operations

The **Reserve Funded Operations** are summarized for Finance Committee on **Attachment A – 3**.

- a) **Cemeteries** – The 2011 operating surplus of \$80,000 was transferred to the Cemetery Reserve.
 - i) Rights to interment sales (plot/niche sales) revenue surplus of \$14,800 due to fee increase in 2011.
 - a. Total of 207 plots/niches sold
 - ii) Interment services sales revenue surplus of \$27,700 due to fee increase in 2011.
 - iii) Total of 484 interments
 - a. Unexpended lifecycle maintenance funds carried forward of \$27,500.
 - iv) Interest of \$10,000
- b) **Fleet Services operations** – in accordance with City Policy, the positive variance of \$440,600 is transferred to the reserve for fleet replacement. This surplus was due primarily to lower than budgeted fuel prices of \$570,000 which will be used to mitigate future fuel rate pressures.
- c) **Parking Operations** – the transfer to the reserve was less than budgeted by \$176,600, mainly due to a short-fall in parking meter revenue. As of January 2011, approximately 300 of the city's 1600 parking meters were out of service due to vandalism. By the end of September 2011, all damaged meters had been replaced. As approximately 20% of the city's parking meters were out of

service for the first 9 months of the year, a shortfall in revenue occurred. In addition, studies undertaken by the transportation department in 2011 identified that there had been an overall reduced demand for parking meter usage throughout the 2011 year.

- d) **Risk Management** – Risk Management operations ended the year in a surplus position of \$191,900 due to insurance premiums negotiated less than anticipated. The surplus funds have been allocated to the Insurance Reserve.
- e) **Snow Clearing** – Ice control and snow removal operations ended the year in a deficit position of approximately \$(2,373,200). Any annual surplus / deficit from sanding and snow and ice removal operations will be transferred to / funded from the MRSR. Over this three-year budget cycle it is estimated that \$7,124,000 has been transferred from the MRSR to fund over expenditures in snow removal. This has been addressed in the 2012-2014 Operating Budget.

Capital Works

City Council has approved a number of projects, the majority through the Capital Improvement Program. These projects, by their nature, are often completed over a number of years. The most significant expenditures for the twelve month period were as follows:

Facilities

ENMAX Facility Enhancement	11,835,200
Community Arts Centre	2,886,100
Public Operations Facility Project	2,696,600
Fire & EMS Headquarters Facility	1,766,100
Stafford Centre Project	1,324,900
Nicholas Sheran Addition	881,800
Fire Hall Training Tower	809,300
North Lethbridge Sports Park & Picnic Shelter	743,500

Infrastructure

Northwest Lethbridge Utility Servicing	13,906,800
Garry Drive Reservoir	4,147,400
Residential Subdivisions (SunRidge, RiverStone, Crossings)	2,621,500
Traffic & Pedestrian Signals	1,621,100
Parks Asset Management Project	1,586,700
Water Main Renewals	1,461,200
Railway Rehabilitation Program	1,166,400
Arterial Roadways	1,043,700
Electric Underground Cable Replacement	845,200
Street Upgrading	816,900
Electric Replacement of Lightning Arrestors	798,600
Garry Drive 600M West of Metis Trail	798,600
Electric Primary Under Ground Cable	650,100
28 St N (Mayor Magrath Drive to 26 Ave)	605,600

Technology

Transit Smart Card	1,139,300
PSCC Computer Aided Dispatch Project	823,700

For the most part, projects have a construction period which expands beyond the calendar year. These cost figures only represent expenditures made in 2011.

Debt Management

In addition to the financial highlights noted above, the City continued its prudent debt management practices, especially its “pay-as-you-go” capital plan. The City’s total per capita external debt is \$743 (2010 - \$509).

- a) Tax-supported external debt has been totally extinguished (May 2006)
- b) Self-supported external debt includes:
 - i) Offsite Levy debt of \$369 per capita (2010 - \$87)
 - ii) Other self-supported debt of \$55 per capita (2010 - \$63)
- c) Utility-supported external debt is \$319 per capita (2010 - \$359)

Investment Management

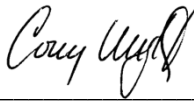
The City of Lethbridge uses investments to provide a return on public funds while they are held by the City. The investment portfolio consists of reserves, capital funds, Provincial and Federal grants, and operating funds. These funds are invested between the time of their receipt and their use to maximize the opportunity of investment returns to the City of Lethbridge. The timing of these transactions, as well as the size of reserves and the amount of internal financing approved are the main factors influencing the size of the investment portfolio. The increase in the average portfolio in recent years is due to the receipt of various capital grants.

The investment activities of the City are governed by the Municipal Government Act (MGA) and an investment policy which has been adopted by City Council.

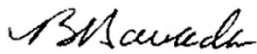
The City of Lethbridge maintains a significant investment portfolio (see attached Investment Summary). The average size of the portfolio in 2011 was \$196 million. The size of the investment portfolio has increased in recent years due primarily to the receipt of various capital grants. The 2011 interest income from the portfolio was \$3,885,000. The City's average portfolio yield of 1.83% was slightly higher than the Government of Canada 3-year Benchmark yield of 1.62%.

Conclusion

To conclude, we are extremely pleased with the results of our fourth multi-year budget cycle. Without exception, the Business Units have performed very responsibly and are the reason for our success. Because of City Council and the Administration's commitment to our adopted long-term financial policies, the City continues to be well positioned for the future. We look forward to continuing successes in the future.



Corey Wight, CA
City Treasurer



Barry Sawada, CA
Controller



Garth Sherwin, CA
City Manager



CITY OF LETHBRIDGE
2011 Summary of Operations
General Fund - Corporate Surplus

	Budget	Actual	Variance
	(Net Revenue) Net Expenditure	(Net Revenue) Net Expenditure	Pos (Neg)
General Fund			
Corporate Accounts			
Employee benefits	\$ 23,809,136	\$ 23,286,781	\$ 522,355
Property tax and general revenues	(115,993,058)	(117,824,237)	1,831,179
Business license revenues	(923,600)	(1,010,632)	87,032
Grants to organizations	1,033,200	1,028,296	4,904
			2,445,470
Non-discretionary variances			
Corporate fuel costs	1,584,300	1,472,404	111,896
Utility costs for tax supported City facilities	2,923,917	3,247,110	(323,193)
ENMAX Centre	1,091,078	1,966,060	(874,982)
Planning and Development Services	981,853	1,346,056	(364,203)
			(1,450,483)
Total Corporate Surplus			994,987
Total Business Unit Surplus (page A-2)			267,048
Total General Fund Surplus			\$ 1,262,035



CITY OF LETHBRIDGE
2011 Summary of Operations
General Fund - Business Unit Operations

	<u>2011</u>		
	Budget	Actual	Variance
	Net Expenditure	Net Expenditure	Pos (Neg)
Business Unit Operating Summary			
Boards & Commissions			
Galt Museum	\$ 1,338,169	\$ 1,310,569	\$ 27,600
Lethbridge Regional Polices Services	27,386,096	27,001,122	384,974
Public Library	4,808,420	4,808,426	(6)
General Government			
City Clerk Office	329,067	329,067	-
City Manager	480,930	473,245	7,685
City Manager Office	559,611	559,611	-
City Solicitor Office	245,964	245,964	-
Economic Development	1,237,415	1,237,415	-
Mayor & City Council Office	683,755	511,228	172,527
Pay-As-You-Go	7,617,900	7,617,900	-
Corporate Services			
Assessment & Taxation	1,418,573	1,418,573	-
Financial Services	2,139,667	2,056,640	83,027
Human Resources	1,735,159	1,624,792	110,367
Information Management	106,874	106,874	-
Information Technology	2,685,395	2,685,395	-
Risk Management	700	-	700
Community Services			
Cemeteries	298,063	298,063	-
Community & Social Development	756,400	756,400	-
Community Services Support	793,893	793,702	191
Environmental Services	-	-	-
Facility Services	3,674,757	3,674,757	-
Fire & Emergency Services	15,301,744	15,164,238	137,506
Helen Schuler Coulee Centre	428,268	428,268	-
Public Safety Communications Centre	1,607,948	1,607,879	69
Recreation & Culture	5,826,680	5,817,763	8,917
Regulatory Services	931,343	987,349	(56,006)
Transit and Accessible Transportation	7,484,836	7,552,208	(67,372)
Infrastructure Services			
Infrastructure Services Administration	509,841	489,165	20,676
Parks Maintenance and Management	9,082,161	9,017,046	65,115
Storm Sewer Maintenance	292,337	292,337	-
Transportation	9,540,344	10,169,265	(628,921)
Total	\$ 109,302,310	\$ 109,035,262	\$ 267,048



CITY OF LETHBRIDGE
2011 Summary of Operations
Summary of Utility & Reserve Funds

	Budget	Actual	Variance Pos (Neg)
Utility Funded Operations			
Waste Services			
Revenues	\$ 5,747,300	\$ 5,719,877	\$ (27,423)
Expenditures	5,597,808	5,141,503	456,305
Surplus	\$ 149,492	\$ 578,374	\$ 428,882
Recycling Services			
Revenues	\$ 1,524,100	\$ 1,547,507	\$ 23,407
Expenditures	1,524,225	1,313,906	210,319
Surplus (Deficit)	\$ (125)	\$ 233,601	\$ 233,726
Landfill			
Revenues	\$ 8,184,000	\$ 8,288,518	\$ 104,518
Expenditures	8,218,600	8,288,518	(69,918)
Surplus (Deficit)	\$ (34,600)	\$ -	\$ 34,600
Wastewater			
Revenues	\$ 14,661,000	\$ 14,799,833	\$ 138,833
Expenditures	14,661,000	14,695,833	(34,833)
Surplus	\$ -	\$ 104,000	\$ 104,000
Water			
Revenues	\$ 19,170,700	\$ 19,094,533	\$ (76,167)
Expenditures	19,170,700	19,094,533	76,167
Surplus	\$ -	\$ -	\$ -
Electric			
Revenues	\$ 58,814,507	\$ 65,735,971	\$ 6,921,464
Expenditures	58,814,507	65,123,253	(6,308,746)
Surplus	\$ -	\$ 612,718	\$ 612,718
Reserve Funded Operations			
Cemeteries			
Revenues	\$ 664,500	\$ 707,547	\$ 43,047
Less expenditures	962,563	925,315	37,248
Plus tax supported funding	298,063	298,063	-
Transfer to the Reserve	\$ -	\$ 80,295	\$ 80,295
Community Lighting			
Revenues	\$ 35,000	\$ 119,672	\$ 84,672
Less expenditures	3,096,000	3,155,549	(59,549)
Plus tax supported funding	3,267,100	3,241,977	(25,123)
Transfer to the Reserve	\$ 206,100	\$ 206,100	\$ -
Fleet Services			
Revenues	\$ 9,202,800	\$ 10,182,510	\$ 979,710
Less expenditures	6,693,652	7,232,770	(539,118)
Transfer to the Reserve	\$ 2,509,148	\$ 2,949,740	\$ 440,592
Land Administration			
Revenues	\$ -	\$ -	\$ -
Expenditures	1,293,905	1,062,965	230,940
Transfer from Subdivision Surplus	\$ (1,293,905)	\$ (1,062,965)	\$ 230,940
Parking			
Revenues	\$ 1,131,500	\$ 999,026	\$ (132,474)
Less expenditures	542,642	586,771	(44,129)
Transfer from reserve to operations	(135,000)	(135,000)	-
Transfer to the Reserve	\$ 453,858	\$ 277,255	\$ (176,603)
Risk Management			
Revenues	\$ 2,503,700	\$ 2,521,551	\$ 17,851
Less expenditures	2,492,965	2,318,205	174,760
Plus tax supported funding	700	-	700
Transfer to the Reserve	\$ 11,435	\$ 203,346	\$ 191,911



**CITY OF LETHBRIDGE
BUDGET APPROPRIATION UNEXPENDED (CARRY OVERS)
AS AT DECEMBER 31, 2011**

GENERAL FUND

CITY COUNCIL / CITY MANAGER	\$ 2,867,640
- election, legal, contingencies, City Council initiatives, Airport, environmental projects	
COMMUNITY SERVICES	2,297,042
- community and social development, library projects, affordable housing, downtown redevelopment and planning, Canada day activities, inspection services projects, committees	
EQUIPMENT REPLACEMENT/MAINTENANCE	2,965,372
- corporate photocopiers, printers and plotters, computers, mail service, network equipment, phone system, disaster recovery, audio visual equipment	
ENCUMBRANCES	314,000
- Goods ordered, but not received at year end	
HUMAN RESOURCES	3,270,375
- arbitration, employee wellness, WCB rebates, corporate training, research projects, flexible benefit programs, succession planning	
INFRASTRUCTURE MAINTENANCE AND PLANNING	381,768
- parks maintenance, engineering capital, amenities	
PROTECTIVE SERVICES	1,389,482
- Fire and EMS projects/funding, community programs, EOC training exercise, equipment replacements, police projects	
TECHNOLOGY	31,730
- database software, aerial photography update	
	<u>\$ 13,517,409</u>

UTILITY FUND

Water & Wastewater Capital Works/Equipment	\$ 449,689
Sanitation Operations	1,009,317
Electric Operations	106,012
	<u>\$ 1,565,018</u>

**RESIDENTIAL SUBDIVISION SURPLUS
FUNDING ANALYSIS**
For the period ended December 31, 2011

Development Operations Funding

Funds Received from Subdivision Development

SunRidge:

SunRidge - Phase 3D	\$ 2,536,789
SunRidge - Phase 3C	810,550
SunRidge - Phase 3A	14,499
SunRidge - Phase 1	1,933
	<u>3,363,771</u>

RiverStone:

RiverStone - Phase 13	1,538,954
RiverStone - Phase 14	457,551
RiverStone - Phase 15	55,700
RiverStone - Phase 10	6,100
RiverStone - Phase 12	2,100
	<u>2,060,405</u>

Copperwood:

Copperwood Joint Venture	<u>1,800,000</u>
--------------------------	------------------

7,224,176

Funds Used for Development

SunRidge:

SunRidge - Phase 3B	1,917,015
SunRidge - Common	542,720
SunRidge - Phase 3A	120,361
SunRidge - Phase 3D	48,200
SunRidge - Phase 1	28,241
SunRidge - Demonstration Home	15,049
SunRidge - Phase 3C	11,840
SunRidge - Phase 2	10,117
	<u>2,693,543</u>

RiverStone:

RiverStone - Phase 14	742,191
RiverStone - Common	329,630
RiverStone - Phase 16	142,758
RiverStone - Phase 13	139,046
RiverStone - Phase 20	30,516
RiverStone - Phase 15	14,670
RiverStone - Phase 11	7,260
RiverStone - Phase 10	2,352
RiverStone - Phase 12	2,190
RiverStone - Phase 9	430
	<u>1,411,043</u>

Crossings:

Crossings - Common	<u>463,823</u>
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Waterbridge:

Waterbridge - Common	<u>31,492</u>
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Garry Station:

Garry Station - Common	<u>24,428</u>
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Copperwood:

Copperwood Joint Venture	<u>1,257</u>
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Legacy Ridge:

Legacy Ridge - Commercial Site	<u>768</u>
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Total Funds Used for Development

4,626,354

Net Funds Received for Development Operations

2,597,822

Other Activity Funding

Funds Used (Received):

West Lethbridge Centre	1,358,699
Operating Budget Funding	1,076,728
Allocation in Lieu of Property Taxes	88,900
Affordable Housing	76,078
Internal Loan Repayment - Municipal Revenue Stabilization Reserve (Note 3)	48,443
Community Development Planning - Sustaining Responsiveness	13,369
Weed Control	9,000
Recovery of Previously Funded Land Held for Resale	<u>(73,395)</u>

Net Funds Used for Other Activities

2,597,822

Net Increase in Residential Subdivision Surplus

-

Residential Subdivision Surplus Balance January 1, 2011

-

Total Residential Subdivision Surplus Balance December 31, 2011

\$ -

**RESIDENTIAL SUBDIVISION SURPLUS
FUNDING ANALYSIS**

For the period ended December 31, 2011

Funds Committed for Future

Projects:

RiverStone:

Phase 16 Underground Utilities and Surface Works	\$ 2,133,189
Phases 16 & 20 Engineering Services	224,854
Phase 14 Underground Utilities and Surface Works	114,931
Phases 9-13 Design & Development Guidelines	91,430
Phases 14, 16, 20 Design & Development Guidelines	70,300
Phase 13 Underground Utilities and Surface Works	52,352
Phase 11-15 Design and Storm Outfall	32,095
	<u>2,719,151</u>

Crossings:

Purchase of Marnoch Lands	(Note 1)	379,238
Wet Pond Construction & Landscaping		147,239
Whoop-Up Dr & Mauretania Rd Extension		69,673
Mixed Use Centre Urban Master Plan		25,208
Architectural Design		12,173
Deep Servicing and Surface Works		11,622
Engineering Consulting		10,000
Market Analysis & Development Planning		1,930
Detailed Design/Construction/Sports Field		1,206
		<u>658,289</u>

SunRidge:

Phase 3B Canal & Blvd Landscaping	312,468
Phase 3C Deep Utilities & Surface Works	297,331
Phase 3B Deep Utilities & Surface Works	288,098
Waterbridge ASP & Outline Plan	150,272
Subdivision Park Features and Landscaping	139,061
Phase 3C, 3D & 3B Design & Development Guidelines	61,575
Phase 3B Collector Road & Community Infrastructure	41,443
Phase 1-2 Design & Development Guidelines	27,656
Development of Park Features/Entrance Sign	861
	<u>1,318,765</u>

Other Projects (2014 and prior):

Affordable Housing	(Note 4)	1,124,315
Helen Schuler Nature Centre Expansion and Renovation		1,100,000
Parks Capital		666,526
West Highlands Storm Water Park		413,316
Chinook Trail Land Purchase - Melcor Land Exchange	(Note 2)	247,800
Legacy Ridge Commercial Site		152,229
Parks Maintenance		135,000
Community Development Planning - Sustaining Responsiveness		68,494
Pest Control		39,891
Outline Plan - Cost Sharing Agreement		29,350
Weed Control		27,000
		<u>4,003,921</u>

Total Committed Funds

\$ 8,700,126

Notes:

- 1 The Marnoch Lands (part of The Crossings) comprising 80.06 acres with a total cost of \$943,500 were purchased in 2004 (costs include land costs of \$920,000 and other related land closing costs of \$23,500). The total cost of this land has been capitalized under Land Held for Resale. When needed for subdivision development, the land will be transferred to subdivisions and funded from Residential Subdivision Surplus (on a per acre basis).
- 2 As at December 31, 2011 the Melcor Developments Ltd. land exchange contains a commitment from Residential Subdivision Surplus of \$247,800 to front end finance the purchase of Chinook Drive Right-of-Way lands (which will be repaid once Chinook Trail commences).
- 3 To finance the deficit balance in the Residential Subdivision Surplus Account related to the start up costs associated with the SunRidge and Crossings subdivisions through an original "line of credit loan" of up to \$8,000,000 from the Municipal Revenue Stabilization Reserve (MRSR) at a rate based on the City's average short term investment rate was approved by Council. Additionally, Council authorized an additional \$13,200,000 for costs associated with Crossings under By-Law 5410 to bring the total line of credit to \$21,200,000. Loan repayments will be based on cashflow availability within the Residential Subdivision Surplus. As at December 31, 2011 the balance remaining to be paid to the MRSR from Residential Subdivision Surplus on this overall line of credit loan is \$2,897,680.
- 4 As at December 31, 2011, \$764,315 has been committed to the Affordable Housing Fund. Within the 2012-2014 Operating Budget, an additional \$360,000 (\$120,000 per year) has been allocated for future projects bringing the total current and future commitments to the Affordable Housing Fund to \$1,124,315.

**INDUSTRIAL SUBDIVISION SURPLUS
FUNDING ANALYSIS
For the period ended December 31, 2011**

Development Operations Funding

Funds Received from Development

Sherring Industrial Park - Phase 1	\$	1,215,600
Total Funds Received from Lot Sales		<u>1,215,600</u>

Funds Used for Development

Sherring Industrial Park Common		35,810
Sherring Industrial Park - Phase 2		8,425
Total Funds Used for Development		<u>44,235</u>

Net Funds Received From Development Operations 1,171,365

Other Activity Funding

Funds Used for:

Debt Payment - ACFA		551,582
Debt Payment - MRSR		555,700
Allocation in Lieu of Property Taxes		243,800
Operating Fund Recovery		<u>(13,763)</u>

Net Funds Used in Other Activities 1,337,319

Net Decrease in Industrial Subdivision Surplus (165,954)

Industrial Subdivision Surplus Balance January 1, 2011 (1,556,541)

Total Industrial Balance December 31, 2011 \$ (1,722,495)

Funds Committed for Future

Funds Committed for Future

Sherring:

Surface Works	\$	80,148
Engineering Services Phase II		1,425
Giffen Farmyard - Soil Analysis		659
		<u>82,232</u>

Other:

Industrial Park - Top Lift Paving		<u>324,263</u>
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Total Committed Funds \$ 406,495

Notes:

- 1 To finance the deficit balance in the Industrial Subdivision Surplus Account related to the startup costs associated with the Sherring Industrial Park, Council approved a "line of credit loan" of up to \$5,500,000 as well as a \$6,000,000 loan for prepayment of the Offsite Levies from the Municipal Revenue Stabilization Reserve (MRSR). Loan payments will be based on cashflow availability within the Industrial Subdivision Surplus. As at December 31, 2011 the balance remaining to be paid to the MRSR from Industrial Subdivision Surplus on this line of credit loan is \$5,500,000 and \$4,053,429 on the interim financing.

OFFSITE ACCOUNT ANALYSIS

For the period ended December 31, 2011

Revenues

Net Off-Site Levies

Southgate Commercial	\$	809,368
Coulee Creek Stage 4 Phase 2		718,648
Copperwood Phase 13		718,320
SunRidge Phase 3B RELD		607,312
Copperwood Phase 12		459,528
The Canyons Phase 1		434,928
Legacy Ridge Phase 1 Stage 7		432,632
Coulee Creek Condos, Phase 3		276,693
Matrix Meadows Condos		263,056
Copperwood Phase 9B		219,432
County Rave Industrial Park		144,157
Coulee Creek Phase 3A		44,444
Total Net Levies		<u>5,128,518</u>

Other Revenues

Debenture Debt funded projects		19,551,254
28 Street North MMDr - 26 Ave North		659,052
General Interest		137,380
Southeast Reservoir		41,715
Total Other Revenues		<u>20,389,401</u>

Total Revenues

25,517,919

Allocations

Offsite/Oversize Credits

Prairie Arbour		432,238
Copperwood Phase 13		107,395
Coulee Creek Stage 4 Phase 2		64,019
Copperwood Phase 12		26,668
The Canyons Phase 1		26,073
Legacy Ridge Stage 1 Phase 7		10,243
		<u>666,636</u>

Other Costs

Bridge Drive Utility Corridor		15,690,650
Garry Drive Reservoir		4,101,680
Debt Payment - ACFA		835,257
Garry Drive (600 m West of Metis Trail)		798,561
Intersection Improvements		789,772
South Siphon Upgrade		362,410
Metis Trail (Simon Fraser to N of Blackfoot)		124,242
Picture Butte Water Line		108,266
University Whoop-Up to McGill		58,499
University Drive (SunRidge to Riverbend)		56,274
Mayor Magrath Dr 40 Av S-City Limit		37,182
University Drive (Rocky Mountain to Chinook)		16,253
Prairie Arbour Lift station		13,442
Scenic Dr 9 Av to Stafford Dr N		3,743
Benton Drive North of School - Walsh		1,659
13 St North & North Scenic Drive Extension		1,104
Sherring Lift Station Parking Lot		1,057
Whoop-up Drive Blackfoot Rd W of Benton		270
		<u>23,000,321</u>

Total Allocations

23,666,957

Net Increase in Off-Site Account

1,850,961

Add: Off-Site Account Balance January 1, 2011

8,059,723

OFF-SITE Account Balance period ended December 31, 2011

\$ 9,910,684

OFFSITE ACCOUNT ANALYSIS
For the period ended December 31, 2011

Funds Committed for Future

Projects (2013 and prior) Funded by Debentures (external borrowings):

Bridge Drive Utility Corridor (CIP 2011-20 E25)	\$ 14,317,962
Metis Trail (Simon Fraser to N of Blackfoot) (CIP 2011-20 C31)	5,075,758
28 Street North MMDr - 26 Ave North (CIP 2011-20 C30)	3,236,833
Garry Drive Reservoir (CIP 2011-20 E29)	3,151,556
Garry Drive (600 m West of Metis Trail) (CIP 2011-20 C32)	2,201,439
43rd St N (Hwy 3 to 9 Ave N) (CIP 2011-20 C17)	1,650,000
South Siphon Upgrade (CIP 2008-17 E14)	1,569,383
26th Ave North (Scenic Drive to 28th Street) (CIP 2011-20 C18)	1,300,000
	<u>32,502,931</u>

Projects (2013 and prior) Funded by Offsite Levies:

Distribution System Looping (CIP 2011-20 E30)	4,093,000
Bridge Drive Utility Corridor (CIP 2011-20 E25)	3,619,426
Intersection Improvements (CIP 2011-20 C6)	683,645
Benton Drive Right-of-Way Purchase (Council 2004)	414,533
North Scenic Dr (Uplands Dr to 62 Ave N) (CIP 2011-20 C33)	315,000
44 Ave N (Scenic Dr to 43st N) (CIP 2011-20 C34)	315,000
Mayor Magrath Dr. (40th Ave S to City Limit) (CIP 2011-20 C19)	150,818
6th Ave S (MMDr to Scenic Dr S) Design (CIP 2011-20 C21)	79,000
43rd St N (Hwy 3 to 9 Ave N) (CIP 2011-20 C17)	75,000
	<u>9,745,422</u>

\$ 42,248,355

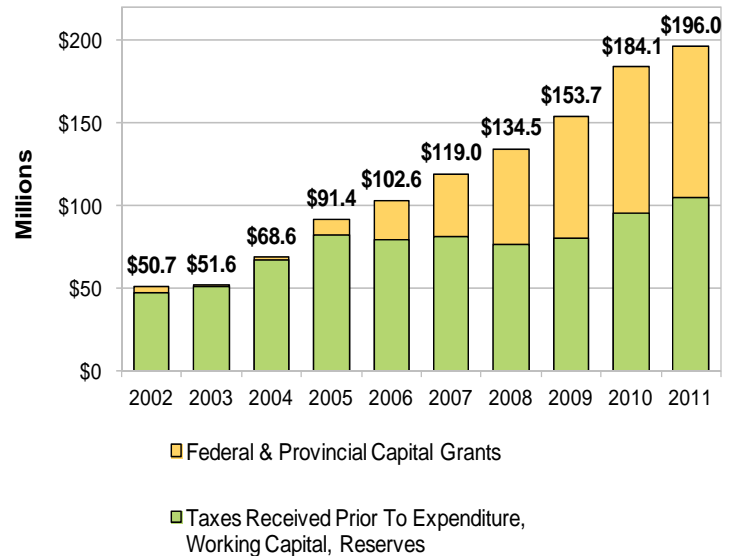
City of Lethbridge

Investment Summary

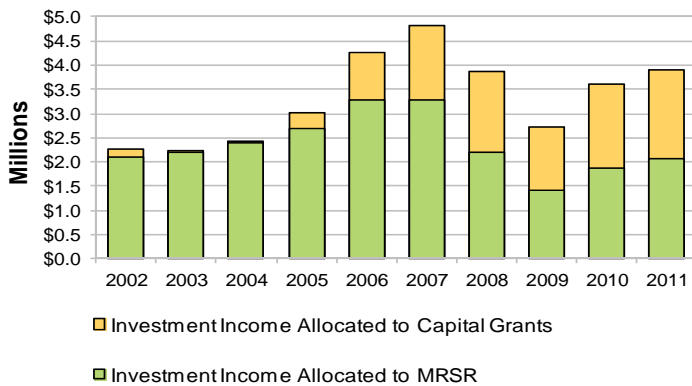
Year ended December 31, 2011

The City of Lethbridge maintains a significant investment portfolio. This investment portfolio consists of reserves, capital funds, Provincial and Federal grants, and operating funds. These funds are invested between the time of their receipt and their use to maximize the opportunity of investment returns to the City of Lethbridge. The timing of these transactions, as well as the size of reserves and the amount of internal financing approved are the main factors influencing the size of the investment portfolio. The primary reason for the increase in average portfolio size during 2011 is due to the receipt of various capital grants (yellow bar in the graph).

Average Portfolio Size

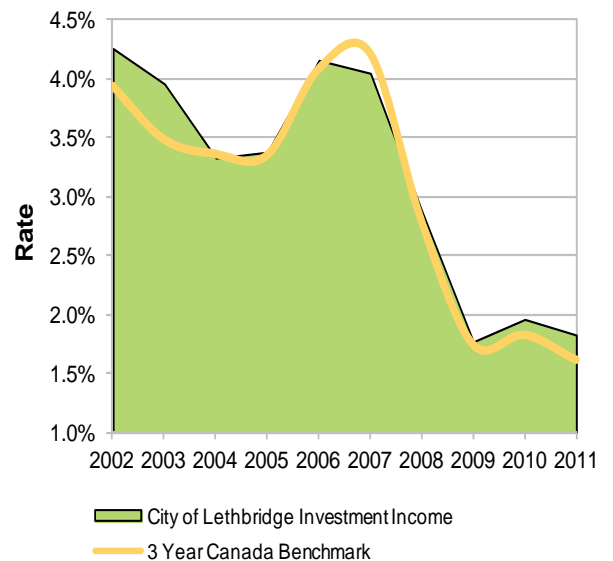


Total Investment Income



Total investment income increased to \$3,885,000 in 2011 from \$3,600,000 in 2010. The average portfolio size increased over the year, resulting in an increase in overall investment income. The City of Lethbridge 2011 average portfolio yield of 1.83% (2010: 1.96%) is slightly higher than the 2011 average Government of Canada 3-Year Benchmark¹ yield of 1.62% (2010: 1.83%).

Average Portfolio Yield



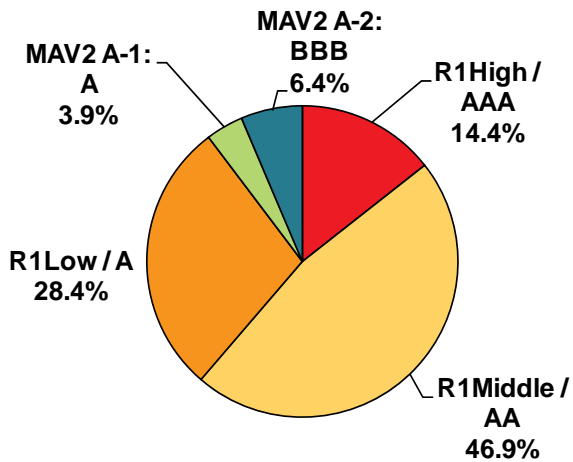
¹ Benchmark based on actual mid-market closing yields of selected Canada bond issues that mature approximately in the three-year term. This is a reasonable benchmark for the City of Lethbridge given our average portfolio term and our risk restrictions.

City of Lethbridge

Investment Summary

as at December 31, 2011

Portfolio Distribution by Rating December 31, 2011

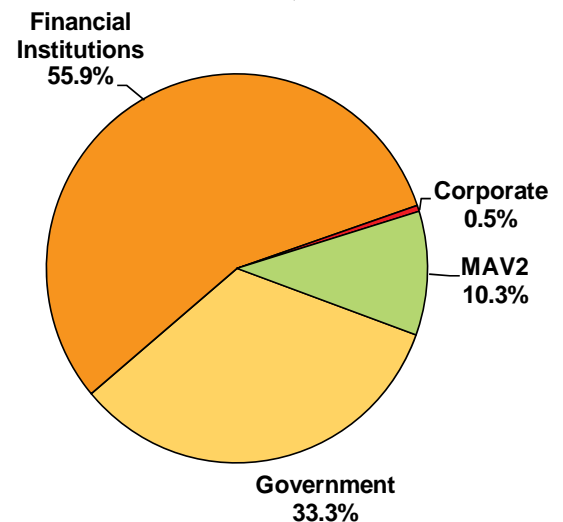


The City of Lethbridge's first investment objective is safety of principal, and accordingly the City invests only in institutions with a minimum credit rating of R1 or A. A Company having an R1 rating is considered high-grade prime credit. Its ability to repay current liabilities as they come due is very high. The R1 rating is R1L are roughly equivalent to the long term ratings of AAA, AA, and A respectively.

During 2007 the City invested in Asset Backed Commercial Paper (ABCP) with a rating of R1High. A subsequent market disruption led to a restructuring of the original investment. Through that restructuring the City received longer term Master Asset Vehicle 2 (MAV2) notes in exchange for the original ABCP investment. The City currently owns MAV2 notes in the amount of \$8,395,000 Class A-1 (rated A High) and \$13,893,000 Class A-2 (rated BBB high).

Our current portfolio is diversified among 40 different institutions from the Government, Corporate, and Financial Institution sectors as well as the MAV Class A-1 and A-2 described above.

Portfolio Distribution by Type December 31, 2011



STATEMENT OF RESERVES

	December 31 2011	December 31 2010
OPERATING		
Cemeteries	\$ 766,989	\$ 686,694
Insurance	2,666,610	2,463,264
Mayor Magrath Drive Beautification	105,511	105,311
Municipal Revenue Stabilization	13,451,939	13,841,766
Urban Parks	871,815	1,876,742
TOTAL OPERATING RESERVES	17,862,864	18,973,777
 CAPITAL		
Acquire Off Street Parking	1,731,608	1,759,637
Central Business District Land Acquisition	299,403	315,427
Community Lighting	2,883,731	2,677,631
Community Reserve Fund	985,013	970,847
Fleet Services	11,653,069	10,709,519
Major Capital Projects	673,736	2,553,585
Real Estate Holdings	2,616,017	2,498,491
School Bus	-	2,742
Transit Bus	843,580	1,052,682
TOTAL CAPITAL RESERVES	21,686,157	22,540,561
 TOTAL RESERVES	 \$ 39,549,021	 \$ 41,514,338
 TOTAL COMMITTED FUNDS	 \$ 21,812,258	 \$ 11,867,246
 <u>CURRENT INTERNAL FUNDING REQUIREMENTS:</u>		
Residential Subdivisions	18,302,320	18,272,893
Twin Ice Centre	5,000,000	5,000,000
Land Purchase	-	3,042,280
ENMAX Centre	-	2,508,000
West Side Depot Site	2,400,000	2,156,000
Parks Asset Management	833,000	833,000
Archmount Cemetery - Drainage	-	100,000
	\$ 26,535,320	\$ 31,912,173

RESERVE ANALYSIS
For the year ended December 31, 2011

OPERATING RESERVES

CEMETERIES

Balance as at January 1, 2011	\$	686,694.10
Add: Allocations from Operations		70,275.69
Interest earnings		10,019.47
		80,295.16
Balance as at December 31, 2011	\$	766,989.26
Committed funds:		
Cemetery Marketing Plan (Budget 2012-14)	\$	30,000.00

INSURANCE

Balance as at January 1, 2011	\$	2,463,263.92
Add: Allocations from Operations		228,346.38
		2,691,610.30
Less: Driver Fleet Safety Audit		25,000.00
		2,666,610.30
Balance as at December 31, 2011	\$	2,666,610.30
Committed funds:		
Data Entry Efficiency (Budget 2012-14)	\$	70,000.00

MAYOR MAGRATH DRIVE BEAUTIFICATION

Balance as at January 1, 2011	\$	105,310.88
Add: - Thrift Lodge		316.80
- Saigonese Restaurant		330.00
		646.80
		105,957.68
Less: Land Lease Taxes		446.56
		446.56
Balance as at December 31, 2011	\$	105,511.12

RESERVE ANALYSIS
For the year ended December 31, 2011

MUNICIPAL REVENUE STABILIZATION

Balance as at January 1, 2011		\$	13,841,765.63
Add: Municipal Consent and Access Fee (electric)	7,988,837.31		
Return on Investment (electric)	4,984,285.98		
Investment and Interest Income (net of Trust Allocations)	3,917,654.48		
Emergency Medical Services (EMS) Transition	2,576,291.00		
ATCO Franchise Fee surplus (vs. annual budget of \$2.4M)	1,666,518.01		
By-law enforcement revenue surplus (vs. annual budget of \$4.3M)	1,125,145.51		
2010 General Operating Surplus	990,480.11		
2010 Electric Operating Surplus	935,123.44		
CentreSite distribution allocation	237,074.72		
	<u>24,421,410.56</u>		
Internal financing recoveries (year of final payment):			
- City Hall (2015)	2,149,600.00		
- Sherring Industrial Park (2020)	555,700.00		
- Police technology (2013)	430,200.00		
- Wellness Centre (2016)	425,200.00		
- Tertiary treatment (2012)	378,600.00		
- Transportation (2011)	254,200.00		
- Police station (2011)	240,800.00		
- Local improvements prior years	240,264.75		
- Museum expansion (2016)	203,300.00		
- Radio trunking system (2013)	187,100.00		
- MIS System (2012)	173,500.00		
- School Bus - interest only (2023)	48,700.00		
- Residential subdivisions	48,443.30		
- Cemetery gravesite restoration (2015)	45,300.00		
- Lethbridge Soup Kitchen (2016)	31,600.00		
- Mountain View Cemetery-office (2017)	29,900.00		
- Museum expansion-fundraising/front-end financing	2,000.00		
	<u>5,444,408.05</u>		
			29,865,818.61
			<u>43,707,584.24</u>
Less: Allocation to electric Capital Projects	11,064,308.70		
Electric wire service-allocation to General Operations	9,750,000.00		
Allocation to General Operations	5,250,000.00		
Allocation to Snow Removal & Ice Control Program	2,373,208.58		
Allocation for TIPP discounts	278,646.57		
Allocation for cashiering	77,000.00		
Allocation for parking ticket data entry	61,700.00		
Allocation for mail service	20,500.00		
	<u>28,875,363.85</u>		
One Time Allocations:			
- Intergraph Common Computer Aided Dispatch (CAD)	181,498.78		
- 2011 By-Election	107,260.92		
- Snow Blades	97,875.56		
- Snow Fencing	96,746.24		
- Library - Outreach (N6)	85,377.00		
- Lifecycle Festive Lighting (N1)	74,376.95		
- Lethbridge Regional Police - (N53.1)	71,300.00		
- Southern Alberta Art Gallery (N4)	61,000.00		
- Museum archives storage units	45,000.00		
- Library - Coordinator (N45)	45,000.00		
- Library - Online services (N5)	40,092.00		
- 2012 Summer Games	37,458.38		
- Technology Transition Facility (N9)	30,000.00		
- Economic Development Leth-labour (N8)	30,000.00		
- 2011 Football Canada Cup	13,558.75		
- Kiwanis Music & Speech Festival (N52)	5,000.00		
	<u>1,021,544.58</u>		
Internal Financing :			
- Police technology	251,672.64		
- 2011 Local Improvements	107,064.10		
	<u>358,736.74</u>		
			30,255,645.17
Balance as at December 31, 2011		\$	<u><u>13,451,939.07</u></u>

RESERVE ANALYSIS
For the year ended December 31, 2011

MUNICIPAL REVENUE STABILIZATION (continued)

Committed Funds:

One Time Allocations:

2009-2011:

- Intergraph Common Computer Aided Dispatch (CAD) (Council 2010)	\$ 443,318.57
- Welcome to Lethbridge Signage (Budget 2009-11 N3)	160,000.00
- Snow Plow Blades (Council 2009)	52,124.44
- Snow Route (Council 2009)	50,000.00
- Lifecycle Festive Lighting (Budget 2009-11 N1)	10,623.05
- Snow Fencing (Council 2009)	3,253.76

2012-2014:

- River Valley Development Master Plan (Budget 2012-14 N2)	400,000.00
- Library - Radio Frequency (Budget 2012-14 N3)	400,000.00
- Intermunicipal Development Planning (Budget 2012-14 N1)	350,000.00
- Senior Citizen Organizations (Budget 2012-14 N35)	330,000.00
- EDL Targeted Awareness & Investment Attraction (Budget 2012-14 N4)	325,000.00
- Snow blower (Budget 2012-14 R2)	250,000.00
- 2012 Summer Games (Budget 2012-14)	210,816.76
- 2012 Women's World Curling Championship (Budget 2012-14)	145,000.00
- Slope Monitoring (Budget 2012-14 N14)	50,000.00
- Minimum Property Standards (Budget 2012-14 N15)	47,000.00
- Nikka Yuko Japanese Gardens (Budget 2012-14 N36)	18,000.00
- Library - Custodial Support (Budget 2012-14 N16)	11,000.00

\$ 3,256,136.58

Internal Loan Requirements :

	Current 2010/11	Future
Residential subdivisions (5-7 years)	\$ 18,302,319.64	\$ -
* Note: Not to exceed \$21,200,000		
Twin Ice Centre (CIP 2011-20 D15)	5,000,000.00	5,200,000.00
West Side Depot Site (CIP 2011-20 D22)	2,400,000.00	
Parks Asset Management (CIP 2011-20 D21)	833,000.00	1,666,000.00
	\$ <u>26,535,319.64</u>	\$ <u>6,866,000.00</u>

As at December 31, 2011 internal advances amounting to approximately \$30,000,000 were outstanding from this reserve. These amounts will be recovered, with interest, in future years.

* **Note:** To finance the deficit balance in the Residential Subdivision Surplus Account related to the start up costs associated with SunRidge and Crossings subdivisions through an original line of credit loan of up to \$8,000,000 from the Municipal Revenue Stabilization Reserve (MRSR) at a rate based on the City's average short term investment rate was approved by Council. Additionally, Council authorized an additional \$13,200,000 for costs associated with the Crossings under By-Law 5410 to bring the total line of credit to \$21,200,000.

Loan repayments will be based on cashflow availability within the Residential Subdivision Surplus. As at December 31, 2011 the balance remaining to be paid to the MRSR from Residential Subdivision Surplus on this overall line of credit loan is \$2,897,680 leaving an available line of credit of \$18,302,320.

RESERVE ANALYSIS
For the year ended December 31, 2011

MUNICIPAL REVENUE STABILIZATION (continued)

In addition, loans to the following community groups remain committed against this reserve. These amounts have been recorded as receivables by the City as at December 31, 2011.

	Year of Loan	Maturity of Loan	Balance as at December 31, 2011	Annual Payment
Prairie Baseball Club	1999	2019	80,000.00	10,000.00
Nordbridge Seniors	2000	2012	20,743.42	20,743.42
Lethbridge Softball Association	2005	2016	61,086.45	12,217.29
* Note: Japanese Gardens	2005	2015	9,000.00	1,800.00

* **Note:** Japanese Gardens 2011 loan payment was received in 2012.

URBAN PARKS

Balance as at January 1, 2011	\$	1,876,741.84
Add: Allocation from operations		775,800.00
Trans Alta ROW transmission line access		3,639.00
		<u>779,439.00</u>
		2,656,180.84
Less: Sherring Picnic Shelter		550,700.15
Nicholas Sheran Playground		460,000.00
Lifecycle Playground		159,200.00
Parks Maintenance		200,000.00
Playground Upgrades		241,622.64
Henderson Lake Water Quality		172,842.98
		<u>1,784,365.77</u>
Balance as at December 31, 2011	\$	<u><u>871,815.07</u></u>

Committed Funds:

- Helen Schuler Nature Centre Expansion (CIP 2011-20 D18)	\$	972,000.00
- Henderson Lake Water Quality (CIP 2008-17 D10)		51,265.10
- Nicholas Sheran Playground (CIP 2011-20 D19)		25,000.00
- Parks equipment (Budget 2006-08)		10,888.42
	\$	<u>1,059,153.52</u>

TOTAL OPERATING RESERVES as at December 31, 2011 **\$ 17,862,864.82**

RESERVE ANALYSIS
For the year ended December 31, 2011

CAPITAL RESERVES

ACQUIRE OFF STREET PARKING

Balance as at January 1, 2011		\$	1,759,637.08
Add: Parking Revenues			
- Parking Meters	817,230.66		
- Parking Lots	183,713.98		1,000,944.64
			2,760,581.72
Less: Administration	229,809.11		
Parking enforcement	249,396.91		
Enhance downtown maintenance (Snow clearing, street sweeping etc.)	135,000.00		
Parking meter operations	272,942.12		
Parking lot operations	85,938.97		
Coin room - construction & set up costs	55,886.89		1,028,974.00
			1,028,974.00
Balance as at December 31, 2011		\$	<u><u>1,731,607.72</u></u>

CENTRAL BUSINESS DISTRICT LAND ACQUISITION

Balance as at January 1, 2011		\$	315,427.25
Add: 411 3 Ave S			250.00
			315,677.25
Less: 1st Avenue Property expense	6,285.53		
#1 Fire Hall - Demolish Fence	1,950.00		
#1 Fire Hall - maintenance	1,101.48		
Fire Hall - maintenance 6th Avenue	6,936.81		16,273.82
			16,273.82
Balance as at December 31, 2011		\$	<u><u>299,403.43</u></u>
Committed Funds:			
- Consulting 1 Ave S - redevelopment (Budget 2003-05)	\$	18,676.00	

As at December 31, 2011 an internal advance amounting to \$1,500,000 has been made to this reserve. This amount is to be repaid in future years.

COMMUNITY LIGHTING

Balance as at January 1, 2011		\$	2,677,630.60
Add: Allocation from operations			206,100.00
			206,100.00
Balance as at December 31, 2011		\$	<u><u>2,883,730.60</u></u>
Committed Funds:			
- Power Reduction (Budget 2009-11 N18)	\$	150,000.00	
- Street Light Pole Inspection (Council 2010)	150,000.00		
	\$	300,000.00	

COMMUNITY RESERVE FUND

Balance as at January 1, 2011		\$	970,847.05
Add: Interest Earnings			14,165.50
			14,165.50
Balance as at December 31, 2011		\$	<u><u>985,012.55</u></u>

RESERVE ANALYSIS
For the year ended December 31, 2011

FLEET SERVICES

Balance as at January 1, 2011		\$ 10,709,519.06
Add: Allocation from fleet operations	2,949,739.09	
Sale of equipment	443,788.32	
Recoveries:		
- School Bus debt paydown (principal)(2023)	<u>64,200.00</u>	
		<u>3,457,727.41</u>
		14,167,246.47
Less: Purchase of equipment	2,238,703.88	
Fleet management	<u>275,473.92</u>	<u>2,514,177.80</u>
Balance as at December 31, 2011		\$ <u>11,653,068.67</u>

As at December 31, 2011 internal advances amounting to about \$1,160,000 are owing to this reserve. These amounts are to be recovered in future years.

Committed funds:

Equipment replacements (2011 and prior)	\$ 1,215,321.43
Budget 2012-2014	<u>14,562,800.00</u>
Total Committed Funds	\$ <u>15,778,121.43</u>

MAJOR CAPITAL PROJECTS

Balance as at January 1, 2011		\$ 2,553,584.26
Add: Repayment of salt & sand storage facility	50,000.00	
Interest Earnings	<u>36,112.57</u>	<u>86,112.57</u>
		2,639,696.83
Less: Pay-As-You-Go project balancing	1,596,900.00	
Nicholas Sheran Ice Centre Expansion (CIP D-6)	<u>369,059.96</u>	<u>1,965,959.96</u>
Balance as at December 31, 2011		\$ <u>673,736.87</u>

As at December 31, 2011 internal advances amounting to about \$138,000 are owing to this reserve. These amounts are to be recovered in future years.

Committed funds:

Nicholas Sheran Ice Centre Expansion (CIP 2011-20 D-6)	\$ <u>459,425.00</u>
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REAL ESTATE HOLDINGS

Balance as at January 1, 2011		\$ 2,498,490.96
Add: Sale: Closed Road 3435 1 Ave S	95,331.00	
Land exchange ROW	30,600.00	
Rental Income:		
- Lethbridge Volkswagen	<u>14,250.00</u>	<u>140,181.00</u>
		2,638,671.96
Less: Red Cross Building	11,481.68	
301-5 Av N & 550-6 Av N Deposit & Expenses	8,826.90	
Land Lease Taxes	<u>2,345.45</u>	<u>22,654.03</u>
Balance as at December 31, 2011		\$ <u>2,616,017.93</u>

As at December 31, 2011 an internal advance amounting to about \$1,500,000 has been made from this reserve. This amount is to be recovered in future years.

RESERVE ANALYSIS
For the year ended December 31, 2011

SCHOOL BUS

Balance as at January 1, 2011		\$ 2,741.59
Add: Allocation from operations		498,020.68
Sale of bus		10,000.00
		510,762.27
Less: School bus purchase	258,480.94	
Transfer to School Bus Fund Trust	252,281.33	510,762.27
		-
Balance as at December 31, 2011		\$ -

TRANSIT BUS

Balance as at January 1, 2011		\$ 1,052,682.05
Add: Allocation from operations for	69,500.00	
radio & equipment maintenance lifecycle		
Allocation from operations for	15,000.00	
transit technology & improvements		
Allocation from operations	23,000.00	
para-transit booking & scheduling technology		107,500.00
		1,160,182.05
Less: Transit Succession Planning	245,484.94	
Technology initiatives & system improvements -Teledriver	70,117.00	
Allocation towards bus purchase	1,000.00	316,601.94
		843,580.11
Balance as at December 31, 2011		\$ 843,580.11

Committed funds:

Technology initiatives & system improvements	271,186.00	
Radio & equipment maintenance lifecycle	208,500.00	
Transit Succession Planning	177,059.06	
Replacement transit scheduling technology	184,000.00	
for ACCESS-A-RIDE		
		\$ 840,745.06

TOTAL CAPITAL RESERVES as at December 31, 2011		\$ 21,686,157.88
TOTAL OPERATING RESERVES as at December 31, 2011		17,862,864.82
TOTAL RESERVES as at December 31, 2011		\$ 39,549,022.70
TOTAL COMMITTED FUNDS		\$ 21,812,257.59
TOTAL CURRENT INTERNAL LOAN REQUIREMENTS		26,535,319.64
TOTAL FUNDING REQUIREMENTS		\$ 48,347,577.23
DEFICIENCY OF RESERVES OVER FUNDING REQUIREMENTS		\$ (8,798,554.53)

City of Lethbridge
External Debt (ACFA)
As At December 31, 2011

	Original Principal	Year of Borrowing	Term (yrs)	Interest Rate	Annual Payment	Year End Balance 2011	Per Capita 87,882	Year of Maturity
Self Supported								
Local Improvement								
2002 Property Owners	215,417	2003	10	5.375%	28,408	52,542		2013
Property Owners	145,012	2003	10	5.125%	18,894	35,070		2013
Exhibition Pavilion	1,500,000	2000	14	6.750%	151,152	398,489		2014
Lane Paving	45,008	2004	10	4.230%	5,566	15,529		2014
Lane Paving	235,679	2004	10	4.230%	29,148	81,318		2014
Lane Paving	219,357	2009	10	3.344%	25,989	181,104		2019
Land Development								
Sherring Industrial Park	4,200,000	2005	15	4.422%	386,028	2,840,701		2020
Sherring Industrial Park	1,800,000	2006	15	4.600%	167,446	1,277,040		2021
Offsite Levy								
Garry Drive West	1,100,000	2011	5	1.650%	230,106	1,100,000		2016
28th Street North	1,400,000	2011	5	1.650%	292,862	1,400,000		2016
South East Water Reservoir	3,000,000	2006	15	4.584%	278,775	2,216,244		2021
South Siphon Upgrade - Stage 2	1,500,000	2011	10	2.485%	170,334	1,500,000		2021
South East Water Reservoir	1,000,000	2007	15	4.614%	93,113	796,215		2022
South Siphon Upgrade	1,000,000	2010	15	3.885%	88,595	949,771		2025
West Lethbridge Water Reservoir	2,300,000	2010	15	3.885%	203,769	2,184,474		2025
Garry Drive Reservoir	5,700,000	2011	15	3.013%	475,124	5,700,000		2026
Northwest Lethbridge Utility Servicing	1,000,000	2010	20	4.124%	73,909	966,994		2030
Northwest Lethbridge Utility Servicing	600,000	2011	20	3.292%	41,190	600,000		2031
Northwest Lethbridge Utility Servicing	15,000,000	2011	20	3.145%	1,016,133	15,000,000		2031
Total Self-Supported					<u>3,776,541</u>	<u>37,295,491</u>	<u>424.38</u>	
Utility Supported								
Water								
UV Disinfection System	3,000,000	2003	10	5.250%	393,245	728,621		2013
UV Disinfection System	1,000,000	2003	10	5.125%	130,292	241,838		2013
Water Treatment Plant Upgrading	2,250,000	1999	15	6.375%	237,376	630,132		2014
Water Treatment Plant Upgrading	750,000	2000	15	6.250%	78,488	270,421		2015
Water Treatment Plant Upgrading	1,750,000	2001	15	5.500%	174,345	744,502		2016
Water Treatment Plant Upgrading	1,150,000	2002	15	6.125%	119,376	584,713		2017
South East Water Reservoir	1,000,000	2005	15	4.422%	91,911	676,357		2020
South East Water Reservoir	3,250,000	2006	15	4.267%	295,579	2,385,724		2021
					<u>1,520,612</u>	<u>6,262,308</u>	<u>71.26</u>	
Wastewater								
Wastewater Treatment Plant (WWTP)	1,800,000	2002	10	5.500%	238,802	226,353		2012
Sanitary Sewer Relief	250,000	2007	5	4.375%	56,211	54,419		2012
Tertiary Treatment	5,000,000	1998	15	5.750%	506,438	931,762		2013
Headworks Facility	500,000	2007	10	4.493%	62,620	326,159		2017
Lagoon Upgrade	500,000	2009	10	3.344%	59,238	412,807		2019
Sewer Relief	1,350,000	2006	15	4.584%	125,449	997,310		2021
Plant Outfall Twinning	782,000	2008	15	4.565%	70,965	650,124		2023
WWTP Headworks & Clarifier	500,000	2011	15	3.013%	41,678	500,000		2026
					<u>1,161,401</u>	<u>4,098,934</u>	<u>46.64</u>	
Solid Waste								
Landfill Cell Development	735,000	2009	3	1.778%	252,679	249,349		2012
Landfill Purchase	12,500,000	1999	15	6.500%	1,329,410	3,520,909		2014
Automated Collection - Trucks	506,000	2009	5	2.284%	107,665	310,467		2014
Automated Collection	1,510,000	2006	10	4.115%	185,720	831,618		2016
Automated Collection - Carts	600,000	2009	10	3.344%	71,086	495,369		2019
Landfill Surface Water Management	430,000	2010	10	3.377%	51,027	393,186		2020
Landfill Royalty Buyout	6,250,000	2003	20	5.813%	664,621	5,629,805		2023
Landfill Construction & 28 St N	2,300,000	2003	20	5.625%	194,463	1,664,398		2023
Landfill Approval Compliance	2,100,000	2008	15	4.565%	194,892	1,785,441		2023
Landfill Approval Compliance	900,000	2009	15	3.973%	80,221	808,387		2024
					<u>3,131,784</u>	<u>15,688,929</u>	<u>178.52</u>	
Electric								
Electric Infrastructure Replacement	2,000,000	2011	15	3.013%	166,710	2,000,000		2026
					<u>166,710</u>	<u>2,000,000</u>	<u>22.76</u>	
Total Utility Supported					<u>5,980,507</u>	<u>28,050,171</u>	<u>319.18</u>	
Total External Debt December 31, 2011					<u>\$ 9,757,048</u>	<u>\$ 65,345,662</u>	<u>743.56</u>	

City of Lethbridge
Internal Debt
As At December 31, 2011

	Original Principal	Year of Borrowing	Term (yrs)	Interest Rate	Annual Payment	Year End Balance 2011	Per Capita 87,882	Year of Maturity
Taxation Supported								
General								
City Hall	500,000	1997	15	7.500%	56,644	52,692		2012
MIS Project	100,300	2007	5	5.000%	23,167	22,064		2012
MIS Project	650,700	2007	5	5.000%	150,295	143,138		2012
City Hall	2,250,000	1998	15	5.500%	224,158	413,867		2013
Mayor Magrath Drive	1,000,000	2003	10	5.380%	131,905	243,952		2013
Radio Trunking System	1,253,800	2004	9	6.340%	187,074	341,352		2013
City Hall	10,500,000	1999	15	6.000%	1,081,109	2,889,817		2014
** Salt/Sand Storage Facility	380,000	2004	10	5.330%	50,003	135,334		2014
City Hall	7,650,000	2000	15	6.000%	787,665	2,729,343		2015
Museum Expansion	968,928	2005	10	4.300%	121,251	437,034		2015
Cemetery Gravesite Restoration	114,215	2006	9	4.435%	10,935	39,288		2015
Cemetery Gravesite Restoration	79,810	2007	8	4.493%	12,096	43,403		2015
Cemetery Gravesite Restoration	50,941	2008	7	3.600%	9,354	31,899		2015
Museum Expansion	651,072	2006	10	4.435%	82,019	360,714		2016
Regional Wellness Centre	3,375,000	2006	10	4.435%	425,166	1,869,856		2016
Lethbridge Soup Kitchen	316,000	2006	10	0.000%	31,600	142,200		2016
Mountain View Cemetery Office	205,945	2007	10	4.493%	26,017	95,526		2016
Mountain View Cemetery Office	30,055	2008	10	4.118%	3,892	21,780		2018
Note 1 ENMAX Expansion	5,392,000	2010	15	3.488%	467,761	5,392,000		2026
Police Technology	line of credit			float	430,200	(137,189)		n/a
Total General						<u>4,312,310</u>	<u>15,268,070</u>	<u>\$ 173.73</u>
Self Supported								
Local Improvement								
2005 Lane Paving	264,002	2005	10	4.307%	33,048	119,099		2015
2006 Lane Paving	348,256	2006	10	4.435%	43,872	192,945		2016
Industrial Wastewater Facility	570,251	2006	10	2.000%	8,926	42,074		2016
2007 Lane Paving	404,183	2007	10	4.493%	51,061	263,432		2017
2008 Lane Paving	188,042	2008	10	4.118%	23,320	139,361		2018
2008 Lane Paving 17 St	112,002	2008	10	4.118%	13,890	83,007		2018
2010 Lane Paving	288,670	2010	10	3.213%	34,210	263,735		2020
2011 Lane Paving	107,064	2011	10	2.485%	12,224	107,064		2021
Land Development								
Sherring Industrial Park	6,000,000	2005	15	4.422%	555,691	4,053,429		2020
Residential Subdivision Surplus	6,291,683	2005	n/a	float	n/a	2,897,680		n/a
Sherring Industrial Park	5,500,000	2007	n/a	float	n/a	5,500,000		n/a
School Bus								
* 2008 School Bus Purchases	449,665	2008	15	5.138%	43,726	384,562		2023
* 2010 School Bus Purchases	797,590	2010	15	3.488%	69,192	756,218		2025
Total Self-Supported						<u>889,160</u>	<u>14,802,606</u>	<u>168.44</u>
Utility Supported								
Wastewater								
Tertiary Treatment	500,000	1997	15	7.500%	56,644	52,692		2012
East Lethbridge Sanitary Sewer	1,500,000	2004	9	5.380%	197,810	365,927		2013
Total Utility Supported						<u>254,454</u>	<u>418,619</u>	<u>4.76</u>
Total Internal Debt December 31, 2011						<u>\$ 5,455,924</u>	<u>\$ 30,489,295</u>	<u>\$ 346.93</u>
Funding from:								
* Fleet Reserve						\$ 1,140,780		
** Major Capital Projects Reserve						135,334		
Municipal Revenue Stabilization Reserve						29,213,181		
						<u>\$ 30,489,295</u>		

Note 1: Repayment does not begin until project is complete

Downtown Redevelopment Fund

	2007	2008	2009	2010	2011
Opening Balance	\$ 677,739	\$ 712,913	\$ 865,979	\$ 900,872	\$ 922,175
Funding approved in operating budget	500,000	500,000	500,000	500,000	500,000
	1,177,739	1,212,913	1,365,979	1,400,872	1,422,175
Allocations					
Governance & Administration	44,682	141,732	152,508	172,579	163,311
Design, Planning and Regulatory Processes	220,502	-	-	61,385	109,131
Championing, Marketing and Promotion	67,269	6,381	53,557	25,364	57,206
Downtown Life (Events)	23,781	20,097	18,667	25,000	35,739
Enhancement Works	90,277	98,828	87,487	57,580	105,399
Functional Works Maintenance and Upkeep	18,315	79,896	152,888	136,789	366,901
Total Allocated	464,826	346,934	465,107	478,697	837,687
Closing Balance	\$ 712,913	\$ 865,979	\$ 900,872	\$ 922,175	\$ 584,488

Affordable Housing Fund

	2007	2008	2009	2010	2011
Opening Balance	\$ 565,568	\$ 693,952	\$ 843,952	\$ 904,677	\$ 874,966
Funding approved in operating budget	150,000	150,000	150,000	150,000	150,000
	715,568	843,952	993,952	1,054,677	1,024,966
Allocations					
Housing Needs Assessment	21,616	-	-	-	-
Housing Development (Temple Blvd/Metis Trail)	-	-	-	372,105	60,811
Purchase Temple Blvd/Metis 2414 25 St W	-	-	-	16,926	-
Lot Sales From Above Development (Temple Blvd/Metis Trail)	-	-	-	(228,000)	(64,000)
Castle Apartments	-	-	89,275	3,680	39,054
St. Vincent de Paul Funding Assistance Request	-	-	-	15,000	-
Aboriginal Housing Society:					
Construction of Two Duplexes (Westside Project)	-	-	-	-	42,670
Village Inn	-	-	-	-	13,374
Total Capital Allocated	21,616	-	89,275	179,711	91,909
Closing Balance (Note 1)	\$ 693,952	\$ 843,952	\$ 904,677	\$ 874,966	\$ 933,057

Note 1: As at December 31, 2011, \$764,315 of the 2011 closing balance remains in Residential Subdivision Surplus. Within the 2012-2014 Operating Budget, an additional \$360,000 (\$120,000 per year) has been allocated for future projects bringing the total current and future commitments from Subdivisions to \$1,124,315.

Affordable Housing Program Funded by Provincial Grants

	2007	2008	2009	2010	2011
Opening Balance	\$ -	\$ -	\$ 3,000,840	\$ 5,885,841	\$ 5,425,996
Provincial Grants					
Municipal Sustainability Housing Initiative (MSHI)	-	2,970,424	-	-	-
Affordable Housing - Municipal Block Funding	-	-	3,838,409	1,675,314	-
Capital Enhancement Funding Initiative (CEF)	-	2,030,416	-	-	-
Trust Interest (Note 2)	-	-	195,218	66,056	69,078
	-	5,000,840	7,034,467	7,627,211	5,495,073
Allocations					
Castle Apartments	-	2,000,000	16,495	(12,445)	-
Native Woman's Transitional Home Society	-	-	1,087,571	5,000	-
Lethbridge College Residence Housing	-	-	1,316	2,000,000	-
Upgrading Existing Secondary Suites	-	-	43,245	48,660	51,102
Alec Arms Affordable Units	-	-	-	160,000	-
University of Lethbridge Campus Student Housing	-	-	-	-	1,500,000
Aboriginal Housing Society:					
Construction of Two Duplexes (Westside Project)	-	-	-	-	457,330
Construction of Two Four Unit Townhouses (Northside Project)	-	-	-	-	640,000
Total Capital Allocated	-	2,000,000	1,148,627	2,201,215	2,648,432
Closing Balance	\$ -	\$ 3,000,840	\$ 5,885,841	\$ 5,425,996	\$ 2,846,641
Funds Committed for Future					
University of Lethbridge Campus Student Housing					\$ 2,000,000
Supportive Housing for Men					767,681
Lethbridge Housing Authority (Temple Blvd) Units					655,078
Second Stage Housing					638,125
Rent Supplement Program					200,000
Upgrade Secondary Suites					116,993
Administration Costs					75,000
Total Committed Funds (Note 3)					\$ 4,452,877

Note 2: Interest on the trust accounts will continue to be accrued until all allocations are complete and will be allocated to Affordable Programs at a later date.

Note 3: Based on the Affordable Housing Committee submission to City Council on May 16, 2011, all Provincial Grant Funding and interest accrued to December 31, 2010 has been allocated to Affordable Housing Programs. As at December 31, 2011, the City of Lethbridge has \$1,675,314.00 remaining to be received from the Provincial Government Affordable Housing Program - Municipal Block Funding Grant. These funds will be received once the full grant eligibility requirements are met.

GST Rebates

	2007	2008	2009	2010	2011
Opening Balance	\$ 1,103,891	\$ 1,046,833	\$ 1,304,042	\$ 1,177,523	\$ 817,699
GST rebates	1,087,942	1,266,100	1,028,830	980,458	1,096,438
	2,191,833	2,312,933	2,332,872	2,157,981	1,914,137
Allocations					
Community Capital Grant Program	450,000	450,000	450,000	450,000	450,000
Community Capital Grant Program - one time allocation	-	-	300,508	495,941	-
Museum construction	220,000	-	-	-	-
Capital Asset Plan & Register	-	147,000	139,005	128,378	101,497
Strategic Building Asset Management	250,000	250,000	250,000	250,000	250,000
Council Chambers Technology	225,000	-	-	-	-
Capital Asset Management maintenance fees	-	17,299	15,836	15,963	16,021
West Lethbridge Centre Sportsfield	-	67,360	-	-	-
West Lethbridge Centre Library	-	77,232	-	-	-
Total Capital Allocated	1,145,000	1,008,891	1,155,349	1,340,282	817,518
Closing Balance	\$ 1,046,833	\$ 1,304,042	\$ 1,177,523	\$ 817,699	\$ 1,096,619

Corporate Budget Contingency

Contingency Included in 2009-2011 Budget \$ 1,000,000

Add:

Budget N39 Parking Administration 2009 -2011 114,000

Total 2009-2011 Corporate Contingency 1,114,000

Allocated by City Council:

13-Sep-10 Discontinuation of Provincial Unconditional Grant (603,800)

8-Sep-09 Airport Enhancement & Marketing Initiative (200,000)

5-Oct-09 Partial Funding of Fire Fighter Negotiated Wage Settlement (170,000)

15-Jun-09 Canada Border Services Agency (71,200)

16-Aug-10 Military Leave Policy Revision (54,000)

7-Jun-10 Assessment Review Board Remuneration (15,000)

\$ -



2009 - 2011 BUDGET INITIATIVES
UPDATE as of December 31, 2011

<u>Ref</u>	<u>Initiative</u>	<u>Business Unit</u>	<u>2009-2011 Approved Budget</u>	<u>Complete (Y/N/P- Partial)</u>	<u>Expenditures to date</u>	<u>Status/ Action Taken to Date / Results Achieved</u>
N - 1	Festive Lighting	Corporate Initiatives	\$150,000	Y	\$139,377	Purchased \$50,000 of Christmas Streetlight decorations in 2009. The new decorations were installed by City of Lethbridge Electric operations workers in November 2009. These new decorations could be seen along Stafford Drive, 4th Avenue south, and in the Downtown. There were no decorations purchased in 2010. However, in 2011 a large number of ornaments were purchased and installed to replace older ornaments that were well beyond their operating life. This activity also included the supply and installation of Christmas ornaments along University Drive on the city's west side..
N - 2	Private Tree Inventory	Infrastructure Services Parks Management	\$70,000	N	\$0	This position aligned with this initiative was one of 6 positions that were reduced from the 2009-2011 operating budget.
N - 3	Welcome to Lethbridge Signage	Transportation	\$168,000	N	\$0	These two new "Welcome to Lethbridge" signs that will be located at University Drive/Hwy 25 south of Hwy 3 and along Highway 4 on the southeast end of the city were not installed in 2010. These signs have been ordered and are expected to be installed in 2012.
N - 4	Fund Development	Southern Alberta Art Gallery	\$174,000	Y	\$174,000	A full-time manager of fund development was hired in May of 2009. The gallery has embarked on its first significant strategic plan with the intent that the directions determined in the plan will set the goals and measures for fund development over the 3 year commitment. The organization has experienced remarkable support including a \$250,000 CFEP grant towards the new facility, and \$50,000 from the Federal Government for the purchase of the new elevator for the renovation. After the renovation was completed this position was able to promote the new SAAG building and its programs and to bring awareness to the community. With this position the SAAG had been able to obtain sponsorship for special events, programs and exhibits. The annual fundraisers also saw significant improvement. Moving forward this position has become sustainable.

<u>Ref</u>	<u>Initiative</u>	<u>Business Unit</u>	<u>2009-2011 Approved Budget</u>	<u>Complete (Y/N/P- Partial)</u>	<u>Expenditures to date</u>	<u>Status/ Action Taken to Date / Results Achieved</u>
N - 5	Plan of Service Online Services Enhancement and Development	Library	\$78,400	Y	\$78,400	Meeting room booking software with online capabilities was purchased and successfully implemented. An online services workgroup was established to develop, implement and maintain the structure and pathways to deliver the library's online presence. Network attached storage and universal power supply upgrades increased the Library's online services stability.
N - 6	Plan of Service Outreach	Library	\$110,000	Y	\$110,510	The Library was promoted in the community through attendance at a number of community events, including the Home & Garden Show, Project Homeless Connect, Parade, and Family Fun Fair to name a few. The Library held a very successful outreach event, The Word On The Street Festival, with some 2,000 people in attendance. 2011 saw an increase in the number of Adult programming sessions offered by the Library.
N - 7	Scheduling Software	Library	\$50,600	Y	\$50,600	PeopleWhere scheduling software was purchased and successfully implemented.
N - 8	Labour Force Initiative Continuation	Economic Development	\$90,000	Y	\$90,000	Preliminary plans have been developed for the facilitation of an aboriginal workforce online resource intended to connect aboriginal workers with employers. As the area labour force challenges have not been as pressing in the past two years, EDL requested and Council approved the re-allocation of up to \$50,000 to N-9. Any remaining funds will be used to develop an "Untapped Workforce" strategy in anticipation of another tight labour market in late 2011 and into 2012.
N - 9	Technology Transition Facility (Technology Incubator)	Economic Development	\$90,000	Y	\$90,000	Economic Development Lethbridge has successfully pursued the opportunity of a Technology Commercialization Centre for Lethbridge. The City of Lethbridge has committed \$1.1 million to support the infrastructure of the technology commercialization building, to be built adjacent to an office facility and large scale data centre being built by lunctus Geomatics Corporation. With the reallocation of N-8, additional support has been leveraged from Western Economic Diversification to complete the entire building and their contribution is now up to \$4.39 million from \$4.17 million. lunctus Geomatics is also investing \$1 million over the next five years in operational funding support.
N - 10	Business Cluster Directory & Online Industrial Park Mapping	Economic Development	\$90,000	Y	\$90,000	Economic Development Lethbridge has completed the upgrade to chooselethbridge.ca to include a business directory by industry sector with an innovative online interactive mapping component. The enhanced website and interactive map was launched September 2010.

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N - 12	Lethbridge Awareness Campaign	Economic Development	\$150,000	Y	\$150,000	A provincial promotional campaign "Mind Blowing Facts" was successfully launched in Summer 2010 to help elevate the awareness of Lethbridge to business investors and community leaders with a particular emphasis on Calgary and Edmonton. Leveraged \$87,000 with six partners to make the total for the campaign in excess of \$237,000. The campaign generated extensive coverage locally and provincially (on-line and in print). The campaign brought Lethbridge to the attention of InfoChip Systems Inc., who after learning more about doing business in Lethbridge, consolidated 7 knowledge-economy jobs to Lethbridge.
N - 13	Event Marketing and Sales Coordinator	ENMAX Centre	\$78,200	Y	\$34,152	This was a 2011 Initiative, and the position was filled in May of 2011. This position is funded solely through increased sales in sponsorship, banquets and meeting rooms.
N - 14	Hazardous Material and Environmental Release Mitigation	Fire & Emergency Services	\$360,000	Y	\$250,000	This initiative to purchase trailer, tow vehicle and decontamination unit is complete. The ability to respond safely and effectively to a hazardous materials release has improved greatly since the acquisition and training conducted in the Fall of 2011. Ongoing training will continue.
N - 15	Sustaining Live Fire Training	Fire & Emergency Services	\$603,400	Y	\$610,000	Installation of the propane fueled training props was completed and commissioned in the Fall of 2011. The new props have allowed for the safe, realistic, and environmentally friendly training of the fire fighters from Lethbridge and surrounding municipalities.
N - 16	Programmer / Scheduler	Fleet Services	\$273,600	Y	\$45,000	Based upon additional rate analysis required by city business units, Fleet Services management hired a fleet services rate analyst position in the 2nd quarter of 2011. The Fleet Operations Planner/Scheduler position is still a position that Fleet Management values and intends to fill at some point in the future.
N - 17	Utility II worker (10 month term)	Fleet Services	\$148,800	Y	\$148,800	This position hired in early 2009. This Utility Worker II joined the fleet garage operations and has successfully aided the garage operations to more efficiently serve both internal and external customers.

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N - 18	Community Lighting Power Reduction	Transportation	\$150,000	N	\$0	The Transportation department, along with the Electric Utility, began work in 2009 on the first part of this initiative, which was to investigate and implement new technologies with the city's current and future street light system. The result of this work is that the City of Lethbridge has now made the use of LED bulbs in standard street lights as the new design standard (beginning as of January 1, 2011). The second part of this initiative is to retain a consultant to investigate design criteria from other North American communities in order to better understand what typical "safe" lighting levels are. This information will then guide the City of Lethbridge to establish ideal lighting levels. This work will be undertaken in the first quarter of 2012.
N - 19	AM/FM Support Employee	Electric	\$199,100	Y	\$199,100	This position was filled in 2009. The AM/FM support employee began to immediately work under the guidance of the Electric Utility Support group towards going "live" with the Electric Utilities "Work Order Management System" (WORMS) in 2010.
N - 20	Data Technician	Electric	\$349,200	Y	\$15,000	The Electric Data Technician position was filled in November, 2011.
N - 21	Safety / Trades Trainer	Electric	\$365,800	Y	\$170,400	The Electric Safety / Trades Trainer position was filled in Sept 2010.
N - 22	System Patroller / Maintenance Planner	Electric	\$365,800	Y	\$170,400	The Electric System Patroller / Maintenance Planner position was filled in Sept 2010.
N - 23	Utility Systems and Billing Manager Position	Utility Services	\$306,900	N	\$0	This position of Utility Systems and Billing Manager was one of 6 positions that were reduced from the 2009-2011 operating budget.
N - 24	Customer Care and Collections Additional Staff	Utility Services	\$222,000	Y	\$222,000	This additional Customer Care and Collections staff position was hired in the 1st quarter of 2009. This role has provided the Customer Care Center with the ability to increase service levels to their customers, the citizens of Lethbridge.
N - 25	Landfill footprint expansion approval process	Landfill	\$250,000	P	\$200,000	This project is being completed within the Landfill Master Plan project. To date, a consultant has been retained and is approximately 80% complete on this particular part of the Master Plan.
N - 26	Composting Pad Construction	Landfill	\$180,000	Y	\$150,000	The construction of the Landfill Composting Pad was done as part of the Landfill Compliance Project. This completed project became operational in 2010.

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N - 27	Waste & Recycling Engineer	Landfill	\$300,000	Y	\$230,000	This position was filled in 2009. The filling of this position has aided Landfill operations tremendously by adding capacity for the business unit to focus on critical upcoming landfill projects such as the landfill gas baseline study, development of surface water management infrastructure, installation of a composting pad and a comprehensive landfill master plan study.
N - 29	Public Operations Training Programmer	Wastewater	\$250,800	Y	\$207,600	The Public Operations Training Programmer position was filled in early 2009 and has already proved to be a valuable support position to the City of Lethbridge Public operations department.
N - 30	Truck Driver/Machine Operator	Wastewater	\$168,900	Y	\$168,900	This position of a Wastewater Operations Truck Driver / Machine operator was successfully hired in 2009.
N - 31	Lift Station Coordinator	Wastewater	\$276,000	N	\$0	This position of Wastewater Lift Station Coordinator was one of 6 positions that were reduced from the 2009-2011 operating budget.
N - 32	Purchase of a 2 ton Van	Water	\$111,000	Y	\$84,000	This van was not purchased in 2009. Water operations is currently working with Fleet Services to refine the specifications of the new unit with the intent to purchase this vehicle in spring of 2010.
N - 33	Vehicle Replacement	Water	\$35,800	Y	\$31,300	This vehicle was purchased in 2010 and is now part of the Wastewater treatment plant fleet of vehicles that are utilized by WWTP staff.
N - 34	Building Rehabilitation Mainstreet Program Replacement Funds	Downtown BRZ	\$187,500	Y	\$172,370	The impact on the architectural landscape and revitalization as a result of the Main Street program has been significant. The majority of the façade projects also coincided with interior renovations and substantial investments by the property owners. There is additional potential for numerous viable restoration, preservation and enhancement projects to be undertaken Downtown. Surplus from 2009-11 have been carried forward for 2012-14.
N - 35	Downtown Business Revitalization Zone Coordinator	Downtown BRZ	\$36,000	Y	\$36,000	The Main Street Coordinator manages the Lethbridge Main Street Project in conjunction with the Downtown Lethbridge Business Revitalization Zone (BRZ). The coordinator works closely with property owners of historic downtown commercial buildings and oversees façade and signage projects from the planning stages through to completion. The coordinator also works closely with the City of Lethbridge's Downtown Revitalization Manager to implement joint Heart of Our City Revitalization Committee (HOCRC) initiatives.
N - 36	Ongoing Graffiti Abatement Program	Infrastructure Services Parks Management	\$180,000	Y	\$180,000	Two(2) graffiti labourers were hired in 2009 and continued to operate the graffiti removal program. Along with the labourers, this initiative included the rental of a summer use vehicle to aid the labourers with their graffiti abatement duties.

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N - 37	Rotating Park Security	Infrastructure Services Parks Management	\$157,200	Y	\$157,200	This initiative aligns with the Heart of Our City Master Plan Campaign and City Council's desire to revitalize Downtown Lethbridge as well as to help create safer, more open and welcoming environments for block and feature city park 1. To deploy a security in Galt Gardens from 10:00 p.m. to 2:00 a.m. daily, year-round. 2. To schedule a rotating park security system which would attempt to reduce levels of undesirable activity throughout the summer season. The proposed program hours would be midnight to 4:00 a.m. daily from May 1 to September 30.. The particular locations of operation will include various parks as required including: Henderson Park, Lethbridge Tennis Club, Fairmont Park and area, Nicholas Sheran Park, Gyro Park, schools playgrounds and the river valley parks. 3. This additional security coverage would allow the City to focus on the "hot zones" to reduce vandalism and increase levels of public safety.
N - 38	Enhanced Tree Planting	Infrastructure Services Parks Management	\$180,000	Y	\$180,000	This initiative was successfully implemented in 2009. The City of Lethbridge's Urban Forestry department has planted an increased volume of trees at various city parks between 2009 and 2011 as part of this new program whose goal it is to maintain the outstanding state of the city's Urban Forests.
N - 39	Funding of Parking Administration	Transportation	\$342,000	Y	\$342,000	In accordance with this initiative, \$114,000 (or 1/3) of Traffic Administration costs were funded in 2009 from the Off-Street Parking Reserve.
N - 40	Seniors Transportation "Go Friendly Shuttle"	Transit	\$246,000	Y	\$246,000	The "Go Friendly Shuttle" has now been operating for 3 full years providing service to the Nord-Bridge and LSCO senior organizations. There has always been strong usage from Nord-Bridge and an increasing usage from the Lethbridge Senior Citizens Organization. Late in 2010 LSCO purchased a new bus and during 2011 the usage of the buses shared between the 2 organizations. This program is partially funded through FCSS, which through the CSD Committee, is currently developing a local investment framework that will focus funds to high priority areas for 2012-2013.

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N - 41	Service Standard Implementation	Transit	\$878,000	Y	\$878,000	As per Council's Transit Service Standards, transit service increased from every 60-minutes to every 30-minutes on weekday evenings, commencing in September 2009. In 2009 there was an increase in the evening ridership of approximately 3% while 2010 has shown ridership stabilizing at the 2009 ridership numbers. The increased peak hour frequency from every 30 minutes to every 15 minutes between the College and downtown (Route 12) and in the Indian Battle Heights area (Route 32) during the peak hours has also stabilized at the 2009 ridership numbers. During 2011 ridership numbers remained stable and late in 2011 some routes were adjusted mid day when ridership numbers were lower to allow for peak hour service to be maintained at 15 minutes. Route 14 which serviced Downtown to the North Terminal was removed during peak hours and Routes 23 and 24 were re-routed to service the downtown allowing for the reduction of mid day service with Route 12 from Downtown to the College.
N - 42	ACCESS A Ride Service Expansion	Transit	\$202,500	Y	\$202,500	In order to accommodate increased demand, an additional 4 hours per day was added during weekday peak periods. In 2009, an additional 4700 customers were accommodated during that time period. In 2010, there was a marginal decrease from 2009 of approximately 6% in trips taken during these peak times. During 2010 and 2011 in a continuing effort to accommodate the increased demand, changes were made to the booking process so that open returns for appointments were minimized. While the additional service and change to the booking process addressed most of the afternoon pressures it did not address the concern with AM peak service. In 2011 an analysis was done of the morning service and adjustments were made to some of the client bookings and bus routes in an attempt find some additional flexibility in the AM service.

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N - 43	Sport Council	Recreation and Culture	\$300,000	Y	\$300,000	The Executive Director was hired August 24, 2009. Revised Bylaws have been approved by the Board of Directors, and the Organizational Strategic Plan has been updated. Lethbridge Sport Council has been recognized in the sport community as a valuable resource for sport community groups. Lethbridge Sport Council has been able to provide leadership and a collective voice for sport in Lethbridge. They are continuing to bring sport events to Lethbridge through the Sport Bid Committee. Lethbridge Sport Council has also developed partnerships with business and groups within the community to promote sport tourism. Their new location at Nicholas Sheran arena has been the place to go for sport meetings and has helped to solidify the relationship between Lethbridge Sport Council and Sport Community Groups. Funding for this program has continued for the 2012-14 budget.
N - 44	Convention & Event Coordinator Position	Economic Development	\$141,900	Y	\$139,600	Position filled; Convention and Event Development saw increased activity throughout 2009 and 2010 continuing to grow business traveler and conference/event revenues in Lethbridge.
N - 45	Communications & Fund Development Coordinator	Library	\$90,000	Y	\$90,000	McLarty Consulting was contracted as the communication and fund development coordinator for 2011.
N - 47	IT Coordinator	Library	\$270,000	Y	\$270,000	This position was filled in 2009. The filling of this position has allowed the Library to expedite the process of catching up to the exponential growth of information technology.
N - 48	Administrative Assistant	Galt Museum	\$171,000	Y	\$171,000	The new administration assistant (hired on June 1) is acting as a key custodian to the community contact database of more than 6,000 contacts. Staff records management systems have been improved. The Administrative assistant provides the Board support and minute-taking. This has relieved the CEO, Curator, Operations Manager, Visitor Services coordinator, of a number of tasks.
N - 49	Programmer Education	Galt Museum	\$201,000	Y	\$201,000	The programmer was hired on April 22/09, and has been able to deliver an improved quality in a number of public programming areas such as our "Saturday at 1:00" family program, summer bus tours, senior programs, which were enjoyed by nearly 5,000 participants. We are able to plan for quality training and supervision of our volunteer roving interpreters and program assistants.

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N - 51	Communications Manager Position	Allied Arts Council	\$105,000	Y	\$105,000	The Communication Manager was hired April 15, 2009. The balance of the funds were allocated towards a communication consultant and leadership development. The Communication Manager has become "the voice" for the arts and promoting its art activities. Funding for this position has continued for the 2012-14 budget.
N - 52	Music and Speech Arts Festival Support	Kiwanis	\$15,000	Y	\$15,000	This amount was allocated to the facility billing for the Yates Memorial Centre.
N - 53	Administrative Analyst	Lethbridge Regional Police Services	\$236,900	Y	\$193,836	Position filled in 2009, fulfilling duties of position
N - 54	Domestic Violence Constables	Lethbridge Regional Police Services	\$496,900	Y	\$496,900	Positions filled in 2009, training complete fulfilling duties of the positions
N - 55	Financial Technician	Lethbridge Regional Police Services	\$132,200	Y	\$180,536	Position filled in September 2009 (in advance of original hire date) fulfilling duties of the position
N - 56	High Risk Offender Constables	Lethbridge Regional Police Services	\$316,200	Y	\$316,200	Position Filled January 2, 2010, fulfilling duties of the positions
N - 57	Increase Supervisory Ranks	Lethbridge Regional Police Services	\$201,500	Y	\$75,250	2010 initiative - Requires acceptance through LPA contract negotiations, initiated in 2011 following ratification of LPA contract.
N - 58	Information Technology Members	Lethbridge Regional Police Services	\$471,900	Y	\$471,900	Positions filled in 2009, fulfilling duties of the positions
N - 59	Online Police Reporting	Lethbridge Regional Police Services	\$350,000	Y	\$350,000	3 positions, 1 per year over three years. Delayed 2009 hiring and filled 2009 and 2010 positions in second half of 2009, third position filled in 2011
N - 60	Proceeds Of Crime Constables	Lethbridge Regional Police Services	\$339,000	Y	\$339,000	Positions filled in 2010, fulfilling duties of the positions
N - 61	Recruiting Chief of Police	Lethbridge Regional Police Services	\$81,000	N	\$0	City Council approves service level changes for LRPS on an annual allocation (lump sum) basis. It is at the discretion of the Lethbridge Regional Police Commission to determine how the funding will be allocated. The Lethbridge Regional Police Commission decided not to implement this initiative based on the annual allocation amount that was approved by City Council for 2009-2011.
N - 62	School Resource Officer	Lethbridge Regional Police Services	\$168,200	Y	\$168,200	Position filled in 2010, fulfilling duties of the position
N - 63	Special Operations Constables	Lethbridge Regional Police Services	\$374,200	Y	\$374,200	As set out in the initiative, the Special Operation Unit successfully hired one position in 2010 and two positions in 2011 to increase the unit's capacity to investigate organized crime.

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N - 64	Corporate Security Program	Facility Services	\$230,000	Y	\$322,680	A Corporate Security Manager was hired in April of 2009 to oversee the institution of a corporate security program. Approximately 2 years following the appointment of the manager, it was determined that an over-arching corporate plan was not necessary, and that each business unit be responsible to determine its own security needs as they would vary from those of the rest of the corporation. The Facility Services department assists business units with the installation of required security system infrastructure. The dedicated position of a Corporate Security Manager no longer exists.
N - 65	Support to Seniors Operations	Community Development	\$200,000	Y	\$200,000	Funds were allocated to LSCO and Nord-Bridge Senior Centres to enhance the ability to deliver programs.
N - 66	Shelter & Bench Sanitation	Transit	\$65,700	Y	\$0	Through Pattison Outdoor Advertizing, owners of the enclosed bus shelters, Lethbridge Transit has routine cleaning contracted. However, on occasion, it has been necessary to supplement the contracted cleaning to maintain a desired level of cleanliness in the Downtown. The BRZ continues to monitor and report on the cleanliness of bus shelters in accordance with this initiative. It is anticipated that unspent funds could remain available should they be required in the future. (funding has remained within the Downtown Redevelopment Fund)
N - 67	Upgrade Parking Meters	Parking	\$90,000	Y	\$90,000	The initiative called for the replacement of 1,600 parking meters in the downtown core at an estimated cost of \$90,000. These meters were purchased 2010.
N - 70	Parks Unmetered Water	Parks	\$333,000	Y	\$333,000	In accordance with this initiative, \$111,000 of additional unmetered water expense was funded from taxation and a corresponding \$111,000 increase in revenue from the Water operations budget was realized.
N - 74	2010 Olympics Torch Relay	Leisure Services	\$70,000	Y	\$70,000	The 2010 event was a success!



CITY OF
Lethbridge

2006 - 2008 BUDGET INITIATIVES
UPDATE as of December 31, 2011

<u>Ref</u>	<u>Initiative</u>	<u>Business Unit</u>	<u>2006 -2008 Approved Budget</u>	<u>Complete (Y/N/P- Partial)</u>	<u>2006-2011 Actual Expenditure</u>	<u>Status/ Action Taken to Date / Results Achieved</u>
N-8	Safety Improvement to the Peenaquim Park Gun Range	Recreation, Parks, and Culture	\$182,000	Y	\$106,978	The Fish and Game Association has received the CFEP grant in the amount of \$109,842.50, of which \$51,977.65 was turned over to the City as matching funds. The construction of the baffles was complete in 2010.
N-11	Management Information System (MIS)	Financial Services	\$3,200,000	P	\$2,005,248	<p>Training on the system continues to be offered.</p> <p>The JD Edwards system is scheduled to be upgraded in 2012. To aid in determining the scope of the upgrade, the City of Lethbridge has recently completed an upgrade assessment that included an analysis of the current infrastructure with recommendations going forward for the new release. The review also included the functional application perspective with detailed analysis at what functions/features are in use today and what functionality the new release may benefit the City. Custom modifications and interfaces were reviewed and activities to retrofit were identified.</p>

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						<p>Along with the potential increase in functionality within the implementation of the upgrade project, Financial Services has a number of planned development activities for Phase 2 of the project. These include the potential implementation of the following modules, reporting and interfaces development:</p> <ul style="list-style-type: none"> • JD Edwards Contract Service Billing Module • JD Edwards Expense Management Module • JD Edwards Financial Compliance Dashboard • JD Edwards, Tempest, Cognera Address Book Interface • JD Edwards and Class System Interface • JD Edwards Financial Reporting Development • Treasury Management Software <p>These projects are currently being planned and scoped in conjunction with Information Technology. It is anticipated that the other modules noted above will be implemented in order of priority, over the 2012-2014 budget cycle.</p>
N-18	Agenda Management Program	City Clerk's Office	\$254,900	Y	\$154,200	<p>The Office of the City Clerk has successfully put in place the SIRE software that streamlined the City Council meeting process from submission of items to creating and publishing the agendas and minutes. This includes templates, workflow, electronic tracking and follow up and action. Subsequent to this was the implementation of the committee module, video streaming and migration of information from AIM to SIRE. This was completed at the end of 2011.</p>
N-36	Archmount Drainage Work	Cemeteries	\$23,000	n/a	\$13,000	<p>A desktop study by EBA was completed to further gather information so that a permanent, cost effective solution could be designed and implemented at Archmount Cemetery to alleviate the water problems. That study suggested possible solutions to the problem that may work. That study did not provide a design to move forward, but provided a few choices to consider. The choices given were (1) constructed drainage measures, (2) vegetative measures, and (3) combination of both. Further investigation in January of 2009 discovered a need for further drainage studies which have not yet been initiated. This project is on hold. The operating funds allocated for loan repayment on this project have been redirected to the Cemetery Office Building loan repayment.</p>