

CITY OF
LETHBRIDGE
**OPERATING
BUDGET**
2019-2022

JANUARY 1, 2019 TO
DECEMBER 31, 2022



Photo Credit: Chi Chang

CITY OF
Lethbridge
ALBERTA, CANADA



City of Lethbridge
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The City of Lethbridge 2019-2022 Operating Budget is produced by the Financial Services department in cooperation with all City of Lethbridge departments.

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Distinguished Budget Presentation Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Lethbridge
Alberta**

For the Quadrennium Beginning

January 1, 2015

A handwritten signature in black ink, reading "Jeffrey R. Enos".

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Lethbridge, Alberta for its quadrennial budget for the quadrennium beginning January 1, 2015. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

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

FOREWORD

Reader's Guide

This document is the City of Lethbridge's Operating Budget for 2019-2022 which was approved by City Council on December 10, 2018. Following the Foreword, this document is divided into the following sections:

Introduction

This section includes the budget message from the City Manager and a summary of the 2019-2022 Operating Budget. It provides how the budget impacts residents' property tax and utility bill and how tax dollars are allocated to City services.

City Profile

This section includes the City's organization structure and outlines City Council goals and desired directions with an indication of how the operating budget allocates funding to those directions. This section also includes some statistics, demographics and the history of Lethbridge.

Planning Process

This section provides an overview of the planning process used to develop the Operating Budget including a schedule, budget calendar and the public engagement process.

General & Utility Funds Overview

The executive summaries outline the major budget changes from 2018 and list decisions made by City Council during the 2019 to 2022 budget deliberations. Graphical summaries of the overall budget are also included in these sections.

Operating Budget Summary

This section includes summaries of revenue and expenses in total, by fund and by Business Unit (department) for the approved four-year operating budget cycle including one year of actual information and the prior year's budget information.

Business Unit Overviews & Performance Measures

This section describes services provided by Business Units and their goals/objectives that align with City Council's strategic goals. It also identifies performance measures set out by the Business Units for the prior and future years.

Budget Initiatives

This section includes potential service enhancements/reductions that arise from community interest or need, City Council's priorities, or corporate requirements which require City Council's approval to be included in the operating budget.

Revenue & Expenditure Trends

This includes a list of expenditure types and revenue sources and a description of each. Expenditures and revenues graphs are also included.

Wages & Personnel

A summary of wages and benefits by Business Unit and a total of position counts by full-time equivalent (FTE), including an explanation of any changes.

Grant & Fee for Service

A summary of Grant and Fee for Service funding provided to community groups. Fee for Service includes organizations that deliver programs and/or maintain facilities on behalf of the City. Grant funding offsets costs incurred by community groups.

Rates & User Fees

Provides an example of the rates and user fees that are applicable to City of Lethbridge services.

Fleet Replacement List

A listing of vehicles and equipment planned for replacement over the four year budget cycle, categorized by year and Department (Business Unit).

Capital Budget Overview

These sections includes a summary of projects included in the 10-year Capital Improvement Program (CIP), the project budget and the operating impacts on this operating budget.

Summary of Fiscal Principles, Practices & Policies

Summarized the City's fiscal principles, practices and policies. This City of Lethbridge develops financial policies and procedures to ensure long-term viability of the corporation.

Glossary of Terms

Defines terms used in this document.

Notes to the Reader

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

Basis of Budgeting

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

Public Access

The approved 2019 to 2022 Operating Budget and the 2018 to 2027 Capital Improvement Program are available on the City's website: www.lethbridge.ca

Frequently Asked Questions

What is the difference between the City's operating budget and the City's capital budget?

- The **Capital Budget** identifies required capital projects and provides a planning schedule as well as a financing plan. It includes one-time construction costs for things such as new roads, recreation facilities, new parks, new buildings or building renovations, and utility projects.
- The **Operating Budget** includes ongoing operating costs for services or programs such as police, fire, electric, parks operations, public transit, water & sewer, road maintenance, snow removal, libraries, arenas and swimming pools. From November 19-24, 2018, City Council members met as Finance Committee to deliberate the 2019-2022 Operating Budget and the budget was approved by City Council on December 10, 2018.

What is the annual operating budget for the City of Lethbridge?

The operating budget for 2019 is \$405 million.

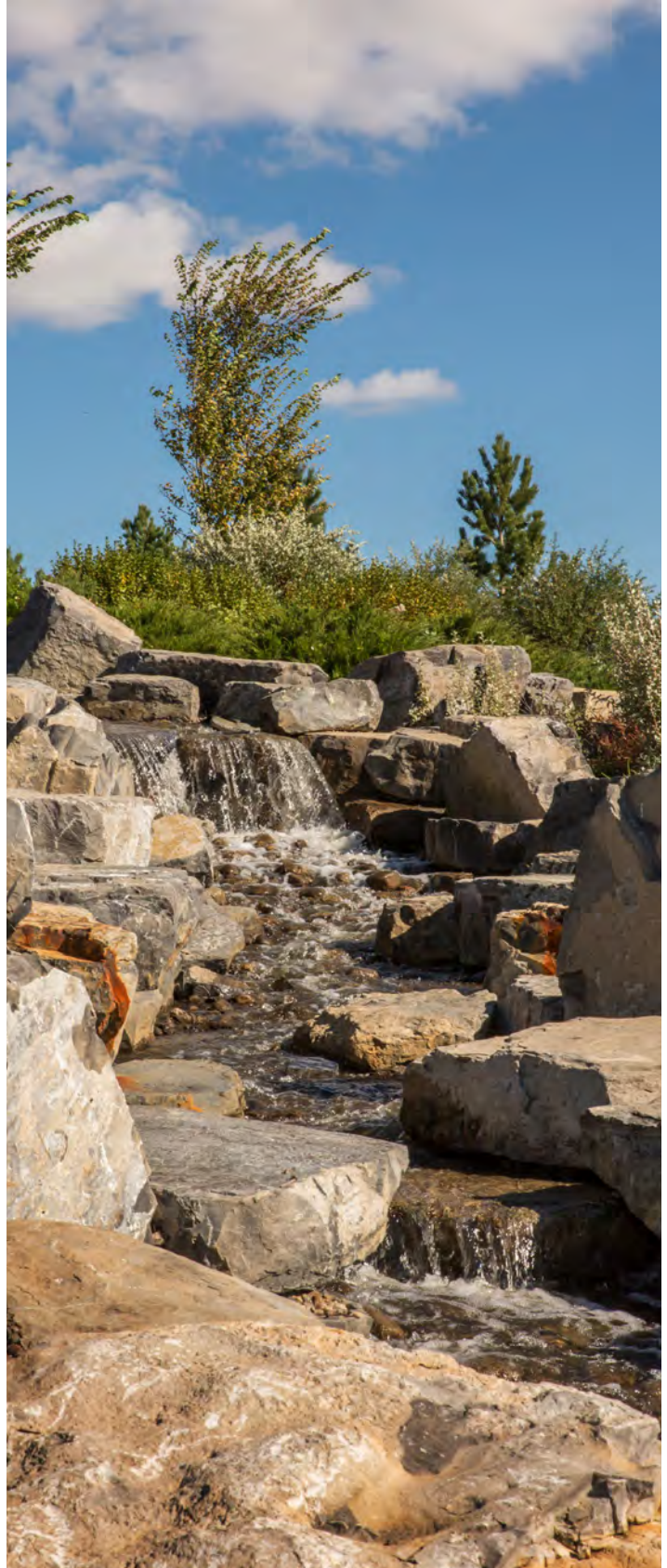
How is the operating budget funded?

The operating budget has two main areas which have different funding sources:

1. The **General Fund** is funded from property taxes, user fees, grants & other general revenues. It includes ongoing operating costs for services or programs such as police, fire, parks operations, public transit, road maintenance, snow removal, libraries, arenas and swimming pools.
2. The **Utility Fund** is funded by utility rates. It includes ongoing operating costs for electric, water, sewer, landfill, garbage collection and recycling.

How often does the City of Lethbridge set the operating budget?

The City practices multi-year budgeting, which means that every four years, City Council deliberates and approves a new four-year operating budget.



SunRidge Waterfall

INTRODUCTION

Budget Message



Office of the
City Manager

January 26, 2019

His Worship Mayor Spearman and Members of City Council

Re: BUDGET MESSAGE - 2019 TO 2022 OPERATING BUDGET

Introduction

On December 10, 2018, City Council approved the City of Lethbridge 2019-2022 Operating Budget. The Operating Budget is the financial plan that provides the foundation for the corporation to implement business plans and operationalize City Council's priorities from January 1, 2019 to December 31, 2022 (for a detailed description of the budget process, please refer to page 23).

In the weeks and months preceding budget approval, City staff and City Council considered customer and stakeholder feedback through telephone and online surveys, in person at open houses, online with an engagement website, presentations to Finance Committee and sharing of information through social media. Direction was given by City Council to maintain service levels but to absorb inflation and growth. City Council also gave direction to conduct operational reviews over the next three years, which will focus on innovation, efficiencies, cost-containment and re-investment opportunities. The 2019-2022 Operating Budget addresses several strategic priorities, while building in financial accountability and limiting the tax impact on residents.

Breadth of Organization

The City of Lethbridge has two separate budgets, the Capital Improvement Program (CIP) and the Operating Budget. The current CIP was approved by City Council for the years 2018-2021. Projects included in the CIP are large one-time projects with specific funding sources including debt, off-site levies and capital grants from the Province of Alberta and the Government of Canada. The Operating Budget includes items that are ongoing in nature and have specific funding sources including property taxation, utility rates, user fees and operating grants.

Four Year Budget

The City of Lethbridge has been using multi-year budgets for 19 years. First, in 2000, a two-year budget, then four consecutive three year budgets, and then two consecutive four-year budgets. The four-year budget aligns to the four-year election cycle of City Council.

Responsibility

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

City Council Priorities

City Council has identified five strategic priorities (pages 45-52) for their 2017-2021 term in office.

Those strategies are:

1. Accountable Leadership
 - Reimagined Council
 - Deliberate Community Engagement
 - Develop and Leverage Relationships
 - Corporate Culture

2. Financial Stewardship & Economic Prosperity
 - Financial Stewardship
 - Build and Diversify Our Economy
3. Liveable Communities
 - Community Plan and Vision
 - Leading in Development of Neighbourhoods that are People Centric and Innovative
 - Connecting Neighbourhoods through Effective multi-modal Systems
4. Compassionate Community
 - Enrich our Community through Diversity and Inclusivity
 - Resilient Local Food System
 - Safe and Secure Housing for Everyone
5. People Places for All
 - An Active and Easily Accessed Community
 - Enrich our Community through Culture
 - People Centred Development

These priorities set direction for the development of the operating budget and the overall corporate strategic plan. The 2019-2022 Operating Budget includes several financial adjustments in support of Council's strategic priorities, as noted on pages 53-59.

Prior to budget deliberations, City Council received the results of the 2018 Community Satisfaction Survey conducted by Ipsos. The survey demonstrates that the community continues to have a high level of satisfaction with City services and believes they are receiving good value for their property taxes. The survey also identifies some areas for improvement. For example, the community has indicated that the City should invest more in policing. As a result, additional resources have been allocated to the Lethbridge Police Service in this budget. To view the 2018 Community Satisfaction Survey results go to pages 28-44.

Economic Conditions

The Lethbridge economy continues to demonstrate resiliency with relatively low unemployment and sustainable growth. In 2018, the annual unemployment rate in the Lethbridge region is low at 5.2% versus the Alberta rate of 6.6% and consistently lower than the national average of 5.8%. Lethbridge continues to grow with the official 2018 census results at 99,769, an increase of 1.6% over the 2017 municipal census numbers. Given these economic conditions, it provides stability when estimating revenue and expenditure projections for the operating budget and increases the ability to focus on longer-term strategic issues and planning.

Key Financial Policies

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

- Maintaining service levels
- Using conservative revenue estimates
- Maintaining existing infrastructure
- Improving continuously
- Being financially-accountable

The Summary of Fiscal Principles, Practices, and Policies can be found on pages 347-354.

Summary of Rate Changes

The following are some of the highlighted rate changes included in the 2019-2022 operating budget. Additional user fee changes can be found on pages 319-326.

- Average annual property tax increase of 1.82% including 1.60% in operating costs of facilities approved in the 2018-2027 Capital Improvement Program (CIP)

INTRODUCTION

Budget Message

- Annual increase of 2% (2019), 2% (2020), 2% (2021), 2% (2022) to Water Utility rates
- Annual increase of 2% (2019), 2.5% (2020), 2.5% (2021), 2.5% (2022) to Wastewater Utility rates
- Increase to Waste Collection of \$7/month (2019), \$0.50/month (2020), \$0 (2021), \$0 (2022) and no increase to Waste Processing rates.
- Average annual Electric Utility increase of 1.44%

Services

Below is a list of some of the additional services included in the operating budget. Refer to pages 207-307 for a more detailed listing of changes in services included in the approved budget.

- Addition of Special Constables / Community Peace Officers in the Downtown Policing Unit
- Ambassador/Watch Program to improve public safety in downtown, city parks and other areas
- Increased resourcing for ongoing Police and Crisis Team (PACT)
- Increased safety and security of the downtown public spaces such as Galt Gardens and public buildings such as SAAG, Casa, and the Library downtown branch
- Increased number of accessible playgrounds in Lethbridge
- Increased Transit service hours on statutory holidays
- Increased municipal funding for Fee For Service community groups
- A Heart of Our City incentive grant program for the adaptive reuse of downtown buildings

Conclusion

The City of Lethbridge will continue to focus on our residents and providing the right programs and services at a reasonable cost. Our Senior Management Team is confident that the 2019-2022 Operating Budget will allow us to move forward while continuing to meet the growth of our always changing community. Our four-year budget will also allow City Council and Administration to have the capacity to continue important work in our community.

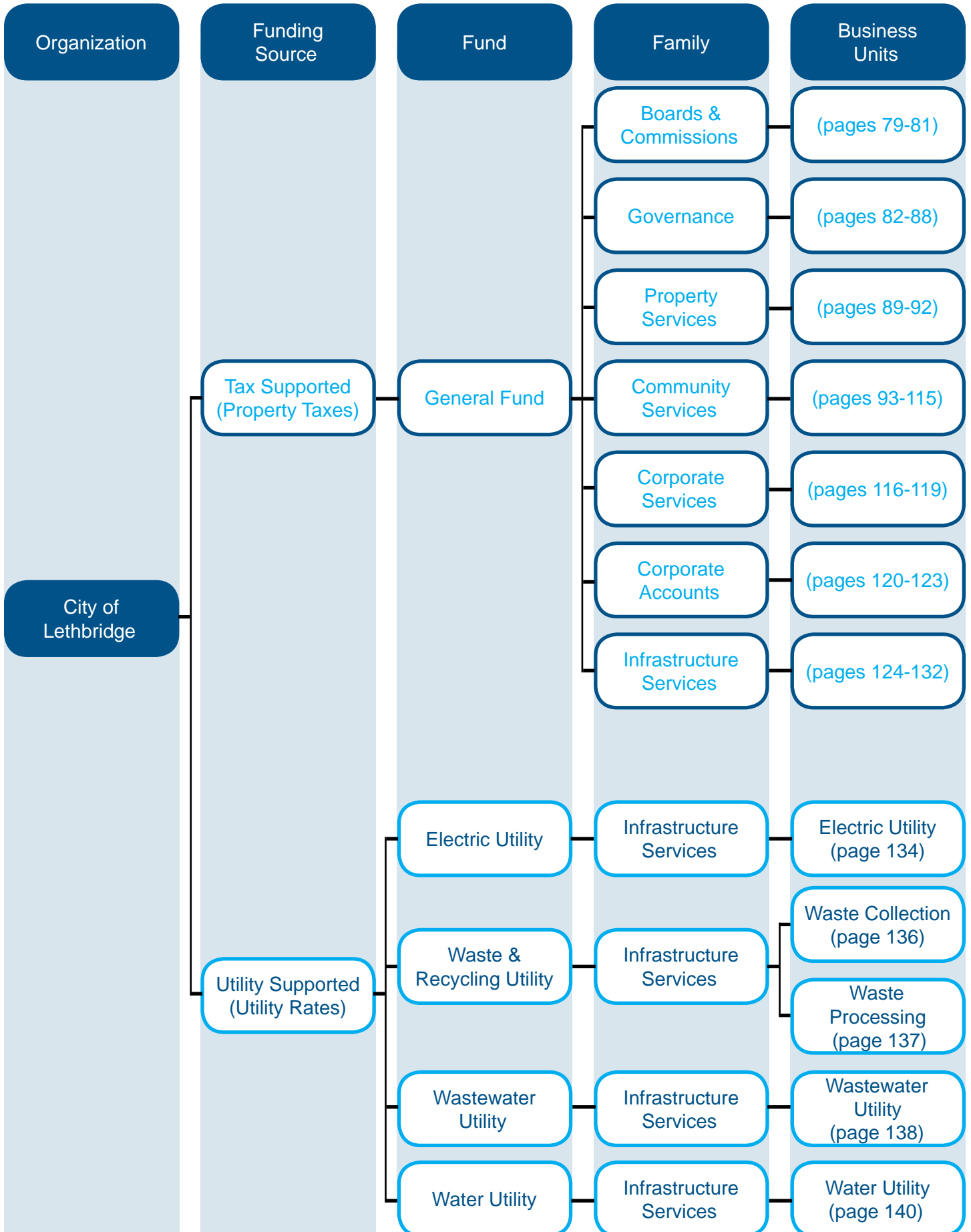
Respectfully submitted,



Bramwell Strain
City Manager

INTRODUCTION

Budget Fund Structure



INTRODUCTION

Budget Fund Structure

The resources and operations of the City of Lethbridge are segregated into five funds: General, Water Utility, Wastewater Utility, Waste & Recycling Utility and Electric Utility.

The General Fund is the primary fund for most Business Units. This fund has a number of revenue sources – the largest of which is property taxation. Some of the other funding sources of the general fund include user fees, grants & other general revenues. It includes ongoing operating costs for services or programs such as:

- **Police Services:** provides policing, law enforcement, addresses crime and disorder, meets changing demands to best serve our community.
- **Fire & Emergency Services:** includes a fully integrated Fire and Emergency Medical Service. It provides fire suppression, search and rescue, hazardous material spills and medical aid.
- **Lethbridge Public Library:** operations of two branches and Bookmobile.
- **Galt Museum & Archives:** historical exhibits and programming, archives, seasonal operation of Fort Whoop-Up.
- **Community Services:** provides and operates recreational facilities and programs including arenas, swimming pools, as well as support to community groups.
- **Parks:** provides and maintains parks, natural areas, playgrounds, ponds and pathways
- **Transportation:** provides snow removal/ice control, street sweeping, road/bridge maintenance, pavement markings and traffic signs.
- **Transit & Access-A-Ride:** provides a safe, accessible public transportation system that allows customers to access employment, social, educational or leisure opportunities.

The Water Utility is a self-funded entity that provides a clean, safe and reliable supply of drinking water to the community. User charges are the primary revenue source of this fund.

The Wastewater Utility is a self-funded entity that collects, treats and disposes of wastewater to ensure that water is available and suitable for future use. User charges are the primary revenue source of this fund.

The Waste & Recycling Utility is a self-funded entity that provides residents and businesses with waste collection, waste processing and recycling services that are environmentally safe, timely and cost effective. Traditionally waste management systems have focused on collection and waste disposal but there is a shift to environmentally sustainable waste management practices.

The Electric Utility is a self-funded entity that provides the community access to electric energy through a well-managed and dependable system. Lethbridge Electric Utility (LEU) provides several electrical utility services that can be segregated into two major functions: transmission and distribution. Transmission provides Lethbridge with access to the provincial electricity grid where distribution involves the final step of delivering electricity to homes and businesses throughout the city. User charges are the primary revenue source of this fund.

By City policy, any surpluses or deficits in the General Fund from the prior year are transferred to/from the Municipal Revenue Stabilization Reserve in the current year.

Any surpluses or deficits in the Electric Fund from the prior year are transferred to/from the Electric Utility Reserve in the current year.

Any surpluses or deficits in the other Utility Funds are transferred to/from the accumulated fund balances for that particular utility fund.

A fund balance is the surpluses and deficits accumulated from prior years and are as follows:

Fund Balances

(in thousands of dollars)

Fund	Actual Fund Balance Dec. 31, 2017	Transfer to Reserves 2018	2019 Budget Increase (Decrease)	2020 Budget Increase (Decrease)	2021 Budget Increase (Decrease)	2022 Budget Increase (Decrease)	Budgeted Fund Balance Dec. 31, 2022
General	\$ 3,024	\$ (3,024)	\$ -	\$ -	\$ -	\$ -	\$ -
Electric	(1,828)	1,828	-	-	-	-	-
Water	3,874	-	-	-	-	-	3,874
Wastewater	3,432	-	-	-	-	-	3,432
Waste & Recycling	5,520	-	-	-	-	-	5,520
Total	\$ 14,022	\$ (1,196)	\$ -	\$ -	\$ -	\$ -	\$ 12,826



Galt Gardens Pathway

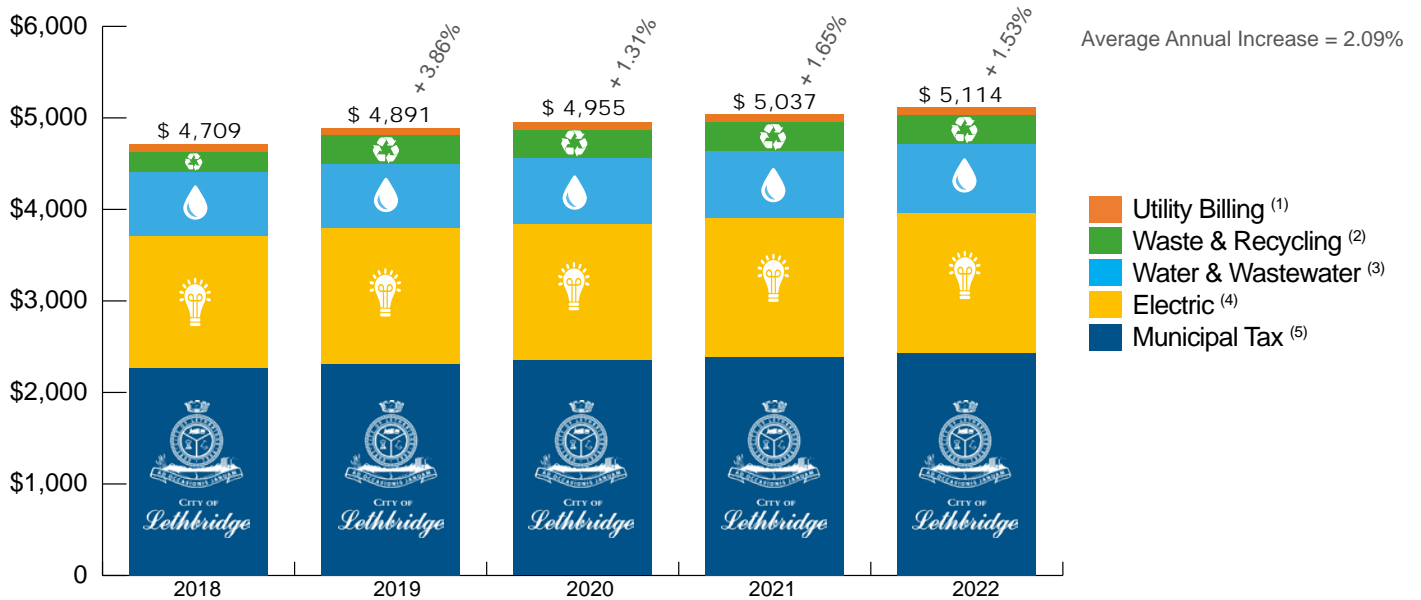
INTRODUCTION

Budget at a Glance

City of Lethbridge Total Budget

	2018	2019	2020	2021	2022
(in thousands of dollars)					
Operating					
General Fund	\$ 230,352	\$ 242,772	\$ 248,896	\$ 255,418	\$ 262,110
Utility Fund					
Utility Services (billing)	4,319	4,244	4,301	4,358	4,415
Electric Utility	90,118	95,264	98,449	102,913	107,000
Waste & Recycling	16,195	20,739	24,022	24,186	24,354
Wastewater Utility	16,015	17,187	17,701	18,234	18,781
Water Utility	23,369	24,801	25,395	26,004	26,628
Total Operating	380,368	405,007	418,764	431,113	443,288
Capital					
Transportation	15,278	14,337	28,252	9,451	19,591
Community	70,767	38,720	11,035	12,641	141,254
Water, Wastewater & Solid Waste	38,375	40,310	19,435	8,600	4,950
Electric	23,096	22,256	17,186	19,011	19,606
Total Capital	147,516	115,623	75,908	49,703	185,401
Total Budget	\$ 527,884	\$ 520,630	\$ 494,672	\$ 480,816	\$ 628,689

Change in Combined Property Tax and Utility Bill

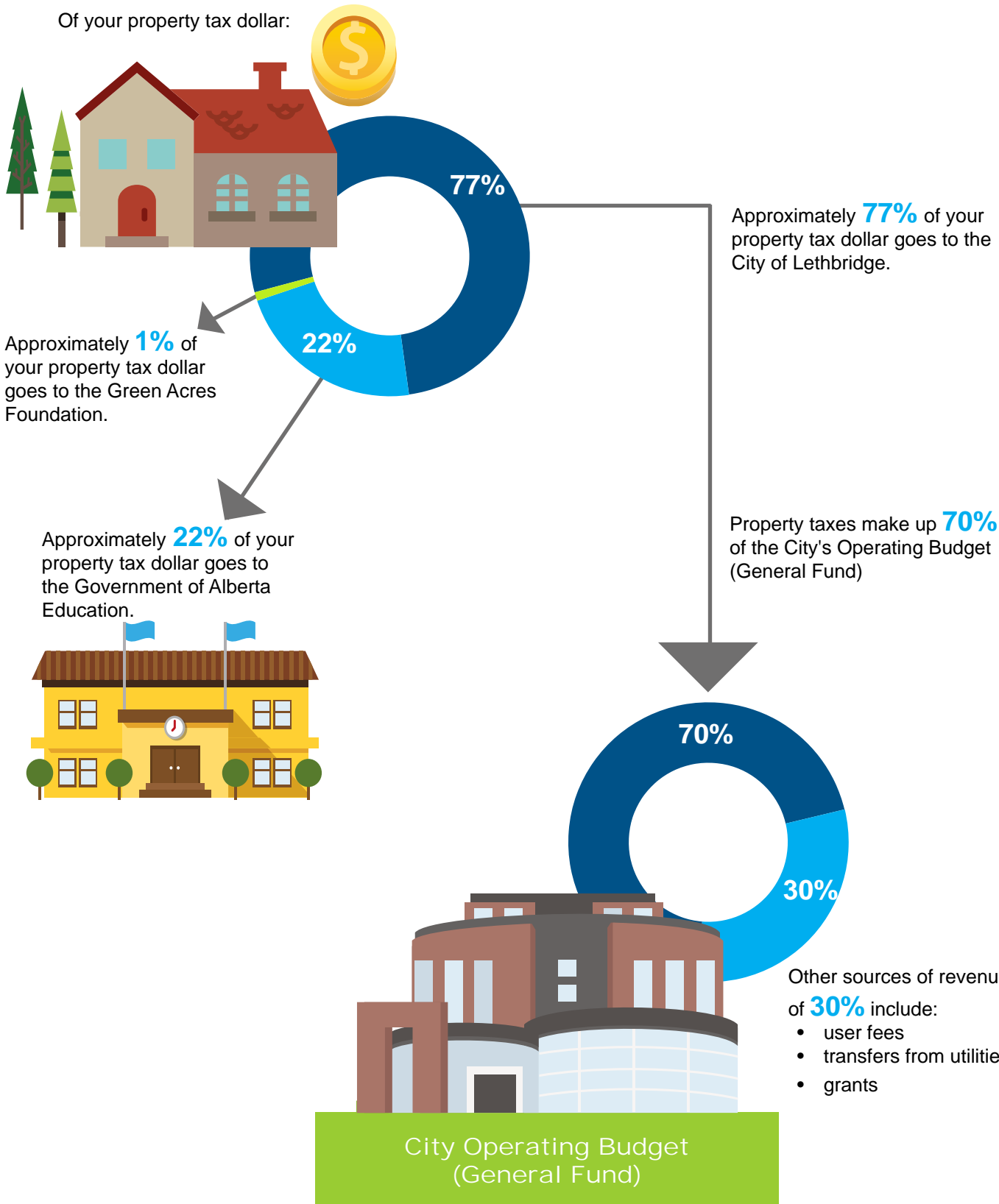


- Utility Billing charges are projected to remain unchanged for 2019, 2020, 2021 and 2022.
- Single residential charge for waste collection and waste processing is being increased by \$7.00/month in 2019 and another \$0.50/month in 2020 with no increases in 2021 and 2022. These increases are due to the implementation of the curbside recycling program.
- Water is based on an average residential consumption of 20 cubic meters/month. Water rate increases of 2%/year are scheduled for 2019-2022. Wastewater is based on an average residential usage of 15 cubic meters/month. Wastewater rate increases are scheduled to be 2.0% in 2019 and 2.5%/year in 2020-2022.
- Based on an average residential consumption of 650 kWh/month. Actual energy costs will vary based on external contracts for energy entered into by the resident. Distribution and Transmission charges are estimated to increase by \$3.56/month in 2019, \$0.05/month in 2020, \$1.96/month in 2021 and \$1.51/month in 2022.
- Based on an average residential assessment of \$267,300. Municipal tax increases of 1.82% per year are scheduled for 2019, 2020, 2021 and 2022. This does not include property taxes levied on behalf of other requisitioning authorities (ie. Education and Green Acres Foundation).

INTRODUCTION

Where Do My Tax Dollars Go?

Of your property tax dollar:



The portion of the City's Operating Budget that is funded by property taxes includes ongoing operating costs for services or programs such as police, fire, parks operations, public transit, road maintenance, snow removal, libraries, arenas and swimming pools. To view the breakdown of the budget, for these services, turn to the next page.

INTRODUCTION

What Were My Tax Dollars Used For?

20%

Lethbridge Police Services

- Addresses crime and disorder and continues to meet changing demands to ensure a safe community.

16%

Fire & Medical Services (EMS)

- Fully integrated Fire and Emergency Medical Service: Every ambulance and fire truck is staffed with at least one advanced life support paramedic, and every firefighter is cross-trained to provide emergency medical services.

3%

Infrastructure Services

- Community Lighting (street lights)
- Storm sewer system
- Parking planning and administration

8%

Streets & Roads

- Planning & engineering new roads
- Traffic signals and operations pavement markings, traffic signs
- Snow removal/ice control, street sweeping
- Road and bridge maintenance, pothole repairs

8%

Parks

- Development and maintenance of parks, natural areas, playgrounds, ponds and pathways (grass mowing, tree planting, urban forest management).

8%

Transit & Access-A-Ride

- Provides a safe, accessible public transportation system that allows customers to access employment, social, educational or leisure opportunities.

3%

Governance & Community Development

- City Council & Council committee expenses, training, council-related travel, City Manager, internal legal services, contract administration & corporate communications.
- Economic Development & Tourism
- Planning & Development (building permits and inspections, land-use compliance, growth planning)

7%

Debt & Pay-As-You-Go (PAYG) Capital

- Sets aside money for capital projects that are recurring or relatively small in scale. (examples: traffic signal replacement, bikeways, pathways, sidewalks along roads, accessibility improvements).

6%

Corporate Services

- Information Technology (information security, internet services, website services, telephone systems, network systems)
- Financial Services (compliance with financial policies and standards, financial reporting, accounts payable, accounts receivable, cashiers, financial systems)
- Human Resources (payroll administration & benefits, retention & training)
- Assessment & Taxation (preparing and issuing tax assessments and notices, tax collection, etc.)
- Risk Management (workplace safety, insurance)

21%

Community Services

- Recreation and Culture Facilities & Programs (arenas, pools, theatres, arts)
- ENMAX Centre (venue for sports, entertainment, culture, tradeshow events)
- Regulatory Services (animal control, business licensing, parking & bylaw enforcement)
- Cemetery Services (management & maintenance of four cemeteries, grounds keeping for Nikka Yuko Japanese Garden)
- Lethbridge Public Library (operations of two branches & Bookmobile)
- Galt Museum (historical exhibits and programming, archives, seasonal operation of Fort Whoop-Up)



Casa's Southeast Corner Looking Towards Post Office - Photo Credit: Allied Arts Council

CITY PROFILE

Legislative & Administrative Organization Chart



CITY OF
Lethbridge

RESIDENTS

CITY COUNCIL

Mayor Chris Spearman

Councillor Jeff Carlson
Councillor Jeffrey Coffman
Councillor Belinda Crowson
Councillor Blaine Hyggen

Councillor Mark Campbell
Councillor Joe Mauro
Councillor Rob Miyashiro
Councillor Ryan Parker

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

CITY MANAGER
Bramwell Strain

Director of City Manager's Office

Jody Meli

- Supporting Council's Strategic Priorities & Communications
- Corporate Communications & Marketing
- Regional & Intergovernmental Relations
- Corporate Strategic Planning
- Information Technology
- Downtown Redevelopment

Land Development/ Real Estate

Michael Kelly

Acting City Solicitor

Shari Shigehiro

City Clerk

Aleta Neufeld

Human Resources

Jason Elliot

Director of Treasury & Financial Services

Hailey Pinksen

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

Director of Community Services

Tony Vanden Heuvel

- Lethbridge Transit
- Helen Schuler Nature Centre
- Recreation & Culture
- Community Social Development
- ENMAX Centre
- Fire & Emergency Services
- Public Safety Communications Centre
- Cemetery Services
- Facility Services
- Regulatory Services

Director of Infrastructure Services

Doug Hawkins

- Transportation Planning
- Public Operations
- Water Treatment Plant
- Wastewater Treatment Plant
- Utilities (Water, Wastewater, Electric Distribution, Sanitation, Landfill, Waste & Recycling)
- Stormwater
- Utility Services
- 311 Customer Service
- Urban Construction
- Asset Management
- Parks
- Fleet Services
- Intermunicipal Planning
- Community Planning
- Development Services
- Building Inspection Services

Contact Information:

City of Lethbridge:
Phone: 403-329-7355
email: info@lethbridge.ca

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

City Manager:
Phone: 403-320-3900
email: bram.strain@lethbridge.ca

CITY PROFILE

City Council 2017-2021



Back Row (L-R):
Councillor Joe Mauro
Councillor Ryan Parker
Councillor Blaine Hyggen
Councillor Jeffrey Coffman

Front Row (L-R):
Councillor Mark Campbell
Councillor Belinda Crowson
Mayor Chris Spearman
Councillor Jeff Carlson
Councillor Rob Miyashiro

About City Council:
City Council consists of nine members: the Mayor and eight Councillors, who are elected at large. Lethbridge City Council was elected in October 2017 and will serve a four-year term.

STRATEGIC PLAN 2017-2021

VISION

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

Community Vision from the Integrated Community Sustainability Plan/Municipal Development Plan 2010.

MISSION

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

- Strong leadership
- Decisiveness
- Measurable actions

GUIDING PRINCIPLES

RESPECT AND
UNDERSTANDING

GOOD
GOVERNANCE

ENGAGING
ALL VOICES

STRATEGIC AND
VISIONARY

INNOVATIVE AND
CREATIVE

WORKING IN
PARTNERSHIPS

To view the complete 2017-2021 Lethbridge City Council Strategic Plan, visit our website.

1 Accountable Leadership

- Reimagined Council
- Deliberate Community Engagement
- Develop and Leverage Relationships
- Corporate Culture

2 Financial Stewardship & Economic Prosperity

- Financial Stewardship
- Build and Diversify Our Economy

3 Liveable Communities

- Community Plan and Vision
- Leading in Development of Neighbourhoods that are People Centric and Innovative
- Connecting Neighbourhoods through Effective multi-modal Systems

4 Compassionate Community

- Enrich our Community through Diversity and Inclusivity
- Resilient Local Food System
- Safe and Secure Housing for Everyone

5 People Places for All

- An Active and Easily Accessed Community
- Enrich our Community through Culture
- People Centred Development



Art Days

LETHBRIDGE

49°41'39"N 112°49'58"W

Alberta

Airport Code: **YQL**Time Zone: **MST**Currency: **Dollar**

winter	Average	summer
-11°C	TEMPERATURE	24°C

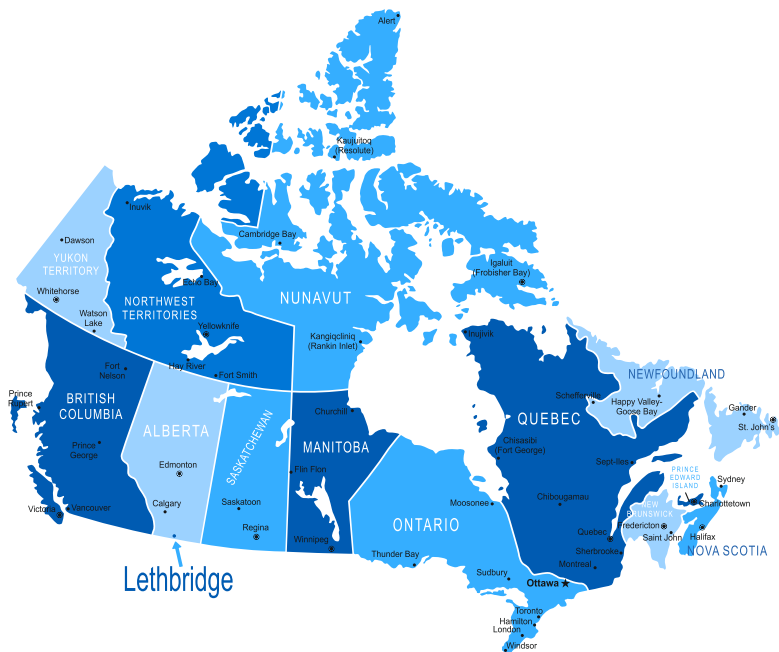
Elevation: 3,047ft



High Level Bridge

CITY PROFILE

Demographics & Statistics

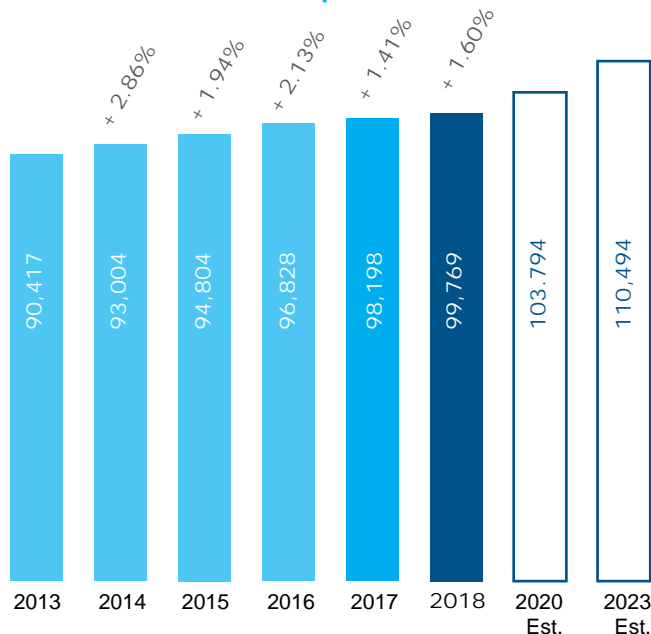


Lethbridge is in southern Alberta and has a population of 99,769. There are many concrete reasons Lethbridge is a great location. With its low cost of living, mild climate, short commute times and wide range of recreation and culture opportunities, Lethbridge has something for everyone to achieve a perfect balance of work and life. The combination of city amenities and small-town charm, the easy lifestyle it affords and the sense of community it fosters continues to demonstrate that Lethbridge is the place to live.

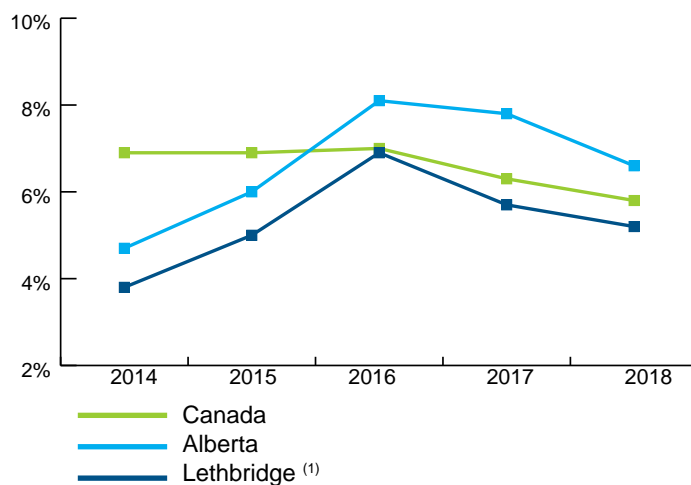
Attractions in Lethbridge:

Galt Museum & Archives	Helen Schuler Nature Centre
Henderson Park	Galt Gardens
Nikka Yuko Japanese Garden	Exhibition Park
Southern Alberta Art Gallery	Casa (Art Community Centre)

Total Population



Annual Unemployment Rates



Source: Statistics Canada

(1) The unemployment rates include Lethbridge & Medicine Hat regions.

2017 Major Employers of Lethbridge (top 5)

Employer:	Business Activity:	Staff:
Alberta Health Services	Health Care & Social Assistance	3,368
University of Lethbridge	Educational Services	2,431
Lethbridge School District #51	Educational Services	1,500
City of Lethbridge	Public Administration	1,462
Lethbridge College	Educational Services	955

Source: Economic Development Lethbridge, Fall 2017

Development and Construction Activity

	2014	2015	2016	2017	2018
Building Permit Values (in millions of dollars)	\$ 241	\$ 249	\$ 337	\$ 313	\$ 443
Number of Building Permits Issued	1,395	1,681	1,778	1,745	1,643

CITY PROFILE

Did you Know?

In Lethbridge there are.....

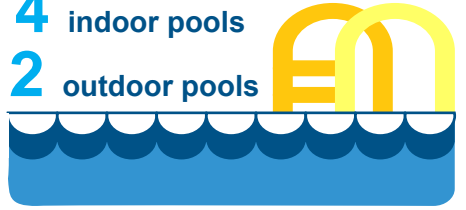
53 million
litres of
drinking water
processed on a daily basis



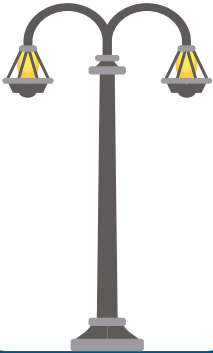
225 km
of pathways



4 indoor pools
2 outdoor pools



12,500
streetlights



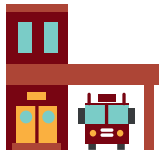
47 benches &
38 bike racks
in the downtown



24,800 tonnes
of curbside residential waste
collected annually



50,000
9-1-1 calls
received annually



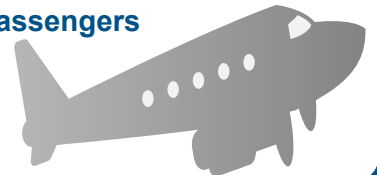
40,298
electric meters



575 km
of paved roads



87,300
YQL passengers



7 ice centres



22,810
park trees
21,745
street trees



26,900
building
inspections
annually



2.6
Million
views on
www.lethbridge.ca



113
playgrounds

51,000 participants
in education programs at the Helen Schuler
Nature Centre

CITY PROFILE

History of Lethbridge

1890s

- 1891** Lethbridge was incorporated a town and the first meeting of the Town Council was held with Charles Alexander Magrath as the first mayor

1920s

- 1922** The Southern Alberta Art Gallery, originally housed the first public library in Lethbridge
- 1926** Pavilion and dance hall built at Henderson Park
- 1926** The City of Lethbridge took ownership of Galt Gardens

1940s

- 1941** Lethbridge power plant converted to natural gas from coal
- 1945** City Council changes name of Public Cemetery to Mountain View Cemetery
- 1947** Southeast Entrance Road, also commonly referred to as Airport Road, officially renamed Mayor Magrath Drive
- 1949** Lethbridge Curling Club was built

1960s

- 1960** Indian Battle Park officially opened
- 1961** Lethbridge Symphony Orchestra presented its first public concert
- 1962** Henderson Pool officially opened
- 1963** City Council approved installation of parking meters
- 1967** The flag of Lethbridge based on the Whoop-Up flag, was adopted during Canada's Centennial

1980 – 1990s

- 1982** Helen Schuler Coulee Centre opened
- 1986** Nicholas Sheran Ice Centre built
- 1988** Regional Hospital opened
- 1997** Indoor Soccer complex built

2010s

- 2010** Crossing Branch Library opens in west Lethbridge
- 2013** Community Art Centre (Casa) completed
- 2016** ATB Centre - Phase 1 opened
- 2017** 50th Anniversary of the Nikka Yuko Japanese Garden

1900 – 1910s

- 1906** The City of Lethbridge was incorporated
- 1908** Fire Hall No 1 was completed
- 1909** The High Level Bridge was completed
- 1912** The Bowman School was constructed
- 1915** River name officially changed from Belly to Oldman

1930s

- 1930** First district music festival opened
- 1931** Air-mail service came to Lethbridge
- 1933** Population of Lethbridge was 13,448
- 1939** Bert & Mac's started in Lethbridge

1950s

- 1950** Nine different schools opened during the 1950's
- 1953** St. Michael's School of Nursing started
- 1955** First TV station in Lethbridge opened
- 1957** Lethbridge Community College opened
- 1958** Allied Arts Council was founded

1970s

- 1974** Mr. and Mrs. J.L. Peart, the first persons to build a house in west Lethbridge
- 1975** Lethbridge hosted the Canada Winter Games
- 1975** Henderson Ball Park Grandstand constructed
- 1977** Labor Club Ice Centre constructed
- 1978** Westminster Pool constructed

2000s

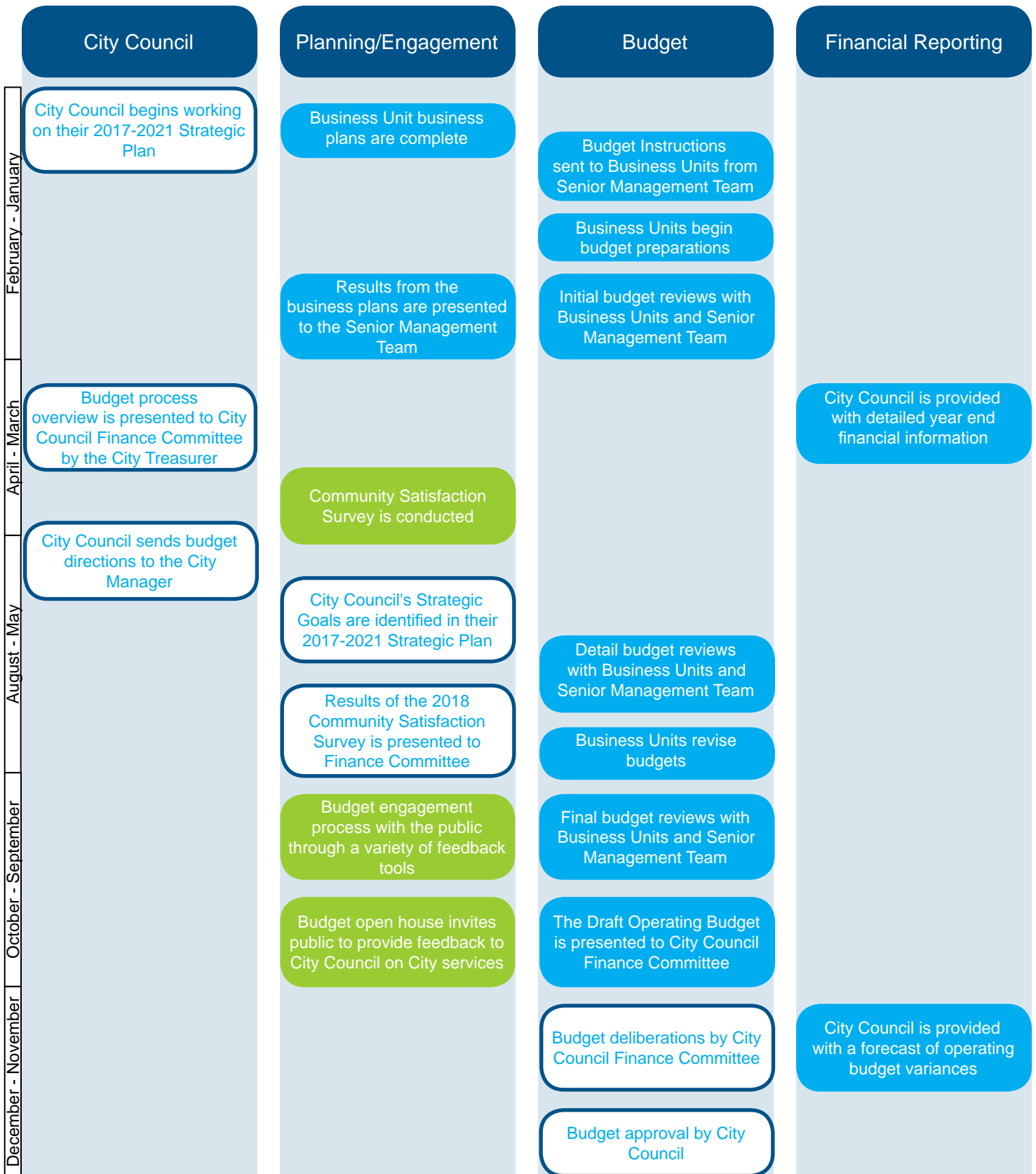
- 2000** New City Hall opened
- 2005** Construction begin in SunRidge, the first Built Green™ subdivision in Canada
- 2007** Ammolite chosen as the official gemstone of Lethbridge
- 2009** 100th anniversary of the High Level Bridge



Flower Beds at The Crossings Library Branch

PLANNING PROCESS

Budget Process



Legend:

City Council

Administration

Public (Lethbridge Residents)

PLANNING PROCESS

Budget Calendar

The process to building a four year operating budget includes the activities listed below. The goal is to provide City Council with the best information available for the decision making, planning and communicating with the residents and businesses. City Council reviews the recommended budget, makes any amendments required and approves the budget. Any budget amendments after adoption requires City Council approval. This process involves Business Units submitting a Request for Decision Proposal to City Council for approval.

January 11, 2018

Four year operating budget instructions and schedule were sent to the business units from the Senior Management Team.

March 12, 2018

Budget process overview presented to City Council Finance Committee by the City Treasurer.

May 7, 2018

Response to a budget cycle change inquiry presented to City Council Finance Committee by the City Treasurer.

May 14, 2018

City Council gives direction to the City Manager to review the budget process.

May 28, 2018

City Council approved its Council Strategic Plan 2017-2021.
2018-2022 budget directions are sent to the City Manager are approved by City Council.

June 11, 2018

Environment Lethbridge 2019-22 funding request is presented to City Council and referred to budget deliberations.

June 18, 2018

Results of the 2018 Community Satisfaction Survey is presented to Finance Committee.

June 25, 2018

Lethbridge Transit 10 Year Strategic Routing Plan is presented to City Council and referred to budget deliberations.
The Destination Management Plan is presented to City Council and referred to budget deliberations.
Public Engagement Strategy for the 2019-2022 Operating Budget is approved by City Council.

July 23, 2018

The City Treasurer presents information on Program Based Budgeting.

September 5, 2018

Online public feedback tool – www.GetInvolvedLethbridge.ca website launched and included newsfeeds and surveys.
Budget 101 workshop hosted by Financial Services for the Media.

September 10, 2018

Community groups' operating budget pressures are presented to Finance Committee and referred to budget deliberations.
"Enhanced Model of Public Safety for our Citizens" is presented to Community Issues Committee and referred to budget deliberations.

September 17, 2018

SouthGrow associate membership request is presented to City Council and referred to budget deliberations.

September 19 & 26, 2018

The City hosts conversations with the community to discuss service levels.

PLANNING PROCESS

Budget Calendar

September 24, 2018

Economic Development Lethbridge's Business Plan is presented to Finance Committee and referred to budget deliberations.

Electric Utility, Water & Wastewater Utility, Waste & Recycling Services proposed 2019-22 operating budget is presented to Finance Committee and referred to budget deliberations.

October 1, 2018

Online public feedback tool – www.GetInvolvedLethbridge.ca website added the budget allocator feedback tool.

Chinook Arch Regional Library System Member Levy increases are presented to City Council and are included in the 2019-22 Draft Operating Budget.

October 15, 2018

City Council approved the Family & Community Support Services (FCSS) 2019 Funding Allocation Recommendations.

October 22, 2018

Lethbridge Public Library 2019-22 budget is presented to Finance Committee and referred to budget deliberations.

The City Manager presents the tabling of the 2019-22 Operating Budget to Finance Committee.

October 23-26, 2018

Lethbridge residents are invited to an open house to provide feedback to City Council members on City services.

Operating Budget static displays available for viewing at City Hall and at ATB Centre.

November 5, 2018

Galt Museum & Fort Whoop-Up 2019-22 budget is presented to Finance Committee and referred to budget deliberations.

Lethbridge Police Service 2019-22 budget is presented to Finance Committee and referred to budget deliberations.

November 5, 2018

Members of the Public are invited to speak at the Finance Committee Meeting regarding the 2019-22 Operating Budget.

Public Engagement What We Heard Community Feedback Report for the 2019-22 Operating Budget process is submitted to Finance Committee.

November 13, 2018

Lethbridge Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD) 2019-22 funding request is presented to City Council and referred to budget deliberations.

November 19-24, 2018

Finance Committee reviews the preliminary budget related presentations, including new initiatives, then presents and debates budget resolutions and recommends approval of the 2019-22 Operating Budget to City Council.

November 26, 2018

City Council amends the Lethbridge Police Service base budget.

City Council refers the Draft Operating Budget back to the December 3 Finance Committee meeting and postpones the budget approval until December 10.

December 3, 2018

Finance Committee amends the draft operating budget and recommends approval of the 2019-22 Operating Budget to City Council.

December 10, 2018

City Council approves the 2019-22 Operating Budget as prepared and amended by the Finance Committee.

PLANNING PROCESS

Budget Engagement Activities

During the preparation of the Operating Budget City Council created and approved a strategic plan designed to communicate and engage with stakeholders and the general public.

The purpose was to inform the public of the financial process, answer questions and gain insight into services that matter to residents. All community feedback has been combined in the What We Heard Report and shared for City Council's operating budget deliberation and decision making process.

Experience in the past several operating budget cycles has been that community engagement events consistently attracted only small numbers of people. One of the key communication objectives this time was to invite Lethbridge residents to engage in the Operating Budget planning process by reframing the discussion and making it more relevant to them and focusing on service levels rather than the budget itself.

Communications

The City of Lethbridge process in developing a new four-year Operating Budget for 2019-2022 detailed extensive communication between City staff and City Council as well as community stakeholders and the general public. It was determined the information be shared in a way that was relevant to residents and easy to understand in how the budget determines and affects service levels and encourage residents to identify their own priorities.

Level of participation, feedback and response from the variety of communications activities include:

Date (2018)	Communications Activity	Participants	Responses
Sep 5	Media 101	5 of 7 local media	Event rated as valuable/extremely valuable. Value found in: the process, transparency, service level breakdown, and open & direct question period.
Sep 5	Online Survey Release	6,857 Facebook (FB)	Tweet 8 likes, FB 1,238 post clicks, 24 shares
Sep 10	Public Service Announcement (PSA) Invite to Sessions	6,071 FB	Tweet 5 likes, FB 465 post clicks, 17 shares
Sep 19	Service Level Community Conversation (first session)	3,968 FB live 1,900 Video views	Tweet 1 like, FB 650 post clicks, 6 shares
Sep 26	Service Level Community Conversation (first session)	2,199 FB	Tweet 2 likes, FB 240 post clicks, 2 shares
Oct 1	PSA Budget Allocator	3,802 FB	FB 140 post clicks, 4 shares
Oct 16	PSA Open House		Tweet 2 likes, 2 retweets
Oct 23	Facebook Live Video to promote open house	1,200 video views	3,381 people reached, 9 likes, 3 shares
Oct 24	Twitter: Static displays available until Oct 26		



Operating Budget Static Displays at City Hall and ATB Centre

PLANNING PROCESS

Budget Engagement Activities

Community Engagement

During the preparation of the four-year Operating Budget, City Council directed Administration to construct a strategic plan designed to communicate and engage with stakeholders and the general public. The purpose of which was to inform the public of the financial process, answer questions and have focused service level discussions with residents. The information would be gathered and considered in City Council's deliberation and decision making process.

A snapshot of participation levels, input, and theming is identified in the following table:

Date (2018)	Engagement Activity	Participants	Themed Responses
Sep 5	Budget Priorities Survey online	816 surveys 1,101 visitors	New online engagement tool: www.getinvolvedlethbridge.ca Themes: Support for Fire, Roads, Parks & Police for future investment Comments: Invest in snow removal, and curbside/organics program
Sep 19 & 26	Service Level Conversations	83 attended 729 comments	Residents like: Parks & Open Spaces, Fire & EMS, curbside recycling, road maintenance Residents want: Performing Arts Centre, Third river crossing, support for drug crisis, more transit routes and extended hours, organics, increased police response times, more bike lanes Residents would wait to invest in: Third river crossing, Performing Arts Centre
	Leaf Comments	43 comments	Top themes: Valuable exercise; invest in Performing Arts Centre; update transit system; invest in parks & active living; like to connect with Council.
	Money doesn't grow on trees		Top priorities: Thoughtful community planning & development; safe & protected communities; welcoming artistic expression & creativity; downtown redevelopment, economic development and tourism
Oct 1	Budget Allocator	63	Increase spending in: Streets & Roads Maintain spending in: Police, Fire & EMS, some Transit services, Infrastructure Services, Parks, & setting aside money for capital projects Decrease spending in: Corporate Services, Community Development & Tourism, some Transit services, and Community Services Top Comment Themes: Focus on increased snow removal, investment in Performing Arts Centre, a program for animal welfare (cats), increased community safety and reduce taxes overall
Oct 22-26	Static Displays (City Hall & ATB Centre)	11 comments	Themes: support for cat programs, concerned about the drug crisis
Oct 23	Public Open House City Hall Foyer	50 participants 24 comments	Themes: investing wisely in new infrastructure, decrease taxes, support for police and safety in the downtown

PLANNING PROCESS

Community Satisfaction Survey



Ipsos Public Affairs



CITY OF
Lethbridge

City of Lethbridge 2018 Community Satisfaction Survey

JAMIE DUNCAN

Vice President

May 2018

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GAME CHANGERS



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Demographics

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PLANNING PROCESS

Community Satisfaction Survey

Background and Methodology

- ◆ Ipsos conducted a telephone survey with a randomly selected sample of 400 residents of Lethbridge aged 18 years and older between April 11 -22, 2018.
- ◆ The margin of error for the total sample of 400 is ± 4.9 percentage points, 19 times out of 20.
 - ❖ The margin of error is larger within regions and for other sub-groupings of the survey population.
- ◆ Final data were weighted to reflect the relative size of each region in Lethbridge (i.e. North, South and West) according to Municipal Census data, as well as to ensure the age/gender composition reflects that of the actual Lethbridge population aged 18 or older according to the most recent Federal Census data.
- ◆ Where possible, results are compared to 2014, 2011, 2008 and 2005 Community Satisfaction Survey findings.

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SUMMARY OF KEY FINDINGS

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PLANNING PROCESS

Community Satisfaction Survey

Summary of Key Findings

Perceptions about quality of life in Lethbridge continue to be extremely positive.

- ◆ For the fifth consecutive measure, there is near universal agreement (97%) that the quality of life in Lethbridge is good.
- ◆ Further, more than two-in-ten (22%) residents say the quality of life has 'improved' in the past three years, while the majority (59%) say it has 'stayed the same' – results show a significant 7 percentage point increase in "worsened" ratings in this survey (17% in 2018 vs. 10% in 2014) just 10% say the quality of life has 'worsened'.

Perceptions of the municipal government are on par with 2014, though ground has been lost when it comes to using citizen input in decision making. Overall performance ratings also see a decrease this year.

- ◆ In 2018, 82% of residents 'strongly or somewhat agree' that *the City of Lethbridge is accountable to the community for leadership and good governance* – on par with 2014 (82%).
- ◆ Eight-in-ten (81%) also 'strongly or somewhat agree' that *the City of Lethbridge practices open and accessible government* – on par with 2014 (81%).
- ◆ Nearly six-in-ten (58%) 'strongly or somewhat agree' that *the City of Lethbridge always takes residents' views into consideration when making decisions that affect them* – down 8 percentage points from 2014 (66%).
- ◆ Results suggest that there are lower levels of satisfaction with Council in this round of research, while Administration's independent performance rating holds against 2014.
 - ❖ In 2018, 85% of residents are 'satisfied' (very/somewhat) with the way that Lethbridge's Staff, excluding Council, is going about running the community, on par with 2014 (83%).
 - ❖ The overall rating for the combined Municipal Government, including Council and Administration, sees a slight decrease this year (78% satisfied in 2018 vs. 85% in 2014) and Council, excluding staff sees a similar decline back to levels in 2011 (77% in 2018 vs. 81% in 2014 and 77% in 2011).

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Summary of Key Findings

Transportation continues to dominate as a key issue facing Lethbridge.

- ◆ In 2018, transportation continues to hold the top position on the issue agenda with 33% of residents citing it as an important issue – on par with 2014 and a significant 12 percentage point increase from 21% in 2011.
- ◆ Other issues with notable shifts compared to 2014 include the environment (17% vs. 11% in 2014), crime (14% vs. 7% in 2014), and parks/recreation and cultural facilities/programs (5% vs. 16% in 2014).

Taxation and municipal government spending continues to decrease in prominence as a key issue.

- ◆ Taxation and municipal government spending drops to second place on the issue agenda with only 16% of residents citing it as an important issue – an 11 percentage point decrease from 2011 (29%).

The perceived value of property taxes holds steady.

- ◆ Close to seven-in-ten (70%) residents give the City a 'good value' rating for the value of their property taxes, on par with results from the last two surveys (73% in 2014 and 70% in 2011).

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PLANNING PROCESS

Community Satisfaction Survey

Summary of Key Findings

Overall satisfaction with City Programs and Services is down this year, while four City services see significant increases in satisfaction in 2018.

- ◆ Overall, 88% of residents are satisfied (very/somewhat) with the overall level and quality of City programs and services – a 5 percentage point *decrease* compared to 2014 (93%).
- ◆ The four service areas with significant shifts in satisfaction this year include:
 - ❖ Recreational facilities – a 15 percentage point *increase* in ‘very or somewhat satisfied’ ratings (74% in 2014 to 89% in 2018).
 - ❖ Access-a-ride – a 10 percentage point *increase* in ‘very or somewhat satisfied’ ratings (73% in 2014 to 66% in 2018).
 - ❖ Maintenance, cleaning and upgrading of streets and sidewalks – a 7 percentage point *increase* in ‘very or somewhat satisfied’ ratings (67% in 2014 to 74% in 2018).
 - ❖ Public transit – a 5 percentage point *increase* in ‘very or somewhat satisfied’ ratings (69% in 2014 to 74% in 2018).

Nearly half of residents suggest “more” investment in four key service areas.

- ◆ In 2018, survey respondents were asked for each of the City programs and services, if they think the City should invest *more, the same, or less*.
- ◆ The services receiving the highest percentage of “invest more” responses include:
 - ❖ Maintenance, cleaning and upgrading of streets and sidewalks (59%), Snow removal (56%), Recycling (54%), and Police services (47%).
- ◆ The services receiving the highest percentage of “invest less” responses include:
 - ❖ Arts & culture facilities (32%), Recycling (15%), Bylaw enforcement (11%), and Public Transit (9%).

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ISSUE AGENDA

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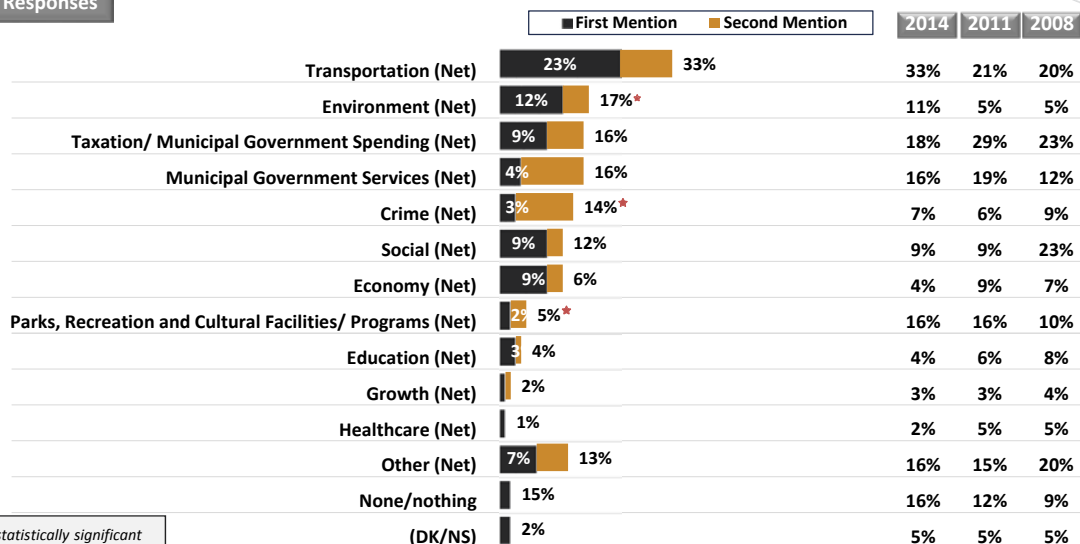
8

PLANNING PROCESS

Community Satisfaction Survey

Issue Agenda

Multiple Responses



★ Denotes statistically significant change from 2014 to 2018

In your view, as a resident of the City of Lethbridge, what is the most important LOCAL issue facing the City today, that is, the one issue you feel should receive the greatest attention from your local leaders? What is the next most important local issue facing the city?

Base: All respondents (n=400)



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QUALITY OF LIFE

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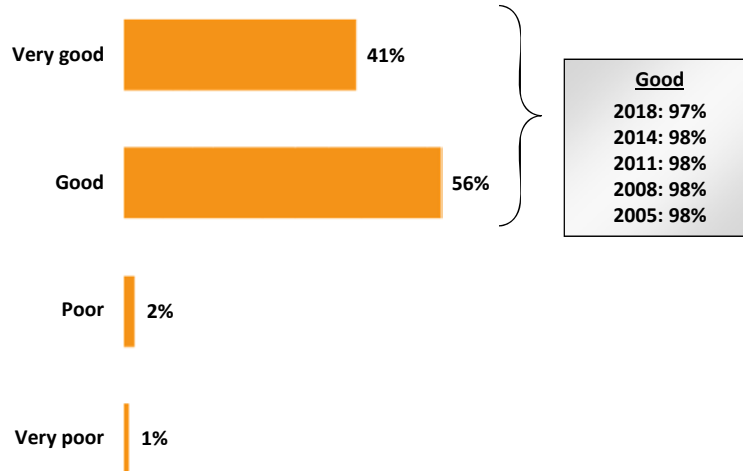


10

PLANNING PROCESS

Community Satisfaction Survey

Overall Quality of Life in Lethbridge



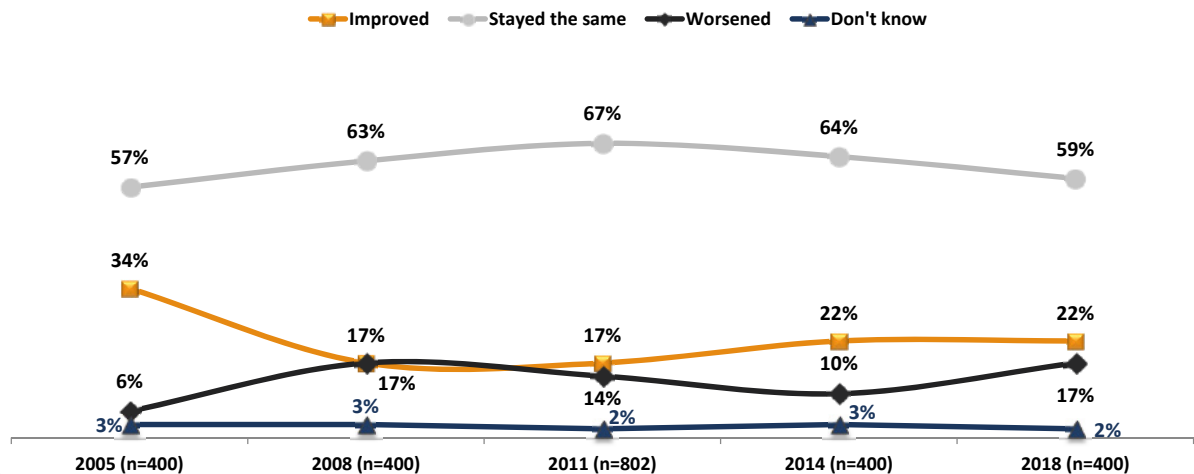
How would you rate the overall quality of life in the City of Lethbridge today?
Base: All respondents (n=400)



11

Perceived Change in the Quality of Life

RC : Updated



And do you feel that the quality of life in Lethbridge in the past three years has improved, stayed the same or worsened?
Base: All respondents (n=400)



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PLANNING PROCESS

Community Satisfaction Survey

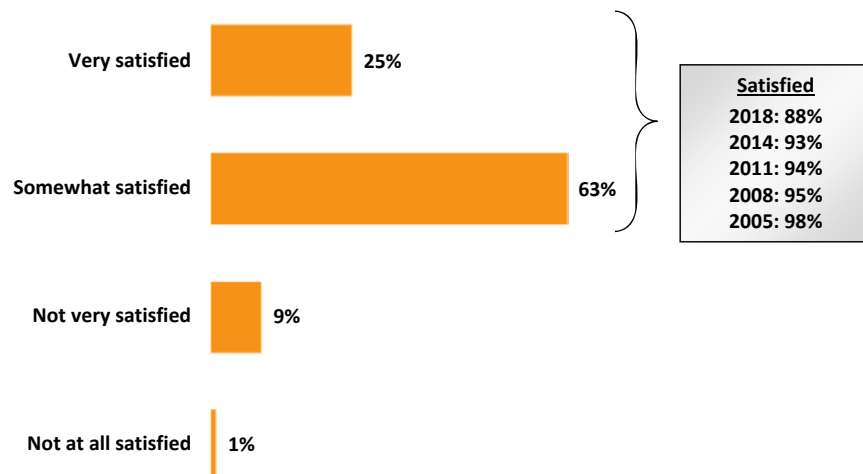
CITY PROGRAMS AND SERVICES

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Overall Satisfaction with City Programs and Services



Please tell me how satisfied you are with the overall level and quality of services and programs provided by the City of Lethbridge. ?
Base: All respondents (n=400)

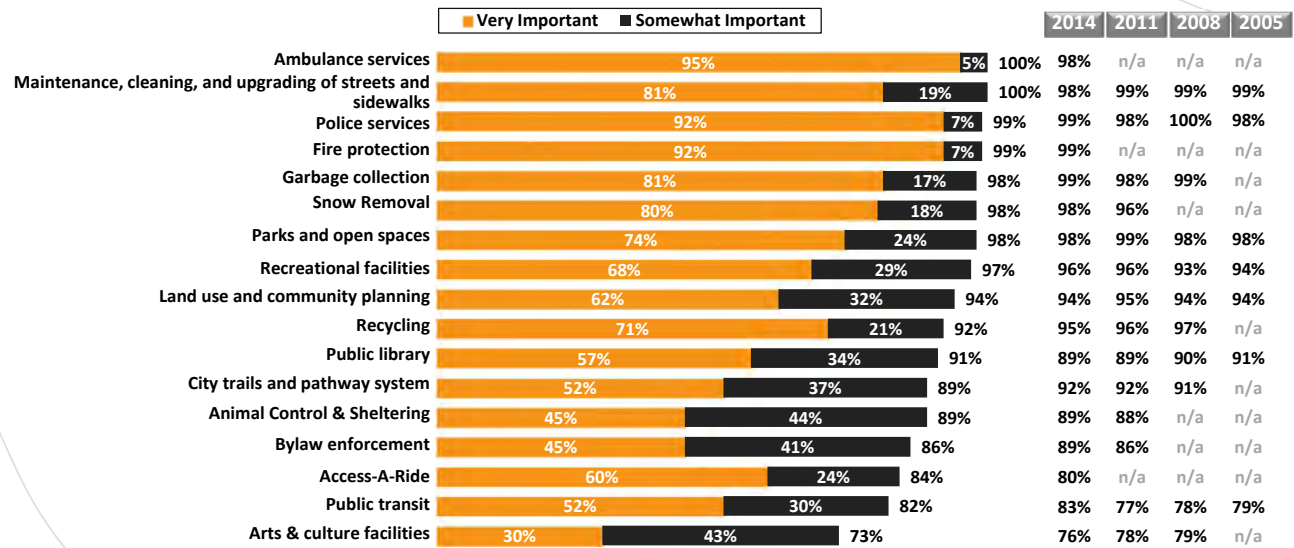


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PLANNING PROCESS

Community Satisfaction Survey

Importance of City Programs and Services



I am going to read a list of programs and services provided to you by the City of Lethbridge. Please tell me how important each one is to you.

Base: All respondents (n=400)

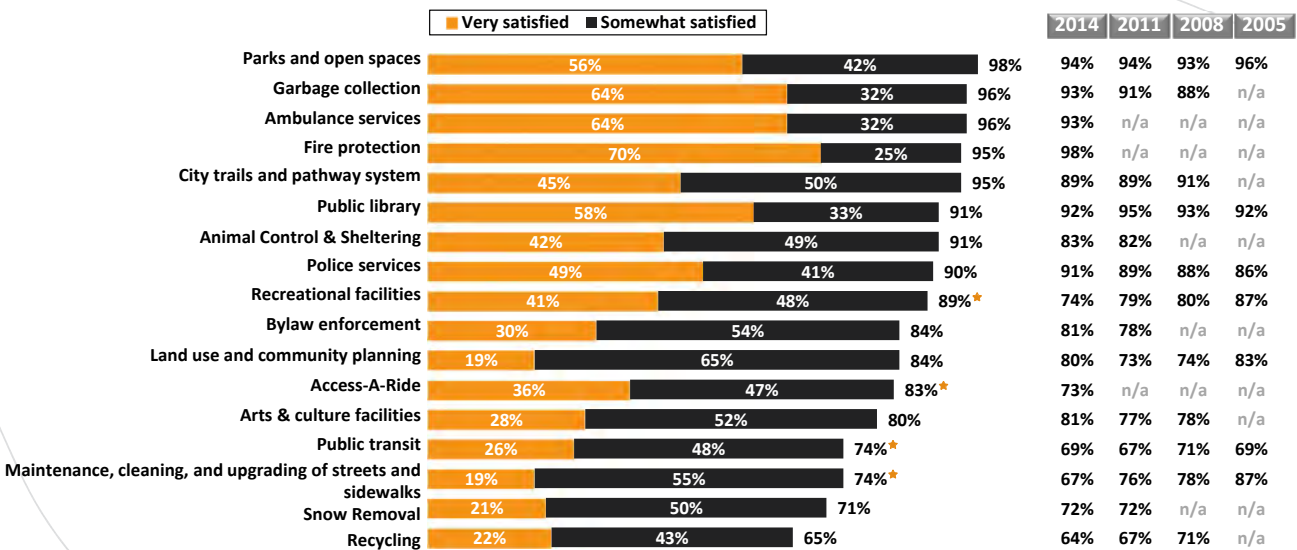
*Rounding

★ Denotes statistically significant change from 2014 to 2018



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Satisfaction with City Programs and Services



I am going to read a list of programs and services provided to you by the City of Lethbridge.

Please tell me how satisfied you are with the job the City is doing in providing that program or service.

Base: All respondents (n=400)

*Rounding

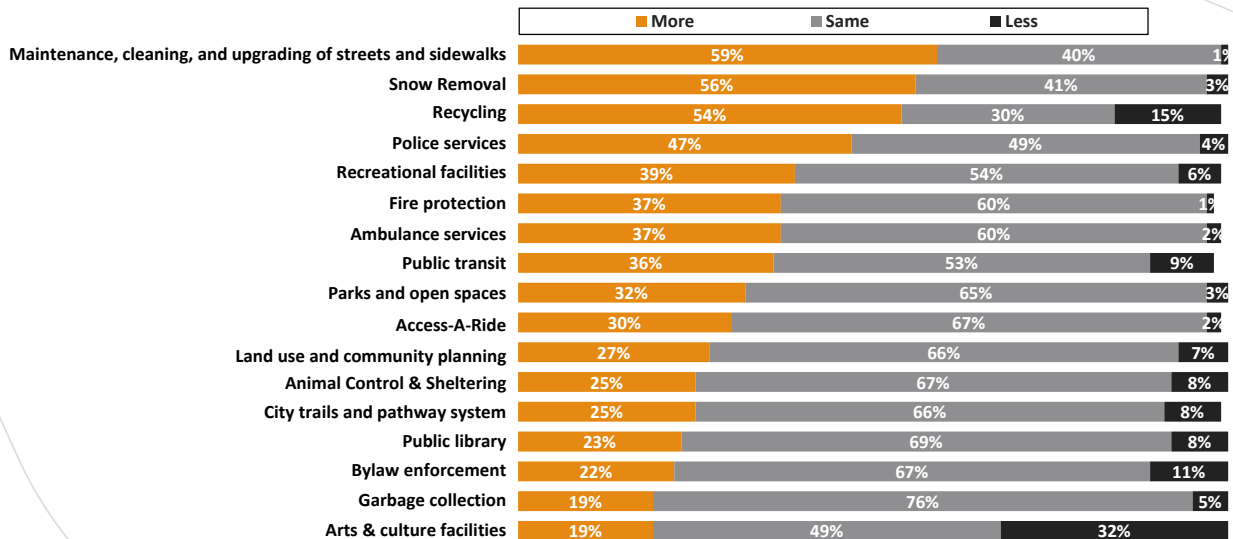
★ Denotes statistically significant change from 2014 to 2018

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PLANNING PROCESS

Community Satisfaction Survey

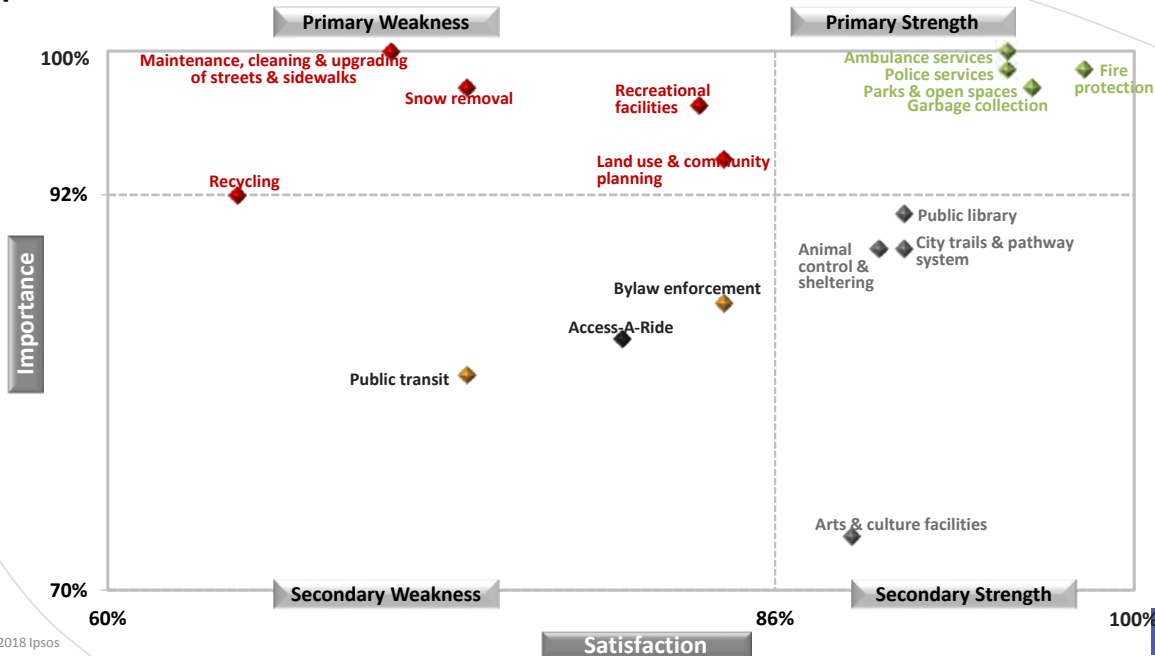
Investment in City Programs & Services



I am going to read you a list of programs and services provided to you by the City of Lethbridge. Please tell me if you think The City should invest more, less or the same amount on the program or service. Base: All respondents (Base vary)



Importance vs. Satisfaction Grid



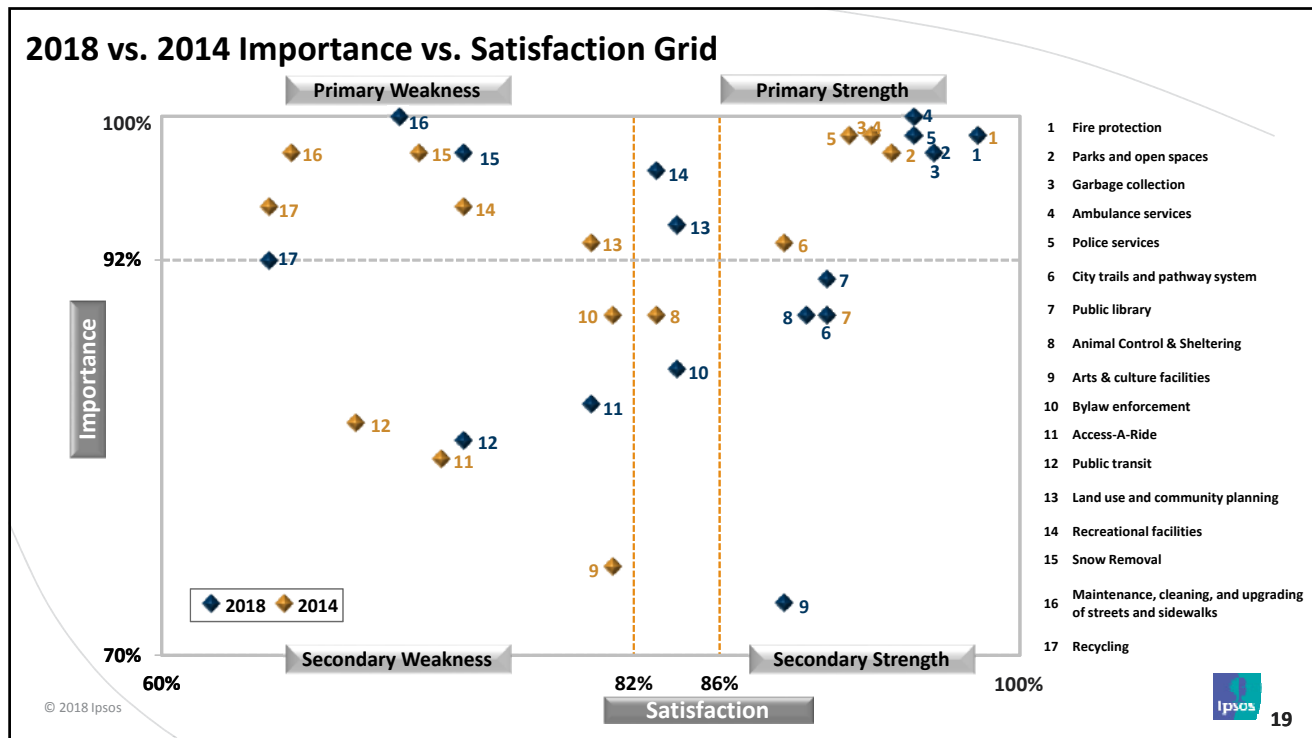
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PLANNING PROCESS

Community Satisfaction Survey

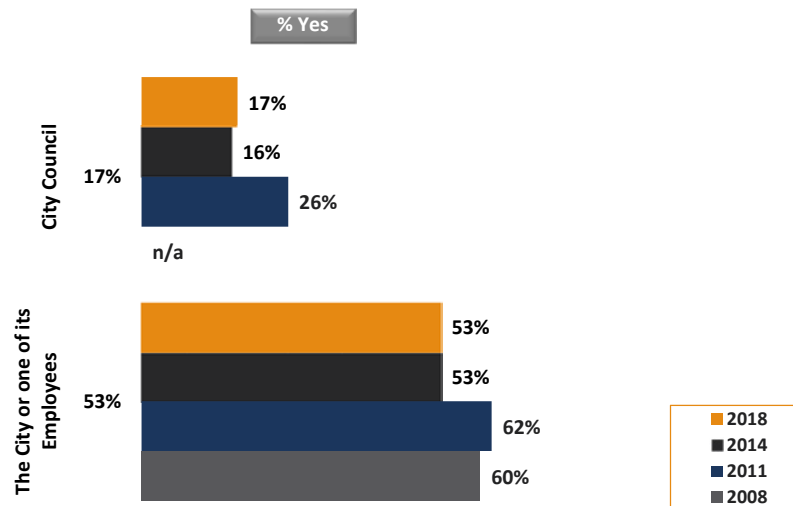


CONTACT WITH THE CITY AND COMMUNICATIONS

PLANNING PROCESS

Community Satisfaction Survey

Past 12 Months Contact with Council and Employees

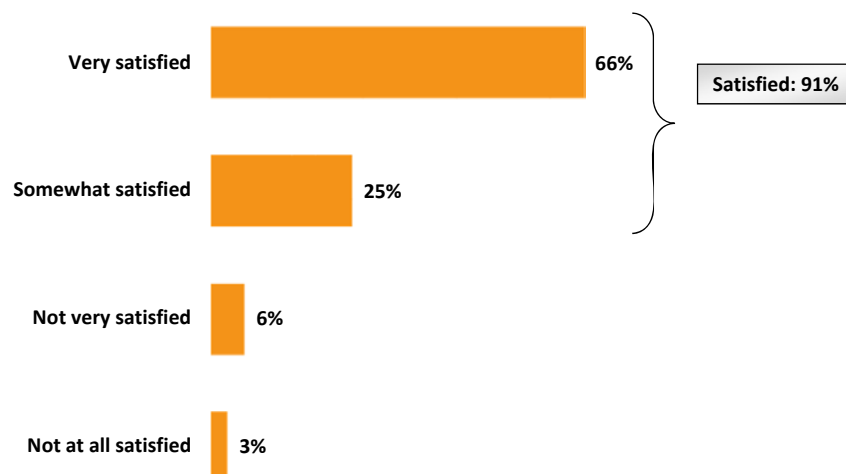


Have you contacted or dealt with a member of Lethbridge's City Council in the last twelve months?
 Have you contacted or dealt with The City of Lethbridge or one of its employees in the last twelve months?
 Base: All respondents (n=400)



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Overall Satisfaction with Customer Service



Thinking about your contact or dealings with The City or its employees in the last twelve months, how satisfied are you with the overall customer service you received?
 Base: Contacted or dealt with The City or one of its employees (n=216)

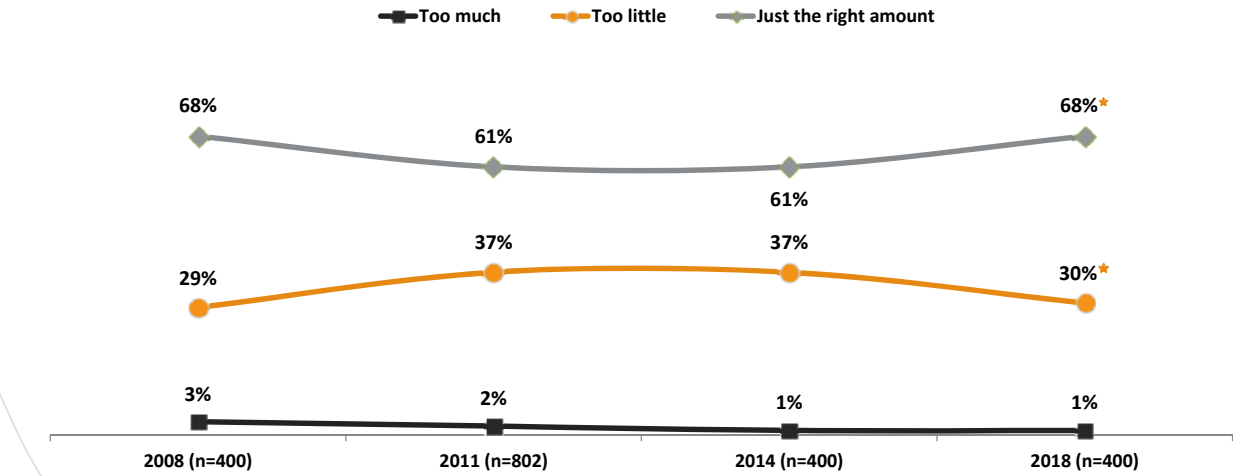


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PLANNING PROCESS

Community Satisfaction Survey

Satisfaction with the Extent of Information Received



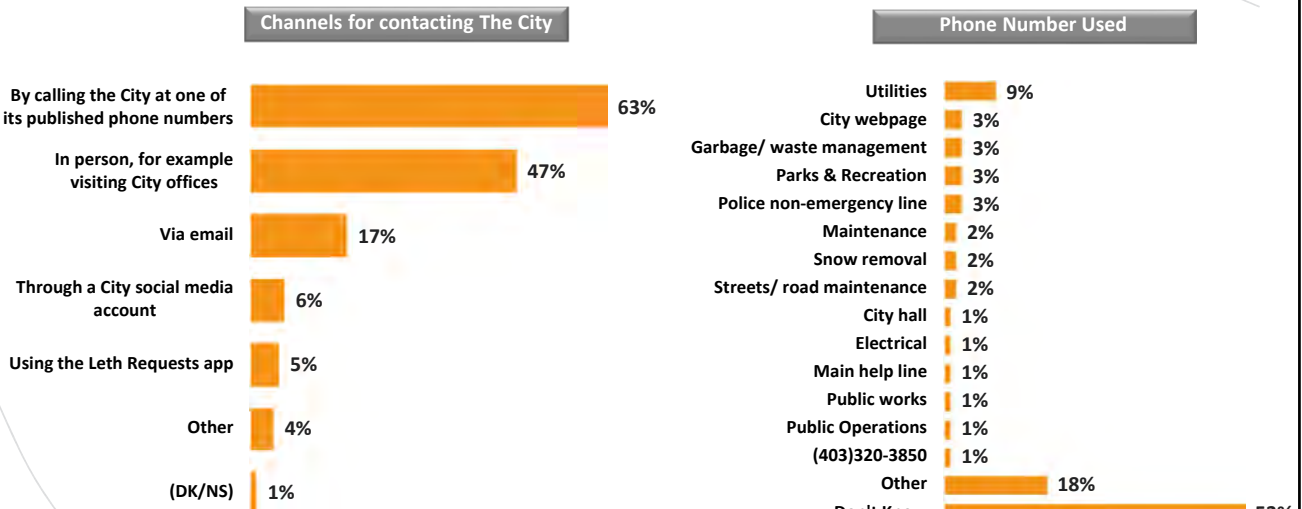
In your opinion, do you currently receive too much, too little, or just the right amount of information from The City?
Base: All respondents (n=400)

★ Denotes statistically significant change from 2014 to 2018



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Methods of Contacting the City



When you contacted the City was it...? / At which phone number did you call the City?
Base: All respondents (n=216)/ (n=136)

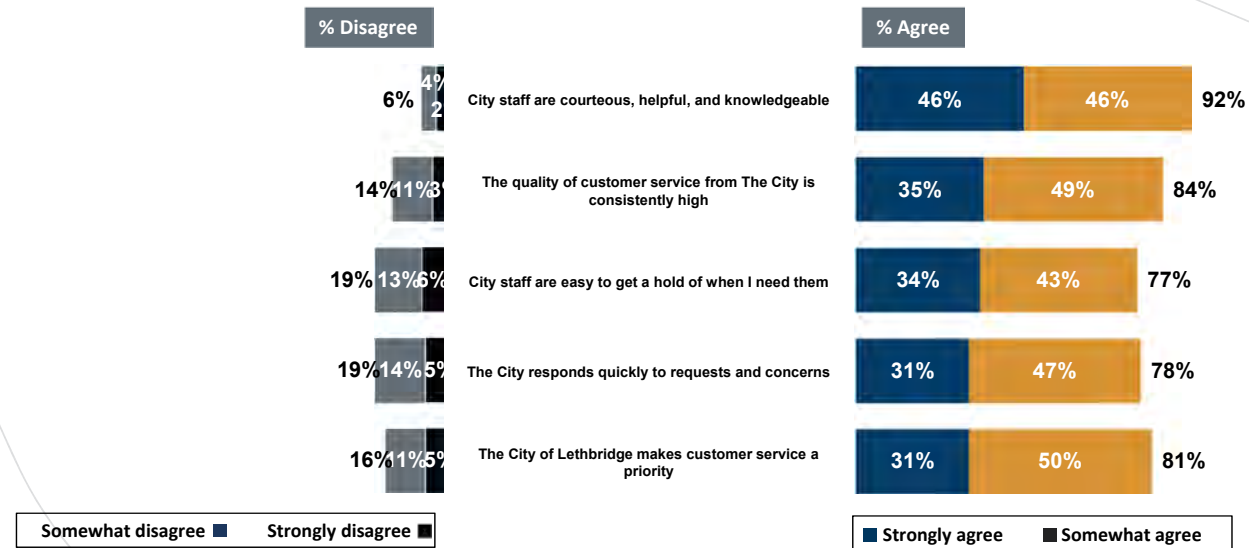


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PLANNING PROCESS

Community Satisfaction Survey

Customer Service Attitudes & Perspectives



Thinking about your personal dealings with The City of Lethbridge, your general impressions and anything you may have read, seen or heard, please tell me whether you agree or disagree with each of the following statements about The City?
 Base: Valid respondents (Bases vary)



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TAXATION AND USER FEES

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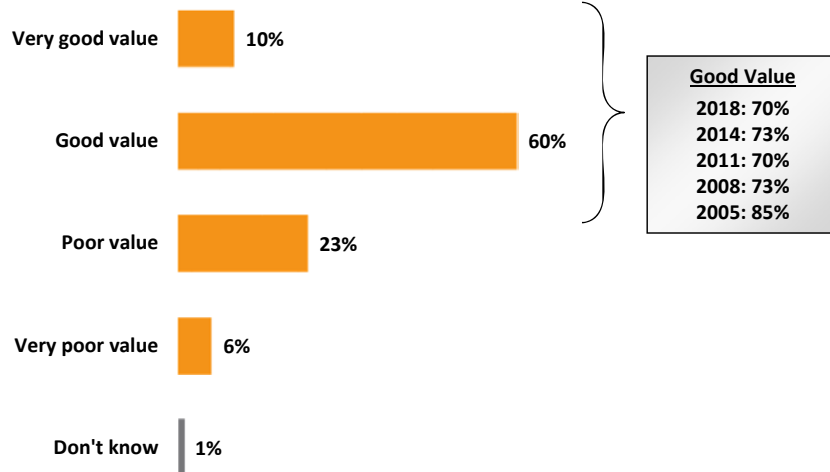


26

PLANNING PROCESS

Community Satisfaction Survey

Perceived Value of Property Taxes

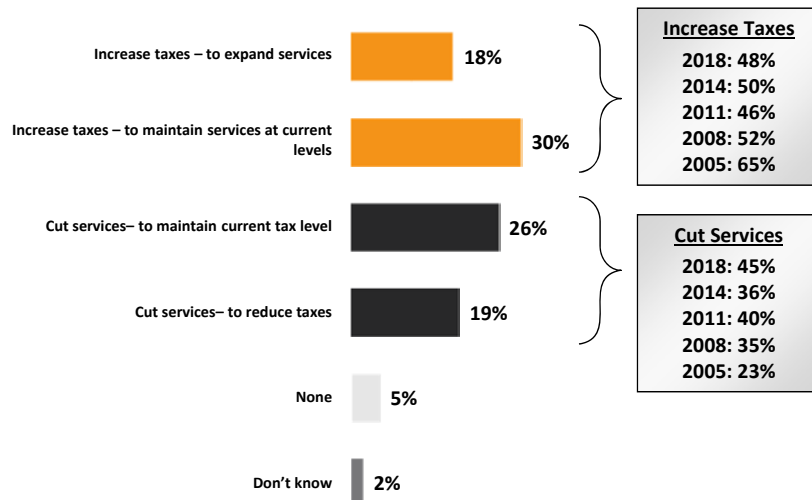


Your property tax dollars are divided between the City of Lethbridge and the Province. In Lethbridge, approximately 70% of your property tax bill goes to The City to fund municipal services and approximately 30% of your property tax bill goes to the province. Considering the services provided by The City, Overall, do you think you get good value or poor value for the taxes you pay?
Base: All respondents (n=400)



27

Balancing Taxation and Service Delivery Levels



Municipal property taxes are the primary way to pay for services provided by the City. Due to the increased cost of maintaining current service levels and infrastructure, the City must balance taxation and service delivery levels. To deal with this situation, which of the following four options would you most like the City to pursue?
Base: All respondents (n=400)



28

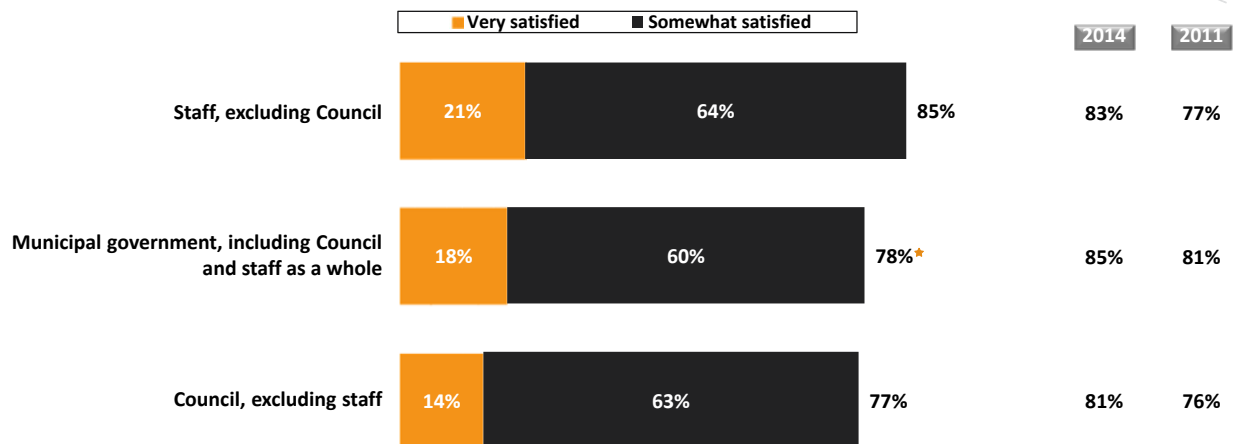
PERFORMANCE OF THE MUNICIPAL GOVERNMENT

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29

Satisfaction with the Municipal Government



★ Denotes statistically significant change from 2014 to 2018

Taking everything into account, how satisfied are you with the way the City of Lethbridge's...is going about running the community?
Base: All respondents (n=400)

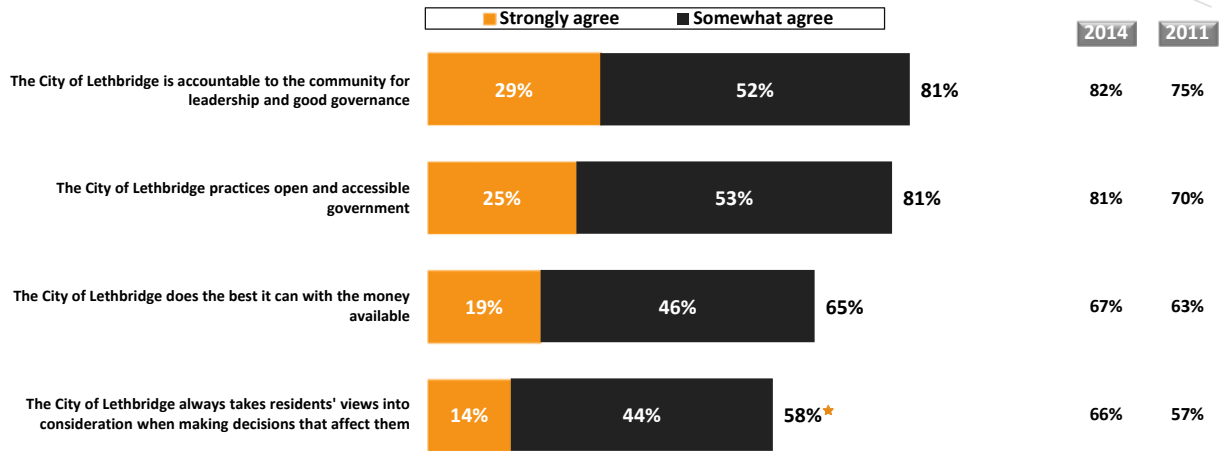


30

PLANNING PROCESS

Community Satisfaction Survey

Perceptions of the Municipal Government



★ Denotes statistically significant change from 2014 to 2018

*Rounding

Thinking about your personal dealings with the City of Lethbridge, please indicate if you agree or disagree with each of the following statements.

Base: All respondents (n=400)



31

DEMOGRAPHICS

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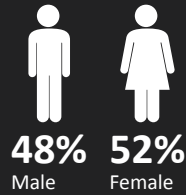
32

PLANNING PROCESS

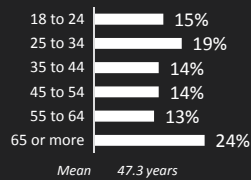
Community Satisfaction Survey

Demographics

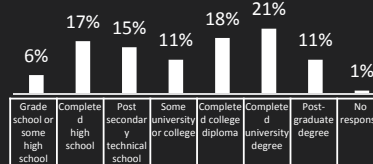
GENDER



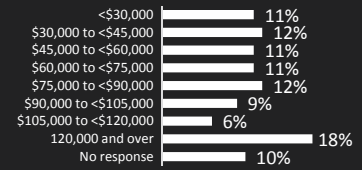
AGE



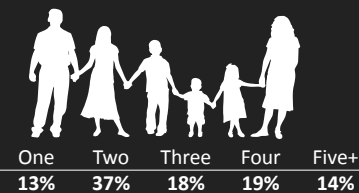
EDUCATION



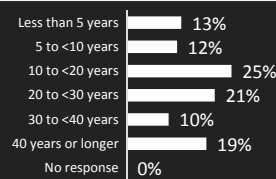
INCOME



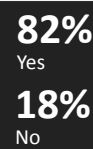
HOUSEHOLD SIZE



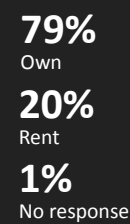
Tenure in Lethbridge



Born in Canada



Own or Rent



Children in HH



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Base: All respondents (n=400)



33

City of Lethbridge Council Strategic Plan

2017-2021



CITY OF
Lethbridge

www.lethbridge.ca

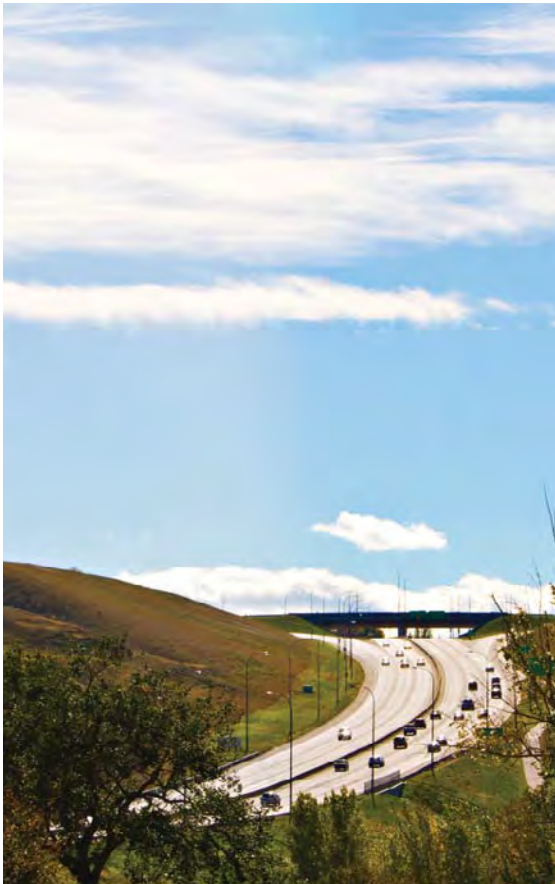


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Introduction

The Lethbridge City Council was elected in October 2017. The new Council was ready to identify the goals and priorities of this administration. Council participated in facilitated planning sessions with the intention of setting the direction for the community of Lethbridge. With the future of the City's citizens and business in mind, Council has prepared this strategic plan.

Although this strategic plan is relevant to the four year term of City Council, we view it as a living document that should be flexible to incorporating emerging issues and initiatives.



Back Row (Left to Right): **Councillor Joe Mauro, Councillor Ryan Parker, Councillor Blaine Hyggen, Councillor Jeffrey Coffman**

Front Row: **Councillor Mark Campbell, Councillor Belinda Crowson, Mayor Chris Spearman, Councillor Jeff Carlson, Councillor Rob Miyashiro**

Our Community Vision

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

Community Vision from the Integrated Community Sustainability Plan / Municipal Development Plan 2010





— Our Guiding Principles —

Respect and Understanding

We will model respect. We will have forthright conversations, recognizing individual passions and opinions.

Good Governance

We will own our processes. We will challenge assumptions and be ready to make improvements to support good governance. We will be explicit in our direction, assign accountability and monitor progress.

Engaging All Voices

We will have constructive, meaningful conversations with our public and will encourage residents to take an active role in their community.

Strategic and Visionary

We will be strategic in our use of relationships and resources to achieve the best for our community.

Innovative and Creative

We will demonstrate and encourage innovation and seek creative solutions.

Working in Partnerships

We will seek out partnerships recognizing we can't action all of our goals alone.

Strategic Goals



6 Council Strategic Plan • City of Lethbridge

In this illustration, City Council's Strategic Goals are numbered and used as a reference to demonstrate how they align with budget decisions and other goals in this document (refer to pages 54-55, 58-59, 65 and 143-205).

Accountable Leadership

Reimagined Council

- Conduct a governance review
- Review and revise the budget processes
- Structure Council Committees to support Council strategic goals
- Review and revise our agenda and meeting processes to better serve Council and the community

Deliberate Community Engagement

- Commit to conduct continuous public conversations on all services and program changes
- Seek regular feedback from citizens on community issues (public meetings, surveys, social media, public events)
- Build community pride by recognizing accomplishments

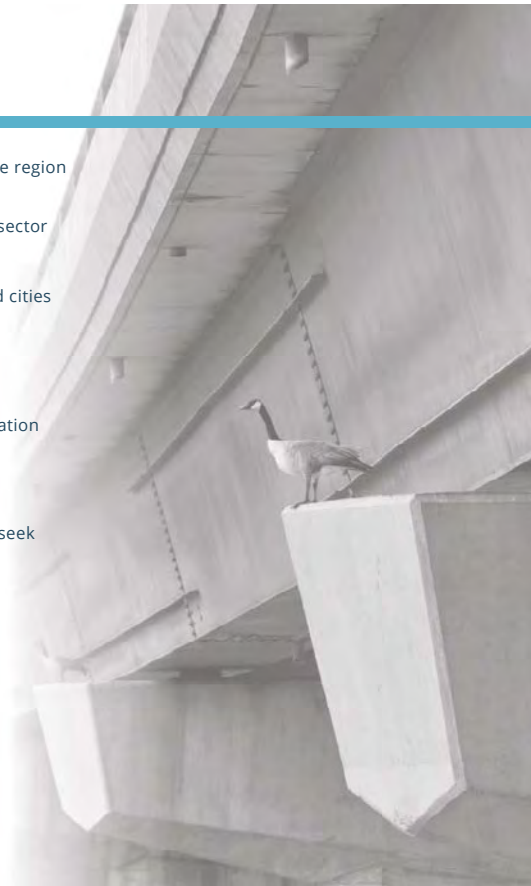


Develop and leverage relationships

- Identify and advocate for issues important to Lethbridge and the region
- Focus on our intergovernmental relationships
- Liaise and work with community stakeholders, including public sector partners and the business community
- Take an active role in Alberta Urban Municipalities Association, Federation of Canadian Municipalities and the Alberta mid-sized cities consortium

Corporate Culture

- Ensure our City Manager is supported to build strong administration for the future
- Model a "how can we" mindset
- Embrace innovation in the provision of programs and services
- Seek opportunities, manage risks, learn from our mistakes and seek continuous improvement



Financial Stewardship & Economic Prosperity



Financial Stewardship

- Conduct a review of our fiscal principles, practices and policies
- Ensure strategic use of our resources by:
 - Proactively applying for public sector funding and pursuing private sector partnerships
 - Pursuing sponsorships to maximize revenue opportunities to reduce costs
 - Conducting a review of the balance between non-residential and residential tax assessment
 - Conducting operational reviews to seek out efficiencies
- Review the current budget processes that ensure a sound and sustainable financial future

Build and Diversify Our Economy

- Work with businesses to identify barriers to investment
- Promote the City of Lethbridge through a community brand
- Revitalize the airport as a key factor in expanding economic opportunity
- Strengthen broadband access
- Review our supply and access to industrial lands

Liveable Communities



Community Plan and Vision

- Lead the Municipal Development Plan ensuring it is current and up to date

Leading in the Development of Neighbourhoods that are People Centric and Innovative

- Create a focus on people centred developments
- Explore opportunities for age friendly community design
- Explore opportunities to develop redevelopment plans with existing central neighborhoods
- Complete the residential rezoning review
- Conduct a review of standards affecting design

Connecting Neighbourhoods through Effective Multi-modal Systems

- Ensure our transportation systems connect people to where they live, work and play
- Develop and implement solutions that increase the efficiency and effectiveness of our transit systems
- Re-evaluate the need for a third bridge

10 Council Strategic Plan • City of Lethbridge

Compassionate Community

Enrich our Community through Diversity and Inclusivity

- Work to establish barrier-free access
- Ensure our services, programs and facilities are inclusive
- Develop shared leadership with our Indigenous community to develop local solutions toward reconciliation in our community

Resilient Local Food System

- Promote and encourage local and urban agriculture
- Expand opportunities for community gardens

Safe and Secure Housing for Everyone

- Review housing needs and create a municipal housing strategy
- Establish an integrated approach to helping people with their housing and their specific social needs
- Identify housing needs and facilitate proposals that satisfy gaps in the city's housing market



People Places — For All —

An Active and Easily Accessed Community

- Gather information on how our community facilities are utilized
- Ensure accessible and affordable city facilities
- Explore opportunities for unstructured recreation

Enrich our Community through Culture

- Establish viable options for a Performing Arts Centre
- Provide opportunity for inclusion in Lethbridge's cultural life
- Increase public involvement in community events, festivals and celebrations

People Centred Development

- Work with developers to ensure design of pedestrian friendly commercial areas
- Work with investors to better understand barriers to development
- Examine the opportunity for a pilot project to develop a pedestrian friendly downtown



12 Council Strategic Plan • City of Lethbridge

In four years,
as a result of our sustained and
collective efforts, we will be known for
the following attributes with our
various stakeholders



Our Residents

- Governing and leading
- Listening
- Being approachable
- Delivering services that meet their needs
- Being visible in the community
- We are forward thinking/visionary
- We are fair
- Being innovative

Large Community Organizations

(Lethbridge College, University of Lethbridge,
School Boards, Alberta Health Services)

- We are partners in policy development, advocacy and community building
- We leverage their knowledge, expertise and successes
- Retain innovation
- Work collaboratively for community success

Our Business Community

- Fostering and nurturing options for business
- Being approachable
- Being open to doing things differently
- Fostering opportunities
- Enhancing relationships with partners
- Involving them in decisions
- Understanding their barriers to success
- Having continuous dialogue
- Sharing community leadership
- Having a competitive commercial tax rate
- Providing appropriate infrastructure
- Sharing in the development of Lethbridge as a tourism destination

Government Partners & Associations

- We are credible, knowledgeable, responsive, innovative and participatory
- We are effective partners, leaders, advocates and are connected to them

GENERAL FUND OVERVIEW

Summary of General Fund Base Budget Changes

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

Summary of Tax Supported Base Budget Changes (Note 1)

	2018-2022 Change (in thousands of dollars)
Boards & Commissions	
Lethbridge Police Service	\$ 1,112
Lethbridge Public Library	188
Galt Museum & Archives	75
	<u>1,375</u>
Community Services	
Fire & Emergency Services	5,003
Facility Services	1,809
Aquatics	1,723
Public Safety Communication Centre	190
Recreation & Culture	133
ENMAX Centre	74
Arenas	55
Regulatory Services	36
Other	28
	<u>9,050</u>
Corporate Services	
Information Technology	156
Financial Services	(32)
	<u>124</u>
Governance	
City Clerk	2
	<u>2</u>
Property Services	
Building Safety & Inspection Services	(209)
Planning & Development	(60)
Other	3
	<u>(266)</u>
Infrastructure Services	
Parks	637
Community Lighting	445
Transportation	97
	<u>1,179</u>
Corporate Accounts	
Pay-As-You-Go (July 9, 2007 resolution)	845
	<u>845</u>
Total 2018-2022 Base Budget Change	\$ 12,309

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

The base budget includes operating funding required for all approved capital projects and maintenance of community assets.

GENERAL FUND OVERVIEW

Base Budget & Alignment with City Council's Strategic Goals

This list highlights the items that are included in the City of Lethbridge 2019-2022 Operating Budget (base budget*) and the City Council Strategic Goals it aligns with. Refer to pages 45-52 for more details on City Council's Strategic Plan.

Budget Item:	Aligns with Council's Strategic Goal #:				
	1 Accountable Leadership	2 Financial Stewardship & Economic Prosperity	3 Liveable Communities	4 Compassionate Community	5 People Places for All
The Mackenzie Tour PGA Tour Canada will be funded from the Municipal Revenue Stabilization Reserve (MRSR) in the amount of \$250,000/year for 2019 and 2020.					✓
Increase of \$2,300,000/year by 2022 in the annual transfer from the MRSR to General Operations for the relief of taxation.	✓	✓			
Federal Gas Tax Fund (FGTF) grant continues to fund: <ul style="list-style-type: none"> \$500,000/year allocated to facility lifecycle management. \$1,225,000 in 2022 allocated to storm sewer maintenance. Bus replacements for Transit and ACCESS-A-Ride (AAR): <ul style="list-style-type: none"> 2019: \$1,599,500 2020: \$1,234,000 2021: \$2,964,000 2022: \$2,622,000 			✓		✓
Applied for funding under GreenTRIP grant (2019 & 2020): <ul style="list-style-type: none"> 11 Transit bus replacements for \$4,438,000 9 AAR vehicle replacements for \$1,228,100 			✓		✓
\$540,000/year is allocated to Downtown Redevelopment who is responsible for facilitating the continuous improvement of the downtown core through the proactive leadership of the Heart of Our City Committee in engaging public and stakeholder groups. This includes \$50,000/year that is allocated to the Heart of Our City Activity Grant which assists Lethbridge organizations with hosting events in the downtown.	✓	✓	✓	✓	✓
GST rebate (approximately \$1,000,000/year) continues to fund: <ul style="list-style-type: none"> Asset Management Program \$183,300/year by 2022. Facility Lifecycle Management \$250,000/year. Community Capital Grant Program \$450,000/year to assist not-for-profit organizations in their efforts to construct, renovate or retrofit facilities. 					✓

* Base budget is defined as current levels of service from the prior budget cycle.

GENERAL FUND OVERVIEW

Base Budget & Alignment with City Council's Strategic Goals

Budget Item:	Aligns with Council's Strategic Goal #:				
	1 Accountable Leadership	2 Financial Stewardship & Economic Prosperity	3 Liveable Communities	4 Compassionate Community	5 People Places for All
Affordable Housing will continue funding in the amounts of: <ul style="list-style-type: none"> \$150,000/year the Affordable Housing Capital Project Grant program (\$30,000 of this is funded from taxation). \$252,000/year for rent subsidy. 				✓	
\$90,000/year is allocated to the Fee Assistance Program which provides Lethbridge residents with the opportunity to participate in recreation and culture programs and activities at a subsidized cost.				✓	✓
The Major Community Event Hosting Grant will fund the following events: <ul style="list-style-type: none"> \$125,000 for the 2019 U Sports Men's Hockey \$500,000 for the 2019 World Men's Curling Championships. \$250,000 for the 2020 Alberta Summer Games. 					✓
Workers Compensation Board (WCB) rebates funding allocated to projects addressing health and safety: <ul style="list-style-type: none"> Public Safety Communication Centre training for \$80,000. 	✓				
\$80,000/year is allocated to the Open & Effective Government Committee to ensure municipal government processes are open and accessible.	✓				



Lighting of City Hall in Support of Lethbridge Pride Festival

GENERAL FUND OVERVIEW

Summary of City Council Decisions

Approved Tax Supported Initiatives

		Funding	2019	2020	2021	2022
			(in thousands of dollars)			
Approved Budget Initiatives⁽¹⁾:						
R-1	Environment Committee Reduction	Taxation	\$ (80)	\$ (80)	\$ (80)	\$ (80)
N-66	Minimum Wage Increase Fee for Service	Taxation	56	56	56	56
N-75	Allied Arts Council Fee for Service	Taxation	33	33	34	36
N-77	Southern Alberta Ethnic Association Fee for Service	Taxation	136	136	-	-
N-92	Income Tax Adjustment	Taxation	58	59	61	62
			\$ 203	\$ 204	\$ 71	\$ 74

Note 1: Budget initiatives are potential service enhancements/reductions that arise from community interest or need, City Council's priorities, or corporate requirements which are not included in the base budget until approved by City Council. A complete listing of budget initiatives can be found in the budget initiatives tab.

Conditional Tax Supported Initiatives

		Funding	2019	2020	2021	2022
			(in thousands of dollars)			
Approved Budget Initiatives⁽²⁾:						
N-38	Special Constables/Community Peace Officer	Taxation	\$ 1,051	\$ 1,167	\$ 1,204	\$ 1,245
N-39	The Ambassador/Watch Program	Taxation	554	602	762	768
N-40	Police and Crisis Team (PACT)	Taxation	124	127	131	134
			\$1,729	\$1,896	\$2,097	\$ 2,147

Note 2: These budget initiatives were approved in 2019 and 2020; however, the funding for these initiatives in 2021 and 2022 will be considered following a report by the Lethbridge Police Commission to City Council, no later than November 1, 2020.

Summary of Change

Total Four Year Tax Supported Base Budget Change (from page 53)	\$ 12,309
Total Four Year Council Approved Tax Supported Initiatives	74
Budget Shortfall	\$12,383
Required Average % Increase on Municipal Tax Bill for 2019-2022	1.82%

Estimated Effect on the Municipal Tax bill for an average single family residential property with a market value of \$267,300:

	2019	2020	2021	2022
% Increase	1.82%	1.82%	1.82%	1.82%
\$ Increase	\$41.29	\$41.89	\$42.86	\$ 43.46

GENERAL FUND OVERVIEW

Summary of City Council Decisions

Approved One-Time Allocation Initiatives

		Funding	2019	2020	2021	2022
			(in thousands of dollars)			
In Base Budget:						
Mackenzie Tour PGA (2018-2020)			\$ 500	\$ 250	\$ -	\$ -
Approved Budget Initiative:						
D-1	Directional Resolution 1	MRSR *	3,000	-	-	-
D-9	Directional Resolution 9	MRSR	(644)	-	-	-
N-1	Adaptive Reuse Initiative (Heart of Our City Committee)	MRSR	-	150	150	150
N-5	Free Library Memberships 2019	MRSR	106	-	-	-
N-8	Lethbridge Destination Management Organization (LDMO)	MRSR	30	10	-	-
N-9	EDL - Agrifood Corridor Strategy	MRSR	5	5	5	5
N-10	EDL - Foreign Direct Investment Program	MRSR	8	8	8	8
N-11	EDL - Lethbridge Brand Implementation	MRSR	45	-	-	-
N-12	EDL - Identify Opportunities & Barriers to Business	MRSR	20	17	17	17
N-13	Blackfoot Confederacy & Reconciliation Lethbridge Flags at City Hall	MRSR	150	-	-	-
N-35	Natural Leaders Program	MRSR	47	50	54	-
N-38	Special Constables/Community Peace Officer	MRSR	410	-	-	-
N-48	Public Safety Security	MRSR	82	-	-	-
N-55	Increase Statutory Holiday Service	MRSR	163	-	-	-
N-65	Recreation & Culture Security	MRSR	43	43	-	-
N-72	SouthGrow Regional Initiative	MRSR	8	8	8	8
N-74	Lethbridge Sport Council Fee For Service	MRSR	55	-	-	-
N-75	Allied Arts Council Fee for Service	MRSR	107	-	-	-
N-76	Southern Alberta Art Gallery Fee for Service	MRSR	76	-	-	-
N-78	Nord-Bridge Senior Citizens Association	MRSR	75	75	-	-
N-79	Nikka Yuko Japanese Garden Fee for Service	MRSR	171	-	-	-
N-80	Nikka Yuko Japanese Garden Maintenance	MRSR	79	80	-	-
N-81	Mitigate the Feral Cat Problem	MRSR	10	10	10	10
N-82	Non-Veterinary Funding for Animal Rescue	MRSR	10	10	10	10
N-84	Energy Efficiency Master Plan & Strategy	MRSR	300	-	-	-
N-85	Youth Advisory Council	MRSR	5	5	5	5
N-88	Yates Theatre Management & Programming	MRSR	85	85	-	-
			\$ 4,943	\$ 805	\$ 266	\$ 212

* MRSR is the Municipal Revenue Stabilization Reserve and it helps to stabilize effect on the operating budget of fluctuations in revenues which are beyond the City's control. e.g. interest income

Approved Other Funding Sources (One-time and/or Ongoing) Initiatives

		Funding	2019	2020	2021	2022
			(in thousands of dollars)			
Approved Budget Initiative:						
N-1	Adaptive Reuse Initiative (Heart of Our City Committee)	Subdivision Surplus	\$ -	\$ 150	\$ 150	\$ 150
N-18	Continuous Service (24/7 Shop Operations) - CSR's	Fleet Services	296	308	315	322
N-19	Continuous Service (24/7 Shop Operations) - Utility Worker II	Fleet Services	77	79	-	-
N-20	Urban Construction	Right of Way Permits	100	102	104	106
N-28	Ticket Technician	Operating Revenue	62	62	62	62
N-38	Special Constables/Community Peace Officer	Operating Budget	200	200	200	200
N-57	Access-A-Ride Improvements	Grant	203	-	-	-
			\$ 938	\$ 901	\$ 831	\$ 841

GENERAL FUND OVERVIEW

Approved Initiatives & Alignment with City Council's Strategic Goals

The summary below identifies the alignment between the approved budget initiatives (changes in service levels or service enhancements) and City Council's Strategic Goals. Refer to the Budget Initiatives tab for additional information about the approved initiatives.

Approved Budget Initiative:	Aligns with Council's Strategic Goal #:				
	1 Accountable Leadership	2 Financial Stewardship & Economic Prosperity	3 Liveable Communities	4 Compassionate Community	5 People Places for All
N-1 Adaptive Reuse Initiative			✓		✓
N-3 Disaster Recovery Business Impact Analysis		✓			
N-5 Free Library Memberships 2019				✓	
N-7 Growth & Annexation Assessment & Application		✓			
N-8 Lethbridge Destination Management Organization (LDMO)		✓			
N-9 EDL - Agrifood Corridor Strategy	✓	✓			
N-10 EDL - Foreign Direct Investment Program		✓			
N-11 EDL - Lethbridge Brand Implementation		✓			✓
N-12 EDL - Identify Opportunities & Barriers to Business		✓			✓
N-13 Blackfoot Confederacy & Reconciliation Lethbridge Flags at City Hall				✓	✓
N-25 Syringe Collection Program				✓	
N-26 Diversion Outreach Team (DOT) Program				✓	
N-28 Ticket Technician	✓	✓			
N-35 Natural Leaders Program		✓	✓		✓
N-36 Safe & Resilient Community: Digital Threats	✓	✓			
N-39 The Ambassador/Watch Program		✓		✓	✓
N-48 Public Safety Security	✓				
N-59 Accessible Playgrounds				✓	✓
N-65 Recreation & Culture Security			✓		✓

GENERAL FUND OVERVIEW

Approved Initiatives & Alignment with City Council's Strategic Goals

Approved Budget Initiative:	Aligns with Council's Strategic Goal #:				
	1 Accountable Leadership	2 Financial Stewardship & Economic Prosperity	3 Liveable Communities	4 Compassionate Community	5 People Places for All
N-72 SouthGrow Regional Initiative	✓	✓			
N-73 Reconciliation Lethbridge Advisory Committee of City Council				✓	✓
N-74 Lethbridge Sport Council Fee for Service			✓		
N-75 Allied Arts Council Fee for Service			✓		
N-76 Southern Alberta Art Galley Fee for Service			✓		
N-77 Southern Alberta Ethnic Association Fee for Service			✓		✓
N-79 Nikka Yuko Japanese Garden Fee for Service			✓		✓
N-80 Nikka Yuko Japanese Garden Maintenance	✓				✓
N-81 Mitigate the Feral Cat Problem		✓	✓	✓	
N-82 Non-Veterinary Funding for Animal Rescue				✓	
N-84 Energy Efficiency Master Plan & Strategy		✓			
N-85 Youth Advisory Council	✓				✓
N-87 Implementation of Governance Review Recommendations	✓				
N-88 Yates Theatre Management & Programming					✓
N-98 Airport Governance & Operation		✓			



Fort Whoop-Up - Photo Credit: Jaime Vedres Photography

Waste Collection

	Waste Collection Rates				
	2018	2019	2020	2021	2022
Waste Collection Increase	\$0	\$7.00	\$0.50	\$0	\$0
Waste Collection Charge	\$13.60	\$20.60	\$21.10	\$21.10	\$21.10
Waste Diversion Fee	\$3.60	\$3.60	\$3.60	\$3.60	\$3.60



Waste Collection

- Curbside Waste Collection
- Clean Community
 - Large Item Service
 - Residential Free Saturday (250kg)
 - Litter education campaign for the business sector

Waste Diversion Programs

- Three Depot Locations Includes yard waste
- Fall leaf Program
- Christmas tree Program
- House hold hazardous waste
- Waste Prevention Education

WASTE SERVICES (\$24.70/MONTH)



Waste Processing

	Landfill Rates				
	2018	2019	2020	2021	2022
Landfill Rates	0%	0%	0%	0%	0%
Residential Monthly Bill	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50

Landfill

- Serves the City of Lethbridge as well as surrounding communities
- Current site has 50-80 years capacity
- Landfill initiatives include:
 - Implementation of the Industrial, Commercial & Institutional (ICI)
 - Climate Adaptation & Environmental Sustainability Specialist

Landfill tipping fees \$10/tonne in 2019 (to \$105), and \$10/tonne in 2020 (to \$115), and there are no further increases in 2021-2022.

Surcharges for Designated material will apply starting in July 1, 2019. Mandatory Recycling in effect in 2020.

Material Recovery Facility

- Specialized plant that receives, separates and prepares recyclable materials for marketing to end-users. Opening spring 2019



Operating Budget | 2019 - 2022

Electric

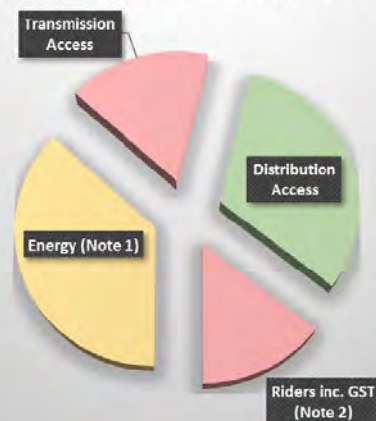
Monthly Charges	2018	2019	2020	2021	2022
Energy (Note 1)	\$ 44.20	\$ 44.20	\$ 44.20	\$ 44.20	\$ 44.20
Transmission Access	\$ 20.47	\$ 23.53	\$ 23.68	\$ 24.67	\$ 25.36
Distribution Access	\$ 38.32	\$ 38.70	\$ 38.97	\$ 39.69	\$ 40.28
Riders inc. GST (Note 2)	\$ 17.38	\$ 17.50	\$ 17.13	\$ 17.38	\$ 17.61
Total	\$ 120.37	\$ 123.93	\$ 123.98	\$ 125.94	\$ 127.45
Increase		\$ 3.56	\$ 0.05	\$ 1.96	\$ 1.51

Note 1 - Energy costs are shown constant at \$0.068 / kWh for comparison purposes

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



2018 Residential Customer Bill



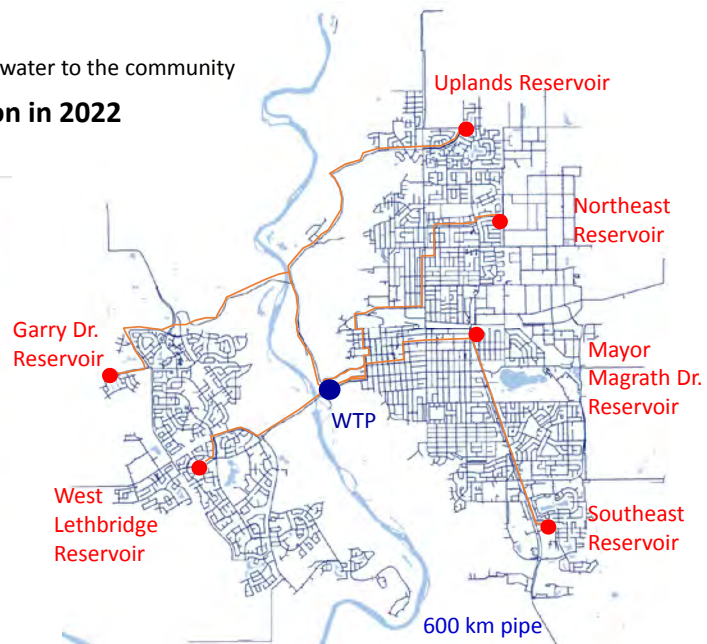
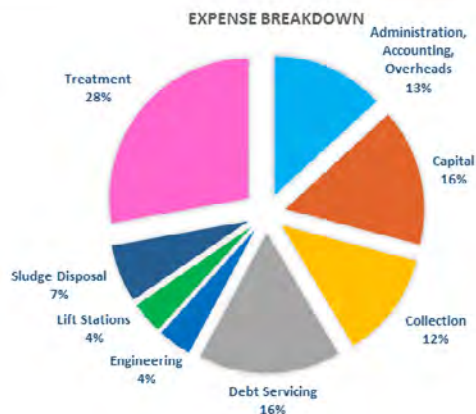
Operating Budget | 2019 - 2022

Water

Our Mission

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

Revenue Requirement: **\$25.4 Million in 2022**



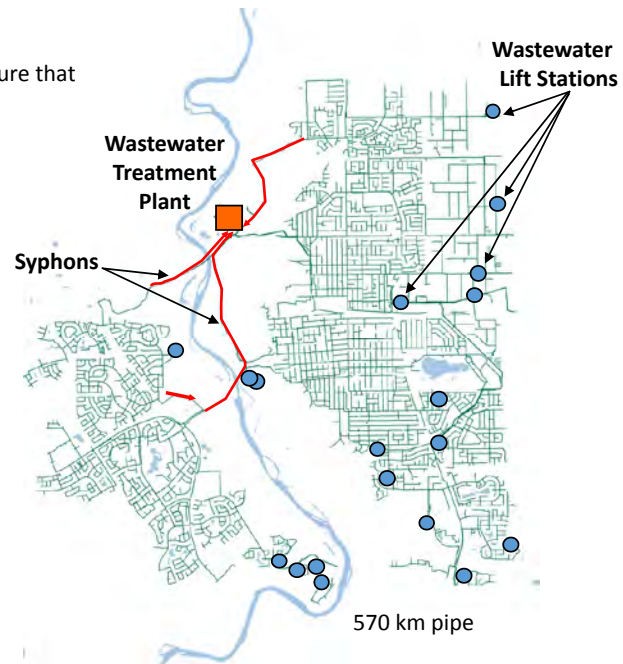
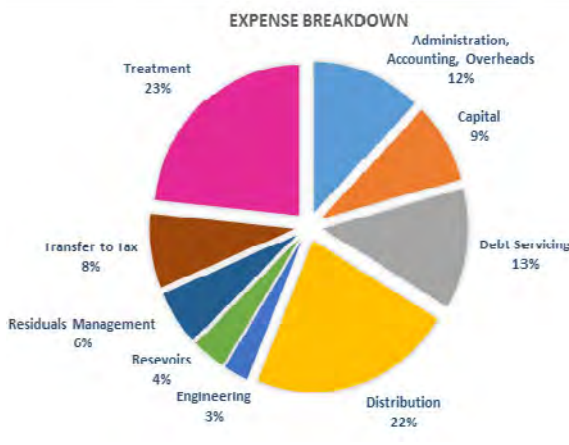
Operating Budget | 2019 - 2022

Wastewater

Our Mission

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

Revenue Requirement **\$18.7 M in 2022**



Operating Budget | 2019 - 2022

Water and Wastewater Bill

	2018	2019	2020	2021	2022
Water	0%	2.0%	2.0%	2.0%	2.0%
Average Bill (20m3)	\$ 34.77	\$ 35.47	\$ 36.18	\$ 36.90	\$ 37.63
Wastewater	0%	2.0%	2.5%	2.5%	2.5%
Average Bill (15m3)	\$ 22.77	\$ 23.24	\$ 23.81	\$ 24.40	\$ 25.00



Utility Billing

	2019	2020	2021	2022
<u>Monthly Fee per Customer</u>	\$7.00	\$7.00	\$7.00	\$7.00
<u>Customer Accounts</u>	40,700	41,300	41,900	42,600
<u>Misc. Fees & Charges</u>	\$0.95 M	\$0.96 M	\$0.98 M	\$1.00 M
<u>Annual Budget</u>	\$4.24 M	\$4.30 M	\$4.36 M	\$4.42 M

eUtility

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

Hours of Operation

Mon ~ Fri 8:00 a.m. to 4:30 p.m.

Closed Weekends and Statutory Holidays



CITY OF
Lethbridge

Utility Summary – Average Utility Bill

	2018	2019	2020	2021	2022
Electric (650kWh)	\$ 120.37	\$ 123.93	\$ 123.98	\$ 125.94	\$ 127.45
Water (20m3)	\$ 34.77	\$ 35.47	\$ 36.18	\$ 36.90	\$ 37.63
Wastewater (15m3)	\$ 22.77	\$ 23.24	\$ 23.81	\$ 24.40	\$ 25.00
Waste Collection	\$ 13.60	\$ 20.60	\$ 21.10	\$ 21.10	\$ 21.10
Waste Diversion Fee	\$ 3.60	\$ 3.60	\$ 3.60	\$ 3.60	\$ 3.60
Waste Processing	\$ 1.50	\$ 1.50	\$ 1.50	\$ 1.50	\$ 1.50
Administration Fee	\$ 7.00	\$ 7.00	\$ 7.00	\$ 7.00	\$ 7.00
Total Monthly Bill	\$ 203.61	\$ 215.34	\$ 217.17	\$ 220.44	\$ 223.28
Increase per Month		\$ 11.73	\$ 1.83	\$ 3.27	\$ 2.84
Percentage		5.76%	0.85%	1.51%	1.29%



CITY OF
Lethbridge

UTILITY FUND OVERVIEW

Approved Initiatives & Alignment with City Council's Strategic Goals

Approved Other Funding Sources (One-time and/or Ongoing) Initiatives

		Funding	2019	2020	2021	2022
		(in thousands of dollars)				
Approved Budget Initiative:						
N-15	Electric Accounting Technician	Electric Utility	\$ 82	\$ 84	\$ 85	\$ 87
N-16	Information Systems & Communications Technologist	Electric Utility	149	152	156	159
N-17	Power Systems Electrician	Electric Utility	60	61	62	64
N-22	Implementation of the Industrial, Commercial & Institutional Support Staff & Technology	Landfill Surcharges	200	170	175	180
N-23	Climate Adaptation & Environmental Sustainability Specialist	Utility Charges	97	97	97	98
N-92	Income Tax Adjustment	Overhead Charges	43	44	45	47
			\$ 631	\$ 608	\$ 620	\$ 635

Approved Budget Initiative:	Aligns with Council's Strategic Goal #:				
	1 Accountable Leadership	2 Financial Stewardship & Economic Prosperity	3 Liveable Communities	4 Compassionate Community	5 People Places for All
N-15 Electric Accounting Technician	✓	✓			
N-16 Information Systems & Communication Technologist	✓	✓			
N-17 Power Systems Electrician	✓	✓			



Hydration Station

OPERATING BUDGET SUMMARY

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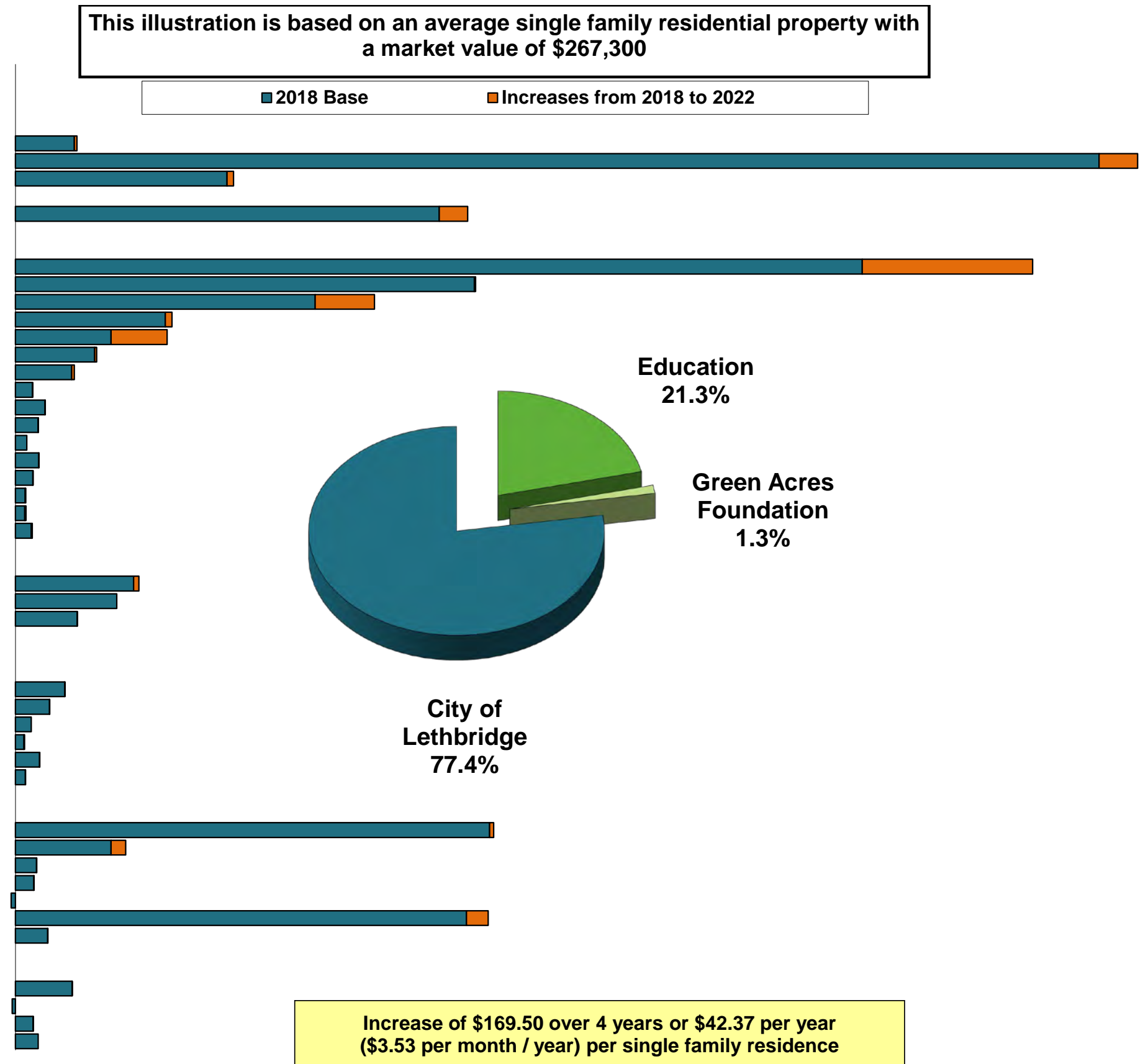


Galt Gardens Christmas Lights

OPERATING BUDGET SUMMARY

Property Tax Comparison by Business Unit

Requisitions Collected on Behalf of:	2018	2022	4-year Variance
Education	\$ 666.62	\$ 666.62	\$ -
Green Acres Foundation	36.54	36.54	-
Total Education and Green Acres	703.16	703.16	-
City of Lethbridge			
Boards and Commissions			
Galt Museum & Archives	24.11	25.15	1.04
Lethbridge Police Service	443.60	459.35	15.75
Lethbridge Public Library	86.57	89.26	2.69
Capital Improvement Program Funding	173.49	185.10	11.61
Community Services			
Fire & Emergency Services	346.65	416.41	69.76
Transit, Accessible Transportation & School Bus	187.88	188.38	0.50
Facility Services	122.66	146.96	24.30
Recreation & Culture	61.35	64.08	2.73
Aquatics	39.12	62.11	22.99
Arenas	32.42	33.22	0.80
ENMAX Centre	23.01	24.04	1.03
Community Social Development	6.91	6.93	0.02
Community Services Support	12.10	12.12	0.02
Family & Community Support Services	9.29	9.32	0.02
Fritz Sick Memorial Centre	4.64	4.63	(0.01)
Helen Schuler Nature Centre	9.51	9.63	0.12
Cemetery Services	7.09	7.10	0.01
Yates Memorial Centre	3.96	4.18	0.21
Regulatory Services	3.82	4.31	0.49
Japanese Gardens	6.48	6.87	0.39
Corporate Services			
Information Technology	48.33	50.51	2.18
Financial Services	41.80	41.46	(0.34)
Human Resources	25.27	25.33	0.06
Integrated Risk Management	-	-	-
Governance			
Economic Development & Tourism	20.19	20.24	0.05
City Manager's Office & Communications	13.90	13.93	0.03
City Council	6.91	6.48	(0.43)
Mayor	3.46	3.68	0.22
City Clerk	9.85	9.91	0.06
City Solicitor	4.03	4.04	0.01
Infrastructure Services			
Transportation (Streets & Roads)	194.08	195.79	1.71
Community Lighting	39.10	45.09	5.99
Stormwater	8.65	8.67	0.02
Infrastructure Administration	7.55	7.57	0.02
Parking	(1.79)	(1.80)	(0.01)
Parks	184.65	193.52	8.87
311 Customer Service	13.20	13.23	0.03
Property Services			
Assessment & Taxation	23.16	23.26	0.09
Building Safety & Inspection Services	1.42	(1.36)	(2.79)
Downtown Redevelopment	7.16	7.17	0.01
Planning & Development	10.09	9.32	(0.77)
City's portion of property taxes	2,265.66	2,435.16	169.50
Total	\$ 2,968.82	\$ 3,138.32	\$ 169.50





Henderson Lake Park

OPERATING BUDGET SUMMARY

Operating Budget Overview: Comparison of 2022 to 2018 approved budget

2022 Budget								
	Pg	Gross Expenditures	User Fees	Other Revenues and Internal Transfers	Net Subsidy From Taxation	2018 Approved Budget	Change	Overview of Significant changes in thousands of dollars: Numbers in brackets () indicate decrease in budget: Numbers without brackets indicate increase in budget
Tax Supported								
Boards and Commissions								
Galt Museum & Archives	79	\$ 2,311,541	\$ 378,700	\$ 40,000	\$ 1,892,841	\$ 1,818,341	\$ 74,500	Software maintenance, offsite storage and marketing 47; Grounds maintenance 16; Decline in facility rental revenue 8; other 3
Lethbridge Police Service	80	38,579,609	867,924	3,142,504	34,569,181	33,457,282	1,111,899	Officer classification increases per contract 999; Other 113
Lethbridge Public Library	81	7,884,376	299,978	866,829	6,717,569	6,529,226	188,343	Chinook Arch membership 141; Facility and utility operating costs 32; Technology maintenance 9; Security 8; Fines & fees revenue increase (2)
		48,775,526	1,546,602	4,049,333	43,179,591	41,804,849	1,374,742	
Governance								
Mayor	82	276,633	-	-	276,633	261,033	15,600	Initiative N-92 Income Tax Adjustment 16
City Council	83	487,676	-	-	487,676	520,876	(33,200)	Initiative N-92 Income Tax Adjustment 47; Initiative R-1 Environment Committee Reduction (80)
City Manager's Office & Communication	84	1,083,072	-	34,600	1,048,472	1,048,472	-	
City Clerk	85	880,559	-	135,000	745,559	743,159	2,400	Census contract 22; Election tabulator rental 16; Corporate overhead recovery (36)
City Solicitor	86	410,321	-	106,500	303,821	303,821	-	
Economic Development & Tourism	87	1,572,924	-	49,800	1,523,124	1,523,124	-	Annual debt payments for the airport acquisition are recovered through airport operations
Real Estate & Land Development	88	1,760,902	1,129,500	631,402	-	-	-	Subdivision surplus recovery (270); increase in debt payments 270
		6,472,087	1,129,500	957,302	4,385,285	4,400,485	(15,200)	
Property Services								
Assessment & Taxation	89	2,211,126	449,100	12,000	1,750,026	1,746,886	3,140	Assessor step progressions and accreditation 46; Software and insurance 18; Tax notice revenue (61)
Building Safety & Inspection Services	90	3,307,204	3,409,400	-	(102,196)	106,779	(208,975)	Increase in banking fees 75; Building maintenance and facility rental 33; Permit revenue growth and fee increase (317)
Downtown Redevelopment	91	540,000	-	-	540,000	540,000	-	The Heart of Our City (HOC) committee delivers the programs to revitalize Downtown Lethbridge.
Planning & Development	92	1,735,141	1,033,700	-	701,441	761,165	(59,724)	Wages and benefits job evaluations and overtime 116; Technology system maintenance 30; Special studies 15; Permit revenue growth and fee increases (221);
		7,793,471	4,892,200	12,000	2,889,271	3,154,830	(265,559)	
Community Services								
Community Services Support	93	912,199	-	-	912,199	912,199	-	
Community Social Development	94	932,211	-	410,911	521,300	521,300	-	
Family & Community Support Services	95	3,146,700	-	2,445,800	700,900	700,900	-	
Regulatory Services	96	1,792,338	1,468,100	-	324,238	288,338	35,900	Animal shelter contract 208; Business license revenue (90); Parking reserve (52); Dog license and adoption revenue (30)
ENMAX Centre	98	9,621,442	6,882,362	930,000	1,809,080	1,735,505	73,575	Utility and building operations 74
Facility Services	99	11,924,087	279,433	584,900	11,059,754	9,250,918	1,808,836	Increase in lifecycle, maintenance, utilities, contractual services, and building operations for new facilities from the CIP 1,808
Fire & Emergency Services	100	36,528,580	9,770,000	21,800	26,736,780	21,734,134	5,002,646	New fire station 2018-2027 CIP D-28 4,325; Fire vehicle maintenance, technology, insurance and radios 479; IAFF contract class increases 200; General operations 109; Fire response and fire prevention revenue (110)
Public Safety Communications Centre	101	6,938,352	517,757	1,820,000	4,600,595	4,410,396	190,199	IAFF contract class increases 498; 9-1-1 landline revenue decrease 75; Other 5; Rural fire and peace officer dispatch revenue (139); Alberta Health Services contract revenue (129); 9-1-1 grant (120)
Recreation & Culture	102	5,384,009	364,057	197,600	4,822,352	4,627,027	195,325	Legacy Park Amenities 2018-2027 CIP D-27 131; Custodial, utilities and transfer to other agencies 19; Rental revenue (15); Other (2); Initiative N-66 Minimum Wage 27; Initiative N-75 Allied Arts FFS 35
Aquatics	104	4,674,141	-	-	4,674,141	2,950,696	1,723,445	Contract agreements and minimum wage 1,064; ATB Centre - Phase 2 (Leisure Complex) 2018-2027 CIP D-6 618; Building operations 42
Arenas	105	4,682,286	2,057,266	125,000	2,500,020	2,445,120	54,900	Building Operations 206; Rental and sponsorship revenue (151)
Fritz Sick Memorial Centre	106	616,400	67,734	200,300	348,366	350,300	(1,934)	Facility utility and operating costs 45; Gym rental user fees (25); LSCO rental increase (22)
Yates Memorial Centre	107	566,720	252,292	-	314,428	299,020	15,408	Building operations 55; Rental rate increases (40)
Helen Schuler Nature Centre	108	774,252	25,350	24,013	724,889	716,939	7,950	Loss of programming grant revenue and vehicle operations 8
Cemetery Services	110	1,479,884	945,500	-	534,384	534,384	-	Building operations and utilities 168; Transfer to reserve (140); Sales revenue (28)
Japanese Gardens	111	516,779	-	-	516,779	488,379	28,400	Initiative N-66 Minimum Wage 28
Lethbridge Transit	112	16,084,197	3,053,985	1,957,161	11,073,051	11,072,214	838	Vehicle maintenance and replacement 196; Building operations 80; Technology maintenance 55; Insurance 55; Service supplies and general operations 45; Fare revenue and recoveries (430)
Accessible Transportation	114	4,309,384	541,805	664,131	3,103,448	3,097,639	5,810	Vehicle maintenance and replacement 106; Technology, insurance and general operations 48; Fare revenue and recoveries (149)
School Bus	115	2,914,855	2,895,455	19,400	-	-	-	All changes in costs of providing this service are negotiated and recovered from the School Boards
		\$ 113,798,816	\$ 29,121,096	\$ 9,401,016	\$ 75,276,704	\$66,135,408	\$ 9,141,298	



RiverStone Park - Photo Credit: Jeff Hinman Photography

OPERATING BUDGET SUMMARY

Operating Budget Overview: Comparison of 2022 to 2018 approved budget

2022 Budget									
	Pg	Gross Expenditures	User Fees	Other Revenues and Internal Transfers	Net Subsidy From Taxation	2018 Approved Budget	Change	Overview of Significant changes in thousands of dollars: Numbers in brackets () indicate decrease in budget: Numbers without brackets indicate increase in budget	
Corporate Services									
Financial Services	116	\$ 3,742,321	\$ -	\$ 622,200	\$ 3,120,121	\$ 3,152,128	\$ (32,006)	Technology licensing 72; Postage 40; Other (9); Wages and benefits restructuring (135)	
Human Resources	117	2,018,457	-	112,375	1,906,082	1,906,082	-		
Information Technology	118	3,813,721	7,000	6,000	3,800,721	3,644,721	156,000	Technology licensing 265; Corporate overhead recovery (109)	
Integrated Risk Management	119	34,000	-	34,000	-	-	-	Insurance premiums and fees 489; Recovery of insurance and risk costs from other departments and external agencies (466); Reserve transfer (23)	
		9,608,499	7,000	774,575	8,826,924	8,702,931	123,994		
Corporate Accounts									
Employee Welfare & Security	120	90,000	-	90,000	-	-	-	LAPP pension 1,915; Health & dental costs 1,357; Workers compensation 1,237; Corporate disability 626; SFPP pension 292; CPP 565; Other 175; Recovery from business units (5,894); EI premiums (273)	
Non-Departmental Revenues	122	18,224,258	110,800	201,374,108	(183,260,650)	(170,877,931)	(12,382,719)		
Pay-As-You-Go Program	123	13,930,000	-	-	13,930,000	13,085,000	845,000	Annual increase per resolution to maintain grant matching capacity 845	
		32,244,258	110,800	201,464,108	(169,330,650)	(157,792,931)	(11,537,719)		
Infrastructure Services									
Infrastructure Administration	124	2,074,519	1,368,910	136,050	569,559	569,559	-	Net increased funding from servicing payments and capital recoveries (150); Internal and contracted services 165; Operating reserve balancing (15)	
Community Lighting	125	3,403,327	9,900	-	3,393,427	2,948,927	444,500	Street lighting utility costs 445	
Fleet Services	126	236,500	97,500	139,000	-	-	-	Purchase of fleet assets 1,982; Recoveries (1,360); Reserve transfers (593); Equipment servicing revenue (29)	
Parking	127	1,248,100	1,383,100	-	(135,000)	(135,000)	-		
Parks	128	15,347,274	66,900	717,300	14,563,074	13,926,374	636,700	Parks operating cost from CIP 678; Equipment operation, maintenance and insurance 67; Recoveries (108)	
Stormwater	130	1,877,091	-	1,225,000	652,091	652,091	-	Stormwater system maintenance 168; FGTF grant funding allocation (168)	
Transportation	131	18,235,545	468,200	3,032,920	14,734,425	14,637,177	97,249	Transportation operating cost from CIP 225; Equipment operations, maintenance and insurance 184; Recovery from capital (312)	
311 Customer Service	132	995,298	-	-	995,298	995,298	-		
		43,417,654	3,394,510	5,250,270	34,772,874	33,594,427	1,178,449		
Total Tax Supported		262,110,311	40,201,708	221,908,604	-	-	-		
Utility Supported									
Infrastructure Services									
Utility Services	133	4,415,393	4,415,393	-	-	-	-	Penalties revenue decrease 11; Utility Services operations 487; Utility administration fee (498)	
Electric Utility	134	106,999,927	91,388,783	15,611,144	-	-	-	Transmission system access charges 9,800; Cost of Capital and depreciation 4,145; Wages & other operating costs 3,054; Transmission access fees (9,800); Distribution access fees (7,199)	
Waste Collection	136	12,053,826	11,992,326	61,500	-	-	-	Curbside recycling implementation 3,178; Debt servicing 371; Reserve transfers 184; Transfer to Capital \$160; User fee revenue (3,893)	
Waste Processing	137	12,300,350	12,300,350	-	-	-	-	Landfill operations 2,478; debt servicing 1,252; Transfer to capital 327; ROI to taxation 209; User fees revenue (4,266)	
Wastewater Utility	138	18,781,000	18,781,000	-	-	-	-	Process operations and plant maintenance 1,303; Utilities 653; Debt servicing in CIP 524; Other operating costs 286 ; Revenue from growth and rate increases (2,766)	
Water Utility	140	26,627,700	25,400,000	1,227,700	-	-	-	Residual management 1,500; Plant and system maintenance 1,222; Debt servicing in CIP 232; ROI 253; Utilities 240; Watermain renewals (158); Net revenue increases (3,289)	
		181,178,196	164,277,852	16,900,344	-	-	-		
Total Utility Supported		181,178,196	164,277,852	16,900,344	-	-	-		
Grand Total		\$ 443,288,507	\$204,479,560	\$ 238,808,948	\$ -	\$ -	\$ -		



Statue of Sir Alexander Galt

OPERATING BUDGET SUMMARY

All Funds City of Lethbridge Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Grants - Capital	1,885,290	3,924,293	6,484,216	5,430,792	4,738,798	4,443,792	519,499
Grants - Operating	6,294,588	6,226,201	6,404,250	6,405,329	6,406,209	6,407,868	181,667
Investment Income	9,543	10,000	-	-	-	-	(10,000)
License Fees	1,384,054	1,302,100	1,332,100	1,347,100	1,377,100	1,407,100	105,000
Other Revenues	7,653,019	3,851,070	3,983,214	3,996,889	4,007,664	3,958,414	107,344
Penalties & Fees	1,160,960	1,082,500	1,093,200	1,103,100	1,113,200	1,123,500	41,000
Property Taxes	138,150,659	144,175,000	151,062,700	156,997,700	163,144,700	169,542,700	25,367,700
Recovery from Capital Projects	14,245,726	12,079,171	11,558,713	11,717,899	11,812,944	11,973,063	(106,108)
Reserve Transfers	30,870,722	26,850,618	27,968,444	28,300,694	28,734,516	28,976,708	2,126,090
ROI from Utilities	2,804,027	2,460,200	2,727,800	2,824,700	2,872,800	2,922,100	461,900
Sales of Goods & Services	168,515,796	167,642,473	180,331,727	188,427,796	194,452,926	199,922,867	32,280,394
Transmission Revenue	7,121,520	7,458,254	8,762,967	8,875,239	9,077,212	9,196,303	1,738,049
Utility Service Admin Fee	3,211,153	3,306,104	3,297,784	3,336,936	3,375,774	3,414,093	107,989
	383,307,057	380,367,984	405,007,115	418,764,174	431,113,843	443,288,508	62,920,524
Expenses							
Asset Transactions	21,632,198	5,295,763	12,801,517	7,681,312	9,300,698	8,300,592	3,004,829
Contingencies	3,517	120,000	120,000	620,000	1,120,000	1,620,000	1,500,000
Debt Payments	(17,492,357)	25,864,500	24,238,820	28,270,400	29,475,500	29,655,600	3,791,100
Operating Expenses	86,510,462	112,922,559	116,195,944	123,222,228	124,910,055	127,503,762	14,581,203
Pay-As-You-Go Program	9,989,000	13,085,000	13,285,000	13,493,000	13,708,000	13,930,000	845,000
Reserve Transfers	22,005,166	6,188,216	3,307,215	8,062,079	13,281,668	18,676,026	12,487,810
ROI to General Fund	2,804,027	2,460,200	2,727,800	2,824,700	2,872,800	2,922,100	461,900
Transfers to Capital	42,786,251	8,764,909	10,162,726	9,629,012	10,048,835	11,574,219	2,809,310
Transfers to Other Agencies	7,318,838	6,556,252	7,703,368	7,226,828	7,006,333	7,008,008	451,756
Transmission Charges - System Access	31,086,733	26,663,600	32,445,500	33,047,800	34,941,000	36,464,200	9,800,600
Wages & Benefits	174,055,342	172,446,985	182,019,225	184,686,815	184,448,954	185,634,001	13,187,016
	380,699,177	380,367,984	405,007,115	418,764,174	431,113,843	443,288,508	62,920,524
Total All Funds	2,607,880	-	-	-	-	-	-

OPERATING BUDGET SUMMARY

Tax Supported

General Fund City of Lethbridge Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Grants - Capital	\$ 1,885,290	\$ 3,924,293	\$ 6,484,216	\$ 5,430,792	\$ 4,738,798	\$ 4,443,792	\$ 519,499
Grants - Operating	6,294,589	6,226,201	6,404,250	6,405,329	6,406,209	6,407,868	181,667
Investment Income	9,543	10,000	-	-	-	-	(10,000)
License Fees	1,384,054	1,302,100	1,332,100	1,347,100	1,377,100	1,407,100	105,000
Other Revenues	7,345,073	3,655,350	3,921,714	3,935,389	3,946,164	3,896,914	241,564
Penalties & Fees	660,510	498,000	558,000	558,000	558,000	558,000	60,000
Property Taxes	138,150,659	144,175,000	151,062,700	156,997,700	163,144,700	169,542,700	25,367,700
Recovery from Capital Projects	7,364,580	3,983,391	4,247,142	4,245,761	4,301,838	4,330,522	347,131
Reserve Transfers	30,870,722	26,850,618	27,968,444	28,300,694	28,734,516	28,976,708	2,126,090
ROI from Utilities	2,804,027	2,460,200	2,727,800	2,824,700	2,872,800	2,922,100	461,900
Sales of Goods & Services	36,929,253	37,266,622	38,065,538	38,850,067	39,338,071	39,624,608	2,357,986
	233,698,300	230,351,775	242,771,904	248,895,532	255,418,196	262,110,312	31,758,537
Expenses							
Asset Transactions	20,113,759	4,712,263	11,960,517	6,840,312	8,459,698	7,459,592	2,747,329
Contingencies	3,517	120,000	120,000	620,000	1,120,000	1,620,000	1,500,000
Debt Payments	(17,618,110)	9,932,500	11,999,000	12,549,400	12,415,000	11,681,700	1,749,200
Operating Expenses	35,532,651	51,454,644	52,689,772	55,715,349	55,685,637	55,941,013	4,486,369
Pay-As-You-Go Program	9,989,000	13,085,000	13,285,000	13,493,000	13,708,000	13,930,000	845,000
Reserve Transfers	13,889,736	4,536,234	(1,625,185)	4,563,479	9,911,918	16,144,126	11,607,892
Transfers to Capital	15,828,717	(6,160,546)	(7,147,525)	(7,848,618)	(7,718,478)	(6,996,711)	(836,165)
Transfers to Other Agencies	7,318,838	6,556,252	7,703,368	7,226,828	7,006,333	7,008,008	451,756
Wages & Benefits	145,616,394	146,115,428	153,786,957	155,735,782	154,830,088	155,322,584	9,207,156
	230,674,502	230,351,775	242,771,904	248,895,532	255,418,196	262,110,312	31,758,537
Total General Fund	\$ 3,023,798	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

OPERATING BUDGET SUMMARY

Utility Supported

Utility Fund City of Lethbridge Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Other Revenues	307,946	195,720	61,500	61,500	61,500	61,500	(134,220)
Penalties & Fees	500,450	584,500	535,200	545,100	555,200	565,500	(19,000)
Recovery from Capital Projects	6,881,145	8,095,780	7,311,571	7,472,138	7,511,106	7,642,541	(453,239)
Sales of Goods & Services	131,586,544	130,375,851	142,266,189	149,577,729	155,114,855	160,298,259	29,922,408
Transmission Revenue	7,121,520	7,458,254	8,762,967	8,875,239	9,077,212	9,196,303	1,738,049
Utility Service Admin Fee	3,211,153	3,306,104	3,297,784	3,336,936	3,375,774	3,414,093	107,989
	149,608,758	150,016,209	162,235,211	169,868,642	175,695,647	181,178,196	31,161,987
Expenses							
Asset Transactions	1,518,439	583,500	841,000	841,000	841,000	841,000	257,500
Debt Payments	125,753	15,932,000	12,239,820	15,721,000	17,060,500	17,973,900	2,041,900
Discounts	(10,862)	-	-	-	-	-	-
Operating Expenses	50,977,811	61,467,915	63,506,172	67,506,879	69,224,418	71,562,749	10,094,834
Reserve Transfers	8,126,291	1,651,982	4,932,400	3,498,600	3,369,750	2,531,900	879,918
ROI to General Fund	2,804,027	2,460,200	2,727,800	2,824,700	2,872,800	2,922,100	461,900
Transfers to Capital	26,957,535	14,925,455	17,310,251	17,477,630	17,767,313	18,570,930	3,645,475
Transmission Charges-System Access	31,086,733	26,663,600	32,445,500	33,047,800	34,941,000	36,464,200	9,800,600
Wages & Benefits	28,438,949	26,331,557	28,232,268	28,951,033	29,618,866	30,311,417	3,979,860
	150,024,676	150,016,209	162,235,211	169,868,642	175,695,647	181,178,196	31,161,987
Total Utility Fund	(415,918)	-	-	-	-	-	-



Galt Museum Nurses' Garden

OPERATING BUDGET SUMMARY

Tax Supported

Boards & Commissions Galt Museum & Archives Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Grants	39,482	29,000	29,000	29,000	29,000	29,000	-
Other Revenues	87,778	11,000	11,000	11,000	11,000	11,000	-
Recovery from Capital Projects	138	-	-	-	-	-	-
Sales of Goods & Services	343,220	390,500	378,700	378,700	378,700	378,700	(11,800)
	470,618	430,500	418,700	418,700	418,700	418,700	(11,800)
Expenses							
Operating Expenses	642,834	705,143	752,845	758,859	758,944	764,901	59,758
Reserve Transfers	(8,616)	-	-	-	-	-	-
Transfers to Capital	48,298	-	-	-	-	-	-
Wages & Benefits	1,543,165	1,543,698	1,545,509	1,545,792	1,546,075	1,546,640	2,942
	2,225,681	2,248,841	2,298,354	2,304,651	2,305,019	2,311,541	62,700
Total Galt Museum & Archives	1,755,063	1,818,341	1,879,654	1,885,951	1,886,319	1,892,841	74,500

Analysis of Changes from 2018 to 2022

Base Budget

Decline of facility rental revenue (net)	Note 1	8,200
Grounds and outdoor exhibit maintenance	Note 2	16,000
Software and computer maintenance	Note 3	7,058
Marketing	Note 4	20,500
Lease Agreement for offsite storage		19,800
Wages & benefits		2,942
Total Change		74,500

Note 1: During the last eight years, community programming grew from 46 programs in 2009 to 207 programs in 2017. Increases in internal use of available booking space for public programming and community meetings along with increased competition from other rental facilities has resulted in a decline of revenue from facility rentals.

Note 2: Over the past ten years the Galt has made improvements to the grounds surrounding the Galt. A native prairie plants garden, a garden with a selection of plants reminiscent of the local gardens in the early 1900's, a large checker/chess board, public art pieces and the introduction of many interactive outdoor exhibits require ongoing maintenance.

Note 3: Maintenance contract for Intelligenz Management System software implemented to aid the operation of the Fort and Galt.

Note 4: The increasing complexity of website maintenance to ensure reliability and provide security has made it necessary to outsource a maintenance contract. We will have an opportunity to provide more print for public and tourist visitors through the Lethbridge Destination Management Organization and expand our advertising reach which will enable us to drive further traffic to the Fort and Museum. The addition of contractual labour will enable us to maintain the demanding service level for advertising and digital asset services.

Additional Information

The 2019-2022 budget has incorporated the fee for service for the Fort Whoop-Up in the Galt Museum & Archives base budget. Rising costs for bussing, training, program supplies, and inflation have been absorbed by the Galt/Fort revenues and efficient program management.

OPERATING BUDGET SUMMARY

Tax Supported

Boards & Commissions

Lethbridge Police Service

Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Grants	2,110,597	2,100,636	2,100,636	2,100,636	2,100,636	2,100,636	-
Other Revenues	1,275,868	1,023,868	1,023,868	1,023,868	1,023,868	1,023,868	-
Penalties & Fees	13,655	18,000	18,000	18,000	18,000	18,000	-
Recovery from Capital Projects	22,241	-	-	-	-	-	-
Sales of Goods & Services	875,135	867,924	867,924	867,924	867,924	867,924	-
	4,297,496	4,010,428	4,010,428	4,010,428	4,010,428	4,010,428	-
Expenses							
Asset Transactions	120,304	-	-	-	-	-	-
Debt Payments	430,200	430,200	430,200	430,200	430,200	430,200	-
Operating Expenses	5,996,179	5,783,965	6,251,892	6,011,786	5,896,442	5,896,897	112,932
Reserve Transfers	145,990	-	(409,500)	-	-	-	-
Transfers to Capital	(246,551)	120,300	120,300	120,300	120,300	120,300	-
Wages & Benefits	30,021,070	31,133,245	33,682,120	33,784,033	32,074,224	32,132,212	998,967
	36,467,192	37,467,710	40,075,012	40,346,319	38,521,166	38,579,609	1,111,899
Total Lethbridge Police Service	32,169,696	33,457,282	36,064,584	36,335,891	34,510,738	34,569,181	1,111,899

Analysis of Changes from 2018 to 2022

Base Budget

Wages & Benefits	Note 1	998,967
Operating Expenses		112,932
Total Change		1,111,899

Note 1: Wages & benefits includes step progression for Lethbridge Police Association contract which provides for annual wage increases in the first eight years of employment. Members commence their careers as a Constable Fifth Class and each year following the first 1.5 years of service they progress to a Constable First Class then in their eighth year and eleventh year they move to a Constable Level One and a Constable Level Two. The amount also includes step increase for staff, Job Information Questionnaire with offset saving from retirements.

	2019	2020	2021*	2022*	2018-2022 <i>Change</i>
Approved Initiatives*					
Special Constables/Community Peace Officer (N-38)**	1,660,500	1,366,500	1,404,000	1,444,500	1,444,500
Less: Funding from Operating Budget	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
The Ambassador/Watch Program (N-39)	554,272	601,722	761,802	768,202	768,202
Police and Crisis Team (PACT) (N-40)	124,000	127,300	130,700	134,400	134,400
	2,138,772	1,895,522	2,096,502	2,147,102	2,147,102

* The funding in 2021 and 2022 will be considered following a report by the Lethbridge Police Commission to Lethbridge City Council no later than November 1, 2020. This funding has not been included in the Operating Budget Summary above and has been allocated to contingency until it has been considered in a future meeting of City Council.

** This approved initiative is partially funded from the MRSR as a one-time allocation in the amount of \$409,500 in 2019.

OPERATING BUDGET SUMMARY

Tax Supported

Boards & Commissions Lethbridge Public Library Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Grants	835,504	801,521	801,521	801,521	801,521	801,521	-
Other Revenues	238,852	65,308	65,308	65,308	65,308	65,308	-
Recovery from Capital Projects	57	-	-	-	-	-	-
Sales of Goods & Services	323,431	298,063	193,978	299,978	299,978	299,978	1,915
	1,397,844	1,164,892	1,060,807	1,166,807	1,166,807	1,166,807	1,915
Expenses							
Asset Transactions	383,487	-	-	-	-	-	-
Operating Expenses	2,565,289	2,781,191	2,883,608	2,872,846	2,923,828	2,971,449	190,258
Reserve Transfers	(69,917)	36,000	(152,064)	36,000	36,000	36,000	-
Transfers to Capital	109,268	28,912	28,912	28,912	28,912	28,912	-
Wages & Benefits	4,641,051	4,848,015	4,847,104	4,847,332	4,847,560	4,848,015	-
	7,629,178	7,694,118	7,607,560	7,785,090	7,836,300	7,884,376	190,258
Total Lethbridge Public Library	6,231,334	6,529,226	6,546,753	6,618,283	6,669,493	6,717,569	188,343

Analysis of Changes from 2018 to 2022

Base Budget

Revenue Increase		(1,915)
Interdepartmental Charges Insurance, Utilities, Vehicle and Time and Labour		32,163
Automated Material Handling System (AMHS) Maintenance Agreement	Note 1	9,449
Security	Note 2	8,000
Chinook Arch Regional Library System (CARLS) Municipal membership fee	Note 3	59,307
CARLS Municipal per capita membership fee	Note 4	55,603
CARLS Library Board per capita membership fee	Note 5	25,736
Total Change		188,343

Note 1: AMHS maintenance agreement was budgeted lower than actual resulting in a shortfall.

Note 2: Security was budgeted incorrectly resulting in a shortfall.

Note 3: CARLS requested a 7.13% municipal increase as presented to City Council on Oct 1, 2018.

Note 4: CARLS per capita City of Lethbridge Municipal membership fee (\$7.85 per capita 2018), this covers estimated 2% annual increase in population.

Note 5: CARLS per capita Library Board membership fee (\$3.57 per capita 2018), this covers estimated 2% annual increase in population.

	2019	2020	2021	2022
Approved Initiatives (One-Time)				
Free Library Memberships 2019 (N-5)	106,000	-	-	-
Public Safety Security (N-48)*	82,064	-	-	-
Total	188,064	-	-	-

* This approved initiative is funded from the MRSR as a one-time allocation and funding for the remaining years will be considered following a report back to City Council.

OPERATING BUDGET SUMMARY

Tax Supported

Governance

Mayor

Budget Summary

	2017	2018	2019	2020	2021	2022	2018- 2022
	<i>Actual</i>	<i>Budget</i>	<i>Request</i>	<i>Request</i>	<i>Request</i>	<i>Request</i>	<i>Change</i>
Expenses							
Interdepartmental Transfers	(171,900)	(184,400)	(193,950)	(194,150)	(195,000)	(196,050)	(11,650)
Operating Expenses	113,380	114,860	114,860	114,860	114,860	114,860	-
Transfers to Capital	1,466	-	-	-	-	-	-
Transfers to Other Agencies	6,500	6,500	6,500	6,500	6,500	6,500	-
Wages & Benefits	296,144	324,073	349,323	349,823	350,573	351,323	27,250
	245,590	261,033	276,733	277,033	276,933	276,633	15,600
Total Mayor	245,590	261,033	276,733	277,033	276,933	276,633	15,600

Analysis of Changes from 2018 to 2022

Approved Initiative (Ongoing)

Income Tax Adjustment	Budget Initiatives Tab	N-92	15,600
Total Change			15,600



Mayor Spearman with City of Lethbridge Staff at the Galt Museum

OPERATING BUDGET SUMMARY

Tax Supported

Governance City Council Budget Summary

	2017	2018	2019	2020	2021	2022	2018- 2022
	<i>Actual</i>	<i>Budget</i>	<i>Request</i>	<i>Request</i>	<i>Request</i>	<i>Request</i>	<i>Change</i>
Revenues							
Grants	3,231	-	-	-	-	-	-
Other Revenues	803	-	-	-	-	-	-
	4,034	-	-	-	-	-	-
Expenses							
Asset Transactions	77,475	-	-	-	-	-	-
Interdepartmental Transfers	(428,700)	(470,600)	(501,350)	(502,250)	(503,700)	(505,550)	(34,950)
Operating Expenses	639,918	579,609	779,609	874,609	619,609	614,609	35,000
Reserve Transfers	(126,285)	38,700	(241,300)	(336,300)	(81,300)	(76,300)	(115,000)
Transfers to Capital	9,583	-	-	-	-	-	-
Wages & Benefits	373,515	373,167	448,917	450,417	452,667	454,917	81,750
	545,506	520,876	485,876	486,476	487,276	487,676	(33,200)
Total City Council	541,472	520,876	485,876	486,476	487,276	487,676	(33,200)

Analysis of Changes from 2018 to 2022

Approved Initiatives (Ongoing)

Income Tax Adjustment	Budget Initiatives Tab	N-92	46,800
Environment Committee Reduction	Budget Initiatives Tab	R-1	(80,000)
Total Change			(33,200)

Approved Initiatives (One-Time)

	2019	2020	2021	2022
Blackfoot Confederacy & Reconciliation Lethbridge Flags at City Hall (N-13)*	150,000	-	-	-
Environment Lethbridge (N-14)**	75,000	70,000	65,000	60,000
Reconciliation Lethbridge Advisory Committee of City Council (N-73)***	50,000	50,000	50,000	50,000
Youth Advisory Council (N-85)*	5,000	5,000	5,000	5,000
Implementation of Governance Review Recommendations (N-87)***	-	250,000	-	-
Total	280,000	375,000	120,000	115,000

* This approved initiative is funded from the MRSR as a one-time allocation.

** This approved initiative is funded from the Environment Committee of Council carry over funding as a one-time allocation.

*** This approved initiative is funded from the Open and Effective Government carry over funding as a one-time allocation.

OPERATING BUDGET SUMMARY

Tax Supported

Governance

City Manager's Office & Communication

Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Other Revenues	-	34,600	34,600	34,600	34,600	34,600	-
	-	34,600	34,600	34,600	34,600	34,600	-
Expenses							
Contingencies	3,517	-	-	-	-	-	-
Interdepartmental Transfers	(731,700)	(738,800)	(735,600)	(736,100)	(736,400)	(738,800)	-
Operating Expenses	(19,172)	22,800	29,400	26,100	22,800	22,800	-
Reserve Transfers	24,721	21,500	21,500	21,500	21,500	21,500	-
Transfers to Capital	331,372	-	-	-	-	-	-
Transfers to Other Agencies	7,500	15,972	15,972	15,972	15,972	15,972	-
Wages & Benefits	1,589,981	1,761,600	1,761,600	1,761,600	1,761,600	1,761,600	-
	1,206,219	1,083,072	1,092,872	1,089,072	1,085,472	1,083,072	-
Total City Manager's Office & Communication	1,206,219	1,048,472	1,058,272	1,054,472	1,050,872	1,048,472	-



Get Involved Lethbridge - Online Engagement Tool

OPERATING BUDGET SUMMARY

Tax Supported

Governance
City Clerk
Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Other Revenues	190,088	135,000	135,000	135,000	135,000	135,000	-
	190,088	135,000	135,000	135,000	135,000	135,000	-
Expenses							
Interdepartmental Transfers	(596,300)	(610,900)	(641,300)	(642,900)	(644,300)	(646,500)	(35,600)
Operating Expenses	851,843	392,700	412,700	414,700	714,700	414,700	22,000
Reserve Transfers	(105,418)	74,600	90,600	90,600	(209,400)	90,600	16,000
Transfers to Capital	(248,327)	-	-	-	-	-	-
Wages & Benefits	1,079,353	1,021,759	1,021,759	1,021,759	1,021,759	1,021,759	-
	981,151	878,159	883,759	884,159	882,759	880,559	2,400
Total City Clerk	791,063	743,159	748,759	749,159	747,759	745,559	2,400

Analysis of Changes from 2018 to 2022

Base Budget

Census contract - software and mobile device rental	22,000
Election tabulator rental (\$64k per election)	16,000
Interdepartmental recoveries	Note 1 (35,600)
Total Change	2,400

Note 1: Interdepartmental recoveries include key services delivered either internally to other Business Units, or on behalf of the whole organization as a shared service.



City of Lethbridge Crest

OPERATING BUDGET SUMMARY

Tax Supported

Governance
City Solicitor
Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Recovery from Capital Projects	63,200	106,500	106,500	106,500	106,500	106,500	-
	63,200	106,500	106,500	106,500	106,500	106,500	-
Expenses							
Interdepartmental Transfers	(181,400)	(226,000)	(228,400)	(227,400)	(226,400)	(226,000)	-
Operating Expenses	(170,150)	(142,200)	(129,100)	(133,200)	(137,500)	(142,200)	-
Reserve Transfers	(95,000)	-	-	-	-	-	-
Transfers to Capital	3,600	-	-	-	-	-	-
Wages & Benefits	850,755	778,521	778,521	778,521	778,521	778,521	-
	407,805	410,321	421,021	417,921	414,621	410,321	-
Total City Solicitor	344,605	303,821	314,521	311,421	308,121	303,821	-



Trees in the Fall

OPERATING BUDGET SUMMARY

Tax Supported

Governance

Economic Development & Tourism

Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Other Revenues	-	-	58,000	58,000	58,000	49,800	49,800
	-	-	58,000	58,000	58,000	49,800	49,800
Expenses							
Debt Payments	-	-	58,000	58,000	58,000	49,800	49,800
Interdepartmental Transfers	(445,900)	(338,800)	(338,700)	(338,800)	(338,700)	(338,800)	-
Operating Expenses	310,154	318,900	327,700	327,300	326,800	326,400	7,500
Reserve Transfers	3,485	-	(115,000)	(47,000)	(37,000)	(37,000)	(37,000)
Transfers to Capital	33,502	-	-	-	-	-	-
Transfers to Other Agencies	1,376,567	1,406,200	1,513,700	1,445,700	1,435,700	1,435,700	29,500
Wages & Benefits	133,476	136,824	136,824	136,824	136,824	136,824	-
	1,411,284	1,523,124	1,582,524	1,582,024	1,581,624	1,572,924	49,800
Total Economic Development & Tourism	1,411,284	1,523,124	1,524,524	1,524,024	1,523,624	1,523,124	-

Additional Information

Included in the 2019-2022 budget are annual debt payments for the Airport acquisition which is recovered through Airport operations.

	2019	2020	2021	2022
Approved Initiatives (One-Time)*				
Lethbridge Destination Management Organization (LDMO) (N-8)	30,000	10,000	-	-
EDL - Agrifood Corridor Strategy (N-9)	5,000	5,000	5,000	5,000
EDL - Foreign Direct Investment Program (N-10)	7,500	7,500	7,500	7,500
EDL - Lethbridge Brand Implementation (N-11)	45,000	-	-	-
EDL - Identify Opportunities & Barriers to Business (N-12)	20,000	17,000	17,000	17,000
SouthGrow Regional Initiative (N-72)	7,500	7,500	7,500	7,500
Total	115,000	47,000	37,000	37,000

* These approved initiatives are funded from the MRSR as a one-time allocation.

OPERATING BUDGET SUMMARY

Tax Supported

Governance

Real Estate & Land Development

Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Recovery from Capital Projects	506,240	548,971	596,522	607,941	618,918	631,402	82,431
Sales of Goods & Services	329,290	1,129,500	1,129,500	1,129,500	1,129,500	1,129,500	-
	835,530	1,678,471	1,726,022	1,737,441	1,748,418	1,760,902	82,431
Expenses							
Asset Transactions	12,252,754	-	-	-	-	-	-
Debt Payments	(18,541,761)	2,110,500	3,489,300	3,489,300	2,463,900	2,380,200	269,700
Operating Expenses	1,141,303	1,190,211	1,161,500	1,171,300	1,181,700	1,191,100	889
Reserve Transfers	247,936	57,500	52,400	52,500	52,400	52,400	(5,100)
Transfers to Capital	5,060,460	(2,441,697)	(3,684,876)	(3,696,869)	(2,684,529)	(2,613,362)	(171,665)
Wages & Benefits	674,838	761,957	707,698	721,210	734,947	750,564	(11,393)
	835,530	1,678,471	1,726,022	1,737,441	1,748,418	1,760,902	82,431
Total Real Estate & Land Development	-	-	-	-	-	-	-

Analysis of Changes from 2018 to 2022

Base Budget

Increase in Debt Payments
Subdivision Surplus

Note 1 269,700
Note 2 (269,700)

Total Change

-

Note 1: Increase in debt mainly due to servicing of underground infrastructure, roads, sports fields and amenities to support new middle school in west Lethbridge.

Note 2: Real Estate & Land Development is balanced to zero annually through subdivision surpluses, therefore land operations do not affect taxation.



Crossings' Show Homes - Photo Credit: Jeff Hinman Photography

OPERATING BUDGET SUMMARY

Tax Supported

Property Services Assessment & Taxation Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Other Revenues	648	-	-	-	-	-	-
Property Taxes	8,500	8,500	9,700	9,700	9,700	9,700	1,200
Recovery from Capital Projects	700	2,300	2,300	2,300	2,300	2,300	-
Sales of Goods & Services	386,915	388,900	424,500	432,600	440,900	449,100	60,200
	396,763	399,700	436,500	444,600	452,900	461,100	61,400
Expenses							
Operating Expenses	191,751	193,488	205,600	205,800	211,100	211,400	17,912
Reserve Transfers	(138,357)	-	-	-	-	-	-
Transfers to Capital	3,071	-	-	-	-	-	-
Wages & Benefits	2,021,518	1,953,098	1,999,726	1,999,726	1,999,726	1,999,726	46,628
	2,077,983	2,146,586	2,205,326	2,205,526	2,210,826	2,211,126	64,540
Total Assessment & Taxation	1,681,220	1,746,886	1,768,826	1,760,926	1,757,926	1,750,026	3,140

Analysis of Changes from 2018 to 2022

Base Budget

BRZ Admin & collection recovery		(1,200)
Fee revenue	Note 1	(60,200)
CAMA charges	Note 2	15,000
Insurance fees		2,912
Additional Assessor step progressions		11,628
Assessor accreditation	Note 3	35,000
Total Change		3,140

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

Note 2: A mass appraisal system is used to perform the task of determining the assessed values for each property, and this represents the increase in annual maintenance.

Note 3: Assessors are elevated to the next wage band upon successful completion of their training.

OPERATING BUDGET SUMMARY

Tax Supported

Property Services

Building Safety & Inspection Services

Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Recovery from Capital Projects	105,448	-	-	-	-	-	-
Sales of Goods & Services	3,081,069	3,092,075	3,097,200	3,201,300	3,305,400	3,409,400	317,325
	3,186,517	3,092,075	3,097,200	3,201,300	3,305,400	3,409,400	317,325
Expenses							
Operating Expenses	254,086	1,084,750	1,189,400	1,191,100	1,192,000	1,193,100	108,350
Reserve Transfers	143,000	-	-	-	-	-	-
Transfers to Capital	3,487	-	-	-	-	-	-
Transfers to Other Agencies	2,000	-	-	-	-	-	-
Wages & Benefits	1,965,457	2,114,104	2,113,404	2,113,604	2,113,704	2,114,104	-
	2,368,030	3,198,854	3,302,804	3,304,704	3,305,704	3,307,204	108,350
Total Building Safety & Inspection Services	(818,487)	106,779	205,604	103,404	304	(102,196)	(208,975)

Analysis of Changes from 2018 to 2022

Base Budget

Banking fees	75,000
Building operations	Note 1 33,350
Permit revenue growth and inspection volumes	(317,325)
Total Change	(208,975)

Note 1: Building operations include maintenance and facility rental.



Residential Construction

OPERATING BUDGET SUMMARY

Tax Supported

Property Services Downtown Redevelopment Budget Summary

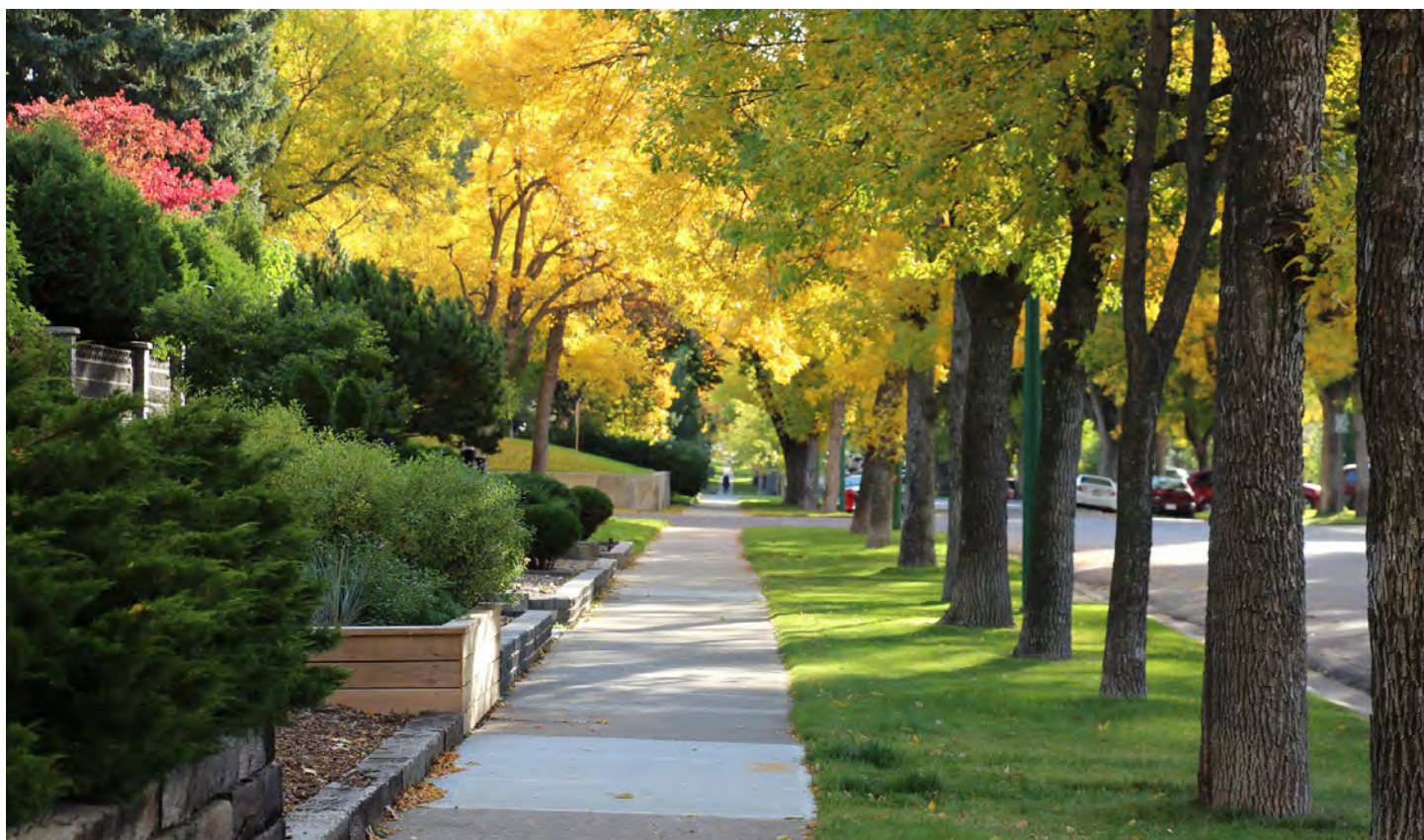
	2017	2018	2019	2020	2021	2022	2018- 2022
	Actual	Budget	Request	Request	Request	Request	Change
Expenses							
Governance & Administration	163,150	133,030	133,030	133,030	133,030	133,030	-
Championing & Promotions	(2,948)	-	-	-	-	-	-
Downtown Life	127,176	120,000	120,000	120,000	120,000	120,000	-
Enhancement Work	6,850	-	-	-	-	-	-
Functional Work & Maintenance	236,004	286,970	286,970	286,970	286,970	286,970	-
Housing Incentive Program	9,768	-	-	-	-	-	-
	540,000	540,000	540,000	540,000	540,000	540,000	-
Total Downtown Redevelopment	540,000	540,000	540,000	540,000	540,000	540,000	-

	2019	2020	2021	2022
Approved Initiatives (One-Time)				
Adaptive Reuse Initiative (Heart of Our City Committee) (N-1)*	-	300,000	300,000	300,000

* This approved initiative is funded from the MRSR (50%) and Subdivision Surplus (50%) as a one-time allocation and the Administration bring forward an Adaptive Reuse Policy and program details to City Council on or before June 29, 2019.

Additional Information

The Heart of Our City (HOC) Committee delivers the programs to revitalize Downtown Lethbridge.



Looking east down 7 Avenue South from 14 Street South - Photo Credit: Kevin MacLean

OPERATING BUDGET SUMMARY

Tax Supported

Property Services Planning & Development Budget Summary

	2017	2018	2019	2020	2021	2022	2018- 2022
	<i>Actual</i>	<i>Budget</i>	<i>Request</i>	<i>Request</i>	<i>Request</i>	<i>Request</i>	<i>Change</i>
Revenues							
Grants	39,750	-	-	-	-	-	-
Other Revenues	275	-	-	-	-	-	-
Recovery from Capital Projects	29,120	-	-	-	-	-	-
Sales of Goods & Services	862,060	813,000	938,000	966,800	1,000,300	1,033,700	220,700
	931,205	813,000	938,000	966,800	1,000,300	1,033,700	220,700
Expenses							
Interdepartmental Transfers	(855,500)	(976,500)	(966,000)	(970,000)	(972,000)	(976,500)	-
Operating Expenses	405,540	(520,942)	(487,198)	(483,771)	(479,245)	(476,192)	44,750
Reserve Transfers	(188,198)	-	-	-	-	-	-
Transfers to Capital	7,018	-	-	-	-	-	-
Transfers to Other Agencies	-	5,000	5,000	5,000	5,000	5,000	-
Wages & Benefits	2,945,435	3,066,607	3,182,833	3,182,833	3,182,833	3,182,833	116,226
	2,314,295	1,574,165	1,734,635	1,734,062	1,736,588	1,735,141	160,976
Total Planning & Development	1,383,090	761,165	796,635	767,262	736,288	701,441	(59,724)

Analysis of Changes from 2018 to 2022

Base Budget

Subdivision fee increase (\$250x500 lots/yr)	(125,000)
8% increase to development permit fees	(40,000)
New fees for services previously not charged	(7,000)
Growth adjustment based on history	(48,700)
Wages & benefits	Note 1 116,258
Software licensing	29,718
Special studies	15,000
Total Change	(59,724)

Note 1: Wages & benefits include step progressions, overtime, and market adjustments for job evaluations.

OPERATING BUDGET SUMMARY

Tax Supported

Community Services

Community Services Support

Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Recovery from Capital Projects	40,462	-	-	-	-	-	-
	40,462	-	-	-	-	-	-
Expenses							
Operating Expenses	91,727	95,900	95,900	95,900	95,900	95,900	-
Reserve Transfers	(171,463)	-	-	-	-	-	-
Transfers to Capital	1,700	-	-	-	-	-	-
Wages & Benefits	1,089,352	816,299	816,299	816,299	816,299	816,299	-
	1,011,316	912,199	912,199	912,199	912,199	912,199	-
Total Community Services Support	970,854	912,199	912,199	912,199	912,199	912,199	-



Winter Lights Festival at Nikka Yuko Japanese Garden

OPERATING BUDGET SUMMARY

Tax Supported

Community Services

Community Social Development

Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Grants	-	349,244	407,293	408,372	409,252	410,911	61,667
Recovery from Capital Projects	307,066	-	-	-	-	-	-
	307,066	349,244	407,293	408,372	409,252	410,911	61,667
Expenses							
Operating Expenses	11,854	274,588	285,000	285,300	285,400	285,500	10,912
Reserve Transfers	(58,258)	-	(75,000)	(75,000)	-	-	-
Transfers to Capital	(36,997)	(120,000)	(120,000)	(120,000)	(120,000)	(120,000)	-
Transfers to Other Agencies	600,249	379,300	454,300	454,300	379,300	379,300	-
Wages & Benefits	300,839	336,656	384,293	385,072	385,852	387,411	50,755
	817,687	870,544	928,593	929,672	930,552	932,211	61,667
Total Community Social Development	510,621	521,300	521,300	521,300	521,300	521,300	-

	2019	2020	2021	2022
Approved Initiative (One-Time)*				
Nord-Bridge Senior Citizens Association (N-78)*	75,000	75,000	-	-

* This approved initiative is funded from the MRSR as a one-time allocation and funding for the remaining years will be considered following a report back to City Council.

Additional Information

All wage contractual obligations of \$50,755 and operating expenses of \$10,912 are fully funded through Provincial grants.



Interfaith Food Bank Society of Lethbridge

OPERATING BUDGET SUMMARY

Tax Supported

Community Services

Family & Community Support Services

Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018-2022 <i>Change</i>
Revenues							
Grants	1,865,411	2,445,800	2,445,800	2,445,800	2,445,800	2,445,800	-
Other Revenues	1,827	-	-	-	-	-	-
Recovery from Capital Projects	(19,178)	-	-	-	-	-	-
	1,848,060	2,445,800	2,445,800	2,445,800	2,445,800	2,445,800	-
Expenses							
Operating Expenses	291,239	265,363	232,389	205,813	205,283	204,223	(61,140)
Reserve Transfers	(525,695)	(84,600)	(26,046)	-	-	-	84,600
Transfers to Capital	(6,897)	-	-	-	-	-	-
Transfers to Other Agencies	2,326,544	2,495,400	2,679,053	2,679,053	2,679,053	2,679,053	183,653
Wages & Benefits	463,768	470,537	261,304	261,834	262,364	263,424	(207,113)
	2,548,959	3,146,700	3,146,700	3,146,700	3,146,700	3,146,700	-
Total Family & Community Support Services	700,899	700,900	700,900	700,900	700,900	700,900	-

	2019	2020	2021	2022
Approved Initiative (One-Time)				
Lethbridge Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD) (N-97)*	26,046	-	-	-

* This initiative is funded from CCMARD carry forward funds as a one-time allocation and the City Manager present the outcomes of CCMARD's developed strategic plan and proposed structural changes, to City Council no later than April 30, 2019.

Additional Information

The Community Social Development Committee of Council presented to Council on October 15, 2018 the Family & Community Support Services (FCSS) program allocation amounts for 2019. The 2020-2022 FCSS program allocation amounts will be presented to Council in September of 2019, after the strategic planning and RFP process is complete.



YWCA GirlsSpace

OPERATING BUDGET SUMMARY

Tax Supported

Community Services Regulatory Services Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
License Fees	1,384,054	1,302,100	1,332,100	1,347,100	1,377,100	1,407,100	105,000
Other Revenues	574	-	-	-	-	-	-
Recovery from Capital Projects	108	-	-	-	-	-	-
Sales of Goods & Services	81,972	46,000	61,000	61,000	61,000	61,000	15,000
	1,466,708	1,348,100	1,393,100	1,408,100	1,438,100	1,468,100	120,000
Expenses							
Operating Expenses	1,192,694	1,193,173	1,288,448	1,326,325	1,363,702	1,401,073	207,900
Reserve Transfers	(423,811)	(372,200)	(405,200)	(418,200)	(431,200)	(444,200)	(72,000)
Transfers to Capital	6,111	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)	-
Transfers to Other Agencies	75,408	45,000	65,000	65,000	65,000	65,000	20,000
Wages & Benefits	774,981	779,465	779,465	779,465	779,465	779,465	-
	1,625,383	1,636,438	1,718,713	1,743,590	1,767,967	1,792,338	155,900
Total Regulatory Services	158,675	288,338	325,613	335,490	329,867	324,238	35,900

Analysis of Changes from 2018 to 2022

Base Budget

Dog License Revenue	Note 1	(15,000)
Animal Adoptions	Note 2	(15,000)
Business License Revenue	Note 3	(90,000)
Contractual Services	Note 4	199,900
Rattlesnake Contract	Note 5	8,000
Off Street Parking Reserve	Note 6	(52,000)
Total Change		35,900

Note 1: Dog license revenue has increased \$15,000 per year to reflect the increase in revenue throughout the last budget cycle as a result of increased patrols through animal enforcement.

Note 2: Animal adoption revenues have increased to more accurately reflect revenue with the increase to the adoption fees at the shelter. A change in veterinarian services and fees for adopted animals was implemented during the last budget cycle. Dog adoptions were \$30 plus a refundable sterilization fee of \$60 and cats were \$10 plus a refundable sterilization fee of \$48 for males and \$96 for females. All animals are now sterilized and microchipped before adoption and adoption fees were increased to \$200 adoption fee plus \$20 microchipping for dogs and \$160 adoption fee plus \$20 microchipping for cats to help offset the increased veterinarian expenses.

Note 3: The general business license resident rate will increase by 6% over the 4 years.

Note 4: The animal control/shelter and parking enforcement contracts have been budgeted to continue with 4% yearly increases as per historical market rate. This also includes animal shelter patrol officer coverage on statutory holidays.

Note 5: The rattlesnake relocation contract has increased as residential development continues to conflict with snake habitat.

Note 6: Parking enforcement is funded through the Acquire Off Street Parking Reserve.

OPERATING BUDGET SUMMARY

Tax Supported

Community Services Regulatory Services Budget Summary

	2019	2020	2021	2022
Approved Initiatives (One-Time)*				
Mitigate the Feral Cat Program (N-81)	10,000	10,000	10,000	10,000
Non-Veterinary Funding for Animal Rescue (N-82)	10,000	10,000	10,000	10,000
Total	20,000	20,000	20,000	20,000

* These approved initiatives are funded from the MRSR as a one-time allocation.



Parking Control Vehicle

OPERATING BUDGET SUMMARY

Tax Supported

Community Services ENMAX Centre Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Other Revenues	113,298	64,000	100,000	100,000	100,000	100,000	36,000
Recovery from Capital Projects	65,214	-	-	-	-	-	-
Sales of Goods & Services	7,933,050	7,086,512	7,693,966	7,712,094	7,712,226	7,712,362	625,850
	8,111,562	7,150,512	7,793,966	7,812,094	7,812,226	7,812,362	661,850
Expenses							
Asset Transactions	96,028	-	-	-	-	-	-
Debt Payments	467,800	467,800	467,800	467,800	467,800	467,800	-
Operating Expenses	5,552,302	5,122,925	5,411,822	5,462,022	5,235,622	5,247,222	124,297
Reserve Transfers	-	(250,000)	(250,000)	(250,000)	-	-	250,000
Transfers to Capital	(241,091)	-	-	-	-	-	-
Transfers to Other Agencies	354,414	310,380	426,888	426,888	426,888	426,888	116,508
Wages & Benefits	3,560,566	3,234,912	3,475,600	3,476,583	3,477,566	3,479,532	244,620
	9,790,019	8,886,017	9,532,110	9,583,293	9,607,876	9,621,442	735,425
Total ENMAX Centre	1,678,457	1,735,505	1,738,144	1,771,199	1,795,650	1,809,080	73,575

Analysis of Changes from 2018 to 2022

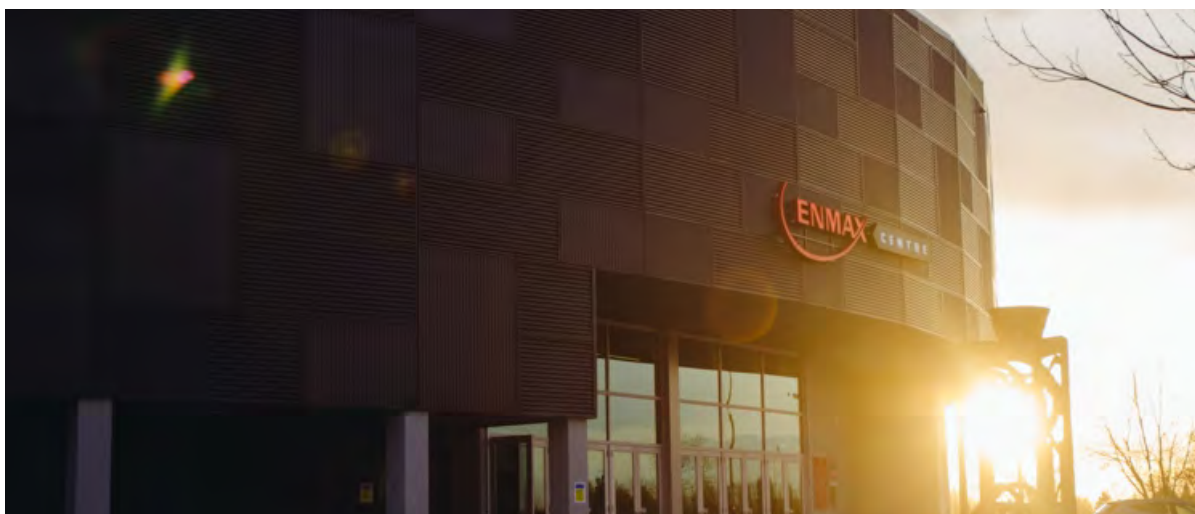
Base Budget

Utilities							26,100
Building operations						Note 1	47,475
							73,575

Approved Initiative (Ongoing)

Ticket Technician	Budget Initiative Tab	N-28	62,000
Less: Funding from Sales of Good & Services	Budget Initiative Tab	N-28	(62,000)
			-
Total Change			73,575

Note 1: Increases in events in small theatre, meetings and banquets have increased production requirements and expenses.



ENMAX Centre - Photo Credit: Jaime Vedres Photography

OPERATING BUDGET SUMMARY

Tax Supported

Community Services Facility Services Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Grants	-	500,000	500,000	500,000	500,000	500,000	-
Other Revenues	273,115	84,900	84,900	84,900	84,900	84,900	-
Recovery from Capital Projects	265,790	-	-	-	-	-	-
Sales of Goods & Services	154,605	12,000	(4,875)	203,250	225,750	279,433	267,433
	693,510	596,900	580,025	788,150	810,650	864,333	267,433
Expenses							
Asset Transactions	(541,794)	-	-	-	-	-	-
Debt Payments	-	-	-	302,400	302,400	302,400	302,400
Operating Expenses	3,240,377	7,258,236	6,825,791	7,945,932	8,717,609	9,414,947	2,156,711
Reserve Transfers	547,995	-	(597,525)	(795,150)	(785,904)	(744,130)	(744,130)
Transfers to Capital	2,074,920	(250,000)	50,000	(250,000)	(250,000)	(250,000)	-
Transfers to Other Agencies	159,300	-	-	-	-	-	-
Wages & Benefits	3,171,923	2,839,582	2,952,141	3,193,311	3,196,230	3,200,870	361,288
	8,652,721	9,847,818	9,230,407	10,396,493	11,180,335	11,924,087	2,076,269
Total Facility Services	7,959,211	9,250,918	8,650,382	9,608,343	10,369,685	11,059,754	1,808,836

Analysis of Changes from 2018 to 2022

Base Budget

Lifecycle	Note 1	1,335,000
Building utilities	Note 2	557,900
Building operations	Note 3	(84,064)
Total Change		1,808,836

Note 1: This lifecycle budget for Facility Services has increased by \$1,335,000 due to facilities that are new, renovated or expanded and are operational during the 2019-2022 budget cycle. These facilities include ATB Centre - Phase 2 (Leisure Complex) 2018-2027 CIP D-6, Transit Park N Ride 2018-2027 CIP D-15, Nikka Yuko Community Facility 2018-2027 CIP D-25, New Fire Station #5 2018-2027 CIP D-28 and SAAG Facility Enhancements 2018-2027 CIP D-39.

Note 2: The overall building utilities pressure includes natural gas of \$272,600 (\$202,000 due to carbon tax), electricity of \$111,700, City utilities of \$86,000, Nikka Yuko Community Facility 2018-2027 CIP D-25 of \$11,100 and Transit Park N Ride 2018-2027 CIP D-15 of \$76,500

Note 3: Building operations includes: annual preventative maintenance, contractual services including lease rental increases, recoveries from programming, transfers to utilities, and increases in tax based buildings, net of allocation of rent.

Additional Information

The new Transit Park N Ride facility costs in the 2019-2022 budget, are recovered within the Acquire Off Street Parking Reserve.

	2019	2020	2021	2022
Approved Initiative (One-Time)				
Energy Efficiency Master Plan & Strategy (N-84)*	300,000	-	-	-

* This approved initiative is funded from the MRSR as a one-time allocation.

OPERATING BUDGET SUMMARY

Tax Supported

Community Services Fire & Emergency Services Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Grants	3,000	-	-	-	-	-	-
Other Revenues	273,128	11,700	21,800	21,800	21,800	21,800	10,100
Recovery from Capital Projects	100	-	-	-	-	-	-
Sales of Goods & Services	9,861,521	9,669,441	9,770,000	9,770,000	9,770,000	9,770,000	100,559
	10,137,749	9,681,141	9,791,800	9,791,800	9,791,800	9,791,800	110,659
Expenses							
Asset Transactions	253,700	250,000	250,000	320,500	320,500	320,500	70,500
Operating Expenses	4,856,303	4,866,915	5,461,990	6,092,289	6,121,206	6,190,338	1,323,423
Reserve Transfers	563,641	-	(37,445)	(37,445)	(37,445)	(37,445)	(37,445)
Transfers to Capital	104,986	-	-	-	-	-	-
Transfers to Other Agencies	10,000	10,000	10,000	10,000	10,000	10,000	-
Wages & Benefits	25,412,307	26,288,360	28,234,146	29,477,209	29,899,741	30,045,187	3,756,827
	31,200,937	31,415,275	33,918,691	35,862,553	36,314,002	36,528,580	5,113,305
Total Fire & Emergency Services	21,063,188	21,734,134	24,126,891	26,070,753	26,522,202	26,736,780	5,002,646

Analysis of Changes from 2018 to 2022

Base Budget

Fire Station #5 2018-2027 CIP D-28	Note 1	4,324,730
Sales of goods and services	Note 2	(110,659)
General operations	Note 3	108,821
Interdepartmental transfers	Note 4	479,308
Wages & benefits	Note 5	200,446
Total Change		5,002,646

Note 1: New Fire Station #5 operating costs approved in 2018-2027 CIP D-28.

Note 2: Growth in Fire response, EMS and Fire Prevention revenues.

Note 3: Increases in medical supplies, paramedic memberships and Emergency Social Services.

Note 4: Increases in vehicle operations, maintenance and replacement including maintaining an engine, ambulance and rescue vehicle as backup apparatus. Also includes information technology, insurance and radios.

Note 5: Amount relates to International Association of Fire Fighters (IAFF) contract class increases.

Additional Information

The medical and mental health support programs will be funded from operating reserves in 2019-2022 in the amount of \$27,445/year.

The preplan consulting fire prevention project will be funded from operating reserves in 2019-2022 in the amount of \$10,000/year.

OPERATING BUDGET SUMMARY

Tax Supported

Community Services

Public Safety Communications Centre

Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Grants	624,660	500,000	620,000	620,000	620,000	620,000	120,000
Other Revenues	1,126,467	1,070,786	1,200,000	1,200,000	1,200,000	1,200,000	129,214
Recovery from Capital Projects	120,534	-	-	-	-	-	-
Sales of Goods & Services	462,337	453,100	508,917	510,276	513,671	517,757	64,657
	2,333,998	2,023,886	2,328,917	2,330,276	2,333,671	2,337,757	313,871
Expenses							
Operating Expenses	(203,705)	(173,096)	(23,447)	(105,916)	(111,516)	(117,816)	55,280
Reserve Transfers	130,096	-	-	-	-	-	-
Transfers to Capital	773,973	418,500	369,400	369,100	368,800	368,500	(50,000)
Wages & Benefits	5,880,577	6,188,878	6,615,989	6,669,928	6,682,583	6,687,668	498,790
	6,580,941	6,434,282	6,961,942	6,933,112	6,939,867	6,938,352	504,070
Total Public Safety Communications Centre	4,246,943	4,410,396	4,633,025	4,602,836	4,606,196	4,600,595	190,199

Analysis of Changes from 2018 to 2022

Base Budget

Government of Alberta 9-1-1 Grant	Note 1	(120,000)
EMS dispatch revenues from Alberta Health Services	Note 2	(129,214)
Rural fire dispatch fees	Note 3	(49,066)
Peace Officer dispatch fees	Note 4	(90,591)
9-1-1 landline fees	Note 5	75,000
General operations	Note 6	5,280
Wages & benefits	Note 7	498,790
Total Change		190,199

Note 1: The Government of Alberta, under the Emergency 9-1-1 Act institutes a grant program providing 9-1-1 revenue to Alberta Public Safety Answering Points (PSAPs) determined by a base amount and population serviced by the centre.

Note 2: Alberta Health Services and the City of Lethbridge are in a formal agreement to provide EMS dispatching services.

Note 3: The Public Safety Communications Centre (PSCC) provides fire dispatch services to a number of rural fire departments. The amount is reflective of a 3% per year increase to the rates charged to these departments.

Note 4: The Public Safety Communications Centre (PSCC) provides Peace Officer dispatching services for the Town of Raymond and the County of Lethbridge. This reflects the anticipated revenue for the contracts.

Note 5: The Public Safety Communications Centre (PSCC) has agreements to provide Provincial E9-1-1 landline services for local subscribers. This reflects the anticipated reduction in the amount of local subscribers.

Note 6: Increase to provide quality assurance and language translation services, accreditation as well as to meet contractual obligations relating to uniforms. This is net of radio service recoveries. Also includes interdepartmental charges for utilities, vehicle operations, maintenance and replacement.

Note 7: Amount relates to International Association of Fire Fighters (IAFF) contract class increases and International Brotherhood of Electrical Workers (IBEW) contractual obligations as well as new recruit training and the optimization of 24-hour coverage.

Additional Information

Included in the budget is \$80,000 to support mental health needs of employees and new recruits. This is to be funded from WCB rebates that were received from the Province to help pay for the health and safety of employees.

OPERATING BUDGET SUMMARY

Tax Supported

Community Services Recreation & Culture Budget Summary

	2017 Actual	2018 Budget	2019 Request	2020 Request	2021 Request	2022 Request	2018- 2022 Change
Revenues							
Grants	47,500	-	-	-	-	-	-
Other Revenues	260,128	187,600	179,200	188,500	193,000	197,600	10,000
Recovery from Capital Projects	3,097	-	-	-	-	-	-
Sales of Goods & Services	280,772	358,600	351,250	351,250	364,057	364,057	5,457
	591,497	546,200	530,450	539,750	557,057	561,657	15,457
Expenses							
Operating Expenses	1,175,478	1,668,581	1,717,518	1,827,109	1,793,500	1,805,981	137,400
Reserve Transfers	(98,731)	-	(307,000)	(44,000)	(1,500)	(1,500)	(1,500)
Transfers to Capital	396,915	-	-	-	-	-	-
Transfers to Other Agencies	2,040,226	1,703,400	2,148,565	1,911,215	1,775,720	1,777,395	73,995
Wages & Benefits	1,841,059	1,801,246	1,802,133	1,802,133	1,802,133	1,802,133	887
	5,354,947	5,173,227	5,361,216	5,496,457	5,369,853	5,384,009	210,782
Total Recreation & Culture	4,763,450	4,627,027	4,830,766	4,956,707	4,812,796	4,822,352	195,325

Analysis of Changes from 2018 to 2022

Base Budget

Other Revenues	Note 1	(10,000)
Picnic shelter & field rental revenue	Note 2	(5,457)
Operating expenses	Note 3	6,400
Transfers to Other Agencies	Note 4	11,300
Wages & benefits	Note 5	887
Legacy Park (Additional Amenities) 2018-2027 CIP D-27	Note 6	131,000
Reserve Transfers		(1,500)
		132,630

Approved Initiatives (Ongoing)

Minimum Wage Increase Fee for Service	Budget Initiatives Tab	N-66	27,170
Allied Arts Council Fee for Service	Budget Initiatives Tab	N-75	35,525
			62,695
Total Change			195,325

Note 1: University of Lethbridge facility rental fee at Casa has increased by \$10,000 based on operating costs.

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

Note 3: Operating expenses include custodial and operator wages, vehicle operations, utilities, insurance and information technology charges.

Note 4: Funds were moved from Recreation & Culture's Summer Games budget to Lethbridge Sport Council.

Note 5: Wages & benefits include step progressions for Recreation & Culture staff.

Note 6: Legacy Park (Additional Amenities) operating costs identified in the 2018-2027 CIP D-27.

OPERATING BUDGET SUMMARY

Tax Supported

Community Services Recreation & Culture Budget Summary

	2019	2020	2021	2022
Approved Initiatives (One-Time)				
Recreation & Culture Security (N-65)*	42,500	42,500	-	-
Lethbridge Sport Council Fee for Service (N-74)*	55,000	-	-	-
Allied Arts Council Fee for Service (N-75)*	107,000	-	-	-
Southern Alberta Art Gallery Fee for Service (N-76)*	76,000	-	-	-
Southern Alberta Ethnic Association Fee for Service (N-77)**	136,160	136,160	-	-
Total	416,660	178,660	-	-

* These approved initiatives are funded from the MRSR as a one-time allocation and funding for the remaining years will be considered following a report back to City Council.

** This approved initiative is funded from taxation as a one-time allocation and further funding will be dependent on the City's organizational review.

Additional Information

The Active Community Resource website will be funded from operating reserves in the amount of \$1,500/year (2019-2022).



Southern Alberta Art Gallery

OPERATING BUDGET SUMMARY

Tax Supported

Community Services

Aquatics

Budget Summary

	2017	2018	2019	2020	2021	2022	2018- 2022
	<i>Actual</i>	<i>Budget</i>	<i>Request</i>	<i>Request</i>	<i>Request</i>	<i>Request</i>	<i>Change</i>
Expenses							
Asset Transactions	5,300	-	-	-	-	-	-
Operating Expenses	1,868,573	2,434,250	5,773,565	5,100,300	4,618,855	4,145,977	1,711,727
Reserve Transfers	(27,000)	-	-	-	-	-	-
Transfers to Capital	699	-	-	-	-	-	-
Transfers to Other Agencies	34,900	45,100	45,100	45,100	45,100	45,100	-
Wages & Benefits	104,130	471,346	483,064	483,064	483,064	483,064	11,718
	1,986,602	2,950,696	6,301,729	5,628,464	5,147,019	4,674,141	1,723,445
Total Aquatics	1,986,602	2,950,696	6,301,729	5,628,464	5,147,019	4,674,141	1,723,445

Analysis of Changes from 2018 to 2022

Base Budget

ATB Centre - Ph 2 (Leisure Complex) operating costs, contract fee and minimum wage	Note 1	1,064,294
ATB Centre - Ph 2 (Leisure Complex) 2018-2027 CIP D-6	Note 2	617,565
Building operations	Note 3	41,586

Total Change

1,723,445

Note 1: The City of Lethbridge has contracted the management and programming of all current pools except Westminster Pool. The contract amount has been increased to reflect the wage pressures created by the lift to minimum wage and net of increased revenues for aquatics. This increase is also reflective of the impact of the carbon tax implementation. The increases are inclusive of all community pools (except Westminster) and ATB Centre - Phase 2 (Leisure Complex). Revenues collected at the pools are retained by the contractor which offsets programming/contract costs.

Note 2: The ATB Centre - Phase 2 (Leisure Complex) operating costs include operator fee, supplies, aquatic technicians and facility staff.

Note 3: Building operations includes utilities and facility staff.



Gyro Spray Park

OPERATING BUDGET SUMMARY

Tax Supported

Community Services

Arenas

Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Other Revenues	205	-	125,000	125,000	125,000	125,000	125,000
Recovery from Capital Projects	38,280	-	-	-	-	-	-
Sales of Goods & Services	1,706,698	2,031,000	1,893,340	1,937,305	2,050,689	2,057,266	26,266
	1,745,183	2,031,000	2,018,340	2,062,305	2,175,689	2,182,266	151,266
Expenses							
Asset Transactions	10,600	-	-	-	-	-	-
Operating Expenses	1,575,784	1,894,750	1,957,650	2,020,850	2,079,350	2,107,650	212,900
Reserve Transfers	50,000	-	(50,000)	-	-	-	-
Wages & Benefits	2,409,071	2,581,370	2,574,636	2,574,636	2,574,636	2,574,636	(6,734)
	4,045,455	4,476,120	4,482,286	4,595,486	4,653,986	4,682,286	206,166
Total Arenas	2,300,272	2,445,120	2,463,946	2,533,181	2,478,297	2,500,020	54,900

Analysis of Changes from 2018 to 2022

Base Budget

ATB Centre Sponsorship	Note 1	(125,000)
Rental rate increase		(26,266)
Operating expenses	Note 2	206,166
Total Change		54,900

Note 1: ATB Centre sponsorship agreement in place for 2019-2020.

Note 2: Increase in cost of vehicle operations, maintenance, and building operations including utilities and net of wages.

Additional Information

Arena equipment and furniture will be funded through operating reserves in 2019 in the amount of \$50,000.



World Mixed Double Curling Championship at ATB Centre (Ice Complex)

OPERATING BUDGET SUMMARY

Tax Supported

Community Services Fritz Sick Memorial Centre Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Other Revenues	-	178,000	183,300	188,800	194,500	200,300	22,300
Recovery from Capital Projects	1,079	-	-	-	-	-	-
Sales of Goods & Services	88,433	42,300	63,900	63,900	67,734	67,734	25,434
	89,512	220,300	247,200	252,700	262,234	268,034	47,734
Expenses							
Operating Expenses	500,635	570,600	595,200	601,900	608,700	616,400	45,800
	500,635	570,600	595,200	601,900	608,700	616,400	45,800
Total Fritz Sick Memorial Centre	411,123	350,300	348,000	349,200	346,466	348,366	(1,934)

Analysis of Changes from 2018 to 2022

Base Budget

Rental rate increase of 3% to the Lethbridge Senior Citizens Organization	(22,300)
Increase in user fees for gym rental	(25,434)
Building operations	Note 1 45,800
Total Change	(1,934)

Note 1: Building operations include utilities and custodial services.



Live Well Presentation at the Lethbridge Senior Citizens Organization

OPERATING BUDGET SUMMARY

Tax Supported

Community Services Yates Memorial Centre Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Sales of Goods & Services	180,184	211,900	238,300	238,300	252,292	252,292	40,392
	180,184	211,900	238,300	238,300	252,292	252,292	40,392
Expenses							
Operating Expenses	192,927	209,200	390,000	380,000	275,000	265,000	55,800
Reserve Transfers	-	-	(85,000)	(85,000)	-	-	-
Wages & Benefits	311,257	301,720	301,720	301,720	301,720	301,720	-
	504,184	510,920	606,720	596,720	576,720	566,720	55,800
Total Yates Memorial Centre	324,000	299,020	368,420	358,420	324,428	314,428	15,408

Analysis of Changes from 2018 to 2022

Base Budget

Rental rate increase	Note 1	(40,392)
Building operations	Note 2	55,800
Total Change		15,408

Note 1: Rental rates will increase in 2019 and 2021, see the rates and user fees section.

Note 2: Building operations includes maintenance, utilities and contractual agreements.

Approved Initiative (One-Time)

	2019	2020	2021	2022
Yates Theatre Management & Programming (N-88)*	85,000	85,000	-	-

* This approved initiative is funded from the MRSR as a one-time allocation and funding for the remaining years will be considered following a report back to City Council.



Yates Memorial Theatre

OPERATING BUDGET SUMMARY

Tax Supported

Community Services Helen Schuler Nature Centre Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Other Revenues	100,829	36,163	76,413	76,613	76,813	24,013	(12,150)
Sales of Goods & Services	27,467	20,250	29,250	30,850	31,350	25,350	5,100
	128,296	56,413	105,663	107,463	108,163	49,363	(7,050)
Expenses							
Operating Expenses	153,583	104,600	124,675	136,575	128,475	105,500	900
Reserve Transfers	(43,964)	-	(46,880)	(60,491)	(54,144)	-	-
Transfers to Capital	1,392	-	-	-	-	-	-
Wages & Benefits	696,218	668,752	755,357	757,269	759,221	668,752	-
	807,229	773,352	833,152	833,353	833,552	774,252	900
Total Helen Schuler Nature Centre	678,933	716,939	727,489	725,890	725,389	724,889	7,950

Analysis of Changes from 2018 to 2022

Base Budget

Revenues	Note 1	7,050
Operating expenses	Note 2	900
Total Change		7,950

Note 1: Reduced revenue resulting from loss of program grant partially offset by increased revenue through growth in facility rental bookings and new special programs (i.e. workshops and day camps).

Note 2: Increases in cost of vehicle operations and corporate charges.

	2019	2020	2021	2022
Approved Initiative (One-Time)				
Natural Leaders Program (N-35)*	46,880	50,491	54,144	-

* This approved initiative is funded from the MRSR as a one-time allocation and funding for the remaining years will be considered following a report back to City Council.

Additional Information

Total annual volunteer hours are approximately 7,000. The value of these hours at \$15/hour is approximately \$105,000 and this value is not included in the total budget.

The Helen Schuler Nature Centre outdoor classroom/amphitheatre will be funded from operating reserves in 2020 in the amount of \$10,000.



Helen Schuler Nature Centre

OPERATING BUDGET SUMMARY

Tax Supported

Community Services Cemetery Services Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Other Revenues	20,494	2,000	1,500	-	-	-	(2,000)
Sales of Goods & Services	872,444	915,500	909,500	927,500	945,500	945,500	30,000
	892,938	917,500	911,000	927,500	945,500	945,500	28,000
Expenses							
Asset Transactions	171,699	-	-	-	-	-	-
Operating Expenses	420,105	614,500	802,272	850,502	789,332	782,693	168,193
Reserve Transfers	(87,142)	451	(193,821)	(225,551)	(146,381)	(139,742)	(140,193)
Wages & Benefits	887,504	836,933	836,933	836,933	836,933	836,933	-
	1,392,166	1,451,884	1,445,384	1,461,884	1,479,884	1,479,884	28,000
Total Cemetery Services	499,228	534,384	534,384	534,384	534,384	534,384	-

Analysis of Changes from 2018 to 2022

Base Budget

Fee increase	Note 1	(28,000)
Transfer to reserve	Note 2	(140,193)
Building operations, utilities	Note 3	168,193

Total Change

-

Note 1: Fees are to increase each year for 2019-2021. Revenue includes estimated sales.

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

Note 3: Reserve funded projects, increases to corporate expenses and increases to vehicle and equipment for operating and replacement.

Additional Information

Cemetery reserve projects added to base funded through the reserve.

Project	2019	2020	2021	2022
Block 37 Columbariums Phase 1	-	120,000	-	-
Block 37 Memorial Walls Phase 1	10,000	-	40,000	40,000
Block 37 sidewalks Phase 1	-	30,000	-	-
MVC* Asphalt	50,000	-	-	-
RVMC** Green Burial Construction	55,000	-	-	-
Columbarium 1,2,3,4, MVC Renew	75,000	-	75,000	-
ARC*** Columbariums from 2018	-	75,000	-	-
RVMC Columbarium Pads	-	-	15,000	-
RVMC Columbarium	-	40,000	-	120,000
RVMC Memorial Walls	-	10,000	40,000	40,000
RVMC Walkway	40,000	-	40,000	-
Total	230,000	275,000	210,000	200,000

* Mountain View Cemetery

** Royal View Memorial Cemetery

*** Archmount Cemetery

OPERATING BUDGET SUMMARY

Tax Supported

Community Services Japanese Gardens Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Other Revenues	(6,740)	-	-	-	-	-	-
	(6,740)	-	-	-	-	-	-
Expenses							
Operating Expenses	98,075	160,700	190,700	190,700	160,700	160,700	-
Reserve Transfers	(22,890)	-	(249,698)	(79,578)	-	-	-
Transfers to Other Agencies	145,200	133,700	333,290	162,100	162,100	162,100	28,400
Wages & Benefits	236,322	193,979	242,487	243,557	193,979	193,979	-
	456,707	488,379	516,779	516,779	516,779	516,779	28,400
Total Japanese Gardens	463,447	488,379	516,779	516,779	516,779	516,779	28,400

Analysis of Changes from 2018 to 2022

Approved Initiative (Ongoing)

Minimum Wage Increase Fee for Service	Budget Initiative Tab	N-66	28,400
Total Change			28,400

	2019	2020	2021	2022
Approved Initiatives (One-Time)				
Nikka Yuko Japanese Garden Fee for Service (N-79)*	171,190	-	-	-
Nikka Yuko Japanese Garden Maintenance (N-80)**	78,508	79,578	-	-
Total	249,698	79,578	-	-

* This approved initiative is funded from the MRSR as a one-time allocation and further funding will be dependent on the City's organizational review.

** This approved initiative is funded from the MRSR as a one-time allocation and funding for the remaining years will be considered following a report back to City Council.



Nikka Yuko Japanese Garden

OPERATING BUDGET SUMMARY

Tax Supported

Community Services Lethbridge Transit Budget Summary

	2017 Actual	2018 Budget	2019 Request	2020 Request	2021 Request	2022 Request	2018- 2022 Change
Revenues							
Grants	1,163,478	1,876,411	3,582,156	3,074,685	2,533,540	1,957,161	80,750
Other Revenues	10,360	-	-	-	-	-	-
Recovery from Capital Projects	24,681	-	-	-	-	-	-
Sales of Goods & Services	2,954,452	2,880,104	3,031,590	3,025,530	3,041,227	3,053,985	173,881
	4,152,971	4,756,515	6,613,746	6,100,215	5,574,767	5,011,146	254,631
Expenses`							
Asset Transactions	1,038,062	1,885,611	3,591,356	3,083,885	2,542,740	1,966,361	80,750
Operating Expenses	3,375,344	3,929,673	3,781,526	3,913,963	3,942,863	4,036,263	106,590
Reserve Transfers	(164,653)	-	(162,500)	(50,000)	-	-	-
Transfers to Capital	215,211	174,700	174,700	174,700	174,700	174,700	-
Wages & Benefits	9,472,241	9,838,744	10,020,510	9,906,873	9,906,873	9,906,873	68,129
	13,936,205	15,828,728	17,405,592	17,029,421	16,567,176	16,084,197	255,469
Total Lethbridge Transit	9,783,234	11,072,213	10,791,846	10,929,206	10,992,409	11,073,051	838

Analysis of Changes from 2018 to 2022

Base Budget

Bus operations, maintenance and replacement	Note 1	196,044
Building operations	Note 2	79,900
Technology	Note 3	55,400
Insurance	Note 4	55,249
Service supplies and general operations	Note 5	45,058
Revenues and Recoveries	Note 6	(430,813)

Total Change

838

Note 1: Increase in cost of bus operations, maintenance and bus replacement.

Note 2: Building operations include utilities and custodial services.

Note 3: Technology increases on City buses incur an annual maintenance charge. Additional resources for maintenance, training and streamlining/process automation.

Note 4: Estimated increase per year due to premium increases.

Note 5: Adjustment of supplies and operating costs.

Note 6: Revenues from ridership, charters, advertising and the addition of U-Pass at the University of Lethbridge as well as increased recovery of school bus costs from the School Boards.

	2019	2020	2021	2022
Approved Initiative (One-Time)*				
Increase Statutory Holiday Service (N-55)	162,500	-	-	-

* This approved initiative is funded from the MRSR as a one-time allocation and funding for the remaining years will be considered following a report back to City Council.

OPERATING BUDGET SUMMARY

Tax Supported

Community Services Lethbridge Transit Budget Summary

Additional Information

The following projects are being applied for grant funding under the GreenTransit Incentive Program (GreenTRIP) Projects, funded by 2/3 GreenTRIP and 1/3 Municipal (Federal Gas Tax Fund) in 2019 and 2020. Starting in 2021, bus purchases will be 100% funded from Federal Gas Tax Fund. Opportunities for other grants will be explored.

	2019	2020	2021	2022	Total
Projects					
Bus Purchases (2019 - 6, 2020 - 5, 2021 - 4, 2022 - 3)	3,582,156	3,074,685	2,533,540	1,957,161	11,147,542



Lethbridge Transit Building

OPERATING BUDGET SUMMARY

Tax Supported

Community Services Accessible Transportation Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Grants	721,812	393,382	1,215,560	626,007	429,858	664,131	270,749
Sales of Goods & Services	504,090	437,632	519,448	523,834	533,771	541,805	104,173
	1,225,902	831,014	1,735,008	1,149,841	963,629	1,205,936	374,922
Expenses							
Asset Transactions	718,044	393,382	1,215,560	626,007	429,858	664,131	270,749
Operating Expenses	788,218	948,521	958,300	992,050	1,021,350	1,051,150	102,629
Transfers to Capital	17,201	6,800	6,800	6,800	6,800	6,800	-
Wages & Benefits	2,821,253	2,579,949	2,587,303	2,587,303	2,587,303	2,587,303	7,354
	4,344,716	3,928,652	4,767,963	4,212,160	4,045,311	4,309,384	380,732
Total Accessible Transportation	3,118,814	3,097,638	3,032,955	3,062,319	3,081,682	3,103,448	5,810

Analysis of Changes from 2018 to 2022

Base Budget

Revenue & Recoveries	Note 1	(149,173)
Bus operations, maintenance & replacement	Note 2	106,059
Technology & general operations		25,600
Insurance	Note 3	5,472
Uniforms & other costs	Note 4	17,852
Total Change		5,810

Note 1: Revenue are projected to increase as well as recoveries from Family and Community Support Services (FCSS) for the Go-Friendly Bus costs.

Note 2: Increase in cost of bus operations, maintenance, and small bus replacement.

Note 3: Estimated increases per year due to premium increases.

Note 4: Increased costs for employee uniforms.

Additional Information

The following projects are being applied for grant funding under the Green Transit Incentive Program (GreenTRIP) Projects, funded by 2/3 GreenTRIP and 1/3 Municipal (Federal Gas Tax Fund) in 2019 and 2020. Starting in 2021, bus purchases will be 100% funded from Federal Gas Tax Fund. Opportunities for other grants will be explored.

	2019	2020	2021	2022	Total
Projects					
Bus Purchases (2019 - 5, 2020 - 3, 2021 - 2, 2022 - 3)	1,012,960	626,007	429,858	664,131	2,732,956
Approved Initiative (One-Time)					
Access-A-Ride Improvements (N-57)	202,600	-	-	-	202,600
Total	1,215,560	626,007	429,858	664,131	2,935,556

OPERATING BUDGET SUMMARY

Tax Supported

Community Services

School Bus

Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Other Revenues	1,310,538	-	19,900	19,500	19,300	19,400	19,400
Recovery from Capital Projects	4,655	-	-	-	-	-	-
Sales of Goods & Services	2,487,136	3,051,321	2,680,110	2,767,346	2,853,782	2,895,455	(155,866)
	3,802,329	3,051,321	2,700,010	2,786,846	2,873,082	2,914,855	(136,466)
Expenses							
Asset Transactions	1,118,652	-	-	-	-	-	-
Debt Payments	334,528	-	-	-	-	-	-
Operating Expenses	986,480	1,567,370	1,242,450	1,326,050	1,409,050	1,445,850	(121,520)
Wages & Benefits	1,362,669	1,483,951	1,457,560	1,460,796	1,464,032	1,469,005	(14,946)
	3,802,329	3,051,321	2,700,010	2,786,846	2,873,082	2,914,855	(136,466)
Total School Bus	-	-	-	-	-	-	-

Analysis of Changes from 2018 to 2022

Base Budget

Charter Revenue	(110,294)
Vehicle operations, maintenance and replacement	243,957
Wages and Benefits	(14,946)
Recovery from schools	(165,340)
Insurance	31,673
Operating increases	14,950

Total Change

-

Additional Information

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



School Bus Fleet

OPERATING BUDGET SUMMARY

Tax Supported

Corporate Services Financial Services Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Investment Income	9,543	10,000	-	-	-	-	(10,000)
Other Revenues	53,880	23,500	24,400	24,400	24,400	24,500	1,000
	63,423	33,500	24,400	24,400	24,400	24,500	(9,000)
Expenses							
Discounts	340,728	451,700	451,700	451,700	451,700	451,700	-
Interdepartmental Transfers	(1,557,000)	(1,663,200)	(1,611,200)	(1,628,500)	(1,644,900)	(1,663,200)	-
Operating Expenses	278,134	95,288	246,772	246,781	245,390	240,509	145,221
Reserve Transfers	(480,778)	(624,800)	(588,500)	(589,400)	(590,300)	(591,400)	33,400
Transfers to Capital	251,977	-	(85,000)	(85,000)	(85,000)	(85,000)	(85,000)
Wages & Benefits	4,159,364	4,926,639	4,790,358	4,790,772	4,791,185	4,792,012	(134,627)
	2,992,425	3,185,627	3,204,130	3,186,353	3,168,075	3,144,621	(41,006)
Total Financial Services	2,929,002	3,152,127	3,179,730	3,161,953	3,143,675	3,120,121	(32,006)

Analysis of Changes from 2018 to 2022

Base Budget

Revenue	Note 1	9,000
Postage	Note 2	40,421
Computer software licenses	Note 3	71,800
Financial charges	Note 4	(52,000)
Reserve transfers	Note 5	33,400
Wages & benefits	Note 6	(134,627)
Total Change		(32,006)

Note 1: Financial Services previously recovered accounting costs related to the Lethbridge Railway Relocation Project, a joint venture with the Province of Alberta. As the City purchased the Province's interest in the land, the joint venture was dissolved and therefore the recovery was no longer applicable.

Note 2: Postage costs have increased mainly due to a 35% rate increase over the last budget cycle.

Note 3: Increase in software subscription licenses relating to financial reporting, internal control and purchasing systems.

Note 4: Financing charges have decreased mainly due to a reduction in bank fees and charges.

Note 5: Process improvements relating to automating the issuing of parking tickets and managing parking ticket cancellations and summons has decreased the requirement to fund parking ticket transactions from reserves.

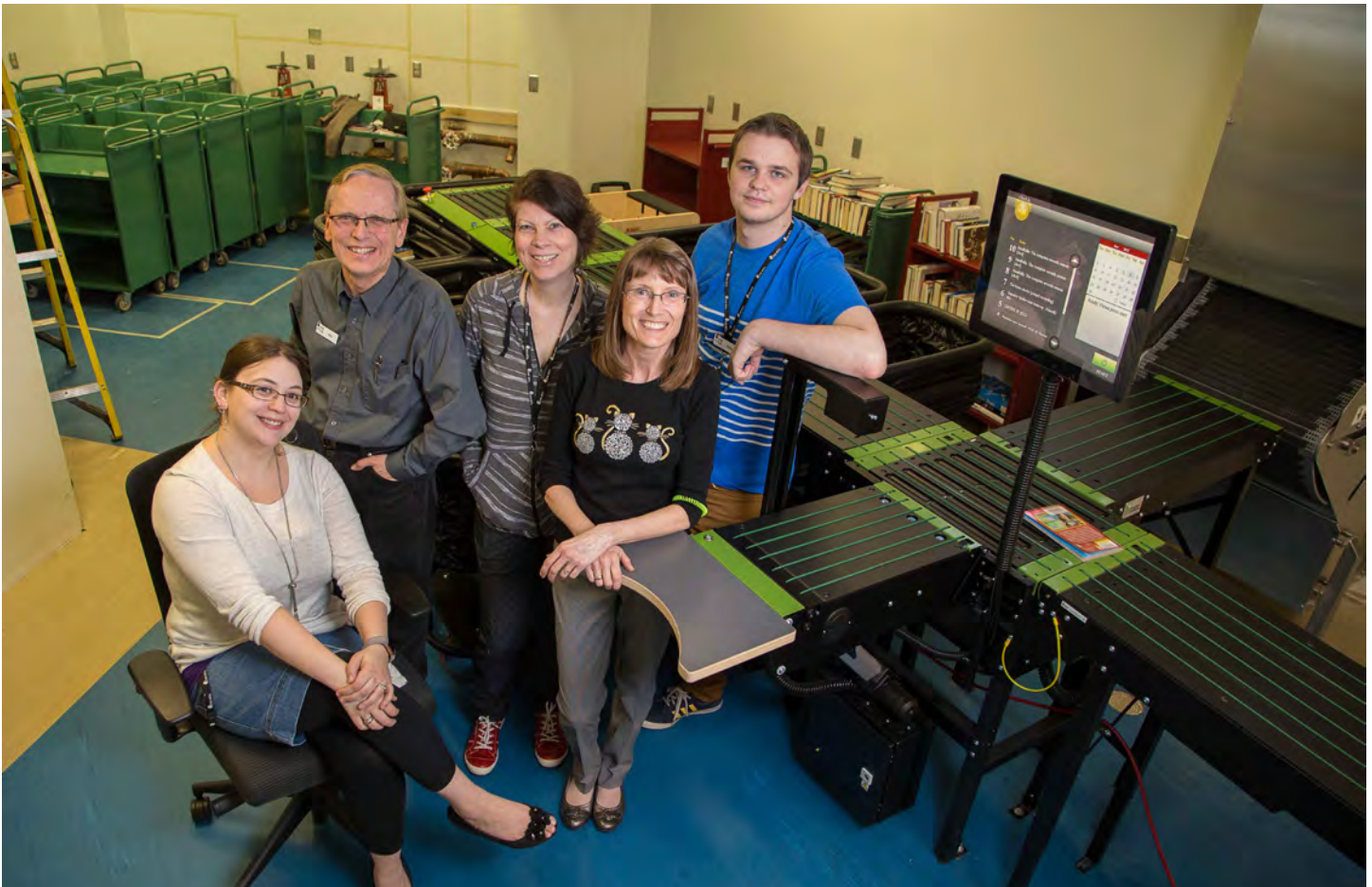
Note 6: Wages & benefits have decreased as a result of the succession planning and restructuring of positions.

OPERATING BUDGET SUMMARY

Tax Supported

Corporate Services Human Resources Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Other Revenues	1,256,410	112,375	110,075	110,650	111,225	112,375	-
	1,256,410	112,375	110,075	110,650	111,225	112,375	-
Expenses							
Interdepartmental Transfers	(456,500)	(553,600)	(552,900)	(552,800)	(552,600)	(553,600)	-
Operating Expenses	1,341,004	279,014	297,814	291,614	285,314	279,014	-
Reserve Transfers	(344,388)	-	-	-	-	-	-
Transfers to Capital	5,940	-	-	-	-	-	-
Wages & Benefits	2,592,934	2,293,043	2,290,131	2,290,859	2,291,587	2,293,043	-
	3,138,990	2,018,457	2,035,045	2,029,673	2,024,301	2,018,457	-
Total Human Resources	1,882,580	1,906,082	1,924,970	1,919,023	1,913,076	1,906,082	-



Lethbridge Public Library Employees

OPERATING BUDGET SUMMARY

Tax Supported

Corporate Services

Information Technology

Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Other Revenues	18,548	6,000	6,000	6,000	6,000	6,000	-
Sales of Goods & Services	7,033	7,000	7,000	7,000	7,000	7,000	-
	25,581	13,000	13,000	13,000	13,000	13,000	-
Expenses							
Asset Transactions	316,126	105,000	105,000	105,000	105,000	105,000	-
Interdepartmental Transfers	(1,625,300)	(1,666,000)	(1,741,900)	(1,762,400)	(1,791,300)	(1,775,100)	(109,100)
Operating Expenses	649,756	779,990	1,068,290	1,115,890	1,188,990	1,120,090	340,100
Transfers to Capital	597,529	373,839	300,739	300,339	299,539	298,839	(75,000)
Wages & Benefits	3,563,686	4,064,892	4,064,892	4,064,892	4,064,892	4,064,892	-
	3,501,797	3,657,721	3,797,021	3,823,721	3,867,121	3,813,721	156,000
Total Information Technology	3,476,216	3,644,721	3,784,021	3,810,721	3,854,121	3,800,721	156,000

Analysis of Changes from 2018 to 2022

Base Budget

Technology licensing	Note 1	265,100
Interdepartmental recoveries	Note 2	(109,100)
Total Change		156,000

Note 1: Technology licensing includes renewal of: Oracle, ESRI ArcGIS (trigger based on 100k population), Gimmel and other service and portfolio management licensing.

Note 2: Interdepartmental recoveries include key services delivered either internally to other Business Units, or on behalf of the whole organization as a shared service.



Laptop Computer

OPERATING BUDGET SUMMARY

Tax Supported

Corporate Services Integrated Risk Management Budget Summary

	2017 Actual	2018 Budget	2019 Request	2020 Request	2021 Request	2022 Request	2018- 2022 Change
Revenues							
Other Revenues	25,845	34,000	34,000	34,000	34,000	34,000	-
	25,845	34,000	34,000	34,000	34,000	34,000	-
Expenses							
Interdepartmental Transfers	(3,232,670)	(3,362,681)	(3,351,800)	(3,531,000)	(3,660,100)	(3,828,400)	(465,719)
Operating Expenses	2,275,131	2,797,641	2,814,376	2,992,394	3,120,311	3,286,246	488,605
Reserve Transfers	493,272	38,586	15,700	15,700	15,700	15,700	(22,886)
Transfers to Capital	3,690	-	-	-	-	-	-
Wages & Benefits	486,422	560,454	555,724	556,906	558,089	560,454	-
	25,845	34,000	34,000	34,000	34,000	34,000	-
Total Integrated Risk Management	-	-	-	-	-	-	-

Analysis of Changes from 2018 to 2022

Base Budget

Insurance premium, brokerage, claims deductibles & software maintenance	Note 1	488,605
Recovery through interdepartmental transfers	Note 2	(465,719)
Reduction in reserve transfer		(22,886)
Total Change		-

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

Note 2: Interdepartmental insurance charges are used to recover the cost of insuring the City's tax and non-tax supported business units. The costs are allocated based on a combination of factors including risk assessment, number of properties, and the number of vehicles, etc. The application of these factors has resulted in the recovery shown above.



Signage for Safety

OPERATING BUDGET SUMMARY

Tax Supported

Corporate Accounts

Employee Welfare & Security

Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Other Revenues	344,375	248,400	90,000	90,000	90,000	90,000	(158,400)
	344,375	248,400	90,000	90,000	90,000	90,000	(158,400)
Expenses							
Canada Pension Plan	4,012,852	3,610,140	3,895,264	3,996,045	4,102,197	4,175,548	565,408
Corporate STD/LTD Program	(1,503,617)	(769,076)	(737,000)	(788,100)	(873,100)	(958,100)	(189,024)
Employment Insurance	1,736,514	1,819,594	1,523,647	1,532,737	1,545,971	1,546,421	(273,173)
EWS Recoveries	(33,991,231)	(30,564,688)	(32,333,388)	(33,698,228)	(35,155,652)	(36,459,399)	(5,894,711)
Health & Dental Plans	6,157,195	7,063,798	7,398,912	7,720,732	8,060,885	8,420,496	1,356,698
Operating Expenses	405,671	253,100	263,300	265,300	267,500	269,600	16,500
Pension Authorities	13,150,450	12,830,435	12,831,907	13,459,840	14,175,758	14,745,458	1,915,023
Reserve Transfers	926,854	-	-	-	-	-	-
Special Forces Pension (SFPP)	2,660,348	2,580,454	2,706,971	2,761,111	2,816,333	2,872,659	292,205
Transfers to Capital	1,956,663	-	-	-	-	-	-
Wages & Benefits	3,570,813	2,033,678	2,392,087	2,542,863	2,692,608	2,848,917	815,239
Workers Compensation	1,192,628	1,390,965	2,148,300	2,297,700	2,457,500	2,628,400	1,237,435
	275,140	248,400	90,000	90,000	90,000	90,000	(158,400)
Total Employee Welfare & Security	(69,235)	-	-	-	-	-	-

Analysis of Changes from 2018 to 2022

Base Budget

Canada Pension Plan	Note 1	565,408
Employment Insurance	Note 2	(273,173)
EWS Recoveries	Note 3	(5,894,711)
Health & Dental Plans	Note 4	1,356,698
Local Authorities Pension Plan	Note 5	1,915,023
Special Forces Pension	Note 6	292,205
Corporate Disability Program	Note 7	626,215
Workers Compensation	Note 8	1,237,435
Other Related Benefits Costs		174,900

Total Change

-

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

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

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

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

Note 5: A decrease in Local Authorities Pension Plan (LAPP) contribution rates are offset by increased enrollment. Pension contributions are based on a percentage of payroll.

OPERATING BUDGET SUMMARY

Tax Supported

Corporate Accounts

Employee Welfare & Security

Budget Summary

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

Note 7: Increase in the frequency and complexity of long-term disability claims, as confirmed with the City's external actuary (Morneau Shepell).

Note 8: WCB increases are attributed to industry-wide legislation changes (Bill 30), which include expanded eligibility of claims and the removal of maximum insurable earnings.



Lethbridge Police Service

OPERATING BUDGET SUMMARY

Tax Supported

Corporate Accounts

Non-Departmental Revenues

Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Penalties & Fees	646,855	480,000	540,000	540,000	540,000	540,000	60,000
Property Taxes	138,142,159	144,166,500	151,053,000	156,988,000	163,135,000	169,533,000	25,366,500
ROI from Utilities	2,804,027	2,460,200	2,727,800	2,824,700	2,872,800	2,922,100	461,900
Sales of Goods & Services	41,267	131,200	108,800	106,800	108,800	110,800	(20,400)
	141,634,308	147,237,900	154,429,600	160,459,500	166,656,600	173,105,900	25,868,000
Expenses							
Contingencies	-	120,000	120,000	620,000	1,120,000	1,620,000	1,500,000
Reserve Transfers	(20,359,351)	(23,627,331)	(25,385,093)	(23,111,098)	(16,752,029)	(11,642,050)	11,985,281
Tax & Assessment Adjustments	231,287	270,000	270,000	270,000	270,000	270,000	-
Transfers to Capital	(394,969)	(402,700)	(402,700)	(402,700)	(402,700)	(402,700)	-
	(20,523,033)	(23,640,031)	(25,397,793)	(22,623,798)	(15,764,729)	(10,154,750)	13,485,281
Total Non-Departmental Revenues	(162,157,341)	(170,877,931)	(179,827,393)	(183,083,298)	(182,421,329)	(183,260,650)	(12,382,719)

Analysis of Changes from 2018 to 2022

Base Budget

Penalties and costs on taxes	Note 1	(60,000)
Property tax assessment growth	Note 2	(14,179,500)
Property tax rate increase	Note 3	(11,187,000)
Reserve transfers	Note 4	9,838,179
Utility transfers	Note 5	(461,900)
Sales of goods and services	Note 6	20,400
Corporate contingency	Note 7	1,500,000
Directional Resolution 6		2,147,102
Total Change		(12,382,719)

Note 1: Revenue from penalties and costs on taxes has increased to reflect experience in the 2015-2018 budget cycle as well as increased taxes resulting from community growth.

Note 2: Estimated increased property tax revenues due to new construction within the City of Lethbridge.

Note 3: Average increase of 1.82% per year for 2019 through 2022.

Note 4: Includes transfers to and from the Municipal Revenue Stabilization Reserve (MRSR) relating to revenues from investment income. Traffic Safety Act, gas company franchise fee, and the Electric Utility. The actual net revenues are transferred to the MRSR and a fixed annual amount is then transferred out of the MRSR to operations to buffer the effect of fluctuations in these revenues. The 2018-2022 change includes an increased transfer from the MRSR relating to these items totaling \$2,300,000.

Note 5: By policy 8% of Water Utility revenue and 10% of Landfill revenues are transferred annually to general operations. This amount is based on the projected increases in revenues of those utilities.

Note 6: An increase in sales of goods & services consists of an increase in City property rental revenue.

Note 7: A corporate budget contingency of \$500,000 in 2020, an additional \$500,000 in 2021 and an additional \$500,000 in 2022 (total \$1,500,000) is included to address structural differences that may occur over the budget term.

OPERATING BUDGET SUMMARY

Tax Supported

Corporate Accounts

Pay-As-You-Go Program

Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Expenses							
Debt Payments	3,174,338	6,301,300	7,150,100	7,468,900	7,468,900	7,468,900	1,167,600
Pay-As-You-Go Capital	4,787,000	4,955,000	5,155,000	5,363,000	5,578,000	5,800,000	845,000
Reserve Transfers	2,027,662	1,828,700	979,900	661,100	661,100	661,100	(1,167,600)
	9,989,000	13,085,000	13,285,000	13,493,000	13,708,000	13,930,000	845,000
Total Pay-As-You-Go Program	9,989,000	13,085,000	13,285,000	13,493,000	13,708,000	13,930,000	845,000

Analysis of Changes from 2018 to 2022

Base Budget

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

Note 1 845,000

Total Change

845,000

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

BE IT RESOLVED THAT the Pay-As-You-Go capacity be increased annually by 0.15% of the Municipal Tax Levy commencing in 2009. This amount has been estimated at \$200,000 for 2019, \$208,000 for 2020, \$215,000 for 2021, and \$222,000 for 2022 resulting in a total increase of \$845,000 over the four-year budget.



Heritage Heights Pathway Staircase

OPERATING BUDGET SUMMARY

Tax Supported

Infrastructure Services Infrastructure Administration Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Grants	12,464	-	-	-	-	-	-
Other Revenues	4,158	4,050	4,050	4,050	4,050	4,050	-
Recovery from Capital Projects	1,562,280	299,200	132,000	132,000	132,000	132,000	(167,200)
Sales of Goods & Services	1,144,281	945,900	1,167,940	1,324,730	1,357,920	1,368,910	423,010
	2,723,183	1,249,150	1,303,990	1,460,780	1,493,970	1,504,960	255,810
Expenses							
Asset Transactions	1,408,282	-	-	-	-	-	-
Debt Payments	(479,642)	6,804,100	7,471,000	7,745,100	8,670,400	8,041,200	1,237,100
Interdepartmental Transfers	(1,446,881)	(1,140,300)	(1,294,200)	(1,325,800)	(1,354,800)	(1,387,600)	(247,300)
Operating Expenses	1,043,289	735,987	1,021,511	1,062,350	1,068,562	1,075,255	339,268
Reserve Transfers	(133,359)	(623,700)	(1,255,300)	(1,164,200)	(1,163,400)	(1,186,700)	(563,000)
Transfers to Capital	369,816	(6,359,800)	(6,508,600)	(6,773,100)	(7,688,500)	(7,049,100)	(689,300)
Wages & Benefits	2,667,485	2,402,422	2,447,683	2,489,616	2,532,376	2,581,464	179,042
	3,428,990	1,818,709	1,882,094	2,033,966	2,064,638	2,074,519	255,810
Total Infrastructure Administration	705,807	569,559	578,104	573,186	570,668	569,559	-

Analysis of Changes from 2018 to 2022

Base Budget

Sales of Goods and Services	Note 1	(149,500)
Internal and external contracted services	Note 2	164,700
Budgeted transfer of funds from Urban Construction Stabilization account	Note 3	(15,200)
		-

Approved Initiative (Ongoing)

Urban Construction	Budget Initiative Tab	N-20	106,310
Less: Funding from Right of Way (ROW) permits	Budget Initiative Tab	N-20	(106,310)
			-
Total Change			-

Note 1: Budgeted increase in servicing payments of approximately \$149,500 for the installation of water and sewer services to better reflect amounts recovered in recent years and an increase in Urban Construction inspection fees.

Note 2: Budgeted increase in operating expenses such as wages, equipment rental and contracted services required primarily for water and sewer connection work. These expenses are offset through servicing payments (note 1).

Note 3: Budgeted transfer of funds from the Urban Construction Stabilization account will be used to balance the Urban Construction business unit.

OPERATING BUDGET SUMMARY

Tax Supported

Infrastructure Services Community Lighting Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Grants	615,432	-	-	-	-	-	-
Sales of Goods & Services	22,341	9,500	9,500	9,500	9,500	9,900	400
	637,773	9,500	9,500	9,500	9,500	9,900	400
Expenses							
Operating Expenses	1,980,568	2,958,427	3,054,527	3,208,227	3,304,227	3,403,327	444,900
Reserve Transfers	697,412	-	-	-	-	-	-
Transfers to Capital	653,893	-	-	-	-	-	-
	3,331,873	2,958,427	3,054,527	3,208,227	3,304,227	3,403,327	444,900
Total Community Lighting	2,694,100	2,948,927	3,045,027	3,198,727	3,294,727	3,393,427	444,500

Analysis of Changes from 2018 to 2022

Base Budget

Revenues	Note 1	(400)
Operating costs	Note 2	444,900
Total Change		444,500

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

Note 2: Street lighting utility costs are expected to increase by \$444,900 by 2022 from their budgeted 2018 rates.



Street Lighting

OPERATING BUDGET SUMMARY

Tax Supported

Infrastructure Services

Fleet Services

Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Other Revenues	42,558	8,700	30,000	30,000	30,000	30,000	21,300
Recovery from Capital Projects	324,423	126,100	125,000	90,800	114,700	109,000	(17,100)
Sales of Goods & Services	51,016	72,900	81,900	86,800	92,000	97,500	24,600
	417,997	207,700	236,900	207,600	236,700	236,500	28,800
Expenses							
Asset Transactions	2,602,807	1,835,670	6,556,001	2,462,320	4,819,000	4,161,000	2,325,330
Operating Expenses	(6,831,328)	(6,171,351)	(8,804,721)	(7,663,048)	(7,940,342)	(7,903,067)	(1,731,716)
Reserve Transfers	1,218,677	1,760,027	(619,579)	2,232,601	193,568	738,368	(1,021,659)
Transfers to Capital	132,049	-	-	-	-	-	-
Wages & Benefits	3,295,792	2,783,354	3,105,199	3,175,727	3,164,474	3,240,199	456,845
	417,997	207,700	236,900	207,600	236,700	236,500	28,800
Total Fleet Services	-	-	-	-	-	-	-

Analysis of Changes from 2018 to 2022

Base Budget

Equipment servicing revenues	Note 1	(28,800)
Purchase and replacement of Fleet Services pool assets	Note 2	2,325,330
Fleet operations	Note 3	(1,428,371)
Fleet reserve	Note 4	(868,159)
		-

Approved Initiative (Ongoing)

Continuous Service (24/7 Shop Operations) - CSR's	Budget Initiative Tab	N-18	322,200
Less: Funding from Fleet Operations	Budget Initiative Tab	N-18	(171,000)
Less: Funding from Fleet Reserve	Budget Initiative Tab	N-18	(151,200)

Total Change

-

Note 1: An increase in operating revenues from garage operations. This increase is primarily due to an increase in expected insurance proceeds.

Note 2: Fleet Services is responsible for the purchase of both new and replacement vehicles within the City's fleet pool. At the end of a vehicles life, the Fleet Reserve will then pay for all costs associated with the vehicle replacement. As the vehicle replacement schedule varies significantly year to year, by 2022, there will be an increase of approximately \$2,325,330 in vehicle replacement costs over what was budgeted in 2018. This increase in costs will be absorbed in the annual transfer of funds to the fleet reserve.

Note 3: Fleet Services is expecting to receive an increased transfer of funds from other City departments towards the repair, maintenance and replacement of vehicles and equipment that are part of the City's fleet. This increase will better enable the Fleet Reserve to adequately fund the future replacement of the City's fleet of over 620 units.

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

	2019	2020	2021	2022
Approved Initiative (One-Time)				
Continuous Service (24/7 Shop Operations) - Utility Work II (N-19)*	77,200	78,900	-	-

* This approved initiative is funded from the Fleet Reserve for 2019 and 2020. Further funding will be considered following a report back to City Council on this initiative.

OPERATING BUDGET SUMMARY

Tax Supported

Infrastructure Services

Parking

Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Recovery from Capital Projects	364	-	-	-	-	-	-
Sales of Goods & Services	1,210,091	1,349,900	1,383,100	1,383,100	1,383,100	1,383,100	33,200
	1,210,455	1,349,900	1,383,100	1,383,100	1,383,100	1,383,100	33,200
Expenses							
Operating Expenses	134,180	332,335	291,815	404,780	405,180	405,580	73,245
Reserve Transfers	566,274	527,583	574,022	452,697	443,637	433,717	(93,866)
Wages & Benefits	375,001	354,982	382,263	390,623	399,283	408,803	53,821
	1,075,455	1,214,900	1,248,100	1,248,100	1,248,100	1,248,100	33,200
Total Parking	(135,000)	(135,000)	(135,000)	(135,000)	(135,000)	(135,000)	-

Analysis of Changes from 2018 to 2022

Base Budget

Increased revenues	Note 1	(33,200)
Parking operations	Note 2	122,350
Transfer to Parking Reserve	Note 3	(89,150)

Total Change

-

Note 1: Increase in parking revenues due to anticipated collection with implementation of new meter fare collection process. This does not include rate increases. Future parking rate increases (both on and off street) are under review as part of the development of an overall downtown parking strategy. The strategy considers forecasted parking supply and demand, potential regulatory changes, the introduction of the new Park N Ride facility, and incentives to enhance public transit usage.

Note 2: Increases to operating and maintenance activities associated with the implementation of the new parking meter system. These activities are fees associated with cloud fees, batteries, button pads, solar panels, paper and printing costs as well as credit card banking fees.

Note 3: Parking operations is balanced through the Acquire Off Street Parking Reserve. By 2022, a decrease of approximately \$89,150 is budgeted to be transferred from the reserve.



Parking Zone Sign

OPERATING BUDGET SUMMARY

Tax Supported

Infrastructure Services

Parks

Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Other Revenues	295,400	308,400	303,400	303,400	303,400	303,400	(5,000)
Recovery from Capital Projects	324,420	324,700	391,600	398,900	406,400	413,900	89,200
Sales of Goods & Services	76,039	43,200	63,600	64,700	65,800	66,900	23,700
	695,859	676,300	758,600	767,000	775,600	784,200	107,900
Expenses							
Asset Transactions	39,711	242,600	242,600	242,600	242,600	242,600	-
Operating Expenses	4,565,107	6,462,309	6,401,969	6,375,674	6,383,184	6,371,302	(91,007)
Reserve Transfers	253,897	416,600	182,900	157,900	132,900	107,900	(308,700)
Transfers to Capital	761,832	334,000	334,000	334,000	334,000	334,000	-
Transfers to Other Agencies	-	300	-	-	-	-	(300)
Wages & Benefits	8,756,648	7,146,865	7,939,760	8,059,621	8,254,277	8,291,472	1,144,607
	14,377,195	14,602,674	15,101,229	15,169,795	15,346,961	15,347,274	744,600
Total Parks	13,681,336	13,926,374	14,342,629	14,402,795	14,571,361	14,563,074	636,700

Analysis of Changes from 2018 to 2022

Base Budget

Sale of Goods & Services	Note 1	(18,700)
Recovery from Capital Projects	Note 2	(89,200)
Arterial Roadway Capital Improvement Program (CIP)	Note 3	407,800
New School Site Development 2018-2027 CIP D-18	Note 4	137,000
Pathway System Extensions 2018-2027 CIP D-11	Note 5	78,000
Bark Park 2018-2027 CIP D-16	Note 6	50,000
River Valley Protective Fencing 2018-2027 CIP D-14	Note 7	6,000
Operating Expenses	Note 8	65,800

Total Change

636,700

Note 1: Additional recoveries from special events.

Note 2: Increase to the amount of parks operations work that will be recovered through capital projects and/or third party recoveries.

Note 3: Through the Capital Improvement Program (CIP) many new sections of arterial roadway have been constructed. As such, operating costs towards the ongoing maintenance of these roadways' landscaped boulevards and medians have been added to the parks operating budget.

Whoop-Up Drive (McMaster to Maurentania Blvd) 2014-2023 CIP CO-6	\$104,500
Metis Trail (Walsh to Whoop-Up) 2014-2023 CIP CO-7	\$126,000
North Scenic Dr (Uplands Blvd to 40th Ave.) 2018-2027 CIP CO-3	\$ 35,600
University Dr (Comm. Stadium to Sunridge Blvd.) 2018-2027 CIP CO-4	\$ 76,200
Metis Trail (Temple Blvd to Coalbrook Gate) 2018-2027 CIP CO-6	\$ 49,000
3rd Ave Reconstruction 2018-2027 CIP D-22	\$ 16,500
	\$407,800

Note 4: The New School Site Development 2018-2027 CIP D-18 includes the development of two separate school fields, one in the Crossing/Piers areas and the other in the southeast in the Discovery area.

OPERATING BUDGET SUMMARY

Tax Supported

Infrastructure Services

Parks

Budget Summary

Note 5: Pathway System Extension 2018-2027 CIP D-11 includes the development of new pathways that will link existing paths as well as will become extensions of the current network.

Note 6: The Bark Park 2018-2027 CIP D-16 includes operating costs to maintain the grass, shrubs and amenities of this new facility located at Scenic Drive and Stafford Drive North.

Note 7: The River Valley Protective Fencing 2018-2027 CIP D-14 includes the approved operating costs.

Note 8: Due to an increase in interdepartmental charges including insurance, contractual and equipment rentals and an increase in external contractual services.

	2019	2020	2021	2022
Approved Initiative (One-Time)*				
Accessible Playgrounds (N-59)	208,700	208,700	208,700	208,700

* This approved initiative is funded from the Urban Parks Reserve as a one-time allocation.



Flower Bed near Adams Ice Centre

OPERATING BUDGET SUMMARY

Tax Supported

Infrastructure Services

Stormwater

Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Grants	-	1,057,000	1,089,000	1,132,600	1,177,900	1,225,000	168,000
Sales of Goods & Services	434	-	-	-	-	-	-
	434	1,057,000	1,089,000	1,132,600	1,177,900	1,225,000	168,000
Expenses							
Interdepartmental Transfers	(26,500)	(27,400)	(32,300)	(27,800)	(23,600)	(19,300)	8,100
Operating Expenses	481,995	1,642,602	1,679,501	1,718,601	1,759,701	1,802,502	159,900
Transfers to Capital	60,768	-	-	-	-	-	-
Wages & Benefits	89,086	93,889	93,889	93,889	93,889	93,889	-
	605,349	1,709,091	1,741,090	1,784,690	1,829,990	1,877,091	168,000
Total Stormwater	604,915	652,091	652,090	652,090	652,090	652,091	-

Analysis of Changes from 2018 to 2022

Base Budget

Grants	Note 1	(168,000)
Storm Sewer Rehabilitation Program	Note 2	168,000

Total Change

-

Note 1: Increased allocation of Federal Gas Tax Funds (FGTF) grant to support the annual Storm Sewer Rehabilitation program. This program is responsible for the rehabilitation of storm sewer system components that have been identified as in need of lifecycle replacement and/or upgrading.

Note 2: Increased budget for the Storm Sewer Rehabilitation Program. This annual program targets components in the Storm Sewer collection system that have outlived their designed life and require a major capital improvement. This program is fully funded through the Federal Gas Tax Fund (FGTF) grant. See Note 1.



Yellow Fish Road Program

OPERATING BUDGET SUMMARY

Tax Supported

Infrastructure Services

Transportation

Budget Summary

	2017 Actual	2018 Budget	2019 Request	2020 Request	2021 Request	2022 Request	2018- 2022 Change
Revenues							
Grants	97,558	97,500	97,500	97,500	97,500	97,500	-
Other Revenues	25,364	5,000	-	-	-	-	(5,000)
Recovery from Capital Projects	3,574,061	2,575,620	2,893,220	2,907,320	2,921,020	2,935,420	359,800
Sales of Goods & Services	580,468	511,400	468,200	468,200	468,200	468,200	(43,200)
	4,277,451	3,189,520	3,458,920	3,473,020	3,486,720	3,501,120	311,600
Expenses							
Asset Transactions	42,523	-	-	-	-	-	-
Debt Payments	170,765	119,900	82,700	56,600	22,300	10,100	(109,800)
Operating Expenses	7,821,985	8,598,827	8,716,311	8,755,747	8,881,283	8,952,654	353,827
Reserve Transfers	304,750	-	-	-	-	-	-
Transfers to Capital	3,218,167	2,390,600	2,277,800	2,303,900	2,338,200	2,350,400	(40,200)
Wages & Benefits	6,993,987	6,717,369	6,920,311	6,920,831	6,921,351	6,922,391	205,022
	18,552,177	17,826,696	17,997,122	18,037,078	18,163,134	18,235,545	408,849
Total Transportation	14,274,726	14,637,176	14,538,202	14,564,058	14,676,414	14,734,425	97,249

Analysis of Changes from 2018 to 2022

Base Budget

Servicing Payments (revenue decrease)	Note 1	48,200
Recovery from Capital Projects	Note 2	(359,800)
Arterial Roadway Capital Improvement Program (CIP)	Note 3	213,200
Railway Rehab Program 2018-2027 CIP C-11	Note 4	12,000
Insurance	Note 5	22,050
Operating expenses	Note 6	161,599
Total Change		97,249

Note 1: Decrease in expected revenue and sales of good and services due primarily to the correction of budgeted revenue in sign production and installations so as to better match expected revenues.

Note 2: Additional recoveries to transportation operations accounts for work performed on Transportation infrastructure rehabilitation and capital projects. These recoveries offset increases to expenses in transportation operating accounts.

Note 3: Through the Capital Improvement Program (CIP) many new sections of arterial roadway have been constructed. As such, operating costs towards the ongoing maintenance of these roadways' snow removal, street sweeping and other roadway maintenance activities have been added:

Whoop-Up Drive (McMaster to Maurentania Blvd) 2014-2023 CIP CO-6	\$ 54,500
Metis Trail (Walsh to Whoop-Up) 2014-2023 CIP CO-7	\$ 65,000
North Scenic Dr (Uplands Blvd to 40th Ave.) 2018-2027 CIP CO-3	\$ 18,400
University Dr (Comm. Stadium to Sunridge Blvd.) 2018-2027 CIP CO-4	\$ 35,800
Metis Trail (Temple Blvd to Coalbrook Gate) 2018-2027 CIP CO-6	\$ 23,000
3rd Ave Reconstruction 2018-2027 CIP D-22	<u>\$ 16,500</u>
	\$213,200

Note 4: The City owns and maintains approximately 8.9km of rail spur lines and 10 rail signals located in the Industrial Park. Increased maintenance regulations imposed by the provincial government have created budget pressures towards activities associated with maintaining these lines primarily relative to rail to road crossings.

Note 5: Increase to Corporate Insurance changes for the transportation business unit.

Note 6: Additional operating expenses added to budget. These various expenses are fully recovered through an expected increase in recoveries in either services to third parties or from capital projects (see Note 2). Examples of these expenses would be the purchase and supply of asphalt, temporary traffic control and rented equipment as they relate to the asphalt overlay program and other work performed by City crews on capital projects.

OPERATING BUDGET SUMMARY

Tax Supported

Infrastructure Services 311 Customer Service Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Expenses							
Interdepartmental Transfers	-	(1,118,286)	(1,361,088)	(1,366,998)	(1,368,462)	(1,371,388)	(253,102)
Operating Expenses	-	905,097	609,817	626,147	672,288	704,931	(200,166)
Wages & Benefits	-	1,208,487	1,648,380	1,651,724	1,655,068	1,661,755	453,268
	-	995,298	897,109	910,873	958,894	995,298	-
Total 311 Customer Service	-	995,298	897,109	910,873	958,894	995,298	-



311 Customer Service Specialist

OPERATING BUDGET SUMMARY

Utility Supported

Infrastructure Services

Utility Services

Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Penalties & Fees	487,815	584,500	535,200	545,100	555,200	565,500	(19,000)
Sales of Goods & Services	352,675	428,000	410,700	418,900	427,300	435,800	7,800
Utility Service Admin Fee	3,211,153	3,306,104	3,297,784	3,336,936	3,375,774	3,414,093	107,989
	4,051,643	4,318,604	4,243,684	4,300,936	4,358,274	4,415,393	96,789
Expenses							
Operating Expenses	2,052,376	3,428,161	3,260,797	3,301,384	3,341,857	3,379,747	(48,414)
Transfers to Capital	168,187	-	-	-	-	-	-
Wages & Benefits	1,831,080	890,443	982,887	999,552	1,016,417	1,035,646	145,203
	4,051,643	4,318,604	4,243,684	4,300,936	4,358,274	4,415,393	96,789
Total Utility Services	-	-	-	-	-	-	-

Analysis of Changes from 2018 to 2022

Base Budget

Penalties & fees	Note 1	19,000
Sales of goods and services	Note 2	(7,800)
Utility service administration fee	Note 3	(107,989)
Operating expenses	Note 4	96,789
Total Change		-

Note 1: Budgeted revenues from penalties between 2018 to 2022 has been decreased by \$19,000 to more accurately match prior year actuals. There are no proposed changes to late payment penalty fees through 2022.

Note 2: Budgeted revenue increase from disconnect notice warning fees and utility application fees.

Note 3: The administration fee of \$7.00 per month remains unchanged through 2022. Revenue is expected to increase by \$108,000. The additional increase in revenue is due to the growth in the number of billed accounts offset by an estimate in the uptake of the e-bill discount.

Note 4: The operating expenses include billing, postage, general business expenses and wages and benefits which include job information questionnaires and step increases.

OPERATING BUDGET SUMMARY

Utility Supported

Infrastructure Services

Electric Utility

Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Other Revenues	38,914	-	-	-	-	-	-
Penalties & Fees	12,635	-	-	-	-	-	-
Recovery from Capital Projects	5,825,686	6,673,380	6,095,971	6,252,638	6,287,606	6,414,841	(258,539)
Sales of Goods & Services	72,642,533	75,986,298	80,405,084	83,321,181	87,548,486	91,388,783	15,402,485
Transmission Revenue	7,121,520	7,458,254	8,762,967	8,875,239	9,077,212	9,196,303	1,738,049
	85,641,288	90,117,932	95,264,022	98,449,058	102,913,304	106,999,927	16,881,995
Expenses							
Asset Transactions	(17,334)	-	-	-	-	-	-
Debt Payments	(65,675)	6,750,200	4,126,700	5,475,600	5,615,000	6,413,800	(336,400)
Discounts	(8,680)	-	-	-	-	-	-
Interdepartmental Transfers	10,278,980	10,425,300	9,365,910	9,631,380	9,896,760	10,186,150	(239,150)
Operating Expenses	15,774,657	22,319,870	20,445,571	21,412,905	22,627,239	23,906,008	1,586,138
Reserve Transfers	7,905,291	1,428,482	4,708,900	3,275,100	3,054,100	2,124,100	695,618
Transfers to Capital	9,447,661	9,696,402	10,741,400	11,837,000	12,686,700	13,482,300	3,785,898
Transmission Charges - System Access	31,086,733	26,663,600	32,445,500	33,047,800	34,941,000	36,464,200	9,800,600
Wages & Benefits	13,068,026	12,834,078	13,430,041	13,769,273	14,092,505	14,423,369	1,589,291
	87,469,659	90,117,932	95,264,022	98,449,058	102,913,304	106,999,927	16,881,995
Total Electric Utility	(1,828,371)	-	-	-	-	-	-

Analysis of Changes from 2018 to 2022

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

City Council Authority

AUC Authority

Customer Choice

Distribution

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

Approved initiatives included in this budget are the following: Electric Accounting Technician (N-15), Information Systems & Communications Technologist (N-16) and Power System Electrician (N-17).

Revenue: (increase)/decrease

Distribution Access Fees

(7,199,671)

Expenses: increase/(decrease)

Wages & Benefits

Note 1 1,553,238

Property Taxes

Note 2 1,704,000

Operating Expense

Note 3 1,107,433

Cost of Capital

Note 5 393,100

Depreciation

Note 5 2,441,900

Revenue: (increase)/decrease

Transmission Access Fees

Note 4 (9,800,600)

Expenses: increase/(decrease)

Transmission Access Fees due to Province

Note 4 9,800,600

Total Distribution

-

OPERATING BUDGET SUMMARY

Utility Supported

Infrastructure Services

Electric Utility

Budget Summary

Transmission

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

Revenue: (increase)/decrease

AESO Credit

(1,738,049)

Expenses: increase/(decrease)

Wages & Benefits

Note 1 29,418

Property Taxes

Note 2 528,100

Operating Expense

Note 3 (78,869)

Cost of Capital

Note 5 (80,000)

Depreciation

Note 5 1,339,400

Total Transmission

-

Regulated Rate Option (RRO)

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

Revenue: (increase)/decrease

Energy Sales

1,883,420

Expenses: increase/(decrease)

Wages & Benefits

Note 1 9,690

Operating Expense

Note 3 50,590

Energy Procurement

(1,943,700)

Total RRO

-

Fibre

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

Revenue: (increase)/decrease

Fibre Tariff

(27,095)

Expenses: increase/(decrease)

Wages & Benefits

Note 1 (3,055)

Property Taxes

Note 2 6,200

Operating Expense

Note 3 (26,766)

Cost of Capital

Note 5 46,118

Depreciation

Note 5 4,598

Total Fibre

-

Note 1: Wages & benefits increase include cost of living increases to existing positions previously approved.

Note 2: Property taxes increased due to the addition of a new Substation 181S in 2017 as well as the continuous growth of the electric infrastructure.

Note 3: This includes changes to the Electric Utility overall operating expenses including charges for services from supporting City departments.

Note 4: Transmission Access Fees are set by the Province and represent a flow-through charge on Lethbridge Electric Utility customer bills.

Note 5: Increase is primarily due to the Net Book Value (NBV) of our assets increasing due to replacement of existing infrastructure being performed by the Electric Utility.

OPERATING BUDGET SUMMARY

Utility Supported

Infrastructure Services

Waste Collection

Budget Summary

	2017	2018	2019	2020	2021	2022	2018- 2022
	<i>Actual</i>	<i>Budget</i>	<i>Request</i>	<i>Request</i>	<i>Request</i>	<i>Request</i>	<i>Change</i>
Revenues							
Other Revenues	253,961	195,720	61,500	61,500	61,500	61,500	(134,220)
Recovery from Capital Projects	(1)	164,000	-	-	-	-	(164,000)
Sales of Goods & Services	7,856,282	7,800,795	9,994,030	11,688,398	11,838,119	11,992,326	4,191,531
	8,110,242	8,160,515	10,055,530	11,749,898	11,899,619	12,053,826	3,893,311
Expenses							
Asset Transactions	94,505	3,500	7,000	7,000	7,000	7,000	3,500
Debt Payments	(263,168)	205,200	647,100	575,900	575,900	575,900	370,700
Operating Expenses	3,905,751	4,493,924	5,970,588	6,578,542	6,543,123	6,498,376	2,004,452
Reserve Transfers	221,000	223,500	223,500	223,500	315,650	407,800	184,300
Transfers to Capital	439,485	172,837	(691,289)	321,985	323,168	329,571	156,734
Wages & Benefits	3,535,264	3,061,554	3,898,631	4,042,971	4,134,778	4,235,179	1,173,625
	7,932,837	8,160,515	10,055,530	11,749,898	11,899,619	12,053,826	3,893,311
Total Waste Collection	177,405	-	-	-	-	-	-

Analysis of Changes from 2018 to 2022

Base Budget

Revenue	Note 1	(3,893,311)
Debt Servicing	Note 2	370,700
Operating Expenses	Note 3	3,178,477
Reserve Transfer	Note 4	184,300
Transfer to Capital	Note 5	159,834

Total Change

-

Note 1: Increases in revenues due to the implementation of the curbside recycling program. This also includes a rate increase of \$0.50 per month in 2020.

Note 2: Increase debt payments resulting from 2018-2027 CIP page E-6 (Curbside Recycling).

Note 3: Increase in operating expenses due to curbside collection operations (\$3,178,477 is related to the Residential Collection Services). This includes labour, equipment rental charges, supplies and contracted services.

Note 4: This is a budgeted annual contribution towards future blue carts replacement.

Note 5: To balance the utility, a transfer of approximately \$159,834 to capital projects will be required in 2022.

OPERATING BUDGET SUMMARY

Utility Supported

Infrastructure Services Waste Processing Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Other Revenues	10,177	-	-	-	-	-	-
Sales of Goods & Services	9,049,590	8,034,758	10,683,375	12,271,750	12,285,950	12,300,350	4,265,592
	9,059,767	8,034,758	10,683,375	12,271,750	12,285,950	12,300,350	4,265,592
Expenses							
Asset Transactions	160,596	1,000	5,000	5,000	5,000	5,000	4,000
Debt Payments	(1,016,401)	3,346,800	3,414,420	4,369,100	4,598,600	4,598,300	1,251,500
Operating Expenses	3,254,373	4,147,358	5,959,768	6,778,548	6,819,635	6,899,797	2,752,439
ROI to General Fund	827,729	691,400	850,000	900,000	900,000	900,000	208,600
Transfers to Capital	4,716,384	(151,800)	454,187	219,102	(37,285)	(102,747)	49,053
	7,942,681	8,034,758	10,683,375	12,271,750	12,285,950	12,300,350	4,265,592
Total Waste Processing	1,117,086	-	-	-	-	-	-

Analysis of Changes from 2018 to 2022

Base Budget

Revenue	Note 1	(4,265,592)
Debt servicing	Note 2	1,251,500
Landfill operations	Note 3	2,478,639
Return on investment to taxation	Note 4	208,600
Transfer to Capital	Note 5	326,853
		-

Approved Initiatives

Implementation of the Industrial, Commercial & Institutional (ICI) Support Staff & Technology	Budget Initiatives Tab	N-22	180,000
Less: Funding from landfill surcharges	Budget Initiatives Tab	N-22	(180,000)
Climate Adaptation & Environmental Sustainability Specialist	Budget Initiatives Tab	N-23	97,800
Less: Funding from utility charges	Budget Initiatives Tab	N-23	(97,800)

Total Change

-

Note 1: The increase in revenue is due to increased tipping fees in 2019 and 2020 and Material Recovery Facility (MRF) revenues. There are no planned rate increases for 2021 and 2022.

Note 2: Debt servicing is the cost of financing large capital projects as approved in the Capital Improvement Program (CIP). Existing capital projects responsible for these borrowings relate to CIP E-6 Curbside recycling, E-7 Waste & Recycling Centre disposal cell development and closure, CIP E-8 Landfill gas and leachate management system, E-9 Waste & Recycling Centre site enhancements and E-10 Waste processing facility upgrade.

Note 3: An increase in operating costs for landfill include \$150,000 for fuel, \$50,000 for bailer bags, \$200,000 for Construction and Demolition (C & D) processing, and an increase in costs relating to services provided by other City of Lethbridge departments. Such services include Information Technology, Purchasing, Time and Labour, Facility Services, Transportation Operations, Utility Services and Infrastructure Services Administration. The MRF increase in operating costs will be \$1,849,000, this will include the operations contract, commodities marketing, supplies and utilities.

Note 4: By policy, the Landfill transfers 10% of Landfill revenue annually to the general fund as a return on investment.

Note 5: To balance the utility, a transfer of approximately \$326,853 to the reserve is required in 2022.

OPERATING BUDGET SUMMARY

Utility Supported

Infrastructure Services Wastewater Utility Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Other Revenues	(91)	-	-	-	-	-	-
Recovery from Capital Projects	12,603	-	-	-	-	-	-
Sales of Goods & Services	16,980,456	16,015,000	17,187,000	17,701,500	18,234,000	18,781,000	2,766,000
	16,992,968	16,015,000	17,187,000	17,701,500	18,234,000	18,781,000	2,766,000
Expenses							
Asset Transactions	204	4,000	4,000	4,000	4,000	4,000	-
Debt Payments	384,911	2,574,100	1,854,400	2,830,700	3,223,600	3,098,200	524,100
Discounts	(449)	-	-	-	-	-	-
Operating Expenses	8,666,846	8,637,474	10,492,924	9,978,254	10,063,984	10,676,544	2,039,070
Transfers to Capital	5,556,208	2,393,996	2,437,000	2,437,000	2,437,000	2,437,000	43,004
Wages & Benefits	2,309,379	2,405,430	2,398,676	2,451,546	2,505,416	2,565,256	159,826
	16,917,099	16,015,000	17,187,000	17,701,500	18,234,000	18,781,000	2,766,000
Total Wastewater Utility	75,869	-	-	-	-	-	-

Analysis of Changes from 2018 to 2022

Base Budget

Revenue	Note 1	(2,766,000)
Transfer to capital	Note 2	43,004
Debt servicing	Note 3	524,100
Utilities	Note 4	653,400
Interdepartmental transfers	Note 5	242,926
Wastewater collection systems maintenance	Note 6	354,970
Biosolids disposal	Note 7	500,000
Process operations	Note 8	313,600
Plant maintenance	Note 9	134,000
Total Change		-

Note 1: The base budget includes wastewater rate increases of 2% in 2019, 2.5% in 2020, 2.5% in 2021, and 2.5% in 2022.

Note 2: The Wastewater Capital Renewal Program will increase slightly by 2022.

Note 3: Debt servicing is the cost of financing large capital projects as approved in the Capital Improvement Program (CIP). Large projects that have been constructed and whose debt is being financed in this budget cycle are projects 2018 - 2027 CIP E-11 - Wastewater Treatment Plant Headworks and Clarifier Upgrade, E-12 Wastewater Treatment Plant Clarifier Replacement, E-13 Wastewater Treatment Plant Biosolids Treatment Upgrades, E-15 Wastewater Treatment Plant Phosphorous Recovery, E-16 Wastewater Treatment Plant UV Disinfection Upgrades, and E-17 Wastewater Treatment Plant Bioreactor Aeration Blowers Upgrade.

Note 4: Utilities budget at the Wastewater treatment plant has been adjusted to more accurately reflect actual expense which includes the provincial carbon tax.

Note 5: Included in the Wastewater Utility budget is an increase in costs relating to services provided by other City of Lethbridge Departments. Such services include Information Technology, Purchasing, Time and Labour, Facility Services, Transportation Operations, Utility Services and Infrastructure Services Administration.

OPERATING BUDGET SUMMARY

Utility Supported

Infrastructure Services Wastewater Utility Budget Summary

Note 6: Includes the refurbishment of some existing lift stations and operating costs associated with four newly commissioned lift stations.

Note 7: Increase in biosolids disposal of \$500,000 in order to keep pace with sludge production volumes that have increased in recent years due to higher industrial loads and community growth.

Note 8: Additional costs of \$100,000 for the operation of the new bio-gas scrubber and \$200,000 for increased process chemicals.

Note 9: Increase in equipment maintenance costs at the Wastewater Treatment Plant including contractual services.



Wastewater Treatment Plant

OPERATING BUDGET SUMMARY

Utility Supported

Infrastructure Services

Water Utility

Budget Summary

	2017 <i>Actual</i>	2018 <i>Budget</i>	2019 <i>Request</i>	2020 <i>Request</i>	2021 <i>Request</i>	2022 <i>Request</i>	2018- 2022 <i>Change</i>
Revenues							
Other Revenues	4,985	-	-	-	-	-	-
Recovery from Capital Projects	1,042,858	1,258,400	1,215,600	1,219,500	1,223,500	1,227,700	(30,700)
Sales of Goods & Services	24,705,007	22,111,000	23,586,000	24,176,000	24,781,000	25,400,000	3,289,000
	25,752,850	23,369,400	24,801,600	25,395,500	26,004,500	26,627,700	3,258,300
Expenses							
Asset Transactions	1,280,469	575,000	825,000	825,000	825,000	825,000	250,000
Debt Payments	1,086,086	3,055,700	2,197,200	2,469,700	3,047,400	3,287,700	232,000
Discounts	(1,732)	-	-	-	-	-	-
Operating Expenses	7,044,829	8,015,828	8,010,614	9,825,866	9,931,820	10,016,127	2,000,299
ROI to General Fund	1,976,298	1,768,800	1,877,800	1,924,700	1,972,800	2,022,100	253,300
Transfers to Capital	6,629,609	2,814,020	4,368,953	2,662,543	2,357,730	2,424,806	(389,214)
Wages & Benefits	7,695,200	7,140,052	7,522,033	7,687,691	7,869,750	8,051,967	911,915
	25,710,759	23,369,400	24,801,600	25,395,500	26,004,500	26,627,700	3,258,300
Total Water Utility	42,091	-	-	-	-	-	-

Analysis of Changes from 2018 to 2022

Base Budget

Capital recovery	Note 1	(30,700)
Revenue	Note 2	(3,289,000)
Debt servicing	Note 3	232,000
Return on investment to taxation	Note 4	253,300
Increase in metering assets	Note 5	250,000
Water service connections & water main renewal program	Note 6	(377,314)
Utilities	Note 7	239,500
Interdepartmental transfers	Note 8	130,800
Maintaining water production and quality	Note 9	426,400
Water distribution system maintenance	Note 10	665,014
Residual management operating costs 2018-2027 CIP E-18		1,500,000

Total Change

-

Note 1: Decrease to the recovery of waterworks expenditures for work performed on system improvements such as the annual Water Main Renewal Program and work on Capital Improvement Program (CIP) projects.

Note 2: The base budget includes water rate increases of 2% in 2019, 2% in 2020, 2% in 2021, and 2% in 2022. These rates account for additional costs related to CIP E-18 Water Treatment Plant Residuals Management disposal costs of \$1.5M starting in 2020.

Note 3: Debt servicing is the cost of financing large capital projects as approved in the Capital Improvement Program (CIP). Large projects that have been constructed and whose debt is being financed in this budget cycle are projects 2018 - 2027 CIP E-18 - Water Treatment Plant Residuals Management, CIP E-20 - Water Treatment Plant Process Redundancy, and CIP E-21 - Water Reservoir Upgrades.

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

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

OPERATING BUDGET SUMMARY

Utility Supported

Infrastructure Services

Water Utility

Budget Summary

Note 6: Decrease to water service connections and water main renewals.

Note 7: Utilities budget at the water treatment plant has been adjusted to more accurately reflect actual expense which includes the provincial carbon tax.

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

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

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



Mayor Magrath Drive Reservoir Piping Upgrades



Canada Day Celebrations

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Lethbridge Celebrates Canada 150

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Boards & Commissions Galt Museum & Archives

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

Department's Values:		Aligns with Council's Strategic Goal #:
A. Stewardship	<ul style="list-style-type: none"> We treasure and protect the stories, objects, memories and relationships of our communities. We advocate for history, culture and historical education. 	1 Accountable Leadership
B. Creativity and Innovation	<ul style="list-style-type: none"> We thrive on challenge, ingenuity and improvement. We believe in and foster life-long learning. 	1 Accountable Leadership 4 Compassionate Community
C. Integrity and Authenticity	<ul style="list-style-type: none"> We are open, honest and respectful. We ensure the authenticity of our collections, exhibits, education and programs. 	4 Compassionate Community 5 People Places for All
D. Teamwork and Cooperation	<ul style="list-style-type: none"> We encourage diversity of opinion. We find merit in collaboration and partnerships. 	4 Compassionate Community 5 People Places for All
E. Excellence	<ul style="list-style-type: none"> We believe that with dedication, passion and commitment, we strive for our best performance. We respect the skills and expertise of others and cherish diversity. 	2 Financial Stewardship & Economic Prosperity 3 Liveable Communities

Performance Measure: *	Aligns with Department Values:	2017 Actual	2018 Estimate	2019 Estimate	2020 Estimate	2021 Estimate	2022 Estimate
# of visitors on-site at the Galt Museum	All (A-E)	47,088	48,000	48,000	48,000	48,000	48,000
# of visitors on-site at Fort Whoop-Up	All (A-E)	8,449	10,000	10,500	11,000	11,500	12,000
# of visitors on-line	All (A-E)	31,116	33,000	35,000	37,000	37,000	37,000
# of visitors by schools and community groups	All (A-E)	24,015	23,000	23,500	23,500	24,000	24,000
# of public programs	All (A-E)	207	200	205	210	215	220
# of school programs	All (A-E)	466	350	375	400	425	450
# of volunteers	All (A-E)	270	270	280	280	290	290
# of volunteer hours	All (A-E)	9,383	9,400	9,500	9,500	9,600	9,600

* Evaluation occurs at the program level also: Example - Approximately 95% of Wednesday daytime program participants learned local history.

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Boards & Commissions Lethbridge Police Service

Lethbridge Police Service (LPS) selflessly provides safety and service through excellence in community involvement, strong partnership and continuous innovation.

Department's Strategic Area:		Aligns with Council's Strategic Goal #:
A. People	<ul style="list-style-type: none"> We are committed to a safe, inclusive and accountable workplace that reflects the diversity of the community we serve 	3 Liveable Communities 5 People Places for All
B. Processes	<ul style="list-style-type: none"> We are committed to continuously reviewing processes to enhance service delivery, identify efficiencies and ensure decisions are data-driven and evidence-based 	1 Accountable Leadership 2 Financial Stewardship & Economic Prosperity
C. Technology	<ul style="list-style-type: none"> We aim to be innovative leaders in identifying new technology to meet the changing demands of policing, achieve the Service's strategic plan and satisfy public expectations 	1 Accountable Leadership 2 Financial Stewardship & Economic Prosperity
D. Crime & Social Issues	<ul style="list-style-type: none"> We are committed to maintaining public safety by analyzing data to identify and target emerging issues and implementing proactive and reactive policing strategies.. 	3 Liveable Communities 4 Compassionate Community
E. Community	<ul style="list-style-type: none"> We will continue to engage and partner with community stakeholders to identify issues, increase awareness, target problems, renew relationships and enhance community support and safety 	1 Accountable Leadership 3 Liveable Communities 4 Compassionate Community

Performance Measure:	Aligns with Department Strategic Area:	2017 Actual	2018 Estimate	2019 Estimate	2020 Estimate	2021 Estimate	2022 Estimate
# of calls for service	A/D/E	33,643	34,282	34,934	35,597	36,274	36,933
# of crimes against persons	A/D/E	2,829	2,883	2,938	2,993	3,050	3,108
# of crimes against property	A/D/E	7,144	7,280	7,418	7,559	7,703	7,849
# of photo radar tickets	A/D/E	29,460	30,565	31,146	31,738	32,341	32,955
# of volunteer hours for victim witness services	A/D/E	20,070	20,451	20,840	21,236	21,639	22,050

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Boards & Commissions Lethbridge Public Library

Lethbridge Public Library is a welcoming, inclusive space that connects and strengthens community through equitable access to learning and leisure.

Department Goals:	Strategies:	Aligns with Council's Strategic Goal #:
A. Community needs are met through responsive library services	<ul style="list-style-type: none"> Develop and provide learning opportunities for traditional and emerging literacies Foster community growth, by facilitating relationship and network building Stimulate curiosity and creativity through service and space design 	1 Accountable Leadership
B. Access to content and ideas is provided through multiple mediums	<ul style="list-style-type: none"> Provide resources and services that develop independent learning strategies and skills for customer and staff Leverage technologies to increase our reach and access to ideas within and outside the community Value diversity through inclusion of diverse voices in our collections, services and staffing 	5 People Places for All
C. Community leadership is cultivated and modelled by the Library	<ul style="list-style-type: none"> Improve communications with community leaders through strategic collaborative partnerships Strengthen intersections with diverse populations that are representative of the community Actively engage with diverse community organizations to collectively solve community social issues 	4 Compassionate Community
D. The Library's value to the community is clearly demonstrated	<ul style="list-style-type: none"> Leverage synergies with other organizations for mutual benefit Demonstrate our community value through inclusive marketing and advocacy Strengthen value added services through supplementary funding sources, including grants and non-traditional revenue streams 	2 Financial Stewardship & Economic Prosperity

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Boards & Commissions Lethbridge Public Library

Performance Measure:	Aligns with Department Goals:	2017 Actual	2018* Estimate	2019 Estimate	2020 Estimate	2021 Estimate	2022 Estimate
# of in-person visitors	A	756,412	774,717	793,465	812,667	832,334	852,476
# of people attending programs	A	49,931	44,492	45,827	47,202	48,618	50,076
# of requests for information	A/C	49,625	43,918	44,000	44,000	44,000	44,000
# of items circulated	B	1,237,477	1,212,727	1,212,727	1,236,982	1,261,722	1,286,956
# of visitors to website	B	570,598	541,455	552,284	563,330	574,596	586,088
Public computer use stations hours of use	B	51,607	55,000	60,000	61,800	63,654	65,564
# of security incidents	C	105	115	104	95	95	95
# of social media followers	D	12,553	12,982	14,233	15,484	16,735	17,986
# of active cardholders/members	D	20,987	21,667	24,996	25,451	25,914	26,386

* Due to construction (which resulted in limited parking, a portion of the building being shut down, and limited access to collections and computers for 7 months of 2018, a decrease has been projected in some stats for this year).



Bookmobile at Crossings Branch

Governance

City Manager's Office - Corporate Communications

Corporate Communications provides strategic support to all City of Lethbridge departments to ensure the creation of timely and informative public messaging that earns the trust, respect and confidence of the community. As stewards of the City of Lethbridge brand, Corporate Communications manages all external communication channels including media relations, social media and the City of Lethbridge website. The Corporate Communications mission is to tell the City of Lethbridge story and our vision is a proud and connected community.

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
A. Provide Mayor & Council support	<ul style="list-style-type: none"> Support on an as needed basis: <ul style="list-style-type: none"> Attend all Agenda Committee meetings Attend all Council meetings, CIC's and Public Hearings Prepare Mayor's Monthly Column each month Prepare all City Council news releases Prepare speaking notes and speeches by requests 	1 Accountable Leadership
B. Media Relations	<ul style="list-style-type: none"> More than 350 media releases/invitations written and sent out each year Daily interactions with local media 	1 Accountable Leadership
C. Communications Planning/ Project Planning	<ul style="list-style-type: none"> Ongoing as needed – preparation of all communications plans Communications representation on all major City of Lethbridge projects. 	1 Accountable Leadership
D. To provide Business Unit communications support.	<ul style="list-style-type: none"> Ongoing and daily including writing, graphic design, media, social media, editing, website assistance 	1 Accountable Leadership
E. To provide City Manager & Senior Management Team communications support	<ul style="list-style-type: none"> Ongoing as needed including speaking notes, internal communications and other written materials. Lighting City Hall is also managed by Communications with approvals coming from the City Manager. 	
F. Emergency Communications	<ul style="list-style-type: none"> As needed - key member of Emergency Coordination Centre Maintain training in Incident Command System, Issuing Emergency Alerts and Emergency Public Information Officer 	1 Accountable Leadership
G. Issues & Reputation Management	<ul style="list-style-type: none"> As needed - writing key messages, news releases, issues briefs for Senior Management Team and City Council 	1 Accountable Leadership
H. Social Media Management	<ul style="list-style-type: none"> Tweet, Facebook and Instagram daily Respond to all residents inquiries on social media within 3 hours. Rotating after hours social media coverage 	1 Accountable Leadership
I. Provide website administration & communications support	<ul style="list-style-type: none"> Ongoing support and assistance with web analytics, web writing and editing and web improvements. Web approvals for the entire website done daily 	
J. To provide internal newsletter management	<ul style="list-style-type: none"> Newsletter emailed monthly to all employees. Videos produced in house. Articles written in conjunction with corporate service business units 	1 Accountable Leadership

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Governance

City Manager's Office - Corporate Communications

Performance Measure:	Aligns with Department Goal/Service:	2017 Actual	2018 Estimate	2019 Estimate	2020 Estimate	2021 Estimate	2022 Estimate
# of media releases	B	312	300	320	320	320	320
# of Twitter followers	H	19,400	20,500	22,000	23,000	24,000	25,000
# of views on www.lethbridge.ca page	I	2.9 million	3.0 million	3.0 million	2.9 million	2.9 million	2.8 million
# of videos produced	J	47	60	70	80	80	80

100K day

On May 3
Let's talk about our future.

12 noon to 6pm | City Hall Foyer
information booths | kids activities | give-aways

Community Engagement Session Advertising

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Governance City Clerk

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

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
A. Managing the legislative process	<ul style="list-style-type: none"> Provide information on a timely basis to the internal and external stakeholders Ensure that meetings of City Council and its Boards, Commissions, and Committees follow legislative procedures 	1 Accountable Leadership
B. Providing support for City Council and City Council Boards, Commissions, and Committees	<ul style="list-style-type: none"> Produce agendas, minutes, and records for City Council and City Council Boards, Commissions, and Committees 	1 Accountable Leadership
C. Planning and conducting Municipal Elections, By-Elections and Plebiscites	<ul style="list-style-type: none"> Provide a variety of alternatives for voting that are convenient, accessible, and timely Conduct an election which is not contested on legislative grounds 	1 Accountable Leadership 4 Compassionate Community
D. Planning and conducting the annual municipal census	<ul style="list-style-type: none"> Complete and file the annual municipal census by September 1, accounting for every census address 	3 Liveable Communities 5 People Places for All
E. Preparing, recording, and publishing agendas and minutes of City Council and its Committees	<ul style="list-style-type: none"> Prepare, record, and publish agendas and minutes of City Council and its Committees in a timely manner Ensure the security of all records and information within the custody of the City Clerk's Office 	1 Accountable Leadership
F. Monitoring legislation and working with the Corporation and the public to provide information	<ul style="list-style-type: none"> Comply with access to information requests, while still respecting privacy issues Meet legislative deadlines and requirements Ensure all employees have basic knowledge of FOIP Investigate breach of privacy complaints 	1 Accountable Leadership
G. Managing Assessment complaints as well as Subdivision and Development Appeals	<ul style="list-style-type: none"> Provide a transparent appeal process for assessment appeal through the Assessment Review Boards Provide a transparent appeal process for subdivision and development appeals through the Subdivision and Development Appeal Board Participate in any provincial consultation regarding new legislation 	
H. Coordinating, maintaining, and providing access to City Council and Committee records, bylaws, agreements, and other City Council documents	<ul style="list-style-type: none"> Conduct research and searches related to City Council matters and issues appearing before City Council to all stakeholders 	1 Accountable Leadership

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Governance City Clerk

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
I. Provide administrative support to the elected officials	<ul style="list-style-type: none"> Assist Councillors in their legislative functions Provide technology and the necessary training and support Assist with the schedules and public commitments Process travel, expense, and salary claims 	1 Accountable Leadership
J. Maintaining an information lifecycle	<ul style="list-style-type: none"> Develop a consistent practice across the organization of how we manage information 	1 Accountable Leadership
K. Storing inactive records, processing both internal and external requests.	<ul style="list-style-type: none"> Maintain records in a secure and safe environment until disposition Provide requests for records in a timely manner 	
L. Identifying and preserving permanent corporate records	<ul style="list-style-type: none"> Ensure the history of the corporation is preserved 	

Performance Measure:	Aligns with Department Goal/Service:	2017 Actual	2018 Estimate	2019 Estimate	2020 Estimate	2021 Estimate	2022 Estimate
# of ballots cast	C	21,357	n/a	n/a	n/a	25,050	n/a
# of Council meeting items	A/B/E	531	535	539	539	539	539
# of FOIP requests	F	32	41	50	63	78	98
# of subdivision and development appeals	G	8	8	10	10	10	10
# of boxes archived annually	J/K/L	349 (119 permanent)	349 (119 permanent)	315 (120 permanent)	300 (120 permanent)	285 (120 permanent)	270 (120 permanent)
# of Council meetings	A/B/E	74	78	80	80	80	80
# of Corporate Record Centre annual information requests	J/K/L	456	460	412	391	371	353
# of assessment complaints	G	42	40	40	40	40	40

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Governance City Solicitor

City Solicitor facilitates corporate and business unit success through the provision of valued legal services and guidance.

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
A. Prepare tenders and other procurement related agreements	<ul style="list-style-type: none"> Receiving procurement packages, reviewing all material, collecting all additional information required to prepare agreement, forwarding for execution and requesting all Bonds, Certificates and Licences essential to comply with City Policies, processing signed agreements and documenting same in a timely fashion 	1 Accountable Leadership 2 Financial Stewardship & Economic Prosperity
B. Draft agreements in consultation City departments	<ul style="list-style-type: none"> Discussing purpose and criteria of required Agreements, drafting Agreements and forwarding to Business Units for review, negotiating agreement with other party, preparing final Agreements, forwarding for execution and requesting all Certificates and other documentation required pursuant to terms of Agreement, processing signed Agreements and documenting same in a timely fashion 	1 Accountable Leadership 2 Financial Stewardship & Economic Prosperity 4 Compassionate Community
C. Review agreements created outside of Solicitor's department	<ul style="list-style-type: none"> Receipt of proposed Agreement, consult with Business Units, reviewing, negotiating and/or revising same, returning Agreements to Business Units for changes, if any 	1 Accountable Leadership 2 Financial Stewardship & Economic Prosperity
D. Current awareness	<ul style="list-style-type: none"> Remain current on legislative changes that may impact the City of Lethbridge Advise Business Units about amendments to legislation that could potentially impact their operations 	1 Accountable Leadership 2 Financial Stewardship & Economic Prosperity
E. Formalize and document bylaws and amendments	<ul style="list-style-type: none"> Receiving draft bylaws from various Business Units, reviewing and/or editing prior to inputting into system Preparing bylaws and supporting documentation and inputting into system Documenting bylaw in corporate document management system Maintaining Index of Bylaws Circulating Council-approved bylaws to stakeholders Posting bylaws under consideration to website for public Internet access 	1 Accountable Leadership
F. Process Control and Management	<ul style="list-style-type: none"> Maintaining and communicating knowledge related to City processes and procedures and responding to requests for assistance in this regard Maintaining and communicating knowledge related to statutory and common law rules or procedure Provide advice to Business Units to ensure compliance with City policies, particularly with initiatives pertaining to land transactions, the procurement of goods and services, and other contractual matters 	1 Accountable Leadership 2 Financial Stewardship & Economic Prosperity

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Governance City Solicitor

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
G. Provision of Advice and Support to the Organization	<ul style="list-style-type: none"> Providing legal advice with respect to interpretation of laws and parameters of authority Assisting and advising Business Units as required Assisting and advising the Leadership Team and City Manager Provide legal advice and assistance to City Council in matters pertaining to law and procedure Draft or review non-legal documents for Business Units 	1 Accountable Leadership 2 Financial Stewardship & Economic Prosperity
H. Land Conveyance	<ul style="list-style-type: none"> Representing the interest of the City in all real property transactions Working in conjunction with the Real Estate and Land Development department (and other Business Units) to negotiate terms of purchase and occasionally terms of sale Drafting options and security instruments in cases where payment is deferred or paid over time Ensuring compliance with Land Sales Policy Preparations of documentation to transmit City properties to purchasers Preparation of documentation to transmit purchased properties into name of City and attending to registration in Land Titles Office, securing Titles in name of City and processing same Preparation of Restrictive Covenants, Caveats, Encroachment Agreements or other Agreements and registering same in Land Titles Office 	1 Accountable Leadership 2 Financial Stewardship & Economic Prosperity
I. Interface with Legal Community	<ul style="list-style-type: none"> Providing a point of contact for the legal community Responding to communications from the legal community 	1 Accountable Leadership 2 Financial Stewardship & Economic Prosperity
J. Management of Litigation	<ul style="list-style-type: none"> Working in conjunction with Risk Management to instruct and manage litigation in cases where external counsel is retained by the City Serving as the point of entry for parties commencing legal proceedings against the City 	1 Accountable Leadership 2 Financial Stewardship & Economic Prosperity 4 Compassionate Community

Performance Measure:	Aligns with Department Goal/Service:	2017 Actual	2018 Estimate	2019 Estimate	2020 Estimate	2021 Estimate	2022 Estimate
# of tenders prepared for signing	A	154	188	190	200	200	200
# of lease agreements prepared for signing	B	12	20	20	20	20	20
# of bylaws (new or amended) prepared	E	55	72	75	75	75	75
# of third party service agreements prepared, negotiated and drafted	B/C	369	360	370	375	400	400
# of files opened		725	725	750	775	800	800

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Governance Economic Development & Tourism

The City of Lethbridge supports economic development and tourism by coordinating resources and information for those agencies that are working to grow the economy and tourism industry in Lethbridge. This support assists the community in achieving the vision of being vibrant, welcoming, prosperous and economically viable. Lethbridge has, and continues to demonstrate steady, economic growth.

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
A. Provide agreement management, organizational assistance and support to agencies responsible for providing economic development and tourism services	<ul style="list-style-type: none"> Support the agencies to ensure operational success Ensure municipal support is aligned with agreements Ensure performance measurements as part of the agreements and use these to monitor the relationship and the provision of service Attend board meetings and annual general meetings as required 	2 Financial Stewardship & Economic Prosperity

Note: Performances measures are monitored through the agreements. Economic Development Lethbridge (EDL) and Lethbridge Destination Management Organization (LDMO) report on their own performance measures.



Lethbridge Airport

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Governance Real Estate & Land Development

Real Estate & Land Development provides land management and land development services. Land management entails acquiring, managing and selling the City's real estate holdings. Land development transforms vacant land owned by the City into serviced, developable parcels of land for residential, industrial, recreational and commercial use. This process includes storm and sewer systems, utilities, construction of roads, curbs and sidewalks, the installation of road signs, street lights, benches and fences.

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
A. Residential subdivision land development	<ul style="list-style-type: none"> Develop desirable residential neighbourhoods Generate a return on investment – "incremental value" for reinvestment in the community 	2 Financial Stewardship & Economic Prosperity 3 Liveable Communities 4 Compassionate Community 5 People Places for All
B. Industrial subdivision land development	<ul style="list-style-type: none"> Economic development tool to create opportunity for business investment that in turn creates jobs in our community 	2 Financial Stewardship & Economic Prosperity 3 Liveable Communities 4 Compassionate Community 5 People Places for All
C. Land acquisition to support municipal needs such as: <ul style="list-style-type: none"> Right of ways Utility easements Recreational Affordable/Social Housing 	<ul style="list-style-type: none"> Support community growth and renewal in the community through acquiring road right of ways and easements Acquire properties that support community needs such recreational spaces and affordable/social housing 	2 Financial Stewardship & Economic Prosperity 3 Liveable Communities 4 Compassionate Community 5 People Places for All



Crossing High Schools and Public Library - Photo Credit: Jeff Hinman Photography

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Property Services Assessment & Taxation

Assessment & Taxation ensures accurate, fair and equitable assessment values for the purpose of distributing tax. Taxation administers and collects the tax supported portion of the Municipal Budget plus the required requisition amounts to fund Alberta Learning and Green Acres Foundation.

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
A. Business Improvement Area (BIA) Assessments	<ul style="list-style-type: none"> Downtown business assessments are prepared annually for every taxable business operating in the Downtown Business Revitalization Zone 	5 People Places for All
B. Local Improvements (LI)	<ul style="list-style-type: none"> Review Local improvement initiatives for legislative compliance, distribute then administer collection of charges 	5 People Places for All
C. Assessment, Amended Assessment	<ul style="list-style-type: none"> Prepare annual assessment on all property Prepared for tax status changes (City land sales) and corrections to the assessment roll Defend appeals with the Assessment Review Board (ARB) 	2 Financial Stewardship & Economic Prosperity
D. Real property Data Collection, Roll Maintenance	<ul style="list-style-type: none"> Develop, maintain, and update policies and procedures necessary to accurately classify properties Verifying sales, obtaining building costs, reviewing income/expense information, identifying neighborhood characteristics, and collecting property details Process bi-monthly Land Titles transfers and maintain accurate mailing addresses for assessment and tax rolls and respective notices Create records for newly registered plans and parcel splits 	1 Accountable Leadership
E. Tax Levy Collection, Sending Notices, Recovery program, Payment Programs	<ul style="list-style-type: none"> Prepare annually a tax rate bylaw Prepare and send tax notices Process returns Prepare annually reserve bids for all properties associated with the Tax Auction Administer TIPP, TAPP agreements 	2 Financial Stewardship & Economic Prosperity
F. Supplementary Assessments	<ul style="list-style-type: none"> Prepared in the same manner as general assessments, but pro-rated to reflect The number of months during which the improvement is complete, occupied or located in the municipality 	2 Financial Stewardship & Economic Prosperity
G. Tax Certificates, Mortgages	<ul style="list-style-type: none"> Sales of tax certificates predominant through property transfers Fees charged to financial institutions that enable payment on behalf of clients 	2 Financial Stewardship & Economic Prosperity

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Property Services Assessment & Taxation

Performance Measure:	Aligns with Department Goal/Service:	2017 Actual	2018 Estimate	2019 Estimate	2020 Estimate	2021 Estimate	2022 Estimate
Inspections on new BIA properties completed by Feb 15	A	100%	100%	100%	100%	100%	100%
\$ Local Improvement tax collection	B	\$419,698	\$387,607	\$361,090	\$339,710	\$310,725	\$300,390
# of property inspections competed	C	8,305	8,300	8,400	8,500	8,600	8,700
% of Amended Assessments and Tax Notices sent before year end	D	0.8%	1.0%	1.0%	1.0%	1.0%	1.0%
#Tax notices mailed before June for taxation, in compliance with City, ASFF and Green Acres Foundation budgetary requirements	E	40,810	41,311	41,840	42,370	42,890	43,430
# of returned mail tracked, recorded and corrected – <i>it's increasing b/c started mailing out separate assessment notices in 2018</i>	E	844	1,180	1,200	1,220	1,240	1,260
% increase in the number of TIPP customers	E	3.36%	2.28%	3.0%	3.0%	3.0%	3.0%
# of properties offered at the Public Auction	E	0	2	0	0	0	0
# of Supplementary Assessments and Tax Notices sent before year end	F	523	400	400	400	400	400
Revenues from sale of goods, fees	G	\$395,415	\$401,100	\$432,800	\$440,900	\$449,100	\$457,400



RiverStone Subdivision

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Property Services Building Safety & Inspection Services

Building Safety & Inspection Services provides Safety Code services to Lethbridge residents as well as professional home builders and commercial contractors. The business unit ensures that minimum building and occupant safety requirements are met. Building Inspection Services is regulated by Provincial Legislation, in the form of the Safety Codes Act, Codes and Standards.

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
A. To review plans for compliance with Safety Codes Act including the following disciplines: <ul style="list-style-type: none"> Building Electrical Plumbing Gas 	<ul style="list-style-type: none"> Issue a plans examination report within 14 business days upon receipt of all required documentation and after any development and Land Use Bylaw requirements have been met (waivers, etc.). 	3 Liveable Communities
B. To inspect commercial, institutional and residential construction projects to ensure Safety Codes compliance	<ul style="list-style-type: none"> Inspect property within 2 business days following request for inspection. Respond to complaint calls to identify possible unsafe conditions within 1 business day. Upon request, meet customers on site to identify solutions. 	3 Liveable Communities

Performance Measure:	Aligns with Department Goal/Service:	2017 Actual	2018 Estimate	2019 Estimate	2020 Estimate	2021 Estimate	2022 Estimate
Average amount of time to issue a permit (days)	A	2.92	7	7	7	7	7
# of permits	A	7,599	7,600	7,800	7,900	8,000	8,000
# of inspections	B	26,895	27,000	28,000	28,500	29,000	29,000
# of complaint calls	B	12	20	30	30	30	30



Residential Construction in the Downtown

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Property Services Downtown Redevelopment

Downtown Redevelopment is responsible for facilitating the continuous improvement of the downtown core as identified in the Integrated Community Sustainability Plan/Municipal Development Plan, the Downtown Area Redevelopment Plan and the Heart of Our City Master Plan and through the proactive leadership of the Heart of Our City Committee in engaging public and stakeholder groups.

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
A. To provide a central point of contact, facilitate project completion of approved Heart of Our City Committee (HOCC) initiatives and provide support to the HOCC in terms of research and policy development	<ul style="list-style-type: none"> The successful completion of projects and initiatives in the Downtown 	1 Accountable Leadership 2 Financial Stewardship & Economic Prosperity 3 Liveable Communities 4 Compassionate Community 5 People Places for All

Performance Measure:	Aligns with Department Goal/Service:	2017 Actual	2018 Estimate	2019 Estimate	2020 Estimate	2021 Estimate	2022 Estimate
# of attendees at downtown events	A	61,164	62,000	62,500	63,000	63,500	64,000
# of organizations that hosted downtown events	A	23	23	23	23	23	23
# of event days for events that received Heart of Our City Activity Grant	A	92	99	100	100	100	100



Lunch and Listen Music Series in the Downtown

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Property Services Planning & Development

Planning & Development services works with residents and businesses to ensure that their aspirations, goals and values are reflected in the natural and built environment. The department ensures the smart growth and development of Lethbridge by helping create places for residents to live, work and play. Planning and Development's work is guided by provincial legislation and City Council approved plans, policies and bylaws.

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
A. To process development applications and issue development permits in accordance with legislated requirements	<ul style="list-style-type: none"> A decision on a development permit must be made within 40 days or an extension agreement entered into with the applicant. Beginning 2018, advise applicants within 21 days if application is complete. 	3 Liveable Communities 5 People Places for All
B. To provide letters of development/zoning compliance	<ul style="list-style-type: none"> 1 day rush service, 3 day regular service. 	3 Liveable Communities
C. To enforce the requirements of the Land Use Bylaw and conditions of development permits	<ul style="list-style-type: none"> Respond to complaints and follow-up on compliance with Development Permit conditions. 	3 Liveable Communities 5 People Places for All
D. To provide development information and assistance	<ul style="list-style-type: none"> Respond to customer needs by phone, by e-mail, at the counter, in meetings. 	3 Liveable Communities
E. To process amendment applications (including rezoning)	<ul style="list-style-type: none"> To process all amendments within 6 to 8 weeks of application. 	3 Liveable Communities 5 People Places for All
F. To project manage and execute the completion of statutory plans	<ul style="list-style-type: none"> The success of a statutory plan can be measured by the: <ul style="list-style-type: none"> level of stakeholder engagement satisfaction of City of Lethbridge standards completion within timeframes required by City Council compliance with the Municipal Government Act requirements 	3 Liveable Communities 5 People Places for All
G. In the past three years 2 Area Redevelopment Plans and 2 Area Structure Plans have been amended.	<ul style="list-style-type: none"> The River Valley ARP and the London Road ARP were amended to correspond with the 6-8 week LUB amendment time frame. The Sherring and SouthGate ASPs were also amended within the 6-8 week timeframe to correspond with the LUB amendment timeline 	3 Liveable Communities 5 People Places for All
H. To coordinate and process Outline Plans as defined by Planning and Development Services and the Urban Construction section of Infrastructure Services.	<ul style="list-style-type: none"> Ensures that the Municipal Development Plan/ Integrated Community Sustainability Plan and the applicable Area Structure Plan are complied with and Infrastructure Services standards are met in a staged manner 	3 Liveable Communities 5 People Places for All

Performance Measure:	Aligns with Department Goal/Service:	2017 Actual	2018 Estimate	2019 Estimate	2020 Estimate	2021 Estimate	2022 Estimate
# of development permit applications received	A	1,195 received	1,000	1,000	1,000	1,000	1,000
# of development permits issued	A	1,153 issued 28 canceled 8 pending 6 denied	1,000	1,000	1,000	1,000	1,000

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Property Services Customer Service & Business Support

Customer Service delivers information to customers, the construction industry, and the community regarding planning, zoning, development, building code, and permitting. Staff perform reviews to ensure permit applications are complete, and maintain detailed records for all development and building projects.

Business Support provides analytical and technical expertise for the City's municipal software system and related online services. Analysts design, implement, and support these solutions for customers by employing a diverse skillset of business process, workflow, municipal legislation, and technical knowledge.

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
A. Engage with and support public & business interests, guiding applicants through permit approval processes	<ul style="list-style-type: none"> Attend to customers at counter, answer calls, schedule inspections, process applications, issue subtrade permits promptly. Provide comprehensive & consistent assistance for permit applications; facilitate efficient & successful approval processes. 	3 Liveable Communities
B. Manage and support the corporate Tempest municipal software and related technologies which administer the City's land & property data, and is the interface which collects the majority of City revenue (more than \$575 million annually)	<ul style="list-style-type: none"> Management, support, & grow the City's enterprise municipal software solution which is functional, adaptable, stable, and effective. Customizable workflows, processes, and solutions to meet the evolving needs of business units. Immediate and efficient user support by a knowledgeable and dynamic Business Support team. 	2 Financial Stewardship & Economic Prosperity
C. Systems management & technical support for online services: <ul style="list-style-type: none"> eApply permitting eCommerce MyCity dashboard Property Information Portal 	<ul style="list-style-type: none"> 24/7/365 day service System reliability & stability Offline (upgrades) minimized & performed during non-peak hours 	2 Financial Stewardship & Economic Prosperity
D. Create & assign addresses, maintain property attribute data and environmental records as they relate to parcels of land	<ul style="list-style-type: none"> Land Titles Import performed biweekly. Addresses created & stakeholders notified promptly. Thorough & accessible land & property data for use by corporate BU's & external stakeholders. 	3 Liveable Communities

Performance Measure:	Aligns with Department Goal/Service:	2017 Actual	2018 Estimate	2019 Estimate	2020 Estimate	2021 Estimate	2022 Estimate
# of applications processed	A	9,457	8,200	8,500	8,700	9,000	9,300
# of inspections scheduled	A	26,902	25,500	25,800	26,200	26,800	27,500
System Up-time (%)	B/C	99	98	99	98	99	99
# of properties with data records	D	43,503	44,000	44,500	45,000	45,500	46,000

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Community Services

Community Social Development

Community Social Development (CSD) is responsible for coordinating the implementation of the City of Lethbridge's Social, Housing and Homelessness policies, primarily through the administration of Family and Community Support Services (FCSS) funds and Social Housing in Action (SHIA) funds. The City of Lethbridge does not deliver actual programming to achieve the outcomes of these policies, rather they leverage the expertise and capacity within the community by strategically allocating funding to community service providers.

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
A. To achieve the desired outcomes of the Social, Housing, and Homelessness Policies	<ul style="list-style-type: none"> Ensure the Social, Housing and Homelessness policies are current and relevant Ensure ongoing research and stakeholder engagement to identify strategic funding priorities. This includes the creation and maintenance of a: <ul style="list-style-type: none"> Municipal Housing Strategy to ensure safe and secure housing for everyone in our community Community Social Development Strategy to build strong, safe, healthy, diverse and viable communities to promote overall social well-being for individuals and families 	1 Accountable Leadership 3 Liveable Communities 4 Compassionate Community 5 People Places for All
B. To ensure the City of Lethbridge achieves its Family and Community Support Services (FCSS) mandated community service outcomes: <ul style="list-style-type: none"> Supporting locally driven prevention initiatives that will enhance the well-being of individuals, families and communities Encouraging citizen participation, self-help and volunteerism Developing the capacity of communities to strengthen themselves 	<ul style="list-style-type: none"> Through community engagement and the use of a community advisory board, create and implement annual delivery plans to support: <ul style="list-style-type: none"> Communities to identify their social needs and develop responses to meet those needs Encourage, and promote volunteerism Services that inform the public of available community resources Services that enrich and strengthen family life Services that enhance the quality of life for the retired and semi-retired 	1 Accountable Leadership 3 Liveable Communities 4 Compassionate Community 5 People Places for All
C. To ensure the City of Lethbridge achieves federally and provincially mandated community outcomes relating to homelessness: <ul style="list-style-type: none"> Address homelessness by managing the delivery of housing supports and services 	<ul style="list-style-type: none"> Through community engagement and the use of a community advisory board, create and implement annual delivery plans to manage the delivery of: <ul style="list-style-type: none"> Housing supports Homelessness prevention Connection to long-term solutions Program supports Provide ongoing support, research and development to ensure best practice: <ul style="list-style-type: none"> Support service provider capacity through training and program monitoring and measurement Develop and maintain a municipal housing strategy, which will include the following: <ul style="list-style-type: none"> Aboriginal Housing Strategy Homeless Youth strategy Meaningful Daily Activity Strategy 	1 Accountable Leadership 3 Liveable Communities 4 Compassionate Community 5 People Places for All
D. To create community capacity by enhancing partnerships and relationships	<ul style="list-style-type: none"> Identify social assets (social resources) in Lethbridge to identify gaps and duplication in service Provide social asset mapping and access services (HelpSeeker) to allow clients, service providers and all levels of government easily locate and access social services Promote collaboration and partnerships within the community Leverage and align all social assets to achieve key priorities and outcomes as defined in the Social, Housing and Homelessness policies 	1 Accountable Leadership 2 Financial Stewardship & Economic Prosperity

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Community Services Community Social Development

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
E. To effectively steward federal, provincial and municipal grant funding	<ul style="list-style-type: none"> Ensure the following: <ul style="list-style-type: none"> Fair and transparent procurement practices Efficient contract and agreement processes Transparent and accredited financial accountability processes Effective monitoring, measurement and reporting practices 	1 Accountable Leadership 2 Financial Stewardship & Economic Prosperity
F. To advocate for social resources and infrastructure	<ul style="list-style-type: none"> Collaborate with the community and all levels of government to advocate for key social resources and infrastructure <ul style="list-style-type: none"> Ongoing, sustainable funding to implement the Social, Housing, and Homelessness policies Detox Centre Social and Affordable Housing Safe Sobering Site Indigenous Cultural Centre 	3 Liveable Communities 4 Compassionate Community 5 People Places for All
G. To support the implementation of the recommendations of the Truth and Reconciliation "Calls to Action" (TRC) plan	<ul style="list-style-type: none"> Provide support for the plan; which acknowledges and acts on the TRC findings and Calls to Action from a municipal scope, acknowledges Lethbridge being on traditional Blackfoot land, and envisions Lethbridge as a community of reconciliation 	4 Compassionate Community 5 People Places for All

Performance Measure:	Aligns with Department Goal/Service:	2017 Actual	2018 Estimate	2019 Estimate	2020 Estimate	2021 Estimate	2022 Estimate
# of homeless people in Lethbridge	A	223	223	200	180	170	150
Successful completion of the annual Government of Alberta Human Services FCSS outcomes review	A/B/E	Yes	Yes	Yes	Yes	Yes	Yes
Successful completion of the annual Government of Alberta Human Services Outreach Support Services Initiative review	A/C/D/E	Yes	Yes	Yes	Yes	Yes	Yes
Successful completion of the annual Government of Canada Homelessness Partnering Strategy review	A/C/D/E	Yes	Yes	Yes	Yes	Yes	Yes
# of social service providers engaged with social asset mapping and access	E	N/A	50	200	400	500	500
Social infrastructure secured <ul style="list-style-type: none"> Detox Centre Safe Sobering Site Indigenous Cultural Centre Permanent Supportive Housing (PSH) Facility 	D	none	Detox Centre	Safe Sobering Site PSH Facility	PSH Facility	Indigenous Cultural Centre	none
Number of Truth and Reconciliation "Calls for Action" implemented	E	5	8	11	13	15	17

Community Services Regulatory Services

Regulatory Services performs a number of duties surrounding bylaw compliance. The bylaws overseen and administered by Regulatory Services include: animal control, dog licensing, parking enforcement, weed control, snow removal, minimum property standards, unsightly properties, taxi operator licensing and business licensing. The department also includes a full time, in-house prosecutor with the ability to provide legal guidance for bylaw related inquiries.

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #: *
A. To manage the contract for parking enforcement which includes: Actively patrol areas in the downtown core and hospital residential area controlled by meters and implemented time zones and respond to Lethbridge Police Service parking complaint calls during regular business hours	<ul style="list-style-type: none"> Six parking enforcement officers on active patrol from 8:30am until 4:30pm, Monday thru Friday One parking enforcement officer exclusively assigned to receive Police calls on Saturdays from 8:30am until 4:30pm. (exclusive of statutory holidays) Parking enforcement officers are required to appear as witnesses in provincial court 	* Regulatory Services supports community values through a consistent application and enforcement of City of Lethbridge bylaws.
B. To manage the contract for Animal Bylaw enforcement and Animal Shelter operations including: Animal adoption, pet claims, license renewals, and answering inquiries	<ul style="list-style-type: none"> Respond to animal complaints 9:00am - 11:00pm, Mon-Fri, 10 hour patrols on Sat-Sun Animal Shelter operations: 9:00am-6:00pm, Monday-Friday and 11:00am-5:00pm on Saturdays. 	
C. To issue business licenses and enforce Bylaw when necessary	<ul style="list-style-type: none"> Provide assistance in a timely manner Investigate businesses operating without a license as part of regular patrols 	
D. To inspect properties for weed control and enforce Bylaw when necessary	<ul style="list-style-type: none"> Active patrol and complaint driven inspections from May to end of September 	
E. To inspect properties for sidewalk snow removal and enforce Bylaw when necessary	<ul style="list-style-type: none"> Active patrol and complaint driven inspections after significant snow events 	
F. To inspect derelict yards and enforce Bylaw when necessary	<ul style="list-style-type: none"> Complaint driven inspections only 	
G. To inspect derelict structures and properties with expired building permits and enforce Bylaw as necessary	<ul style="list-style-type: none"> Active patrol and complaint driven inspections 	
H. To ensure compliance, issue licenses and conduct taxi cab inspections	<ul style="list-style-type: none"> Review and process taxi operator license applications in a timely manner Inspections of all new and recertified taxis Investigate all complaints of non-compliance issues 	
I. To manage contract to relocate rattlesnakes and to regulate rat complaints	<ul style="list-style-type: none"> Provide rattlesnake hotline from May to end of October 24/7 hours of operation Complaint driven rat investigation 	

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Community Services Regulatory Services

Performance Measure:	Aligns with Department Goal/Service:	2017 Actual	2018 Estimate	2019 Estimate	2020 Estimate	2021 Estimate	2022 Estimate
# of issued tickets ⁽¹⁾	A	63,646	50,000	63,000	66,150	69,457	72,930
# dog licenses	B	7,924	8,716	9,152	9,335	9,428	9,522
# of business licenses	C	5,627	5,570	5,515	5,459	5,405	5,351
# of weed complaints	D	560	636	712	797	893	1,000
# of request for service (rattlesnakes)	I	171	173	176	180	184	188

1. In 2018, a new license plate recognition system was implemented to establish consistent parking controls. During implementation there was a time period when tickets were not issued in order to ensure a smooth transition for customers.



Dog at Canada Day Event

Community Services ENMAX Centre

The ENMAX Centre is a multi-purpose event facility that provides a broad spectrum of programs and services to Lethbridge and Southern Alberta citizens. It focuses on areas of sport, entertainment, culture, corporate and educational activities, banquet, meeting and tradeshow events. It is also home to the Western Hockey League's Lethbridge Hurricanes Hockey Club, the largest sport franchise in southwest Alberta. The ENMAX Centre adds to the quality of life for Lethbridge citizens with a significant impact to economic development, tourism and national/international event attraction.

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
A. To attract and create events that would benefit Lethbridge economically, culturally, educationally, and provide a quality of life to a diverse demographic	<ul style="list-style-type: none"> • Creative positive experiences for patrons, clients, partners • Provide a variety of different events annually, Jr. Hockey to culture to entertainment • Provide a safe and healthy environment Surveyed patrons and positive experience responses are 9-10 on average • Respond to patrons and clients within 24 hours • Develop high standards and strong relationships partners, sponsors, suppliers, and related organizations 	5 People Places for All
B. To research and develop successful marketing campaigns that include social media, promotions, publicity, and other forms of traditional and new media	<ul style="list-style-type: none"> • Deliver and implement successful marketing plans; new idea; promotions, and sponsorship benefits • Deliver the best in social media marketing, social engagement, and support of events • Research events, and all communication opportunities • Develop strong promotions, publicity campaigns, and continually achieve successful programs 	2 Financial Stewardship & Economic Prosperity
C. To maintain a full service ticketing center and ticketing system that allows everyone form of purchase and interactive mapping	<ul style="list-style-type: none"> • To ensure ticket software system remains relevant and provide the best in ticket delivery and distribution services • Restrict secondary or alternative scalping as much as possible • Provide ticket services and latest options to community • To sell tickets within 2 min • Address issues within 24 hours or less • Thank you and Reminder system 	2 Financial Stewardship & Economic Prosperity
D. To plan, coordinate, implement efficient and clean building operations to ensure staff and patrons are in a safe, clean and healthy environment	<ul style="list-style-type: none"> • Well planned and coordinated operations program that maintains and improves operational equipment • Delivers consistent environmental and external services in functional requirements from lighting to clearing of snow • Maintain a high standard of cleanliness, health and safety, and system checks 	5 People Places for All

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Community Services ENMAX Centre

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
E. To maintain a healthy and clean food & beverage environment in a timely and efficient manner	<ul style="list-style-type: none"> Continually update and change menus to appeal to different programming, areas of operation, and demographics (i.e. gymnastics event different than ballet, etc.) Maintain a high standard of Health and Safety and ensure programs run throughout all areas and all staff Deliver a high standard of food and beverage services, and catering services, from presentation to quality Maintain a high standard of quality control, inventory controls, and communication with suppliers 	2 Financial Stewardship & Economic Prosperity

Performance Measure:	Aligns with Department Goal/Service:	2017 Actual	2018 Estimate	2019 Estimate	2020 Estimate	2021 Estimate	2022 Estimate
# of events held each year, appealing to a variety of demographics	A	155	165	160	170	180	180
% of tickets sold that met or exceeded expectations	B	75-80%	75-80%	75-80%	TBD	TBD	TBD
% increase in use of system by users, and buyers	C	15%	20%	10%	15%	10%	10%
% of returning patrons or clients (target: 75% or higher)	E	90%	90%	85%	80-90%	80-90%	80-90%



ZZ Top Concert - Photo Credit: Jaime Vedres Photography

Community Services Facility Services

Facility Services is responsible for managing the City's tax-supported facilities. Their efforts ensure that quality building environments are provided for City staff and the Community as a whole. Members of the department are committed to providing a customer-focused and result-oriented approach to facility maintenance, project management, engineering, planning, property management, and internal consultation.

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
A. Engineering & Planning: <ul style="list-style-type: none"> Energy consumption management Lifecycle planning Condition assessment Design, analysis, troubleshooting and improvement of facility systems and their operation 	<ul style="list-style-type: none"> Tracking, monitoring, and improving the environmental performance of City facilities. Maintaining the condition of the City's facilities using available lifecycle funding. Providing current and consistent asset condition information. Applying engineering knowledge and technical expertise to analyze physical building equipment and systems, troubleshoot issues, and implement improvements. 	5 People Places for All
B. Maintenance: <ul style="list-style-type: none"> Regulatory inspections and testing Scheduled preventive maintenance Corrective repair Functional requests 	<ul style="list-style-type: none"> Ensuring that regulated maintenance and inspection activities are performed. Ensuring that recommended preventive maintenance activities are performed. Repairing building equipment, systems, and finishes to restore normal operations. Responding to customer service requests on a prioritized basis 	5 People Places for All
C. Property Management: <ul style="list-style-type: none"> Caretaking Window cleaning Snow removal Furnishings Access control Security Space allocation and moves Operational requests Leases 	<ul style="list-style-type: none"> Providing caretaking services. Cleaning both surfaces of exterior windows. Snow removal in parking lots Purchasing, installation, and repair of furnishings. Provision of access FOBs and administering the access control software. Installation, repair, and monitoring of security systems. Ensuring that accommodation standards are developed in accordance with corporate requirements and that they are adhered to Ensuring that adequate office space is provided prior to the relocation or arrival of City employees Identifying corporate office space plans with consideration to projected staff population growth Ensuring that a consistent space naming convention is developed for all City facilities Coordination and standardization of City Leases for User group facilities 	5 People Places for All

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Community Services Facility Services

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
D. Value-Added Business Support: General assistance to the corporate from highly trained individuals with transferable skills	<ul style="list-style-type: none"> Improving the overall success of the organization by providing assistance when and where necessary Install and maintaining Public Art in compliance with applicable codes and health and safety regulations Assisting with the continuing Bridge Inspection Program using qualified staff Assisting with Grant application and reporting requirements 	1 Accountable Leadership 2 Financial Stewardship & Economic Prosperity 3 Liveable Communities 4 Compassionate Community 5 People Places for All
E. Project Management: Overall project management to implement major and minor building projects, including; planning, design, construction, renovation and demolition (CIP, lifecycle, energy, accessibility, etc.).	<ul style="list-style-type: none"> Ensuring that construction projects meet the needs of stakeholders, and are implemented safely while adhering to approved scope, available budget, procurement guidelines, and regulatory requirements. 	5 People Places for All

Performance Measure:	Aligns with Department Goal/Service:	2017 Actual	2018 Estimate	2019 Estimate	2020 Estimate	2021 Estimate	2022 Estimate
# of Corrective Maintenance Work Orders Completed	B	2,925	2,742	2,800	2,850	2,910	2,970
# of Preventive Maintenance Work Orders Completed	B	4,270	3,891	4,670	4,760	4,860	4,950
# of Functional Work Requests Completed	B/D	585	424	510	520	530	540



ATB Centre - Photo Credit: Jeff Hinman Photography

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Community Services Fire & Emergency Services

Fire & Emergency Services is one of the leading, longest operating, fully integrated Fire and Emergency Medical Service (EMS) departments in the province, that statement is far too simplistic. Every ambulance and every fire truck in Lethbridge is staffed with, at minimum, one advanced life support paramedic. There are fully equipped water rescue, rope rescue and hazardous materials teams in Lethbridge. The fire suppression teams train to National Fire Protection Association accepted standards and the EMS division is fully accredited. The fire prevention bureau is a leader in public education and liaises with other government agencies to lobby for safer codes and a safer community.

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
A. To provide emergency fire response	<ul style="list-style-type: none"> The first apparatus should arrive at the scene of a single family structure fire within 10 minutes 90% of the time Effectively assemble a crew of 12-14 fire fighters for a single family structure fire 	1 Accountable Leadership
B. To provide emergency medical response	<ul style="list-style-type: none"> Arrive at a medical emergency in a timely fashion and provide care in scope of our contractual obligations to Alberta Health Services (AHS) 	1 Accountable Leadership
C. To provide emergency rescue services	<ul style="list-style-type: none"> Water, confined space, high and low slope and motor vehicle collisions 	1 Accountable Leadership
D. Recruit core and assigned fire and EMS training	<ul style="list-style-type: none"> Current, competent and qualified staff 	1 Accountable Leadership
E. Provide medical fire response	<ul style="list-style-type: none"> Provide Advanced Life Support medical care as the first arriving apparatus or as a co-response with EMS 	1 Accountable Leadership
F. Major event planning preparedness and management	<ul style="list-style-type: none"> A Municipal Emergency Management Plan as directed by the MGA and the Emergency Management Act governed by the Emergency Management Agency and Committee 	1 Accountable Leadership
G. To provide Public Safety Education	<ul style="list-style-type: none"> Public safety awareness and practical training 	3 Liveable Communities
H. To provide Fire Investigations	<ul style="list-style-type: none"> Effectively determine the cause and origin of fires 	1 Accountable Leadership
I. To provide building fire inspections	<ul style="list-style-type: none"> Inspections in adherence with the Alberta Fire and Building Codes 	1 Accountable Leadership
J. Provide an emergency response to Hazardous Material events	<ul style="list-style-type: none"> Control, contain and recover from spills/releases of hazardous materials 	1 Accountable Leadership

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Community Services Fire & Emergency Services

Performance Measure:	Aligns with Department Goal/Service:	2017 Actual	2018 Estimate	2019 Estimate	2020 Estimate	2021 Estimate	2022 Estimate
Response time to single family structure fires (minutes) (target: First apparatus within 10 minutes, 90% of the time)	A	N/A	10:10	10:20	10:30	10:00	10:00
Effectively assemble a crew of 12-14 fire fighters for a single family structure fire	A	N/A	12-14	12-14	12-14	12-14	12-14
# of public education sessions	G	465	480	495	510	525	540
# of building fire inspections by type	I	1,891	1,890	1,890	1,900	1,900	1,900
# of building re-inspections	I	566	500	500	500	505	505
Secondary Suites Completed	I	33	25	25	25	25	25



West-Highlands Fire - Photo Credit: Lethbridge Herald

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Community Services Public Safety Communication Centre (PSCC)

The **Public Safety Communication Centre (PSCC)** serves the public by answering 9-1-1 and dispatching the appropriate emergency service responders. In addition to call taking and dispatching for the City and residents, the PSCC provides service to Alberta Health Services (AHS), a number of rural fire agencies, and their citizens. The PSCC also manages and maintains the City's radio communications network and infrastructure.

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
A. Call taking and dispatching for emergency service agencies	<ul style="list-style-type: none"> 911 Calls will be answered within 15 seconds 90% of the time and within 40 seconds 99% of the time Quality Assurance Review scores will be compliant with less than 8% of all calls non-compliant 	1 Accountable Leadership 2 Financial Stewardship & Economic Prosperity
B. To provide information management	<ul style="list-style-type: none"> Provide timely and accurate data and benchmarks to first responders 	1 Accountable Leadership
C. Maintain technological infrastructure and end user equipment	<ul style="list-style-type: none"> Minimal down time of radio infrastructure and timely repair of mobile and portable radio issues 	2 Financial Stewardship & Economic Prosperity

Performance Measure:	Aligns with Department Goal/Service:	2017 Actual	2018 Estimate	2019 Estimate	2020 Estimate	2021 Estimate	2022 Estimate
# of calls answered within 15 seconds	A	97.8%	98.57%	98%	98%	98%	98%
# of calls answered within 40 seconds	A	99.6%	99.83%	99.9%	99.9%	99.9%	99.9%
% compliance with 9-1-1 call answering protocols	A	94.3%	95.8%	96%	96%	96%	96%
# of 9-1-1 Calls	A	50,435	53,000	55,600	58,400	61,300	64,400
# of 9-1-1 Calls from Mobile Devices	A	32,761	35,400	38,200	41,300	44,600	48,000



PSCC Communications Specialist

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Community Services Cemetery Services

Cemetery Services manages and maintains four municipal cemeteries including: Archmount, Mountain View, Royal View Memorial and St. Patrick's and provides essential services to those who have experienced the loss of a loved one. Cemetery Services also manages and maintains the grounds of the recently designated Municipal Historic Resource, Nikka Yuko Centennial Garden.

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
A. To provide the community Rights for Interment and Rights to Memorialize	<ul style="list-style-type: none"> To provide information and sales in a timely manner so that the customer is able to choose the appropriate space option for their needs 	4 Compassionate Community
B. To provide essential interment services (including coordinating, opening, and closing of interments)	<ul style="list-style-type: none"> To offer interment services at the time of need as per Cemetery Bylaw: Mountain View - 8 business hours St. Pats - 8 business hours Royal View Memorial - 8 business hours Archmount - 8 business hours 	4 Compassionate Community
C. To collect, store, maintain, and share information	<ul style="list-style-type: none"> To collect and record all information as required by the Cemetery Act and Regulations 	1 Accountable Leadership
D. To provide Cemetery landscape, amenities lifecycle and maintenance in an appropriate manner	<ul style="list-style-type: none"> To meet or exceed industry standards and to use best practices and safe work practices for appropriate cemetery aesthetics 	5 People Places for All
E. To maintain the Nikka Yuko Centennial Garden to a high standard, and to retain the authenticity of the Japanese garden	<ul style="list-style-type: none"> To meet or exceed industry standards and to use best practices and safe work practices for maintaining an authentic Japanese Garden, in line with the requirements of a Designated Provincial and Municipal Historical Resource requirements 	5 People Places for All
F. To provide an atmosphere for commemoration	<ul style="list-style-type: none"> Immortal Flame to be lit 24 hours a day, monument and public art oversight 	5 People Places for All

Performance Measure:	Aligns with Department Goal/Service:	2017 Actual	2018 Estimate	2019 Estimate	2020 Estimate	2021 Estimate	2022 Estimate
# of annual plot sales	A	292	292	290	290	290	290
# of interments	B	475	480	480	480	480	480
# of deceased records maintained	C	36,014	36,494	36,974	37,454	37,934	38,414
# of customer interactions annually	A/B/C/D/F	3,425	2,900	3,087	3,087	3,087	3,087
# of trees maintained/planted annually	D	plant: 55	plant: 104 prune: 128	plant: 50	plant: 50	plant: 30 prune: 400	plant: 30 prune: 400

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Community Services Recreation & Culture

Recreation & Culture provides opportunities for residents to enhance their personal well-being and quality of life. This is achieved through both direct services (providing and operating facilities) and indirect services (partnership agreements) whereby community groups deliver programs and/or operate facilities. In addition, support is provided to community organizations who offer recreation and cultural opportunities in the community. This support includes expertise/advice in recreation and cultural programming, day-to-day organizational management and financial assistance.

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
A. To communicate public recreation and cultural activities and opportunities monthly	<ul style="list-style-type: none"> As needed - media release, paid advertising, social media Monthly - updates/new schedules on our website and numerous other community websites, publication of the Rec & Culture Guide, updating the app with the latest Guide Annually - annual events and initiatives that promote healthy living, special pass sales, etc. 	3 Liveable Communities
B. To provide community group development and funding support	<ul style="list-style-type: none"> Municipal support is aligned with community organization agreements – currently have formal agreements with over 50 community partners Facilitate to ensure the operational structure is created to support a liveable community (public art program, health, active living, community partnerships) Provide support to community organizations that are engaged in the provision of recreation and cultural opportunities, including development and strategic planning Provide strategic planning assistance and business advice to community organizations 	3 Liveable Communities 5 People Places for All
C. To provide access to facilities for use/booking services for aquatics, arenas, sports fields and gymnasiums	<ul style="list-style-type: none"> Cost Recovery of facility group is tracked annually (arenas, pools, picnic shelters, Yates Theatre, Fritz Sick, curling rink, sports fields, etc.). Will be developing a financial policy regarding fees and recovery rates. Preventative maintenance program completed to ensure clean and well maintained buildings are the standard Well trained, knowledgeable and service oriented staff are provided Provide a safe environment for the facility users and the public to enjoy Provide a safe work environment for staff Work closely with our internal partners to develop and maintain an integrated asset management and lifecycle plan to ensure continued programming and infrastructure viability 	3 Liveable Communities 5 People Places for All
D. To manage agreements and relationships	<ul style="list-style-type: none"> Agreements renewed prior to expiration date Establish performance measures as part of the agreements and use these to monitor the relationship and the provision of service Assist community partners and organizations in risk management planning and education Attend Annual General Meetings and Board Meetings as required Support the community partnerships to ensure operational success Assist our community partners and organizations in developing and providing varied sport, recreation and cultural opportunities for the community 	2 Financial Stewardship & Economic Prosperity 3 Liveable Communities 5 People Places for All

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Community Services Recreation & Culture

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
E. To provide business support and information management	<ul style="list-style-type: none"> Indicate market research, trend research and provide future forecasting Provide a centralized booking and registration system Market activities related to leisure opportunities, facilities and active lifestyles Ensure information related to recreation and culture is on the website, app and 24 hour information lines, and is current Serve as spokesperson and provide centralized source of information Provide a person to respond to customer inquiries and not an automated system Work with 311 to provide information to the community Empower staff to assist and resolve concerns and issues Engage with the public through attendance at local events and facilities Utilize current social media platforms to engage with our partners and the public to gather and provide up to date and relevant information Gather current and relevant information during planning to utilize in future programs, events and projects. Respond to inquiries in a timely manner with useful and relevant information 	<div>3 Liveable Communities</div> <div>5 People Places for All</div>
F. To provide community support with special events and to coordinate Canada Day celebrations every year	<ul style="list-style-type: none"> Gather current and relevant information during planning to utilize in future programs, events and projects. 	<div>3 Liveable Communities</div> <div>5 People Places for All</div>

Performance Measure:	Aligns with Department Goal/Service:	2017 Actual	2018 Estimate	2019 Estimate	2020 Estimate	2021 Estimate	2022 Estimate
Indirect Programming Numbers (examples) ⁽¹⁾	B	2017: NYJG: 1,055 hrs/yr, 53hrs/wk SAEA: 7,500 participants with 115 hrs SAAG: 2,036 hrs of programming, 2017 exhibits/programs, 15,096 visits					
Direct Programming Hours (ice and non-ice programming) ⁽²⁾	C/D	15,444	15,444	15,444	15,444	15,444	15,444
# of Leisure Guides Distributed Annually (hard copy/online/app form)	A/E	84,000 11,872 1,283	84,000 12,000 1,250	85,000 12,500 1,400	85,200 12,700 1,550	85,500 12,900 1,650	85,750 13,000 1,250
# website visits (users/page views) ⁽³⁾ www.activelethbridge.ca	A/E	14,721 34,100	16,000 38,000	16,500 39,000	17,000 40,100	17,500 40,500	17,50 40,500
# special event permits	F	200	215	210	215	215	220

1. There are 47 Fee for Service/Operational Agreements which are supported and managed. These all provide sport, recreation and culture programming opportunities to the community. Future program hours are based on their programming needs and capacity. These measures are built in to the reporting requirements in the agreements.

2. The ice and non-ice bookings during prime time is currently at capacity. Increases would be based on needs of users for non-prime (ex. early mornings) times.
 3. 2017 Social Media stats represent the Sesquicentennial Celebrations which had an increase in activities taking place in the community.

Community Services Helen Schuler Nature Centre

The **Helen Schuler Nature Centre** is one of Lethbridge's premier attractions where people and nature meet. Situated on a 200 acre nature preservation park with scenic views of coulees and cottonwood forests, the Centre offers immersive, nature-based experiences, only minutes from downtown. Nature Centre staff and volunteers offer a wide range of hands-on and interactive programs and popular events each year. Programs and services highlight the unique characteristics of our local landscape and connect residents to the place where they live, while building a community of people who care for and steward the land.

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
A. To provide environmental education programs for group bookings, as well as nature-based drop-in programs for the general public	<ul style="list-style-type: none"> 500 booked programs per year (13,500 participants) 150 scheduled public drop-in programs offered annually (10,000 participants) 2,000 hours of program delivery each year Supported by 500+ volunteer hours 	1 Accountable Leadership 5 People Places for All
B. To provide continually renewing, interactive, locally focused exhibit programs for diverse audiences	<ul style="list-style-type: none"> 7 – 10 unique exhibits offered annually Open 320 days of the year Operating 1,500 hours per year Supported by 3,000+ volunteer hours annually 	2 Financial Stewardship & Economic Prosperity 5 People Places for All
C. To provide a wide range of locally-focused wildlife, ecology, environmental and sustainability education information and resources to the general public	<ul style="list-style-type: none"> Staff and volunteers available 355 days of the year Information Services reach 30,000+ individuals annually Supported by technical advisory, gift in kind from over 20 local partners 	3 Liveable Communities 4 Compassionate Community 5 People Places for All
D. To coordinate volunteers and assist with opportunities for organized groups and the general public to be involved in conservation initiatives that benefit the river valley natural areas	<ul style="list-style-type: none"> Organize annual river valley cleanup events (coulee clean-up, shoreline clean-up, invasive plant pulls) 1,600 participants annually 2,500 volunteer hours contributed Financial support by corporate and local not-for-profit community 	2 Financial Stewardship & Economic Prosperity 3 Liveable Communities 5 People Places for All

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Community Services Helen Schuler Nature Centre

Performance Measure:	Aligns with Department Goal/Service:	2017 Actual	2018 Estimate	2019 Estimate	2020 Estimate	2021 Estimate	2022 Estimate
# of participants in education programs	A/B/D	51,000	51,000	51,500	52,000	53,500	55,000
# of volunteers (support daily operations – programs, exhibits)	A/B/C	70	70	70	70	70	70
# of volunteer hours	A/B/C/D	7,800	7,800	7,900	8,000	8,150	8,250
# of visitors to exhibit program	B	19,500	20,000	20,500	21,000	21,500	22,000
# participants	D	1,600	1,600	1,700	1,800	1,900	2,000



Nature Centre Program Leader with Big Bird, Little Bird Parent and Pre-school Program - Photo Credit: Jaime Vedres Photography

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Community Services Lethbridge Transit

Lethbridge Transit provides public transportation services within the City of Lethbridge, with a fixed route conventional service and a door-to-door paratransit service, Access-A-Ride. The fixed route system consists of 12 routes that provide 110,100 hours of annual service with a fleet of 43 accessible buses. Access-A-Ride (AAR) provides over 43,500 hours of service with a fleet of 25 buses.

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
A. To provide public transportation service within the City of Lethbridge	<ul style="list-style-type: none"> Service within 400 meters of 95% of all residences Hours of service: Monday-Friday 6am-10pm Saturday 7am-10pm Sunday 8am-7pm (service earlier or later than noted are modified based on demand) Frequency: Monday-Friday 6am-10pm, 30 minutes Saturday 7am-7pm, 30 minutes Sunday 8am-7pm, 30 minutes Increased frequencies on individual routes are determined by demand 	<div>2</div> Financial Stewardship & Economic Prosperity <div>3</div> Liveable Communities <div>4</div> Compassionate Community
B. To provide accessible public transportation to people with physical or cognitive disabilities that prevent them from using the conventional public transit system within the City of Lethbridge	<ul style="list-style-type: none"> Hours of service 7am-10:30pm (similar to conventional transit) 7 day booking window, 20% of service for demand trips 65% of customer trips to be no longer than 30 minutes and 90% no longer than 45 minutes Pick up window 10 minutes before or after a scheduled booking 	<div>2</div> Financial Stewardship & Economic Prosperity <div>3</div> Liveable Communities <div>4</div> Compassionate Community
C. To provide transportation to/from school for students within the Public and Catholic school systems	<ul style="list-style-type: none"> As requested through the contract with the Public and Catholic School Boards 	<div>4</div> Compassionate Community
D. To provide charters	<ul style="list-style-type: none"> Transit charters within 80 km radius, Paratransit and yellow school bus charters within a 160 km radius 	<div>4</div> Compassionate Community <div>5</div> People Places for All
E. Responding to Emergency Evacuations	<ul style="list-style-type: none"> Providing buses for emergency evacuation situations 	<div>4</div> Compassionate Community
F. Travel Training	<ul style="list-style-type: none"> Providing customized travel training for people learning to use public transit or for those people transitioning from the Paratransit system 	<div>4</div> Compassionate Community
G. Go Friendly Shuttle	<ul style="list-style-type: none"> In partnership with Nord-Bridge and Lethbridge Senior Citizens Organization, providing transportation to seniors and maintenance for buses 	<div>4</div> Compassionate Community

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Community Services Lethbridge Transit

Performance Measure:	Aligns with Department Goal/Service:	2017 Actual	2018 Estimate	2019 Estimate	2020 Estimate	2021 Estimate	2022 Estimate
% coverage of city residential with access to bus stop within 400 m distance	A	94%	94%	94%	95%	95%	95%
# of ridership	A	1,189,841	1,268,975	1,371,975	1,377,920	1,384,810	1,391,734
# of trips	B	124,957	134,155	143,579	153,005	156,006	159,186
# of charters	D	818	815	825	835	845	855
# of riders on Go Friendly Shuttle annually	G	7,852	8,507	8,677	8,851	9,028	9,208



Lethbridge Transit Bus

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Corporate Services Financial Services

Financial Services provides the leadership required to ensure the long-term viability of the Corporate through effective planning and stewardship of financial resources. Financial Services also provides the financial systems and strategies that enable Business Units to be both accountable and successful.

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
Financial Stewardship A. Investments - Provides competitive return on investments while maintaining the safety of investment principal	<ul style="list-style-type: none"> Portfolio Performance reported out annually to Audit Committee/City Council. Review Investment Policy annually with Audit Committee. 	2 Financial Stewardship & Economic Prosperity
B. Internal Controls Development & Review - Develops, implements and monitors risk-based financial control frameworks and processes for the organization and long term financial forecasting processes to assist decision-makers in allocating limited resources by providing relevant information related to long term need	<ul style="list-style-type: none"> Respond to internal control inquiries within two business days. Provide updates and reports to the appropriate stakeholders according to established schedules. 	1 Accountable Leadership 2 Financial Stewardship & Economic Prosperity
C. Financial Reporting - Provides accurate and timely financial information through the preparation of financial and statistical statements according to the established schedules	<ul style="list-style-type: none"> Accuracy and timeliness of reports provided to City Council and external stakeholders according to established schedules. 	2 Financial Stewardship & Economic Prosperity
Financial Systems & Business Unit Support D. Accounts Payable - Payment of invoices and cheque requisitions including employee reimbursements	<ul style="list-style-type: none"> Invoices and cheque requisitions including employee reimbursements will be entered within two days of receipt unless volume prevents. Payments with special handling requirements or marked urgent are entered in preference to others. Payments are made through weekly cheque runs via cheque or Electronic Funds Transfer. 	
E. Accounts Receivable - Collects and process payments made by customers of the City of Lethbridge	<ul style="list-style-type: none"> Processed and dispatched within five days of notification: <ul style="list-style-type: none"> Upon notification of doubtful account, customer contacted within three business days. If necessary, amount written off or sent to collection agency within three days of contact with customer Information is loaded daily to ensure customer accounts are accurate and complete at all times. 	
F. Cashiers and Banking Services Receives - processes and reconciles payments related to walk in clientele, mail payments and electronic banking transactions	<ul style="list-style-type: none"> Transactions are reconciled on daily basis. 	
G. Financial Systems - To ensure that all financial transactions are captured accurately in the JD Edward's Financial System	<ul style="list-style-type: none"> Monitor exception reports and ensure different software programs are interfacing properly on a daily basis and any issues are corrected within one business day. 	

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Corporate Services Financial Services

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
H. Inventory Management & Logistics - Accurately fills inventory orders & maintains appropriate inventory levels along with electronic tracking of transactions	<ul style="list-style-type: none"> Fill rate reports are produced to measure inventory stock outs Target fill rates are 80%. 	
I. Management Financial Information & Support - Provision of financial expertise and analytical support to Business Units	<ul style="list-style-type: none"> Provision of monthly operating variance reports to Office Managers within five working days following the General Ledger close. 	2 Financial Stewardship & Economic Prosperity
J. Payroll - To pay wages to permanent and non-permanent staff	<ul style="list-style-type: none"> Wages and other authorized payments will be paid into employees' bank accounts on a bi-weekly basis. 	
K. Procurement - Oversee the acquisition of goods, services and/or construction for the City's own use	<ul style="list-style-type: none"> Draft procurement documents will be reviewed and responded to within five working days from receipt. Queries on process or procedures from staff or vendors will be responded to within three working days from receipt. 	
L. Financial Planning & Budget - Coordinating the operating/ capital budget and long term financial forecasting processes to assist decision- makers in allocating limited resources by providing relevant information related to long term need	<ul style="list-style-type: none"> Prepare a ten-year Capital Improvement Program (CIP) Budget based on the multi-year budget schedule as set by City Council. Prepare an Operating Budget based on the multi-year budget schedule. 	1 Accountable Leadership 2 Financial Stewardship & Economic Prosperity
M. Financial Policy Development & Training - Develops and maintains financial policies that ensures consistent accounting and procurement practices as well as ensuring the security of financial resources	<ul style="list-style-type: none"> All financial policies will be reviewed over a four year operating cycle or as required on an ad-hoc basis to ensure policies meet current organizational practices and mandates. New financial policies will be developed for submission to the Policy Review Committee within three months of receipt of needs request. 	2 Financial Stewardship & Economic Prosperity

Performance Measure:	Aligns with Department Goal/Service:	2017 Actual	2018 Estimate	2019 Estimate	2020 Estimate	2021 Estimate	2022 Estimate
# of accounts payable payments processed (cheques/EFT's/Wire)	D	6,038 13,052 177	5,649 13,824 180	5,240 14,617 189	5,027 15,230 189	5,128 15,534 193	5,230 15,844 198
% of Accounts Receivable payments processed within five days of notification	E	95%	95%	95%	95%	95%	95%
Receipt of Government Financial Officers Association (GFOA) award for budget document	L	Received	Received	Document to be submitted for award	Document to be submitted for award	Document to be submitted for award	Document to be submitted for award
Receipt of Government Financial Officers Association (GFOA) award for the Comprehensive Annual Financial Report	L	Submitted for Award	Document to be submitted for award	Document to be submitted for award	Document to be submitted for award	Document to be submitted for award	Document to be submitted for award

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Corporate Services Human Resources

Human Resources provides professional services in order to attract, retain, support and develop City of Lethbridge employees so those employees can serve the public in a way that earns the trust, respect and confidence in the community.

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
A. Provides disability management and return to work	<ul style="list-style-type: none"> Working with the disability partnership to provide income replacement coverage in a cost effective manner To adjudicate claims in a reasonable and timely manner To mitigate claims costs while ensuring safe return to work 	
B. Analytics & Trend Analysis	<ul style="list-style-type: none"> Collecting, analyzing and reporting on data to support decision making and program effectiveness in disability and general HR information Predictive analysis based on trends 	1 Accountable Leadership
C. Provide employee education/ awareness	<ul style="list-style-type: none"> To provide education and awareness for healthy choices in support of a healthy and safe work environment 	
D. Public Service Culture	<ul style="list-style-type: none"> Provide tools and guidance to ensure every employee understands and is driven by a passion for public service 	1 Accountable Leadership
E. Leverage Technology	<ul style="list-style-type: none"> Use all internal systems to collect and report data to be used as information in strategic decision making across the organization. Promote CityWise as the organizations key communication tool 	2 Financial Stewardship & Economic Prosperity
F. Psychological Health, Safety & Wellness	<ul style="list-style-type: none"> Implement the National Standard across the organization by sharing information and tools to monitor the health of our work environments with a shared responsibility to continuously improve Create a work environment where our diverse workforce can flourish 	4 Compassionate Community
G. Union/Management Relations (Labour Relations)	<ul style="list-style-type: none"> Promote a 2-way partnership approach, responding to issues in a timely manner. Practice effective conflict and dispute resolution Negotiate collective agreements that are financially viable and respect each parties' needs 	2 Financial Stewardship & Economic Prosperity
H. Candidate Sourcing	<ul style="list-style-type: none"> An efficient end-to-end sourcing process that selects the best candidates and positions them for success 	1 Accountable Leadership 2 Financial Stewardship & Economic Prosperity
I. Performance Management	<ul style="list-style-type: none"> Guidance and tools to assist managers through the performance management process 	1 Accountable Leadership
J. Orientation & onboarding	<ul style="list-style-type: none"> Programs and facilitation to ensure employee engagement at the earliest stage of employment 	

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Corporate Services Human Resources

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
K. Talent & Leadership Development	<ul style="list-style-type: none"> Guiding a focused and relevant career planning and development process for employees General or technical skill development 	1 Accountable Leadership
L. Recognition	<ul style="list-style-type: none"> Coordinate a meaningful and valued recognition program 	
M. Talent Awareness & Succession Planning	<ul style="list-style-type: none"> Enable managers to identify top talent and critical roles and develop succession planning framework Tools and guidance to continually assess potential leaders 	
N. Benefits & Pension	<ul style="list-style-type: none"> Offer benefits programs which meet the majority of employees' needs, the majority of the time Assist employees' in making sound benefit and pension decisions 	1 Accountable Leadership
O. Job Evaluation & Compensation	<ul style="list-style-type: none"> Provide an equitable and transparent system to ensure individuals are compensated appropriately 	
P. Time & Labour	<ul style="list-style-type: none"> Gather data and accurately record information in a timely manner 	



City of Lethbridge Employees

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Corporate Services Information Technology

Information Technology (IT) fosters collaborative relationship with partners and colleagues to achieve the City's strategic focus areas and operational goals. IT enables the City to maintain, improve and enhance services to citizens by providing services including application systems and support, geospatial information systems, information security, internet and web service, network systems administration and support, systems continuity and disaster recovery, telephone systems and communication support, end user workstation and device support, intelligent community initiate, IT project portfolio management, business analysis and project management.

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
A. Administration and support of business applications including design, installation, integration, maintenance and support	<ul style="list-style-type: none"> To manage application systems so that they provide the functionality and performance required by the business owners and end users. 	1 Accountable Leadership 2 Financial Stewardship & Economic Prosperity 3 Liveable Communities 4 Compassionate Community 5 People Places for All
B. Administration and support of Geographic Information System technology and data including but not limited to geospatial applications, analysis, computer-aided dispatch (CAD), GPS enabled devices, mapping, and interactive web maps	<ul style="list-style-type: none"> To manage the Geographic Information System so that it provides the functionality and performance required by the business owners and end users 	3 Liveable Communities
C. Manage and support the security practices and procedures for applications, workstations, servers and networks	<ul style="list-style-type: none"> To manage the IT security environment for all servers, workstations and user access on the City of Lethbridge corporate network 	1 Accountable Leadership
D. Administration and support of the City's internal (intranet), external (public) and collaborative (community projects) web presences	<ul style="list-style-type: none"> To manage the City's web presences ensuring that they provide the functionality and performance required by the site owners and users 	1 Accountable Leadership
E. Manage and support the corporate network infrastructure including internet connectivity, storage, servers, data backup, internal network connectivity (wired/wireless)	<ul style="list-style-type: none"> To manage IT networking, connectivity and infrastructure for City of Lethbridge computing environment and facilities 	1 Accountable Leadership 2 Financial Stewardship & Economic Prosperity 3 Liveable Communities 4 Compassionate Community 5 People Places for All
F. Coordination and management of IT data protection, systems continuity and disaster recovery services	<ul style="list-style-type: none"> To ensure City of Lethbridge IT systems and data remain available and intact; coordinating IT staff and process in times of IT systems failure 	1 Accountable Leadership
G. Manage and support the corporate telephone technology including telephones (landline and cellular), faxes, alarm monitoring lines, voicemail, and call centre queues	<ul style="list-style-type: none"> To manage the telephone system and components required by business units throughout City of Lethbridge facilities and used by employees 	3 Liveable Communities

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Corporate Services Information Technology

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
H. Management and support of end user technology hardware (desktops, laptops, mobile devices, tablets, peripherals) and software applications	<ul style="list-style-type: none"> To manage the end user computing environment so that City of Lethbridge employees have the technology they require 	1 Accountable Leadership 2 Financial Stewardship & Economic Prosperity 3 Liveable Communities 4 Compassionate Community 5 People Places for All
I. Partnership with Economic Development Lethbridge (EDL). Ongoing areas of focus include Municipal Connectivity including Municipal Wi-Fi, Smart City, Open Data, and applying for related funding and awards	<ul style="list-style-type: none"> Growing connectivity offerings in the community; Improving and moving municipal services online (smart city); Maintaining and growing the open data portal; Applying for available awards/grants 	2 Financial Stewardship & Economic Prosperity
J. To ensure that business unit projects requiring services from Information Technology are prioritized, resourced, scheduled and delivered	<ul style="list-style-type: none"> To manage the intake process so that projects can be scheduled and resourced and reported on 	1 Accountable Leadership
K. To provide services to business units to gather requirements to identify business needs and to provide solutions to business problems	<ul style="list-style-type: none"> Proper analysis is performed to ensure that requirements are gathered so that solutions can be provided 	1 Accountable Leadership
L. To manage and deliver projects using a proven methodology that will deliver on goals and objectives	<ul style="list-style-type: none"> To apply project management methodology so that projects can be successfully delivered 	1 Accountable Leadership

Performance Measure:	Aligns with Department Goal/Service:	2017 Actual	2018 Estimate	2019 Estimate	2020 Estimate	2021 Estimate	2022 Estimate
# of tickets closed (for information)	A/B/C/D/E/F/G/H	9,993	10,200	10,400	10,600	10,800	11,000
Number of Open Data Catalogue visits	I/D	6,563	8,000	9,000	10,000	11,000	12,000
% of employees trained in cybersecurity awareness	C		>25%	>50%	>80%	>80%	>80%
% of projects started & completed	J/K/L	66%	44%	70%	70%	70%	70%
# of Critical Incidents	All (A-L)	15	20	20	20	20	20
Overall Corporate IT Satisfaction	All (A-L)	76%			>80%		>80%
Overall Corporate IT Value	All (A-L)	73%			>75%		>80%

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Corporate Services

Integrated Risk Management

Integrated Risk Management working across the corporation Integrated Risk Management (IRM) strives to protect people, property, the corporation and the environment from harm or loss. In daily work IRM facilitates, educates, monitors, informs, and/or directly participates in the risk management processes of: risk event reporting, risk event investigation, risk assessment, risk response planning & communication and risk monitoring.

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
A. Health & Safety: provide systems to protect the physical, psychological and social well-being of people	<ul style="list-style-type: none"> Monitor compliance with <i>Occupational Health and Safety Act</i>, <i>Workers' Compensation Act</i>, Certificate of Recognition (COR) standards and internal expectations Develop or provide tools, training and guidance for the protection of physical, psychological and social well-being Investigate incidents that meet the mandatory reportable criteria in the <i>Occupational Health and Safety Act</i> Identify and communicate acts or conditions that may place the corporation at risk 	<div>1 Accountable Leadership</div> <div>4 Compassionate Community</div>
B. Driver Safety: provide systems to prevent injury to people or damage to property while operating City owned vehicles	<ul style="list-style-type: none"> Monitor compliance with Alberta Transportation Commercial Vehicle Enforcement Monitor compliance with internal Driver Safety program Develop or provide tools, training and guidance to prevent injury or damage while operating City owned vehicles Identify and communicate acts or conditions that may place the corporation at risk 	
C. Third Party Claims: provide systems to address all reported allegations of negligence causing a third party loss	<ul style="list-style-type: none"> Investigate all written allegations of negligence causing a third party loss and provide a decision on liability Respond to appeals on initial liability decisions Monitor all litigation claims and provide support to counsel representing the City/Insurer interests Provide communication on all closed claims resulting in a monetary cost (legal, investigative or settlement) Identify and communicate conditions or acts that may place the corporation at risk 	<div>1 Accountable Leadership</div>
D. Insurance: provide systems to manage corporate insurance coverages, first party losses, and monitor Workers' Compensation performance	<ul style="list-style-type: none"> Procurement of all corporate insurance coverages Maintain all corporate insurance coverages Facilitate completion of all first party insurable losses (over deductible) Liaison with Workers' Compensation Board account manager to obtain and exchange information related to Partnerships in Injury Reduction (PIR) 	<div>1 Accountable Leadership</div>
E. Contracts & Agreements: provide language related to insurance, indemnification, limitation of liability, Workers' Compensation Board, or Occupational Health and Safety	<ul style="list-style-type: none"> Review all contracts or agreements received and provide language feedback Complete all certificate of insurance compliancy requests 	

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Corporate Services Integrated Risk Management

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
F. Risk Assessment & Response Planning: provide expertise to complete assessment and response plans for identified events that may affect the achievement of business unit programs/services, or Corporate objectives	<ul style="list-style-type: none"> Perform processes of risk analysis and evaluation related to: violence/harassment threat; health and safety competence threat; driver safety competence threat; corporate culture threat Perform the processes of risk strategy selection, implementation tactics and communication planning 	<div>1 Accountable Leadership</div> <div>4 Compassionate Community</div>
G. Risk Trending, Monitoring & Reporting: collect, interpret and report out on data that may affect the achievement of business unit programs/services, or Corporate objectives	<ul style="list-style-type: none"> Corporate Insurance and Claims Annual Report Corporate Health and Safety Annual Report Other risk drivers/triggers; as they emerge 	<div>1 Accountable Leadership</div>

Performance Measure:	Aligns with Department Goal/Service:	2017 Actual	2018 Estimate	2019 Estimate	2020 Estimate	2021 Estimate	2022 Estimate
# of enforcement interactions with regulator (Occupational Health and Safety)	A	1	30	60	60	60	60
# of employees trained in Leadership for Safety Excellence (LSE)	A	23	29	130	40	40	40
# of roadside inspections (Commercial Vehicle Enforcement)	B	8	3	5	5	5	5
# of enforcement actions with regulator – roadside inspections	B	0	1	0	0	0	0
Score – carrier profile risk-factor	B	0.151	0.207	0.2	0.2	0.2	0.2
# of employees trained in defensive driving	B	163	173	175	180	185	190
# of employees trained in fleet safety	B	70	21	40	40	40	40
# of third party claims received	C	199	189	200	200	200	200
Monetary – total corporate insurance premium cost	D	\$1,890,634	\$2,099,391	\$2,204,361	\$2,314,579	\$2,430,308	\$2,551,823
Rank – WCB industry performance rank (Cities)	D	30th of 31	24th of 31	23th of 31	22nd of 31	21st of 31	20th of 31
Monetary – Partnerships in Injury Reduction rebate	D	\$85,127	\$73,000	\$60,000	\$60,000	\$60,000	\$60,000
# of contracts or agreements reviewed	E	245	275	275	275	275	275
# of certificate of insurance reviewed	E	198	220	220	220	220	220
# of incident reports involving allegations of psychological harm	G	199	189	200	200	200	200
# of WCB accepted “mental diseases” injury	G	5	12	20	16	12	8

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Infrastructure Services

Infrastructure Administration - Asset Management

Asset Management (AM) is a comprehensive undertaking involving a core corporate team and various business units. The Asset Management team provides the organization with the support, education, expertise and resources to implement best-in-class asset management practices. The main areas of work include project management, asset management and software support.

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
A. To educate the organization and provide appropriate tools, business processes and strategies to effectively manage our assets	<ul style="list-style-type: none"> Asset Management Plans Asset Lifecycle Management Asset Risk Assessment Asset Knowledge Assessments Knowledge Succession Plans Analyze and update business processes Improve document and data accessibility for field employees Leverage maintenance and operations management systems Identify and document standard operating procedures 	1 Accountable Leadership
B. To collect and maintain the asset registry data to consistently capture applicable information for various asset management systems	<ul style="list-style-type: none"> Collect and input assets into GIS Update existing asset information from operations and maintenance activities Provide tools to assist with capturing condition assessments 	3 Liveable Communities
C. To manage and deliver projects using a methodology that meets the needs of the business units and align with corporate goals	<ul style="list-style-type: none"> Lead and provide support for various projects: <ul style="list-style-type: none"> Create project plans and coordinate activities between the business units and vendors Provide expertise to make sound decisions Execute project plans to achieve organizational goals 	1 Accountable Leadership
D. Administration and support of business applications including design, configuration, integration, maintenance and support	<ul style="list-style-type: none"> Implement and provide support to various software programs used throughout the organization: <ul style="list-style-type: none"> CAM module of JD Edwards Cityworks administration and implementation Administration and operation of Road Matrix system Asset Planner administration and coordination of activities with vendor Automatic Vehicle Location (AVL) administration and coordination of activities with vendor Report generation and troubleshooting on all the above systems 	2 Financial Stewardship & Economic Prosperity

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Infrastructure Services Infrastructure Administration - Asset Management

Performance Measure:	Aligns with Department Goal/Service:	2017 Actual	2018 Estimate	2019 Estimate	2020 Estimate	2021 Estimate	2022 Estimate
# system uptime hours	B	8,706	8,672	8,672	8,672	8,672	8,672
# system downtime hours	B	54	88	88	88	88	88
Collect, update and maintain asset information	B	~65,000 assets	2-3% increase	2-3% increase	2-3% increase	2-3% increase	2-3% increase
AM support for City assets	A	>200,000 discrete >3,500 linear kms	2-3% increase	2-3% increase	2-3% increase	2-3% increase	2-3% increase



Line Painter

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Infrastructure Services

Infrastructure Administration - Urban Construction

Urban Construction supports community growth by facilitating integrated infrastructure planning and the processes that support infrastructure creation. Urban Construction coordinates the use of public rights of way and manages the creation of quality new infrastructure. This includes everything we can see, from trees and sidewalks to all the pipes and wires running under the surface. As a result the business unit touches every plan and capital infrastructure project happening in the City's rights of way.

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
A. Manage Infrastructure Construction Documents	<ul style="list-style-type: none"> Review and update documents on a three year schedule Complete minor updates on an annual basis Consult with affected industry stakeholders on changes annually 	1 Accountable Leadership 2 Financial Stewardship & Economic Prosperity 3 Liveable Communities 5 People Places for All
B. To provide Land Development Administration	<ul style="list-style-type: none"> Complete Service Agreements in advance of housing start Provide comments on design drawings within 3 weeks of receipt Schedule inspections for Construction Completion Certificates and Final Acceptances Certificates within 30 days of the request for inspection 	2 Financial Stewardship & Economic Prosperity 3 Liveable Communities 5 People Places for All
C. Provide growth forecasting and infrastructure planning	<ul style="list-style-type: none"> Prepare growth forecasts and identify capital infrastructure projects required through consultation with internal and external stakeholders. 	1 Accountable Leadership 2 Financial Stewardship & Economic Prosperity 3 Liveable Communities 5 People Places for All
D. To set the Offsite Levy Rate based on infrastructure requirements, projected growth rates and project timing	<ul style="list-style-type: none"> Complete a full review of the Offsite Levy Calculation for every Capital Improvement Program (CIP) in collaboration with development industry stakeholders. Report on the performance of the Offsite Levy account annually 	1 Accountable Leadership 2 Financial Stewardship & Economic Prosperity
E. Provide funding for Offsite Infrastructure when required	<ul style="list-style-type: none"> Monitor the implementation of Offsite Levy funded projects and recommend adjustments or amendments in light of better information or changing conditions as needed 	1 Accountable Leadership 2 Financial Stewardship & Economic Prosperity 3 Liveable Communities 5 People Places for All
F. Monitor the use of Offsite funding to verify that appropriate processes are used to achieve best value	<ul style="list-style-type: none"> Input will be provided on all project components including scope, project organization and process required to achieve best value. 	1 Accountable Leadership 2 Financial Stewardship & Economic Prosperity
G. Report on the performance of the Levy and recommend adjustments or reviews	<ul style="list-style-type: none"> Create a report to industry twice a year on the performance of the Levy and forecasting the future cash flow. Share the report with industry stakeholders before submitting the report to City Council. 	1 Accountable Leadership 2 Financial Stewardship & Economic Prosperity

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Infrastructure Services

Infrastructure Administration - Urban Construction

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
H. Provide Right-of-Way management by issuing excavation permits	<ul style="list-style-type: none"> Issue excavation permits within 3 business days of request. 	2 Financial Stewardship & Economic Prosperity 3 Liveable Communities 5 People Places for All
I. Provide Right-of-Way management by issuing line assignments	<ul style="list-style-type: none"> Issue line assignment permits within 2 weeks of request. 	1 Accountable Leadership 2 Financial Stewardship & Economic Prosperity 3 Liveable Communities 5 People Places for All
J. Inspect completed restorations	<ul style="list-style-type: none"> Inspect 10% of excavations for compliance within 1 month of completion Inspect 100% of excavations for compliance at warranty end (after two years). 	2 Financial Stewardship & Economic Prosperity 3 Liveable Communities
K. Develop and Maintain Industry – City Relationships	<ul style="list-style-type: none"> Undertake relationship building, team building and engagement initiatives to improve relationships and collaboration between departments and external stakeholders. Provide assistance to departments in communicating with land developers. Review and make suggestions regarding communication with developers. 	1 Accountable Leadership 2 Financial Stewardship & Economic Prosperity 3 Liveable Communities 5 People Places for All
L. Initiate and Update Growth Planning	<ul style="list-style-type: none"> Participate in the Plan Review Team and coordinate between Planning and Infrastructure departments. Support the development of master servicing and other plans and provide a mechanism for integration of plans between departments 	1 Accountable Leadership 2 Financial Stewardship & Economic Prosperity 3 Liveable Communities

Performance Measure:	Aligns with Department Goal/Service:	2017 Actual	2018 Estimate	2019 Estimate	2020 Estimate	2021 Estimate	2022 Estimate
ROW Management # line assignments, excavation permits and hoarding permits issued	H/I/J	1,028	1,300	1,500	1,600	1,700	1,800
ROW Management % of excavations requiring remedial work at end of 2 year warranty	H/I/J	1.1%	4%	4%	4%	4%	4%
Land Development Administration # of service agreements negotiated	A/B/L/K	11	12	15	15	15	15
Land Development Administration Post Final Acceptance Lessons Learned Documentation	A/B/L	N/A	12	15	15	15	15
Offsite Levy Forecast Ratio = Value of Levies Collected / Forecast Value	C/D/E/F/G	1.1	0.9	1.0	1.0	1.0	1.0

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Infrastructure Services Fleet Services

Fleet Services plays a vital role in the corporation as an internal service provider to ensure that vehicles and equipment are available to various City of Lethbridge departments in order to complete their operational services to the Community. Core activities within Fleet Services include asset management, maintenance management, fuel management and financial management. Fleet Services performs the acquisition, maintenance, repair and decommissioning of all City vehicles excluding transit, access-a-ride and school bus. Fleet Services provides fuelling services for all City vehicles and equipment.

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
A. New Vehicle/Equipment Acquisition	<ul style="list-style-type: none"> Translate customer needs to procure most appropriate vehicle / equipment Vehicle ready for use on time to support business operation Effective procurement process to ensure fairness 	1 Accountable Leadership
B. To provide a vehicle/equipment replacement program	<ul style="list-style-type: none"> Units are funded appropriately through their life and replaced on time 	2 Financial Stewardship & Economic Prosperity
C. To provide a disposal program	<ul style="list-style-type: none"> Ensure units are disposed of properly and in a timely manner Recover revenue from sales to offset asset salvage values 	
D. Preventive Maintenance	<ul style="list-style-type: none"> Preventive Maintenance intervals and requirements set up per manufacturer recommendations Scheduled and on time maintenance to reduce unnecessary breakdowns and minimize vehicle/equipment downtime Maintain vehicle safety through timely inspections and conformance to legislated regulations 	2 Financial Stewardship & Economic Prosperity
E. Repairs, Corrective Maintenance	<ul style="list-style-type: none"> Troubleshoot, diagnose, and repair as soon as possible to minimize downtime Identify most effective method based on Customer need (ie. Fiscal responsibility, time to repair) 	2 Financial Stewardship & Economic Prosperity
F. To ensure shop safety	<ul style="list-style-type: none"> Ensure maintenance shop has the proper tooling/equipment to repair vehicles /equipment in a timely manner Ensure a culture of safe work for all staff Reduce environmental impact through implementation of environmental conscious decisions Open communication to ensure that safety is the prime focus for everyone 	1 Accountable Leadership
G. Fuel Depot Management	<ul style="list-style-type: none"> Ensure fuel depots are operational 24 hours per day, 7 days per week Maintain depots as required to ensure that depots are safe and conform to legislated requirements 	

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Infrastructure Services Fleet Services

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
H. To provide fuel dispensing	<ul style="list-style-type: none"> Ensure fuel transactions are accurately recoded and billed to internal and external customers Provide means of providing remote fueling services as required 	2 Financial Stewardship & Economic Prosperity
I. To provide financial management for rate chargeback	<ul style="list-style-type: none"> Provide proper chargeback for services rendered to ensure costs are recovered Manage and maintain the Fleet Reserve for long term sustainability 	2 Financial Stewardship & Economic Prosperity
J. To provide financial management of financial transactions	<ul style="list-style-type: none"> Ensure costs are tracked and billed accordingly Review costs, identify trends, bill for service (external to Fleet) Record all transactions and analyze costs versus revenues 	

Performance Measure:	Aligns with Department Goal/Service:	2017 Actual	2018 Estimate	2019 Estimate	2020 Estimate	2021 Estimate	2022 Estimate
# of vehicles replaced	A/B	58	34	54	39	47	43
# of vehicles maintained	D/E	602	608	614	620	626	630
# of litres of fuel dispensed	H	4,079,600	4,161,190	4,244,400	4,329,300	4,415,900	4,504,200
# of on time Commercial Vehicle Inspections completed	D	98%	100%	100%	100%	100%	100%



Water Flusher Truck

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Infrastructure Services Parks

Parks aims to provide residents with a variety of recreational options that meet a broad range of needs. Maintaining 389 parks and natural areas, Parks staff manage playgrounds, ponds and over 225 kilometers of pathways. Our City parks are continually developed and maintained to enhance the quality of life of Lethbridge residents.

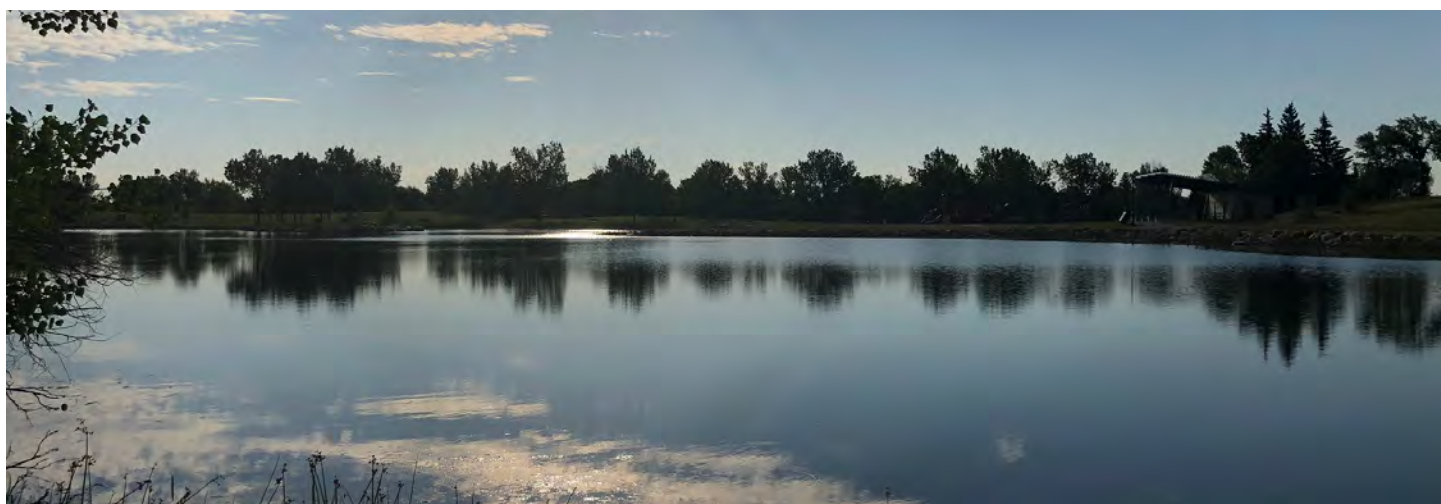
Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
A. Manage Developed Parks	<ul style="list-style-type: none"> Maintain the parks in a clean, attractive condition that meets the needs for use and intensity Provision and maintenance of flower and shrub beds for aesthetic appeal Provide additional maintenance to highly utilized parks, such as those used for events Guide provision of new parks for fit in the system and sustainable management Manage lifecycle replacement program to keep standards current Provision of public information to facilitate use and enjoyment 	2 Financial Stewardship & Economic Prosperity 3 Liveable Communities 4 Compassionate Community 5 People Places for All
B. Manage Natural Parks	<ul style="list-style-type: none"> Maintain developed aspect of the park in a clean, functional condition in as natural state possible Provide forest and vegetation management to allow for growth to be left as natural as possible Provide pest control as required Develop and mitigate conditions as necessary to accommodate intended use Provision of public information to facilitate use, enjoyment and education 	2 Financial Stewardship & Economic Prosperity 3 Liveable Communities 4 Compassionate Community 5 People Places for All
C. Provision and Maintenance of Park Amenities and Playgrounds	<ul style="list-style-type: none"> Inspect and maintain Playgrounds to reduce hazards and maintain safety standards Maintain, repair and replace parks amenities based on service requests and condition 	2 Financial Stewardship & Economic Prosperity 3 Liveable Communities 4 Compassionate Community 5 People Places for All
D. Manage the Urban Forest	<ul style="list-style-type: none"> Monitor, maintain and replace Park, Street and River valley trees for optimal appeal and effectiveness Monitor and manage invasive pests that threaten the health and condition of the Urban Forest 	2 Financial Stewardship & Economic Prosperity 3 Liveable Communities 4 Compassionate Community 5 People Places for All
E. Manage Recreational Multi-Use Pathway system	<ul style="list-style-type: none"> Maintenance of surfacing and associated amenities along the pathway system Provision of growth to system to provide ongoing multi-use options Provision of public information to facilitate use and enjoyment 	3 Liveable Communities 5 People Places for All

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Infrastructure Services Parks

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
F. Maintain Sports Fields and Courts	<ul style="list-style-type: none"> Provision and maintenance of a variety of fields and courts Provision and maintenance of related sports amenities to meet functional use and enjoyment. Maintain inventory to accommodate use at different recreational levels 	3 Liveable Communities 5 People Places for All
G. Manage and Maintain the Irrigation System	<ul style="list-style-type: none"> Design, provision and maintenance of an efficient and effective water delivery system to meet growing condition for optimal plant health Manage water use sustainably 	3 Liveable Communities 5 People Places for All
H. Provision of Interdepartmental and Corporate Services	<ul style="list-style-type: none"> Provide services for public land maintenance Provide services for Utilities and Roads land management Manage Storm Pond water quality Provide services for community events and functions Maintain Downtown amenities and services 	2 Financial Stewardship & Economic Prosperity 3 Liveable Communities 5 People Places for All

Performance Measure:	Aligns with Department Goal/Service:	2017 Actual	2018 Estimate	2019 Estimate	2020 Estimate	2021 Estimate	2022 Estimate
# of Parks Hectares Managed	A/B/C/D/E/F	2,939	3,014	3,045	3,077	3,107	3,137
# of Km Multi-Use Pathways	E	241	249	255	263	272	275
# of Sports Fields	C/F/G	150	155	161	161	164	164
# of trees Planted	D	919	920	920	920	920	920
% Customer Satisfaction Parks	A/B/C/D/E/F/G	94%	98%	98%	98%	98%	98%
% Customer Satisfaction Pathways	E	89%	95%	95%	95%	95%	95%



Nicholas Sheran Park

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Infrastructure Services Transportation

Transportation's mission is to "Keep Lethbridge on the Move" safely and efficiently, whether it be walking, cycling, taking transit or driving a vehicle. This is done by providing a well maintained transportation system for the general public, transit and emergency services.

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
A. To ensure all City roadways remain passable to vehicles that are properly equipped for winter driving conditions	<ul style="list-style-type: none"> To complete ice control, snow plowing and snow removal on all priority roads on a priority basis, as required through our policy To control snow and ice each winter by installing snow fence to manage drifts Co-ordinate snow removal in the downtown with the BRZ 	2 Financial Stewardship & Economic Prosperity 3 Liveable Communities 5 People Places for All
B. To keep all Lethbridge Roadways clean and clear	<ul style="list-style-type: none"> All paved City roadways are swept at least once per year, from mid-April to end of July. Sweeping on Arterial roadways and the downtown is completed weekly, as needed Fallen leaves in older residential areas is conducted in the fall 	3 Liveable Communities
C. Keep Lethbridge Traffic safely "On the Move"	<ul style="list-style-type: none"> To maintain all roads in good condition through annual maintenance and rehabilitation programs To repair potholes from May to October on a Priority Route basis To review the condition of 1/3 of City roadways each year and seal cracks on roads between 3-5 years old All lane (rear alleys) are dealt with on an individual basis, assessed by staff and repaired as required 	2 Financial Stewardship & Economic Prosperity 3 Liveable Communities 5 People Places for All
D. Sidewalk and Pathway, Maintenance, Rehab & Construction	<ul style="list-style-type: none"> To assess the condition of 20% of the sidewalks and 100% of the downtown sidewalks, annually. Review City pathway conditions and tripping hazards on a request basis Maintain all sidewalks/pathways to a reasonable condition in perpetuity 	2 Financial Stewardship & Economic Prosperity 3 Liveable Communities 5 People Places for All
E. Bridge, Maintenance, Rehab and Construction	<ul style="list-style-type: none"> Every three years an assessment is conducted on all Transportation and Parks (pedestrian) Bridges. Maintenance and rehabilitation is completed as required Each year operations crews performs minor repairs and maintenance on all City Bridges consisting of washing the bridge deck, repairing asphalt deficiencies, re- sealing bridge deck and line painting 	2 Financial Stewardship & Economic Prosperity 3 Liveable Communities 5 People Places for All
F. Safe, Efficient and Effective movement of rail product to business's	<ul style="list-style-type: none"> Mandatory inspections on all rail signals weekly, monthly, 6-months and annually, monthly inspections on Rail spur lines. Maintain rail signals and crossings to a reasonable standard as required by our regulator, Alberta Transportation 	2 Financial Stewardship & Economic Prosperity
G. Traffic Operations: Safe, Efficient and Effective movement of people	<ul style="list-style-type: none"> Undertake an annual pavement marking program. Crosswalks repainted before school starts and all lateral/ longitudinal lines on roadways are painted annually Provide temporary traffic control in emergency events, special events, and for road work within the City road right-of-way 	2 Financial Stewardship & Economic Prosperity 3 Liveable Communities 5 People Places for All

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Infrastructure Services Transportation

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
H. Traffic Signals	<ul style="list-style-type: none"> Provides 24-7 on-call coverage for traffic signals and power outages Construction, operation and maintenance for all traffic signals (140) and pedestrian flashers (29) 	2 Financial Stewardship & Economic Prosperity 3 Liveable Communities 5 People Places for All
I. Traffic Control Devices and Traffic Signs	<ul style="list-style-type: none"> Repair or replace damaged regulatory signs within 1 business day of receiving the information Repair or replace damaged warning signs within 3 business days of receiving the information Repair or replace damaged information signs within 1 week of receiving the information 	2 Financial Stewardship & Economic Prosperity 3 Liveable Communities 5 People Places for All
J. Parking Operations: Safe, Efficient and Effective movement of people	<ul style="list-style-type: none"> Maintain all City parking meters and repair within 4 hrs of receiving a complaint Regular maintenance is conducted as required and requested Parking lines painted once every three years Respond to parking requests within 3 business days 	2 Financial Stewardship & Economic Prosperity 3 Liveable Communities 5 People Places for All

Performance Measure:	Aligns with Department Goal/Service:	2017 Actual	2018 Estimate	2019 Estimate	2020 Estimate	2021 Estimate	2022 Estimate
Amount of annual snowfall (cm) (166 days of winter)	A	187 cm 15 snow days	<150 cm 15 snow days	<100 cm 12 snow days	<100 cm 12 snow days	<100 cm 12 snow days	<100 cm 12 snow days
# days requiring ice control/plowing (166 total days)	A	144 days 595 veh days	<125 days <500 veh days	<125 days 450 veh days	<125 days 450 veh days	<125 days 450 veh days	<125 days 450 veh days
Duration of spring sweeping program (# weeks/total sweeping hours)	B	11 weeks 812 hours	13 weeks <1,000 hours	12 weeks <800 hours	12 weeks <800 hours	12 weeks <800 hours	12 weeks <800 hours
Roadway conditions (target varies between 65% to 50%)	C	56%	55%	54%	54%	55%	55%
Safety: collisions per million vehicles (top 10 intersections)	C	1.45 (2016)	1.4	1.3	1.2	1.1	1.0



Street Sweepers

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Infrastructure Services 311 Customer Service

311 Customer Service provides residents a single point of contact for City services and information through the 311 Contact Centre and the 311 self-service portal. We support business units by integrating 311 with the operational units using procedures and technology to maximize the “One City” model, providing easy access to services and reliable information for our residents, business owners and visitors.

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
A. To provide a point of contact for customer care and collection services, including: Respond to Customer Inquires and concerns	<ul style="list-style-type: none"> Percentage of calls answered in less than 30 seconds (> = 70%) Contact Centre Hours of Operation: 8:00am - 4:30pm, business days (closed weekends and holidays) 	<div>1 Accountable Leadership</div> <div>3 Liveable Communities</div>

Performance Measure:	Aligns with Department Goal/Service:	2017 Actual	2018 Estimate	2019 Estimate	2020 Estimate	2021 Estimate	2022 Estimate
# of calls answered in less than 20 seconds (target: > 70%)	A	87.6%	75%	75%	75%	75%	75%



311 Customer Service Specialist

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

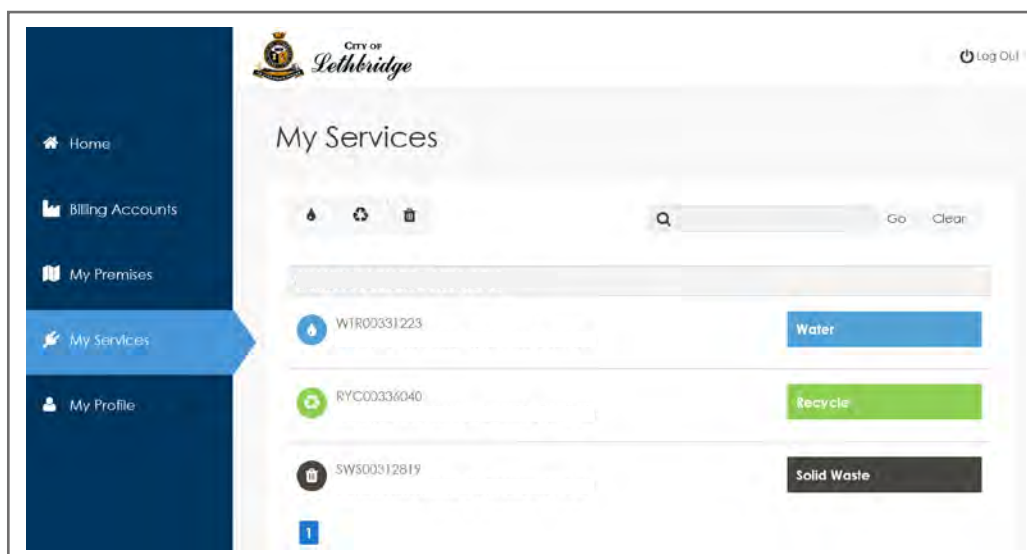
Infrastructure Services Utility Services

Utility Services provides billing, customer care, collections and technical services in support of the Water, Wastewater, Electric, Waste and Recycling departments. Utility Services is responsible for acquiring 76,000 meter reads and billing 40,000 customers each month, providing the primary contact for customers, City Hall counter service and e-services website. Utility Services supports the corporate “One-City” initiative, providing utility billing expertise in support of the 311 Department.

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
A. To provide customer billing and related services for the City of Lethbridge Utilities (Water, Wastewater, Electric, Waste & Recycling): 1. Utility Billing Administration 2. Meter Reading and Data Management 3. Invoice Management 4. Payment Processing	<ul style="list-style-type: none"> Percentage of invoices produced on time (99.5%) Percentage of revenue collected vs. revenue billed (99.6%) Percentage of Invoices calculated accurately (100%) Percentage meter reads per cycle (99%) 	<div>2</div> Financial Stewardship & Economic Prosperity <div>3</div> Liveable Communities
B. Provide a collections service	<ul style="list-style-type: none"> Percentage of active accounts aged 90 days (<2%) Percentage of uncollected revenue (bad debt)(< 0.4%) 	<div>2</div> Financial Stewardship & Economic Prosperity <div>4</div> Compassionate Community <div>5</div> People Places for All

Performance Measure:	Aligns with Department Goal/Service:	2017 Actual	2018 Estimate	2019 Estimate	2020 Estimate	2021 Estimate	2022 Estimate
% of uncollected revenue (bad debt) (< 0.4%)*	B	0.28%	0.26%	0.25%	0.25%	0.25%	0.25%

* Uncollected revenue calculation excludes revenue billed to electric retailers



eUtility - Utility Billing Service Website

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Infrastructure Services

Electric Utility

Lethbridge Electric Utility (LEU) provides the community access to electric energy through a well-managed and dependable system. LEU provides several electrical utility services that can be segregated into two major functions: transmission and distribution. Transmission provides Lethbridge with access to the provincial electricity grid where distribution involves the final step of delivering electricity to homes and businesses throughout the city. Design, Operations, Technical Support, and Rates & Regulatory departments within LEU work in cooperation to provide Transmission and Distribution services to all Lethbridge connected customers.

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
Transmission Design: A. Define capital maintenance project requirements to renew the transmission system B. Provide interface with AESO regarding planning of transmission system in the Lethbridge area and defining projects which the AESO direct assigns to LEU for system expansion C. Provide project management for obtaining design and construction services to implement capital maintenance plans and AESO direct assign projects	<ul style="list-style-type: none"> Study the infrastructure deployed within the LEU transmission system and prepare plans with associated budgets for renewal. Provide engineering input to the Alberta Electric System Operator (AESO) to create plans for the expansion of the transmission system to support distribution loads in the Lethbridge planning area. Deliver the projects that are approved for the renewal and expansion of the transmission system. 	2 Financial Stewardship & Economic Prosperity
Distribution Design: D. Long term system planning for expansion of the distribution network. E. Commercial / Industrial servicing F. Residential subdivision servicing G. Capital Maintenance renewal programs	<ul style="list-style-type: none"> Long term planning places "bulk supply" lines into growing areas to facilitate efficient future connection of customer loads as required. Commercial and industrial servicing plans are developed upon request by the customer. In most cases this work requires connection to existing "bulk supply" assets in LEUs system. Plan and install electrical servicing within new residential development areas. Coordinates the installation of shallow services (Atco Gas, Shaw, Telus, and Electric) within new subdivisions. As infrastructure attains end of life, Distribution Design creates renewal plans for assets within the existing distribution system. Works closely with Electric Operations to assess priorities for renewal and looks to minimize exposure to asset failures to ensure reliability of service to all customers. 	3 Liveable Communities 3 Liveable Communities 3 Liveable Communities 3 Liveable Communities
Operations: H. Restoration of electrical service in the event of a system failure I. Scheduling of switching operations and planned outages to facilitate construction and maintenance J. Construction of extensions and maintenance renewals of assets K. Alberta One Call underground facility locations	<ul style="list-style-type: none"> Operations staff are responsible to respond to outages and repair and / or re-route the delivery of power to all customers on an "as soon as possible" basis. The Control Centre function within Operations provides scheduling and detailed plans to field operations staff to switch the network to ensure reliability to all customers LEU technical operations staff and equipment provide the resourcing to extend the system to new customers and renew end of life assets. LEU technical staff provide locations of existing electric utility infrastructure to ensure that construction activities can proceed with full knowledge of the location of underground and overhead electric utility infrastructure. 	1 Accountable Leadership

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Infrastructure Services

Electric Utility

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
Operations: L. Electric metering installation and maintenance M. Customer Service	<ul style="list-style-type: none"> LEU technical metering staff install, verify, and maintain all electrical meters recording energy use within LEU's service territory. Manages general customer inquiries. Complex technical inquiries are referred within operations or design while rates and billing inquiries are referred to the Customer Service lead within Rates and Regulatory. 	2 Financial Stewardship & Economic Prosperity 1 Accountable Leadership
Support: N. Asset management systems and facility mapping tools O. Meter Data Management P. Electric Data Network and Systems Q. Time Reporting and Work Order support	<ul style="list-style-type: none"> Provides electronic tools required to track assets deployed in the LEU system and produce mapping and reporting for design, operations, and accounting staff to work from. Manages the data network and systems responsible for the collection of metering data from all customer meter points. Supports Data Networks and Operating systems. This includes specialty communications networks and SCADA infrastructure required to remotely sense and operate key infrastructure in the LEU system. Operates tools to capture employee and equipment charges to work orders. Manages technical documents created by the design groups. 	2 Financial Stewardship & Economic Prosperity 2 Financial Stewardship & Economic Prosperity 2 Financial Stewardship & Economic Prosperity
Rates and Regulatory R. Update rates and rate structures required to fund LEU's revenue requirement S. Lead the process of creating Operating and Capital budgets T. Financial accounting to support activities associated with Transmission, Distribution, Operations, and Support U. Customer Service V. Provide a Regulated Rate Option (RRO) to customers of LEU who do not have a Retailer for energy supply	<ul style="list-style-type: none"> Creates rate structures that effectively and equitably recover LEU's revenue requirement based on Cost of Service Analysis. Rate updates are provided to City Council for final approval prior to annual January 1 adoption. Provides financial data and assists distribution, transmission, operations and support groups with budget preparation. Facilitates timely and accurate budget requests for City Council consideration. Provides all accounting support and reporting to LEU business groups and City Finance on an ongoing basis. Inquiries regarding electric utility billing are managed within this group. Following AUC regulations, the RRO energy required for LEU customers is purchased through a method of buying hedges to ensure a reasonable and low risk price for energy. LEU sets and publishes the price for RRO energy on a monthly basis. 	2 Financial Stewardship & Economic Prosperity 2 Financial Stewardship & Economic Prosperity 2 Financial Stewardship & Economic Prosperity 1 Accountable Leadership 2 Financial Stewardship & Economic Prosperity

Performance Measure:	Aligns with Department Goal/Service:	2017 Actual	2018 Estimate	2019 Estimate	2020 Estimate	2021 Estimate	2022 Estimate
CIP spending in Transmission	A/B/C		\$8,100,000	\$7,500,000	\$2,600,000	\$2,700,000	\$4,000,000
CIP spending in Distribution	D/E/F/G		\$12,500,000	\$13,000,000	\$13,500,000	\$14,000,000	\$14,250,000
Index of Reliability (as defined by Canadian Electrical Association)	A/B/C/G/H/I/J/K/N	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Infrastructure Services Waste & Recycling

Waste & Recycling Services provides residents and businesses with waste collection, waste processing and recycling services that are environmentally safe, timely and cost effective. Traditionally waste management systems have focused on collection and waste disposal but there is a shift to environmentally sustainable waste management practices. Waste & Recycling Services has been developing programs that focus efforts on waste prevention and waste diversion.

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
A. To reduce the amount of Waste that is generated by the residential and business sectors of our community and to provide education and promotion regarding source reduction and re-use	<ul style="list-style-type: none"> Promote re-use of materials through social media and community events Support business community to re-use materials and provide support through best practices and networking Educate public and ICI sector through social media, workshops, events, etc. 	1 Accountable Leadership
B. Minimize the amount of material being disposed on in the landfill and to provide education and promotion regarding diversion programs and best practices to residential and ICI sector	<ul style="list-style-type: none"> Promote Diversion of materials through social media and community events Support business community to divert materials and provide support through best practices and networking 	1 Accountable Leadership 3 Liveable Communities
C. Provide a network of recycling stations to receive source separated materials	<ul style="list-style-type: none"> Three locations distributed geographically Unlimited volumes 24 hr/7 day access to residents 	1 Accountable Leadership
D. To provide curbside collection of leaves for residents who request the service during the fall	<ul style="list-style-type: none"> Leaf Curbside collection Fall leaf collection program based on customer request Program runs from October to November Unlimited volume for residents 	1 Accountable Leadership 3 Liveable Communities
E. To provide drop off sites for residential yard waste	<ul style="list-style-type: none"> Three locations distributed geographically Large volume restrictions 9am-7pm / 7 day access from April until November Accepts all leaf & yard material 	1 Accountable Leadership
F. Backyard composters are available for purchase for residents, together with accessories to promote green recycling	<ul style="list-style-type: none"> Backyard composters sale available at the 3 yard waste drop off sites Provide support and advice to residents on how to do backyard composting. 	1 Accountable Leadership
G. Participate in the provincial stewardship programs. These include used oil, tire, paint & electronic recycling	<ul style="list-style-type: none"> Drop off -year round program during Waste & Recycling Centre operating hours Unlimited volumes 	1 Accountable Leadership
H. Waste & Recycling Centre. Collect & recycle a variety of materials. Material include wood, metal, concrete, asphalt, leaf & yard materials	<ul style="list-style-type: none"> Year round program during Waste & Recycling Centre operating hours Unlimited volumes Fee for service 	1 Accountable Leadership 3 Liveable Communities
I. Provide residential recycling collection for all residential properties, including single family and multifamily households	<ul style="list-style-type: none"> By-weekly residential curbside recycling. Only designated materials accepted in blue bin. 3 or 5 bag blue cart options 	1 Accountable Leadership 3 Liveable Communities
J. Materials Recovery Facility (MRF), Provide processing of Recyclables from single family households, multifamily, ICI sector and Regional customers	<ul style="list-style-type: none"> Provide material separation from single stream sources Processing of separated materials Unlimited volumes 	1 Accountable Leadership 3 Liveable Communities

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Infrastructure Services Waste & Recycling

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
K. Provide education and support to ICI sector with the goal to achieve 50% diversion within this sector	<ul style="list-style-type: none"> Meet as needed with ICI sector to promote diversion best practices Act as liaison between haulers, ICI sector and processors to encourage diversion 	1 Accountable Leadership
L. Provide collection and processing of recyclables in city owned facilities as part of CESI	<ul style="list-style-type: none"> Weekly curbside recycling collection for city owned facilities Only designated materials accepted in blue bin 	1 Accountable Leadership
M. Operate an approved Class 2 waste disposal site. Operations include scaling & disposal	<ul style="list-style-type: none"> Open 6 days/week. Hours - winter 7-5pm; summer 7-7pm Free Saturday disposal for Lethbridge residential customers 	1 Accountable Leadership
N. To provide a public drop off for the collection hazardous waste materials. Materials are then transferred offsite for safe disposal	<ul style="list-style-type: none"> Year round program during Waste & Recycling Center operating hours Unlimited volumes 	1 Accountable Leadership
O. Provide residential waste collection for all residential properties containing less than 7 dwelling units	<ul style="list-style-type: none"> Curbside collection Bi-Weekly collection 3 or 5 bag cart option 	1 Accountable Leadership 3 Liveable Communities
P. Provide commercial waste collection on a fee for service basis in a competitive market	<ul style="list-style-type: none"> Curbside collection Various collection frequency from daily to bi-monthly Bins from 1-8 cu yd capacity Adhoc (demo) bin rentals 	1 Accountable Leadership 3 Liveable Communities

Performance Measure:	Aligns with Department Goal/Service:	2017 Actual	2018 Estimate	2019 Estimate	2020 Estimate	2021 Estimate	2022 Estimate
# of education campaigns annually	A	23	23	25	25	25	25
Recyclable Materials received at Depots (Tonnes) ⁽¹⁾	C	3,200	3,200	2,000	1,000	1,000	1,000
Recycling Depots visits (annually) ⁽²⁾	C	20,000	20,000	15,000	10,000	10,000	10,000
Residential Curbside Recycling Material collected (Tonnes) ⁽³⁾	I	-	65	2,250	5,000	5,000	5,000
Per capita waste disposal rate ⁽⁴⁾	K	300 Kg/cap (residential) 1,100 Kg/cap (all sectors)	300 Kg/cap (residential) 1,100 Kg/cap (all sectors)	250 Kg/cap (residential) 1,000 Kg/cap (all sectors)	200 Kg/cap (residential) 950 Kg/cap (all sectors)	180 Kg/cap (residential) 800 Kg/cap (all sectors)	150 Kg/cap (residential) 750 Kg/cap (all sectors)
Residential Garbage tonnage collected (Tonnes) ⁽⁵⁾	O	24,300	24,300	21,000	20,000	20,000	17,000
Waste & Recycling Centre Tonnage collected (Tonnes) ⁽⁶⁾	H	122,715	125,000	120,000	110,000	110,000	95,000
# of single family residential customers serviced	O	32,000	32,200	32,300	32,400	32,500	32,600

1. Recyclable Material at depots decrease due to Curbside Recycling Implementation.
2. Recycling depots visits decline due to Curbside Recycling Implementation
3. Residential Curbside Recycling tonnage 65 tonnes in 2018 for Phase 1 (850 households), 2019 numbers are for 6 month collection.

4. Per Capita waste disposal rate decreasing due to Residential and ICI Diversion Strategy.
5. Residential garbage tonnage decreasing due to Curbside Recycling in 2019 and future Curbside Organic Program
6. WRC tonnage decrease due to Curbside Recycling and future Curbside Organic Program implementation.

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Infrastructure Services Wastewater Utility

The **Wastewater Utility** collects, treats and disposes of wastewater to ensure that water is available and suitable for future use.

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
A. To ensure the community's wastewater is returned to the Oldman River as required by Provincial and Federal Regulations. The treatment plant removes contaminants from the wastewater and discharges clean, disinfected effluent into the Oldman River south of Peenauim Park	<ul style="list-style-type: none"> Regulatory Compliance Safety - meet all safety regulations: Designed to meet the needs of dealing food processing plants Capacity- wastewater has the capacity to treat 80 million litres of wastewater a day 	
B. The wastewater collection system consists of 570 km of sewer and 24 lift stations. The sewers and lift stations convey wastewater from residences and businesses in all areas of the city to the wastewater treatment plant	<ul style="list-style-type: none"> Reliability 24/7/365 standby power generation, equipment redundancy, repair response Maintenance, repair and renewal of collection system Clear Blockages 24 hrs Service Interruptions 30 minutes New Service Connections - 6 weeks system reliability. 	

Performance Measure:	Aligns with Department Goal/Service:	2017 Actual	2018 Estimate	2019 Estimate	2020 Estimate	2021 Estimate	2022 Estimate
Supply – average quantity of water leaving the treatment plant	A	36.1ML	36.0ML	36.4ML	36.6ML	36.8ML	37.0ML
Safety – number of Provincial approval contraventions	A	0	0	0	0	0	0
Count of sewer blockages	B	1,057	1,000	1,000	1,000	1,000	1,000
% of new service installations delivered within six weeks	B	50%	75%	75%	75%	75%	75%

BUSINESS UNIT OVERVIEWS & PERFORMANCE MEASURES

Infrastructure Services Water Utility

The **Water Utility** provides a clean, safe and reliable supply of drinking water to the community.

Department Goals/Service:	Objectives/Service Levels:	Aligns with Council's Strategic Goal #:
A. To ensure the availability of water is safe for human consumption	<ul style="list-style-type: none"> Safety - meet provincial regulations and Health Canada water quality guidelines & regulatory compliance Health fluoridation is the addition of fluoride ion to the water to benefit the community's dental health Supply 150 Million litres per day (maximum) 	
B. To maintain a distribution system that connects the Water Treatment Plant to the community and regional customers	<ul style="list-style-type: none"> Water Pressure 310 kPa to 620 kPa (45 to 90 psi) Hydrant Supply – 75L/s at 150kPa Reliability Water for customers is available 24/7/365. Storage reservoirs, standby power generation, equipment redundancy, repair response and renewal of the distribution system Reliability Water for fire suppression is available 24/7/365. Sufficient storage capacity (use of reservoirs), standby power generation, equipment redundancy, maintenance/repair response and renewal of the distribution system Service interruption response within 30 minutes Watermain breaks repaired within 24 hours New service installations - 6 weeks Approximately 2,000 metres of watermain is renewed annually in order to manage the long-term failure rate and improve system reliability. 	

Performance Measure:	Aligns with Department Goal/Service:	2017 Actual	2018 Estimate	2019 Estimate	2020 Estimate	2021 Estimate	2022 Estimate
Supply – average quantity of water leaving the treatment plant	A	64.9ML	57.0ML	59.6ML	59.9ML	60.2ML	60.5ML
Safety – number of Provincial approval contraventions	A	0	0	0	0	0	0
Count of watermain breaks	B	54	50	50	50	50	50
% of new service installations delivered within six weeks	B	50%	75%	75%	75%	75%	75%



Kiwanis Park

BUDGET INITIATIVES

City of Lethbridge 2019 - 2022 Budget New Budget Initiatives Summary

Ref.	Status	Department	New Budget Initiative Description	Funding Source
R-1	Approved	City Council	Environment Committee Reduction	Taxation Funding
N-1	Approved	Community - Council Referral	Adaptive Reuse Initiative (Heart of Our City Committee)	One-time funding (MRSR & Subdivision Surplus)
N-2	(1) Failed motion	ENMAX Centre	Wi-Fi Program	One-time funding (MRSR)
N-3	Approved	Information Technology	Disaster Recovery Business Impact Analysis	Funding Source to be Determined
N-4	Not Approved	Information Technology	Intelligent Community - Public Wi-Fi Feasibility	One-time funding (MRSR)
N-5	Approved	Lethbridge Public Library	Free Library Memberships 2019	One-time funding (MRSR)
N-6	Not Approved	Lethbridge Transit	Fire Suppression System	One-time funding (MRSR)
N-7	Approved	Planning & Development	Growth & Annexation Assessment & Application	Funding Source to be Determined
N-8	Approved	Economic Development & Tourism	Lethbridge Destination Management Organization (LDMO)	One-time funding (MRSR)
N-9	Approved	Economic Development & Tourism	EDL - Agrifood Corridor Strategy	One-time funding (MRSR)
N-10	Approved	Economic Development & Tourism	EDL - Foreign Direct Investment Program	One-time funding (MRSR)
N-11	Approved	Economic Development & Tourism	EDL - Lethbridge Brand Implementation	One-time funding (MRSR)
N-12	Approved	Economic Development & Tourism	EDL - Identify Opportunities & Barriers to Business	One-time funding (MRSR)
N-13	Approved	Community - Council Referral	Blackfoot Confederacy & Reconciliation Lethbridge Flags at City Hall	One-time funding (MRSR)
N-14	Approved	Community - Council Referral	Environment Lethbridge	Operating Reserve
N-15	Approved	Electric Utility	Electric Accounting Technician	Other Funding (one-time and/or ongoing)
N-16	Approved	Electric Utility	Information Systems & Communications Technologist	Other Funding (one-time and/or ongoing)
N-17	Approved	Electric Utility	Power Systems Electrician	Other Funding (one-time and/or ongoing)
N-18	Approved	Fleet Services	Continuous Service (24/7 Shop Operations) - CSR's	Other Funding (one-time and/or ongoing)
N-19	** Approved	Fleet Services	Continuous Service (24/7 Shop Operations) - Utility Worker II	Other Funding (one-time and/or ongoing)
N-20	Approved	Infrastructure Administration	Urban Construction	Other Funding (one-time and/or ongoing)
N-21	** Postponed	Parks	Wayfinding & Park Signage	Urban Parks Reserve
N-22	Approved	Waste Processing	Implementation of the Industrial, Commercial & Institutional (ICI) Support Staff & Technology	Other Funding (one-time and/or ongoing)
N-23	Approved	Waste Processing	Climate Adaptation & Environmental Sustainability Specialist	Other Funding (one-time and/or ongoing)
N-24	** Postponed	City Clerk	Information Management Implementation & Support	Taxation Funding
N-25	Approved	Community Social Development	Syringe Collection Program	Funding Source to be Determined
N-26	Approved	Community Social Development	Diversion Outreach Team (DOT) Program	Funding Source to be Determined
N-27	** Postponed	ENMAX Centre	Security Supervisor	Taxation Funding
N-28	Approved	ENMAX Centre	Ticket Technician	Other Funding (one-time and/or ongoing)
N-29	** Postponed	ENMAX Centre	Lifecycle Increase	Taxation Funding
N-30	Approved	Facility Services	Corporate Security Program	Funding Source to be Determined
N-31	** Postponed	Facility Services	Increase to Building Lifecycle Budget	Taxation Funding
N-32	Not Approved	Galt Museum & Archives	Museum Experience Development Manager	Taxation Funding
N-33	Not Approved	Galt Museum & Archives	Museum Technician	Taxation Funding
N-34	Not Approved	Galt Museum & Archives	Museum Indigenous History Programming	Taxation Funding
N-35	Approved	Helen Schuler Nature Centre	Natural Leaders Program	One-time funding (MRSR)
N-36	Approved	Information Technology	Safe & Resilient Community: Digital Threats	Funding Source to be Determined
N-37	(1) Failed motion	Infrastructure Administration	Asset Management Specialist	Taxation Funding
N-38	* Lump Sum	Lethbridge Police Service	Special Constables/Community Peace Officer	Taxation Funding/One-time funding (MRSR)
N-39	* Lump Sum	Lethbridge Police Service	The Ambassador/Watch Program	Taxation Funding
N-40	* Lump Sum	Lethbridge Police Service	Police and Crisis Team (PACT)	Taxation Funding
N-41	Not Approved	Lethbridge Police Service	Inspector - Community Engagement & Development	Taxation Funding
N-42	Not Approved	Lethbridge Police Service	Cyber Security	Taxation Funding
N-43	Not Approved	Lethbridge Police Service	Database Administrator	Taxation Funding
N-44	Not Approved	Lethbridge Police Service	Professional Standards Civilian	Taxation Funding
N-45	Not Approved	Lethbridge Police Service	Evidence Based Policing Supervisor	Taxation Funding
N-46	Not Approved	Lethbridge Police Service	Training Unit-Admin Support	Taxation Funding
N-47	Not Approved	Lethbridge Police Service	Property & Exhibit Unit - Technician	Taxation Funding
N-48	** Approved	Lethbridge Public Library	Public Safety Security	One-time funding (MRSR)
N-49	** Postponed	Lethbridge Public Library	Indigenous Liaison Librarian Position	Taxation Funding
N-50	Not Approved	Lethbridge Public Library	Maintenance Staff	Taxation Funding

* Conditional funding in 2021 and 2022

** Future funding to be considered following an operational review

(1) Failed Motion: When a motion is not seconded, the motion is said to *fall to the floor* and simply does not come before City Council.

BUDGET INITIATIVES

City of Lethbridge 2019 - 2022 Budget New Budget Initiatives Summary

Ref.	Status	Department	New Budget Initiative Description	Funding Source
N-51	Approved	Lethbridge Public Library	Free Library Memberships Ongoing	Operating Reserve
N-52	Not Approved	Lethbridge Transit	City Link 1	Taxation Funding
N-53	Not Approved	Lethbridge Transit	City Link 2 (Phase 1)	Taxation Funding
N-54	Not Approved	Lethbridge Transit	West Lethbridge Realignment	Taxation Funding
N-55	** Approved	Lethbridge Transit	Increase Statutory Holiday Service	One-time funding (MRSR)
N-56	** Postponed	Lethbridge Transit	Technology Service and Maintenance	Taxation Funding
N-57	Approved	Accessible Transportation	Access-A-Ride Improvements	Grant Funding
N-58	Approved	Parks	Invasive Pest Management/Urban Forest Disease Reserve	Operating Reserve
N-59	Approved	Parks	Accessible Playgrounds	Urban Parks Reserve
N-60	(1) Failed motion	Parks	Natural Area Management	Taxation Funding
N-61	Not Approved	Public Safety Communications Centre	Dedicated Supervision	Taxation Funding
N-62	** Postponed	Public Safety Communications Centre	PSCC Technology Systems & Maintenance	Taxation Funding
N-63	** Postponed	Public Safety Communications Centre	Additional IT Support	Taxation Funding
N-64	** Postponed	Public Safety Communications Centre	Next Generation 9-1-1	Taxation Funding
N-65	** Approved	Recreation & Culture	Recreation & Culture Security	One-time funding (MRSR)
N-66	Approved	Recreation & Culture	Minimum Wage Increase Fee for Service	Taxation Funding
N-67	(1) Failed motion	Transportation	Traffic Safety - Sustainable Transportation Coordinator	Taxation Funding
N-68	(1) Failed motion	Information Technology	Network Technician	Taxation Funding
N-69	(1) Failed motion	Parks	Parks Growth	Taxation Funding
N-70	(1) Failed motion	Transportation	Transportation System Growth	Taxation Funding
N-71	(1) Failed motion	Transportation	Traffic Signal and Lighting Technician	Taxation Funding
N-72	Approved	Economic Development & Tourism	SouthGrow Regional Initiative	One-time funding (MRSR)
N-73	Approved	Community - Council Referral	Reconciliation Lethbridge Advisory Committee of City Council	Operating Reserve
N-74	** Approved	Community - Council Referral	Lethbridge Sport Council Fee For Service	One-time funding (MRSR)
N-75	** Approved	Community - Council Referral	Allied Arts Council Fee for Service	Taxation Funding/One-time funding (MRSR)
N-76	** Approved	Community - Council Referral	Southern Alberta Art Gallery Fee for Service	One-time funding (MRSR)
N-77	** Approved	Community - Council Referral	Southern Alberta Ethnic Association Fee for Service	Taxation Funding
N-78	** Approved	Community - Council Referral	Nord-Bridge Senior Citizens Association	One-time funding (MRSR)
N-79	** Approved	Community - Council Referral	Nikka Yuko Japanese Garden Fee for Service	One-time funding (MRSR)
N-80	** Approved	Japanese Gardens	Nikka Yuko Japanese Garden Maintenance	One-time funding (MRSR)
N-81	Approved	City Council	Mitigate the Feral Cat Problem	One-time funding (MRSR)
N-82	Approved	City Council	Non-Veterinary Funding for Animal Rescue	One-time funding (MRSR)
N-83	Not Approved	City Council	Broadband Strategy	One-time funding (MRSR)
N-84	Approved	City Council	Energy Efficiency Master Plan & Strategy	One-time funding (MRSR)
N-85	Approved	City Council	Youth Advisory Council	One-time funding (MRSR)
N-86	Not Approved	City Council	Legislative Officer for City Council	One-time funding (MRSR)
N-87	Approved	City Council	Implementation of Governance Review Recommendations	Operating Reserve
N-88	** Approved	City Council	Yates Theatre Management & Programming	One-time funding (MRSR)
N-89	*** Referred	City Council	Citizen Assembly on a Ward System	One-time funding (MRSR)
N-90	Not Approved	City Council	Transition to a Ward System	One-time funding (MRSR)
N-91	Not Approved	City Council	Ombudsman	Taxation Funding
N-92	Approved	City Council	Income Tax Adjustment	Taxation Funding
N-93	*** Referred	City Council	Four Full-Time Councillors	Taxation Funding
N-94	*** Referred	City Council	Full-Time Councillors	Taxation Funding
N-95	(1) Failed motion	City Council	Pension Plan for Members of City Council (full-time Mayor and part-time Council)	Taxation Funding
N-96	Not Approved	City Council	Pension Plan for Members of City Council (full-time Mayor and Council)	Taxation Funding
N-97	Approved	Community - Council Referral	Lethbridge Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD)	Operating Reserve
N-98	Approved	City Council	Airport Governance & Operation	Funding Source to be Determined

* Conditional funding in 2021 and 2022

** Future funding to be considered following an operational review

*** Referred to the Open and Effective Government Committee for consideration, recommendations and funding.

(1) Failed Motion: When a motion is not seconded, the motion is said to *fall to the floor* and simply does not come before City Council.

BUDGET INITIATIVES

R-1

City Council Decision:
Approved

Department: **City Council**

Program: **Environment Committee Reduction**

	2019	2020	2021	2022
Expenditure increase (decrease)	(80,000)	(80,000)	(80,000)	(80,000)
Net Expenditure (Savings)	(80,000)	(80,000)	(80,000)	(80,000)
Funding (Savings):				
Taxation	(80,000)	(80,000)	(80,000)	(80,000)
	(80,000)	(80,000)	(80,000)	(80,000)

Objective(s):

Resolution as Amended (November 22, 2018):

J.A. Coffman:

BE IT RESOLVED THAT the Community – Council Referral Initiative – Environment Lethbridge, through a one-time allocation in the amount of \$75,000 in 2019, \$70,000 in 2020, \$65,000 in 2021 and \$60,000 in 2022, from the City Council's Operating Budget, specifically the allocation regarding the Environment Committee of Council carry over funding be approved; and

FURTHER THAT the Fee for Service Agreement with Environment Lethbridge be reviewed; and

FURTHER THAT Environment Lethbridge report to Council at Community Issues Committee on a semi-annual basis for the term of this agreement; and

FURTHER BE IT RESOLVED THAT funding for Environment Committee of \$80,000 per year be removed from the base budget.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, S.R. Miyashiro

Opposed: J.P. Mauro

----- CARRIED

Which City Council or organizational goals is this initiative aligned with:

Background:

Proposed Implementation Strategy:

Performance Measurement & Reporting:

BUDGET INITIATIVES

N-1

City Council Decision:

Approved

Department: **Community - Council Referral**

Program: **Adaptive Reuse Initiative (Heart of Our City Committee)**

	2019	2020	2021	2022
Expenditure increase (decrease)	0	300,000	300,000	300,000
Net Expenditure (Savings)	0	300,000	300,000	300,000
Funding (Savings):				
MRSR One-time Allocation	0	150,000	150,000	150,000
Subdivision Surplus	0	150,000	150,000	150,000
	0	300,000	300,000	300,000

Objective(s):

Create an incentive grant program that would facilitate continued use of existing Downtown buildings, especially those with historic or heritage value. The grant would involve partnering with property owners to address the upgrading or adaptive reuse of deteriorated, functionally compromised or obsolete buildings. This program would provide a maximum of 50% of a project cost to a maximum of \$100,000 that would have to be matched by the property owner. Funding would assist in the identification and remediation of issues associated with: structural matters; asbestos abatement; disabled access provision; life-safety systems upgrading; and heritage preservation. This program would be in place to help prevent building deterioration and partial or full collapse as has occurred in the past with the Bow-On-Tong building, the Oliver building, and the Chinese National League building. Similar to the Housing Incentive Program, this grant would be payable upon receipt of occupancy/completion endorsement from the City of Lethbridge Building Safety and Inspection Services.

Which City Council or organizational goals is this initiative aligned with:

Aligns with Council's Strategic Plan 2017-2021 by contributing to economic prosperity by addressing a barrier to investment and livable communities. It supports opportunities to redevelop existing neighbourhoods, and People Places for All and to enrich our community through culture and better understanding of barriers to development. The initiative also aligns with the policies and direction of the ICSP/MDP; Heart of Our City Master Plan; and the Downtown Area Redevelopment Plan, specifically: Sections 6.31 and 6.4.1.3 of the ICSP/MDP which encourage adaptive reuse of historic resources and under-utilized commercial sites and buildings. Section 5.3.3.8 of the Downtown Area Redevelopment Plan promotes the use of adaptive re-use measures.

Background:

Downtown Lethbridge features the largest concentration of older commercial buildings in the city. The diversity of use and design of these buildings contributes greatly to its distinctive character that makes our Downtown unique. The age and condition of many of these buildings contributes to their sub-optimization, functional obsolescence and, in some cases, structural instability. Under these conditions, it is expensive for owners of existing buildings downtown to be competitive with those in suburban green-field locations. Assistance to upgrade, modernize and diversify multiple-use buildings is desired so that Downtown is able to sustain the identity it has through its building stock. The Adaptive Reuse Initiative is being proposed to assist the business sector to offset costs encountered in the adaptive reuse of existing buildings in the Downtown. Adaptive reuse of buildings can play a significant role in the sustainable development of communities. There are significant economic, social and environmental benefits to adaptive reuse as mixed-use commercial buildings produce a higher tax return per square foot, add much to the history and identity of the community, and by reusing buildings there is the ability to retain the original building's embodied energy making the project much more environmentally sustainable than entirely new construction with new materials.

Proposed Implementation Strategy:

A standardized application process with one annual submission deadline will be used. Project funding will be awarded on a matching basis up to a maximum of 50% of the actual construction costs. Adaptive Reuse Initiative grants shall not exceed the annual budget allocation. Expenses that would qualify for this program include: engineering & architectural fees; life-safety equipment installation or upgrading; structural stabilization; electrical and mechanical upgrading or replacement; historical element restoration and asbestos abatement. This program may be used in conjunction with the Main Street Program.

November 23, 2018:

FURTHER BE IT RESOLVED THAT the Administration bring forward an Adaptive Reuse Policy and program details to City Council on or before June 29, 2019.

Performance Measurement & Reporting:

Funding will be limited to one application per eligible property. Funding will only be awarded according to evaluation criteria scoring. Funds will only be advanced to grant recipients upon the completion of the project. The disposition of the fund will be reported each year in the Heart of Our City Committee Annual Report. It is anticipated that there will be a gradual decrease in the vacancy rate of commercial buildings with a commensurate increase in business activity. It is also anticipated that building collapses will be avoided or minimized.

BUDGET INITIATIVES

N-2

City Council Decision:
Failed Motion

Department: **ENMAX Centre**

Program: **Wi-Fi Program**

	2019	2020	2021	2022
Expenditure increase (decrease)	250,000	0	0	0
Net Expenditure (Savings)	250,000	0	0	0
Funding (Savings):				
MRSR One-time Allocation	250,000	0	0	0
	250,000	0	0	0

Objective(s):

The proposed facility-wide Wi-Fi program fits well with a number of goals and future requirements and efficiencies that will come about in the next four years. It also adds to ENMAX Centre's Smart City programming. Most important, it would provide patrons with an expectation they already have in accessing Wi-Fi anywhere, and allow for programming better experiences and the ability to upsell through patron's tablets, cell phones, and other mobile devices. This will also maintain the integrity of the ENMAX Centre and Hurricanes' requirements for events and daily use.

Which City Council or organizational goals is this initiative aligned with:

This initiative supports the ENMAX Centre's Bold Step 2. Facility is Maintained At or Exceeds Industry Standards and 3. Provide Experience Based Programming. Aligned with Councils goal of Financial Stewardship & Economic Prosperity.

Background:

WiFi requests continue to grow from patrons to clients as well as operational needs for new equipment and service products. These requests will continue, while demand for Wi-Fi required operational equipment like scanners will also continue to climb. As events become more complicated and frequent, there is a much higher IT demand, media needs increase, and overall requirements for Wi-Fi increase the need for a full operational Wi-Fi system that supports operational requirements for the Hurricanes and the ENMAX Centre, patrons and client, and third party requirements.

Proposed Implementation Strategy:

Working with the IT Department and a technical consultant, it was determined by adding 85 key points throughout the facility and upgrading current systems, a full and efficient Wi-Fi spectrum for patrons anywhere on the property would be established. Furthermore, allowing the ENMAX Centre and Hurricanes to have secured Wi-Fi for its operational use in delivery of services. ENMAX Centre would see the detailed planning and mapping take place in the first 30 days with the installation and programming following immediately after. The goal is to have it operational by March 2019.

Performance Measurement & Reporting:

Performance will be measured by increased use of Wi-Fi by patrons through experience based programming (i.e. messaging, special sales, directions, etc.), increase in direct sales through on-line orders, promotions at concessions, merchandise, and other items, increased capacity operationally for the ENMAX Centre and Hurricanes to operate their systems (i.e. scanners at the door operate more efficiently and anywhere in the facility), and customer satisfaction rating on experience at events. Most important it will enable new projects and operations to be more efficient offering on-line booking, scheduling systems, and increase work productivity while decreasing labour.

BUDGET INITIATIVES

N-3

City Council Decision:

Approved

Department: **Information Technology**

Program: **Disaster Recovery Business Impact Analysis**

	2019	2020	2021	2022
Expenditure increase (decrease)	80,000	80,000	80,000	0
Net Expenditure (Savings)	80,000	80,000	80,000	0
Funding (Savings):				
Funding Source To Be Determined	80,000	80,000	80,000	0
	80,000	80,000	80,000	0

Objective(s):

A disaster recovery (DR) plan has been developed to ensure that in the aftermath of disaster, the assets of the City of Lethbridge may be recovered in the shortest amount of time and with the least amount of damage and disruption to normal business activities. The next phase of this plan is the business impact analysis (BIA) and business resumption (BR) plan. These two components are critical in defining risk reduction, prevention, and action to help ensure services will be reestablished as soon as possible in a coordinated fashion focusing on critical services first. Business impact analysis and business resumption planning identifies critical business functions, the impact of a disruption to them, and provides a starting point for strategies that are used to respond.

Which City Council or organizational goals is this initiative aligned with:

City Council Strategic Plan - Financial Stewardship
Senior Management Team Strategic Plan - Position the organization for future success

Background:

A disaster recovery plan has been developed, which included a secondary data centre and a tertiary geographically distant offsite backup, along with procedures and responsibilities being documented. These processes will protect our data and information. It is important that services including applications, data and procedures are identified and classified so that there is a defined process to ensure these services can be reestablished.

Proposed Implementation Strategy:

Identify the assets of the City of Lethbridge and perform a risk assessment.
Perform a business impact analysis.
Develop a business contingency strategy for risk mitigation.
Develop a business continuity plan.
Test the business continuity plan.
Rollout the business continuity plan.

Performance Measurement & Reporting:

Conducting reviews.
Testing is conducted regularly.
Review tests for success and opportunities.
Ensuring that the plan is updated regularly.

BUDGET INITIATIVES

N-4

City Council Decision:

Not Approved

Department: **Information Technology**

Program: **Intelligent Community - Public Wi-Fi Feasibility**

	2019	2020	2021	2022
Expenditure increase (decrease)	100,000	0	0	0
Net Expenditure (Savings)	100,000	0	0	0
Funding (Savings):				
MRSR One-time Allocation	100,000	0	0	0
	100,000	0	0	0

Objective(s):

This initiative would enable Information Technology to develop a model that includes the costs and support implications to delivering a public Wi-Fi service throughout the municipal spaces in Lethbridge including recreation facilities, parks and others.

Which City Council or organizational goals is this initiative aligned with:

City Council Strategic Goals - Accountable Leadership and People Places for All
 Senior Management Team Strategic Plan - Position the organization for future success
 IT Business Plan - Establish IT program roadmap

Background:

Wi-Fi is a service that is found frequently in homes, shopping malls, sports arenas, airports, restaurants, and other public gathering spaces. Residents have come to expect Wi-Fi in City of Lethbridge facilities and public spaces. As our community grows and technology advances, there are more and more services that we offer that require a wireless connection to the internet. Over the past two to three years, Information Technology has been increasingly asked to investigate adding public Wi-Fi to municipal spaces including (but not limited to) Henderson Lake Park, Galt Gardens, ATB Centre, Legacy Park, and Softball Valley. The purpose of this study is to create a clear picture of the cost and support implications to the City of Lethbridge for providing this service, in an effort to make a well informed decision.

Proposed Implementation Strategy:

Step 1: Procure consulting services
 Step 2: Evaluate public Wi-Fi current state and areas of need
 Step 3: Evaluate options for providing Wi-Fi
 Step 4: Recommendations to inform a Capital Improvement Program request

Performance Measurement & Reporting:

This initiative is a feasibility study to determine the cost and support requirements to providing a Public Wi-Fi service in Lethbridge municipal spaces. The output of this initiative is a report with recommendations.

BUDGET INITIATIVES

N-5

City Council Decision:

Approved

Department: **Lethbridge Public Library**

Program: **Free Library Memberships 2019**

	2019	2020	2021	2022
Revenue decrease (increase)	106,000	0	0	0
Net Expenditure (Savings)	106,000	0	0	0
Funding (Savings):				
MRSR One-time Allocation	106,000	0	0	0
	106,000	0	0	0

Objective(s):

Ensure equitable access to local and regional public library services for all residents of Lethbridge and surrounding area, equal to access being provided in other municipalities in the province.

Which City Council or organizational goals is this initiative aligned with:

Lethbridge Public Library Plan of Service, 2017 - 2021, Goal 4, Objective 6 - Convert those who value the Library's strengths into new members. City of Lethbridge Council Strategic Plan, 2017 - 2021, Compassionate Community - this goal states "work to establish barrier-free access". Membership fees provide a significant barrier to access for many. Eliminating fees ensure that all residents can access the library equally, both at the physical branches and via our virtual services.

Background:

Alberta is one of the few provinces that allow public libraries to charge for membership cards. More and more Alberta municipalities are choosing not to charge for them since the fee causes a barrier to use. When card fees are eliminated membership numbers for the Library typically increase 2 to 3 times, ensuring equality of access for ALL residents. Lethbridge is one of the last large population centres in the province to charge membership fees, with Calgary, Edmonton, Strathcona County (Sherwood Park), St Albert, Fort McMurray, Grande Prairie, Red Deer and Airdrie leading the way to elimination of membership fees. Medicine Hat is the only other municipality of this size to charge membership fees - they charge a nominal \$5 fee generating only \$35K a year).

Proposed Implementation Strategy:

Elimination of membership fees beginning in 2019, as a kick-off to Library 100th Anniversary celebrations.

Performance Measurement & Reporting:

Increase in active memberships and in-house use of the Library.

BUDGET INITIATIVES

N-6

City Council Decision:
Not Approved

Department: **Lethbridge Transit**

Program: **Fire Suppression System**

	2019	2020	2021	2022
Expenditure increase (decrease)	481,750	0	0	0
Net Expenditure (Savings)	481,750	0	0	0
Funding (Savings):				
MRSR One-time Allocation	481,750	0	0	0
	481,750	0	0	0

Objective(s):

The objective of this initiative is to prevent the risk of fire within the Transit Garage.

Which City Council or organizational goals is this initiative aligned with:

This initiative is aligned with the Integrated Risk Management team that enables a healthy and safe working environment.

Background:

Lethbridge Transit had a major fire in June of 2018 where an older transit bus caught fire in the transit facility. The fire resulted in the write-off of the bus itself along with major damage to the transit facility. An extensive restoration project to the facility was required. The bus that caught fire did not have the latest technology in fire suppression (fog maker). Transit currently has 25 transit buses and 8 Access-A-Ride units that do not have this technology.

Proposed Implementation Strategy:

Installation of the fire suppression system would begin in 2019 at a cost of \$15,750 per transit bus and \$11,000 per AAR bus. Transit buses would take approximately two months to equip the remaining 25 buses. After completion of the transit fleet we would then complete the remaining eight AAR units with fire suppression.

Performance Measurement & Reporting:

To have no asset or property damage due to a bus engine compartment fire.

BUDGET INITIATIVES

N-7

City Council Decision:

Approved

Department: **Planning & Development**

Program: **Growth & Annexation Assessment & Application**

	2019	2020	2021	2022
Expenditure increase (decrease)	0	200,000	350,000	450,000
Net Expenditure (Savings)	0	200,000	350,000	450,000
Funding (Savings):				
Funding Source To Be Determined	0	200,000	350,000	450,000
	0	200,000	350,000	450,000

Objective(s):

The City of Lethbridge last annexed land from Lethbridge County in 1984 (34 years ago). That annexation was anticipated to be a 30 year plus annexation to provide sufficient lands to accommodate the urban growth and development of the City.

Which City Council or organizational goals is this initiative aligned with:

City Council's Strategic Goal: Financial Stewardship & Economic Prosperity

Background:

The purpose of this work would be to formally assess the nature of existing lands within the urban boundary of the City of Lethbridge for efficient and cost effective servicing, as well as lands outside the City limits, to determine the most effective areas for future growth. In addition, agreements between the City and County related to Lethbridge Airport acknowledge an annexation of the Airport to be in effect by 2028. The inclusion of the Airport into the City of Lethbridge may have some significant influence on the balance of land uses within and outside the current boundaries of the City. As such this may influence land uses defined within the current Intermunicipal Development Plan, Municipal Development Plan, Area Structure Plans, Area Redevelopment Plans and Outline Plans/Conceptual Schemes.

Proposed Implementation Strategy:

Performance Measurement & Reporting:

BUDGET INITIATIVES

N-8

City Council Decision:

Approved

Department: **Economic Development & Tourism**

Program: **Lethbridge Destination Management Organization (LDMO)**

	2019	2020	2021	2022
Expenditure increase (decrease)	30,000	10,000	0	0
Net Expenditure (Savings)	30,000	10,000	0	0
Funding (Savings):				
MRSR One-time Allocation	30,000	10,000	0	0
	30,000	10,000	0	0

Objective(s):

To support the Lethbridge Destination Management Organization (LDMO) at a critical start-up phase while not losing current levels of service transferred from Chinook Country Tourism Association, Economic Development Lethbridge, and Lethbridge Sport Council. The funding will support the development of a revenue generating system to assist the LDMO to absorb future cost increases in budget. This onetime funding will also support the LDMO during a time when the organization is unable to access grant funding due to organizational age restrictions.

Which City Council or organizational goals is this initiative aligned with:

From 2017-2021 Council Strategic Plan: Financial Stewardship & Economic Prosperity: Building on relationships in the community with tourism partners to promote and foster growth related to the visitor experience in Lethbridge.

Background:

September 10, 2018:

BE IT RESOLVED THAT the report received from William Slenders, Executive Director, Lethbridge Destination Management Organization, regarding a Request for Funding, be received as information and referred to budget deliberations; and

FURTHER BE IT RESOLVED THAT Mr. Slenders be thanked for his presentation.

Absent: J.H. Carlson

In Favour: C.A. Spearman, A.M. Campbell, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro, R.K. Parker
----- CARRIED

LDMO is a new entity. As a new entity, there a lack of historical data to mitigate increases. As the organization was created and rapidly introduced into operations, there was no time to develop a business case to attract outside investment into either programming or operations. The rising cost of minimum wage will push LDMO to increase staff wages to better retain staff. LDMO is less than 2 or 4 years old which impacts the qualifications for accessing grants and funding opportunities. LDMO is still transitioning operations into its model and there is no way to fully account for all increases in budget until full transition has been achieved and seen operations for several years.

Proposed Implementation Strategy:

The LDMO requires additional support during these crucial start-up years to allow the organization a chance to build a business case for attracting investment for marketing support as well as to assist the organization during the years it is unable to apply for grants due to organizational age restrictions. The funding accessed in 2019 (\$30,000) would assist in the creation of a revenue model that would better support the operations of the organization moving forward. 2020 funding of \$10,000 funding would allow the organization to provide additional follow-up and reporting to ensure that the proposed revenue model is working to full capacity.

Performance Measurement & Reporting:

Success will be measured by the ability to begin developing revenue to enhance the services offered by the organization and prevent the loss of services currently being offered.

BUDGET INITIATIVES

N-9

City Council Decision:

Approved

Department: **Economic Development & Tourism**

Program: **EDL - Agrifood Corridor Strategy**

	2019	2020	2021	2022
Expenditure increase (decrease)	5,000	5,000	5,000	5,000
Net Expenditure (Savings)	5,000	5,000	5,000	5,000
Funding (Savings):				
MRSR One-time Allocation	5,000	5,000	5,000	5,000
	5,000	5,000	5,000	5,000

Objective(s):

This initiative will support the development of marketing materials and related collateral to promote a Lethbridge-Taber Agrifood Corridor to enhance the position of the region and fund attendance at key industry events. A regional approach combined with a targeted investment attraction strategy in the agrifood processing sector is more effective with large multi-national companies. Developing professional print, video and web properties to support investment attraction work will enhance existing efforts to better present the rich resources of southern Alberta to lure new and large-scale, value-added processing. This will also enable the region to actively engage with and take advantage of emerging opportunities from the federal supercluster program administered by Protein Industries Canada (PIC) & the Plant Protein Alliance of Alberta.

Which City Council or organizational goals is this initiative aligned with:

From Council's 2017-2022 Strategic Plan: Develop and leverage relationships - Identify and advocate for issues important to Lethbridge and the region; Build and diversify our economy. Economic Development Lethbridge (EDL)'s business plan addresses the need to build upon the region's collective strengths in agriculture and build capacity within our existing agrifood and value-added processing sector. This project is also to foster collaboration with regional partners (SouthGrow, Lethbridge County, MD of Taber, Town of Taber) to develop a cohesive strategy to go-to-market as a region within the food processor sector and thereby enhance the region's profile in national and international markets.

Background:

This project would allow specific funding to enhance efforts in the development of investment attraction and business expansion opportunities for the region specific to value added processing. The agriculture and agrifood sector contributes about 16% of Lethbridge's total GDP and there are currently about 1,200 companies in Lethbridge that provides services to or where employment is driven by the agriculture sector. Creating new investments in the value chain will help to grow this important sector of our economy. Both the Government of Alberta and the Government of Canada has noted the importance of value added food processing in economic diversification and growth.

Proposed Implementation Strategy:

The first priority is to finalize the development of a regional cluster map and associated marketing materials. These materials will be used in a number of 360 (print, video, social and traditional) channels to promote the region for investment. Identification of appropriate food industry events at which to showcase the region will follow in conjunction with events endorsed and supported by Alberta Agriculture & Forestry, Invest Alberta and Invest Canada. We plan to continue our outreach with federal Trade Commissioner service to identify areas of increased cross promotion that will be beneficial to southern Alberta. Facilitating capacity building workshops and linking existing businesses to resources required to expand their export markets will also form part of the core activities in subsequent years of the project.

EDL will leverage City funding with regional partners and grants to fund this program:

	2019	2020	2021	2022
Regional Partners	\$10,000	\$10,000	\$10,000	\$10,000
Canada-Alberta Partnership (CAP) Grant	\$15,000	\$15,000		

Performance Measurement & Reporting:

Traditional metrics including jobs created, investment dollars landed are tracked as a part of ongoing measures used by EDL. Tracking of investment inquiries specifically arising from this initiative will be coded and captured within the organization's customer relationship management software. Updates to the region's food cluster maps will help to trace increases in capability within the industry as part of an annual measurement process with provincial and federal support agencies.

BUDGET INITIATIVES

N-10

City Council Decision:
Approved

Department: **Economic Development & Tourism**

Program: **EDL - Foreign Direct Investment Program**

	2019	2020	2021	2022
Expenditure increase (decrease)	7,500	7,500	7,500	7,500
Net Expenditure (Savings)	7,500	7,500	7,500	7,500
Funding (Savings):				
MRSR One-time Allocation	7,500	7,500	7,500	7,500
	7,500	7,500	7,500	7,500

Objective(s):

The objective is to re-engage with foreign investment opportunities through continued missions and enhancing relationships with businesses wanting to expand into foreign markets. Southern Alberta remains well positioned to capture the interest of foreign markets and to expand trade relationships. Diversifying our economy by increasing access to new markets is important to our industries and to Council per their strategic plan. The focus on the Southern Alberta Investment & Trade Initiative will be in four key segments, Agriculture (Agrifood), Technology & Innovation, Tourism and Renewable Energy. We will continue to market to China and Asia Pacific countries as well as India and Europe.

Which City Council or organizational goals is this initiative aligned with:

As outlined in the 2017-2021 Council Strategic Plan: Financial Stewardship & Economic Prosperity. Building on the relationships that have been created for potential business investment, social exchange and education partnerships with foreign agencies and contacts will maintain open communications and discover potential opportunities for the Lethbridge community. Continued promotion of our city and region will attract not only foreign markets but national companies looking to do business with communities that are open to the possibilities and creativity of doing business in new ways.

Background:

Over the last two years, the Southern Alberta Investment & Trade Initiative has consistently developed relationships and explored opportunities in Foreign Direct Investment (FDI). What started with Sister City missions developed into the first Trade Mission with companies from China visiting the region in 2016 to discover the opportunities first hand. A development mission to China in 2017 with government officials, education representatives, business owners and economic developers was a huge success and resulted in a 12% increase in business inquiries from Asia in 2017 for Lethbridge. A regional solar investment was announced for completion in summer 2019 and is the result of the regional FDI work done by the Southern Alberta Investment & Trade Initiative project.

Proposed Implementation Strategy:

Working with our regional partners and the FDI teams from Alberta Economic Development & Trade, Alberta Agriculture & Forestry and Alberta Culture & Tourism, we will promote business and opportunities in the region. This will be done through missions and in FDI marketing materials distributed in international markets by the province. Ensuring that our businesses and organizations are aware of FDI opportunities is important and will be addressed in workshops and one-on-one interactions to create and update business profiles used by all FDI efforts to promote the possibilities in the region. Hosting of foreign delegations and planning of overseas missions requires specialized support from knowledgeable translators and consultants who can support cultural considerations. EDL will leverage City funding with regional partners and grants to fund this program:

	2019	2020	2021	2022
Regional Partnership (REDA's)	\$22,500	\$22,500	\$22,500	\$22,500
Invest Canada Community Initiatives	\$30,000		\$30,000	

Performance Measurement & Reporting:

As in the past, we will continue to track inquiries and conversion to landed investments for the region. We will also track business relationships with foreign companies and attendance at events regarding FDI. This will provide information on key segments and markets and will also determine the business communities' enthusiasm for new and innovative ways to do business. These metrics, including the geographic origin of inquiries are already a part of Economic Development Lethbridge (EDL)'s internal customer relationship management (CRM) system.

BUDGET INITIATIVES

N-11

City Council Decision:

Approved

Department: **Economic Development & Tourism**

Program: **EDL - Lethbridge Brand Implementation**

	2019	2020	2021	2022
Expenditure increase (decrease)	45,000	0	0	0
Net Expenditure (Savings)	45,000	0	0	0
Funding (Savings):				
MRSR One-time Allocation	45,000	0	0	0
	45,000	0	0	0

Objective(s):

The objective of the brand initiative is that at the end of 2022, Lethbridge is known as a place that "embodies an intelligent and thoughtful community, with deep roots that support innovation." The brand goals include: support economic diversification in Lethbridge, help to build a knowledge economy founded in creativity and innovation, capture the personality of the city: solid (rooted in history and tradition), enthusiastic, friendly, intelligent, green, attracts smart, interesting businesses and people to enrich life in the city, continue to build a diverse, friendly community. The objective of the brand launch is to maximize promotion by developing a partner-based approach that empowers brand ambassadors, ensures financial viability and expands Economic Development Lethbridge (EDL)'s capacity to promote the community in unique and impactful ways.

Which City Council or organizational goals is this initiative aligned with:

City Council's Community Vision. Deliberate Community Engagement: Build community pride by recognizing accomplishments. Build and Diversity Our Economy: Promote the City of Lethbridge through a community brand. Enrich our Community through Culture: Increase public involvement in community events, festivals and celebrations. This also aligns with EDL's core business of marketing and advocacy and the long-term goal that Lethbridge is recognized and respected as a vital player in the provincial and national marketplace.

Background:

As outlined in the 2015-2018 EDL Business Plan, board discussions and additional input from stakeholders identified a repeated interest in seeing the development of a brand for Lethbridge in order to continue to develop a competitive advantage and more dynamic image for the city. This led to Council's support of the N-27 initiative, which created an opportunity for EDL to lead community brand development through a rich mix of tactics such as research (in-person interviews, social media mining, place-attachment measurement), education, community engagement (online and in person), community presentations, concept development and refinement. With a community identified brand in place City Council unanimously supported a motion to endorse the community brand on June 11, 2018.

Proposed Implementation Strategy:

The 2019 Launch Plan has been developed with tactics that fall into five main areas of focus. 1. Brand Asset Development will include a webpage (brightertogetherYQL.ca) which will also house a portal to make brand assets (logos, fonts, images, templates etc.) accessible to partners. We will develop tangible assets for promotion and partner use such as video, SWAG, banners, etc. 2. A Brighter Together Podcast series will highlight a range of topics and feature local business owners, innovators, creatives, historians, experts, city leaders, etc. 3. A social campaign using Facebook, (parents, families, seniors) Instagram (young disruptors, change-makers), Twitter (media), LinkedIn (business/tech community). As funding details won't be confirmed until the end of 2018, the campaign would take part in three phases – the sneak peek, the reveal, and the follow-up. 4. Activation & events will be highlighted by a Brighter Together weekend that brings together art, science, technology and community in an interactive way. We have considered September in order to engage students and also include the Destination Project Grand Opening Celebration at the U of L. 5. To engage media we would bring in a series of writers and influencers to experience all that Lethbridge has to offer. We would look for interesting opportunities to be profiled (i.e. My Briefcase Feature in WestJet magazine). EDL will leverage City funding with Team Lethbridge/community partners and grants to fund the program:

	2019
Team/Lethbridge / Community Partners	\$45,000
CARES Grant (Oct 2018 intake)	\$90,000
Other Grants	\$10,000

Performance Measurement & Reporting:

The primary way we can measure a shift in perception is by conducting a follow up place-attachment survey at the end of 2020 to compare overall attachment scores to the 2016 results as well measures in identified opportunity areas (i.e. perceptions of young people). With a move towards a more vibrant and understood perception of Lethbridge outside the Lethbridge market, we should also see an increase in post-secondary student attraction/retention, new businesses and population increases.

BUDGET INITIATIVES

N-12

City Council Decision:

Approved

Department: **Economic Development & Tourism**

Program: **EDL - Identify Opportunities & Barriers to Business**

	2019	2020	2021	2022
Expenditure increase (decrease)	20,000	17,000	17,000	17,000
Net Expenditure (Savings)	20,000	17,000	17,000	17,000
Funding (Savings):				
MRSR One-time Allocation	20,000	17,000	17,000	17,000
	20,000	17,000	17,000	17,000

Objective(s):

The objective of this program will be to identify barriers to the business community and to enhance relationships through a series of standardized business, retention and expansion (BRE) programs. While Economic Development Lethbridge (EDL) has had core BRE programs in place for many years, there is an opportunity to enhance the reach/impact of these programs. These enhanced initiatives require additional resources that are not currently in the EDL budget. The program will support the needs of the business community by providing market intelligence regarding our investment opportunities and local growth potential. Although other community organizations work on elements of BRE within their mandates, this initiative will be focused on intelligence gathering & will aggregate information in a cohesive way to provide data on the city's competitive position & market networks.

Which City Council or organizational goals is this initiative aligned with:

From the 2017-2021 Council Strategic Plan - Financial Stewardship & Economic Prosperity: Build and Diversify Our Economy - Work with businesses to identify barriers to investment; People Places For All: People Centered Development - Work with investors to better understand barriers to development.

The market intelligence will also highlight growth potential for initiatives such as airport revitalization, industrial land use, brand development and broadband utilization. Involvement from City Council, Senior Management and Business Unit personnel (especially in business visitation and workshop implementation) will help achieve the attributes outlined in the strategic plan and will help to inform other strategies being undertaken by the City of Lethbridge.

Background:

EDL currently provides the following programs with municipal, provincial and federal funding. Through an expanded program, we can support a broader range of businesses with specific tactics to drive growth and investment that builds upon our current portfolio of supports including:

- Tecconnect - Business incubation, development and commercialization
- Alberta Entrepreneurship Incubator/Rural Innovation Network of Southern Alberta - Entrepreneur development, technology development
- Through Heart of our City (HOC) - supporting initiatives to revitalize the downtown
- Local marketing, workshops and open-door policy for those in need of assistance in collaboration with our partners.

Business Retention and Expansion (BRE) programs are a means of connecting businesses with resources and opportunities that will improve their competitive position, market networks and ultimately their profitability to ensure their continued viability in our community.

Proposed Implementation Strategy:

Market Intelligence Collection - identifies statistically significant information about local businesses and provides an understanding of their priorities, barriers, opportunities and overall satisfaction. (Year 1) Ongoing Business Visitation Program - responding to red and green flags highlighted in the market intel to understand the specific barriers and opportunities. (Year 2 & 3) Capacity Building Workshops - bringing businesses and stakeholders together to discuss emerging trends and to encourage innovation and seek creative solutions. Partner Involvement will be key to ensure we are not duplicating other organizations. (Year 2 & 3) Import Replacement Program - utilizing information from the data, visits and workshops to match, link or connect businesses to resources within the community and to highlight areas for growth. Supporting local business-to-business programs that encourage the increased use of local suppliers and inputs. (Year 3 & 4). EDL will leverage City funding with partners and grants to fund this program:

	2019	2020	2021	2022
Industry Partners	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
CARES Funding - April 2019	\$41,500			

Performance Measurement & Reporting:

We will establish an aggregated baseline for reporting on business opportunities and barriers based on the market intelligence gathered every second year which will allow us to track trends and opportunities for growth. Metrics will be aligned with the recommendations of BREI - Business Retention and Expansion International. We will implement the Business Visitation Program to address all red and green flags highlighted in intelligence collection within two years and track the number of visits and engagement with the business community.

We will connect business to action-based solutions to meet their needs and to provide creative solutions and inform them of new innovation and opportunities for growth. We will enhance involvement of the business community in partner workshops and programs by tracking attendance and the number of partnerships created.

BUDGET INITIATIVES

N-13

City Council Decision:
Approved

Department: **Community - Council Referral**

Program: **Blackfoot Confederacy & Reconciliation Lethbridge Flags at City Hall**

	2019	2020	2021	2022
Expenditure increase (decrease)	150,000	0	0	0
Net Expenditure (Savings)	150,000	0	0	0
Funding (Savings):				
MRSR One-time Allocation	150,000	0	0	0
	150,000	0	0	0

Objective(s):

To establish permanent opportunity for the flying of the Blackfoot Confederacy Flag and Reconciliation Lethbridge Flag at City Hall as an important statement in the spirit of reconciliation and an acknowledgement of the fact that the City is located on traditional Blackfoot territory.

Which City Council or organizational goals is this initiative aligned with:

Compassionate Community - Develop shared leadership with our indigenous community to develop local solutions towards reconciliation in our community. People Places for all - provide opportunity for inclusion in Lethbridge's Cultural Events.

Background:

City Council adopted the Reconciliation Implementation Plan in 2017 in response to the Truth and Reconciliation Commission Calls to Action. The work of the Reconciliation Advisory Committee to City Council is focused on five guidelines including: active participation, communication and public awareness services provision, cultural identify and heritage and commemoration. It is noted that the Blackfoot have a continued cultural and spiritual connection with the land and that the city is located on traditional Blackfoot territory. The Blackfoot and reconciliation flags are raised during reconciliation week events but cannot be permanently flown due to insufficient flag poles at City Hall. The permanent raising of the Blackfoot flags and reconciliation flags are important statements that the City can make in relation to reconciliation.

Proposed Implementation Strategy:

Upon approval of a budget, it is expected that Facility Services would contract the necessary engineering and contract support to see the erection of new flag poles in the summer of 2019.

Performance Measurement & Reporting:

BUDGET INITIATIVES

N-14

City Council Decision:
Approved

Department: **Community - Council Referral**

Program: **Environment Lethbridge**

	2019	2020	2021	2022
Expenditure increase (decrease)	75,000	70,000	65,000	60,000
Net Expenditure (Savings)	75,000	70,000	65,000	60,000
Funding (Savings):				
Operating Reserve	75,000	70,000	65,000	60,000
	75,000	70,000	65,000	60,000

Objective(s):

The main objective of this initiative is to provide Environment Lethbridge (EL) the funding required (\$270,000) for the 4 year funding agreement to cover the period from 2019 to 2022.

Which City Council or organizational goals is this initiative aligned with:

This initiative contributes to achieving the outcomes of City Council's Waste Diversion Policy, City Council's Environmental Policy, City Council's Strategic Plan and the Waste and Recycling Services business plan.

Background:

Environment Lethbridge was formed in 2012 with the vision to engage Lethbridge residents in environmental sustainability.

In May of 2015, City Council approved a three year funding agreement with Environment Lethbridge totaling \$300,000 (see attached). Under the terms of that agreement, Environment Lethbridge agreed to achieve a number of deliverables over the course of the three year agreement

June 11, 2018:

BE IT RESOLVED THAT the communication received from Kathleen Sheppard, Executive Director, Environment Lethbridge highlighting the accomplishments of Environment Lethbridge the past three years and a request for funding in the total amount of \$303,000, be received as information and filed; and

FURTHER BE IT RESOLVED THAT the request of \$33,000 to cover the period of August – December 2018, be approved; and

FURTHER BE IT RESOLVED THAT the current agreement be amended to Dec 31, 2018; and

FURTHER BE IT RESOLVED THAT this allocation come from the Environment Committee Budget; and

FURTHER BE IT RESOLVED THAT the additional request for \$270,000 to cover the period from 2019 – 2022 be forwarded to Finance Committee for consideration during the 2019 – 2022 Operating Budget deliberations; and

FURTHER BE IT RESOLVED THAT Ms. Sheppard be thanked for her presentation.

In Favour: C.A. Spearman, J.H. Carlson, A.M. Campbell, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro, R.K. Parker
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Proposed Implementation Strategy:

Funding from the City will ensure that we are able to continue to maintain current staff levels which will allow us to develop our existing programs and develop new ones.

In the next four years Environment Lethbridge will focus on supporting the City of Lethbridge Business Units in their programs and expand our scope into climate change, environmental programs, Reuse Rendezvous program, Lethbridge Community Garden, Green Challenge and the update and report on the State of the Environment in Lethbridge.

In addition, Environment Lethbridge will Compile research and report to City Council on emerging or critical environmental issues, particularly those that are outside of current staff priorities. This could include issues such as urban agriculture, single-use plastics and provide community perspectives on different issues related to environmental sustainability;

Performance Measurement & Reporting:

Environment Lethbridge will submit an annual report to City Council outlining the achievements, including performance indicators, programs delivered to the community, baseline assessments and partnering events with other community stakeholders.

BUDGET INITIATIVES

N-15

City Council Decision:

Approved

Department: **Electric Utility**

Program: **Electric Accounting Technician**

	2019	2020	2021	2022
Expenditure increase (decrease)	81,800	83,500	85,300	87,400
Net Expenditure (Savings)	81,800	83,500	85,300	87,400
Funding (Savings):				
Electric Operations	81,800	83,500	85,300	87,400
	81,800	83,500	85,300	87,400
Effect on person years	Permanent 1.0	1.0	1.0	1.0
	Non-Permanent			

Objective(s):

With the growth of information and data collection within the Electric Utility through the completion of the Automated Meter Infrastructure (AMI) capital project in 2017, there is a need for support within the Rates and Regulatory department to help manage the data and flow of information to internal and external users of the Utility. The Electric Utility Industry is beginning a phase of change in the way the Utility needs to handle information. Energy is moving away from flowing from large scale generation to transmission to distribution to customers. Now there is great interest in generation sources embedded within distribution, referred to as Distributed Energy Resources or DER. This position will be responsible for maintaining our compliance with financial record keeping both for the Public Sector Accounting Board (PSAB) and the Alberta Utilities Commission (AUC) financial standard and within the Alberta regulatory framework that the utility operates. This position will provide support on both financial requirement and regulatory requirements that the Electric Utility operates within.

Which City Council or organizational goals is this initiative aligned with:

This initiative is aligned with Accountable Leadership, Financial Stewardship & Economic Prosperity goals. Track, maintain, and monitor all financial transactions in order to provide accurate and timely financial statements for management to make appropriate decisions, both in capital and operational spending, in the short term and long term for the financial health and well being of the Electric Utility.

Background:

With the completion of the AMI project in 2017, the Electric Utility has more access to data that is useful to external and internal customers. Additional resources are required to meet the goal of providing customer requested data from the Rates and Regulatory group. Also, within the Alberta energy market there are changes in how customers make use of the system, Distributed Energy Resources (DER) requirements, which are putting pressure on billing rate determinants and reviewing the cost of service/rate design model on a more frequent basis. With the recent move of the Rates and Regulatory group to the Fleet building from City Hall, the group has taken on more of the financial aspects of corporate policy in matters such as purchase orders, cheque requisitions, and approvals, thus making it more effective and efficient to handle these corporate policy issues for the Electric Utility. With the Rates and Regulatory Manager taking on the role of Office Manager, additional support staff is now required to manage the added workload associated with the Office Manager role.

Proposed Implementation Strategy:

2019 - End of Q1/Start of Q2 - Posting and filling the position with a qualified individual.

Performance Measurement & Reporting:

Ensure that all financial reporting is meeting timelines from Finance, Alberta Utilities Commission, and all other regulatory bodies.

BUDGET INITIATIVES

N-16

City Council Decision:

Approved

Department: **Electric Utility**

Program: **Information Systems & Communications Technologist**

	2019	2020	2021	2022
Revenue decrease (increase)	(7,840)	(8,010)	(8,185)	(8,385)
Expenditure increase (decrease)	156,800	160,200	163,700	167,700
Net Expenditure (Savings)	148,960	152,190	155,515	159,315
Funding (Savings):				
Electric Operations	148,960	152,190	155,515	159,315
	148,960	152,190	155,515	159,315
Effect on person years				
Permanent	1.0	1.0	1.0	1.0
Non-Permanent				

Objective(s):

With the growth of automation and Advanced Metering Infrastructure (AMI) data systems within the Electric Utility, there is a need for additional support within the Data Systems group. This position will be responsible for maintaining unique to the Electric Utility network communications, AMI billing processes, AMI data analytics software, and application support for the entire Electric department.

Which City Council or organizational goals is this initiative aligned with:

To align with City Councils goal of Accountable Leadership, the Electric Utility will proactively research and implement AMI analytic solutions with the goal of providing meaningful data efficiently to internal and external users.
To align with the City Councils goal of Financial Stewardship & Economic Prosperity, it is critical that AMI data is collected and validated for use in rate making to ensure all Electric Utility users pay their fair share of operating and ownership costs.

Gathering and analysis of AMI data will assist in prioritizing capital infrastructure replacement in a cost efficient manner for the rate payers. This position aligns with the Electric Utility's goals by leveraging computer automation to enhance productivity, data availability, data reliability, and overall system performance.

Background:

With the addition of new Electric Utility data systems including: an Outage Management System (OMS), a Conservation Voltage Reduction (CVR) System, Advanced Metering Infrastructure (AMI) and the need for remote access to data systems such as: Geographical Information System (GIS) and Work Order Management System (WORMS) there is a need for more technical support to ensure systems are functional and accessible by users.

There is also growing cyber security threats as more systems are deployed. This initiative will assist in the proactive approach to cybersecurity including meeting standards set by: the North American Electric Reliability Corporation (NERC), National Institute of Standards and Technology (NIST), and other Industrial Control Systems (ICS) requirements.

As the AMI system continues to mature, Smart Grid systems that leverage AMI data are being adopted. The trend in the Electric Utility industry is a rapid adoption of these innovative Smart Grid technologies.

Proposed Implementation Strategy:

2019 - Beginning of Q1 - Posting and filling the position with a qualified individual

Performance Measurement & Reporting:

Ensure AMI data required for Smart Grid systems is being captured 99.9% of the time.

Ensure AMI data required for revenue meter reads are completed and moved to the Meter Data Management (MDM) system to fulfill Electric Utility's requirements in the Alberta regulated market.

Ensure timely response to customer inquiries on billing anomalies by providing electric meter data reporting tools.

Ensure that the Electric Utility data network follows best practices to prevent cybersecurity risks.

BUDGET INITIATIVES

N-17

City Council Decision:
Approved

Department: **Electric Utility**

Program: **Power Systems Electrician**

	2019	2020	2021	2022
Revenue decrease (increase)	(89,580)	(91,560)	(93,540)	(95,880)
Expenditure increase (decrease)	149,300	152,600	155,900	159,800
Net Expenditure (Savings)	59,720	61,040	62,360	63,920

Funding (Savings):				
Electric Operations	59,720	61,040	62,360	63,920
	59,720	61,040	62,360	63,920

Effect on person years	Permanent	1.0	1.0	1.0	1.0
	Non-Permanent				

Objective(s):

This position assists with the capital expansion and operations associated with three key areas within the Electric Utility: 1) six transmission substations, 2) 40,000 customer metered facilities that are part of the Advanced Metering Infrastructure (AMI), and 3) the dark fibre optic network. These facilities are located throughout Lethbridge and are key elements in providing reliable electric service and accurate billing to Electric Utility customers. Rapid growth in infrastructure in these areas over the past 5 years has created a need for an additional Power System Electrician (PSE) to support field operations of the assets.

Which City Council or organizational goals is this initiative aligned with:

This initiative is aligned with the Business Unit and Council objective of Accountable Leadership. There is an increasing movement toward Smart Grid systems being deployed by electric utilities in new innovative ways to optimize grid efficiencies. Work in the Smart Grid space requires PSEs to install and maintain new field devices and systems throughout the network. The completion of the AMI system in 2017 has provided the platform for further work in the Smart Grid area which the Electric Utility is currently advancing.

The AMI system operations are closely linked to the Council initiative of Financial Stewardship and Economic Prosperity. The AMI system has automated billing processes and system data collection which allows the Electric Utility to efficiently and fairly collect the revenue required to operate the system. The addition of a PSE will support timely trouble shooting of metering / meter reading issues within the AMI system in addition to holding users accountable for paying their fair share of fees by performing financial disconnects for non-payment as required.

Background:

Rapid infrastructure growth in electrical substations, AMI metering infrastructure / associated smart grid initiatives, and the dark fibre optic utility needs to be supported through the addition of a PSE. The training period for a PSE is 4 years to obtain journeyman status.

In 2016 the Electric Utility added a sixth point of delivery substation for delivery of electrical energy from the transmission system to the distribution system. This new substation's assets require the same routine maintenance that occurs at the other five substations to ensure reliable and safe operation of the infrastructure. In the five existing substations, significant capital and operating programs are defined to maintain and renew assets which are reaching 30 to 40 years old. All these locations require Lethbridge PSEs to either perform the work or support specialty contractors who are utilized in the capital renewal program.

The AMI system was completed in 2017 and the operation of the AMI system is requiring significant resourcing to ensure that all meters are being read consistently. In addition, the very important and sensitive issue of disconnection / reconnection of users for financial reasons was taken over by the PSE group in 2017. Although automation and remote control over the disconnect / reconnect process has helped reduce staff time requirements there is still significant time spent on this important task to hold ratepayers accountable for their system use.

The AMI system provides access to electrical system use on a near real time basis at all customer delivery points. This new visibility of how customers use the system is leading to new and innovative control systems, Smart Grid systems, that increase grid efficiencies. Smart Grid technologies require the expertise of a PSE to deploy and operate the systems and devices in the field. The Smart Grid is still very new and requires close attention and time resources from the PSEs to make the systems work as intended.

Dark fibre optic assets to City facilities and other non-profit users continues to expand. PSEs are trained in the installation, splicing, and troubleshooting of this asset. As more users join and become dependent upon the fibre optic system and its reliability it is critical that we have the correctly trained staff to respond to service requests and outages.

Proposed Implementation Strategy:

Currently, our two existing PSE apprentices are scheduled to complete their training in early 2019. With these two apprentices advancement to Journeyman status we will be in an ideal position to bring on and support a new apprentice in early 2019.

Performance Measurement & Reporting:

We will use the following measures to assess the success of this initiative: 1) percentage completion of annual scheduled substation maintenance, 2) completion of financial reconnect/disconnects according to scheduled requirements from Utility Services and, 3) a completed daily data read from the AMI system of 99% or greater.

BUDGET INITIATIVES

N-18

City Council Decision:

Approved

Department: **Fleet Services**

Program: **Continuous Service (24/7 Shop Operations) - CSR's**

	2019	2020	2021	2022
Expenditure increase (decrease)	296,200	307,800	314,600	322,200
Net Expenditure (Savings)	296,200	307,800	314,600	322,200
Funding (Savings):				
Operations	159,800	163,300	167,000	171,000
Fleet Services	136,400	144,500	147,600	151,200
	296,200	307,800	314,600	322,200
Effect on person years				
Permanent	3.0	3.0	3.0	3.0
Non-Permanent				

Objective(s):

To transition term positions (3 people) from the Customer Contact Center pilot project into permanent full time positions.

This initiative supports ongoing changes in Fleet Services to improve equipment availability to the City. Over the past few years, Fleet Services has created a pilot program to implement a Customer Contact Center, which has been supported by Customer Service Representatives (CSRs). This initiative will permanently add the 3 CSR positions to Fleet Services to support continuous operations.

The CSRs provide proper information in a timely manner, which reduces equipment downtime, improves communication with business units, and supports improved methods of planning and scheduling work. This initiative would also allow Fleet Services to provide continuous service 24 hours a day, 7 days a week.

Which City Council or organizational goals is this initiative aligned with:

This initiative aligns with the following Corporate Strategic Plan Strategies:

- Customer focused - Ensure that Fleet Services helps other departments deliver services effectively
- Solutions oriented - Looking for efficient ways to solve problems and keep the City fleet moving
- Financially accountable - Document proper information in a timely manner, improve communication, and improve/deliver services in a more fiscally responsible manner to other departments
- Develop and maintain strong relationships with departments

Background:

With the introduction of the Customer Contact Center in 2016 as a pilot project, the Customer Service Representatives (CSRs) have been instrumental in ensuring improved communication between Fleet Services and users of Fleet Services. The CSR team provides opportunities for two-way communication, ensures that information is timely, and ensures that department needs are transferred to the appropriate Fleet Services staff.

Proposed Implementation Strategy:

Implementation would take place immediately upon approval of this initiative to minimize equipment downtime, improve communication, and support other departments through a continuous service model (24 hours a day, 7 day a week).

Performance Measurement & Reporting:

Reduced downtime to City departments – the CSRs ensure accurate information to allow Fleet Services technicians to properly diagnose and repair vehicles/equipment.

BUDGET INITIATIVES

N-19

City Council Decision:

Approved

Department: **Fleet Services**

Program: **Continuous Service (24/7 Shop Operations) - Utility Worker II**

	2019	2020	2021	2022
Expenditure increase (decrease)	77,200	78,900	0	0
Net Expenditure (Savings)	77,200	78,900	0	0
Funding (Savings):				
Fleet Services	77,200	78,900	0	0
	77,200	78,900	0	0
Effect on person years				
Permanent	1.0	1.0		
Non-Permanent				

Objective(s):

To add one (1) additional Utility Worker II position to support continuous operations in Fleet Services (24 hours a day, 7 days a week).

Which City Council or organizational goals is this initiative aligned with:

This initiative aligns with the following Corporate Strategic Plan Strategies:

- Customer focused - Ensure that Fleet Services helps other departments deliver services effectively
- Solutions oriented - Looking for efficient ways to solve problems and keep the City fleet moving
- Financially accountable - Document proper information in a timely manner, improve communication, and improve/deliver services in a more fiscally responsible manner to other departments
- Develop and maintain strong relationships with departments

Background:

Over the past couple of years, Fleet Services has been working in a continuous operations mode. Access to equipment for after-hours maintenance is important to ensure that vehicles and equipment are in proper working condition to allow departments to deliver a variety of services to the citizens of Lethbridge. The additional Utility Worker II position supports Fleet Services ability to provide basic maintenance services such as broom/blade changes, tire repairs, oil changes, and fuel delivery to various departments to ensure continuous service (24 hours a day, 7 days a week).

Proposed Implementation Strategy:

Further funding be considered following a report back to City Council on this initiative.

Implementation would take place immediately upon approval of this initiative to minimize equipment downtime and support other departments through a continuous service model (24 hours a day, 7 days a week).

Performance Measurement & Reporting:

Reduced downtime to other departments, minimize impact on Operations staff by performing maintenance when equipment is not in use.

BUDGET INITIATIVES

N-20

City Council Decision:

Approved

Department: **Infrastructure Administration**

Program: **Urban Construction**

	2019	2020	2021	2022
Revenue decrease (increase)	(99,840)	(101,930)	(104,020)	(106,310)
Expenditure increase (decrease)	99,840	101,930	104,020	106,310
Net Expenditure (Savings)	0	0	0	0

Funding (Savings):				
	0	0	0	0

Effect on person years	Permanent	1.0	1.0	1.0	1.0
	Non-Permanent				

Objective(s):

Add resources for monitoring ROW (Right of Way) coordination and restoration work, improving repair quality and extending infrastructure life span. This will reduce maintenance and capital replacement costs. Provide technical support to public operations to improve the quality of work and reduce rework. Create capacity for process improvement and efficiency efforts. Avoid hiring and training costs associated with the past practice of hiring term employees.

Which City Council or organizational goals is this initiative aligned with:

Well-designed city, safe, vibrant city.

Background:

Over the past several budget cycles, ROW Coordination work has been growing and at the same time staff from Urban Construction have been seconded to other work outside the departments. Term positions have been used to increase capacity but, level of service has been gradually eroding. The position is meant to improve Quality Assurance and Control Activities, improving the excavation repairs and thus maintaining infrastructure life spans. A significant effort will involve aligning requirements of City Operations work with what is expected from external entities. The new position will provide training and other assistance to our operational staff to improve the quality of excavation restorations and reduce rework. Improved processes will also improve the work in both sequencing as well as providing improved detour coordination. Hiring a permanent staff member will reduce future hiring and training costs. Additional, work has been added to the ROW coordination including hoarding, major and minor patios, mobile food vendors, way finding signs, and ROW signs (example, realtor and election signs). The new position will create additional capacity to attend to process improvement and efficiency efforts within the business unit.

Proposed Implementation Strategy:

1) Develop JIQ, 2) Hire staff member, 3) Train staff

Performance Measurement & Reporting:

Continuous service for ROW Permits - not interrupted by vacation or other absences. Restore Level of service for permit turn around. Restore frequency of inspections and construction monitoring efforts. Create capacity for Urban Construction staff to work on hub and inter-business unit initiatives as requested. Create capacity to attend to process and efficiency initiatives.

BUDGET INITIATIVES

N-21

City Council Decision:
Postponed

Department: **Parks**

Program: **Wayfinding & Park Signage**

	2019	2020	2021	2022
Expenditure increase (decrease)	0	130,000	0	0
Net Expenditure (Savings)	0	130,000	0	0
Funding (Savings):				
Urban Parks Reserve	0	130,000	0	0
	0	130,000	0	0

Objective(s):

To update signage standards for parks in Lethbridge, which are nearly 40 years old and not meeting current expectations from the public. This initiative will define current park signage requirements, develop new park signage standards for the City of Lethbridge, and recommend an implementation plan.

Which City Council or organizational goals is this initiative aligned with:

MDP Policy 6.3.3 Lethbridge supports active living

MDP Policy 6.4.3.1 Develop and maintain a commuter oriented, city wide integrated pedestrian and bicycle network.

MDP Policy 6.4.3.3 Design new neighborhoods, and retrofit existing neighborhoods to improve pedestrian and cyclist access to destinations within and outside of neighborhoods.

MDP Policy 6.4.6 Lethbridge has a diverse parks and open space system

MDP Policy 6.4.6.2 Incorporate a range of active and passive recreational opportunities into the open space system livable communities connecting neighborhoods through effective multi-modal systems

Background:

The Urban Parks Plan was developed in the '80s and included a formal signage standard that stated the City of Lethbridge would use solid timber signs with engraved and painted letters. The River Valley Parks Master Plan, which was approved in August 2017, states that parks signage and directional signage is a substantial deficiency in our parks system. The recommendation to renew the signage standard flows from feedback shared in public open houses and public communication used in the creation of the Master Plan. The recommendation is intended for parks in the river valley but naturally extends to all parks in Lethbridge.

Proposed Implementation Strategy:

A design and communication consultant will be engaged to refine the definition of signage requirements and design a cost effective signage standards package. Once adopted, an implementation program will be introduced as a Capital Improvement Program (CIP) initiative.

Performance Measurement & Reporting:

Pathway use is tracked and evaluated regularly. Comments and requests for service are also tracked and responded to with adjustments to service where needed.

BUDGET INITIATIVES

N-22

City Council Decision:

Approved

Department: **Waste Processing**

Program: **Implementation of the Industrial, Commercial & Institutional (ICI)
Support Staff & Technology**

	2019	2020	2021	2022
Revenue decrease (increase)	(200,000)	(170,000)	(175,000)	(180,000)
Expenditure increase (decrease)	200,000	170,000	175,000	180,000
Net Expenditure (Savings)	0	0	0	0

Funding (Savings):	0	0	0	0
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Effect on person years	Permanent	2.0	2.0	2.0	2.0
	Non-Permanent				

Objective(s):

The main objective of this initiative is to provide staff, contractors and acquire software and equipment required to implement surcharges and disposal bans at the landfill.

Which City Council or organizational goals is this initiative aligned with:

This initiative contributes to achieving the outcomes of City Council's Waste Diversion Policy, the approved ICI Waste Diversion Strategy and the Waste and Recycling Services business plan.

Background:

The ICI (Industrial, Commercial & Institutional) Waste Diversion Strategy approved by City Council in the Summer of 2015. The strategy calls for the implementation of surcharges of loads containing designated materials delivered to the landfill beginning in 2019 and bans of those materials in 2020. An underlying principal of the ICI Waste Diversion Strategy is that after voluntary diversion measures for designated materials were available surcharges and bans would be implemented at the landfill to require late adopters to divert those materials.

Proposed Implementation Strategy:

In support of delivering the surcharges WRS (Waste & Recycling Services) will hire a Load Inspection Analyst, contract load inspector(s) and acquire load inspection tablets and the accompanying software package during 2018. Additionally an Outreach & Education Technician will be hired to support the Waste Diversion Strategy for businesses, education and outreach activities, this includes the implementation of the Waste Prevention Strategy.

Performance Measurement & Reporting:

The main performance indicator is that randomized load inspection will occur on a frequency required to achieve diversion of designated materials from the landfill. Metrics such as the number of inspections carried out, percent of non-compliant / compliant loads, and non-compliant material types will be recorded.

BUDGET INITIATIVES

N-23

City Council Decision:
Approved

Department: **Waste Processing**

Program: **Climate Adaptation & Environmental Sustainability Specialist**

	2019	2020	2021	2022
Expenditure increase (decrease)	97,000	97,220	97,400	97,800
Net Expenditure (Savings)	97,000	97,220	97,400	97,800
Funding (Savings):				
Utility Charges	97,000	97,220	97,400	97,800
	97,000	97,220	97,400	97,800
Effect on person years				
Permanent	1.0	1.0	1.0	1.0
Non-Permanent				

Objective(s):

This initiative will support the organization's commitment to the Corporate Sustainability through the Corporate Environmental Sustainability Initiative (CESI). This position will play a key role in ensuring the organization meets the desired goals and targets of CESI as well as support the ongoing needs for a Corporate Sustainability Focus within the organization. It also supports future community related programs and expectations. The CESI team has identified four environmental categories with defined targets: WASTE Targets: 1) Education & Awareness - All City staff will be educated on minimum standards and guidelines for waste management. 2) Generation - The City will establish best practices for green procurement, end-of-lifecycle management
AIR Targets: 1) Fuel - Reduce fuel consumption by establishing efficient ways for fuel usage, tracking and education. 2) Energy - Establish efficient ways to reduce energy consumption and increase education and awareness regarding energy use. NATURE &
ECOSYSTEMS/WATER Targets will be developed over the next two years to be included in the Action Plan created under CESI in 2017. This position is very data focused and requires a lot of upfront data management to determine the City's baselines and benchmarks as well as forward looking strategies to align with not only the Corporate policies/goals/strategies but also align the corporation with provincial and federal policies/goals/strategies. Annual monitoring and reporting back on these targets is a key function to monitor the metrics set forward. This position is reliant on consistency and relationship building within the corporation.

Which City Council or organizational goals is this initiative aligned with:

City Council's Environmental Policy - Minimize Lethbridge's ecological footprint by using natural resources efficiently City Council's Strategic Plan – Leading the Way Business Waste Diversion Strategy/Waste Diversion Policy – Supports the organization to help promote the implementation of these policies outside of the organization. South Saskatchewan Regional Plan – Two of the eight outcomes align: Air; Biodiversity and Ecosystems. Integrated Community Sustainability Plan – supports objectives 4 and 5; A well designed City and an Environmentally Responsible City Municipal Development Plan –once the CESI's full action plan has been completed, this position will work with Development and Planning to support the Community Sustainability Plan that will need to be created and implemented for the corporation. Municipal Government Act: Municipality Purpose to foster the well-being of the environment.

Background:

When CESI started in 2015 it was being led by two City employees who were contributing to the project as a side project to their main responsibilities. It was identified that a dedicated person needs to commit 100% of their time to this initiative. In 2017, the Climate Adaptation & Environmental Sustainability Specialist two-year term position was created to take on CESI as a full time responsibility. In order to achieve the organization's goals and targets, the Climate Adaptation & Environmental Sustainability Specialist position should change to a permanent employee to confirm the corporation's commitment to the implementation of sustainability.

Proposed Implementation Strategy:

Change the Climate Adaptation & Environmental Sustainability Specialist two-year term position to a permanent position. Without future commitment to this role, it is difficult to achieve our organization's sustainability goals as well as the expectations of the community.

Performance Measurement & Reporting:

This initiative will allow CESI to reach its current and future goals by leading by example, building a culture of corporate responsibility, increasing energy, water & resource efficiencies, consuming less & reusing materials and incorporating the triple bottom line.

BUDGET INITIATIVES

N-24

City Council Decision:
Postponed

Department: **City Clerk**

Program: **Information Management Implementation & Support**

	2019	2020	2021	2022
Expenditure increase (decrease)	0	102,500	104,600	106,700
Net Expenditure (Savings)	0	102,500	104,600	106,700
Funding (Savings):				
Taxation	0	58,800	60,100	61,000
Utilities, Fleet & Land (Overhead Charges)	0	43,700	44,500	45,700
	0	102,500	104,600	106,700
Effect on person years				
Permanent		1.0	1.0	1.0
Non-Permanent				

Objective(s):

To transition the organization onto the Electronic Document and Records Management System (CityDocs), whereby the retention and disposition schedule is applied and records are retained and disposed in accordance with Bylaw 6046. To operationalize and support the Information Management (IM) program.

Which City Council or organizational goals is this initiative aligned with:

Council Guiding Principles – Strategic and Visionary, Good Governance, Innovative and Creative
SMT Strategic Plan – Develop & Maintain strong relationships, Position the organization for future success, Open up City Hall, Maintain a solid financial Position for the future
Business Unit Goal - Transition all business unit records from the shared drive to CityDocs and develop a plan for the sustainability of the Information Management Program

Background:

Information is an asset that needs to be managed like any other physical asset in the organization. The corporation identified that there were no consistent corporate guidelines or systems in place for managing information. After planning and consultation with existing resources, our Information Management and Information Technology departments partnered to create a system to: Ensure Information and records are managed as valuable assets to support the outcomes of programs and services as well as operational needs and accountabilities.

Proposed Implementation Strategy:

Invest in people, review process and use technology to ensure compliance with legal requirements. Performance of defensible records disposition through our EDRMS Solution (CityDocs) which leverages SharePoint as it's platform. The onboarding and operational support as a result of the IM program is expected to significantly draw on the current resources. The addition of a resource to complement the existing pool SharePoint resources will ensure the ongoing operational support of all SharePoint and web based programs.

Performance Measurement & Reporting:

- Foster informed decision making by ensuring the system allows for timely access to accurate information with the reduction of redundant, out of date and transitory records.
- Facilitate accountability, transparency and collaboration by ensuring information and records are being managed through effective business processes to create, store, share, collaborate and dispose of information.
- Preserve access to information and records for the benefit of present and future generations by ensuring policies meet legal, business, and historical requirements; information and records are captured, stored, shared, and disposed of as per the policies in place.

BUDGET INITIATIVES

N-25

City Council Decision:
Approved

Department: **Community Social Development**

Program: **Syringe Collection Program**

	2019	2020	2021	2022
Expenditure increase (decrease)	155,000	0	0	0
Net Expenditure (Savings)	155,000	0	0	0
Funding (Savings):				
Funding Source To Be Determined	155,000	0	0	0
	155,000	0	0	0

Objective(s):

Reduce needle and drug debris within the City of Lethbridge. The goal of the strategy is to avoid the sharing of or reuse of needles, which decreases the spread of HIV, Hepatitis C, and other blood borne diseases, and also reduces vein damage and infections to the user.

Which City Council or organizational goals is this initiative aligned with:

Our Community Vision

Compassionate Community

- Work to establish barrier-free access
- Establish an integrated approach to helping people with their housing and their specific social needs

Background:

The distribution of new, sterile needles is an Alberta Health mandated harm reduction strategy deployed by ARCHES and Alberta Health. Evidence from 133 world-wide studies demonstrate that needle distribution programs are effective.

A dramatic increase in drug/needle debris being found in public spaces has resulted in anxiety within the community relating to the perceived risk of injury and the transmission of blood borne diseases resulting from being poked by a used needle.

The City of Lethbridge has created a Syringe Management Task Force, and the following outcomes have been achieved to date:

- 29 Tamper-resistant needle collection boxes have been installed throughout the city in locations with reported high needle debris (eight more boxes are to be installed ASAP)
- Implementation of a needle collection program. ARCHES is the current service provider.
- Implementation of three Clean Sweep teams to collect garbage and drug/needle debris
- Parks staff are trained in the safe handling & cleanup of needle debris. As required, needle cleanup is part of their regular work.
- Education and training materials are offered to the community through the City of Lethbridge website, ARCHES offers safe needle handling courses and all City employees that may encounter needle debris in their day-to-day work are provided proper training.
- We liaise regularly with local school districts on issues including needle debris, and school custodial staff are trained in the safe handling & cleanup of needle debris. At the request of the local school boards, needle hotline stickers were placed throughout all school playgrounds to inform the students where to call if they find needle debris. This sticker initiative is being expanded to include City of Lethbridge playgrounds.
- The City of Lethbridge is partnering with ARCHES and the Clean Sweep team to pilot a needle collection app through LethRequest Current annual budget = \$160,000 (\$79,000 is tax supported)

Proposed Implementation Strategy:

Most communities do not employ needle/drug collection strategies, and documented research on effective strategies is virtually non-existent. Lethbridge has reacted quickly, but are learning with constant review of data and strategies which continue to evolve. Not defining and implementing long-term strategies would allow staff the flexibility to review and revise strategies as we progress. The following strategies are simply a placeholder

- \$100,000 - Needle collection program with additional staff and 360 service days
- \$50,000 - Additional clean sweep capacity
- \$5,000 for equipment and supplies (needles boxes and collection equipment)

Performance Measurement & Reporting:

The Syringe Collection Program will significantly reduce needle/drug debris within the City of Lethbridge.

Syringe Collection Program will report on the number of syringes dispensed and returned, total calls received, refused collections, number of calls received resulting in diversion to other services, number of participants in the program and number of surveys completed with a summary of responses.

November 22, 2018:

FURTHER BE IT RESOLVED THAT the City Manager review this initiative annually and present to City Council a recommendation to amend, extend or end the initiative as required.

BUDGET INITIATIVES

N-26

City Council Decision:

Approved

Department: **Community Social Development**

Program: **Diversion Outreach Team (DOT) Program**

	2019	2020	2021	2022
Expenditure increase (decrease)	143,935	0	0	0
Net Expenditure (Savings)	143,935	0	0	0
Funding (Savings):				
Funding Source To Be Determined	143,935	0	0	0
	143,935	0	0	0

Objective(s):

Provide transportation supports to persons who are exhibiting symptoms of public intoxication or drug use, and to persons who are homeless.

Which City Council or organizational goals is this initiative aligned with:

Our Community Vision

Compassionate Community

- Work to establish barrier-free access
- Establish an integrated approach to helping people with their housing and their specific social needs

Background:

The purpose of the Diversion Outreach Team (DOT) is to provide transportation supports for persons vulnerable to homelessness or other street behaviors and who may be exhibiting symptoms of public intoxication or drug use. DOT is a voluntary service; Participants have the right to decline transportation or supports from DOT. If the individual is a risk to themselves or is highly intoxicated, DOT will refer the call to Police.

Current service delivery model

- 4 FTE / 1 Van
- Hours of operation Monday - Saturday from 9 am - 9 pm
- 12 month statistics (April, 2017 to March, 2018)
- 6,617 interactions (calls for service) and a total of 1,390 unique clients served
- Of the 6,617 calls for service, 3,347 involved an intoxicated person
- 62% Male, 38% female

"DOT is a resounding success. They have reduced our calls for service related to intoxication and public order significantly. Additionally, they are able to respond far quicker than police were able. Excellent example of dealing with a problem efficiently and cost effectively"

Inspector Tom Ashcroft - Lethbridge Police Service

Current annual budget = \$217,450 (\$124,200 is tax supported)

Proposed Implementation Strategy:

This option would increase the number of DOT staff to 6.0 FTE and would include a second DOT van. Enhanced services would allow for expanded service especially during peak use hours. The service value of DOT is very clear, and it is a very cost-effective way of addressing issues relating to substance abuse and public intoxication.

2019-2022 annual budget ask is \$143,935 assuming the following:

- Continuing City of Lethbridge annual funding-----\$124,200
- Continuing Provincial (OSSI) annual funding-----\$93,250
- 2019-2022 annual budget ask----- \$143,935

Performance Measurement & Reporting:

The DOT Program will mitigate community concerns by accepting calls and providing transportation supports to vulnerable persons in the community. Calls received are prioritized to support Emergency Services, Professional/Business Community and the General Public. DOT will report on the number of calls received and their source, number and type of interactions, whether the situation were diverted, intakes into support services, and participant demographics in addition to tracking cases in which service was not provided due to capacity limitations.

November 22, 2018:

FURTHER BE IT RESOLVED THAT the City Manager review this initiative annually, in conjunction with other approved initiatives, such as but not limited to N-38 (Special Constables/Community Peace Officer) and N-39 (The Ambassador/Watch Program); and
FURTHER BE IT RESOLVED THAT the City Manager, upon completion of the review, present to City Council a recommendation to amend, extend or end the initiative as required.

BUDGET INITIATIVES

N-27

City Council Decision:
Postponed

Department: **ENMAX Centre**

Program: **Security Supervisor**

	2019	2020	2021	2022
Expenditure increase (decrease)	65,000	65,000	65,000	65,000
Net Expenditure (Savings)	65,000	65,000	65,000	65,000
Funding (Savings):				
Taxation	65,000	65,000	65,000	65,000
	65,000	65,000	65,000	65,000
Effect on person years				
Permanent	0.8	0.8	0.8	0.8
Non-Permanent				

Objective(s):

The ENMAX Centre needs to change its security procedures, access, and operation now and into the future. Security is an important aspect for all people, including clients, patrons, staff, and third party suppliers. The ENMAX Centre is changing this important role and its duties from a .25 FTE who solely supports special events, to a permanent part-time person at .8 FTE. The objective is to have this position address and implement all security requirements for the facility, train and develop contracted security and other entry and exit services, control equipment rental program with items entering and leaving the facility, and organize and schedule event staff training of emergency services. This role would coordinate the entire security program from front line employee, to metal detectors, to active shooter programs, maintaining, and updating these areas annually. This position would also train and develop contracted security and entry staff, and place the ENMAX Centre in a position to create a security team in the event access to privately contracted services ceases. Lastly, this position would manage key and fob access control systems on a day to day basis with event clients that is consistent with facility needs, day to day entry and exit of people, staff, and visitors depending on the programming.

Which City Council or organizational goals is this initiative aligned with:

This new initiative aligns with the ENMAX Centre Bold Steps: 2.Facility is Meeting or Exceeding Industry Standards, and 3. Provide Experience Based Programming, along with corporate Initiatives of being Customer Focused and Solutions Orientated. It would align with Councils Strategic Goal of Accountable Leadership.

Background:

Security requirements for patrons, clients, entertainers, staff, contracted services and other has risen substantially. To meet the needs of proper security services for all those identified, the ENMAX Centre require a Security Supervisor who can provide the care and attention, time and planning, and day to day operational need of the business unit. This role to date (a casual position) has been critical in creating better experiences, better communication, and quicker responses, however, this area needs to be expanded to limit access points to the facility, handle increased traffic, our rental program, provide clients and organizers security information, and to better plan for emergencies of 5,000 people. This position would work with currently contracted Event Security, T-Shirt Security, and Uniform Facility Security to ensure achievement of overall safety and security on a consistent basis.

Proposed Implementation Strategy:

Hire a Security Supervisor in early 2019 that will map, plan, and implement security measures and procedures with contracted staff, ENMAX Centre staff, implement and update current emergency response plans, and work on training and development, metal detection, and other major security projects within this area. This person will establish a control point for the facility that all employees, clients, other people would enter and exit during the day and for events. Lastly, this position would handle the rental program that would oversee goods moving back and forth on a regular basis through the facility.

Performance Measurement & Reporting:

Performance will be measured by improved security at all events, improved security throughout the facility and public access on a daily basis, fully develop contracted security team and building access team, planned and coordinated emergency response to any situation, implementation of equipment and practice staff scenarios of the various ENMAX Centre Emergency Plan procedures, control points for entry/exit, rentals, deliveries, and day to day operations.

BUDGET INITIATIVES

N-28

City Council Decision:

Approved

Department: **ENMAX Centre**

Program: **Ticket Technician**

	2019	2020	2021	2022
Revenue decrease (increase)	(62,000)	(62,000)	(62,000)	(62,000)
Expenditure increase (decrease)	62,000	62,000	62,000	62,000
Net Expenditure (Savings)	0	0	0	0

Funding (Savings):	0	0	0	0
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Effect on person years	Permanent	0.8	0.8	0.8	0.8
	Non-Permanent				

Objective(s):

The ENMAX Centre currently has no backup for the Ticket Center Technician position which is critical to operations. Self funded, this position would add a lot to the ENMAX Centre's current overall plan of building continuity and efficiency in this area and to the overall structure. Currently, the ENMAX Centre employs two permanent part time Ticket Technician positions, but if one were on holidays, the second hurt or off sick, there is no support that could step in and maintain critical changes, day to day requirements, or set up new on sale ticket request. These positions are key to the ENMAX Centre's ticketing operation who receive daily requests from promoters, agents, public, and provide a support role for the Hurricanes. Increased activity with the Yates Ticket Center has in turn increased the work load and importance of continual support on a day to day ticket operations, ticket setup, and maintenance of accounts on a regular basis.

Which City Council or organizational goals is this initiative aligned with:

Aligned with ENMAX Centre Bold Steps 1. Continue to Operate Like a Profit Center, 3. Provide Experience Based Programming 4. Grow Excellence In Our People and Our Services. This aligns with Councils Strategic Goals of 1. Accountable Leadership and 2 Financial Stewardship & Economic Prosperity.

Background:

Situations have occurred while operating with only one Ticket Technician, adding stress at peak times to meet all the on-sale ticket demands. Should that person not be available, sick or injured, it would be very difficult to maintain the ticket operation. In addition, with the increased ticket requirements, added shows at both ENMAX Centre, Yates, and other locations, additional work to support this position is necessary, while maintaining a back-up role. This would also support any additional opportunities that would allow expansion of the ticket center services.

Proposed Implementation Strategy:

Post and hire a permanent part-time technician, who will spend six months of training in all ticket roles and systems and then be positioned at the Yates and ENMAX Centre as required supporting all ticket activities including key roles within the position.

Performance Measurement & Reporting:

Performance will be measured by developing a third Ticket Technician that would be capable in all in areas of ticket operation, scheduling, ticket set up and client support. Develop Senior Ticket Technicians in advanced areas of ticket operations. Provide full support services for clients, patrons, agents, Hurricanes throughout all events and operational hours. Improve client services.

BUDGET INITIATIVES

N-29

City Council Decision:

Postponed

Department: **ENMAX Centre**

Program: **Lifecycle Increase**

	2019	2020	2021	2022
Expenditure increase (decrease)	25,000	50,000	75,000	100,000
Net Expenditure (Savings)	25,000	50,000	75,000	100,000
Funding (Savings):				
Taxation	25,000	50,000	75,000	100,000
	25,000	50,000	75,000	100,000

Objective(s):

Since the renovation in 2012, the ENMAX Centre has doubled its operation in equipment and programming requirements for its broad spectrum of events. These programming services and equipment are requiring replacing and some expansion that provide the Centre both the revenue and capacity to deliver the five core streams: Jr. Hockey, Food & Beverage, Catering, Ticketing, and Special Events. Through lifecycle, the Centre will replace or expand key pieces of food and beverage equipment, key and security systems, IT expansion and software. The additional funding in lifecycle will support the replacement (updating), inspection, and expansion of equipment for reasons of health and safety, continued delivery of services, and maintain and grow revenue opportunities.

Which City Council or organizational goals is this initiative aligned with:

This would identify with almost all of ENMAX Centre's Bold Steps: 2. Facility is Maintained at or Exceeds Industry Standards, 3. Provide Experience Based Programming and 5. Become Sports, Arts & Entertainment Business Unit, and 1. Continually Operate like a Profit Center Business. It also aligns with Council's Accountable Leadership, Financial Stewardship, and People Places for All.

Background:

Through the expansion of the building, usage growth, increased volume of events and people, expansion of services, and increased Health & Safety requirements, there has been an increase in equipment and operational maintenance that require lifecycle support, health and safety support, replacement of equipment, upgrading and expansion of equipment and software, and overall servicing and maintenance of service and product and program equipment throughout the building and grounds.

Proposed Implementation Strategy:

** Future funding to be considered following an operational review.

Lifecycle would support the activities in maintaining, replacing, and expanding operational and programming equipment and services over the four years according to the Centre's four year plan, and should other items require a priority those would be addressed and covered within the four year plan as well. Operationally, the ENMAX Centre operates with a rotating nine year life cycle to ensure coverage is in place on all items.

Performance Measurement & Reporting:

Performance will be measured by continued maintenance and planned replacement of operational and program equipment to maintain the high delivery and health and safety standards set currently. To extend the life of current assets due to proper care and maintenance. To maintain and expand services to clients and patrons without interruption or failure of equipment, programming, or software impacts. To maintain and control costs through proper planning and maintenance of the building, grounds, and equipment.

BUDGET INITIATIVES

N-30

City Council Decision:

Approved

Department: **Facility Services**

Program: **Corporate Security Program**

	2019	2020	2021	2022
Expenditure increase (decrease)	130,000	222,600	227,100	231,600
Net Expenditure (Savings)	130,000	222,600	227,100	231,600
Funding (Savings):				
Funding Source To Be Determined	130,000	222,600	227,100	231,600
	130,000	222,600	227,100	231,600
Effect on person years				
Permanent	1.0	2.0	2.0	2.0
Non-Permanent				

Objective(s):

To hire two new positions to establish and implement a corporate security program.

Which City Council or organizational goals is this initiative aligned with:

Position the organization for future success by ensuring the public, employees and corporate assets are well protected. This will also ensure a solid financial position by potentially preventing increases to insurance premiums.

Background:

The City has identified a need for corporate security through a threat risk assessment. There is currently no centralized corporate oversight or internal expertise available to properly manage all aspects of security for the City of Lethbridge, including: protocols to handle new employee on-boarding and termination, facility access control, security system and patrol contract administration, threat assessment and mitigation planning, security system design and installation standards and facility design standards (e.g. Crime Prevention through Environmental Design).

There is also a need to manage security practices across the corporation, including access to City facilities, video surveillance, alarm system access and supervision, security patrols and lock-ups of City parks and facilities. Lack of corporate security means there is no consistent response to panic and intrusion alarms and this can only be maintained through internal management and oversight.

An individual was previously hired to manage security under Facility Services from 2008 until 2011. This individual implemented a number of security protocols and programs and consolidated security contracts to improve the City of Lethbridge's responses to increasing losses due to thefts in the Operations area (e.g. copper). This program proved to be effective and with the creation of the Public Operations Omnibus Project, significant improvements to security were made, reducing losses.

Proposed Implementation Strategy:

It is recommended that two full-time positions are hired to manage and oversee corporate security. Since this is a new initiative, a management position will be required to establish the department and a support position would be hired later to help implement any initiatives. The two positions would report to Facility Services initially but would eventually transfer to either Corporate Services or the City Manager's office because of the breadth of services provided.

Performance Measurement & Reporting:

Initially the program will be in the creation and implementation phase. During this time, a baseline of security-related incidences can be developed. After implementation, the number and severity of incidences can be tracked and compared to the baseline.

BUDGET INITIATIVES

N-31

City Council Decision:
Postponed

Department: **Facility Services**

Program: **Increase to Building Lifecycle Budget**

	2019	2020	2021	2022
Expenditure increase (decrease)	150,000	300,000	450,000	600,000
Net Expenditure (Savings)	150,000	300,000	450,000	600,000
Funding (Savings):				
Taxation	150,000	300,000	450,000	600,000
	150,000	300,000	450,000	600,000

Objective(s):

To maintain the condition of the City's tax funded buildings. Lifecycle funding helps maintain building condition by performing major renewal work.

Which City Council or organizational goals is this initiative aligned with:

The City of Lethbridge places a high priority on maintaining current capital assets (lifecycle).

Background:

Facility Services is responsible to ensure the long term sustainability of the City's tax-funded buildings. In order to do so, the department plans and implements lifecycle projects to address the eventual replacement of ageing building equipment and systems, such as; boilers, roofs, chillers, windows, parking lots, etc. Doing so maintains the condition of the buildings and allows them to operate safely and reliably for the community.

To prevent the condition of the City's buildings from deteriorating, an annual budget increase of \$150,000/yr was approved in previous operating budget cycles. Continuing to increase the lifecycle budget by this amount is projected to maintain the current condition of the City's existing buildings over the next 20 years.

Insufficient lifecycle funding leads to the deferral of required maintenance work and the accumulation of a deferred maintenance backlog. This does not eliminate the need and cost of performing lifecycle work, but rather delays it. The ongoing deferral of work leads to deteriorating building condition and may result in unplanned service interruptions (e.g., failure of a heating system).

Proposed Implementation Strategy:

** Future funding to be considered following an operational review.

It is recommended that the past practice of gradually increasing the lifecycle budget continue at the proposed rate.

Performance Measurement & Reporting:

Building condition is typically measured by the Facility Condition Index (FCI). Reporting on the current and forecasted FCI can be used to demonstrate the effectiveness of lifecycle investing.

BUDGET INITIATIVES

N-32

City Council Decision:

Not Approved

Department: **Galt Museum & Archives**

Program: **Museum Experience Development Manager**

	2019	2020	2021	2022
Expenditure increase (decrease)	112,645	114,945	117,296	119,923
Net Expenditure (Savings)	112,645	114,945	117,296	119,923
Funding (Savings):				
Taxation	112,645	114,945	117,296	119,923
	112,645	114,945	117,296	119,923
Effect on person years				
Permanent	1.0	1.0	1.0	1.0
Non-Permanent				

Objective(s):

- 1) To build capacity in Visitor Services at the Galt and Fort for enhancement of the visitor experience through community dialogue, creativity, research, partnerships and evaluation.
- 2) To increase annual pass holders, experiences, tours and food service at both facilities to participate in the growing tourism of the region.
- 3) To coordinate and enrich Visitor Services at both Galt sites, providing efficiencies and increased effectiveness

Which City Council or organizational goals is this initiative aligned with:

To participate in Accountable Leadership through deliberate community engagement, developing and leveraging relationships and embracing innovation in the provision of programs and services. Act with appropriate fiscal stewardship, seeking additional grants and pursuing partnerships. Become an essential part of a tourist visit while serving all citizens. Work towards barrier-free access and inclusion. Participate in offering a location for festivals and celebrations.

The museum will actively participate in Council's direction on branding and Council's unified tourism development for our city. Under one manager, the Galt will integrate the Fort and the museum's current visitor services systems, including the stores

Background:

In March of 2016, The Galt took on the care, cleaning and furnishing of Fort Whoop-Up offering visitor service for 14 weeks. The 2017 off-season allowed for further development. The 2017 visitor season was 17 weeks long and attendance almost doubled. This management position will increase the capacity to meet the demands of the tourism industry in providing experience, tours, hands-on learning and appropriate settings at the sites.

Proposed Implementation Strategy:

Through additional staffing, work on strategy and development will allow the two Visitor Service groups to improve the offerings available. Way-finding, physical presentation, visitor orientation, experience provision and opportunities to purchase souvenirs and local crafts will be addressed at both sites.

Performance Measurement & Reporting:

Performance indicators are monitored in an ongoing quarterly and annual process. Customer satisfaction surveys are ongoing with visitor surveys being done routinely. Important success indicators will be an increase in visitors (regional and tourists), an increase in tour-operator contracts, increase in the understanding of regional history, increased efficiencies in visitor services, increased partnerships with local non-profits and commercial businesses, increased grants accessed, and increased visitor satisfaction.

BUDGET INITIATIVES

N-33

City Council Decision:
Not Approved

Department: **Galt Museum & Archives**

Program: **Museum Technician**

	2019	2020	2021	2022
Expenditure increase (decrease)	53,666	54,687	55,731	56,896
Net Expenditure (Savings)	53,666	54,687	55,731	56,896
Funding (Savings):				
Taxation	53,666	54,687	55,731	56,896
	53,666	54,687	55,731	56,896
Effect on person years				
Permanent	0.5	0.5	0.5	0.5
Non-Permanent				

Objective(s):

- 1) To provide maintenance assistance at the Fort and the Galt for program materials/equipment, while supporting the work of facility services for the buildings.
- 2) To provide grounds support at the Fort and the Galt (Apr-Sept)
- 3) To assist curatorial/display needs at the Fort (Oct-Mar)

Which City Council or organizational goals is this initiative aligned with:

To participate in Accountable Leadership by building capacity to support the involvement of volunteers and community stakeholders in the work of preservation and sharing of our history. Community groups of gardeners, woodworkers, and others are willing to assist in the success of the Galt and the Fort but need staff support to participate. These partnerships and sponsorships save costs and are part of the Financial Stewardship that Council seeks. Having meticulous grounds and program environments are important to building our community brand, increasing investment and creating barrier-free access to the stories we tell

Background:

The Fort and the Galt have added exhibits indoors and outdoors that require support. We use volunteer labour for the grounds at both sites and need staff support for this growing activity. The maintenance support is needed at the Fort with repair and experience development. The outdoor activities for grounds is compatible with experience development in the off-season for Fort Whoop-Up.

Proposed Implementation Strategy:

- 1) To provide staff labour and support for seasonal work at the Galt and Fort Whoop-Up
- 2) To provide opportunities for volunteer at the Galt and the Fort, to create a pleasing, well maintained, safe environment.
- 3) To participate in the continuous improvement model for curatorial and landscape presentation while finding efficiencies and cost-savings for these activities.

Performance Measurement & Reporting:

Performance goals and indicators are monitored in a quarterly and annual process. Customer satisfaction surveys are ongoing. Visitor surveys are completed routinely. Volunteers numbers, hours and partnerships are measured or reported

BUDGET INITIATIVES

N-34

City Council Decision:
Not Approved

Department: **Galt Museum & Archives**

Program: **Museum Indigenous History Programming**

	2019	2020	2021	2022
Revenue decrease (increase)	(1,000)	(1,000)	(1,000)	(1,000)
Expenditure increase (decrease)	93,177	95,068	97,000	99,159
Net Expenditure (Savings)	92,177	94,068	96,000	98,159

Funding (Savings):				
Taxation	92,177	94,068	96,000	98,159
	92,177	94,068	96,000	98,159

Effect on person years	Permanent	1.0	1.0	1.0	1.0
	Non-Permanent				

Objective(s):

- 1) To increase our citizens' understanding of local indigenous history and culture
- 2) To support local educators in teaching accurate local history
- 3) To participate in reconciliation for our region

Which City Council or organizational goals is this initiative aligned with:

Which City Council or organizational goals is this initiative aligned with:

Increased understanding of our diverse cultures in Lethbridge will help build Council's Community Vision. By supporting increased cultural understanding, the museum can work towards the vibrant, safe place for all people and their full participation in our City

The Galt will assist in the development of a 'compassionate community by supporting understanding and inclusion amongst our citizens. Engagement in the history of the region and the diversity of the culture in Lethbridge will benefit and enrich all neighbourhoods and neighbours.

This work also aligns with City Council's Reconciliation plan and Tourism direction. Collaboration and partnership opportunity to understand and celebrate the Blackfoot culture exists. An additional part-time Educator will advance Galt's mandate as well as confronting historical misinformation and increasing the use of the Fort facility for education.

Background:

With grant funding, support from the Friends of the Galt and our Indigenous advisory committee's input, the museum researched and trialed two series of Indigenous History programs, totaling 16 sessions. The sessions were tested on weekdays and weekends. These lesson plans were also used in our family programming and programs structured for persons with disabilities. Turn-out for these programs were higher than average. One program included 130 learners. The Galt consulted with teachers about supporting their classroom work. A trial of a Knowledge-holder going to Grade 10 classrooms was completed.

Community members and teachers have asked for programming and resources around our local indigenous history. Programming would include indigenous history programs, Blackfoot language programs and further reconciliation work. An addition of an Indigenous educator would expand the program offerings through this part-time teacher

Proposed Implementation Strategy:

The Galt/Fort will continue consultations with Elders and program users. Given the success of the pilots and the community consultation, we hope to continue providing our citizens with increased access to history and culture that will meet learner's needs and the community's needs. Most programs are supported by the wisdom of Elders being present. Volunteer support is also essential.

Performance Measurement & Reporting:

Performance indicators are monitored throughout the museum, including programming/education service area. Student self-evaluations and comments in learning outcomes as well as instructor's reflections are compiled and reviewed after every series. Improvements are sought after every set. Community dialogue provides important programming direction. The organization evaluates success with advisors, society leaders, Elders, teachers, students and participants. Programmers seek continuous improvement.

BUDGET INITIATIVES

N-35

City Council Decision:

Approved

Department: **Helen Schuler Nature Centre**

Program: **Natural Leaders Program**

	2019	2020	2021	2022
Revenue decrease (increase)	(59,200)	(59,300)	(59,400)	0
Expenditure increase (decrease)	106,080	109,791	113,544	0
Net Expenditure (Savings)	46,880	50,491	54,144	0

Funding (Savings):				
MRSR One-time Allocation	46,880	50,491	54,144	0
	46,880	50,491	54,144	0

Effect on person years	Permanent			
	Non-Permanent	1.0	1.0	1.0

Objective(s):

A long standing grant program has been restructured. Loss of the Natural Leaders Program (NLP) will result in 45% decrease to school program level of service. The NLP was recognized as a finalist in the Alberta Emerald Awards Program in 2018 - recognizing innovation excellence in environmental sustainability. The NLP aims to close the ecological literacy gap and to develop environmental leadership skills, knowledge and attitudes in local students, teachers and school administration.

Which City Council or organizational goals is this initiative aligned with:

NLP topics cover biodiversity conservation, water/wastewater, efficient land use, waste reduction, green infrastructure, technology and energy use efficiency. It aligns with City Council's Guiding Principle's of Respect and Understanding; Strategic and Visionary; Innovative and Creative; and Working In Partnerships. It also aligns with Strategic Goals for Financial Stewardship; Liveable Communities; and People Places for All. It furthers Senior Management Team goals: Develop and Maintain Strong Relationships; Position the Organization for Future Success; and Corporate Pillars of Customer Focus and Environmental Responsibility.

Background:

Successful field trip based programs have been offered since 2008. Using continual evaluation and revision, the program evolved into the Natural Leaders Program in 2015. The program bridges gaps in environmental education that can exist between teachers and students, government and community groups. 1500 students and 27 teachers have completed the program. Action projects have included 4,500 square feet of naturalization projects with 650 wildflowers, 96 trees and shrubs, and six outdoor classroom initiatives. Nine e-waste drives, five school composting projects, and two clothing swap events have been organized and completed. 132 bags of garbage have been removed from natural areas. \$4,800 has been raised for student-led action projects. 12 not-for-profit organizations and eight community leaders (guest speakers) partner in the program.

Proposed Implementation Strategy:

The program currently has confirmed commitment of 1:1 funding conditional of City of Lethbridge matching funds from 2019 - 2021. Continued on-boarding of participating classes on an annual school calendar year basis (June and Sept). Evaluation and annual reporting of program outcomes to funder and to ensure expected outcomes are being met. Continued revision to course outline. Stakeholder engagement to ensure continued growth to fieldtrip, guest speaker, partnership programming opportunities. Continuation of internal employee development program to support the corporate sustainability initiative.

Performance Measurement & Reporting:

Performance will be measured by maintaining and increasing the number of participating classes and teachers, programming partners and completed environmental action projects.

November 23, 2018:

FURTHER BE IT RESOLVED THAT this initiative be reviewed should external funding be identified; and

FURTHER BE IT RESOLVED THAT funding be considered following a report back to City Council on this initiative.

BUDGET INITIATIVES

N-36

City Council Decision:

Approved

Department: **Information Technology**

Program: **Safe & Resilient Community: Digital Threats**

	2019	2020	2021	2022
Expenditure increase (decrease)	186,000	303,000	309,100	315,300
Net Expenditure (Savings)	186,000	303,000	309,100	315,300
Funding (Savings):				
Funding Source To Be Determined	186,000	303,000	309,100	315,300
	186,000	303,000	309,100	315,300
Effect on person years	Permanent Non-Permanent	1.0 2.0	2.0 2.0	2.0 2.0

Objective(s):

Protect the safety and resiliency of our community through the protection of lives, protecting critical infrastructure and protecting digital assets, including data governed by Freedom of Information and Protection of Privacy (FOIPP) legislation, Payment Card Industry - Data Security Standards (PCI-DSS) compliance & Health Information Act legislation.

Which City Council or organizational goals is this initiative aligned with:

Council Strategic Plan - Accountable Leadership, Financial Stewardship & Economic Prosperity
Senior Management Team Strategic Plan - Position the organization for future success
IT Bold Step - Develop and Implement City of Lethbridge CyberSafety Program

Background:

We find ourselves living in an ever changing world where fires, floods and other physical emergencies threaten the quality of life we have become accustomed to. We discuss how the 2016 fire in Fort McMurray is the fire of the century. How the floods that ravaged so many homes in both Calgary and High River were also the event of a century. These events are becoming increasingly destructive and frequent and pose a threat to providing a safe and resilient community for our residents. In protecting the safety and resiliency of our community from a physical threat like a natural disaster, we strive to save lives, protect critical infrastructure and protect property.

Similar to the threat that natural disasters place on our ability to provide a safe and resilient community, is the emerging digital threats we face. The use of digital systems to provision the vast array of residents and customer services including emergency services, water, electric, transportation and transit is common place and it is essential we focus on the safe and resilient delivery of these services in a proactive manner. Similar to responding to a physical threat, when protecting against digital threats we also strive to protect life, critical infrastructure and digital property. As a City, we are the stewards of personally identifiable information, financial information and health information. Adherence to Freedom of Information and Protection of Privacy (FOIPP) legislation, Payment Card Industry - Data Security Standards (PCI-DSS) compliance and Health Information Act compliance are mandatory.

Proposed Implementation Strategy:

The key milestone is the addition of resources to manage the rollout of the initiatives identified as part of an independent assessment conducted and the associated Cyber Security Program.

These initiatives included:

Maintaining adherence to legislative/regulatory requirements, mitigate cybersecurity risk to an acceptable organizational level, move from a reactive response to proactive approach to identify risks and threats, meet the operating needs of the organization in a secure manner, safeguard data at rest, in transit, and use across on premise and hosted systems, safeguard the confidentiality, integrity and availability of the network, systems, applications and data, provide cyber security training and awareness to our end users and keep up to date with emerging cyber security threats.

Performance Measurement & Reporting:

As part of the 2016 independent assessment and by using five industry best practices for cyber security, Information Technology has developed a metrics program that shows our controls - current state and desired state. Including the ability to demonstrate how each initiative in the security program improves the cybersecurity posture of the City of Lethbridge

BUDGET INITIATIVES

N-37

City Council Decision:

Failed Motion

Department: **Infrastructure Administration**

Program: **Asset Management Specialist**

	2019	2020	2021	2022
Expenditure increase (decrease)	108,025	110,210	112,400	114,800
Net Expenditure (Savings)	108,025	110,210	112,400	114,800
Funding (Savings):				
Taxation	34,225	35,110	35,900	36,600
Recovery from Utilities	73,800	75,100	76,500	78,200
	108,025	110,210	112,400	114,800
Effect on person years				
Permanent	1.0	1.0	1.0	1.0
Non-Permanent				

Objective(s):

To create a new position dedicated to working on the base data used by several City and public software applications. As the use of technology continues to increase, the pressure for real time data and maintaining a current and accurate database becomes critical. This will assist departments such as Parks in inventory management and asset tracking.

Which City Council or organizational goals is this initiative aligned with:

MDP Policy 6.4.3.1 Develop and maintain a commuter-oriented, city wide integrated pedestrian and bicycle network
MDP Policy 6.4.5.3 Maintain and expand the urban forest
MDP Policy 6.4.6 Lethbridge has a diverse parks and open space system
MDP Policy 6.4.6.2 Incorporate a range of active and passive recreational opportunities into the open space system

Background:

There is a growing requirement to keep GIS records current and accurate. Currently Parks maintains an inventory database of 377,000 records. Over the past few years, the introduction of open data, online mapping, work order tracking systems and other software programs require constant and accurate updates to the GIS system. The obligation to keep the data current falls on each department. Updating the inventory periodically is no longer an option and requires ongoing updates as the inventory evolves. Current demands are becoming unmanageable and the pressure of advancing technology will continue to increase demand and use. Parks has been an early adopter of the City of Lethbridge open data initiative, leading to a high demand for data about public spaces and parks.

Proposed Implementation Strategy:

A new position dedicated to maintaining data and producing operational maps and reports will allow Asset Management to successfully meet the demand for financial tracking, work recording, public applications and general demands for accurate data.

Performance Measurement & Reporting:

The success of software programs used in management, mapping, public apps, and open data applications will be able to use base information required for their success.

BUDGET INITIATIVES

N-38

City Council Decision:
Lump Sum

Department: **Lethbridge Police Service**

Program: **Special Constables/Community Peace Officer**

	2019	2020	2021	2022
Expenditure increase (decrease)	1,660,500	1,366,500	1,404,000	1,444,500
Net Expenditure (Savings)	1,660,500	1,366,500	1,404,000	1,444,500
Funding (Savings):				
Savings in Existing Operating Budget	200,000	200,000	200,000	200,000
Taxation	1,051,000	1,166,500	1,204,000	1,244,500
MRSR One-time Allocation	409,500	0	0	0
	1,660,500	1,366,500	1,404,000	1,444,500
Effect on person years				
Permanent	15.0	15.0	15.0	15.0
Non-Permanent				

Objective(s):

As in most Canadian cities, the marginalized population who frequent downtown Lethbridge are involved in a myriad of anti-social behaviours. This program would seek to introduce a fully trained but lower paid level of employee with specific duties - either a Community Peace Officer (CPO) or Special Police Constable (SPC) into the LPS. This would free up regular police officers for redeployment to frontline policing.

Which City Council or organizational goals is this initiative aligned with:

LPS 2019-2022 Business Plan: Focus on frontline deployment; Introduction of CPO or SPC to the workforce; Innovation/Efficiencies.

Background:

The crux of the issue facing the LPS is the staffing model is no longer financially sustainable in today's world. As a result, staffing levels have not increased in several years. This is aggravated by the current drug crisis and an increase in crime resulting in the need for proactive policing activity in the downtown and other problem areas throughout the city. A review of the LPS Authorized/Actual Strength Report Summary for 2000 to 2017 shows the Service's authorized strength in 2012 was 173 sworn members. In 2017, that number dropped to 172 sworn members as a result of the termination of the policing agreement with the Town of Coaldale.

While the termination of the policing agreement with Coaldale was beyond the control of the LPS, one aspect of staffing and wages that is within the influence of the Service is the type of employee assigned to a specific type of work. This could potentially include a discussion of every employee and position in the Service, however, it is necessary to limit the scope to positions that require some level of police or peace officer powers. The current situation in the LPS is that all positions are filled by fully-trained, armed, police officers. It is probable that another type of fully-trained employee could effectively complete some of the duties currently assigned to police officers, but at a lower cost. This model already exists and has been successful in many other Canadian cities. Further, savings realized could be diverted to funding full police positions where they are required.

As with most cities, the downtown core tends to attract marginalized members of the community including those dealing with addictions, mental health issues and poverty. A proactive policing model has been proven effective for managing the downtown area. At present, the Downtown Policing Unit is staffed with a sergeant and five constables. Arguably, in the past this number was sufficient to proactively police the downtown. Since the drug crisis, however, there has been pressure from the business community and members of the public for increased policing. In 2017 ARCHES, the harm reduction agency managing the drug using population in Lethbridge, estimated there are approximately 700 active drug users residing in or near the downtown area. A further study showed 43.5% of drug users reported spending most of their time in the downtown, 73% of drug users reported using drugs three or more times per day and 62.7% of drug users reported regular public drug use. As a result, the community has experienced unemployed addicts resorting to crime to acquire the funds to feed their addiction. In 2017 LPS commissioned a Patrol Staffing Assessment that recommended in order for police to respond to priority calls for service in an acceptable time, additional constables are required on Field Operations Teams.

Proposed Implementation Strategy:

Recruiting for regular police cadets has begun and it is anticipated that offers of employment will be made by December 2018. If this initiative is funded, the same pool of applicants would be used to fill 15 CPO/SPC positions.

Performance Measurement & Reporting:

The performance measure for this NPI will be whether a more efficient staffing model exists, both operationally and financially. Operationally, this will be demonstrated by Special Police Constables or CPOs occupying appropriate positions and regular police officers redeployed where they are necessary. Financially, ongoing reviews will be necessary to ensure that the envisioned savings are realized. Improved response times in problem areas. Increased perception of safety in the downtown. Reduction of crime in the downtown and problem areas.

BUDGET INITIATIVES

N-39

City Council Decision:

Lump Sum

Department: **Lethbridge Police Service**

Program: **The Ambassador/ Watch Program**

	2019	2020	2021	2022
Expenditure increase (decrease)	554,272	601,722	761,802	768,202
Net Expenditure (Savings)	554,272	601,722	761,802	768,202
Funding (Savings):				
Taxation	554,272	601,722	761,802	768,202
	554,272	601,722	761,802	768,202
Effect on person years				
Permanent	1.0	1.0	2.0	2.0
Non-Permanent	4.5	4.5	4.5	4.5

Objective(s):

Assist in improving public safety in the downtown, parks and other areas throughout the city that attract negative users.

Which City Council or organizational goals is this initiative aligned with:

Corporate Strategic Plan - Customer focused, solutions-oriented, financially accountable. Council Strategic Plan - Compassionate Community, Financial Stewardship & Economic Prosperity, People Places for All. Lethbridge Police Vision: Selflessly providing safety and service through excellence in community involvement, strong partnerships and continuous innovation. Diversity reflective of the City of Lethbridge.

Background:

There have been consistent calls for initiatives to address the perception of public safety in various areas within the city. The downtown and city parks have been identified as two areas that citizens are increasingly commenting that they no longer feel safe. The Ambassador Watch proposed for Lethbridge is based on the program that has successfully operated in Winnipeg for many years and been a critical part of the perception of public safety. The Ambassador Watch program is primarily volunteers, with a contingent of paid, part-time employees during peak seasonal times who are trained and highly visible in the community. They serve as a community resource to connect people in need with services, as well as act as eyes and ears for the emergency services and enhance safety through visibility and communications to the police. They can also be a conduit between visitors and the business community as well as during community events. LPS is well-positioned to move forward with this initiative as the majority of the trainers required are in-house or within the corporation. The Ambassador Watch Program would liaise primarily with the Downtown Policing Unit. The LPS is also well-positioned to access volunteers from the post-secondary institutions whose students require volunteer hours or experience to graduate or for their resumes.

The LPS – like other police agencies across the country – struggle to attract potential candidates from diverse populations in order to be more reflective of the community we serve. This program provides the Service with an opportunity to offer people from diverse backgrounds an entry point and pathway to a career in policing.

Proposed Implementation Strategy:

Year One - recruit the initial twelve volunteers and begin training on requisite areas in the winter of 2018/spring 2019. Recruit a civilian manager to oversee training, records, scheduling, deployment and liaise with the DPU Sergeant. Begin deployment of volunteers in the summer 2019. Year Two - expand by an additional 12 volunteers to bring the compliment to 24. Recruit and increase by an additional 12 to increase the compliment to 36 volunteers. Expand summer coverage and implement a safe walk program as well as a mobile Crime Prevention Through Environmental Design initiative. The program also includes funding for guaranteed coverage by paid term employees from April 1 – October 31 each year.

Performance Measurement & Reporting:

Reduction in the complaints to Police, Mayor, Council and Commission with respect to public safety. Increase in the public satisfaction survey on the perception of safety as it relates to the downtown. An increase in the number of successful applicants we hire that are from diverse backgrounds. The number if interventions that would have otherwise required Police or EMS, Increased perception of safety in citizen survey.

BUDGET INITIATIVES

N-40

City Council Decision:

Lump Sum

Department: **Lethbridge Police Service**

Program: **Police and Crisis Team (PACT)**

	2019	2020	2021	2022
Expenditure increase (decrease)	124,000	127,300	130,700	134,400
Net Expenditure (Savings)	124,000	127,300	130,700	134,400
Funding (Savings):				
Taxation	124,000	127,300	130,700	134,400
	124,000	127,300	130,700	134,400
Effect on person years				
Permanent	1.0	1.0	1.0	1.0
Non-Permanent				

Objective(s):

The Lethbridge Police Service initiated a pilot project focusing on mental health in the community with the development of a Police and Crisis Team (PACT), which involves a strong partnership with Alberta Health Services. PACT is needed in the community to address the many individuals who are impacted by mental health issues and often end up using a high amount of emergency services including police, EMS and the ER. The Lethbridge Police Service and Alberta Health Services works collaboratively to assist these vulnerable individuals and families impacted by addictions and mental health with the ultimate goal of diverting them away from the criminal justice system and hospital emergency departments into services and into appropriate treatment to address the underlying cause of their behaviour. Specific goals of PACT include: attempting to stabilize individuals experiencing mental health, addiction, physical ailment and homelessness within the community in an appropriate and comprehensive manner; connecting or reconnecting individuals with addiction and mental health issues to new or existing mental health, addictions and housing services; providing consultation/coordination with community agencies and medical facilities; providing short-term follow-up with individuals until they can be connected to services and problem-solving with innovative strategic interventions with repeat individuals who have mental health problems, addictions problems, and chronic physical health problems to reduce reliance on emergency services.

Which City Council or organizational goals is this initiative aligned with:

Lethbridge Police Service Business Plan - we will advance public safety by continuing to build and invest in relationships with our partners and members of the community we serve.

Background:

At the onset of the pilot project the City of Lethbridge was one of few communities that did not have a full-time PACT within the Police Service. The PACT concept involves pairing police officers with mental health professionals to work in the community. The LPS PACT team works out of the Downtown Policing Unit (DPU) with one DPU member dedicated to the PACT partnership – taking him away from downtown duties. The team has been overwhelmed trying to manage the many demands of the work, including reviewing files, assigning new PACT files, reporting, connecting and following up with PACT individuals and collaborating with support services including CRH, psychiatric and government agencies, etc. PACT work often overflows into DPU responsibilities. Mental health awareness is increasing within the province and across the country resulting in the recognition of the importance of initiatives and programs like PACT. Based on the results and demand for services during the pilot project a clear and significant need for PACT was identified.

Proposed Implementation Strategy:

The pilot project began in November 2017 and was staffed out of an existing unit with the officer dividing his time between positions. For the continued success of the program it is vital that AHS and LPS have the resources for dedicated PACT members working in a full-time capacity.

Performance Measurement & Reporting:

The success of the PACT program requires both objective and subjective measurements. Objectively the data and statistics will be used to report the number of generated files, PACT interventions, community collaborations, submitted reports, etc. Data can also be used when tracking the reduction in the use of emergency services through specific PACT individuals. Combining these statistics with a subjective analysis of PACT individuals would showcase the positive outcomes of the program.

BUDGET INITIATIVES

N-41

City Council Decision:
Not Approved

Department: **Lethbridge Police Service**

Program: **Inspector - Community Engagement & Development**

	2019	2020	2021	2022
Expenditure increase (decrease)	210,250	214,750	220,350	226,550
Net Expenditure (Savings)	210,250	214,750	220,350	226,550
Funding (Savings):				
Taxation	210,250	214,750	220,350	226,550
	210,250	214,750	220,350	226,550
Effect on person years				
Permanent	1.0	1.0	1.0	1.0
Non-Permanent				

Objective(s):

To establish a division to encapsulate an aggressive program to increase volunteerism and public safety through strong partnerships that promote community safety and foster the development of diversity in the LPS and the corporation. The rank of Inspector allows this position the authority to make binding operational and administrative decisions.

Which City Council or organizational goals is this initiative aligned with:

Corporate Strategic Plan - develop and maintain strong partnerships, customer focused, solutions oriented, financially accountable, position the organization for future success. Council Strategic Plan - Compassionate Community, Financial Stewardship & Economic Prosperity, People Places for All. Lethbridge Police Vision: Selflessly providing safety and service through excellence in community involvement, strong partnerships and continuous innovation.

Background:

The Lethbridge Police Service currently includes a Victim/Witness Services Unit which is comprised of approximately 60 volunteers. In addition, there are a number of opportunities for LPS to re-establish or re-invigorate old community partnerships and build new ones such as the Ambassador Watch, Neighborhood Watch and an auxiliary volunteer unit. These units require leadership of a rank that can influence policy and decisions and make binding executive level decisions.

Proposed Implementation Strategy:

Recruit and promote an Inspector no later than the second quarter of 2019. Train on the relevant legislation. Implement an integrated strategy to renew the LPS relationship with Neighborhood Watch as well as a deployment model for the Ambassador Watch.

Performance Measurement & Reporting:

Successful implementation of the ambassador/watch program within the community will assist in improving perceptions of public safety in the downtown, city parks and other areas throughout the city that attract negative users.

BUDGET INITIATIVES

N-42

City Council Decision:

Not Approved

Department: **Lethbridge Police Service**

Program: **Cyber Security**

	2019	2020	2021	2022
Expenditure increase (decrease)	64,000	12,800	13,100	13,300
Net Expenditure (Savings)	64,000	12,800	13,100	13,300
Funding (Savings):				
Taxation	12,800	12,800	13,100	13,300
MRSR One-time Allocation	51,200	0	0	0
	64,000	12,800	13,100	13,300

Objective(s):

To safeguard LPS critical information infrastructure (CII) and respond to, resolve and recover from cyber incidents and attacks through timely information-sharing, collaboration and action; maintain adherence to legislative requirements, regulatory requirements and audit recommendations; mitigate information security risk to a manageable level that is accepted by LPS; provide confidence to leadership in the effective and efficient execution of information security responsibilities; meet the operating needs of the organization in a secure manner; move from a reactive response model to a predictive model to identify risks and threats before LPS is impacted; provide security training and awareness to end users and keep up to date with changing security threats.

Which City Council or organizational goals is this initiative aligned with:

The initiative aligns with the LPS strategic area of technology. LPS is committed to remaining current in proven technology to ensure our staff has the tools and training needed to meet the changing demands of their jobs. IT will provide LPS business units and employees a safe and secure environment where security is embedded into the corporate culture, while fostering and not limiting productivity or innovation.

Background:

Cyber security has never been more challenging. Almost daily, new threats expose vulnerabilities forcing the purchase of more products. Such reactive approaches lead to escalating complexity that vulnerability attackers can take advantage of. Security operations require a holistic, foundational approach. Prevention requires an advanced threat protection and breach detection platform for threat visibility and protection against the most sophisticated and damaging attacks. All it takes is one simple email attachment to take down an entire network leaving LPS vulnerable to ransomware attacks. To date, LPS has only had one ransomware incident that was successfully recovered from.

Proposed Implementation Strategy:

Implement automated workstations and server patch management
 Explore and implement advanced threat protection software for workstations and servers
 Implement formal security vulnerability management tools
 Explore options and implement a security information and event management (SIEM) solution
 Investigate usage of removable storage devices
 Develop and implement a security awareness end user training program
 Conduct formal penetration testing based on frequency of changes and identify remediation opportunities

Performance Measurement & Reporting:

Performance measurement will be based on quantitative and qualitative measurements including, but not limited to, percentage of systems having security protection, number of network scans lists matching security logs, volume of traffic blocked by intrusion detection, patch latency, platform compliance scores, email traffic analysis for incoming and outgoing email, user training program completion, incidence blocked, incidents not blocked, loss of time due to incident report, monetary loss to due to incident, number of security breaches.

BUDGET INITIATIVES

N-43

City Council Decision:
Not Approved

Department: **Lethbridge Police Service**

Program: **Database Administrator**

	2019	2020	2021	2022
Expenditure increase (decrease)	0	0	128,300	131,500
Net Expenditure (Savings)	0	0	128,300	131,500
Funding (Savings):				
Taxation	0	0	128,300	131,500
	0	0	128,300	131,500
Effect on person years	Permanent		1.0	1.0
	Non-Permanent			

Objective(s):

To establish capacity for a research, development and evaluation section within the LPS to accurately assess initiatives the Service embarks on. Through partnership with academic institutions and the Canadian Society for Evidence-Based Policing, LPS will be able to assess the value, impact, cost (fiscal and social) and benefits of initiatives based on data and make necessary strategic and tactical decisions.

Which City Council or organizational goals is this initiative aligned with:

The initiative aligns with the Service's commitment to innovation by continuously reviewing processes to enhance service delivery, identify efficiencies and ensure decisions are data-driven and evidence-based.

Background:

There are limited tools and capability to obtain reliable and accurate data and statistics from the Service's records management systems. Over the past four years, there have been paradigm shifts in law enforcement procedures and a vast amount of data being captured. LPS is now on the brink of another transformation of how communities are policed. Data-driven policing is the use of data to inform decision-making and increase actionable intelligence for all personnel within an agency. When establishing a data-driven policing strategy, it's important to remain focused. For this reason, LPS wants to increase efficiency, increase effectiveness, direct resources to what matters most, increase community connections and uncover deep, actionable internal insights.

Proposed Implementation Strategy:

In 2021, one additional non-sworn member will be added to the LPS IT Unit.

Performance Measurement & Reporting:

Performance measurement will be based on quantitative and qualitative measurements including, but not limited to, the number of applications that must be supported, the number of databases and size of those databases, the number of database servers, use of the databases, the number of different database management systems, the number of operating system platforms to be supported, the number of users and the number of concurrent users as well as the frequency of change requests.

BUDGET INITIATIVES

N-44

City Council Decision:

Not Approved

Department: **Lethbridge Police Service**

Program: **Professional Standards Civilian**

	2019	2020	2021	2022
Expenditure increase (decrease)	139,050	142,550	143,250	147,050
Net Expenditure (Savings)	139,050	142,550	143,250	147,050
Funding (Savings):				
Taxation	139,050	142,550	143,250	147,050
	139,050	142,550	143,250	147,050
Effect on person years				
Permanent	1.0	1.0	1.0	1.0
Non-Permanent				

Objective(s):

The Lethbridge Police Service is committed to efficiency and enhancing the services provided to both our employees and the citizens we serve. The objective of this new program initiative is to add a civilian (non-sworn) position to the Professional Standards Unit (PSU). The NPI will allow the civilian to provide support and perform duties previously performed by fully-trained police officer. It will also enhance the public perception of transparency. Additionally, the NPI will provide fully-trained police officers with the ability to focus on their core responsibilities and duties as opposed to administrative and clerical duties.

Which City Council or organizational goals is this initiative aligned with:

Three of the strategic areas of the Lethbridge Police's Strategic Business Plan are People, Processes and Community. This efficiency is intended to improve employee well-being by removing a number of the tedious and time-consuming tasks of an investigator by allowing them to focus on the area of investigations and conclude investigations in a more timely fashion, ultimately improving customer service. It will also improve processes by streamlining and defining the roles involved in the process and increase efficiencies with investigations. This is a benefit to both the public and to the officers who may be under investigation. From a community standpoint, the redeployment of an officer from the unit is a long-term cost savings to the Police Service and taxpayer by utilizing a civilian for less money than it costs for a police officer. Ultimately, this efficiency increases the amount of officers in the community focusing on crime and disorder. The use of the civilian in certain steps of the complaints process will also improve the public perception of transparency.

Background:

The Lethbridge Police Service's Professional Standards Unit is currently staffed by two police officers holding the rank of Sergeant. It is supervised by the Deputy Chief with no other staff to support the unit. The original role of a PSU investigator was to investigate complaints lodged in relation to conduct violations of the Alberta Police Act. Over time, this role has eroded to include a number of administrative duties that include but are not limited to updating complainants and members on the status of investigations every 45 days, preparation of monthly, quarterly, and annual reports to LPS senior management, preparing Police Commission extension requests and documents and more. Current and previous members who have worked in PSU estimate their time spent on investigating complaints at 30 per cent versus 70 per cent on administrative/clerical duties. The civilian position allows for a restructure of how complaints are processed so that it becomes more efficient with the right skills being used in the right functions.

Proposed Implementation Strategy:

A suggested start date for a PSU civilian would be the spring of 2019. Once hired, the employee will be trained by existing PSU members throughout the summer and into the fall. Although the start date is flexible for this position, having the employee within PSU prior to summer holidays would allow for better coverage and customer service for PSU throughout the summer months which are traditionally covered by only one member of PSU. In the event a Sergeant's position is transitioned out of PSU, the corresponding transfer would occur with the traditional yearly transfers in January of 2020. Having the civilian trained earlier in the year would allow additional flexibility for the Police Service to redeploy the PSU Sergeant prior to the end of the year in the event of an unexpected retirement or injury. Whether the Sergeant's position will be redeployed or eliminated will be at the discretion of the Chief of Police.

Performance Measurement & Reporting:

Performance and reporting of the initiative will be conducted through the use of the current Professional Standards database (IAPRO) that will produce reports completed by each member within the unit. Specifically, it will break down administrative duties versus investigative duties. Such reports will include citizen contacts and other administrative reports including monthly and annual reports and compare to them against the investigative tasks involved in investigations. Additionally, one-on-one consultations will be completed with the non-sworn and sworn members of the unit to determine the efficiencies and obtain feedback on whether the changes are effective or not. Time spent on investigations and overall time to complete an investigation will be tracked and compared to previous data in order to determine if the initiative had a positive or negative impact. Additionally, monthly and yearly performance indicators will be looked at for the officer that is redeployed to another area of the Police Service to engage in core responsibilities and duties that will be added to the global performance indicators of the Police Service.

BUDGET INITIATIVES

N-45

City Council Decision:

Not Approved

Department: **Lethbridge Police Service**

Program: **Evidence Based Policing Supervisor**

	2019	2020	2021	2022
Expenditure increase (decrease)	106,700	109,700	110,100	113,400
Net Expenditure (Savings)	106,700	109,700	110,100	113,400
Funding (Savings):				
Taxation	106,700	109,700	110,100	113,400
	106,700	109,700	110,100	113,400
Effect on person years				
Permanent	1.0	1.0	1.0	1.0
Non-Permanent				

Objective(s):

The Lethbridge Police Service is committed to efficiency and enhancing the services provided to both our employees and the citizens we serve. The objective of this new business initiative is to add a civilian (non-sworn) position to the current Analyst Unit. The new program initiative will incorporate an additional civilian into our existing Analyst Unit to provide additional analyst support to the Police Service as well as supervisory duties for all of the analysts.

Which City Council or organizational goals is this initiative aligned with:

This initiative is in alignment with the Lethbridge Police's Strategic Plan particularly in the strategic area of processes. This strategic area has identified a need to identify any gaps in the analyst unit and eliminate redundancy and to build the capacity for predictive analysis.

Background:

In 2017, the Police Service contracted an external consultant in an attempt to find methods and create efficiencies in order to maintain current service levels. It was identified that changing demographics such as population growth and new developments within the city have increased the strain on police resources. It was also becoming difficult to identify criminal trends and patterns for criminal behaviour within the community in a timely fashion in order for police to proactively and reactively deploy resources to address these patterns and trends. One of the recommendations of the consultant was for the Police Service to adapt a data-driven model in order to both predict and respond to the emerging and prevalent crime patterns within the city. The current structure of the Lethbridge Police Service employs three analysts. These three analysts are split between the Administrative Section, Criminal Investigation Section and ALERT. Currently these three analysts are supervised by three separate individuals. Efficiency problems with information-sharing, work duplication and inconsistent supervision have been identified over the last number of years.

As a result, it is the intention of this NPI to add an analyst who will add to the compliment of analysts with duties of supervision. It is the intention that this position will require half of the time to be spent on analyst functions and the other half on supervision. Supervision will include the determination on priority of projects, training requirements of the analysts and payroll functions.

Last hiring for analyst was in 2012 and since that time our city has seen an increase in calls for service for police in addition to a drastic increase in violent crimes including homicides, as well as property crimes and drug offences.

The reliance of data and analytical support for police has never been greater and analysts are struggling to meet deadlines under the current staffing model. The increase of another analyst will ease the stress and also provide efficiencies and consistency within the unit through supervision.

Proposed Implementation Strategy:

The suggested start date is early 2019. Following budget approval, a posting and process will be initiated to attract, recruit and hire for the position. The intention would be to hire someone with previous analytical and supervisory experience. Following selection of the successful candidate, the intention would be to have the individual in place by February or March of 2019.

Performance Measurement & Reporting:

This initiative's success will be measured through a number of performance measures including the number of projects worked on by each analyst. Additionally the number of proactive projects initiated through analysis and any corresponding results will be tracked. Employee feedback as well as supervisor feedback on the changes as well as overall crime and clearance rates will also be considered.

BUDGET INITIATIVES

N-46

City Council Decision:

Not Approved

Department: **Lethbridge Police Service**

Program: **Training Unit-Admin Support**

	2019	2020	2021	2022
Expenditure increase (decrease)	79,400	81,300	83,400	85,500
Net Expenditure (Savings)	79,400	81,300	83,400	85,500
Funding (Savings):				
Taxation	79,400	81,300	83,400	85,500
	79,400	81,300	83,400	85,500
Effect on person years				
Permanent	1.0	1.0	1.0	1.0
Non-Permanent				

Objective(s):

Maintain Training Unit Administrative Assistant position – two year term position ending in 2018.

Which City Council or organizational goals is this initiative aligned with:

Providing excellence in service, to comply with CALEA and AACP yearly standards and maintain required yearly training unit records.

Background:

There are four major areas of workload increase including: Power DMS, Training Unit courses, cadet program and use of force reporting.

1. Training Unit Courses: Each course takes an average of 2.5 hours to complete from initial booking to final payment.

Year	2015	2016	2017
General Courses	83	80	106
Canadian Police College (CPC) Courses	33	17	20

2. Power DMS Administration, Development and Record Maintenance: Previously Policy & Accreditation was responsible for administering training documents and materials for distribution and signature. This responsibility has been reallocated to the Training Unit Admin Assistant. Previously, all training records were documented and entered by Training Unit members. This responsibility has been assigned to the administrative assistant due to Power DMS Administrative Authority. There are a limited number of Administrators assigned to Power DMS due to the volume and sensitive information and records.

- Power DMS increases functionality of the Training Unit. It has taken simple record keeping previously completed in LEA and in addition houses training documents, materials, instructions, lesson plans, attendance sheets, surveys and tests. In-Service training (mandatory, membership and roll call) content is available online which saves money printing materials for binders and provides easy access for members.
- Power DMS also allows certificates to be added so that the member can view and print their own certificate. This allows for accurate and efficient record keeping and documentation for year-end reporting.

- Documents in Power DMS are readily available to for CALEA accreditation. This is an important change as CALEA standards require yearly reporting vs. triannual reporting therefore increasing efficiency to download Training Unit proofs directly from Power DMS.

- The increase in workload for record keeping has gone from approximately three hours a month to 52 hours per month

3. Cadet Program: The 2017 Police Cadet Training program shifted the focus of the Administrative Assistant from regular duties to building and maintaining the cadet program. The number of hours allocated to the cadet program reduced the number of hours available to complete daily administrative duties. The number of hours per week allocated to the cadet program was 28 hours per week.

4. Use of Force Reporting: In 2017 the Admin Assistant was responsible for compiling the use of force statistics and assisting in creating the year-end report. The year-end statistical information was previously completed by an analyst and provided to the Training Unit, however this responsibility was transferred to the Administrative Assistant. The Administrative Assistant is responsible for data entry of statistical information, including creating a spreadsheet, entering data from use of force reports, and compiling information for the year-end report. This requires a minimum of eight hours per month to enter statistical information required for the year-end report. These numbers do not include the number of hours required to complete the year-end report.

Proposed Implementation Strategy:

The current incumbent will be completing their two-year term, which is the maximum allowed under CUPE. The proposal will be to transfer the employee to a full-time position at the end of the term.

Performance Measurement & Reporting:

The performance of the position will be measured through the annual performance evaluation process including successful implementation of the cadet program, supporting other training department members and administration and development and record maintenance of Power DMS.

BUDGET INITIATIVES

N-47

City Council Decision:

Not Approved

Department: **Lethbridge Police Service**

Program: **Property & Exhibit Unit - Technician**

	2019	2020	2021	2022
Expenditure increase (decrease)	74,100	86,300	88,600	182,400
Net Expenditure (Savings)	74,100	86,300	88,600	182,400
Funding (Savings):				
Taxation	74,100	86,300	88,600	182,400
	74,100	86,300	88,600	182,400
Effect on person years	Permanent 1.0	1.0	1.0	2.0
	Non-Permanent			

Objective(s):

Increase capacity within Property and Exhibits Unit.
 Provide workload balance and relief during periods where annual leave, sick time and extraneous workload occur. (2 persons always working).
 Provide consistent full service during periods of decreased manpower.
 Provide funding for overtime to reduce backlogs and increase real time entry of large exhibit seizures and returns.
 Provide increased storage capacity for exhibits including flammable, contaminated items, significantly large or dirty items.
 Increase ability to assist the Combined Forces Special Enforcement Section (CFSES) and Priority Crimes Unit with major after-hours seizures.
 Increase efficiency with exhibit-handling through upgraded management program.

Which City Council or organizational goals is this initiative aligned with:

Providing excellence in service.

Background:

There has been an increase of major seizures by CFSES and the Priority Crimes Unit, which significantly increases the workload for Property and Exhibits personnel. There had been an unfunded person to replace technicians for holidays and sick time but that position has been discontinued. A third person in Property and Exhibits would provide two people working as part of the schedule and would ensure if someone called in sick there would still be one person working. This is particularly important when there are large seizures, court exhibits required and if one of the two current workers had an extended period of sick time. This is a very unique position requiring specific training and it is not easily filled. The additional position should also reduce the amount of overtime necessary.

Comparison

EXHIBIT EVIDENCE-POLICE	Edmonton	Calgary	Lethbridge		
Population**	932,500	1,239,000	92,730		
Total Exhibit (Year 2017)	99,327	85,000	18,000		
Employees in Unit	25	19	2		
Exhibit/member/year	3,973	4,473	9,000		
Per cent of exhibit handled per employee	4%	5.26%	50%		
Per cent of exhibit per population	11%	6.8%	19%		
**Population # based on 2016					
Lethbridge Property and Exhibits					
Annual Stats	2017	2016	2015	2014	2013
Yearly total new exhibits	18,123	14,956	10,859	11,894	9,968
Workload increase per year		up 21.1%	up 37.7%	down 8.8%	up 19.3%
Workload increase of 81.8% since 2013					

Proposed Implementation Strategy:

The addition of one position will allow for minimum staffing of two for almost every shift. Should someone become sick, need to attend training or not be available for other reasons we should have at least one person working. A suggested implementation strategy would include the possibility of having one person taking every second Monday off instead of Fridays for the condensed work week allowing for two personnel to be working every day of the week.

Performance Measurement & Reporting:

Better distributed workload per employee.
 Availability to support workplace partners.
 Decreased backlogs for entries, follow-up and returns.
 Increased efficiency for data entry.

BUDGET INITIATIVES

N-48

City Council Decision:

Approved

Department: **Lethbridge Public Library**

Program: **Public Safety Security**

	2019	2020	2021	2022
Expenditure increase (decrease)	82,064	0	0	0
Net Expenditure (Savings)	82,064	0	0	0
Funding (Savings):				
MRSR One-time Allocation	82,064	0	0	0
	82,064	0	0	0

Objective(s):

Increase customer and employee security and perceptions of personal safety at the Main Branch of the Library. Reduce the severity and number of incidents in and on Library property.

Which City Council or organizational goals is this initiative aligned with:

Lethbridge Public Library Plan of Service, 2017 - 2021, Goal 1, Objective 6 - Facilitate a variety of opportunities for community members to connect with each other and community resources. The ability to feel safe in the space is paramount to facilitating connections between a diverse intersection of people in the community. Following Council's model of accountable leadership, consultation with the public has indicated a need for additional security at the Library to increase people's sense of safety.

Background:

Safety is a fundamental need for every person especially in public facilities, a second security guard at the Library's Main Branch would improve the safety and security of the employees, the public and the facility. The Library has experienced a shift in the type and severity of incidents at the Library. Over the last 4 years reported incidents of drugs (includes using, dealing, under the influence, overdoses, etc.) has increased. Due to the layout of the building staff have expressed concerns about feeling isolated, alone and afraid. Public has expressed concerns on social media, to Councillors, to staff and in the Herald about the lack of security at the Library. A second security guard was funded from a temporarily vacant management position in mid-December 2017 due to concerns from staff and public in regards to increasing security incidents in conjunction with the rise of the opioid crisis. The Library is not currently budgeted for 2 security guards at the main branch.

Proposed Implementation Strategy:

Second security guard will be employed starting January 2019.

November 24, 2018:

BE IT RESOLVED THAT N-48 be provided with one-time funding in the amount of up to \$82,064 for one year from MRSR, and that further funding be considered following a report back to City Council on this initiative

Performance Measurement & Reporting:

The severity and number of incidents will decrease per security reports and staff and public feedback, relative to period prior to hiring of 2nd guard. Customer and staff sense of safety while at the downtown branch will increase (benchmark set in Fall of 2017 for staff and Spring 2018 for public).

BUDGET INITIATIVES

N-49

City Council Decision:
Postponed

Department: **Lethbridge Public Library**

Program: **Indigenous Liaison Librarian Position**

	2019	2020	2021	2022
Expenditure increase (decrease)	93,516	96,163	98,819	101,689
Net Expenditure (Savings)	93,516	96,163	98,819	101,689
Funding (Savings):				
Taxation	93,516	96,163	98,819	101,689
	93,516	96,163	98,819	101,689
Effect on person years	Permanent 1.0	1.0	1.0	1.0
	Non-Permanent			

Objective(s):

Strengthen the Library's capacity to build and grow relationships with the indigenous community to learn needs, and develop culturally appropriate resources and services to meet the literacy, learning and leisure needs of indigenous residents in the community and surrounding region.

Which City Council or organizational goals is this initiative aligned with:

Lethbridge Public Library Plan of Service, 2017 - 2021, Goal 3, Objective 2 - Actively seek out opportunities to engage with and learn from Indigenous and barriered populations in the community. City of Lethbridge Council Strategic Plan, 2017 - 2021, Compassionate Community - this goal emphasizes the need for community/City organizations to establish barrier-free access, inclusivity and shared leadership with our Indigenous community. This position provides a way for City Council to carry out this strategy through the Library which can facilitate a variety of connections and access to programs, resources and services for the local indigenous peoples.

Background:

The Library can be a key player in implementing the City of Lethbridge's Reconciliation Plan. The Calls to Action in the Truth and Reconciliation Commission of Canada's Report include actions specific to libraries. The Canadian Federation of Library Associations has produced a report of recommendations for libraries to respond to the TRC's calls to action – recommendations for indigenizing libraries include: decolonization of library access and classification schemes, protecting indigenous knowledge, outreach and service development and decolonizing libraries and space. To respond in an appropriate and meaningful way the library requires a Librarian level position (normally requiring a Master's in Library and Information Science) to carry out this specialized work which will also require significant knowledge and experience of indigenous issues, culture and protocols.

Services for indigenous populations is now considered a core public library service and is a best practice recommendation - acquiring the organizational expertise and knowledge to provide these services requires resources not previously funded.

Proposed Implementation Strategy:

** Future funding to be considered following an operational review.

A Librarian level position to be posted and recruited in early 2019; immediate priorities for the position would be needs assessment and knowledge/relationship building and exploring best practices in library services for indigenous populations. Basic development of relevant resources, spaces and programming has already begun at the Library; enhanced and targeted services would be implemented with this new position.

Performance Measurement & Reporting:

Customers and community rating of the Library as a safe, inclusive space will increase (benchmarks set Fall 2017 for staff and Spring 2018 for public). The community rates the Library as representative of the community (benchmark set Spring 2018).

BUDGET INITIATIVES

N-50

City Council Decision:
Not Approved

Department: **Lethbridge Public Library**

Program: **Maintenance Staff**

	2019	2020	2021	2022
Expenditure increase (decrease)	22,982	23,490	24,008	24,587
Net Expenditure (Savings)	22,982	23,490	24,008	24,587
Funding (Savings):				
Taxation	22,982	23,490	24,008	24,587
	22,982	23,490	24,008	24,587
Effect on person years	Permanent 0.4	0.4	0.4	0.4
	Non-Permanent			

Objective(s):

1. Increase capacity of the current maintenance team to deliver a clean and well maintained building ready for public use upon opening.
2. Allow for intrusive janitorial tasks (i.e. vacuuming, mopping and room setup) to be completed when the building is not open to public.

Which City Council or organizational goals is this initiative aligned with:

Lethbridge Public Library Plan of Service, 2017 - 2021, Goal 1, Community needs are met through responsive Library service. City of Lethbridge Council Strategic Plan, 2017 - 2021, Goals: Accountable Leadership; Seek opportunities, manage risks, learn from our mistakes and seek continuous improvement; and People Places For All; ensure accessible and affordable city facilities.

Background:

Facility Assistants (custodians) need to be onsite at the Crossings when the work is required which is before opening, however due to the requirement to have 2 first aiders on site they are also required during all open hours. Room setup is required to be complete prior to opening and in most instances cannot be completed the night prior due to use. Vacuuming and mopping the foyer while open has been identified as a safety hazard. There has been incidents of tripping over the vacuum cords and falling while walking on the wet polished cement floor of the foyer. Public has expressed concerns about the noise from vacuuming. Facility assistants have been coming in on their own time when they know there is a program at opening so they can have the facility ready for the public. By allowing maintenance to start before opening these type of occurrences will be reduced.

Proposed Implementation Strategy:

In 2019 hire .375 staff and expand facility assistant schedules.

Performance Measurement & Reporting:

1. Safety concerns will decrease.
2. The Library will be clean and ready for the day's activities upon opening.
3. Staff will not be working unpaid to complete required work.
4. Public concerns will decrease.

BUDGET INITIATIVES

N-51

City Council Decision:

Approved

Department: **Lethbridge Public Library**

Program: **Free Library Memberships Ongoing**

	2019	2020	2021	2022
Revenue decrease (increase)	0	106,000	106,000	106,000
Net Expenditure (Savings)	0	106,000	106,000	106,000
Funding (Savings):				
Funding Source To Be Determined	0	106,000	106,000	106,000
	0	106,000	106,000	106,000

Objective(s):

Ensure equitable access to local and regional public library services for all residents of Lethbridge and surrounding area, equal to access being provided in other municipalities in the province.

Which City Council or organizational goals is this initiative aligned with:

Lethbridge Public Library Plan of Service, 2017 - 2021, Goal 4, Objective 6 - Convert those who value the Library's strengths into new members. City of Lethbridge Council Strategic Plan, 2017 - 2021, Compassionate Community - this goal states "work to establish barrier-free access". Membership fees provide a significant barrier to access for many. Eliminating fees ensure that all residents can access the library equally, both at the physical branches and via our virtual services.

Background:

Alberta is one of the few provinces that allow public libraries to charge for membership cards. More and more Alberta municipalities are choosing not to charge for them since the fee causes a barrier to use. When card fees are eliminated membership numbers for the Library typically increase 2 to 3 times, ensuring equality of access for ALL residents. Lethbridge is one of the last large population centres in the province to charge membership fees, with Calgary, Edmonton, Strathcona County (Sherwood Park), St Albert, Fort McMurray, Grande Prairie, Red Deer and Airdrie leading the way to elimination of membership fees. Medicine Hat is the only other municipality of this size to charge membership fees - they charge a nominal \$5 fee generating only \$35K a year).

Proposed Implementation Strategy:

Elimination of membership fees beginning in 2019, as a kick-off to Library 100th Anniversary celebrations.

November 24, 2018:

FURTHER BE IT RESOLVED THAT they identify an alternative funding source beyond that time period (2020-2022).

Performance Measurement & Reporting:

Increase in active memberships and in-house use of the Library.

BUDGET INITIATIVES

N-52

City Council Decision:
Not Approved

Department: **Lethbridge Transit**

Program: **City Link 1**

	2019	2020	2021	2022
Revenue decrease (increase)	(20,800)	(50,000)	(50,000)	(50,000)
Expenditure increase (decrease)	190,544	466,452	475,780	485,297
Net Expenditure (Savings)	169,744	416,452	425,780	435,297

Funding (Savings):				
Taxation	169,744	416,452	425,780	435,297
	169,744	416,452	425,780	435,297

Effect on person years	Permanent	2.5	2.5	2.5	2.5
	Non-Permanent				

Objective(s):

Working in conjunction with the recent Transit Master Plan, the objective of this initiative is to improve service on evenings and weekends, enhance connectivity to the transit system, and provide more direct routing from the University to the College by linking to the east side of the city.

Which City Council or organizational goals is this initiative aligned with:

Implement a new Transit Strategic Operational Model (Bold Step #1 as per Transit's Business Plan).

Background:

The Transit Master Plan was completed in 2016/2017. Upon completion, it was identified through a number of community engagements that there was a need to increase service hours on evenings and weekends, have more direct routes and create a more convenient and connected transit network. On March 29, 2018 there was a successful referendum vote among the University of Lethbridge Students Union in favour of a University Pass (U-Pass). This furthers expectations of enhanced service for students in anticipation of increased ridership. Route 23/24 connecting north and south currently runs weekdays until 7:00pm. There were consistent requests from the community to extend the current service hours to evenings and weekends. City Link has been identified as the foundational backbone to our transit system which can be added and improved upon as per the Transit Master Plan criteria.

Proposed Implementation Strategy:

The implementation of the City Link will be the backbone of our Transit Strategic Operational Model. The City Link will provide direct service between west terminal (University), downtown, north terminal, south terminal (College) and the entire business community on Mayor Magrath Drive. This includes linking routes 23/24 and 12 and extending the service hours Monday-Saturday until midnight and Sundays until 7:00pm. Implementation of the City Link will be in year 1 (2019) of the budget cycle to ensure a foundation to build the transit network around. Implementation for the route will begin in August 2019. This proposed initiative will require an additional 2.5 operators.

Performance Measurement & Reporting:

Transit will measure and report performance of the new route through monitoring ridership with Breeze Card data. Feedback, along with Breeze Card data will ensure consistent reporting on increased ridership, reduction on travel times and the reduction in the number of transfers.

BUDGET INITIATIVES

N-53

City Council Decision:
Not Approved

Department: **Lethbridge Transit**

Program: **City Link 2 (Phase 1)**

	2019	2020	2021	2022
Revenue decrease (increase)	0	0	(31,200)	(75,000)
Expenditure increase (decrease)	0	0	1,672,871	996,021
Net Expenditure (Savings)	0	0	1,641,671	921,021
Funding (Savings):				
Taxation	0	0	375,671	921,021
Grant	0	0	1,266,000	0
	0	0	1,641,671	921,021
Effect on person years	Permanent		5.0	5.0
	Non-Permanent			

Objective(s):

Working in conjunction with the recent Transit Master Plan, this initiative will improve service and connectivity along with providing more direct routing from the University to the ATB Centre.

Which City Council or organizational goals is this initiative aligned with:

Implement a new Transit Strategic Operational Model (Bold Step #1 as per Transit's Business Plan).

Background:

The Transit Master Plan was completed in 2016/2017. Upon completion, it was identified through a number of community engagements that there was a need to increase service hours on evenings and weekends, have more direct routes and create a more convenient and connected transit network. On March 29, 2018 there was a successful referendum vote among the University of Lethbridge Students Union in favour of a University Pass (U-Pass). This furthers expectations of enhanced service for students in anticipation of increased ridership. There were consistent requests from the community to extend the current service hours to evenings and weekends. City Link 2 has been identified as the foundational backbone to our transit system which can be added and improved upon as per the Transit Master Plan criteria.

Proposed Implementation Strategy:

The implementation of the City Link 2 will be the backbone of our Transit Strategic Operational Model. The City Link 2 Phase 1 will provide direct service between ATB Centre and the University. Implementation of the City Link 2 will be in 2021 of the budget cycle to ensure transit has a foundation to build its transit network around. Implementation for the route will begin in August 2021. Two additional buses are required for the operation.

Performance Measurement & Reporting:

Transit will measure and report performance of the new route through monitoring ridership with Breeze Card data. Feedback along with Breeze Card data will ensure consistent reporting on increased ridership, reduction on travel times and the reduction in the number of transfers.

BUDGET INITIATIVES

N-54

City Council Decision:
Not Approved

Department: **Lethbridge Transit**

Program: **West Lethbridge Realignment**

	2019	2020	2021	2022
Revenue decrease (increase)	0	(32,400)	(81,000)	(81,000)
Expenditure increase (decrease)	0	645,753	1,189,123	1,212,906
Net Expenditure (Savings)	0	613,353	1,108,123	1,131,906
Funding (Savings):				
Taxation	0	453,353	1,108,123	1,131,906
Grant	0	160,000	0	0
	0	613,353	1,108,123	1,131,906
Effect on person years	Permanent	8.0	8.0	8.0
	Non-Permanent			

Objective(s):

Working in conjunction with the recent Transit Master Plan, the objective of this initiative is to enhance connectivity of the current transit system in west Lethbridge through more direct routing with fewer transfers.

Which City Council or organizational goals is this initiative aligned with:

Implement a new Transit Strategic Operational Model (Bold Step #1 as per Transit's Business Plan).

Background:

The Transit Master Plan was completed in 2016/2017. Upon completion, it was identified through a number of community engagements that there was a need to have more direct routes and create a more convenient and connected transit network. On March 29, 2018 there was a successful referendum vote among the University of Lethbridge Students Union in favour of a University Pass (U-Pass). This furthers expectations of enhanced service for students in anticipation of increased ridership. This proposed initiative will provide more direct routing for west Lethbridge customers as identified in the Transit Master Plan. The initiative is step two of the Transit Strategic Operational Model identified in the Transit Master Plan. Two fleet expansion buses for 2020 have been purchased in accordance to City Council resolution #675 of Monday, July 21, 2014.

Proposed Implementation Strategy:

The implementation of this initiative will complement the transit network of the Transit Strategic Operational Model. The initiative will provide more direct service in west Lethbridge. Implementation of the City Link will be in year 1 (2019) of the budget cycle to ensure transit has a foundation to build its transit network around. Implementation of this initiative will be in August of 2020 to complement the west Lethbridge Transit Network thereby creating an interconnected city. FTE's required for the initiative include seven Transit Operators and one Transit Coordinator. Additional bus stops will be required at an estimated 80 stops for a total of \$160,000 and two buses (marked as GreenTrip and FGTF).

Performance Measurement & Reporting:

Transit will measure and report performance of the new routes through monitoring ridership with Breeze Card data. Feedback along with Breeze Card data will ensure consistent reporting on increased ridership, reduction on travel times and the reduction in the number of transfers.

BUDGET INITIATIVES

N-55

City Council Decision:
Approved

Department: **Lethbridge Transit**

Program: **Increase Statutory Holiday Service**

	2019	2020	2021	2022
Revenue decrease (increase)	(9,000)	0	0	0
Expenditure increase (decrease)	171,500	0	0	0
Net Expenditure (Savings)	162,500	0	0	0
Funding (Savings):				
MRSR One-time Allocation	162,500	0	0	0
	162,500	0	0	0

Objective(s):

According to the Transit Master Plan there is a desire from the community to increase service hours on statutory holidays.

Which City Council or organizational goals is this initiative aligned with:

Implement a new Transit Strategic Operational Model (Bold Step #1 as per Transit's Business Plan).

Background:

In 2016/2017 the Transit Master Plan was completed. Upon completion, it was identified through a number of community engagements that there was a need to increase service hours on statutory holidays. Buses currently operate 357 days a year. This initiative will increase the number of operational days by 7 for a total of 364. Each stat holiday will cost \$24,500. Transit will not operate on Christmas Day.

Proposed Implementation Strategy:

** Future funding to be considered following an operational review.

Implementation of this initiative will commence in 2019 and will not require the addition of full-time staff.

Performance Measurement & Reporting:

Transit will measure and report of the new service hours by monitoring ridership with Breeze Card data. Feedback along with Breeze Card data will ensure consistent reporting on increased ridership.

BUDGET INITIATIVES

N-56

City Council Decision:

Postponed

Department: **Lethbridge Transit**

Program: **Technology Service & Maintenance**

	2019	2020	2021	2022
Expenditure increase (decrease)	107,224	109,133	111,494	114,132
Net Expenditure (Savings)	107,224	109,133	111,494	114,132
Funding (Savings):				
Taxation	107,224	109,133	111,494	114,132
	107,224	109,133	111,494	114,132
Effect on person years				
Permanent	1.0	1.0	1.0	1.0
Non-Permanent				

Objective(s):

To provide operating, diagnostic and maintaining service for transit technology projects including mobile data terminals, bus surveillance system, fare boxes, next stop annunciators and transit signal priority.

Which City Council or organizational goals is this initiative aligned with:

This aligns with Transit's Business Plan to have less bus downtime and the bold step to move forward with technology upgrades & improvements. It also aligns with the Corporate Strategic Plan and its pillar to be customer focused.

Background:

Since 2010 Transit has been adding new technologies. Electronic fare boxes were added in 2011, mobile data terminals in 2014, a video surveillance system in 2017, Breeze Card voice cues, next stop annunciators and traffic signal preemption (TSP) in 2018. Increasing technology in the buses is an investment in customer satisfaction by providing additional service and convenience. The benefits include: flexible fare collection system, real-time trip planning and bus information, safety and security through video surveillance system, enhanced accessibility through voice cues and next stop announcing and on-time performance with the use of TSP. Providing customer convenience, improved accessibility and real time information through technology increases the ability to attract new customers, monitor ridership, create a safe environment for customers and employees and analyze data for improvements. The increase of electronic technology on the buses requires additional skill sets in the maintenance area to maintain and service the electronic equipment.

Proposed Implementation Strategy:

** Future funding to be considered following an operational review.

To hire an electronic technician to become part of the maintenance area and take care of diagnostics, repair and service all electronic equipment in the buses.

Performance Measurement & Reporting:

Maintenance will track the number of technology failures in an effort to better understand reoccurring issues and prevent unnecessary diagnostic time for the current staff compliment. An electronics technician will reduce the occurrence of change-offs and will increase the performance of the garage. By having a formal electronics technician, failures can be better understood and repaired to avoid recurrence and unwanted bus downtime.

BUDGET INITIATIVES

N-57

City Council Decision:

Approved

Department: **Accessible Transportation**

Program: **Access-A-Ride Improvements**

	2019	2020	2021	2022
Expenditure increase (decrease)	202,600	0	0	0
Net Expenditure (Savings)	202,600	0	0	0
Funding (Savings):				
Grant	202,600	0	0	0
	202,600	0	0	0

Effect on person years	Permanent
	Non-Permanent

Objective(s):

Which City Council or organizational goals is this initiative aligned with:

Background:

November 24, 2018:

J.H. Carlson: BE IT RESOLVED THAT the Lethbridge Transit Initiative for Access-A-Ride Improvements with grant funding of \$202,600 in 2019, be approved.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro
----- CARRIED

Part 1: J.H. Carlson:

FURTHER BE IT RESOLVED THAT the Lethbridge Transit Initiative for Access-A-Ride Improvements, with funding of \$232,975 in 2019, \$348,690 in 2020, \$356,844 in 2021 and \$366,607 in 2022 from taxation, be approved.

Opposed: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro
----- DEFEATED

Part 2: J.H. Carlson: B.A. Crowson;

FURTHER BE IT RESOLVED THAT in accordance with recommendations in the Transit Master Plan, that the Access-A-Ride Policy be reviewed to transition appropriate riders back to conventional transit.

Prior to a vote being called on the foregoing resolution, the following amendment was introduced: J.H. Carlson/B.A. Crowson;
THAT "to transition appropriate riders back to conventional transit" be removed from the clause.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro
----- CARRIED

Resolution as Amended: C.A. Spearman:

FURTHER BE IT RESOLVED that in accordance with recommendations in the Transit Master Plan, that the Access-A-Ride Policy be reviewed.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, S.R. Miyashiro

Opposed: J.P. Mauro
----- CARRIED

Proposed Implementation Strategy:

Performance Measurement & Reporting:

BUDGET INITIATIVES

N-58

City Council Decision:

Approved

Department: **Parks**

Program: **Invasive Pest Management Urban Forest Disease Reserve**

	2019	2020	2021	2022
Expenditure increase (decrease)	2,000,000	0	0	0
Net Expenditure (Savings)	2,000,000	0	0	0
Funding (Savings):				
Operating Reserve	2,000,000	0	0	0
	2,000,000	0	0	0

Effect on person years	Permanent
	Non-Permanent

Objective(s):

With changing climatic conditions and international transportation, the introduction of invasive pests and disease is more likely than ever before in our urban forests and public spaces. This funding would create a position for an Urban Forest Technician and the establish an Invasive Pest Management Reserve, which would allow for the timely implementation of a control program when needed. The Invasive Pest Management Reserve would initially address increased monitoring and early detection of Emerald Ash Borer beetle, which could impact 10,000 trees in our city. It would also support ongoing monitoring of diseases like Dutch Elm, which is under a province-wide watch.

Which City Council or organizational goals is this initiative aligned with:

MDP Policy 6.4.5.3 Maintain and expand the urban forest.

MDP Policy 6.4.5.11 Encourage and promote neighborhood design and public spaces to mitigate the impact of climatic extremes (temperature, wind, drifting snow).

MDP Policy 6.4.6.2 Incorporate a range of active and passive recreational opportunities into the open space system.

MDP Policy 6.4.6.2 Incorporate a range of active and passive recreational opportunities into the open space system.

Background:

The Emerald Ash Borer beetle (EAB) has devastated urban tree canopies and strained municipal budgets wherever it has infested. EAB was first detected in Detroit and Windsor in 2002 and has since been detected in London, Toronto, Montreal, Quebec City and now Winnipeg. The insect can go undetected for several years before signs are noticed on the tree. The best approach to managing an infestation and subsequent loss of trees is monitoring and inspection so control efforts can begin before loss is inevitable and the insect is wide spread throughout the city. There are approximately 10,000 Ash trees on public property throughout the city. Although EAB has arrived faster than expected, it is not the only invasive insect that needs to be monitored. Province-wide monitoring and vigilance has kept Dutch Elm Disease from spreading into the Alberta.

Proposed Implementation Strategy:

The addition of an Urban Forestry Technician will provide capacity to monitor and inspect trees across the city. This position will also help develop and implement a public education campaign to help home owners with trees that could be impacted by invasive pests or disease.

To defend against EAB for 5,000 and remove 5,000 Ash trees. The injection schedule will begin in year 1 injecting 1/3 of the trees each year and removals will begin in years 6 through 9 and replacements the year following removal.

Year 1, inject 1,650 trees and implement a public education campaign

Year 2, inject 1,650 trees and implement a public education campaign

Year 3, inject 1,650 trees and implement a public education campaign

Year 4, re-inject 1,650 trees from year 1, and implement a public education campaign.

Performance Measurement & Reporting:

Ongoing rigorous monitoring and inspection will record the presence of EAB, the effects on the tree and the results of control efforts.

BUDGET INITIATIVES

N-59

City Council Decision:

Approved

Department: **Parks**

Program: **Accessible Playgrounds**

	2019	2020	2021	2022
Expenditure increase (decrease)	208,700	208,700	208,700	208,700
Net Expenditure (Savings)	208,700	208,700	208,700	208,700
Funding (Savings):				
Urban Parks Reserve	208,700	208,700	208,700	208,700
	208,700	208,700	208,700	208,700

Objective(s):

To increase the number of accessible playgrounds in Lethbridge as only 4 out of 87 playgrounds are considered accessible.

Which City Council or organizational goals is this initiative aligned with:

MDP Policy 6.3.3 Lethbridge supports active living
 MDP Policy 6.4.6 Lethbridge has a diverse parks and open space system
 MDP Policy 6.4.6.2 Incorporate a range of active and passive recreational opportunities into the open space system
 Compassionate Community: Enrich our community through diversity and inclusivity
 People Places For All: An active and easily accessed community

Background:

The City of Lethbridge currently has 42,841 square metres of protective fall surface at 87 playgrounds. Current lifecycle replacement funding allows for 2 replacement playgrounds each year. To make the surface of the replacement playgrounds accessible to mobility challenged children and caregivers, poured-in-place rubber surfacing provides the best alternative. The cost of the rubber surface averages \$104,331 per playground and has a typical life span of approximately 15 years. In addition to 6 schools and a few other playgrounds scheduled for improvement, the City of Lethbridge only has 4 playgrounds that are accessible.

Proposed Implementation Strategy:

Include poured-in-place rubber surface on playgrounds to be replaced over a 4-year period within current funding levels. This would begin a process towards making more of the 87 playgrounds accessible. Each playground to be replaced will be evaluated to determine the feasibility of including a pour-in-place surface.

Performance Measurement & Reporting:

Provision of accessible playgrounds will be guided by the principles of the developing Mobility and Accessibility Master Plan.

BUDGET INITIATIVES

N-60

City Council Decision:

Failed Motion

Department: **Parks**

Program: **Natural Area Management**

	2019	2020	2021	2022
Expenditure increase (decrease)	200,000	200,000	200,000	200,000
Net Expenditure (Savings)	200,000	200,000	200,000	200,000
Funding (Savings):				
Taxation	200,000	200,000	200,000	200,000
	200,000	200,000	200,000	200,000
Effect on person years	Permanent Non-Permanent	1.0 1.0	1.0 1.0	1.0 1.0

Objective(s):

To begin the transition from maintenance to managing the resources in the River Valley Parks system. As the City grows and use increases in the River Valley, it is important to preserve the natural capital of the ecosystem. This initiative will proactively begin the process to articulate the inventory so informed decisions can be made on development and management practices.

These practices could include controlled burns, grazing, using citizen science, wildlife corridor studies and more effective weed control. This initiative will enable the development of more purposeful and deliberate collaboration with environmental and nature focused organizations and individuals within the community and partner in initiatives.

Which City Council or organizational goals is this initiative aligned with:

MDP Policy 6.4.3.3 Design new neighbourhoods, and retrofit existing neighbourhoods to improve pedestrian and cyclist access to destinations within and outside of neighborhoods.

MDP Policy 6.4.5.3 Maintain and expand the urban forest

MDP Policy 6.4.5.11 Encourage and promote neighborhood design and public spaces to mitigate the impact of climatic extremes (temperature, wind, drifting snow)

MDP Policy 6.4.6 Lethbridge has a diverse parks and open space system

MDP Policy 6.4.6.2 Incorporate a range of active and passive recreational opportunities into the open space system MDP Policy 6.5.1

Lethbridge's River Valley is the primary open space system

MDP Policy 6.4.6.2 Incorporate a range of active and passive recreational opportunities into the open space system

MDP Policy 6.5.1 Lethbridge's River Valley is the Primary Open Space System

Background:

River Valley Parks Master Plan states that careful management of the natural, cultural and recreational aspects of the River Valley is of utmost importance. It recommends to ensure that ongoing recreational activities do not negatively impact the natural functioning of the landscape and that additional development is aligned with the overall concept of the parks system. Nature based recreation requires protection of nature so it is preserved for future generations.

Proposed Implementation Strategy:

Base line information will be collected and enhanced as well as partnerships developed within the Community so benchmarks are established and informed decisions are made.

Performance Measurement & Reporting:

Base lines established so success of programs and use patterns can be quantified. The health of the River Valley has direct correlation with biodiversity health across the city.

BUDGET INITIATIVES

N-61

City Council Decision:
Not Approved

Department: **Public Safety Communications Centre**

Program: **Dedicated Supervision**

	2019	2020	2021	2022
Expenditure increase (decrease)	751,211	661,913	675,709	691,125
Net Expenditure (Savings)	751,211	661,913	675,709	691,125
Funding (Savings):				
Taxation	644,411	661,913	675,709	691,125
MRSR One-time Allocation	106,800	0	0	0
	751,211	661,913	675,709	691,125
Effect on person years				
Permanent	5.0	5.0	5.0	5.0
Non-Permanent				

Objective(s):

The objective of the dedicated supervision initiative is to ensure consistent and diligent supervision within the PSCC.

Which City Council or organizational goals is this initiative aligned with:

This initiative is aimed at improving service delivery for both the residents and the emergency responders. It speaks to Council's desire for accountable leadership. We are proposing strategies that bring about continuous improvement and manage risks – thus developing our overall corporate culture. This initiative coincides with the senior management team's focus of positioning the organization for future success and attending to the culture of public service. The PSCC's strategic plan lists five bold steps, two of them tie to this initiative: building client relationships, and developing a revised staff model.

Background:

The current service provisions, new 9-1-1 standards and accreditation requirements are the driving force behind the initiative of having designated supervisors.

The PSCC's largest clients, Lethbridge Police Service (LPS) and Lethbridge Fire/EMS have expressed a desire for changes with the service delivery provided by PSCC.

In a facilitated discussion in the summer of 2017 with Lethbridge Police, Lethbridge Fire and PSCC, a mutual consensus was reached, that the PSCC required consistency, additional training and a more hands on supervisory approach when managing calls and call volumes.

Supervisors in the PSCC currently perform supervisory responsibilities while working as either a call taker or a dispatcher during their shifts.

The supervisor often gets tied up with a caller or dispatching emergencies, reducing their ability to actually supervise and be aware of the

needs of the staff in the room. Call volumes for both 9-1-1 calls and incidents processed by PSCC have increased by 20% and 17%

respectively over the past four years. Further, with the implementation of the Alberta 9-1-1 Standards in June 2018, consistency and timeliness are important variables that need to be monitored. The PSCC is embarking on a continuous improvement approach, including accreditation.

The supervisors will be responsible for delivering these improvements to the front line staff. As a result, the proposal is for dedicated supervisors, not tied to a particular call taking or dispatching desk. The supervisor would be available to supervise the calls in pending, coach

staff, monitor events, deliver feedback and training, and ensure consistency of service. Police, fire, and EMS work all require a high level of

focus and attention to detail; particularly as policies and procedures change on a regular basis. Having supervisors available to educate and

train the staff on these changes and ensure deliverables are being met, will be a benefit for our clients and the public. This proposal requires

four additional communications specialists - one per shift. The anticipated start will be in 2019. This staffing increase will necessitate a slight increase in the casual wage budget to ensure adequate break, vacation and sick time coverage.

Proposed Implementation Strategy:

This initiative would begin in January 2019.

Performance Measurement & Reporting:

The performance of the PSCC is part of a system in the delivery of emergency services within our community. Success is measured in terms of timeliness of call answer to dispatch to calls, quality and accuracy of the call data, level of compliance with protocol usage and support to our client agencies. Consistent delivery of services between teams will be a key indicator that supervision is improving. Improved staff competencies, particularly related to new standards and guidelines, as well as preparation for Next Generation 9-1-1 will also be indicators of success.

BUDGET INITIATIVES

N-62

City Council Decision:

Postponed

Department: **Public Safety Communications Centre**

Program: **PSCC Technology Systems & Maintenance**

	2019	2020	2021	2022
Expenditure increase (decrease)	808,600	822,400	839,000	848,100
Net Expenditure (Savings)	808,600	822,400	839,000	848,100
Funding (Savings):				
Taxation	772,100	822,400	839,000	848,100
MRSR One-time Allocation	36,500	0	0	0
	808,600	822,400	839,000	848,100

Objective(s):

To ensure adequate funding and lifecycling for the technology used to deliver the emergency services of the Public Safety Communications Centre (PSCC). This initiative specifically looks at the following:

1. Computer software support
2. System support maintenance
3. IT lifecycling
4. External project management support
5. Training for IT systems
6. PSCC telephone lines

Which City Council or organizational goals is this initiative aligned with:

This initiative aligns with City Council's goal of Financial Stewardship and Leadership. Ensuring that existing and future technologies are funded appropriately goes along with this mindset. This initiative also aligns with the senior management team's goal of positioning the organization for future success. Setting aside funds for maintenance, project management, and replacement of our systems will help to meet this goal. This initiative also coincides with the PSCC's strategic plan. One of the bold steps is to remain current with technology.

Background:

The PSCC and the emergency response agencies dispatched by them are heavily dependent on technology. The computer aided dispatch (CAD) system utilizes 19 different servers and has a variety of interfaces to other technologies, including mobile data terminals in fire and police units, station alerting, the AHS CAD system, records management systems and a host of other technologies.

A number of years ago, the budget for IT for PSCC was divided between police and fire, with police responsible for the majority of the costs. These costs have been steadily increasing, particularly as it relates to the PSCC's connectivity with other systems. The police budget utilized a line of credit system for lifecycling, however, the budget was not equipped for the realities of AHS and fire dispatching. The recent technology projects, upgrades and lifecycling for the PSCC has been accomplished through surpluses in the PSCC budget. These types of surpluses are not expected in the next budget cycle and the Lethbridge Police IT budget is not sufficient to fund the PSCC's IT requirements.

As the CAD system and others have expanded to include interfaces and other components, the annual vendor maintenance costs of both the software and the hardware have increased. Likewise, it will take additional funds, annually, to budget and plan for lifecycling of the PSCC systems. Project management and configuration support are required for every upgrade or change to the PSCC systems. The complexity necessitates contracting with subject matter experts who can advise and advocate on behalf of the City while working with multiple vendors to accomplish a smooth transition. Our existing IT staff need to be trained on new implementations and new versions of the hardware and software. Finally, the phone system must have the capacity to manage the volume of calls to the PSCC. This system has been expanded over the last couple of years resulting in some additional expense with our telephone provider, Telus. This initiative is aimed at correcting an ongoing budget deficiency for PSCC technology.

Proposed Implementation Strategy:

** Future funding to be considered following an operational review.

This budget initiative is intended to accurately budget for the PSCC information technology needs to deliver emergency services moving forward.

Performance Measurement & Reporting:

The PSCC can report on the technology projects undertaken throughout the year.

BUDGET INITIATIVES

N-63

City Council Decision:
Postponed

Department: **Public Safety Communications Centre**

Program: **Additional IT Support**

	2019	2020	2021	2022
Expenditure increase (decrease)	132,752	135,682	138,675	142,020
Net Expenditure (Savings)	132,752	135,682	138,675	142,020
Funding (Savings):				
Taxation	132,752	135,682	138,675	142,020
	132,752	135,682	138,675	142,020
Effect on person years	Permanent Non-Permanent	1.0 1.0	1.0 1.0	1.0 1.0

Objective(s):

The objective of the additional IT support initiative is to meet a number of pressures currently impacting the PSCC and expected to carry on into the future. The information technology (IT) demands of the PSCC are extraordinary. In light of this, additional IT staff are required to help offset the workload of the existing IT resources.

Which City Council or organizational goals is this initiative aligned with:

This initiative is aimed at ultimately improving service delivery for both the residents and the emergency responders. It speaks to Council's desire for accountable leadership and managing risks. This contributes to the development of our overall corporate culture. This initiative coincides with the senior management team's focus of positioning the organization for future success and attending to the culture of public service. The PSCC's strategic plan lists five bold steps, three of them tie to this initiative: building client relationships, developing a revised staff model and remaining current with technology.

Background:

The PSCC currently funds two Lethbridge Police Information Technology positions to look after the needs of PSCC IT. These two positions are responsible for maintaining the PSCC Computer Aided Dispatch (CAD) system, all of the interfaces connected to CAD, the desk top computers in the PSCC, the servers, the business continuity and failover systems and the related equipment in the back up PSCC. These employees are also responsible for assisting with Lethbridge Police and Fire technology projects that connect or are linked to the CAD systems (i.e. mobile data terminals, station alerting, records management systems, GIS, etc.) The AHS dispatch transition project has been very technology intensive and utilized more resources and IT time than expected. The result has been delays in other LPS, Fire and PSCC projects. The IT maintenance requirements of the PSCC technology are expected to continue into the future. Additional technological advancements with Next Generation 9-1-1 will further exacerbate the staffing shortfall.

Proposed Implementation Strategy:

** Future funding to be considered following an operational review.

This initiative would look at hiring an additional IT resource at the beginning of 2019.

Performance Measurement & Reporting:

The performance measurement for this initiative will be the status of the technology projects impacting the PSCC, Lethbridge Police and Fire. The ability to complete projects on schedule and on budget will be telling examples of the level of success of additional IT support.

BUDGET INITIATIVES

N-64

City Council Decision:
Postponed

Department: **Public Safety Communications Centre**

Program: **Next Generation 9-1-1**

	2019	2020	2021	2022
Expenditure increase (decrease)	0	248,517	687,370	848,371
Net Expenditure (Savings)	0	248,517	687,370	848,371
Funding (Savings):				
Taxation	0	144,746	577,978	841,571
MRSR One-time Allocation	0	103,771	109,392	6,800
	0	248,517	687,370	848,371
Effect on person years	Permanent	1.0	4.3	6.3
	Non-Permanent			

Objective(s):

The objective of the NG9-1-1 initiative is to prepare for the operational implications of Next Generation 9-1-1.

Which City Council or organizational goals is this initiative aligned with:

Council, as a result of their sustained and collective efforts, wants to be known for being forward-thinking, visionary, innovative, and delivering services that meet the needs of the community. The PSCC shares these desires as we plan for the future of emergency services notification and delivery. Next Generation 9-1-1 is the ability for citizens to communicate with emergency services through a variety of connected mediums and the public will expect this moving into the future. This initiative also coincides with the senior management team's focus of positioning the organization for future success and attending to the culture of public service.

Background:

Next Generation 9-1-1 or NG9-1-1 moves away from traditional 9-1-1 telephone line connectivity and into the future – texting, videos, FaceTime, Skype, VoIP, YouTube and other methods of contacting police, fire, and EMS. Industry, regulatory bodies, and practitioners have indicated that Next Generation 9-1-1 will be introduced in Canada during this upcoming budget cycle. Early implementation of the beginning of NG9-1-1 began when the PSCC implemented texting to the deaf and hard of hearing community in 2016.

The NG9-1-1 Transition Roadmap for Canadian PSAPs, published by the Canadian NG9-1-1 Coalition, details the timelines and the expectations for 9-1-1 centres to adapt to the coming changes. One of the key highlights in the document is that NG9-1-1 is not just about updating 9-1-1 call centres, it is about disrupting the current paradigm, and rethinking the way emergency communication centres connect citizens with responders, with the best available information and tools. The work is changing. In the future it will not look the same as it does today.

9-1-1 call takers will have to be adept at analyzing different types of medium to enable the best response keeping both the public and the responders safe. This analysis is expected to take longer to work through than a traditional voice 9-1-1 call. For example, text messaging takes longer than voice communication, watching a video or viewing images may take more time to determine an appropriate response than a voice call. Call processing is expected to require more time and more intense concentration than before. A staffing increase will be required to continue to deliver the same services.

The PSCC serves a population of 162,000 for 9-1-1 call answering. The city (and the rural areas served) are continuing to grow. The 9-1-1 call volumes have increased by 20% since 2013. NG9-1-1 is expected to further increase citizen contact.

On June 12th, 2018, the province officially approved 9-1-1 standards. The province, in conjunction with the Alberta 9-1-1 community is currently working on the next set of standards, which will include NG9-1-1 requirements. PSCC must ensure that we can continue to meet the call taking standards for the public, the province and our clients.

Proposed Implementation Strategy:

** Future funding to be considered following an operational review.

The NG9-1-1 Transition Roadmap for Canadian PSAPs indicates that 9-1-1 centres must be ready to go by June of 2020. By June of 2023 the legacy 9-1-1 networks will be discontinued and inoperable. This proposal puts one additional staff in place at the beginning of 2020, an additional staff person in 2021 and two additional staff by 2022. This will coincide with a stepped implementation, with an end result of one additional communications specialist per shift (four total).

Performance Measurement & Reporting:

Next Generation 9-1-1 will change the way 9-1-1 data is collected. It is expected that we will be able to keep track of and analyze all of the different contact methods and report back on the relevant information for each type. (i.e. length of time for text messaging, number pictures received, etc.)

BUDGET INITIATIVES

N-65

City Council Decision:

Approved

Department: **Recreation & Culture**

Program: **Recreation & Culture Security**

	2019	2020	2021	2022
Expenditure increase (decrease)	42,500	42,500	0	0
Net Expenditure (Savings)	42,500	42,500	0	0
Funding (Savings):				
MRSR One-time Allocation	42,500	42,500	0	0
	42,500	42,500	0	0

Objective(s):

With the opioid crisis and all the social issues that it brings there continues to be challenges and pressures related to the feeling of being safe and secure in Galt Gardens. This initiative will ensure that Galt Gardens including adjacent community facilities such as the Southern Alberta Art Gallery (SAAG) and Casa are public spaces which attract positive activity and continue to create positive experiences for residents, visitors, businesses and organizations in the downtown. The objective is to improve the safety and security of the downtown areas (Galt Gardens area) which includes the public buildings such as SAAG and Casa.

Which City Council or organizational goals is this initiative aligned with:

Aligns with Council's Strategic Plan 2017-2021 contributing to a Livable Communities by keeping people centric spaces safe and People Places for All by supporting easily accessible facilities and spaces. The initiative aligns with the ICSP/MDP including sections: 6.2.4 Lethbridge is a Safe City; 6.4.7 Lethbridge has a Strong and Vibrant Downtown. And additionally aligns with the Heart of Our City Master Plan and Downtown Area Redevelopment Plan, by creating an environment (specifically public spaces) that is safe, beautiful, livable, vibrant, and accessible. Recreation and Culture - Facilitate and provide recreational and cultural opportunities that contribute to the personal well-being and quality of life of our community. Our vision is a healthy, engaged community accessing diverse recreation and cultural opportunities.

Background:

Over the past few years there has been a dramatic increase in the traffic and negative interactions in the Galt Gardens area. This includes increased traffic of a negative nature in public access buildings such as SAAG and Casa. Currently the security contract has specific seasonal start and end dates which does not allow for any security presence in and around these spaces in those off season times. This will allow us to provide some security presence in those areas during those times. In addition to this, the increased focus on safety and security has been crucial to the success of Galt Gardens developing into a major public space for festivals, events and activity in the City and continuing this level of service is of utmost importance especially with the additional challenges that have been created with the Opioid Crisis. In 2017 there were 1,458 incidents that were handled by the contracted security service with 194 needles reported found by the Contractor. In 2017, Galt Gardens was the venue for 25+ events occurring over 90+ days attracting 60,000+ people to the park and to Downtown.

Proposed Implementation Strategy:

The City of Lethbridge has implemented this on a temporary basis but this would allow the City to continue this coverage to assist in the safety and security of these areas. Discussions would be held with the affected spaces and the contractor to ensure that the best coverage is in effect.

Performance Measurement & Reporting:

Reporting from the service provider will track incidents. Regular consultations with the organizations and facility operators in these areas will assist in determining the ongoing effectiveness of the initiative. The statistical information gathered will be used to review and revise the services to best achieve the highest level of efficiency and effectiveness.

November 23, 2018:

FURTHER BE IT RESOLVED THAT N-65 be provided with \$85,000 in funding as a one-time allocation from MRSR and that funding be considered following a report back to City Council on this initiative.

BUDGET INITIATIVES

N-66

City Council Decision:

Approved

Department: **Recreation & Culture**

Program: **Minimum Wage Increase Fee For Service**

	2019	2020	2021	2022
Expenditure increase (decrease)	55,570	55,570	55,570	55,570
Net Expenditure (Savings)	55,570	55,570	55,570	55,570
Funding (Savings):				
Taxation	55,570	55,570	55,570	55,570
	55,570	55,570	55,570	55,570

Objective(s):

Decrease the impact of the minimum wage increases from the past several years on some of the Fee for Service organizations.

Which City Council or organizational goals is this initiative aligned with:

Recreation and Culture - The mission of Recreation and Culture is to facilitate and provide recreational and cultural opportunities that contribute to the personal well-being and quality of life of our community. Our vision is a healthy, engaged community accessing diverse recreation and cultural opportunities.

Background:

Over the past few years there has been a dramatic increase in the minimum wage. This directly affects City of Lethbridge partner groups that operate and maintain City facilities and provide programming to the community. This increase will provide some relief from the increase. Most of this pressure comes from the groups that hire summer staff to assist in their operations. These include the baseball organizations such as District 1 Little League, Southwest Little League and Lethbridge North Little League. Other groups affected by the minimum wage increase include Lethbridge Sport Council, the Allied Arts Council and Nikka Yuko Japanese Gardens. The increase impacts their ability to recruit and retain staff for their operations.

Proposed Implementation Strategy:

During the budget deliberations and notifications for fee for service amounts we would discuss the staffing strategy and wages with each of the groups. Any increases in funding would be communicated to them at this time.

Performance Measurement & Reporting:

Performance will be measured by regular meetings with the organizations during their operational seasons which will provide information on their operations and staffing. Annual reports will be provided by the organizations which will include summaries on number of events, games, participants as well as financial information pertaining to staffing.

BUDGET INITIATIVES

N-67

City Council Decision:

Failed Motion

Department: **Transportation**

Program: **Traffic Safety - Sustainable Transportation Coordinator**

	2019	2020	2021	2022
Expenditure increase (decrease)	0	0	106,000	110,000
Net Expenditure (Savings)	0	0	106,000	110,000
Funding (Savings):				
Taxation	0	0	106,000	110,000
	0	0	106,000	110,000
Effect on person years	Permanent		1.0	1.0
	Non-Permanent			

Objective(s):

As Lethbridge surpasses 100,000 population in 2018, we need to manage traffic growth proactively and consistent with our MDP/ICSP (Municipal Development Plan/Integrated Community Sustainability Plan) and our TMP (Transportation Master Plan) by hiring a Traffic Safety and Sustainable Transportation Coordinator within the Transportation Business Unit to undertake the following:

1. Manage collision data and coordinate traffic safety initiatives. Attend meetings with community organizations, advocacy groups and/or neighborhood associations.
2. Manage Traffic Safety Plan and Vision Zero Study projects.
3. Coordinate Travel Demand Management (TDM) programs as well as research and development of Active & Safe Routes to School programming and partnerships. Provide accurate and timely information to policy makers, businesses, outside agencies and the public.
4. Play a key role implementing the City's efforts toward improving education between people walking, cycling, driving and utilizing alternate transportation methods. This also includes the development of educational materials or key messages for the web, social media or print materials.
5. Education and safety campaigns on how to use new active transportation projects including educating bicyclists and motorists on their rights and duties, and how to share the road safely. Coordinate or assist with events and activities, such as: Bike Month and Develop a bike share program. Marketing campaigns promoting bicycle use.
6. Assist active transportation projects by developing 'how-to' messages for new facilities, or to raise awareness of the new facilities.

Which City Council or organizational goals is this initiative aligned with:

City Council: Vision: We will continue to work together to ensure that Lethbridge demonstrates active leadership in environmental stewardship and innovation and is recognized as being a safe, healthy, vibrant, prosperous, economically viable place where all people can fully participate in community life. ICSP/MDP (integrated community sustainability plan/municipal development plan): Placing a priority on pedestrian friendly mobility, sustainable travel modes, and Lethbridge as a walkable and cycling friendly city.

Background:

As the City of Lethbridge moves beyond 100,000 population, road safety becomes a very important consideration for Transportation. We have to manage resulting congestion and traffic safety issues. There are a number of soft transportation initiatives including travel demand management, measurement and evaluation of master plan implementation, traffic safety and Vision Zero initiatives that the City of Lethbridge needs to focus on in order to maintain the quality, efficiency, and safety of Transportation services for residents. One of the principal recommendations of the recently completed Cycling Master Plan includes concerted and sustained efforts in educating the road users of cycling along with the development of safe physical infrastructure to promote cycling as an alternative and viable form of transportation. City Council also noted while approving the Cycling Master Plan that Administration needs to plan and implement educational and promotional activities to enhance sustainable travel modes in Lethbridge. An additional FTE with right skills is needed to undertake the above initiatives. Numerous benefits will result from the focused work in this area that will include reduced collisions, injuries, and fatalities with an ultimate target of zero fatalities on the City roads, and lessening demand for capital expenditure for additional roads as the increased travel demand can be managed by TDM rather than adding roadway capacity.

Proposed Implementation Strategy:

Hire a permanent Traffic Safety and Sustainable Transportation Coordinator with specialized skill set to undertake the stated objectives in 2021. Without dedicated effort initiating these programs, it is difficult to achieve our goals of traffic safety improvements and a more balanced mode share. This will be also be done in concert with the recommendations from the 2020 TMP which should be completed in 2021.

Performance Measurement & Reporting:

Household travel surveys will indicate the modal shift, traffic collisions data will show improvements/changes in traffic safety, and lessening demand for transportation infrastructure growth will determine the success of TDM initiatives. Periodic measurements and evaluations by collecting relevant data will be undertaken.

BUDGET INITIATIVES

N-68

City Council Decision:
Failed Motion

Department: **Information Technology**

Program: **Network Technician**

	2019	2020	2021	2022
Expenditure increase (decrease)	95,700	97,600	99,600	101,600
Net Expenditure (Savings)	95,700	97,600	99,600	101,600
Funding (Savings):				
Taxation	65,800	67,400	68,700	69,800
Utilities, Fleet & Land (Overhead Charges)	29,900	30,200	30,900	31,800
	95,700	97,600	99,600	101,600
Effect on person years				
Permanent	1.0	1.0	1.0	1.0
Non-Permanent				

Objective(s):

Increased business unit demands on technology has resulted in growth of Information Technology (IT) systems that require support from City of Lethbridge IT network technicians. An additional network technician FTE is required to enable IT to continue to meet the demands of the business units now and into the future as they continue to invest and become reliant on IT systems to deliver citizen services.

Which City Council or organizational goals is this initiative aligned with:

Council Strategic Plan - Accountable leadership
Council Guiding Principles - Strategic and Visionary
SMT Strategic Plan - Position the organization for future success

Background:

Since 2014, the City of Lethbridge IT business unit has seen growth in the total number of users, the total number of devices requiring support (computers, tablets, mobile devices, servers, etc.) and the total number of applications being used throughout the organization. As well, the new 311 business unit has increased the need to have an FTE focusing on supporting the corporate telephone system. All of these combined has increased demand on the remaining 3 FTE network technicians within the IT business unit.

Total user account growth since 2013 has been 112% (808 user accounts to 1718 user accounts), largely due to the deployment of CityWise as all employees now have an email account and computer login. Workstations have grown by 26% (853 to 1075), however the corporation has also added 200-300 mobile devices (iPads/iPhones) as business units continue to mobilize workers in the field with applications like CityWorks and Tempest. Work orders grow at a rate of 10% per budget cycle, however the overall complexity of the work orders has significantly changed. Previous cycles would show most work orders to be break/fix type requests, however with business units utilizing more and more technology for each aspect of their business, work orders now tend to be more project focused with technicians needing to rollout software or systems to entire business units and/or across the organization.

As part of the 2019-2022 Business Planning process, IT has evaluated the bold steps indicated by our partner business units throughout the corporation. This analysis shows that of the 119 bold steps reviewed, 48% have an IT component requiring IT planning, implementation and support. This position will be key to ensure we can enable our partner business units to be successful on executing on their strategic bold steps.

Proposed Implementation Strategy:

Q1 2019 - Job Posting / Competition, Onboarding of new staff.

Performance Measurement & Reporting:

Service management metrics (time to complete request, total amount overdue requests).

BUDGET INITIATIVES

N-69

City Council Decision:
Failed Motion

Department: **Parks**

Program: **Parks Growth**

	2019	2020	2021	2022
Expenditure increase (decrease)	271,500	463,000	473,900	473,900
Net Expenditure (Savings)	271,500	463,000	473,900	473,900
Funding (Savings):				
Taxation	271,500	463,000	473,900	473,900
	271,500	463,000	473,900	473,900
Effect on person years				
	Permanent			
	Non-Permanent	4.0	6.7	6.7

Objective(s):

Parks inventory increases by 10% each year due to new development in the city. When developers turn new parks and open spaces over to the City, there are immediate and ongoing expenses to maintain these spaces. In addition to increasing parks inventory, pressures from new streets and roads, public utility lots, storm retention ponds, buffers and other open space become expenses when construction is completed. Funding growth is required to maintain the current level of service across all parks and open spaces inventories throughout the city for public use, safety and enjoyment.

Which City Council or organizational goals is this initiative aligned with:

MDP Policy 6.3.3 Lethbridge supports active living
MDP Policy 6.4.3.1 Develop and maintain a commuter oriented, city wide integrated pedestrian and bicycle network.
MDP Policy 6.4.3.3 Design new neighborhoods, and retrofit existing neighborhoods to improve pedestrian and cyclist access to destinations within and outside of neighborhoods.
MDP Policy 6.4.5.3 Maintain and expand the urban forest
MDP Policy 6.4.5.11 Encourage and promote neighborhood design and public spaces to mitigate the impact of climatic extremes (temperature, wind, drifting snow)
MDP Policy 6.4.6 Lethbridge has a diverse parks and open space system
MDP Policy 6.4.6.2 Incorporate a range of active and passive recreational opportunities into the open space system

Background:

There are known to be approximately 54 hectares of new parks and open space that will become fall under City responsibility to maintain between 2018 and 2022 including:

2018 and earlier

Garry Drive, Crossings Phase 1 (0.57 ha.), Southgate (0.79 ha.), Blackwolf (2.18 ha.), Legacy Ridge Phase 12 (3.26 ha.), Garry Station Phase 2 (0.63 ha.), Canyons Phase 3 (1.64 ha.), RiverStone Phase 17 (1.09 ha.), Legacy Park (storm pond), Blackwolf (storm pond).

2019

Blackwolf MR Parcels (0.17 ha.), Watermark Phase 1 (3.11 ha.), Garry Station Pond D (1.67 ha.), Crossings Phase 4 (0.66 ha.), Gold Canyon (1.57 ha.), Gold Canyon - East Slopes (23.45 ha.).

2020

Blackwolf Blvd (0.25 ha.), Watermark Phase 2 (0.50 ha.), Country Meadows (4.84 ha.), Garry Station Phase 3A (1.4 ha.), Coulee Creek Phase 4 (0.48 ha.), Blackwolf (3.94 ha.), Southbrook (2 Storm Ponds), Country Meadows (Storm Pond), Sherring Industrial (Storm Pond)

2021

Legacy Ridge (1.2 ha.)

Proposed Implementation Strategy:

Necessary tools, supplies, staff and equipment will be acquired when needed as the inventory grows. The growth in resources will be timed to increase efficiency and effectiveness in service delivery.

Performance Measurement & Reporting:

Parks have been actively engaged with formal Benchmarking with other Municipalities across Canada. The exercise includes Key Performance Indicators (KPI) Provision and Efficiency. The annual reports are used to show trends in provision, management, initiatives, efficiencies and best practice. Parks has also conducted public surveys to measure customer satisfaction with the user experience while visiting local parks.

BUDGET INITIATIVES

N-70

City Council Decision:
Failed Motion

Department: **Transportation**

Program: **Transportation System Growth**

	2019	2020	2021	2022
Expenditure increase (decrease)	47,600	187,600	495,600	388,400
Net Expenditure (Savings)	47,600	187,600	495,600	388,400
Funding (Savings):				
Taxation	47,600	187,600	265,600	388,400
MRSR One-time Allocation	0	0	230,000	0
	47,600	187,600	495,600	388,400
Effect on person years				
Permanent				1.0
Non-Permanent			1.0	1.0

Objective(s):

This growth initiative includes all transportation system growth (net of any Arterial roadway Capital Improvement Program (CIP) growth) that is part of base budget. The City's transportation system has been growing at approximately 1.5% per year over the last five years. The system growth affects our ability to operate and maintain our transportation system to established service levels in the following areas, snow and ice control, street sweeping, roadway maintenance, traffic signals, and finally traffic operations. All of these programs have a service level to maintain and the system growth must be accommodated by an equal budget increase or the service level must be adjusted. This initiative also proposes to purchase one piece of equipment in 2021 the rental of another in 2022 to accomplish the established service levels with accompanying FTEs.

Which City Council or organizational goals is this initiative aligned with:

Financial Stewardship and Economic Prosperity as well as Livable Communities, i.e.. Ensure our transportation systems connect people to where they live, work and play (Council Strategic Plan 2017 -2021).
Transportation Business Plan - 4.0 SERVICES AND SERVICE LEVELS - Maintain established service levels to the public and council expectations.

Background:

Over the last several budget cycles, the Transportation department has shown that growth pressures exist based on our road system growth. This is in addition to the CIP growth that also increases the operating and maintenance costs of our transportation system. Lethbridge has been very stable over the last 20 years, growing approximately 2% +/- 0.8% (population growth) per year. In the past, the city has increased the following operating budget areas according to this incremental growth: snow and ice control, street sweeping, road/ sidewalk/ pathway/ lane maintenance, bridge maintenance, traffic operations (including signs installation and pavement markings), traffic signals/ rail signal operations, maintenance and repairs. With anticipated growth we require one additional sander/plow in 2021 and will rent an additional street sweeper in 2022 plus the necessary labor to run the equipment. The annual operating cost for the Sander/Plow is approximately \$125,000/year (including 0.4 FTE costs) and \$105,000/year (including 0.3 FTE costs) for the street sweeper including equipment operational costs and labor. The remaining labour portion of the full time FTE would be borne by road maintenance (0.3 FTE).

Proposed Implementation Strategy:

Increase the operating budget by the net system growth to allow service levels to be accomplished. This would be done in proportionate amounts to the following areas: snow and ice control, street sweeping, road/lane maintenance, bridge maintenance, traffic operations and traffic signals. All programs have a predetermined service level or public expectation that makes changing these difficult without a formal service level review. The implementation strategy would also be to purchase one sander plow in 2021 (\$230,000) and rent an additional street sweeper in 2022 for four months with the operating costs being managed through this growth initiative. FTE's would be hired in 2021 (part time) and a second in 2022 (full time) to operate the equipment and also conduct addition asphalt maintenance.

Performance Measurement & Reporting:

We monitor all our programs in determining if service levels are being met. For example, our street sweeping program must clean all streets in all residential neighborhoods once per year generally in the spring. Through the benchmarking program and our review of program service levels, our service levels are being met and are also determined to be leading edge in a cost comparison to other Alberta cities (Alberta Municipal Benchmarking Initiative (AMBI) program). The City's pavement condition assessment is conducted annually for all City roads and indicates if pavement conditions are either improving or declining.

BUDGET INITIATIVES

N-71

City Council Decision:
Failed Motion

Department: **Transportation**

Program: **Traffic Signal and Lighting Technician**

	2019	2020	2021	2022
Revenue decrease (increase)	(55,000)	(56,000)	(57,500)	(60,000)
Expenditure increase (decrease)	110,000	112,000	115,000	120,000
Net Expenditure (Savings)	55,000	56,000	57,500	60,000

Funding (Savings):				
Taxation	55,000	56,000	57,500	60,000
	55,000	56,000	57,500	60,000

Effect on person years	Permanent	1.0	1.0	1.0	1.0
	Non-Permanent				

Objective(s):

This initiative will support the growth of our existing traffic signal and lighting infrastructure with the addition of one full-time Traffic Signal and Lighting Technician. This position will allow the Transportation business unit to complete key traffic signals and lighting projects and provide succession planning for the sole traffic signal engineer (specialized skill set). This will also allow the Transportation business unit to maintain our current levels of service related to traffic signal/street lighting network and allow new technology to improve efficiencies in both traffic operations and street lighting.

- Assist in the day to day signal timing coordination, back up the traffic signal engineer to maintain systems and ensure succession planning for a specialized skill set.
- Assist in the review of traffic signal and street light designs and approvals.
- Assist in the development and research of new technologies to deal with new transportation initiatives for pedestrian friendly mobility, cycling and mode transfer.
- Project manage current and new projects like pre-emption, signal network communication, central operating system and automatic street light dimming. (Preliminary estimates suggest that savings up to \$50,000 per year could be realized from the community lighting budget through electrical consumption savings and reduce maintenance costs.)

Which City Council or organizational goals is this initiative aligned with:

City Council: Vision; We will continue to work together to ensure that Lethbridge demonstrates active leadership in environmental stewardship and innovation and is recognized as being a safe, healthy, vibrant, prosperous, economically viable place where all people can fully participate in community life. Placing a priority on state of art technology to ensure pedestrian friendly mobility, sustainable travel modes, and Lethbridge as a walkable and cycling friendly City.

Background:

This position will ensure we keep up with the latest technologies and initiatives while ensuring a safe and reliable system over the next four years. Over the last three budget cycles (9 yrs) the number of traffic signal electricians has grown from 3 to 6 FTE's due to the addition of rail signals, community lighting maintenance and system growth, yet we have maintained only one traffic engineer for the last 10-15 years. The growth and complexity of both our traffic signal system and our community lighting system requires more engineering efforts to optimize the existing systems. For example, over the last 10 years the number of traffic signals has grown from 145 to 170 Traffic Signals and Pedestrian Signals, an increase over 1.7% per year.

Also, there are a number of transportation initiatives including pedestrian traffic safety and Vision Zero initiatives that the City of Lethbridge needs to focus on in order to maintain the quality, efficiency, and safety of Transportation services for the residents of Lethbridge. An additional FTE with the right skills is needed to undertake the above initiatives.

Proposed Implementation Strategy:

Hire a permanent Traffic Signal and Lighting Technician with specialized skill set to undertake the stated objectives in 2019. Without dedicated effort initiating these programs it is difficult to accomplish the City's transportation goals.

Performance Measurement & Reporting:

This initiative will allow the Transportation Department to complete city wide traffic signal re-timings and more thorough and timely street light design reviews and approvals. In addition, this will assist with improving traffic safety, reducing traffic congestion and decreasing traffic incidents/accidents.

BUDGET INITIATIVES

N-72

City Council Decision:

Approved

Department: **Economic Development & Tourism**

Program: **SouthGrow Regional Initiative**

	2019	2020	2021	2022
Expenditure increase (decrease)	7,500	7,500	7,500	7,500
Net Expenditure (Savings)	7,500	7,500	7,500	7,500
Funding (Savings):				
MRSR One-time Allocation	7,500	7,500	7,500	7,500
	7,500	7,500	7,500	7,500

Objective(s):

City Council approved an associate membership in SouthGrow Regional Initiative in September, 2017 (funding from Council contingencies). An associate membership provides the opportunity for SouthGrow region and Lethbridge to work cooperatively on several fronts, such as: 1. Staying connected with what SouthGrow is doing to support economic development in the region around the city. 2. Possible cooperative participation in studies or projects that would benefit both the City and our members. 3. Connection with the City on projects such as global business attraction (most recently China), South Alberta Alternative Energy Partnership (SAAEP), the Regional Innovation Network of Southern Alberta (RINSA), etc. 4. Sharing resources and providing access to studies shared only with members. 5. Ongoing advocacy and work on broadband issues affecting southern Alberta.

Which City Council or organizational goals is this initiative aligned with:

From the 2017-2021 City Council Strategic Plan Develop and Leverage Relationships:

- Identify and advocate for issues important to Lethbridge and region
- Focus on our intergovernmental relations Financial Stewardship and Economic Prosperity:
- Strengthen broadband access
- Revitalize the airport as a key factor in creating economic opportunities In Four Years:
- We are effective partners, leaders, advocates and are connected to them (other communities and governments)

Background:

September 17, 2018:

BE IT RESOLVED THAT the communication received from Peter Casurella, Executive Director, SouthGrow Regional Initiative, providing an update on their annual activities and requesting annual Associate Membership recurring for an annual fee of \$7,500, be received as information and filed; and

FURTHER BE IT RESOLVED THAT the request for annual funding as an Associate Member of SouthGrow be forwarded to Finance Committee for deliberation in the 2019-2022 Operating Budget; and

FURTHER BE IT RESOLVED THAT Mr. Casurella be thanked for his presentation.

In Favour: C.A. Spearman, J.H. Carlson, A.M. Campbell, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro, R.K. Parker

----- CARRIED

SouthGrow is a Regional Economic Development Alliance (REDA) that was initiated in 2004. It included the City of Lethbridge and surrounding municipalities. In 2011, some members including the City of Lethbridge and Lethbridge County withdrew membership in the alliance as the Province of Alberta fundamentally changed the way REDAs would be operated. Realizing that a full membership may be too onerous for large population members, the Board established an associate membership.

Proposed Implementation Strategy:

Performance Measurement & Reporting:

The SouthGrow Board is responsible for overseeing staff work and evaluating the success of SouthGrow initiatives on an annual basis, and the outcomes of those evaluations are shared with the membership.

BUDGET INITIATIVES

N-73

City Council Decision:
Approved

Department: **Community - Council Referral**

Program: **Reconciliation Lethbridge Advisory Committee of City Council**

	2019	2020	2021	2022
Expenditure increase (decrease)	50,000	50,000	50,000	50,000
Net Expenditure (Savings)	50,000	50,000	50,000	50,000
Funding (Savings):				
Operating Reserve	50,000	50,000	50,000	50,000
	50,000	50,000	50,000	50,000

Objective(s):

The Reconciliation Implementation Plan was adopted by City Council in 2017. The Reconciliation Lethbridge Advisory Committee (RLAC) for City Council was established by City Council in 2018. Following a presentation to City Council on Monday June 25, 2018, requesting funding for RLAC, City Council approved a request for \$25,000 in 2018, with funding coming from committees budget. The request for \$50,000 annually to support the work of the Committee was forwarded to the 2019-2022 budget deliberations.

Which City Council or organizational goals is this initiative aligned with:

Compassionate Community - Develop shared leadership with our indigenous community to develop local solutions towards reconciliation in our community. People Places for all - provide opportunity for inclusion in Lethbridge's cultural events. Reconciliation events, indigenous week events, hosting for neighbour to neighbour collaboration, education and cultural awareness are supported through the work of the committee.

Background:

June 25, 2018:

BE IT RESOLVED THAT the communication from Amanda Scout, Chair, Reconciliation Lethbridge Advisory Committee requesting funding support for the Committee, be received as information and filed; and FURTHER BE IT RESOLVED THAT City Council approve the request for \$25,000 in one time funding for 2018 with funding from Council Committees budget; and

FURTHER BE IT RESOLVED THAT \$50,000 per year be considered in the 2019-2022 budget deliberations; and

FURTHER BE IT RESOLVED THAT Ms. Scout and Mr. Malcom be thanked for their presentation.

City Council adopted the Reconciliation Implementation Plan in 2017 in response to the Truth and Reconciliation Commission Calls to Action. The work of the Reconciliation Advisory Committee to City Council is focused on five guidelines including: active participation, communication and public awareness services provision, cultural identify and heritage and Commemoration. It is noted that the Blackfoot have a continued cultural and spiritual connection with the land and that the city is located on traditional Blackfoot territory. The committee will focus work in these five areas through partnership with education institutions, provincial ministries, local indigenous residents and the Blackfoot confederacy.

Proposed Implementation Strategy:

The RLAC is undertaking a facilitated strategic planning workshop in the fall of 2018 to define the scope of work, key steps, goals and objectives, roles and responsibilities, challenges and supports to ensure the effective implementation of the 10 years Reconciliation Implementation Plan for the 2019-22 budget period.

Performance Measurement & Reporting:

BUDGET INITIATIVES

N-74

City Council Decision:

Approved

Amended November 25, 2019

Department: **Community - Council Referral**

Program: **Lethbridge Sport Council Fee For Service**

	2019	2020	2021	2022
Expenditure increase (decrease)	55,000	55,000	0	0
Net Expenditure (Savings)	55,000	55,000	0	0
Funding (Savings):				
MRSR One-time Allocation	55,000	55,000	0	0
	55,000	55,000	0	0

Objective(s):

The Lethbridge Sport Council (LSC) currently has two employees who are required to fulfill the mandate of the entire organization. In recent years they have seen an increase in programming and requests for services but with no corresponding increase in staff resources. This increase will allow additional staff to assist with programming, education and programming growth. It will also allow them to update and maintain their web presence.

Which City Council or organizational goals is this initiative aligned with:

City Council - Liveable Community

Recreation and Culture - The mission of Recreation and Culture is to facilitate and provide recreational and cultural opportunities that contribute to the personal well-being and quality of life of our community. Our vision is a healthy, engaged community accessing diverse recreation and cultural opportunities.

Background:

November 25, 2019:

FURTHER THAT City Council approve one additional year of one-time funding, as was provided in the 2019-2022 Operating Budget, with funding from the Municipal Revenue Stabilization Reserve.

----- CARRIED

September 10, 2018:

BE IT RESOLVED THAT the report received from Susan Eymann, Executive Director and Gordon Hunter, Vice-Chair, Lethbridge Sport Council, regarding a Request for New Initiative Funding, be received as information and referred to budget deliberations; and FURTHER BE IT RESOLVED THAT Ms. Eymann and Mr. Hunter be thanked for their presentation.

----- CARRIED

The Board is supported by two staff persons who, at the present time have to strategically choose what events, projects and initiatives are undertaken. They do not currently have the capacity to initiate fundraising but have been able to access several grants in the past few years to assist with this and allow some growth. They have also accessed the Administrative reserve funds (with Board approval) to allow for increases in marketing, education and projects.

Proposed Implementation Strategy:

The City will work with the LSC through their Strategic Planning Process to determine the service levels and programming that they are proposing as it relates to the Fee for Service agreement and their deliverables.

Performance Measurement & Reporting:

Performance will be measured by regular meetings with LSC which will provide information on services, events, programs and participant numbers as well as access of their services by their membership and the sport community and financial information.

November 23, 2018:

FURTHER BE IT RESOLVED THAT further funding will be dependent on the City's organizational review.

BUDGET INITIATIVES

N-75

City Council Decision:

Approved

Department: **Community - Council Referral**

Amended November 25, 2019

Program: **Allied Arts Council Fee For Service**

	2019	2020	2021	2022
Expenditure increase (decrease)	139,535	140,185	33,850	35,525
Net Expenditure (Savings)	139,535	140,185	33,850	35,525
Funding (Savings):				
Taxation	32,535	33,185	33,850	35,525
MRSR One-time Allocation	107,000	107,000	0	0
	139,535	140,185	33,850	35,525

Objective(s):

Due to an increase in programming demand, the Allied Arts Council (AAC) requires additional staffing to be able to continue to offer the leadership in the Arts and Culture community. They would also like to provide a general increase in salary to bring them in line with other comparable positions. Additional space is also need for the additional staff.

Which City Council or organizational goals is this initiative aligned with:

City Council - Liveable Communities

Recreation and Culture - Our current operational model relies on agreements with local organizations to offer programming on the City's behalf. To effectively offer this programming, the AAC needs to have the appropriate staff in place.

Senior Management - Financially accountability

Background:

November 25, 2019:

FURTHER THAT City Council approve one additional year of one-time funding, as was provided in the 2019-2022 Operating Budget, with funding from the Municipal Revenue Stabilization Reserve.

----- CARRIED

September 10, 2018:

BE IT RESOLVED THAT the report received from Amanda Berg, President and Suzanne Lint, Executive Director, Allied Arts Council of Lethbridge, regarding their Operating Budget Pressure Points, be received as information and referred to budget deliberations; and

FURTHER BE IT RESOLVED THAT Ms. Berg and Ms. Lint be thanked for their presentation.

----- CARRIED

Program growth has placed increased workload demands on AAC staff. They are seeking funding to increase their staff to accommodate the increase growth in the community. They have identified that there is a requirement for 2.28 FTE positions to operate at an ideal level. They are seeking an increase in the Arts Leadership allocation as well as the Casa operating allocation. Attraction and retention of staff is also an issue and they are seeking increases to be able to offer competitive salaries.

With the need for additional staff, AAC is also looking at additional space for offices, using reserve funds initially, for the short term.

Proposed Implementation Strategy:

Notification of any increases in the Fee for Service allocations would be communicated once City Council has approved the budget.

Performance Measurement & Reporting:

Performance will be measured through regular reporting and meetings as well as annual reports which will provide specific and quantifiable data showing programming types and numbers, participant information, promotion and communication efforts as well as financial reporting.

November 24, 2018:

FURTHER BE IT RESOLVED THAT further funding will be dependent on the City's organizational review.

BUDGET INITIATIVES

N-76

City Council Decision:

Approved

Department: **Community - Council Referral**

Amended November 25, 2019

Program: **Southern Alberta Art Gallery Fee For Service**

	2019	2020	2021	2022
Expenditure increase (decrease)	76,000	76,000	0	0
Net Expenditure (Savings)	76,000	76,000	0	0
Funding (Savings):				
MRSR One-time Allocation	76,000	76,000	0	0
	76,000	76,000	0	0

Objective(s):

Offset the increasing costs of programming/exhibitions combined with the flat lining or decreases in funding. Current staffing levels are not adequate to be able to offer the services required or meet the external expectations for programming. Current compensation levels for staff are not at the average for mid-sized galleries. Increases would also be used to bring these in line with averages.

Which City Council or organizational goals is this initiative aligned with:

City Council - Liveable Communities

Recreation and Culture - The mission of Recreation and Culture is to facilitate and provide recreational and cultural opportunities that contribute to the personal well-being and quality of life of our community. Our vision is a healthy, engaged community accessing diverse recreation and cultural opportunities.

Background:

November 25, 2019:

FURTHER THAT City Council approve one additional year of one-time funding, as was provided in the 2019-2022 Operating Budget, with funding from the Municipal Revenue Stabilization Reserve.

----- CARRIED

September 10, 2018:

BE IT RESOLVED THAT the report received from Urvil Thakor, Chair, Board of Directors, Laura Kenwood, Board of Directors and Chair Elect and Kristy Trinier, Executive Director, Southern Alberta Art Gallery, regarding a Funding Increase to their Annual Fee for Service Agreement, be received as information and referred to budget deliberations; and

FURTHER BE IT RESOLVED THAT Mr. Thaker, Ms. Kenwood and Ms. Trinier be thanked for their presentation.

----- CARRIED

Provincial funding has decreased in recent years. Costs for programming and exhibitions has increased. The current staff of the Southern Alberta Art Gallery (SAAG) are stretched thin and do not have the capacity to investigate new revenue streams, develop government relationships or offer board development. More frequent and diverse public programming in on and off-site locations is in demand, however without additional sustainable funding, new community initiatives are too costly and complex to realize. SAAG is seeking a \$76,000 annual increase to stabilize staffing funds with the addition of a second weekend staff role.

Proposed Implementation Strategy:

Notification of any increases in the FFS allocations would be communicated once City Council has approved the budget.

Performance Measurement & Reporting:

Performance will be measured by regular reports outlining programs offered, monitoring of fee for service deliverables as well as annual reports which will include specific and quantifiable data on programs, participants, visitors, exhibitions and financials. Measurement will also include reviews of staffing levels as it relates to the deliverables.

November 24, 2018:

FURTHER BE IT RESOLVED THAT further funding will be dependent on the City's organizational review.

BUDGET INITIATIVES

N-77

City Council Decision:

Approved

Department: **Community - Council Referral**

Program: **Southern Alberta Ethnic Association Fee For Service**

	2019	2020	2021	2022
Expenditure increase (decrease)	136,160	136,160	0	0
Net Expenditure (Savings)	136,160	136,160	0	0
Funding (Savings):				
Taxation	136,160	136,160	0	0
	136,160	136,160	0	0

Objective(s):

To assist the Southern Alberta Ethnic Association (SAEA) in effectively operating the facility and providing valuable services in a sustainable manner.

Which City Council or organizational goals is this initiative aligned with:

City Council - Livable Communities, People Places for All

Recreation and Culture - The mission of Recreation and Culture is to facilitate and provide recreational and cultural opportunities that contribute to the personal well-being and quality of life of our community. Our vision is a healthy, engaged community accessing diverse recreation and cultural opportunities.

Background:

September 10, 2018:

BE IT RESOLVED THAT the report received from Dr. Surya Acharya, Board President and Richard Odei-Wontumi, Executive Director, Southern Alberta Ethnic Association, regarding an Increase to their Fee-for Service Agreement, be received as information and referred to budget deliberations; and

FURTHER BE IT RESOLVED THAT Dr. Acharya and Mr. Odei-Wontumi be thanked for their presentation.

Absent: J.H. Carlson

In Favour: C.A. Spearman, A.M. Campbell, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro, R.K. Parker
----- CARRIED

The SAEA operated for many years out of the Bill Kergan Centre. This space allowed them to sub lease various areas as well as provide the spaces needed to provide their programs for the community. When the new building was constructed and the newly updated fee for service agreement was developed, it did not take into consideration many of the additional operating expenses that the organization would encounter. In addition to this, the regular operations of the organization and the building require a full time staff person to lead it. This was not included as part of the agreement discussions.

Proposed Implementation Strategy:

The organization was successful in finding some temporary funding through Family and Community Support Services (FCSS) to be able to hire an Executive Director. This will assist them in starting the process to an effective and efficiently operated organization that can make full use of the building and assets that they have.

Performance Measurement & Reporting:

Performance will be measured through regular meetings with the organization which will include review of programming and events offered to the community, membership numbers, access of services and programming by the membership and community and financial reports. Annual reports outlining the above are also required.

November 24, 2018:

FURTHER BE IT RESOLVED THAT after a review of the program, further funding will be considered.

BUDGET INITIATIVES

N-78

City Council Decision:

Approved

Department: **Community - Council Referral**

Program: **Nord-Bridge Senior Citizens Association**

	2019	2020	2021	2022
Expenditure increase (decrease)	75,000	75,000	0	0
Net Expenditure (Savings)	75,000	75,000	0	0
Funding (Savings):				
MRSR One-time Allocation	75,000	75,000	0	0
	75,000	75,000	0	0

Objective(s):

Facility operation funding.

Which City Council or organizational goals is this initiative aligned with:

Background:

September 10, 2018:

BE IT RESOLVED THAT the report received from Robert Tarleck, President and David Ng, Executive Director, Nord-Bridge Senior Citizens Association, regarding Facility Operational Funding, be received as information and referred to budget deliberations; and

FURTHER BE IT RESOLVED THAT Mr. Tarleck and Mr. Ng be thanked for their presentation.

Absent: J.H. Carlson

In Favour: C.A. Spearman, A.M. Campbell, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro, R.K. Parker
----- CARRIED

Nord-Bridge Senior Citizens Association has explored many avenues provincially to secure operational funding for senior centres in Alberta. Nord-Bridge is a member of the Alberta Association of Senior Centres (Treasurer), where the focus is networking and advocacy for senior centres in Alberta. Although, advocacy has drawn attention from the provincial government, no operational funding dollars have been committed to senior centres in Alberta.

Nord-Bridge presented to council on December 11, 2017 a request for council to review the equitable and appropriate funding of the two senior centres in the city. Council directed the Community Services Director to review the delivery of seniors services provided by the two senior centres. Nord-Bridge and LSCO participated in a review of operations and funding models for delivery of senior services by Wirzba Consulting. The review was presented to Council on June 11, 2018.

Proposed Implementation Strategy:

Performance Measurement & Reporting:

November 24, 2018:

FURTHER BE IT RESOLVED THAT N-78 Nord-Bridge Senior Citizens Association be provided with one-time funding of \$75,000 dollars for 2019 and \$75,000 2020 from MRSR, and that further funding be considered following a report back to City Council on this initiative.

BUDGET INITIATIVES

N-79

City Council Decision:

Approved

Department: **Community - Council Referral**

Amended November 25, 2019

Program: **Nikka Yuko Japanese Garden Fee For Service**

	2019	2020	2021	2022
Expenditure increase (decrease)	171,190	171,190	0	0
Net Expenditure (Savings)	171,190	171,190	0	0
Funding (Savings):				
MRSR One-time Allocation	171,190	171,190	0	0
	171,190	171,190	0	0

Objective(s):

To offset the increases in operational costs, hire additional staff to assist with marketing and programming, and to increase wages to a market competitive level. This will help with attraction and retention. They are also seeking an increase to funding to support the Winter Lights Festival.

Which City Council or organizational goals is this initiative aligned with:

City Council - Liveable Communities, People Places for All

Recreation and Culture - The mission of Recreation and Culture is to facilitate and provide recreational and cultural opportunities that contribute to the personal well-being and quality of life of our community. Our vision is a healthy, engaged community accessing diverse recreation and cultural opportunities.

Background:

November 25, 2019:

FURTHER THAT City Council approve one additional year of one-time funding, as was provided in the 2019-2022 Operating Budget, with funding from the Municipal Revenue Stabilization Reserve.

----- CARRIED

September 10, 2018:

BE IT RESOLVED THAT the report received from Colin Hirano, Director and Michelle Day, Executive Director, The Lethbridge & District Japanese Garden Society, regarding their Fee for Service Agreement for 2019 to 2022, be received as information and referred to budget deliberations; and

FURTHER BE IT RESOLVED THAT Mr. Hirano and Ms. Day be thanked for their presentation.

----- CARRIED

Despite increases in attendance and revenue, the Nikka Yuko Japanese Garden Society (NYJG) remains thinly capitalized, with its total reserve funding being dedicated to the new project and a small \$5,000 reserve for future capital items.

The Society has identified that in order to be able to retain their exceptional staff and attract other talented individuals, they must adjust their wages offered to reflect the current market. Historically, the Society has paid their full time staff significantly less than others in comparative positions. The 2019 and 2020 request will allow the Society to pay market competitive wages that will attract and retain staff and to stabilize operations.

Proposed Implementation Strategy:

Notification of any increases in the Fee for Service allocations would be communicated once City Council has approved the budget.

Performance Measurement & Reporting:

Reporting on the various events that are hosting at the NYJG. This would include attendance numbers as well as financials. Annual reports which would provide reporting information on staffing levels, attendance levels, financials, events, etc.

November 24, 2018:

FURTHER BE IT RESOLVED THAT further funding will be dependent on the City's organizational review.

BUDGET INITIATIVES

N-80

City Council Decision:

Approved

Department: **Japanese Gardens**

Program: **Nikka Yuko Japanese Garden Maintenance**

	2019	2020	2021	2022
Expenditure increase (decrease)	78,508	79,578	0	0
Net Expenditure (Savings)	78,508	79,578	0	0
Funding (Savings):				
MRSR One-time Allocation	78,508	79,578	0	0
	78,508	79,578	0	0
Effect on person years				
	Permanent			
	Non-Permanent	0.7	0.7	

Objective(s):

To address the maintenance needs by the City of Lethbridge to maintain the Provincial and Municipal Designated Historical Resource, the Nikka Yuko Japanese Garden (NYJG), with the change in programming from seasonal to a year round operation with the introduction of the Winter Lights Festival.

Which City Council or organizational goals is this initiative aligned with:

Council Strategic Plan 2017-21 - Accountable Leadership - Corporate Culture - seek opportunities, manage risk, learn from our mistakes and seek continuous improvement. Council Strategic Plan 2017-21 - People Places for All - Enrich our Community through Culture - increase public involvement in community events, festivals and celebrations.

Background:

The City of Lethbridge and the Lethbridge & District Japanese Garden Society (Society) have worked together since the inception of the Nikka Yuko Japanese Garden in 1967. Through the City's lease and service agreements, the Society has operated and provided programming for NYJG. The City continues to maintain the physical assets of the NYJG.

Up until the fall of 2016, the NYJG was run as a seasonal facility. In 2016, the first year of the Winter Lights Festival, the Society hired its own staff to install the lights after the closing of the Garden as well as removing the lights the following spring. The City's involvement was restricted to a "stewardship" capacity. In the second season, the City's garden staff was directly involved with the installation of the lights after some hindsight learning from the previous year. We believe our Gardeners are the most qualified and the most appropriate to do any work on any aspect of arboriculture in the garden. We determined whether it be the delicate pruning in the summer or installing lights, our staff is best suited to provide the highest level of care for the plants.

Prior to the introduction of the Winter Lights Festival, the Garden maintenance season was the following:

- April - spring clean-up and prepare for the season
- May-October - open for the season
- October-November - prepare garden for winter
- December-March - winter tree maintenance

Proposed Implementation Strategy:

This initiative would extend the season of the existing seasonal workforce to include the installation of the lights in November. Seasonal staff will also be recalled starting in February to remove the lights and start the winter pruning program in March. To support the Winter Lights Festival and ensure safety for visitors, we are proposing the addition of winter snow maintenance through the City's snow removal contract to the parking area west of the Garden along Mayor Magrath Dr. S We also propose pathway clearing in a small section just east of the Visitor's Center to the main Garden gate be added to the City's Parks Priority 2 Pathway & Sidewalk Program for snow removal. Garden winter maintenance personnel through the Society are required to cover winter maintenance from November to end of February. Winter maintenance inside the Garden includes snow removal, sanding, garbage detail, clean-up, etc.

- October - prepare for winter maintenance
- November - install lights
- December-February - winter lights
- February - remove winter lights
- March - winter tree pruning

The ability to work on a winter pruning program is restricted to the month of March, weather permitting.

Performance Measurement & Reporting:

The Nikka Yuko Japanese Garden Society keeps attendance stats of the Winter Lights Festival. Feedback from the community.

BUDGET INITIATIVES

N-81

City Council Decision:
Approved

Department: **City Council**

Program: **Mitigate the Feral Cat Problem**

	2019	2020	2021	2022
Expenditure increase (decrease)	10,000	10,000	10,000	10,000
Net Expenditure (Savings)	10,000	10,000	10,000	10,000
Funding (Savings):				
MRSR One-time Allocation	10,000	10,000	10,000	10,000
	10,000	10,000	10,000	10,000

Objective(s):

To reduce overpopulation of feral cats within the city. Administer a trap and neuter or spay and release program where feral cats are trapped, sterilized, marked with permanent identification and released to a managed colony. This enhances livable communities by reducing the number of concerns surrounding feral cats and reducing the number of feral cats that end up in animal shelters.

Which City Council or organizational goals is this initiative aligned with:

Livable Communities: managed colonies of sterilized cats will overtime reduce the number of feral cats and reduce the impact of feral cats roaming in residential neighborhoods seeking food, shelter and reproductive opportunities.

Financial Stewardship: feral cats housed in shelters are associated with elevated veterinarian costs.

Compassionate Community: a managed feral cat colony improves the lives of the feral cats, where turning them into a pet is not a viable option.

Background:

This is continuation of a funding request which was initiated by Council in the last budget cycle to create an Animal Welfare Committee, to address concerns of overpopulation of feral cats.

The Animal Welfare Committee, actively identified a project colony where cats were sterilized and identified and maintained by volunteers. This formed basis for the Animal Welfare Committee to create operational guidelines for managing feral cat colonies. A managed colony will reduce the number of feral cats within a community through sterilization of the cats within a colony. Provision of food, and a shelter will keep the cats in the colony centralized, which in turn will reduce the number of cats roaming throughout the city looking for those resources.

The committee expanded the pilot project to oversight of an application process where individuals or groups may identify feral cat colonies, arrange for trapping and veterinarian services and manage the colony thereafter. The Animal Welfare Committee reviews funding requests associated to sterilization and maintenance of feral cat colonies in compliance with the operational guidelines created. This process requires community involvement and greatly increases the number of cats and colonies managed, and creates a sense of ownership for those identifying a feral cat issue and resolution to their concern.

Proposed Implementation Strategy:

The committee has determined that supporting the efforts of groups or individuals using the protocols developed through the committee is the most cost effective approach, with the largest impact on number of cats sterilized. This will reduce concerns of feral cats within the community while enhancing the lives of the cats within a managed colony. Individuals or groups may identify a colony or number of feral cats, agree to follow the prescribed protocols and apply for supplementary funding. The committee members will review and approve or decline the funding request.

Performance Measurement & Reporting:

The committee will identify the location and number of cats in each managed colony and ensure that each colony is addressed in a humane fashion and in compliance with the protocols created by the committee. The number of cats sterilized will be recorded as well as any reduction in the number of cats within each colony. The aim is to see if there is a reduction in the number of cats within each colony over time. The committee will provide to Council on an annual basis a listing of all feral cat colonies supported through this program.

BUDGET INITIATIVES

N-82

City Council Decision:

Approved

Department: **City Council**

Program: **Non-Veterinary Funding for Animal Rescue**

	2019	2020	2021	2022
Expenditure increase (decrease)	10,000	10,000	10,000	10,000
Net Expenditure (Savings)	10,000	10,000	10,000	10,000
Funding (Savings):				
MRSR One-time Allocation	10,000	10,000	10,000	10,000
	10,000	10,000	10,000	10,000

Objective(s):

To reduce the incidence of suffering and neglect of un-owned pets through the financial support for non-veterinary needs to registered animal rescue agencies within the City of Lethbridge. An ancillary objective is to reduce the number of unwanted animals that end up abandoned or in shelters.

Which City Council or organizational goals is this initiative aligned with:

Compassionate Community: supporting the efforts of registered animal rescue agencies assists in reducing animal neglect and abandonment within the community.

Background:

This was initiated as a Council initiative from the last budget cycle where registered animal rescue agencies may request financial assistance to support their operations. To administer this and the feral cat programs, Council created the Animal Welfare Committee, which drafted and oversees a grant application for non-veterinary support of local registered animal rescue agencies. Eight grant applications have been completed, reviewed and approved by the committee with funding provided to six local rescue agencies for food, grooming supplies, facility enhancements and amenities to improve the lives of animals in their care while waiting for placement with a permanent family.

Proposed Implementation Strategy:

The Animal Welfare Committee will continue to administer the grant application process to local registered animal rescue agencies. The grant program will continue to allocate funds for items that are non-veterinarian related.

Performance Measurement & Reporting:

Grant applicants are required to provide a financial summary of expenses for items listed in the application, and provide receipts for monies received through the grant application. The committee will continue to review each application and expenditure associated to each individual application.

The committee will provide to Council an annual accounting of applications received, processed and funded through the grant application associated with this initiative.

BUDGET INITIATIVES

N-83

City Council Decision:
Not Approved

Department: **City Council**

Program: **Broadband Strategy**

	2019	2020	2021	2022
Expenditure increase (decrease)	75,000	0	0	0
Net Expenditure (Savings)	75,000	0	0	0
Funding (Savings):				
MRSR One-time Allocation	75,000	0	0	0
	75,000	0	0	0

Objective(s):

To explore the opportunity and potential barriers to implementing broadband strategy.

Which City Council or organizational goals is this initiative aligned with:

City Council Strategic Goal of Financial Stewardship and Economic Prosperity.

Background:

This initiative would support hiring a consultant to evaluate work done to date, to develop a strategy to implement reliable, affordable, accessible high speed broadband for the community. This initiative would include using current information that has been gathered and engage community stakeholders. This initiative would support existing work being conducted.

Proposed Implementation Strategy:

This initiative would be contractual services to conduct an evaluation and prepare a report back to City Council.

Performance Measurement & Reporting:

Completion of a report with findings and ultimately support broadband in our community that supports business viability, education and economic strength of our community.

BUDGET INITIATIVES

N-84

City Council Decision:
Approved

Department: **City Council**

Program: **Energy Efficiency Master Plan & Strategy**

	2019	2020	2021	2022
Expenditure increase (decrease)	300,000	0	0	0
Net Expenditure (Savings)	300,000	0	0	0
Funding (Savings):				
MRSR One-time Allocation	300,000	0	0	0
	300,000	0	0	0

Objective(s):

To develop an Energy Efficiency Master Plan and roadmap that would support and guide the corporation to transition to energy efficiencies in our facilities and vehicles.

Which City Council or organizational goals is this initiative aligned with:

City Council Strategic Goal of Financial Stewardship and Economic Prosperity (Build and Diversify our Economy).

Background:

This master plan would support the project Facility Assessment and Energy Efficiency Upgrades (D-13) approved in the 2018 - 2027 Capital Improvement Plan and would guide the corporation to transition to energy efficiency in City-owned facilities and vehicles. The strategy would assist in identifying priority initiatives and would explore the feasibility of implementing pilot programs to test new technology the community could use for business and home use.

Proposed Implementation Strategy:

To contract services to evaluate and prepare a report.

Performance Measurement & Reporting:

Initiatives that are identified and prioritized.

BUDGET INITIATIVES

N-85

City Council Decision:

Approved

Department: **City Council**

Program: **Youth Advisory Council**

	2019	2020	2021	2022
Expenditure increase (decrease)	5,000	5,000	5,000	5,000
Net Expenditure (Savings)	5,000	5,000	5,000	5,000
Funding (Savings):				
MRSR One-time Allocation	5,000	5,000	5,000	5,000
	5,000	5,000	5,000	5,000

Objective(s):

To support the activities and initiatives of the City's Youth Advisory Council.

Which City Council or organizational goals is this initiative aligned with:

City Council Strategic Goal of People Places for All and Accountable Leadership.

Background:

The Youth Advisory Council provides a bridge between City Council, youth and the community, focused on advocacy, education and engagement. The work of the Youth Advisory Council had been supported through the Community Social Development Department and was previously funded through FCSS. Since a shift in direction that is aligned with advocacy through City Council on matters that are important to the youth in the community, funding through FCSS was deemed to not fit, leaving a gap. The group is currently supported administratively by the City Clerk's and City Manager's offices.

Proposed Implementation Strategy:

Youth Advisory Council has developed a strategic plan and identified initiatives that would require funding. Initiatives include hosting a youth conference, developing and delivering a health initiative, increasing outreach and education and organization of a public debate on youth issues.

Performance Measurement & Reporting:

The Youth Advisory Council will annually report out on the activities and accomplishments.

BUDGET INITIATIVES

N-86

City Council Decision:
Not Approved

Department: **City Council**

Program: **Legislative Officer for City Council**

	2019	2020	2021	2022
Expenditure increase (decrease)	23,200	93,000	93,200	0
Net Expenditure (Savings)	23,200	93,000	93,200	0
Funding (Savings):				
MRSR One-time Allocation	23,200	93,000	93,200	0
	23,200	93,000	93,200	0
Effect on person years				
	Permanent			
	Non-Permanent	0.3	1.0	1.0

Objective(s):

To provide dedicated resources to support the needs of Council members and Council as a whole by providing strategic management and implementation of desired objectives of Council's Strategic Plan.

Which City Council or organizational goals is this initiative aligned with:

City Council Strategic Goal of Accountable Leadership (Reimagined Council).

Background:

City Council requires dedicated resources to provide oversight of all of Council's operations and resources. This would provide legislative and strategic support by conducting research, interpreting policy, preparing motions, coordinating meetings, monitoring provincial and federal activities and ensuring City Council is kept up to date. This resource would ensure Council's Strategic Plan initiatives are operationalized.

Proposed Implementation Strategy:

Hire a position to begin in the 4th quarter of 2019 to the end of current Council's term.

Performance Measurement & Reporting:

City Council to determine the success of the initiative through an annual evaluation and at the end of the current Council term.

BUDGET INITIATIVES

N-87

City Council Decision:
Approved

Department: **City Council**

Program: **Implementation of Governance Review Recommendations**

	2019	2020	2021	2022
Expenditure increase (decrease)	0	250,000	0	0
Net Expenditure (Savings)	0	250,000	0	0
Funding (Savings):				
Operating Reserve	0	250,000	0	0
	0	250,000	0	0

Objective(s):

One time funding to assist in the implementation of the results of a governance review such as additional research required, committee structural implementation and policy review.

Which City Council or organizational goals is this initiative aligned with:

City Council Strategic Goal of Accountable Leadership (Reimagined Council).

Background:

City Council has identified in their strategic plan to conduct a governance review. It is anticipated that there will be recommendations for changes that may require funding (structural changes, additional research, review of policy etc.). An evaluation of the changes will be conducted post review to determine the actual amount needed.

Proposed Implementation Strategy:

Once a governance review is conducted, any desired changes would need to be costed.

Performance Measurement & Reporting:

All governance change will include performance measures to evaluate the success and efficiency of the change.

BUDGET INITIATIVES

N-88

City Council Decision:

Approved

Department: **City Council**

Program: **Yates Theatre Management & Programming**

	2019	2020	2021	2022
Expenditure increase (decrease)	85,000	85,000	0	0
Net Expenditure (Savings)	85,000	85,000	0	0
Funding (Savings):				
MRSR One-time Allocation	85,000	85,000	0	0
	85,000	85,000	0	0

Objective(s):

With the newly updated Yates and Sterndale Theatres, there is an expectation and opportunity to enhance the programming and usage of the facility. This initiative will provide a programming model that will actively seek out events and bookings to make more effective and efficient use of the space as well as enhance the user group and customer service experience.

Which City Council or organizational goals is this initiative aligned with:

City Council Strategic Goal of People Places for all (Enrich our Community Through Culture). Recreation and Culture's mission is to facilitate and provide recreational and cultural opportunities that contribute to the personal well-being and quality of life of our community. The vision is a healthy, engaged community accessing diverse recreational and cultural opportunities.

Background:

With the upgrading of the Yates and Sterndale Theatres, there is a need and an expectation that the scheduling of time and space as well as the level of service offered at the facility will be brought up to the same level as the actual physical space.

Proposed Implementation Strategy:

Future funding to be considered following an operational review.

Programming model that attracts events and bookings and enhances the community and user group experience.

Performance Measurement & Reporting:

Increased bookings, reduction of "dark days" and user satisfaction. This initiative will be reviewed before the next budget cycle.

BUDGET INITIATIVES

N-89

City Council Decision:
Referred to Council
Committee

Department: **City Council**

Program: **Citizen Assembly on a Ward System**

	2019	2020	2021	2022
Expenditure increase (decrease)	75,000	0	0	0
Net Expenditure (Savings)	75,000	0	0	0
Funding (Savings):				
MRSR One-time Allocation	75,000	0	0	0
	75,000	0	0	0

Objective(s):

One-time funding to determine the feasibility of a new electoral system (ward system).

Which City Council or organizational goals is this initiative aligned with:

City Council Strategic Goal of Accountable Leadership (Reimagined Council).

Background:

The community will reach 100K population during this budget cycle.

Proposed Implementation Strategy:

Conduct a Citizen Assembly in 2019 to determine if a change in the electoral system is justified.

Performance Measurement & Reporting:

Implementation of desired changes.

BUDGET INITIATIVES

N-90

City Council Decision:
Not Approved

Department: **City Council**

Program: **Transition to a Ward System**

	2019	2020	2021	2022
Expenditure increase (decrease)	0	125,000	0	0
Net Expenditure (Savings)	0	125,000	0	0
Funding (Savings):				
MRSR One-time Allocation	0	125,000	0	0
	0	125,000	0	0

Objective(s):

One time transitional funding required only if the a recommendation be to move to a ward system. This would be implemented for the municipal election in 2021.

Which City Council or organizational goals is this initiative aligned with:

City Council Strategic Goal of Accountable Leadership (Reimagined Council).

Background:

The community will reach 100K population during this budget cycle.

Proposed Implementation Strategy:

Should moving to a ward system be the recommendation from a citizen assembly, implementation could take place for the 2021 municipal election and would require funding to manage the transition. Should the result of the Citizen Assembly not move in this direction, the additional implementation and transition funding would not be required. Activities would include research for implementation, change to ballot processes and other changes required within the City Clerk's Office to transition.

Performance Measurement & Reporting:

Implementation of desired changes.

BUDGET INITIATIVES

N-91

City Council Decision:

Not Approved

Department: **City Council**

Program: **Ombudsman**

	2019	2020	2021	2022
Expenditure increase (decrease)	0	25,000	25,000	25,000
Net Expenditure (Savings)	0	25,000	25,000	25,000
Funding (Savings):				
Taxation	0	14,300	14,300	14,300
Utilities, Fleet & Land (Overhead Charges)	0	10,700	10,700	10,700
	0	25,000	25,000	25,000

Objective(s):

To support City Council in its oversight responsibilities of finances and risk management while being an access point for the public who may have concerns around Council's governance or Code of Ethical Conduct.

Which City Council or organizational goals is this initiative aligned with:

City Council Strategic Goal of Accountable Leadership (Reimagined Council).

Background:

The Ombudsman, upon public request, would investigate and evaluate Council's processes from an external perspective and make recommendations for improvement. This would include conflicts of interest and violations of the Code of Ethical Conduct. The Ombudsman would not investigate the outcome(s) of Council.

Proposed Implementation Strategy:

Provide funding for part-time external resourcing.

Performance Measurement & Reporting:

BUDGET INITIATIVES

N-92

City Council Decision:
Approved

Department: **City Council**

Program: **Income Tax Adjustment**

	2019	2020	2021	2022
Expenditure increase (decrease)	101,000	103,000	106,000	109,000
Net Expenditure (Savings)	101,000	103,000	106,000	109,000
Funding (Savings):				
Taxation	58,000	59,200	60,800	62,400
Utilities, Fleet & Land (Overhead Charges)	43,000	43,800	45,200	46,600
	101,000	103,000	106,000	109,000

Objective(s):

To ensure that Mayor and Council's net pay is maintained due to a change in income tax levels effective January 1, 2019.

Which City Council or organizational goals is this initiative aligned with:

Background:

The 2018 income tax legislation allows for one third of Mayor and Council's salaries to be non-taxable as an unvouchered expense allowance. In the 2017 Federal Budget, it was announced that the full salary of Mayor and Council will be taxable at the applicable level effective January 1, 2019. This initiative will have no effect to Mayor and Council's net pay and will only increase the budget.

Proposed Implementation Strategy:

To be implemented January 1, 2019 as directed by City Council.

Performance Measurement & Reporting:

BUDGET INITIATIVES

N-93

City Council Decision:
Referred to Council
Committee

Department: **City Council**

Program: **Four Full-Time Councillors**

	2019	2020	2021	2022
Expenditure increase (decrease)	54,000	216,300	216,700	217,600
Net Expenditure (Savings)	54,000	216,300	216,700	217,600
Funding (Savings):				
Taxation	31,100	123,900	124,100	124,600
Utilities, Fleet & Land (Overhead Charges)	22,900	92,400	92,600	93,000
	54,000	216,300	216,700	217,600

Objective(s):

To transition to full-time City Councillors by the next municipal election.

Which City Council or organizational goals is this initiative aligned with:

City Council Strategic Goal of Accountable Leadership (Reimagined Council).

Background:

The community will reach 100K population during this budget cycle and the issues that City Council is asked to deal with are increasing in complexity and diversity. Issues requiring advocacy are growing and Councillors need to be able to dedicate the appropriate time.

Proposed Implementation Strategy:

The transition would include implementing a partial full-time council (four of the current Councillors) in the 4th quarter of 2019.

Performance Measurement & Reporting:

Implementation of desired changes.

BUDGET INITIATIVES

N-94

City Council Decision:
Referred to Council
Committee

Department: **City Council**

Program: **Full-Time Councillors**

	2019	2020	2021	2022
Expenditure increase (decrease)	0	0	54,200	217,600
Net Expenditure (Savings)	0	0	54,200	217,600
Funding (Savings):				
Taxation	0	0	31,200	124,600
Utilities, Fleet & Land (Overhead Charges)	0	0	23,000	93,000
	0	0	54,200	217,600

Objective(s):

Full-time City Council for the next election - October of 2021.

Which City Council or organizational goals is this initiative aligned with:

City Council Strategic Goal of Accountable Leadership (Reimagined Council).

Background:

The community will reach 100K population during this budget cycle and the issues that City Council is asked to deal with are increasing in complexity and diversity. Issues requiring advocacy are growing and Councillors need to be able to dedicate the appropriate time.

Proposed Implementation Strategy:

Increase to full-time Council members for the 2021 municipal election.

Performance Measurement & Reporting:

Implementation of desired changes.

BUDGET INITIATIVES

N-95

City Council Decision:
Failed Motion

Department: **City Council**

Program: **Pension Plan for Members of City Council (full-time Mayor and part-time Council)**

	2019	2020	2021	2022
Expenditure increase (decrease)	32,700	33,400	34,000	34,700
Net Expenditure (Savings)	32,700	33,400	34,000	34,700
Funding (Savings):				
Taxation	18,700	19,200	19,500	20,100
Utilities, Fleet & Land (Overhead Charges)	14,000	14,200	14,500	14,600
	32,700	33,400	34,000	34,700

Objective(s):

To implement an optional defined contribution pension plan for members of City Council.

Which City Council or organizational goals is this initiative aligned with:

Accountable Leadership (Reimagined Council).

Background:

City Council does not currently have the opportunity to participate in a pension plan.

Proposed Implementation Strategy:

City Council members optionally participate in a defined contribution pension plan to a maximum of 7% of gross earnings where the City of Lethbridge matches individual contributions.

Performance Measurement & Reporting:

BUDGET INITIATIVES

N-96

City Council Decision:
Not Approved

Department: **City Council**

Program: **Pension Plan for Members of City Council (full-time Mayor and Council)**

	2019	2020	2021	2022
Expenditure increase (decrease)	3,800	15,400	19,700	32,300
Net Expenditure (Savings)	3,800	15,400	19,700	32,300
Funding (Savings):				
Taxation	2,200	8,800	11,200	18,700
Utilities, Fleet & Land (Overhead Charges)	1,600	6,600	8,500	13,600
	3,800	15,400	19,700	32,300

Objective(s):

To implement an optional defined contribution pension plan for members of City Council.

Which City Council or organizational goals is this initiative aligned with:

Accountable Leadership (Reimagined Council).

Background:

City Council does not currently have the opportunity to participate in a pension plan.

Proposed Implementation Strategy:

City Council members optionally participate in a defined contribution pension plan to a maximum of 7% of gross earnings where the City of Lethbridge matches individual contributions.

Performance Measurement & Reporting:

BUDGET INITIATIVES

N-97

City Council Decision:
Approved

Department: **Community - Council Referral**

Program: **Lethbridge Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD)**

	2019	2020	2021	2022
Expenditure increase (decrease)	26,046	0	0	0
Net Expenditure (Savings)	26,046	0	0	0
Funding (Savings):				
Operating Reserve	26,046	0	0	0
	26,046	0	0	0

Objective(s):

CCMARD to reformat its structure, update its strategic plan, and implement the new strategic plan within the community of Lethbridge.

Which City Council or organizational goals is this initiative aligned with:

Background:

November 13, 2018:

BE IT RESOLVED THAT the communication received from Sarah Amies, Chair, Lethbridge Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD), requesting funding for CCMARD, be received as information and filed; and

FURTHER BE IT RESOLVED THAT the request for \$30,000 per year from 2019 to 2022 be forwarded to the Finance Committee for consideration during the 2019 – 2022 Operating Budget deliberations.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- CARRIED

Proposed Implementation Strategy:

Performance Measurement & Reporting:

November 22, 2018:

FURTHER BE IT RESOLVED THAT the City Manager present the outcomes of CMARD's developed strategic plan and proposed structural changes, to City Council no later than April 30, 2019

BUDGET INITIATIVES

N-98

City Council Decision:
Approved

Department: **City Council**

Program: **Airport Governance & Operation**

	2019	2020	2021	2022
Expenditure increase (decrease)	0	1,000,000	1,000,000	1,000,000
Net Expenditure (Savings)	0	1,000,000	1,000,000	1,000,000
Funding (Savings):				
Funding Source To Be Determined	0	1,000,000	1,000,000	1,000,000
	0	1,000,000	1,000,000	1,000,000

Objective(s):

Which City Council or organizational goals is this initiative aligned with:

City Council's Strategic Goal: Financial Stewardship & Economic Prosperity

Background:

C.A. Spearman:

WHEREAS The City of Lethbridge has acquired and taken ownership of Lethbridge Airport; and

WHEREAS the Governance and Operation of Lethbridge Airport will transition to the City of Lethbridge on January 1, 2020;

THEREFORE BE IT RESOLVED THAT City Council allocate the following amounts to Airport Governance and Operation, with funding in the amount of up to \$1,000,000 in 2020, up to \$1,000,000 in 2021, and up to \$1,000,000 in 2022, be approved; and

FURTHER BE IT RESOLVED THAT N-98 be referred to the City Manager to identify a source of funding, and that the City Manager report back by March 31, 2019 on the funding source.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro
----- CARRIED

Proposed Implementation Strategy:

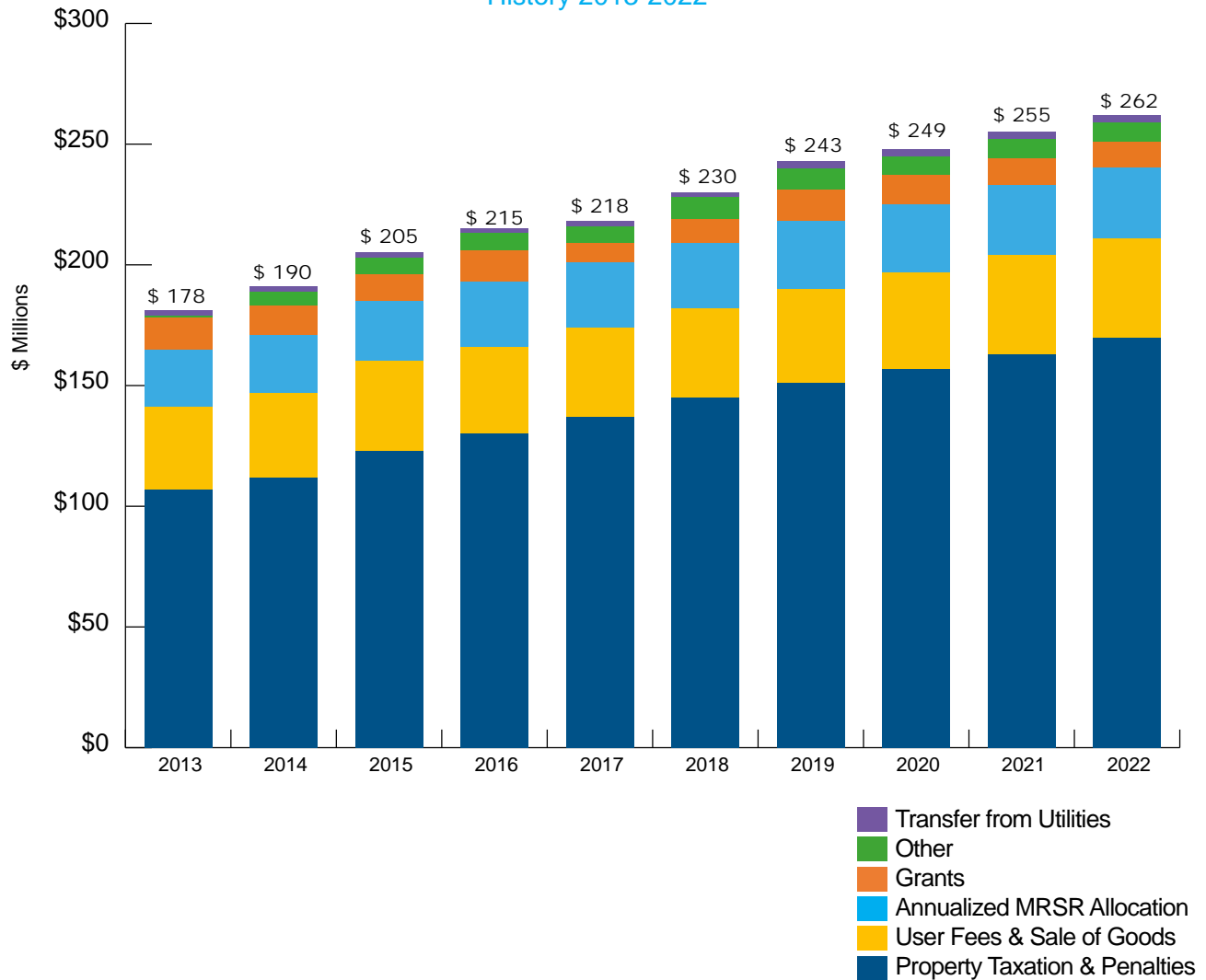
Performance Measurement & Reporting:



Parks Employee Planting Flowers

REVENUE & EXPENDITURE TRENDS

General Fund Revenue by Type History 2013-2022



General Fund Revenue Budget

The City of Lethbridge General Fund revenue estimates are developed by the Business Units in cooperation with Financial Services. During the budget process, instructions were sent to Business Units from the Senior Management Team (SMT), that included direction for making revenue projections.

Also, City Council gave the following direction that the budget:

- Provides for the maintenance of current levels of service;
- Absorbs inflation pressures at the Business Unit level;
- Absorbs the pressures associated with community growth;
- Identifies options for investment or service levels.

Business Units were also encouraged to review the [Lethbridge Community Outlook 2016-2023](#) report. This report evaluates the current state of Lethbridge within the context of the Global, National, Provincial and Regional settings. It includes an analysis of Lethbridge from an economic and social perspective to provide insights into the current state of the community along with future projections. It is intended to provide a snapshot of how well the city is positioned to continue to prosper and to balance the needs of the community through time.

Then, Business Units projected revenue budgets by using a combination of historical trends, current knowledge, future pressures or relief and by following direction received from City Council. These projections are reviewed by the SMT and presented to City Council for approval. The budget was approved by City Council on December 10, 2018.

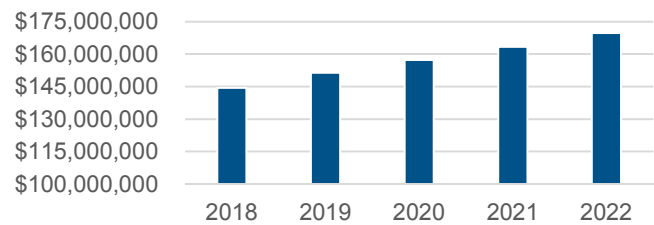
REVENUE & EXPENDITURE TRENDS

Taxation

Taxation includes all revenue generated from property taxes. Property taxes are assessed to residential, commercial, and industrial properties based on an assessment of value of the property multiplied by a mill rate approved by City Council. Increases shown in the chart to the right indicate an increase in assessed value due to additional property construction and increased market value as well as an increased mill rate required to fund City services. Since many other forms of revenue are reaching or have reached their practical limits, City Council has had few other options than increased property taxes to fund City operations.

The initial base budget included previously approved decision such as the operating costs for the new Fire Station and ATB Centre - Leisure Complex. During budget deliberations Finance Committee approved several new initiatives (changes in services levels) that were funded from taxation. Budget initiatives that were approved by Council can be found on page 56. City Council approved the 2019-2022 Operating Budget with an average residential property tax increase of 1.82% annually.

Taxation

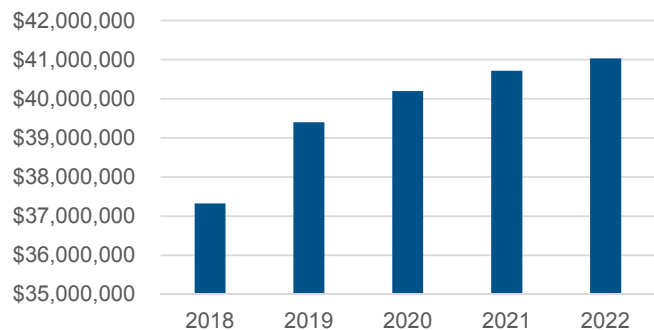


User Fees & Sales of Goods

This category includes all fees that are charged to customers based on usage. Examples include fees for transit, recreation facilities, development permits, subdivision fees, dog licenses, cemetery fees, charges etc. The City of Lethbridge has adopted a “user pay philosophy” whereby the users of optional services are expected to pay a significant portion of the costs of providing that service.

Included in the 2019-2022 operating budget, user fees were increased by approximately 8-12% over this four year period. An example of the approved fee increases for 2019 to 2022 can be found in Rates & User Fees section, pages 319-326.

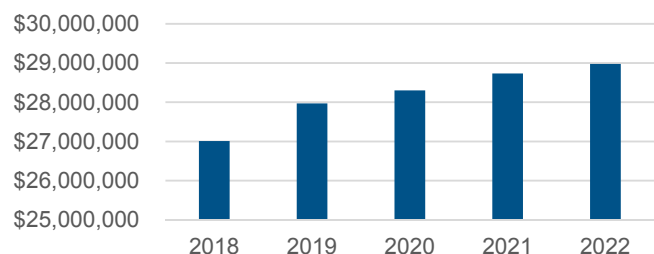
User Fees & Sales of Goods



Annualized MRSR Allocation

The Municipal Revenue Stabilization Reserve (MRSR) is used by the City of Lethbridge to mitigate the effects of certain revenue fluctuations on the operating budget. All General Fund operation surpluses of prior years, return on investments, municipal consent and access fee/franchise fee and by-law enforcement revenue surpluses, internal financing recoveries and other allocations from General Fund operations are added to the reserve. A fixed annual amount which estimates the long term average of these revenues is transferred from the MRSR to the General Fund. In this manner, the City of Lethbridge buffers the effect of fluctuations in these volatile revenue sources on the operating budget i.e. interest income.

Annualized MRSR Allocation



REVENUE & EXPENDITURE TRENDS

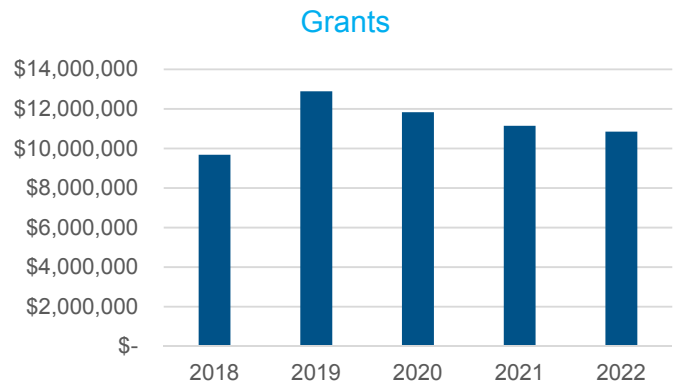
Grants

The City of Lethbridge received grant funding from other levels of government. These grants are mostly conditional in nature and can vary from year to year. Conditional grants must be used as directed by the granting body. The City of Lethbridge experienced significant reductions in provincial grants in the early 1990's which placed stress on other revenue sources.

It is expected that the following current operating grant programs will continue for 2019-2022:

- Federal Gas Tax Fund (FGTF):
 - \$500,000/year allocated to facility lifecycle management.
 - \$1,225,000 allocated to storm sewer maintenance in 2022.
- Government of Alberta Family and Community Support Services grant in the amount of \$2,445,800/year to support preventative social service programs.

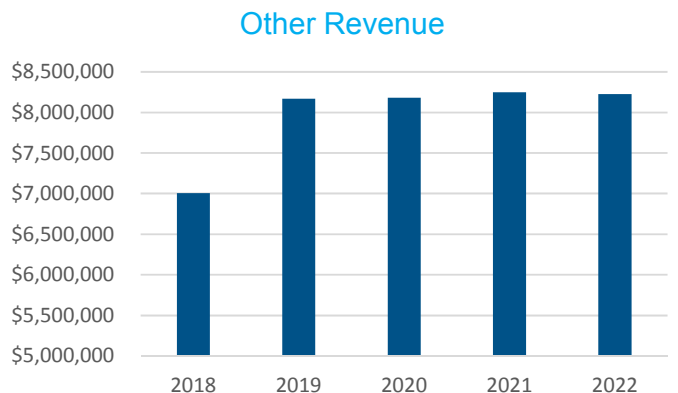
Green Transit Incentive Program (GreenTRIP) and Federal Gas Tax Fund (FGTF) for bus purchases (replacement and expansion) for Lethbridge Transit and Access-A-Ride in both 2019 and in 2020. Starting in 2021, bus purchases will be 100% funded from FGTF. Opportunities for other grants will be explored. See pages 113-114 for breakdown of bus purchases.



Other

Other revenue includes:

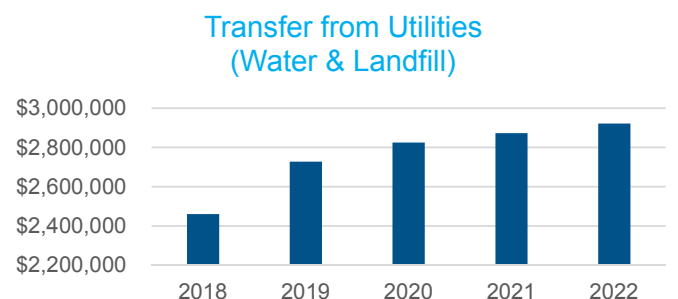
- Recovery from Capital Projects:
 - Operational work performed on infrastructure that is recovered through capital projects (see page 128 for Parks and page 131 for Transportation).
- Other examples include EMS dispatch revenues, facility rental fees, sponsorships, recoveries from schools for grounds maintenance, advertising recoveries etc.



Transfer from Utilities (Water & Landfill)

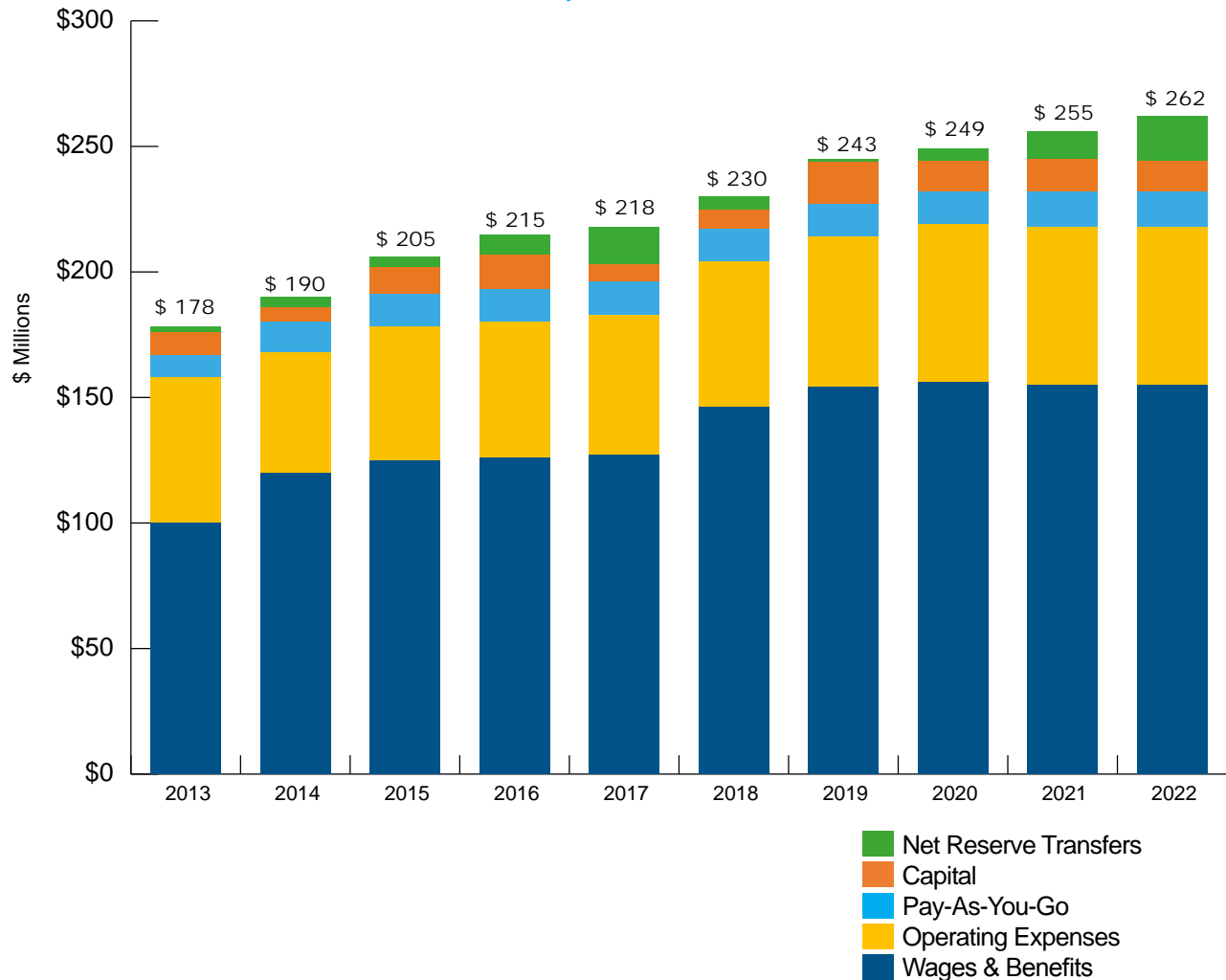
In accordance with policy, the Water Utility and the Landfill contribute 8% and 10% of revenues respectively to the General Fund as a return on investment.

By 2022 this will amount to approximately \$2,922,100 which is a \$461,900 increase over the 2018 budget. This is based on the projected increases in revenues of those utilities. The Water Utility budget includes a water rate increase of 2% per year for 2019-2022. The Landfill tipping fees will increase by \$10/tonne in 2019 (to \$105/tonne) and \$10/tonne in 2020 (to \$115/tonne), with no further increases in 2021-2022.



REVENUE & EXPENDITURE TRENDS

General Fund Expenditures by Type History 2013-2022



Wages & Benefits

Since the primary responsibility of the City of Lethbridge is to provide services to its citizens, the majority of its expenditures consist of wages and benefits of the employees who provide those services. Wages include estimated negotiated contract increases in pay rates. The 2019-2022 budget also includes new positions that were previously approved. Payroll costs such as pension, employment insurance, health etc. are also included as benefits.

Operating Expenses

These represent a variety of goods and services required by the City of Lethbridge to provide services to the community.

Pay-As-You-Go

The pay-as-you-go plan was introduced in 1991 and fully funded by 1994. It provides for a fixed amount (\$13,930,000 by 2022) to be applied to taxation supported debt payments and funding of capital projects.

Capital

Capital expenditures includes the costs directly related to acquire, install, construct, develop or improve a capital asset e.g. roads, facilities, parks, buildings, utility projects, etc.

Net Reserve Transfers

The City of Lethbridge maintains several different reserves that have been created for a variety of purposes. This represents the net transfers to reserves over the period. These net transfers are affected by many decisions and factors and tend to vary from year to year.



Lethbridge Firefighters

WAGES & PERSONNEL

Personnel - Wages & Benefits

	2018	2019	2020	2021	2022
Tax Supported					
Galt Museum & Archives	\$ 1,543,699	\$ 1,545,510	\$ 1,545,792	\$ 1,546,075	\$ 1,546,640
Lethbridge Police Service	31,133,245	33,682,120	33,784,033	32,074,224	32,132,211
Lethbridge Public Library	4,848,015	4,847,104	4,847,332	4,847,560	4,848,015
Accessible Transportation	2,579,949	2,587,303	2,587,303	2,587,303	2,587,303
Aquatics	471,346	483,064	483,064	483,064	483,064
Arenas	2,581,370	2,574,636	2,574,636	2,574,636	2,574,636
Cemetery Services	836,933	836,933	836,933	836,933	836,933
Community Services Support	816,299	816,299	816,299	816,299	816,299
Community Social Development	336,655	384,293	385,072	385,852	387,411
ENMAX Centre	3,234,912	3,475,600	3,476,583	3,477,566	3,479,532
Facility Services	2,839,582	2,952,141	3,193,311	3,196,230	3,200,870
Family & Community Support Services	470,537	261,304	261,834	262,364	263,424
Fire & Emergency Services	26,288,360	28,234,146	29,477,209	29,899,741	30,045,187
Helen Schuler Nature Centre	668,752	755,357	757,269	759,221	668,752
Japanese Gardens	193,979	242,488	243,557	193,979	193,979
Lethbridge Transit	9,838,744	10,020,510	9,906,873	9,906,873	9,906,873
Public Safety Communications Centre	6,188,878	6,615,990	6,669,928	6,682,583	6,687,668
Recreation & Culture	1,801,246	1,802,133	1,802,133	1,802,133	1,802,133
Regulatory Services	779,465	779,465	779,465	779,465	779,465
School Bus	1,483,952	1,457,560	1,460,796	1,464,032	1,469,005
Yates Memorial Centre	301,720	301,720	301,720	301,720	301,720
Employee Welfare & Security	2,033,678	2,392,087	2,542,863	2,692,608	2,848,917
Financial Services	4,926,639	4,790,358	4,790,772	4,791,185	4,792,012
Human Resources	2,293,043	2,290,131	2,290,859	2,291,587	2,293,043
Information Technology	4,064,893	4,064,892	4,064,892	4,064,892	4,064,892
Integrated Risk Management	560,454	555,724	556,906	558,089	560,454
City Clerk	1,021,759	1,021,759	1,021,759	1,021,759	1,021,759
City Council	373,167	448,917	450,417	452,667	454,917
City Manager's Office & Communications	1,761,600	1,761,600	1,761,600	1,761,600	1,761,600
City Solicitor	778,521	778,521	778,521	778,521	778,521
Economic Development & Tourism	136,824	136,824	136,824	136,824	136,824
Mayor	324,073	349,323	349,823	350,573	351,323
Real Estate & Land Development	761,958	707,698	721,210	734,947	750,564
311 Customer Service	1,208,487	1,648,380	1,651,724	1,655,068	1,661,755
Fleet Services	2,783,354	3,105,198	3,175,727	3,164,473	3,240,198
Infrastructure Administration	2,402,422	2,447,683	2,489,616	2,532,376	2,581,464
Parking	354,983	382,263	390,623	399,283	408,803
Parks	7,146,865	7,939,760	8,059,621	8,254,277	8,291,472
Stormwater	93,889	93,889	93,889	93,889	93,889
Transportation	6,717,369	6,920,311	6,920,831	6,921,351	6,922,391
Assessment & Taxation	1,953,098	1,999,726	1,999,726	1,999,726	1,999,726
Building Safety & Inspection Services	2,114,103	2,113,404	2,113,604	2,113,704	2,114,104
Planning & Development	3,066,607	3,182,833	3,182,833	3,182,833	3,182,833
	146,115,426	153,786,957	155,735,782	154,830,087	155,322,584
Utility Supported					
Electric Utility	12,834,078	13,430,041	13,769,273	14,092,506	14,423,369
Utility Services	890,443	982,887	999,552	1,016,417	1,035,646
Waste Collection	3,061,554	3,898,632	4,042,970	4,134,778	4,235,179
Wastewater Utility	2,405,431	2,398,676	2,451,546	2,505,416	2,565,256
Water Utility	7,140,054	7,522,033	7,687,691	7,869,750	8,051,967
	26,331,559	28,232,269	28,951,032	29,618,867	30,311,417
	\$ 172,446,985	\$ 182,019,226	\$ 184,686,814	\$ 184,448,954	\$ 185,634,001
Full-time equivalents (FTE)					
Opening Balance	1,469.6	1,477.2	1,541.2	1,552.7	1,532.5
Additions (Reductions)	7.6	64.0	11.5	(20.2)	(0.5)
Closing Balance	1,477.2	1,541.2	1,552.7	1,532.5	1,532.0

WAGES & PERSONNEL

Full Time Equivalent (FTE) Changes From 2018 Approved to 2022 Approved

Description	Previously Approved Decisions	External Drivers	Growth	(\$ 2022 Wages, OT & Benefits
Utility Funded/Self Funded				
Waste Collection - Waste Diversion Technician (Per Council Resolution Aug 4/15)	1.0			\$ 75,000
Waste Collection - Waste Reduction Consultant (Per Council Resolution Aug 4/15)	1.0			110,400
Waste Collection - Waste Reduction Technician (CIP 2018-2027 E-6)	1.0			75,000
Waste Collection - Waste & Recycling & MRF Coordinator (CIP 2018-2027 E-6)	1.0			101,900
Waste Collection - Waste & Recycling & MRF Millwright (CIP 2018-2027 E-6)	1.0			97,100
Waste Collection - Waste & Recycling Operators (CIP 2018-2027 E-6)	2.0			152,500
N-15 Electric Utility - Electric Accounting Technician			1.0	80,700
N-16 Electric Utility - Information Systems & Communications Technologist			1.0	148,900
N-17 Electric Utility - Power Systems Electrician			1.0	127,600
N-18 Fleet Services - Customer Service Representatives			3.0	210,400
N-22 Waste Processing - ICI Support Staff		2.0		167,300
N-23 Waste Processing - Climate Adaptation & Environmental Sustainability Specialist		1.0		91,000
Total Utility Funded/Self Funded	7.0	3.0	6.0	1,437,800
General Funded				
Lethbridge Police Service - Reduction of Senior Constables	(2.0)			(257,700)
Lethbridge Police Service - VSU Administrative Assistant (Contract Converted to FTE)	1.0			75,000
Lethbridge Police Service - VSU File Administrator (Contract Converted to FTE)	0.5			36,000
Galt Museum & Archives - Visitor Services Coordinator (Fort Whoop-Up Fee For Service)	1.0			80,700
Galt Museum & Archives - Fort Interpreters (Fort Whoop-Up Fee For Service)	2.1			100,800
Facility Services - Refrigeration Technician (CIP 2018-2027 D-6)	1.0			120,100
Facility Services - HVAC & Controls Technician (CIP 2018-2027 D-28)	1.0			120,100
311 Customer Service - Customer Services Specialists (CIP 2014-2023 D-39)	4.0			300,000
311 Customer Service - Business Advisor (CIP 2014-2023 D-39)	1.0			97,400
Fire & Emergency Services - Deputy Chief Training & Safety (CIP 2018-2027 D-28)	1.0			200,200
Fire & Emergency Services - Firefighters (CIP 2018-2027 D-28)	24.0			3,347,200
Parks - Arborist (CIP)	1.0			86,000
Parks - Labourers (CIP)	9.0			578,400
N-20 Infrastructure Administration - Urban Construction Right of Way Coordinator			1.0	95,600
N-28 ENMAX Centre - Ticket Technician			0.8	62,000
Total General Funded	44.6	-	1.8	5,041,800
Total Approved FTE Increases	51.6	3.0	7.8	\$ 6,479,600
Total Approved Increases Over 4 Years	62.4			
Average FTE Increase per Year	15.6			
Average Percentage Increase Per Year	1.1%			

Full Time Equivalent (FTE) Changes Subject to Future Approval

Description	Previously Approved Decisions	External Drivers	Growth	(\$ 2022 Wages, OT & Benefits
Utility Funded/Self Funded				
N-19 Fleet Services - Utility Worker II *			1.0	\$ 77,000
General Funded				
N-38 Lethbridge Police Service - Special Constables/Community Peace Officer **		15.0		1,254,900
N-39 Lethbridge Police Service - The Ambassador/Watch Program **		6.5		397,800
N-40 Lethbridge Police Service - Police and Crisis Team (PACT) **		1.0		134,400
Total General Funded	-	22.5	1.0	1,787,100
Total FTE Increases Subject to Future Approval	-	22.5	2.0	\$ 1,864,100

* Future Funding to be considered following an operational review.

** Conditional Funding in 2021 and 2022.



Public Operations Employee

GRANT & FEE FOR SERVICE

GRANT & FEE FOR SERVICE SUMMARY

Budget 2019-2022

"G" = Grant Tax Supported — To off set their total costs, not related to operating expenses. Amendment only by Council resolution.

"F" = Fee for Service — In this category, the organizations deliver programs and maintains facilities on behalf of the City.

"O" = Support Organization, but not tied to specific services.

"S" = Subsidy for specific services based on client usage.

"OTA" = One Time Allocation

FCSS (Family and Community Support Services)

The Family and Community Support Services Program is administered provincially through the Department of Children's Services. The Regional Child and Family Services Authorities are included in the same Department, as are legislated child welfare services, women's emergency shelters and other initiatives targeted at preventing family violence and family breakdown. The FCSS program is designed to provide preventive community based services, planned and delivered with a strong volunteer component, to address community needs.

The Province provides funding to municipalities, based on a formula that takes into consideration population and median income. Municipalities are required to provide a minimum 20% contribution. The City of Lethbridge has chosen to administer the program through the Community Social Development (CSD) Committee of Council. The CSD Committee acts as an advisory board to City Council on issues relating to social policy, services and social program funding.

The Community Social Development Committee of Council presented to Council on October 15, 2018 the FCSS program allocation amounts for 2019. The 2020-2022 FCSS program allocation amounts will be presented to Council in September of 2019, after the strategic planning and RFP process is complete.

DESCRIPTION	TYPE	2018	2019	2020	2021	2022
External						
Funding and Contract Admin - Voluntary Board Development		\$ 1,000				
Community LINKS (CMHA)	O	37,300	122,117			
Leth. Housing Authority: Case Mngt & Outreach Support	F	66,300	67,000			
Lethbridge Senior Citizens' Organization	O	344,600	344,700			
Home Support	S	54,600	40,000			
Nord-Bridge Senior Citizens Association	O	209,500	216,850			
Family Centre	O	564,400	675,000			
Volunteer Lethbridge Association	O	114,200	114,000			
Big Brothers & Big Sisters	O	87,800	87,800			
Boys' & Girls' Club of Lethbridge	O	187,800	235,000			
Holy Spirit Families First	O		118,404			
Youth Advisory Council		7,500				
YWCA: "GirlSpace" Young Women's Peer Support Program	O	136,300	185,000			
Making Connections Lethbridge School District 51	O	158,000	167,600			
Associates Counselling Services	S	86,000				
Crossroads Counselling Services	S	75,400	55,000			
Lethbridge Family Services	S	213,100	213,082			
Outreach	S	159,100				
DEFERRED FUNDING (OVERALLOCATED FUNDING)		(61,249)				
UNALLOCATED FUNDS			37,500	2,679,053	2,679,053	2,679,053
TOTAL FCSS (EXTERNAL)		2,441,651	2,679,053	2,679,053	2,679,053	2,679,053
Internal						
Community Development Planning & Contract Administration		565,049	314,643	314,643	314,643	314,643
Publications		15,000	15,000	15,000	15,000	15,000
Building Resilient Children, Families & Youth		30,000	43,004	43,004	43,004	43,004
Go Friendly (Senior Transportation)		95,000	95,000	95,000	95,000	95,000
TOTAL FCSS (INTERNAL)		705,049	467,647	467,647	467,647	467,647
BALANCE OF FCSS BUDGET		\$ 3,146,700	\$ 3,146,700	\$ 3,146,700	\$ 3,146,700	\$ 3,146,700

GRANT & FEE FOR SERVICE

GRANT & FEE FOR SERVICE SUMMARY

Budget 2019-2022

"G" = Grant Tax Supported — To off set their total costs, not related to operating expenses. Amendment only by Council resolution.

"F" = Fee for Service — In this category, the organizations deliver programs and maintains facilities on behalf of the City.

"O" = Support Organization, but not tied to specific services.

"S" = Subsidy for specific services based on client usage.

"OTA" = One Time Allocation

OTHER EXTERNAL SUPPORT (NON FCSS)

DESCRIPTION	TYPE	2018	2019	2020	2021	2022
Category One: Grants						
Lethbridge & District Exhibition - Parade Float	G	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500
Lethbridge & District Exhibition	G	86,900	86,900	86,900	86,900	86,900
Lethbridge Soup Kitchen	G	38,100	38,100	38,100	38,100	38,100
Interfaith Food Bank	G	12,500	12,500	12,500	12,500	12,500
Lethbridge Food Bank	G	12,500	12,500	12,500	12,500	12,500
Clothing Charities Tipping (1/2 funded from landfill)	G	10,000	10,000	10,000	10,000	10,000
Lethbridge Habitat for Humanity	G	30,000	30,000	30,000	30,000	30,000
NOKA Spay/Neuter Program	G	45,000	45,000	45,000	45,000	45,000
Mitigate the Feral Cat Problem (N-81)	OTA - G		10,000	10,000	10,000	10,000
Non-Veterinary Funding for Animal Rescue (N-82)	OTA - G		10,000	10,000	10,000	10,000
Community Special Event Support Program	G	97,500	97,500	97,500	97,500	97,500
Fee Assistance Program	G	90,000	90,000	90,000	90,000	90,000
St. John's Ambulance	G	12,500	12,500	12,500	12,500	12,500
U of L Stadium	G	36,500	36,500	36,500	36,500	36,500
Lethbridge Symphony Association	G	53,900	53,900	53,900	53,900	53,900
Nord-Bridge Senior Citizens Association (N-78)	OTA - G	75,000	75,000	75,000		
Mackenzie Tour PGA Tour Canada	OTA - G	250,000	250,000	250,000		
Major Community Event Hosting	G	250,000	250,000	250,000	250,000	250,000
Lethbridge International Air Show	G	17,500	17,500	17,500	17,500	17,500
Youth Advisory Council (N-85)	OTA - G		5,000	5,000	5,000	5,000
Housing Rent Supplement Program	G	252,000	252,000	252,000	252,000	252,000
Category Two: Fee For Service						
Diversion Outreach Team (DOT)	F	124,200	124,200	124,200	124,200	124,200
Canadian Red Cross - Disaster Social Services Reception	F	10,000	10,000	10,000	10,000	10,000
Westminster Community Centre - Westminster Pool	F	35,600	35,600	35,600	35,600	35,600
Spitz Stadium Society	F	49,700	49,700	49,700	49,700	49,700
Economic Development Lethbridge (EDL)	F	1,082,900	833,300	833,300	833,300	833,300
EDL - Agrifood Corridor Strategy (N-9)	OTA - F		5,000	5,000	5,000	5,000
EDL - Foreign Direct Investment Program (N-10)	OTA - F		7,500	7,500	7,500	7,500
EDL - Lethbridge Brand Implementation (N-11)	OTA - F		45,000			
EDL - Identify Opportunities & Barriers to Business (N-12)	OTA - F		20,000	17,000	17,000	17,000
Lethbridge Destination Management Organization	F		630,900	630,900	630,900	630,900
Lethbridge Destination Management Organization (N-8)	OTA - F		30,000	10,000		
Chinook Country Tourist Association - Visitor Information Service	F	323,300				
Chinook Country Tourist Association - Membership Fee	F	22,100				
Commuter Air Access Network of Alberta	F	900				
Canadian Badlands Membership	F	27,100	27,100	27,100	27,100	27,100
Airport	F	200,000	200,000	200,000	200,000	200,000
Airport Customs Services	F	143,200	143,200	143,200	143,200	143,200
Nikka Yuko Japanese Gardens Grounds Programming	F	133,700	133,700	133,700	133,700	133,700
Nikka Yuko Japanese Gardens Minimum Wage (N-66)	F		28,400	28,400	28,400	28,400
Nikka Yuko Japanese Gardens (N-79)	OTA - F		171,190			
YWCA - Neighborhood Play Program	F	81,300	81,300	81,300	81,300	81,300
Southern Alberta Art Gallery	F	183,800	183,800	183,800	183,800	183,800
Southern Alberta Art Gallery (N-76)	OTA - F		76,000			
Southern Alberta Art Gallery (N-6)	OTA - F		36,000			
Southern Alberta Ethnic Association	F	28,100	28,100	28,100	28,100	28,100
Southern Alberta Ethnic Association (N-77)	OTA - F		136,160	136,160		
Allied Arts Council - Leadership of the Arts	F	162,600	162,600	162,600	162,600	162,600
Allied Arts Council Minimum Wage (N-66)	F		4,050	4,050	4,050	4,050
Allied Arts Council (N-75)	F		32,535	33,185	33,850	35,525
Allied Arts Council (N-75)	OTA - F		107,000			
Allied Arts Council - Communication Manager	F	45,500	45,500	45,500	45,500	45,500
Allied Arts Council - Community Arts Centre	F	430,900	430,900	430,900	430,900	430,900
U of L share of Community Arts Centre operating costs	F	(79,000)	(80,000)	(83,000)	(86,000)	(89,000)
Lethbridge Sport Council	F	159,800	171,100	171,100	171,100	171,100
Lethbridge Sport Council Minimum Wage (N-66)	F		14,480	14,480	14,480	14,480
Lethbridge Sport Council (N-74)	OTA - F		55,000			
City Parks Maintenance Agreements						
Lethbridge Lawn Bowling	F	11,900	11,900	11,900	11,900	11,900
Grow It Community Gardens	F	5,600	5,600	5,600	5,600	5,600
Westminster Pool Association - Grounds	F	9,500	9,500	9,500	9,500	9,500
Lethbridge Softball Association - Peenaquim Park	F	73,500	73,500	73,500	73,500	73,500
Lethbridge Softball Association Minimum Wage (N-66)	F		2,560	2,560	2,560	2,560
Lethbridge North Little League	F	16,000	16,000	16,000	16,000	16,000
Lethbridge North Little League Minimum Wages (N-66)	F		1,920	1,920	1,920	1,920
Lethbridge Southwest Little League	F	27,900	27,900	27,900	27,900	27,900
Lethbridge Southwest Little League Minimum Wage (N-66)	F		2,880	2,880	2,880	2,880
Prairie Baseball Academy	F	38,300	38,300	38,300	38,300	38,300
District One Little League, Canola	F	5,400	5,400	5,400	5,400	5,400
District One Little League Minimum Wage (N-66)	F		1,280	1,280	1,280	1,280
Other:						
Contingencies: Transfer to Other Agencies by Council Resolution		5,000	5,000	5,000	5,000	5,000
BALANCE OF OTHER EXTERNAL SUPPORT		\$ 4,771,200	\$ 5,546,455	\$ 5,066,915	\$ 4,593,420	\$ 4,592,095

RATES & USER FEES

This section provides an example of the rates and user fees that are applicable to City of Lethbridge services.

Business License Fees

2019 to 2022 Budget

	<i>Current</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>
General License Resident	\$ 187.00	\$ 193.00	\$ 193.00	\$ 198.00	\$ 198.00
General License Non Resident	\$ 774.00	\$ 774.00	\$ 774.00	\$ 774.00	\$ 774.00
Carnivals (per day)	\$ 108.00	\$ 111.00	\$ 111.00	\$ 114.00	\$ 114.00
Itinerant carnivals (per day)	\$ 191.00	\$ 196.00	\$ 196.00	\$ 202.00	\$ 202.00
Circus (per day)	\$ 191.00	\$ 196.00	\$ 196.00	\$ 202.00	\$ 202.00
Hawker, Pedlars & Hucksters Resident	\$ 70.00	\$ 72.00	\$ 72.00	\$ 74.00	\$ 74.00
Hawker, Pedlars & Hucksters Non-Resident	\$ 216.00	\$ 222.00	\$ 222.00	\$ 228.00	\$ 228.00
Home Occupation - Desk, Phone, Vehicle	\$ 187.00	\$ 193.00	\$ 193.00	\$ 198.00	\$ 198.00
Home Occupation - Music Teacher	\$ 187.00	\$ 193.00	\$ 193.00	\$ 198.00	\$ 198.00
Home Occupation - Workshop, Customers	\$ 280.00	\$ 288.00	\$ 288.00	\$ 297.00	\$ 297.00
Itinerant Shows (per location)	\$ 299.00	\$ 308.00	\$ 308.00	\$ 317.00	\$ 317.00
Itinerant Shows (per show)	\$ 70.00	\$ 72.00	\$ 72.00	\$ 74.00	\$ 74.00
Market Organizer Resident	\$ 108.00	\$ 111.00	\$ 111.00	\$ 114.00	\$ 114.00
Market Organizer Non-Resident	\$ 559.00	\$ 576.00	\$ 576.00	\$ 593.00	\$ 593.00
Market Organizer Non-Resident Operator	\$ 616.00	\$ 634.00	\$ 634.00	\$ 653.00	\$ 653.00
Market Organizer Non-Res. Op. (per day)	\$ 172.00	\$ 177.00	\$ 177.00	\$ 182.00	\$ 182.00
Transient Business	\$ 1,702.00	\$ 1,753.00	\$ 1,753.00	\$ 1,805.00	\$ 1,805.00
Transient Business (per day)	\$ 432.00	\$ 445.00	\$ 445.00	\$ 458.00	\$ 458.00
Transient Business (per location)	\$ 1,418.00	\$ 1,460.00	\$ 1,460.00	\$ 1,504.00	\$ 1,504.00
Christmas Tree Vendor (per yr, per site)	\$ 70.00	\$ 72.00	\$ 72.00	\$ 74.00	\$ 74.00
Christmas Tree Vendor Religious or Community Organization (per yr, per site)	\$ 45.00	\$ 46.00	\$ 46.00	\$ 47.00	\$ 47.00
Adult Video Tape Store	\$ 1,702.00	\$ 1,753.00	\$ 1,753.00	\$ 1,805.00	\$ 1,805.00
Taxi Cab Operator	\$ 64.00	\$ 65.00	\$ 65.00	\$ 67.00	\$ 67.00

Dog License Fees

2019 to 2022 Budget

	<i>Current</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>
Sterilized & marked for identification	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00
Sterilized & not marked for identification	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00
Not sterilized & marked for identification	\$ 45.00	\$ 45.00	\$ 45.00	\$ 45.00	\$ 45.00
Not sterilized & not marked for identification	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00
Dog fanciers fee (plus regular license fee/dog)	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00

RATES & USER FEES

Assessment & Tax Fees

2019 to 2022 Budget

	<i>Current</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>
Tax certificates	\$ 35.00	\$ 39.00	\$ 39.00	\$ 39.00	\$ 39.00
Tax Notification Admin Fee	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00
Electronic or hard copy mortgage list fees (per account)	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00
Bank Returned Item - Service Charge	\$ 45.00	\$ 45.00	\$ 45.00	\$ 45.00	\$ 45.00
Other transfers added to the tax roll	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00
Property Assessment Record - Single Family	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00
Property Assessment Record - Other	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00
Miscellaneous reporting fee/hour	\$ 60.00	\$ 60.00	\$ 60.00	\$ 60.00	\$ 60.00
Assessment Review Board Complaint Fee					
Residential (3 dwelling units or less)	\$ 30.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00
Multi-family (4 units or more) and Non-Residential:		\$ 650.00	\$ 650.00	\$ 650.00	\$ 650.00
Assessed value: \$100 to \$500,000	\$ 100.00	The multi-family and non-residential assessment review board complaint fees have been combined into one fee for 2019-2022			
Assessed value: \$500,001 to \$4,000,000	\$ 500.00				
Assessed value: over \$4,000,000	\$ 650.00				
Business Improvement Area (BIA):		\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00
Assessed value: \$0 to \$25,000	\$ 20.00	The BIA assessment review board complaint fees have been combined into one fee for 2019-2022			
Assessed value: over \$25,000	\$ 40.00				

Development Fees

2019 to 2022 Budget

	<i>Current</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>
Two Unit dwelling requiring waivers	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00
Single detached dwelling that complies with Land Use Bylaw (LUB)	\$ 60.00	\$ 60.00	\$ 60.00	\$ 60.00	\$ 60.00
164 unit multi-family	\$ 9,960.00	\$ 9,960.00	\$ 9,960.00	\$ 9,960.00	\$ 9,960.00
Home Occupation with waivers	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00
Gas Station, Car Wash, Convenience Store	\$ 1,296.00	\$ 1,296.00	\$ 1,296.00	\$ 1,296.00	\$ 1,296.00
Portable Sign	\$ 120.00	\$ 120.00	\$ 120.00	\$ 120.00	\$ 120.00

RATES & USER FEES

Planning Services & Subdivision Fees

2019 to 2022 Budget

	<i>Current</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>
New Statutory Plans and Outline Plans					
Area Structure Plan (ASP)	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00
Outline Plan (OP) (base fee)	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
<i>New OP in West Lethbridge Employment Centre ASP base fee plus \$250/ha</i>					
<i>New OP in other ASP areas prepared by the City - base fee plus \$825/ha</i>					
Amendment to Plans, Outline Plans and Land					
Municipal Development Plan	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00
Area Structure Plan	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00
Area Redevelopment Plan (ARP)	\$ 2,750.00	\$ 2,750.00	\$ 2,750.00	\$ 2,750.00	\$ 2,750.00
Outline Plan (base fee)	\$ 2,750.00	\$ 2,750.00	\$ 2,750.00	\$ 2,750.00	\$ 2,750.00
<i>To incorporate a shadow planned area (base plus \$1,200/ha)</i>					
Land Use Bylaw (LUB)	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00
Land Use Bylaw in an ARP area	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00
Subdivision Fees					
Subdivision (base fee)	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00
Subdivision Application/lot	\$ 325.00	\$ 325.00	\$ 325.00	\$ 325.00	\$ 325.00
Final Endorsement Fee/lot	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00
Condominium Certificate/unit	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00
Time Extension Fee	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00
Road & Lane Closure	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00
Municipal Reserve Disposal	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00
Comprehensive Site Plan (CSP)	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
Major Amendment to a CSP	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00
Minor Amendment to a CSP	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00
Comprehensive Site Plan (Residential)	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00
Amendment to a Residential CSP	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00
Addressing change (per parcel)	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00

Fee schedule will be re-examined in 2022

RATES & USER FEES

Recreation & Culture Services

2019 to 2022 Budget

Arena Fees

New rates are effective in September of each year.

	<i>Current</i>		<i>2019</i>		<i>2020</i>		<i>2021</i>		<i>2022</i>	
Public Skating Admission Rates										
Family	\$	12.00	\$	12.75	\$	12.75	\$	13.50	\$	13.50
Adult	\$	5.00	\$	5.25	\$	5.25	\$	5.50	\$	5.50
Youth	\$	3.75	\$	4.00	\$	4.00	\$	4.25	\$	4.25
Senior	\$	3.75	\$	4.00	\$	4.00	\$	4.25	\$	4.25
Winter Arena Rental Rates										
Youth - Prime	\$	112.50	\$	119.00	\$	119.00	\$	126.00	\$	126.00
Youth - Non-Prime	\$	100.00	\$	106.00	\$	106.00	\$	112.00	\$	112.00
Community Adult/University - Prime	\$	160.00	\$	170.00	\$	170.00	\$	180.00	\$	180.00
Community Adult/University - Non-Prime	\$	141.50	\$	164.00	\$	164.00	\$	174.00	\$	174.00
Commercial/Out of Town Private - Prime	\$	221.00	\$	234.00	\$	234.00	\$	248.00	\$	248.00
Commercial/Out of Town Private - Non-Prime	\$	196.00	\$	208.00	\$	208.00	\$	220.00	\$	220.00
Summer Arena Rental Rates										
Ice										
Youth	\$	145.00	\$	154.00	\$	154.00	\$	163.00	\$	163.00
Community Adult	\$	175.00	\$	186.00	\$	186.00	\$	197.00	\$	197.00
Dry Floor										
Youth	\$	76.00	\$	81.00	\$	81.00	\$	86.00	\$	86.00
Community Adult	\$	90.00	\$	96.00	\$	96.00	\$	102.00	\$	102.00

RATES & USER FEES

Recreation & Culture Services

2019 to 2022 Budget

Yates Theatre

New rates are effective in September of each year.

	Current	2019	2020	2021	2022
Community Groups					
Weekdays (Mon-Thurs.)					
Donation / No Charge					
Donation/No Charge - Afternoon	\$ 359.00	\$ 381.00	\$ 381.00	\$ 404.00	\$ 404.00
Donation/No Charge - Evening	\$ 640.00	\$ 678.00	\$ 678.00	\$ 719.00	\$ 719.00
Charge					
Charge - Afternoon	\$ 1,090.00	\$ 1,155.00	\$ 1,155.00	\$ 1,224.00	\$ 1,224.00
Charge - Evening	\$ 1,420.00	\$ 1,505.00	\$ 1,505.00	\$ 1,595.00	\$ 1,595.00
Weekends (Fri-Sun.)					
Donation / No Charge					
Donation/No Charge - Afternoon	\$ 536.00	\$ 568.00	\$ 568.00	\$ 602.00	\$ 602.00
Donation/No Charge - Evening	\$ 800.00	\$ 848.00	\$ 848.00	\$ 899.00	\$ 899.00
Charge					
Charge - Afternoon	\$ 1,450.00	\$ 1,537.00	\$ 1,537.00	\$ 1,629.00	\$ 1,629.00
Charge - Evening	\$ 1,955.00	\$ 2,072.00	\$ 2,072.00	\$ 2,196.00	\$ 2,196.00
Commercial Programs					
Commercial Programs - Weekdays	\$ 1,920.00	\$ 2,035.00	\$ 2,035.00	\$ 2,157.00	\$ 2,157.00
Commercial Programs - Weekends	\$ 2,347.00	\$ 2,488.00	\$ 2,488.00	\$ 2,637.00	\$ 2,637.00

Picnic Shelters

New rates are effective in September of each year.

	Current	2019	2020	2021	2022
Elks, John Martin & Rotary Shelters					
Full day (up to 8 hours)	\$ 330.00	\$ 412.00	\$ 412.00	\$ 495.00	\$ 495.00
Henderson Horseshoe					
Full day (up to 8 hours)	\$ 178.00	\$ 225.00	\$ 225.00	\$ 270.00	\$ 270.00
Baroness & Kiwanis Shelters					
2 Hour Rate	\$ 53.00	\$ 66.00	\$ 66.00	\$ 80.00	\$ 80.00
Each Additional Hour	\$ 7.00	\$ 9.00	\$ 9.00	\$ 10.50	\$ 10.50

RATES & USER FEES

Lethbridge Transit Fares 2019 to 2022 Budget

	<i>Current</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>
Cash Fares					
Adult	\$ 3.00	\$ 3.00	\$ 3.00	\$ 3.00	\$ 3.00
Senior/student	\$ 3.00	\$ 3.00	\$ 3.00	\$ 3.00	\$ 3.00
Tickets					
Adult	\$ 2.25	\$ 2.25	\$ 2.25	\$ 2.25	\$ 2.25
Senior/student	\$ 2.10	\$ 2.10	\$ 2.10	\$ 2.10	\$ 2.10
Passes					
Adult 30-Day	\$ 77.00	\$ 77.00	\$ 77.00	\$ 77.00	\$ 77.00
Youth 30-Day	\$ 62.00	\$ 62.00	\$ 62.00	\$ 62.00	\$ 62.00
Senior 30-Day	\$ 28.00	\$ 28.00	\$ 28.00	\$ 28.00	\$ 28.00
Semester Pass	\$ 289.00	\$ 289.00	\$ 289.00	\$ 289.00	\$ 289.00
Senior Yearly	\$ 280.00	\$ 280.00	\$ 280.00	\$ 280.00	\$ 280.00

Access-A-Ride Fares 2019 to 2022 Budget

	<i>Current</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>
Cash Fare	\$ 3.00	\$ 3.00	\$ 3.00	\$ 3.00	\$ 3.00
Program Rate	\$ 120.00	\$ 120.00	\$ 120.00	\$ 120.00	\$ 120.00

RATES & USER FEES

Cemetery Fees 2019 to 2022 Budget

	<i>Current</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>
RIGHTS TO INTERMENT FEES (BURIAL RIGHTS FEES)					
In Ground					
Single depth plot w/o continuous foundation	\$ 1,645.00	\$ 1,800.00	\$ 1,900.00	\$ 2,000.00	\$ 2,000.00
Single depth plot with continuous foundation	\$ 1,865.00	\$ 2,050.00	\$ 2,150.00	\$ 2,250.00	\$ 2,250.00
Double depth plot w/o continuous foundation	\$ 2,030.00	\$ 2,200.00	\$ 2,300.00	\$ 2,350.00	\$ 2,350.00
Double depth plot with continuous foundation	\$ 2,245.00	\$ 2,450.00	\$ 2,550.00	\$ 2,600.00	\$ 2,600.00
Single cremation plot	\$ 740.00	\$ 770.00	\$ 805.00	\$ 825.00	\$ 825.00
Double cremation plot	\$ 1,270.00	\$ 1,350.00	\$ 1,400.00	\$ 1,450.00	\$ 1,450.00
Columbarium Niches:					
Units C5 & C6 - 12" x 12" x 18" (All Levels)	\$ 3,445.00	\$ 3,585.00	\$ 3,730.00	\$ 3,840.00	\$ 3,840.00
Unit C7 - 12" x 12" x 12" (All Levels)	\$ 2,180.00	\$ 2,270.00	\$ 2,360.00	\$ 2,430.00	\$ 2,430.00
INTERMENT FEES - Per interment (includes permanent record)					
Monument Permit Fee	\$ 70.00	\$ 75.00	\$ 80.00	\$ 80.00	\$ 80.00
Six (6) foot depth - full casket	\$ 955.00	\$ 1,000.00	\$ 1,050.00	\$ 1,080.00	\$ 1,080.00
Nine (9) foot depth - full casket	\$ 1,225.00	\$ 1,300.00	\$ 1,350.00	\$ 1,380.00	\$ 1,380.00
In Ground Cremation	\$ 450.00	\$ 470.00	\$ 490.00	\$ 510.00	\$ 510.00
Multiple service - same time & location/each additional cremated remains	\$ 310.00	\$ 330.00	\$ 350.00	\$ 370.00	\$ 370.00
Columbarium Niche - 1st Interment Service - all units except C1, C2	\$ 145.00	\$ 155.00	\$ 160.00	\$ 165.00	\$ 165.00
Multiple service - same time & location/each additional cremated remains	\$ 105.00	\$ 110.00	\$ 115.00	\$ 120.00	\$ 120.00
Subsequent interment service (2nd cremated remains) all units	\$ 170.00	\$ 180.00	\$ 185.00	\$ 190.00	\$ 190.00
Ossuary - each cremated remains	\$ 105.00	\$ 90.00	\$ 95.00	\$ 100.00	\$ 100.00
Scatter Garden	\$ -	\$ 90.00	\$ 95.00	\$ 100.00	\$ 100.00
Greens and Lowering Device					
Adult casket interment	\$ 145.00	\$ 160.00	\$ 170.00	\$ 180.00	\$ 180.00
Permanent Outer Liner/Vault/Box - storage, handling and installation					
Concrete Box	\$ 425.00	\$ 445.00	\$ 460.00	\$ 475.00	\$ 475.00
Fibreglass	\$ 260.00	\$ 275.00	\$ 285.00	\$ 290.00	\$ 290.00

Cemetery Fees 2019 to 2022 Budget

	<i>Current</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>
OTHER FEES					
Transfer of Rights to Interment Space	\$ 140.00	\$ 150.00	\$ 155.00	\$ 160.00	\$ 160.00
Rights to memorialize on City-owned monument					
2" x 10" space (bronze)	\$ 245.00	\$ 255.00	\$ 265.00	\$ 275.00	\$ 275.00
4" x 12" space (granite)	\$ 350.00	\$ 365.00	\$ 380.00	\$ 390.00	\$ 390.00
Late Funeral - Leave graveside after 3:30PM (per hour, minimum 1 hour charge)	\$ 320.00	\$ 335.00	\$ 350.00	\$ 360.00	\$ 360.00
Sunday/Holiday surcharge					
Casket burial	\$ 1,020.00	\$ 1,340.00	\$ 1,400.00	\$ 1,440.00	\$ 1,440.00
Cremation burial	\$ 510.00	\$ 670.00	\$ 700.00	\$ 720.00	\$ 720.00
Vases	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00
Cremation Vaults					
Fiberglass - Large	\$ 460.00	\$ 425.00	\$ 425.00	\$ 425.00	\$ 425.00
Fiberglass - Medium	\$ 360.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00
Steel	\$ 420.00	\$ 390.00	\$ 390.00	\$ 390.00	\$ 390.00
Monument Compliance Inspection					
Non-compliant re-inspection	\$ 130.00	\$ 130.00	\$ 130.00	\$ 130.00	\$ 130.00
Subsequent non-compliant re-inspection	\$ 275.00	\$ 275.00	\$ 275.00	\$ 275.00	\$ 275.00

FLEET REPLACEMENT LIST

This section provides a listing of vehicle and equipment planned for replacement over the four year budget cycle, categorized by year and Department (Business Unit).

2019 Vehicle and Equipment Replacement List

Department Name	Description	Budget	Funding Source
Electric Operations	1/4 Ton Van	\$35,000	Electric Funded
Electric Operations	1/4 Ton Van	\$35,000	Electric Funded
Electric Operations	Tandem Line Truck	\$425,000	Electric Funded
Electric Operations	14' Backhoe Loader - Ext	\$190,000	Electric Funded
Electric Operations	14' Backhoe Loader - Ext	\$190,000	Electric Funded
Electric Operations	1/2 Ton Van - AWD	\$40,000	Electric Funded
Facility Services	1/2 Ton Truck: LWB	\$35,000	Fleet Reserve
Fire Emergency Services	Engine (New Addition)	\$750,000	2018-27 CIP D-28
Fire Emergency Services	Engine 5	\$750,000	Fleet Reserve
Fire Emergency Services	Car 4 - Fire/EMS SUV	\$32,000	Fleet Reserve
Fire Emergency Services	Car 2 - Fire Prevention SUV	\$44,000	Fleet Reserve
Fire Emergency Services	Rescue Vehicle #1	\$710,000	Fleet Reserve
Fire Emergency Services	Wildland Bush Truck (New Addition)	\$132,000	2018-27 CIP D-28
Parks	Stump Grinder	\$7,000	Fleet Reserve
Parks	Skid Steer Loader	\$45,000	Fleet Reserve
Parks	1/2 Ton Truck: LWB	\$39,000	Fleet Reserve
Parks	3/4 Ton Truck: Crew Cab	\$49,000	Fleet Reserve
Parks	3/4 Ton Truck: Crew Cab	\$40,000	Fleet Reserve
Parks	16' Flat Deck Trailer	\$8,000	Fleet Reserve
Parks	16' Flat Deck Trailer	\$8,000	Fleet Reserve
Parks	22' Flat Deck Trailer	\$9,000	Fleet Reserve
Parks	Trailer - Skid Steer	\$16,000	Fleet Reserve
Parks	Sod Cutter	\$8,000	Fleet Reserve
Parks	Sprayer	\$9,000	Fleet Reserve
Parks	3/4 Ton Van	\$49,000	Fleet Reserve
Parks	Aerial Bucket Truck	\$288,000	CIP Funded
Parks	Mini Hoe	\$61,000	CIP Funded
Parks	1 Ton Dump Truck	\$60,000	CIP Funded
Parks	1 Ton Dump Truck	\$60,000	CIP Funded
Parks	1 Ton Dump Truck	\$60,000	CIP Funded
Parks	1 Ton Dump Truck	\$60,000	CIP Funded
Parks	Dump Trailer	\$12,000	CIP Funded
Police Services	Car 31 - Patrol Car	\$48,000	Fleet Reserve
Police Services	Car 30 - Patrol Car	\$48,000	Fleet Reserve
Police Services	Car 13 - Patrol Car	\$48,000	Fleet Reserve
Police Services	Car 51 - Patrol Car	\$48,000	Fleet Reserve
Police Services	Car 43 - Traffic Car	\$52,000	Fleet Reserve
Police Services	Car 18 - Patrol Truck	\$53,000	Fleet Reserve
Police Services	Car 69 - Patrol Truck	\$53,000	Fleet Reserve
Police Services	Car 50 - Patrol Truck	\$53,000	Fleet Reserve
Police Services	Car 27 - Traffic Truck	\$55,000	Fleet Reserve
Police Services	Car 20 - Traffic Truck	\$55,000	Fleet Reserve
Police Services	Car 35 - Traffic Truck	\$55,000	Fleet Reserve
Police Services	Car 33 - Traffic Truck	\$55,000	Fleet Reserve
Police Services	Car 10 - SUV	\$51,000	Fleet Reserve

FLEET REPLACEMENT LIST

2019 Vehicle and Equipment Replacement List

Department Name	Description	Budget	Funding Source
Signals	40' Aerial Bucket Truck	\$182,000	Fleet Reserve
Transit	1/4 Ton Passenger Van	\$32,000	Fleet Reserve
Transit	40' Transit Bus (Approved - Green Trip)	\$579,400	Grant Funded
Transit	40' Transit Bus (Approved - Green Trip)	\$579,400	Grant Funded
Transit	40' Transit Bus (Approved - Green Trip)	\$579,400	Grant Funded
Transit	40' Transit Bus (Approved - Green Trip)	\$579,400	Grant Funded
Transit	40' Transit Bus (Approved - Green Trip)	\$579,400	Grant Funded
Transit	40' Transit Bus (Approved - Green Trip)	\$579,400	Grant Funded
Transit	40' Transit Bus (Approved - Green Trip)	\$579,400	Grant Funded
Transit	AAR Bus (Approved - Green Trip)	\$220,000	Grant Funded
Transit	AAR Bus (Approved - Green Trip)	\$220,000	Grant Funded
Transit	AAR Bus (Approved - Green Trip)	\$220,000	Grant Funded
Transit	AAR Bus (Approved - Green Trip)	\$220,000	Grant Funded
Transit	AAR Bus (Approved - Green Trip)	\$220,000	Grant Funded
Transit	AAR Bus (Approved - Green Trip)	\$202,600	Grant Funded (N-57)
Transportation	Grader	\$354,000	Fleet Reserve
Transportation	Grader	\$354,000	Fleet Reserve
Transportation	Street Sweeper	\$298,000	Fleet Reserve
Transportation	Tandem Dump Truck	\$236,000	Fleet Reserve
Transportation	Snow Plow (Frt Mnt)	\$25,000	Fleet Reserve
Transportation	Sander on 09231	\$38,000	Fleet Reserve
Transportation	Detour Truck	\$88,000	Fleet Reserve
Waste & Recycling	Overhead Loader	\$302,000	Fleet Reserve
Waste & Recycling	1/2 Ton 4X4 Pickup Truck	\$32,000	2018-27 CIP E-6
Waste & Recycling	Auto Sideload Truck	\$320,000	2018-27 CIP E-6
Water	18' Backhoe Loader	\$247,000	Fleet Reserve
Water	Trailer - Wm Renewals	\$20,000	Fleet Reserve
Water	Full Size Van	\$44,000	Fleet Reserve
Wastewater	Pickup Truck (addition)	\$40,000	Fleet Reserve
TOTAL		\$12,321,000	

FLEET REPLACEMENT LIST

2020 Vehicle and Equipment Replacement List

Department Name	Description	Budget	Funding Source
Cemetery Services	Grass Sweeper	\$42,000	Fleet Reserve
Cemetery Services	Turf Truckster	\$32,000	Fleet Reserve
Electric Operations	Hyd Comp 18" - 14' Backhoe	\$9,000	Electric Funded
Electric Operations	AWD Crossover	\$42,000	Electric Funded
Electric Operations	AWD Crossover	\$42,000	Electric Funded
Electric Operations	Trailer w/ Cable Puller	\$300,000	Electric Funded
Emergency Medical Services	Ambulance #10	\$180,000	Fleet Reserve
Emergency Medical Services	Ambulance #11	\$180,000	Fleet Reserve
Emergency Medical Services	Ambulance #7	\$180,000	Fleet Reserve
Parks	3 Ton Dump Truck: Crew Cab	\$109,000	Fleet Reserve
Parks	1 Ton Dump Truck	\$62,000	Fleet Reserve
Parks	72" Mower (New Addition)	\$55,000	CIP Funded
Parks	3 Ton Dump Truck (New Addition)	\$138,200	CIP Funded
Police Services	Car 42 - Patrol Car	\$52,000	Fleet Reserve
Police Services	Car 28 - Patrol Car	\$52,000	Fleet Reserve
Police Services	Car 46 - Community Resource	\$26,000	Fleet Reserve
Police Services	MC1 - Motorcycle	\$56,000	Fleet Reserve
Police Services	MC2 - Motorcycle	\$56,000	Fleet Reserve
Police Services	Car 64 - Cargo Van	\$63,000	Fleet Reserve
Purchasing	Electric Pallet Lift	\$18,000	Fleet Reserve
Signals	2 Ton Truck: Flat Deck	\$121,000	Fleet Reserve
Transit	40' Transit Bus (Approved - Green Trip)	\$579,400	Grant Funded
Transit	40' Transit Bus (Approved - Green Trip)	\$579,400	Grant Funded
Transit	40' Transit Bus (Approved - Green Trip)	\$579,400	Grant Funded
Transit	40' Transit Bus (Approved - Green Trip)	\$579,400	Grant Funded
Transit	40' Transit Bus (Approved - Green Trip)	\$579,400	Grant Funded
Transit	AAR Bus (Approved - Green Trip)	\$220,000	Grant Funded
Transit	AAR Bus (Approved - Green Trip)	\$220,000	Grant Funded
Transit	AAR Bus (Approved - Green Trip)	\$220,000	Grant Funded
Transportation	Snow Blower	\$136,120	Fleet Reserve
Transportation	1/2 Ton Truck: Ext Cab - 4x4	\$35,000	Fleet Reserve
Waste & Recycling	Auto Side Loader	\$295,000	Fleet Reserve
Waste & Recycling	Auto Side Loader	\$295,000	Fleet Reserve
Waste Water Plant	3/4 Ton Truck: Ext Cab - 4x4	\$45,000	Fleet Reserve
Water	Skid Steer - w/ attachment	\$45,000	Fleet Reserve
Water	1/2 Ton Truck: Ext Cab	\$41,000	Fleet Reserve
Water	Full Size Van	\$44,000	Fleet Reserve
Water	3/4 Ton Van	\$41,000	Fleet Reserve
Water	3/4 Ton Van	\$41,000	Fleet Reserve
Water	Purging Van	\$93,000	Fleet Reserve
TOTAL		\$6,483,320	

FLEET REPLACEMENT LIST

2021 Vehicle and Equipment Replacement List

Department Name	Description	Budget	Funding Source
Cemetery Services	14' Backhoe Loader	\$107,000	Fleet Reserve
Electric Operations	55' Aerial Bucket	\$400,000	Electric Funded
Electric Operations	40' Aerial Bucket	\$325,000	Electric Funded
Electric Operations	Backhoe Loader - 14' Ext	\$200,000	Electric Funded
Electric Operations	3 Reel Trailer	\$220,000	Electric Funded
Emergency Medical Services	Ambulance # 8	\$182,000	Fleet Reserve
Emergency Medical Services	Ambulance # 6	\$182,000	Fleet Reserve
Emergency Medical Services	Ambulance (New Addition)	\$182,000	2018-27 CIP D-28
Facility Services	1/2 Ton Truck:LWB	\$27,000	Fleet Reserve
Facility Services	1/2 Ton Truck:LWB	\$27,000	Fleet Reserve
Facility Services	Full Size Van	\$40,000	Fleet Reserve
Parks	Skid Steer Loader	\$46,000	Fleet Reserve
Parks	1 Ton Dump Truck	\$64,000	Fleet Reserve
Parks	1/2 Ton Truck: Ext Cab - 4x4	\$38,000	Fleet Reserve
Parks	1/2 Ton Truck: Ext Cab - 4x5	\$38,000	Fleet Reserve
Parks	1/2 Ton Truck: Ext Cab - 4x6	\$38,000	Fleet Reserve
Parks	Tractor w/Loader	\$64,000	Fleet Reserve
Parks	1/4 Ton Cargo Van	\$31,000	Fleet Reserve
Parks	1/4 Ton Cargo Van	\$30,000	Fleet Reserve
Parks	72" Mower (New Addition)	\$55,000	CIP Funded
Parks	72" Mower (New Addition)	\$55,000	CIP Funded
Parks	72" Mower (New Addition)	\$55,000	CIP Funded
Police Services	Car 2 - CID	\$27,000	Fleet Reserve
Police Services	Car 23 - Traffic Car	\$53,000	Fleet Reserve
Regulatory Services	1/2 Ton Truck: Crew Cab - 4x4	\$37,000	Fleet Reserve
Regulatory Services	RS-7 Regulatory Service	\$24,000	Fleet Reserve
Regulatory Services	RS-6 Regulatory Service	\$24,000	Fleet Reserve
Regulatory Services	Hybrid SUV	\$52,000	Fleet Reserve
Transit	40' Transit Bus (Replacement)	\$598,600	Grant Funded
Transit	40' Transit Bus (Replacement)	\$598,600	Grant Funded
Transit	40' Transit Bus (Replacement)	\$598,600	Grant Funded
Transit	40' Transit Bus (Replacement)	\$598,600	Grant Funded
	AAR Bus (Replacement)	\$226,600	Grant Funded
	AAR Bus (Replacement)	\$226,600	Grant Funded
Transit	Paver/Spreader	\$461,000	Fleet Reserve
Transit	Surface Planer / for 09501	\$6,000	Fleet Reserve
Transportation	3 Ton Dump Truck	\$116,000	Fleet Reserve
Transportation	Snow Plow (Frt Mnt) - 09232	\$27,000	Fleet Reserve
Transportation	Sander on 09232	\$40,000	Fleet Reserve
Transportation	Tandem Dump Truck	\$250,000	Fleet Reserve
Transportation	Sander on 11205	\$111,000	Fleet Reserve
Transportation	Tandem Dump Truck	\$250,000	Fleet Reserve
Transportation	Street Sweeper	\$327,000	Fleet Reserve
Transportation	3/4 Ton Truck: LWB	\$54,000	Fleet Reserve
Transportation	1/2 Ton Truck: LWB	\$27,000	Fleet Reserve
Transportation	1/2 Ton Truck	\$24,000	Fleet Reserve

FLEET REPLACEMENT LIST

2021 Vehicle and Equipment Replacement List

Department Name	Description	Budget	Funding Source
Waste & Recycling	1/2 Ton Truck:Ext Cab	\$28,000	Fleet Reserve
Waste & Recycling	Auto Sideload Refuse Truck	\$299,000	Fleet Reserve
Waste & Recycling	Auto Sideload Refuse Truck	\$299,000	Fleet Reserve
Waste & Recycling	3/4 Ton Truck: Ext Cab - 4X4	\$46,000	Fleet Reserve
Waste & Recycling	18' Backhoe/Loader	\$218,000	Fleet Reserve
Waste Water Plant	2 Ton Truck w/ Body & Crane	\$122,000	Fleet Reserve
Water	3 Ton Truck: Crane & Flat Deck	\$154,000	Fleet Reserve
Water	Flusher / Eductor	\$455,000	Fleet Reserve
Water	1/2 Ton Truck: Ext Cab 4X4	\$36,000	Fleet Reserve
Water	1/2 Ton Truck	\$24,000	Fleet Reserve
Water	1/2 Ton Truck	\$38,000	Fleet Reserve
TOTAL		\$8,882,600	

2022 Vehicle and Equipment Replacement List

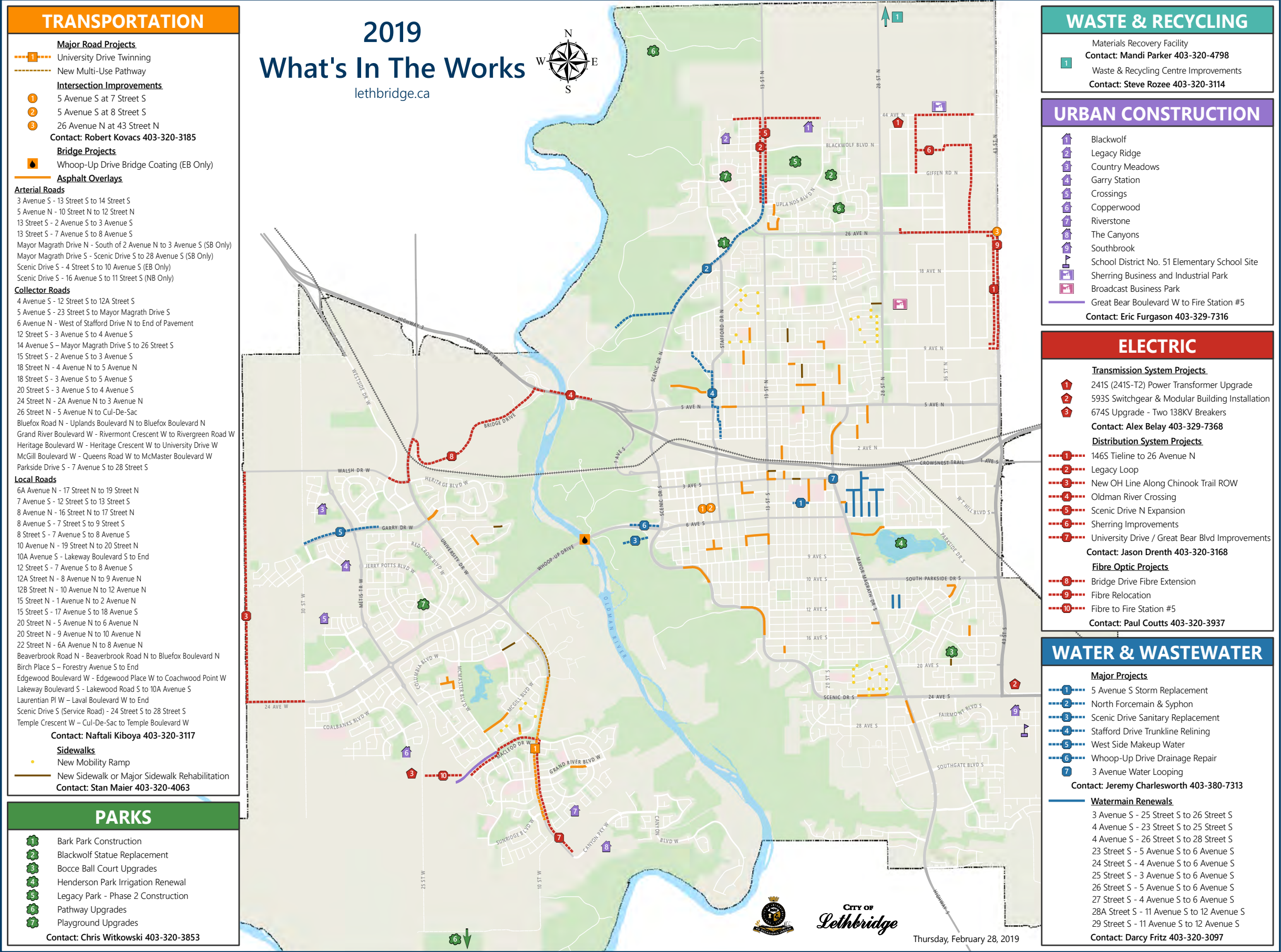
Department Name	Description	Budget	Funding Source
Cemetery Services	Trailer	\$ 8,000	Fleet Reserve
Electric Operations	Tandem Derrick Digger	\$ 450,000	Electric Funded
Electric Operations	1 Ton Truck: Crew Cab - 4x4	\$ 50,000	Electric Funded
Electric Operations	Trailer	\$ 30,000	Electric Funded
Electric Operations	Trailer - Electrical Pole	\$ 70,000	Electric Funded
Electric Operations	Cargo Van - AWD	\$ 50,000	Electric Funded
Electric Operations	Cargo Van - AWD	\$ 40,000	Electric Funded
Electric Operations	Cargo Van - AWD	\$ 50,000	Electric Funded
Electric Operations	Hydro Vac - Small	\$ 350,000	Electric Funded
Electric Operations	Cargo Van - AWD	\$ 59,000	Electric Funded
Facility Services	Full Size Van	\$ 47,000	Fleet Reserve
Fire Emergency Services	Fire Extrication Tools	\$ 63,000	Fleet Reserve
Fire Emergency Services	Engine 1 - Pumper	\$ 750,000	Fleet Reserve
Parks	40' Aerial Bucket	\$ 196,000	Fleet Reserve
Parks	Skid Steer Loader	\$ 48,000	Fleet Reserve
Parks	1/2 Ton Truck: Ext Cab - 4X4	\$ 38,000	Fleet Reserve
Parks	Full Size Van	\$ 40,000	Fleet Reserve
Parks	Flail Mower	\$ 157,000	CIP Funded

FLEET REPLACEMENT LIST

2022 Vehicle and Equipment Replacement List

Department Name	Description	Budget	Funding Source
Police Services	Car 8 - Summons Server	\$ 28,000	Fleet Reserve
Police Services	Car 15 - Patrol Truck	\$ 56,000	Fleet Reserve
Police Services	Car 16 - Patrol Car	\$ 55,000	Fleet Reserve
Police Services	Car 21 - Patrol Car	\$ 55,000	Fleet Reserve
Police Services	Car 22 - Patrol Car	\$ 55,000	Fleet Reserve
Police Services	Car 70 - Patrol Car	\$ 55,000	Fleet Reserve
Police Services	Car 71 - Patrol Car	\$ 55,000	Fleet Reserve
Police Services	Car 32 - Patrol Car	\$ 55,000	Fleet Reserve
Police Services	Car 39 - Patrol Car	\$ 55,000	Fleet Reserve
Police Services	Car 7 - CID Truck	\$ 43,000	Fleet Reserve
Police Services	Car 56 - CID Van	\$ 28,000	Fleet Reserve
Police Services	Car 66 - CID Van	\$ 28,000	Fleet Reserve
Police Services	Car 34 - Traffic Truck	\$ 58,000	Fleet Reserve
Police Services	Car 1 - CID Van	\$ 28,000	Fleet Reserve
Recreation and Culture	Ice Resurfacers - Adams	\$ 143,000	Fleet Reserve
Transit	40' Transit Bus (Replacement)	\$ 616,550	Grant Funded
Transit	40' Transit Bus (Replacement)	\$ 616,550	Grant Funded
Transit	40' Transit Bus (Replacement)	\$ 616,550	Grant Funded
Transit	AAR Bus (Replacement)	\$ 226,600	Grant Funded
Transit	AAR Bus (Replacement)	\$ 226,600	Grant Funded
Transit	AAR Bus (Replacement)	\$ 226,600	Grant Funded
Transportation	Asphalt Router	\$ 12,000	Fleet Reserve
Transportation	3 Ton Truck: Crane & Flatdeck	\$ 149,000	Fleet Reserve
Transportation	1/2 Ton Truck: 4x4	\$ 33,000	Fleet Reserve
Transportation	Sander on 11206	\$ 114,000	Fleet Reserve
Transportation	Tandem Dump Truck	\$ 253,000	Fleet Reserve
Transportation	Tandem Water Truck	\$ 167,000	Fleet Reserve
Waste & Recycling	Overhead Load Truck	\$ 343,000	Fleet Reserve
Waste & Recycling	Rear Loader - S/A	\$ 194,000	Fleet Reserve
Waste & Recycling	Auto Sideload Refuse Truck	\$ 302,000	Fleet Reserve
Waste & Recycling	Auto Sideload Refuse Truck	\$ 302,000	Fleet Reserve
Water	54" Roller - Smooth Drum	\$ 89,000	Fleet Reserve
Water	Cargo Van	\$ 47,000	Fleet Reserve
Water	Cargo Van	\$ 47,000	Fleet Reserve
Water Treatment Plant	1/2 Ton Truck: Ext Cab 4X4	\$ 36,000	Fleet Reserve
TOTAL		\$ 7,910,450	

What's in the Works





Transit Terminal and Regional Park 'n Ride Construction

Capital Improvement Program Summary

Capital Budget 2018-2027

The City of Lethbridge develops a ten-year Capital Improvement Program (CIP) for Community, Transportation and Utility projects. The 2018-2027 CIP was approved by City Council for the years 2018-2021. The CIP includes design, development, construction, implementation, operating and maintenance costs as well as associated funding sources. Specific funding sources include debt, offsite levies, Pay-As-You-Go financing and capital grants from the Province of Alberta and the Government of Canada.

Capital Expenditures

Capital expenditures includes the costs directly related to acquire, install, construct, develop or improve a capital asset e.g. roads, facilities, parks, buildings, utility projects, etc.

Project Evaluation Overview

The task of allocating limited capital resources to a wide variety of capital projects is challenging. In order to assist City Council in making these decisions, projects are evaluated against criteria established by City Council. This evaluation can then be considered by City Council as one additional piece of information to assist in capital resource allocation. Because the City of Lethbridge places a high priority on maintaining current capital assets, projects pertaining to ongoing maintenance, such as street and recreation facility upgrading, are considered as high priority projects. The following documents provide the guiding principles for the project prioritization criteria, Lethbridge City Council Strategic Plan 2014-2017, the South Saskatchewan Regional Plan (SSRP), Municipal Government Act (MGA), Integrated Community Sustainability Plan/Municipal Development Plan Bylaw 5650 (ICSP/MDP) and various other master plans and regulatory requirements.

The following criteria form the basis of the evaluation:

Transportation & Utility Projects:

Effect on ability to provide services

- Likelihood of current assets failing
 - Condition of asset
 - Effectiveness of maintenance protocols
 - Functionality
 - Maintainability
 - Capacity
- Consequence of failure of current assets
 - Health and safety of public and employees
 - Compliance with regulations
 - Financial consequence
 - Community/public image
- Ability to respond to changing trends

Health and safety

Legislative and Regulatory requirements

Economic viability

Environmental enhancement

Public image and quality of life

Community Projects:

Maintaining Current Capital Assets

- Projects that are necessary to maintain the current functionality and level of service.

Community Support

- The project has demonstrated broad-based community support through a public process.

Impact on Operating Budget

- The project has favorable net impact on the Operating Budget.

External Capital Contribution

- The project has external funding sources (e.g. grants specific to the project, partnerships or donations).

Economic Prosperity

- The project contributes to the local economy and reinforces the City's role as a regional center.

Well Designed City

- The project contributes to a well-designed city through smart growth, renewal, redevelopment and quality urban design.

Community Vibrancy

- The project enhances history, art, culture, sport, recreation or active living in the city.

Social Impact

- The project supports accessible housing, fostering a sense of belonging, accessibility/mobility or community social well-being.

Health and Safety Improvements

- The project improves the health and safety of the staff, user(s) or the community.

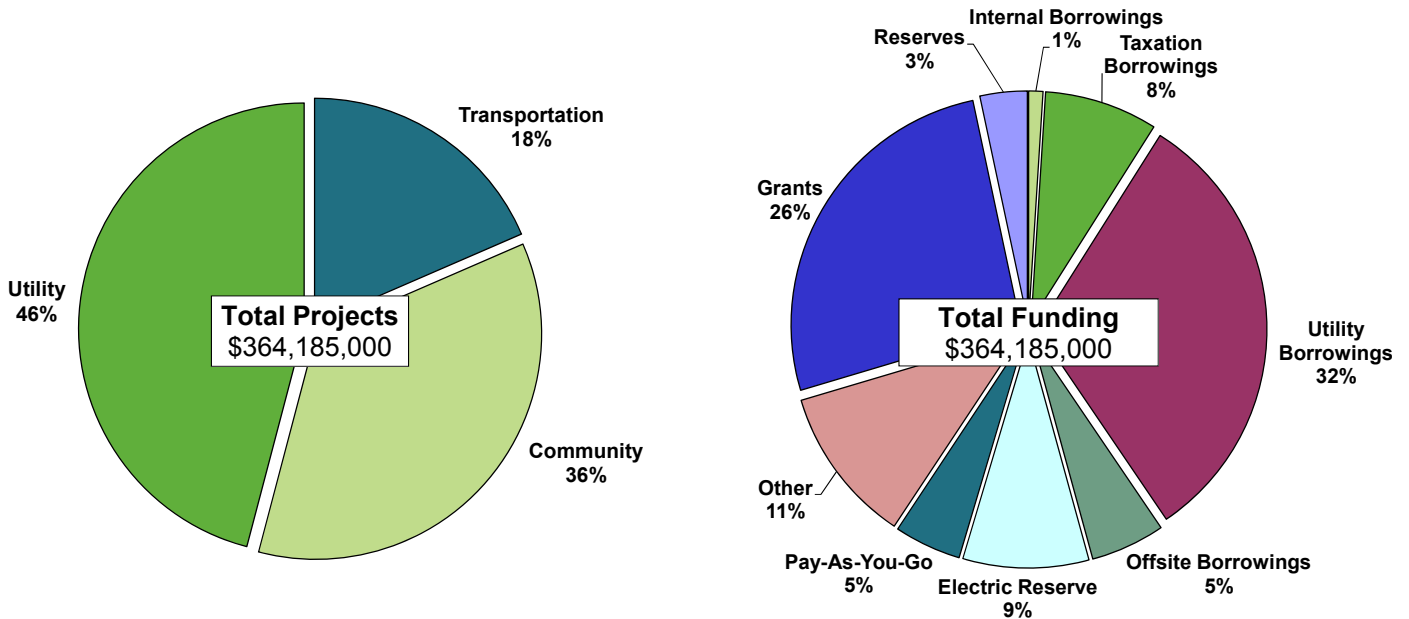
Environmental Impact

- The project contains or reduces the community's total impact on the environment.

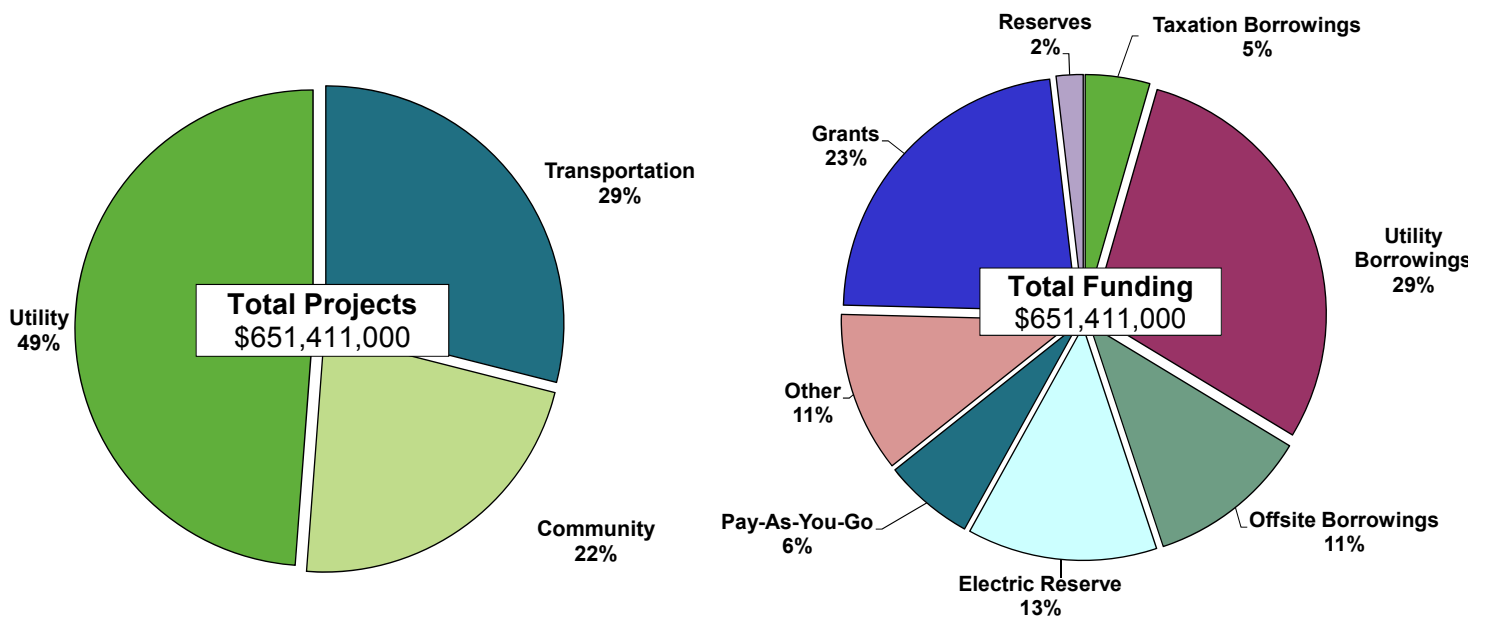
CAPITAL BUDGET OVERVIEW

Capital Improvement Program Summary

Capital Improvement Program 2018 - 2021 (4 Years)



Capital Improvement Program 2018 - 2027 (10 Years)



CAPITAL BUDGET OVERVIEW

Pay-As-You-Go Plan

Overview

The objective of this plan is to build into current spending levels, ie: the four year operating budget, the costs associated with capital projects which are recurring, are of relatively small scale, or are for short-lived improvements.

The plan was first introduced in 1991 and was fully implemented and funded by 1994. Short term financing of this plan is through the Major Capital Projects Reserve along with some internal borrowings from the Municipal Revenue Stabilization Reserve. In the longer term, debt servicing costs contained within the annual operating budgets will be replaced with the costs of the annual capital program, thereby saving the taxpayers within the City of Lethbridge the foregone interest charges.

The major **benefits** of this plan include:

- affordability
- elimination of interest charges from future budgets
- greater flexibility provided in future operating budgets (ie. less funds will be committed to fixed debt servicing costs)
- a paid for infrastructure being left to the next generation
- sound financial planning to assist and attract private investment in our community

Pay-As-You-Go Plan Effect on Taxation (in thousands of dollars)

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Taxation Supported Pay-As-You-Go Financing										
Transportation	\$ 2,105	\$ 2,205	\$ 2,313	\$ 2,428	\$ 2,550	\$ 2,678	\$ 2,813	\$ 2,955	\$ 3,105	\$ 3,262
Community	2,850	2,950	3,050	3,150	3,250	3,350	3,450	3,550	3,650	3,750
	4,955	5,155	5,363	5,578	5,800	6,028	6,263	6,505	6,755	7,012
 Add Annual Debt Charges to Taxation	 5,164	 7,440	 7,759	 7,759	 7,759	 7,759	 7,759	 7,759	 7,759	 7,759
Add Taxation Contribution to Major Capital Projects Reserve	2,966	690	371	371	371	371	371	371	371	371
Total (note 1)	\$13,085	\$13,285	\$13,493	\$13,708	\$13,930	\$14,158	\$14,393	\$14,635	\$14,885	\$15,142
 Increase to Taxation over Prior Year	 \$ 168	 \$ 200	 \$ 208	 \$ 215	 \$ 222	 \$ 228	 \$ 235	 \$ 242	 \$ 250	 \$ 257
 % Increase to Taxation over Prior Year	 0.15%	 0.15%	 0.15%	 0.15%	 0.15%	 0.15%	 0.15%	 0.15%	 0.15%	 0.15%

Note 1: As a result of the following Council resolutions, the PAYG plan has been updated accordingly:

July 9, 2007: BE IT RESOLVED THAT the Pay-As-You-Go capacity be increased annually by 0.15% of the Municipal Tax Levy commencing in 2009.

CAPITAL BUDGET OVERVIEW

Project Summary

City of Lethbridge Infrastructure - Transportation Capital Improvement Program 2018 - 2027

		Project Costs															
Page		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total					
Project Costs						All amounts below are in thousands											
Infrastructure - Transportation																	
Transportation																	
Maintain Safety																	
Intersection Improvements - Non-Growth						C - 5	1,420	1,420	1,950	1,950	1,420	1,420	1,420	1,420	1,420	1,420	15,260
Bikeways/Pathways/Sidewalks Along Roadways						C - 6	982	1,031	1,082	1,136	1,193	1,253	1,315	1,381	1,450	1,522	12,345
Gravelled Roadway Upgrading						C - 7	1,100										1,100
Accessibility Improvements						C - 8	500	526	552	578	608	638	670	704	738	776	6,290
Preserve Existing Infrastructure																	
Annual Overlay Program						C - 9	3,000	3,130	3,272	3,417	3,567	2,915	3,030	3,146	3,271	3,401	32,149
Bridge Rehabilitation Program						C - 10	5,100	1,050	170	170	170	170	170	170	170	170	7,510
Railway Rehabilitation Program						C - 11	640	672	706	740	978	818	858	900	946	994	8,252
Traffic Signals Replacement						C - 12	1,100	550	550	550	550	550	550	550	550	550	6,050
Major Sidewalk Rehabilitation Program						C - 13	268	281	295	310	326	342	359	377	395	416	3,369
Paved Lane Rehabilitation Program						C - 14	334	351	368	387	406	426	448	470	493	518	4,201
Community Lighting - Rehabilitation						C - 15	184	193	203	213	223	235	246	259	272	285	2,313
Arterial Sign Replacement						C - 16	250	250									500
Upgrade Existing System																	
Transportation Master Plan Update						C - 17			1,050								1,050
Functional Planning and Design - 62 Ave N						C - 18	400										400
Chinook Trail River Crossing (Preliminary Design)						C - 19								5,000			5,000
Provide Access for Growth (Offsite Levy)																	
Intersection Improvements - Growth						CO - 1					1,300	1,300	1,300	1,300	1,300	1,300	7,800
5th Avenue N and 13th Street N (Preliminary Design)						CO - 2		500									500
North Scenic Drive (Uplands Blvd N to 40 Ave N)						CO - 3			4,650								4,650
University Dr (Community Stadium to Sunridge Blvd W)						CO - 4		4,383	6,504								10,887
University Drive (Walsh Dr to Hwy 3)						CO - 5							450				450
Metis Trail (Temple Blvd to Coalbrook Gate)						CO - 6			6,900								6,900
Walsh Drive (University Dr to west of Metis Trail)						CO - 7					8,850	12,400					21,250
University Drive (Walsh Drive to Commercial Access)						CO - 8								8,150			8,150
Garry Dr (Garry Station to Homestead Blvd)						CO - 9									5,500		5,500
26 Avenue North (23rd Street N to Scenic Drive)						CO -10									11,600		11,600
Metis Trail (Coalbrook Gate to Macleod Dr)						CO -11										5,150	5,150
		15,278	14,337	28,252	9,451	19,591	22,467	10,816	23,827	28,105	16,502	188,626					
TOTAL PROJECTS		15,278	14,337	28,252	9,451	19,591	22,467	10,816	23,827	28,105	16,502	188,626					
Project Funding																	
Borrowing - Offsites			2,850	14,475		8,175	12,400		8,150	12,800	5,150	64,000					
Capital Consolidation			1,533	2,267								3,800					
Frontage Levy			850	860	875	890	900	915	930	940	955	970	9,085				
Grant - AB Community Partnership			200										200				
Grant - Basic Municipal Transportation			10,936	5,593	7,584	5,579	6,912	5,920	6,069	6,227	10,691	6,566	72,077				
Grant - Federal Gas Tax Fund (FGTF)			882	926	972	1,020	1,071	1,125	1,181	1,240	1,302	1,367	11,086				
Offsite Levy				125			325	325	775	325	325	325	2,525				
PAYG - Transportation			2,410	2,450	1,942	1,962	2,208	1,782	1,861	6,945	2,032	2,124	25,716				
Reserve - MRSR					137								137				
TOTAL FUNDING		15,278	14,337	28,252	9,451	19,591	22,467	10,816	23,827	28,105	16,502	188,626					

CAPITAL BUDGET OVERVIEW

Project Summary

City of Lethbridge Community

Amended November 30, 2018

Capital Improvement Program 2018 - 2027

		Project Costs											
		Page	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Project Costs							All amounts below are in thousands						
Community													
Funded Community Projects													
Previously Approved Projects													
West Lethbridge Operations Depot (Phase 2)	D - 5	3,630											3,630
ATB Centre - Phase 2 (Leisure Complex)	D - 6	31,970	3,570										35,540
Legacy Park	D - 7	2,250											2,250
Yates Renewal	D - 8	7,939											7,939
Art Acquisition Program	D - 9	267	601	131	5	5	5	5	5	5	5	5	1,035
Maintain Current Assets/Ongoing Programs													
Parks Asset Management	D - 10	650	650	650	650	650	650	650	650	650	650	650	6,500
Pathway System Connections and Extensions	D - 11	500	500	500	500	500	500	500	500	500	500	500	5,000
Facility Assessment and Accessibility Upgrades	D - 12	100	100	100	100	100	100	100	100	100	100	100	1,000
Facility Assessment and Energy Efficiency Upgrades	D - 13	300	300	300	300	300	300	300	300	300	300	300	3,000
River Valley Protective Fencing	D - 14	400											400
New Facilities													
Transit Terminal and Regional Park 'n Ride	D - 15	7,815	9,705										17,520
Bark Park	D - 16	600											600
School Gymnasium Upsize	D - 17	850	850										1,700
New School Site Development	D - 18	1,700	1,700										3,400
West Lethbridge Operations Depot (Phase 3a)	D - 19				3,986	3,850							7,836
Galt Museum Parking Lot Upgrade	D - 20	310											310
Spitz Stadium Grandstand (Phase 2)	D - 21	2,300											2,300
3rd Avenue South (4th to 8th Street) Reconstruction	D - 22	1,200	4,381	3,832									9,413
3rd Avenue South (Stafford Dr to MMD) Beautification	D - 23	300				2,100						2,100	4,500
4th Avenue South Enhancements	D - 24	150	308	292	300								1,050
Nikka Yuko Japanese Garden Programming & Community Facility	D - 25	273	2,647										2,920
Crossings Branch Expansion and Enhancement	D - 26	212				47	791						1,050
Legacy Park (Additional Amenities)	D - 27	1,000	4,800	1,030									6,830
New Fire Station #5 - West	D - 28	1,800	4,300	4,200									10,300
Fire Station #3 - 16th Ave S. Relocation and 911 Backup	D - 29					1,975	4,751	3,797					10,523
Yates Enhancement	D - 30					1,230	10,090						11,320
Galt Gardens Reconstruction	D - 31					197	2,050	2,731	1,192				6,170
Arena Replacement	D - 32							4,675	15,921	15,652	983		37,231
Royal View Memorial Cemetery (Phase 2)	D - 33								262	2,515			2,777
Performing Arts Centre	D - 34	375			6,800	70,500							77,675
Planning													
Indigenous Cultural Centre Study	D - 35	300											300
Recreation and Culture Master Plan Update	D - 36	350											350
Accessibility Master Plan	D - 37	350											350
River Valley Accessibility Study	D - 38	100											100
Community Groups													
SAAG Facility Enhancements	D - 39	240	2,546										2,786
Shooting Sports Facility Safety Enhancement	D - 40	187	1,687										1,874
Henderson Lake Golf Club Upgrades	D - 41	149	75										224
Exhibition Park Trade, Convention Centre & Agriplex	D - 42	2,200				59,800					16,000		78,000
		70,767	38,720	11,035	12,641	141,254	19,237	12,758	18,930	35,722	4,638		365,703
TOTAL PROJECTS		70,767	38,720	11,035	12,641	141,254	19,237	12,758	18,930	35,722	4,638		365,703

CAPITAL BUDGET OVERVIEW

Project Summary

City of Lethbridge Environmental Utilities

Amended September 17, 2018

Capital Improvement Program 2018 - 2027

		Project Costs											
Page		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total	
Project Costs						All amounts below are in thousands							
Environmental Utilities													
Waste & Recycling Services													
Recycling													
Curbside Recycling	E - 6	16,300											16,300
Landfill													
Waste & Recycling Centre Disposal Cell Development and Closure	E - 7	7,400	2,300	650		1,650	60	1,830		410	7,700	22,000	
Landfill Gas & Leachate Management System	E - 8	250	2,950	2,250			120		120			5,690	
Waste & Recycling Centre Site Enhancements	E - 9	3,000											3,000
Waste Processing Facility Upgrade	E - 10	2,920										2,920	
		26,950	8,170	2,900		1,650	180	1,830	120	410	7,700	49,910	
Wastewater													
Wastewater Utility													
Wastewater Treatment Plant Headworks and Clarifier Upgrade	E - 11	2,675	5,590	2,785								11,050	
Wastewater Treatment Plant Primary Clarifier Replacement	E - 12	4,100	8,000	4,100						3,000		19,200	
Wastewater Treatment Plant Biosolids Treatment Upgrades	E - 13	500	1,500									2,000	
Lift Station Rehabilitation	E - 14		500									500	
Wastewater Treatment Plant Phosphorous Recovery	E - 15			1,300	2,600	2,100						6,000	
Wastewater Treatment Plant UV Disinfection Upgrades	E - 16					600	2,400					3,000	
Wastewater Treatment Plant Bioreactor Aeration Blowers Upgrade	E - 17					600	1,000	1,400				3,000	
		7,275	15,590	8,185	2,600	3,300	3,400	1,400	3,000				44,750
Water													
Water Utility													
Water Treatment Plant Residuals Management	E - 18	2,000	11,800									13,800	
Water Treatment Plant Instrumentation Upgrade	E - 19	1,100	400									1,500	
Water Treatment Plant Process Redundancy	E - 20	400	1,000	5,000	5,000							11,400	
Water Reservoir Upgrades	E - 21	400	2,500	2,500	1,000							6,400	
		3,900	15,700	7,500	6,000							33,100	
Combined Deep Utility													
Urban Development (Offsite Levy)													
Watermain Loop Metis Trail (Coalbanks Link to Temple Blvd)	EO - 1	250											250
West Siphon Screen Relocation	EO - 2		850	850								1,700	
Utility Extension Whoop Up (Mauretania Rd to 30th St)	EO - 3									2,400		2,400	
Macleod Westward Storm Outfall	EO - 4									3,350		3,350	
Utility Extension Macleod Drive (Mount Burke to Metis Tr)	EO - 5										1,750	1,750	
		250	850	850						5,750	1,750	9,450	
TOTAL PROJECTS		38,375	40,310	19,435	8,600	4,950	3,580	3,230	3,120	6,160	9,450	137,210	
Project Funding													
Accumulated Surplus		550		1,000	2,600							4,150	
Borrowing - Offsites			850	850						5,750	1,750	9,200	
Borrowing - Utilities		32,919	32,501	14,800	6,000	3,850	3,580	3,230	120	410	7,700	105,110	
Landfill Capital		2,100				1,100						3,200	
Offsite Levy		250										250	
Wastewater Capital		456	4,559	2,785						3,000		10,800	
Water Capital		2,100	2,400									4,500	
TOTAL FUNDING		38,375	40,310	19,435	8,600	4,950	3,580	3,230	3,120	6,160	9,450	137,210	

CAPITAL BUDGET OVERVIEW

Project Summary

City of Lethbridge Infrastructure - Electric Utility Capital Improvement Program 2018 - 2027

Amended April 16, 2018

		Project Costs										
Page		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Project Costs						All amounts below are in thousands						
Infrastructure - Electric Utility												
<u>Electric - Transmission</u>												
Substations												
Protection and Control	F - 4	70				500	550					1,120
Substation Transformer Upgrades	F - 5	1,250	2,500	2,593	2,657	2,633	2,760	1,415				15,808
Substation Infrastructure (Yard/Building) Upgrades	F - 6	133										133
Substation Breakers and Switches Upgrade	F - 7	1,395	203			750	1,200					3,548
Substation 13.8kV Switchgear Upgrades	F - 8	4,000	4,800									8,800
Transmission Lines												
Transmission Tie Lines	F - 9	1,255								10,000		11,255
						8,103	7,503	2,593	2,657			40,664
<u>Electric -Distribution</u>												
Distribution												
Distribution Extension & Improvement Annual Program	F - 10	9,293	9,758	10,245	10,757	10,865	10,973	11,083	11,194	11,306	11,419	106,893
Distribution Renewal Annual Program	F - 11	3,207	3,239	3,271	3,304	3,337	3,371	3,404	3,438	3,473	3,507	33,551
						12,500	12,997	13,516	14,061	14,202	14,344	140,444
<u>Electric -Support</u>												
Communications												
Dark Fibre and Communications Systems	F - 12	148	160	262	671	75	145	145	145	145	145	2,041
Other Support												
Fleet Annual Program	F - 13	1,315	950	393	1,145	1,090	872	495	880	750	750	8,640
Support Plant Renewal Annual Program	F - 14	680	351	413	355	232	232	233	233	234	234	3,197
System Control (SCADA)												
Electric System Control	F - 15	350	295	9	122	124	127	129	132	135	137	1,560
						2,493	1,756	1,077	2,293	1,521	1,376	15,438
TOTAL PROJECTS		23,096	22,256	17,186	19,011	19,606	20,230	16,904	16,022	26,043	16,192	196,546
Project Funding												
Borrowing - Utilities		8,684	15,106	10,789	11,263	8,692	8,779	8,866	8,955	9,045	9,135	99,314
Customer Charges		1,859	1,952	2,049	2,151	2,173	2,194	2,217	2,239	2,261	2,284	21,379
Reserve - Electric		12,553	5,198	4,348	5,597	8,741	9,257	5,821	4,828	14,737	4,773	75,853
TOTAL FUNDING		23,096	22,256	17,186	19,011	19,606	20,230	16,904	16,022	26,043	16,192	196,546



Underground Distribution Lines

CAPITAL BUDGET OVERVIEW

Impact of Operating Costs

City of Lethbridge Capital Improvement Program 2018 - 2027 Operating Budget Cycles Within This Capital Improvement Period Taxation Net Operating Costs (Note 1)

		Project Estimated Operating Costs (All amounts below are in thousands)								
Page		2019	2020	2021	2022	2023	2024	2025	2026	
Transportation										
<u>Infrastructure - Transportation</u>										
Previously Approved										
Whoop Up Drive (McMaster to Mauretania Blvd W)	CO - 6 (2014-2023)	141	147	153	159	165	172	178	186	
Metis Trail (Walsh to Whoop Up)	CO - 7 (2014-2023)	139	147	182	191	201	211	221	232	
Maintain Safety										
Bikeways/Pathways/Sidewalks Along Roadways	C - 6	42	44	46	49	51	54	56	59	
Preserve Existing Infrastructure										
Railway Rehabilitation Program	C - 11	62	65	68	71	75	79	83	87	
Provide Access for Growth (Offsite Levy)										
North Scenic Drive (Uplands Blvd N to 40 Ave N)	CO - 3			52	54	56	59	61	63	
University Dr (Community Stadium to Sunridge Blvd W)	CO - 4			109	112	115	120	125	130	
Metis Trail (Temple Blvd to Coalbrook Gate)	CO - 6			69	72	75	78	81	84	
Walsh Drive (University Dr to west of Metis Trail)	CO - 7						83	109	114	
University Drive (Walsh Drive to Commercial Access)	CO - 8								53	
Community										
<u>Community Projects</u>										
Previously Approved Projects										
ATB Centre - Phase 2 (Leisure Complex)	D - 6	1,457	1,577	1,677	1,777	1,927	1,985	2,043	2,100	
Maintain Current Assets/Ongoing Programs										
Pathways System Connections and Extensions	D - 11	30	46	62	78	94	110	127	143	
Facility Assessment and Energy Efficiency Upgrades	D - 13	(15)	(30)	(45)	(60)	(75)	(90)	(105)	(120)	
River Valley Protective Fencing	D - 14	5	5	5	6	6	6	6	6	
New Facilities										
Bark Park	D - 16	46	47	48	50	51	53	55	56	
New School Site Development	D - 18	63	130	133	137	141	145	150	155	
West Lethbridge Operations Depot (Phase 3a)	D - 19					183	189	191	192	
3rd Avenue South (4th to 8th Street) Reconstruction	D - 22	30	31	32	33	34	35	36	37	
Nikka Yuko Japanese Garden Programming & Community Facility	D - 25		79	80	81	83	84	85	87	
Legacy Park (Additional Amenities)	D - 27		124	127	131	135	139	143	148	
New Fire Station #5 - West	D - 28	2,167	4,474	5,239	5,399	5,564	5,733	5,910	6,082	
Community Groups										
SAAG Facility Enhancements	D - 39		61	62	62	63	64	64	65	
Pay-As-You-Go Increase (Council Resolution July 9, 2007)		200	408	623	845	1,073	1,308	1,550	1,800	
TOTAL OPERATING COSTS		4,366	7,355	8,722	9,248	10,017	10,615	11,169	11,760	

Note 1: Net operating costs would include personnel costs, additional maintenance cost, and/or additional utility costs, if applicable, and is net of any anticipated savings or revenues expected to result from the capital investment project.

Note 2: This does not include any portion of projects funded from a potential MSI replacement program.

CAPITAL BUDGET OVERVIEW

Impact of Operating Costs

City of Lethbridge Environmental Utilities Capital Improvement Program 2018 - 2027 Net Operating Costs (Note 1)

Project Estimated Operating Costs (All amounts below are in thousands)

	Page	2019	2020	2021	2022	2023	2024	2025	2026
Environmental Utilities									
<u>Waste & Recycling Services</u>									
Recycling									
Curbside Recycling	E - 6	1,664	1,714	1,765	1,818	1,873	1,929	1,987	2,046
		1,664	1,714	1,765	1,818	1,873	1,929	1,987	2,046
<u>Water</u>									
Water Utility									
Water Treatment Plant Residuals Management	E - 18	1,500	1,530	1,561	1,592	1,624	1,656	1,689	1,723
		1,500	1,530	1,561	1,592	1,624	1,656	1,689	1,723
TOTAL OPERATING COSTS		3,164	3,244	3,326	3,410	3,496	3,585	3,676	3,770

Note 1: Net operating costs would include personnel costs, additional maintenance cost, and/or additional utility costs, if applicable, and is net of any anticipated savings or revenues expected to result from the capital investment project.

Note 2: There are no operating costs related to Wastewater projects or Electric Utility projects.



Curbside Recycling Cart

CAPITAL BUDGET OVERVIEW

Debt Summary

The City of Lethbridge borrows money to help finance capital projects. These loans called debenture debt are borrowed from the Alberta Capital Finance Authority (ACFA), a provincial authority. ACFA makes loans to Alberta municipalities, school boards and other local entities at interest rates based on the cost of its borrowings.

The Municipal Government Act (MGA) establishes limits for municipal debt levels and annual debt servicing costs. The City's debt limit in 2018 was \$603 million.

The City carries levels of debt and debt servicing well below the legislated limit. Incurring debt beyond these limitations requires

approval by the Minister of Municipal Affairs.

Existing debentures mature in annual amounts to the year 2032. Interest rates on these debentures range from 1.09% to 5.81% per annum. Debenture debt is issued on the credit and security of the City at large.

The debt limit is calculated at 1.5 times the revenue of the City as defined in Alberta Regulations 255/2000 (consolidated revenue less capital grant revenue, less contributed asset revenue, less loans to non-profit organizations and controlled corporations) and the debt service limit is calculated at 0.25 times such revenue.

Debenture Debt Forecast

	2017 Actual	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast
(in thousands of dollars)						
General Fund						
Tax supported	\$ 54,207	\$ 58,165	\$ 58,283	\$ 54,552	\$ 50,708	\$ 46,750
Self supported	67,414	75,283	81,141	88,411	80,267	80,759
	121,621	133,448	139,424	142,963	130,975	127,509
Utility Fund						
Water	7,175	6,411	22,370	28,217	32,222	30,152
Wastewater	6,266	7,565	24,322	26,774	24,540	25,657
Waste & Recycling	10,344	21,163	40,973	40,577	37,030	33,887
Electric	28,588	33,295	46,544	53,308	60,733	65,114
	52,373	68,434	134,209	148,876	154,525	154,810
Total General and Utilities Debt	\$ 173,994	\$ 201,882	\$ 273,633	\$ 291,839	\$ 285,500	\$ 282,319
Population ⁽¹⁾	98,198	99,769	101,665	103,596	105,565	107,570
Debenture Debt Per Capita						
General - mill rate supported	\$ 552	\$ 583	\$ 573	\$ 527	\$ 480	\$ 435
General - self supported	687	755	798	853	760	751
Utilities	533	686	1,320	1,437	1,464	1,439
	1,772	2,024	\$ 2,691	\$ 2,817	\$ 2,704	\$ 2,625
Debt Limit (as per Municipal Government Act)						
Total debt limit	591,103	602,925	614,984	627,283	639,829	652,625
Total debt (above)	173,994	201,882	273,633	291,839	285,500	282,319
Debt Limit Unused	417,109	401,043	\$ 341,351	\$ 335,444	\$ 354,329	\$ 370,306
Percentage of debt limit used	29.4%	33.5%	44.5%	46.5%	44.6%	43.3%
Service on debt limit	98,517	100,488	102,497	104,547	106,638	108,771
Service on debt (principal and interest payment)	20,686	23,384	31,501	33,296	33,489	34,721
Service on Debt Limit Unused	\$ 77,831	\$ 77,104	\$ 70,996	\$ 71,251	\$ 73,149	\$ 74,050
Percentage of service on debt limit used	21.0%	23.3%	30.7%	31.8%	31.4%	31.9%
Percentage of expenditures	6.0%	6.6%	8.8%	9.1%	9.0%	9.1%

1. Population projections are based off an average growth rate of 1.9% (2016-2023 Lethbridge Community Outlook report).

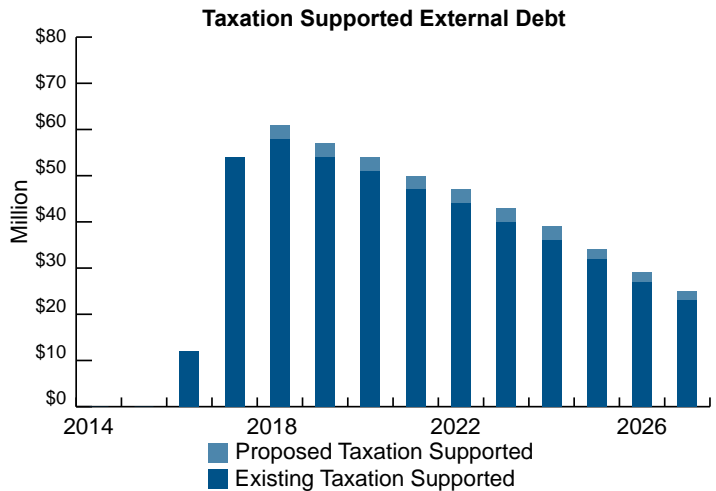
CAPITAL BUDGET OVERVIEW

Debt Summary

Taxation Supported External Debt

Taxation supported external debt for the City of Lethbridge relates to the construction of the ATB Centre - Phase 2 (Leisure Complex) which was approved in the 2014-2023 Capital Improvement Program. Prior to the requirement for debenture borrowing on this project, the City of Lethbridge had been free of taxation supported external debt. Given the magnitude of the ATB Centre project, external debenture debt was required as part of the overall funding strategy.

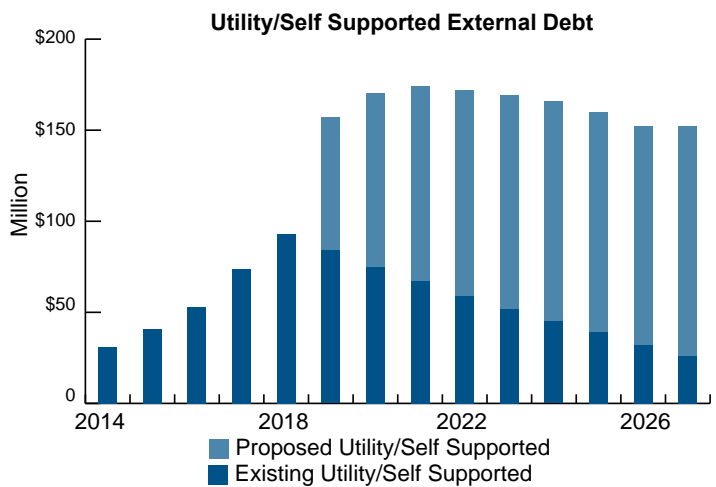
There are no other general funded external borrowings proposed within the 2018-2027 Capital Improvement Program.



Utility/Self Supported External Debt

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

There are significant utility capital projects within the 2018-2027 Capital Improvement Program.

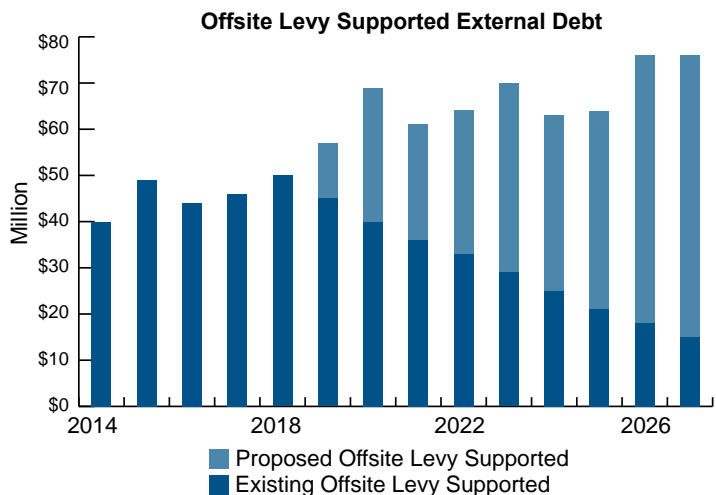


Offsite Levy Supported External Debt

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

A levy increase is required to fund the offsite projects proposed in the 2018-2027 Capital Improvement Program:

2017	\$257,000/ha
2018	\$265,000/ha
2019	\$273,000/ha
2020	\$281,000/ha
2021	To be determined



CAPITAL BUDGET OVERVIEW

Debt Summary

Debenture Debt Payment Forecast

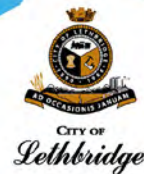
	2017 Actual	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast
(in thousands of dollars)						
General Fund						
Tax supported						
Principal	\$ 793	\$ 2,992	\$ 3,452	\$ 3,731	\$ 3,843	\$ 3,959
Interest	392	1,562	1,684	1,723	1,611	1,495
	1,185	4,554	5,136	5,454	5,454	5,454
Self supported						
Principal	6,267	7,394	7,242	8,055	8,144	7,683
Interest	1,282	1,963	2,164	2,443	2,809	2,549
	7,549	9,357	9,406	10,498	10,953	10,232
Total General Fund Principal	7,060	10,386	10,694	11,786	11,987	11,642
Total General Fund Interest	1,674	3,525	3,848	4,166	4,420	4,044
Total General Fund	8,734	13,911	14,542	15,952	16,407	15,686
Utility Fund						
Water						
Principal	852	765	791	1,652	1,995	2,070
Interest	241	209	183	817	1,052	1,217
	1,093	974	974	2,469	3,047	3,287
Wastewater						
Principal	919	901	1,042	1,949	2,233	2,184
Interest	169	152	197	871	979	904
	1,088	1,053	1,239	2,820	3,212	3,088
Waste & Recycling						
Principal	1,692	1,181	1,906	3,296	3,547	3,694
Interest	409	434	750	1,527	1,505	1,358
	2,101	1,615	2,656	4,823	5,052	5,052
Electric						
Principal	2,472	2,693	3,140	4,025	3,839	4,311
Interest	620	658	834	1,413	1,738	2,066
	3,092	3,351	3,974	5,438	5,577	6,376
Total Utility Fund Principal	5,935	5,540	6,879	10,922	11,614	12,259
Total Utility Fund Interest	1,439	1,453	1,964	4,628	5,274	5,545
Total Utility Fund	7,374	6,993	8,843	15,550	16,888	17,804
Total General and Utility Fund	\$ 16,108	\$ 20,904	\$ 23,385	\$ 31,502	\$ 33,295	\$ 33,490
Percentage of Tax Supported Debt Payments	7.4%	21.8%	22.0%	17.3%	16.4%	16.3%
Percentage of Self Supported Debt Payments	46.9%	44.8%	40.2%	33.3%	33.0%	30.6%
Percentage of Utility Supported Debt Payments	45.8%	33.5%	37.8%	49.4%	50.7%	53.2%

CITY OF LETHBRIDGE

SUMMARY OF FISCAL PRINCIPLES, PRACTICES AND POLICIES



2017



General Financial Objective

Budget Requirements

It is the policy of the City of Lethbridge to ensure effective stewardship of the City's financial resources. Therefore, Administration will implement effective financial systems, controls and strategies to meet operational and legislative requirements and develop financial policies and procedures to ensure the long-term viability of the corporation.

Operating Budget

Budget Requirements

City Council must adopt an operating and capital budget that covers each calendar year. This requirement is met by the adoption of multi-year operating and capital budgets.

Balanced Budget

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

Multi-Year Operating Budget

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

Financial Shortfall

The operating budget must include an expenditure to cover any shortfall resulting over the prior budget cycle.

Conservative Revenue Estimates

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

Cause and Effect

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

One-Time Revenues

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

Capital Maintenance Items in Operating Budget

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

Maintenance High Priority

The City of Lethbridge places a high priority on maintaining current capital assets (lifecycle). Annual operating budgets will provide for adequate maintenance and replacement of the City's capital assets and equipment. Due to the timing of the lifecycle maintenance, the unexpended lifecycle maintenance funds may flow into the following year's budget, with City Manager's approval.

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

Equipment Purchases

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

Contingency Amount

A contingency amount will be established to provide for unanticipated expenditures or to set aside funds to cover anticipated expenditures with unknown costs. The funding amount will be established and approved through the operating budget. Council approval is required before expending the contingency.

Taxation

Property Tax Bylaw

City Council must pass a property tax bylaw annually. The operating and capital budgets must be adopted by City Council prior to passing the Property Tax Bylaw.

Supplementary Tax

In conjunction with the annual property tax bylaw, City Council approves the levying of a supplementary tax. If a new building or an addition to an existing building is completed in the calendar year, a supplementary tax bill will be issued before the end of the current year. The supplementary tax bill will reflect the number of months the building was completed or occupied during the year.

Local Improvement Charges

Property owners can petition the City of Lethbridge for improvements specific to their area (e.g. lane paving). These additional charges are reflected on the tax bill as a local improvement tax. Local improvement charges are spread over a number of years. However, property owners can arrange for an earlier pay out.

Tax Prepayment

Prepayments of taxes up to a maximum of the prior year's taxes receive an incentive discount for early payment. This discount rate is set annually through the Incentives for Prepayments, Penalty and Tax Deferral Bylaw.

Tax Installment Prepayment Plan

The Tax Installment Payment Plan (TIPP) is a monthly installment plan based on prior year's taxes to encourage the early payment of property taxes. The Tax Installment Prepayment Plan Bylaw sets the incentive discount rate.

Tax Arrears Payment Plan

The Tax Arrears Payment Plan (TAPP) assists taxpayers who are in arrears to bring their taxes to a current basis as set by the Tax Arrears Payment Plan Bylaw.

Tax Deferral

Ratepayers experiencing tax increases in excess of 10% of the annualized prior year property tax levy are eligible to (1) defer a portion of the tax to December 1, or (2) transfer the excess to their TIPP account without penalty.

Penalties for Late Payment

7% penalty is added to current outstanding taxes after the last business day in June. An additional 1% penalty is applied on the first day of each month, August to December on current and supplementary outstanding tax balances. Taxes and penalties unpaid after December 31 of the year they were levied are subject to penalty in the amount of 12% per annum calculated daily.

Changes in Taxable Status (City Sales)

In accordance with the Municipal Government Act (MGA), a property tax is levied on property where the occupant or

use changes to one that does not qualify for exemption. When the City sells a property, a prorated tax is imposed for the part of the current tax year the property is not exempt.

Business Improvement Area Tax

City Council established a Business Revitalization Zone (BRZ) in 1988 for businesses located in the downtown area. In 2016, the provincial government changed the name of this type of establishment to a Business Improvement Area (BIA) with no set timeline on changing existing zones. The terms are interchangeable. The Downtown BRZ annually presents the BIA budget to City Council for approval. The budget includes tax revenue requirements to be collected by the City on behalf of the Downtown BRZ.

Complaints

Residential complaints (three units or less) are heard before the Local Assessment Review Board (LARB) appointed by City Council. Complaints for income producing properties, commercial, industrial, rental residential with four units or more are heard by the Composite Assessment Review Board (CARB). City Council appoints two members and the provincial government appoints the Chairman. If the number of hearings exceeds nine in a year, the City is responsible for the cost of the Provincial Chairman.

Assessment Review Board Fees

Assessment Review Board (ARB) appellants are required to pay a fee when filing their appeal. This fee is totally refunded if either Board (LARB or CARB) rules in favor of the ratepayer.

Tax Cancellation and Refund

Property owners may qualify for a cancellation or refund of taxes limited to the lesser of two years prior to the current tax year or the time of their ownership for:

1. Net errors of fact affecting the assessed value
2. Buildings destroyed by fire or acts of God
3. Buildings under construction for exempt purposes
4. Cancellation of tax penalties for:
 - a. Property owners qualifying for and enrolling in the Tax Installment Payment Plan before September 15 in the current tax year
 - b. Penalties incurred as a result of a death in the immediate family or other substantiated compassionate and humanitarian grounds, where a good payment record previously existed.

City Council has delegated authority to Administration to apply this policy. All other requests must be approved by City Council.

Revenue

Diversified and Stable Revenue System

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

Interest/Return on Investment to MRSR

Unless required by trust agreements or otherwise approved by City Council, all interest earnings as well as return on investments from the Electric Utility are credited to the Municipal Revenue Stabilization Reserve (MRSR).

Municipal Consent and Access Fees

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

Police Revenues

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

User Fees

The City of Lethbridge charges user fees for services. User fees are set to recover the full cost of services provided, except when City Council determines that a subsidy from the General Fund is in the public interest (e.g. Arenas, Transit). An example of full cost recovery is School Bus operations.

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



Downtown Lethbridge

Expenditure

Approved Expenditure

An expenditure may only be made if it is included in the operating or capital budgets or otherwise authorized by City Council, for an emergency, or legally required to be paid. No director, agent or employee of the City of Lethbridge is authorized to avoid the Purchasing Policies for the procurement of goods and supplies. Emergency expenditures would cover unforeseen catastrophic costs not covered under the operating budget.

One-Time Allocations

Fifty percent of the prior year operating surplus can be allocated from the Municipal Revenue Stabilization Reserve (MRSR) to cover one-time expenditures, with City Council's approval.

Competitive Procurement Process

All goods and services must be procured using a competitive process that is open, fair and transparent except where the purchase meets direct award justification as defined in Purchasing Policy #1. The City typically utilizes the following recognized competitive methods:

- Invitation to Tender (ITT)
- Request for Quotation (RFQ)
- Request for Proposal (RFP)
- Request for Supplier Qualification (RFSQ)

Business Unit Managers may authorize expenditures up to \$39,999 if a documented competitive process has occurred. All expenditures greater than \$39,999 require the approval of the Purchasing Manager. The Purchasing Manager can approve up to \$74,999 if a competitive process has been utilized. All expenditures exceeding the Purchasing Manager's authorization limits also require the approval of the City Manager. The City Manager can approve up to a previously approved budget amount for all other expenditures if a competitive process has been utilized. All expenditures exceeding the previously approved budgets must be submitted to City Council for consideration.

Direct Award Process

Good/Services less than \$75,000 or construction less than \$200,000:

Goods and services can be procured without a competitive process if a single direct award is deemed to be the only one practicably available and where it meets one or more of the accepted justifications defined in policy:

- | | |
|--------------------------|------------------|
| 1. Cost | 5. Delivery Date |
| 2. One-of-a-Kind | 6. Continuity |
| 3. Compatibility | 7. Unique Design |
| 4. Replacement part/item | 8. Emergency |

Good/Services \$75,000 or greater or construction \$200,000 or greater:

Under the same conditions mentioned previously, goods and services may be procured without a competitive process only if an exemption is granted by the applicable trade treaties (e.g. Canada Free Trade Agreement, Trade Investment and Labour Mobility Agreement, New West Partnership Agreement, and Comprehensive Economic Trade Agreement).

Direct Award Authorization

Business Unit Managers may authorize direct award expenditures up to \$9,999. All direct award expenditures greater than \$9,999 require the approval of the Purchasing Manager. All direct award expenditures greater than \$24,999 also require the approval of the City Manager. The City Manager can approve a direct award up to a previously approved budget amount. All direct award expenditures exceeding the approved budget must be submitted to City Council for consideration.

Leasing Equipment

A business case analysis (including total cost) is required to justify the leasing of any equipment over six months to support business operations. City Manager's approval is required on lease arrangements.

Travel Advance and Expense Claims

It is the policy of the City of Lethbridge to reimburse business expenses necessarily incurred by employees, City Council, Board and Commission members in the performance of their duties, including approved per diems for City Council.

Vehicle Expense Reimbursement Policy

Employees who are required to use their private vehicles for authorized City business will be reimbursed for the use of their vehicle.

Employees may wish to rent an automobile to save time, reduce cost or for convenience. Examples of reimbursable expenses include the rental fee for non-luxury model cars, the kilometer charge by the car rental agency, gasoline charges and applicable taxes.

Utilities

Utilities Self Balancing

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

Utility Rates

Customers will be given approximately 90 days notice prior to implementation of utility rate changes. The City prepares a four-year water and wastewater rate forecast that is updated annually. Electric Regulated Rate Option (RRO) and Regulated Default Supply (RDS) energy prices are posted five working days before the beginning of each month.

Electric Utility - Accrual Basis

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

Electric Utility Operating Surplus/Deficit

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

Electric Return on Investment

The Electric Utility will provide the City with a return on investment to rationalize continued ownership of the Electric Utility. A percentage of the return on equity is transferred from the Electric Utility reserve to the General Fund as a return on investment. This method of calculating the return on investment is consistent with Electric Utility industry standards in Alberta.

Granting Exclusive Franchise/MCAF Rights

The City grants exclusive utility distribution rights to the Electric Utility. This is accomplished through the Municipal Consent and Access Fee (MCAF), which is necessary and desirable to ensure that the distribution system is efficiently planned and non-duplicated and helps compensate the City of utility right-of-way maintenance.

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

Electric - Determining Municipal Consent and Access Fee

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

Landfill Relief of Taxation

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

Water Relief of Taxation

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

Water, Wastewater and Waste Accumulated Surplus

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

Rainy Year Water Revenue Risk

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



Chinook Substation

Capital Improvement Program (CIP)

Integration of CIP and Operating Budget

The City will coordinate development of the Capital Improvement Program (CIP) with the development of the operating budget. The operating costs relative to projects approved in the CIP will be factored into the operating budget.

Ten Year Capital Budget

The City develops a four year capital plan within a ten year context for capital improvements to provide for adequate design prior to construction season. The Capital Improvement Program (CIP) includes design, development, implementation, operating, and maintenance costs as well as associated funding sources. The City will make all capital improvements in accordance with an approved Capital Improvement Program.

Awarded Contract Amendments

For capital expenditures, approved contracts may be amended (with City Manager approval), provided that funds are available within the approved capital project budget.

Capital Project Budget Amendments

If changes will result in expenditures exceeding the total approved project budget, the City Manager can approve an additional 15% of the capital project budget up to \$200,000, provided the funds are available within previously approved budgets. All other requests require the approval of City Council.

Pay-As-You-Go

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

Capital Grants

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

Electric Utility Capital Investment Funding

Electric Utility capital investments will be funded through the Electric Reserve, external debt financing and/or short term internal financing.



Henderson Pool

Short Term Borrowing

Approval of Short Term Operating Borrowing

The City may use short term debt to cover temporary or emergency cash flow shortages. Short term borrowing limits will be subject to City Council approval by bylaw or resolution.

Long Term Borrowing

Borrowing Bylaw

A bylaw must be authorized by City Council prior to any external borrowing. A borrowing bylaw must be approved prior to commencing construction on any project that is to be financed by external borrowings. Proceeds from long term debt will not be used in support of ongoing operations.

Borrowing Term

Unless otherwise approved by City Council, the term of a loan will be kept as short as possible up to a maximum of 15 years for taxation supported projects and 20 years for utility/self supported project. In any case, the term of the loan shall not exceed the estimated lifetime of the capital asset as defined under the Municipal Government Act.

Internal Borrowing

Where possible, the City will utilize internal loans rather than external borrowing to meet its capital funding requirements. Internal loans will be permitted only if an analysis of the affected fund indicates funds are available and the use of these funds will not impact the fund's current operations. The prevailing interest rate in effect from the Alberta Capital Finance Authority will be paid on these loans.

Other Borrowings

Where City Council authorizes a borrowing bylaw on behalf of others (except for local improvements), a 1/4% administrative charge may be added to the then prevailing Alberta Capital Finance Authority rates.

Investment

The City will invest public funds in accordance with the City Council approved investment policy. The policy is designed to invest public funds in a manner which will maintain the safety of investment principal, meet daily cash flow requirements, and provide competitive investment returns. The City investment policy and practices conform to all provincial statutes and regulations governing the investment of public funds.

Accounting, Auditing & Financial Reporting

Annual Financial Statements

The City of Lethbridge must prepare annual financial statements by May 1 for the immediately preceding year in accordance with the generally accepted accounting principles for municipal governments recommended by the Chartered Professional Accountants of Canada.

Auditor's Report

The City's auditor must report to City Council on the Annual Financial Statements and the Financial Information Return each year.

Interim Financial Reporting

The City will review its revenues and expenditures for the current year and report to Finance Committee annually based on December information. The City Manager will provide operating forecast reports to City Council based on June and September financial results each year. The City Manager will provide City Council an Annual Summary Report of Capital Improvement Projects showing the budgeted amounts and costs to date.

Administration will also report urgent or unusual financial information to the Audit Committee, Finance Committee or City Council on an ad hoc basis as required.

Capitalization Policy

The City follows a policy of capitalizing the acquisition cost of tangible capital assets based on asset classification minimum thresholds ranging from \$5,000 to \$50,000. Capital expenditures less than the established thresholds are expensed as either supplies or maintenance.

The cost of a tangible capital asset with a limited life is amortized over its useful life in a rational and systematic manner appropriate to its nature and use. The amortization method and estimate of useful life of the remaining unamortized portion is reviewed on a regular basis and revised when the appropriateness of change can be clearly demonstrated. The City uses a straight-line method for calculating the annual amortization.

US Exchange

The rate of exchange paid by the City will be reviewed and adjusted within the financial system as required. It will be the responsibility of the Finance Department to communicate revised rates to the applicable staff.

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2019-22 Operating Budget Approval

December 10, 2018:

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MEETING MINUTES

MINUTES of the **Regular Meeting** of the City Council held on **Monday, May 14, 2018** in City Council Chambers at 1:30 PM

PRESENT:	Mayor	C.A. Spearman
	Deputy Mayor	J.H. Carlson
	Councillor	A.M. Campbell
	Councillor	J.A. Coffman
	Councillor	B.A. Crowson
	Councillor	B.E. Hyggen
	Councillor	S.R. Miyashiro
	Councillor	R.K. Parker
OTHERS:	City Clerk	A. Neufeld
	A/Legislative Coordinator	J. Robinson
	City Manager	K. Hopkins
	A/City Treasurer	D. Matthews
	Director of City Manager's Office	J. Meli
	Director of Infrastructure Services	D. Hawkins
	Director of Community Services	T. Vanden Heuvel
	Director of Planning & Development	J. Greene
	Communications Advisor	G. Gauthier
ABSENT:	Councillor	J.P. Mauro

OFFICIAL BUSINESS:

6.3 Budget Process

J.A. Coffman:

WHEREAS City Council has expressed a desire to review and potentially change the current budget process used by the Organization,

THEREFORE BE IT RESOLVED THAT the City Manager prepare and present to City Council a draft one year budget for 2019, and a three year financial plan (2020 to 2022); and

FURTHER BE IT RESOLVED THAT the City Manager, in consultation with City Council:

1. review the strengths, weaknesses and challenges in the current budget process(es), and
2. explore opportunities that can support City Council in making the best strategic decisions for the organization and the community; and

FURTHER BE IT RESOLVED THAT the City Manager present City Council with a report of this review and exploration no later than April 30, 2019.

Prior to a vote being called on the foregoing resolution, the following resolution to divide was introduced:

S.R. Miyashiro/J.H. Carlson:

BE IT RESOLVED THAT the resolution be divided into two parts.

Absent: J.P. Mauro

In Favour: C.A. Spearman, J.H. Carlson, A.M. Campbell, B.A. Crowson, S.R. Miyashiro, R.K. Parker

Opposed: J.A. Coffman, B.E. Hyggen

----- **CARRIED**

MEETING MINUTES

Part 1:

J.A. Coffman:

WHEREAS City Council has expressed a desire to review and potentially change the current budget process used by the Organization,

THEREFORE BE IT RESOLVED THAT the City Manager prepare and present to City Council a draft one year budget for 2019, and a three year financial plan (2020 to 2022).

Absent: J.P. Mauro

In Favour: J.A. Coffman, B.A. Crowson, B.E. Hyggen

Opposed: C.A. Spearman, J.H. Carlson, A.M. Campbell, S.R. Miyashiro, R.K. Parker

----- DEFEATED

Part 2:

J.A. Coffman:

BE IT RESOLVED THAT the City Manager, in consultation with City Council:

1. review the strengths, weaknesses and challenges in the current budget process(es), and
2. explore opportunities that can support City Council in making the best strategic decisions for the organization and the community; and

FURTHER BE IT RESOLVED THAT the City Manager present City Council with a report of this review and exploration no later than April 30, 2019.

Absent: J.P. Mauro

In Favour: C.A. Spearman, J.H. Carlson, A.M. Campbell, J.A. Coffman, B.A. Crowson, B.E. Hyggen, S.R. Miyashiro, R.K. Parker

----- CARRIED

ADJOURN:

B.A. Crowson:

THAT we do now adjourn until Monday, May 28, 2018.

Absent: B.E. Hyggen, J.P. Mauro, R.K. Parker

In Favour: C.A. Spearman, J.H. Carlson, A.M. Campbell, J.A. Coffman, B.A. Crowson, S.R. Miyashiro

----- CARRIED

MEETING MINUTES

MINUTES of the **Regular Meeting** of the City Council held on **Monday, May 28, 2018** in City Council Chambers at 1:30 PM

PRESENT:	Mayor	C.A. Spearman
	Deputy Mayor	J.H. Carlson
	Councillor	A.M. Campbell
	Councillor	J.A. Coffman
	Councillor	B.A. Crowson
	Councillor	B.E. Hyggen
	Councillor	J.P. Mauro
	Councillor	S.R. Miyashiro
	Councillor	R.K. Parker
OTHERS:	City Clerk	A. Neufeld
	A/Legislative Coordinator	J. Robinson
	City Manager	K. Hopkins
	City Treasurer	H. Pinksen
	Director of City Manager's Office	J. Meli
	A/Director of Infrastructure Services	B. Buzunis
	Director of Community Services	T. Vanden Heuvel
	Director of Planning & Development	J. Greene
	Communications Advisor	G. Gauthier

OFFICIAL BUSINESS:

6.5 Budget Directive 2018 - 2022

J.A. Coffman:

WHEREAS City Council's Strategic Plan states that City Council will:

- Develop, implement and maintain a proactive and sustainable Council guided financial strategy;
- Conduct operational reviews to seek out efficiencies;
- Review the current budget processes that ensure a sound and sustainable financial future;

THEREFORE BE IT RESOLVED THAT the City Manager prepare a draft base budget for City Council consideration that:

FURTHER BE IT RESOLVED THAT the City Manager, in consultation with City Council:

- Provides for the maintenance of current levels of service;
- Absorbs inflation pressures at the business unit level;
- Absorbs the pressures associated with community growth;
- Identifies options for investment or service levels;
- Presents a budget in a program based framework that clearly identifies the financial investments by service.

In Favour: C.A. Spearman, J.H. Carlson, A.M. Campbell, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro, R.K. Parker

----- **CARRIED**

ADJOURN:

A.M. Campbell:

THAT we do now adjourn until Monday, June 11, 2018.

In Favour: C.A. Spearman, J.H. Carlson, A.M. Campbell, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro, R.K. Parker

----- **CARRIED**

MEETING MINUTES

MINUTES of the **Regular Meeting** of the City Council held on **Monday, June 11, 2018** in City Council Chambers at 1:30 PM

PRESENT:	Mayor	C.A. Spearman
	Deputy Mayor	J.H. Carlson
	Councillor	A.M. Campbell
	Councillor	J.A. Coffman
	Councillor	B.A. Crowson
	Councillor	B.E. Hyggen
	Councillor	J.P. Mauro
	Councillor	S.R. Miyashiro
	Councillor	R.K. Parker
OTHERS:	City Clerk	A. Neufeld
	A/Legislative Coordinator	J. Robinson
	City Manager	K. Hopkins
	City Treasurer	H. Pinksen
	Director of City Manager's Office	J. Meli
	Director of Infrastructure Services	D. Hawkins
	Director of Community Services	T. Vanden Heuvel
	Director of Planning & Development	J. Greene
	Communications Advisor	G. Gauthier

PRESENTATIONS:

4.3 Kathleen Sheppard, Executive Director, Environment Lethbridge, re: Request for Funding for Environment Lethbridge

S.R. Miyashiro:

BE IT RESOLVED THAT the communication received from Kathleen Sheppard, Executive Director, Environment Lethbridge highlighting the accomplishments of Environment Lethbridge the past three years and a request for funding in the total amount of \$303,000, be received as information and filed;
and

FURTHER BE IT RESOLVED THAT the request of \$33,000 to cover the period of August – December 2018, be approved; and

FURTHER BE IT RESOLVED THAT the current agreement be amended to Dec 31, 2018; and

FURTHER BE IT RESOLVED THAT this allocation come from the Environment Committee Budget; and

FURTHER BE IT RESOLVED THAT the additional request for \$270,000 to cover the period from 2019 – 2022 be forwarded to Finance Committee for consideration during the 2019 – 2022 Operating Budget deliberations; and

FURTHER BE IT RESOLVED THAT Ms. Sheppard be thanked for her presentation.

In Favour: C.A. Spearman, J.H. Carlson, A.M. Campbell, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro, R.K. Parker

----- **CARRIED**

ADJOURN:

B.A. Crowson:

BE IT RESOLVED THAT we do now adjourn until Monday, June 25, 2018.

Absent: B.E. Hyggen

In Favour: C.A. Spearman, J.H. Carlson, A.M. Campbell, J.A. Coffman, B.A. Crowson, J.P. Mauro, S.R. Miyashiro, R.K. Parker

----- **CARRIED**

MEETING MINUTES

MINUTES of the **Finance Committee Meeting** of the City Council held on **Monday, June 18, 2018** in City Council Chambers at 1:30 PM

PRESENT:	Deputy Mayor	J.H. Carlson
	Mayor	C.A. Spearman
	Councillor	A.M. Campbell
	Councillor	J.A. Coffman
	Councillor	B.A. Crowson
	Councillor	B.E. Hyggen
	Councillor	J.P. Mauro
	Councillor	S.R. Miyashiro
	Councillor	R.K. Parker
OTHERS:	City Clerk	A. Neufeld
	Legislative Coordinator	B. Burke
	City Manager	K. Hopkins (arrived at 1:40 PM)
	City Treasurer	H. Pinksen
	Director of City Manager's Office	J. Meli
	Director of Infrastructure Services	D. Hawkins
	Director of Community Services	T. Vanden Heuvel
	Director of Planning & Development	J. Greene
	Communications Advisor	G. Gauthier

PRESENTATIONS:

3.1 Graeme Woods, Manager of Corporate and Strategic Initiatives, re: 2018 Community Survey Results

A.M. Campbell:

BE IT RESOLVED THAT the report from Graeme Woods, Manager of Corporate Strategic Initiatives and Jamie Duncan, Ipsos, Vice-President, Canada, Public Affairs, presenting the results of the 2018 Community Satisfaction Survey, be received as information and filed;

AND FURTHER BE IT RESOLVED THAT Mr. Duncan, be thanked for his presentation.

In Favour: J.H. Carlson, C.A. Spearman, A.M. Campbell, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro, R.K. Parker

----- **CARRIED**

ADJOURN:

A.M. Campbell:

THAT we do now adjourn the Finance Committee Meeting.

In Favour: J.H. Carlson, C.A. Spearman, A.M. Campbell, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro, R.K. Parker

----- **CARRIED**

MEETING MINUTES

MINUTES of the **Regular Meeting** of the City Council held on **Monday, June 25, 2018** in City Council Chambers at 1:30 PM

PRESENT:	Mayor	C.A. Spearman
	Deputy Mayor	J.H. Carlson
	Councillor	A.M. Campbell
	Councillor	J.A. Coffman
	Councillor	B.A. Crowson
	Councillor	S.R. Miyashiro
	Councillor	R.K. Parker
OTHERS:	City Clerk	A. Neufeld
	Legislative Coordinator	B. Burke
	City Manager	K. Hopkins
	City Treasurer	H. Pinksen
	Director of Infrastructure Services	D. Hawkins
	Director of Community Services	T. Vanden Heuvel
	Director of Planning & Development	J. Greene
	Communications Advisor	G. Gauthier
ABSENT:	Councillor	B.E. Hyggen
	Councillor	J.P. Mauro

PRESENTATIONS:

4.1 Kevin Ponech, Transit Manager, re: Lethbridge Transit 10 Year Strategic Routing Plan

R.K. Parker:

BE IT RESOLVED THAT the report from Administration on the Lethbridge Transit 10 Year Strategic Routing Implementation Plan, be received as information and filed; and

FURTHER BE IT RESOLVED THAT the updated Plan be referred to in the 2019-2022 Operating Budget deliberations; and

FURTHER BE IT RESOLVED THAT the implementation of the cost neutral items, be approved; and

FURTHER BE IT RESOLVED THAT Mr. Ponech be thanked for his presentation.

Absent: B.E. Hyggen, J.P. Mauro

In Favour: C.A. Spearman, J.H. Carlson, A.M. Campbell, J.A. Coffman, B.A. Crowson, S.R. Miyashiro, R.K. Parker

----- **CARRIED**

4.2 Amanda Scout, Reconciliation Lethbridge Advisory Committee, re: Reconciliation Lethbridge Advisory Committee Request for Funding

J.H. Carlson:

BE IT RESOLVED THAT the communication from Amanda Scout, Chair, Reconciliation Lethbridge Advisory Committee requesting funding support for the Committee, be received as information and filed; and

FURTHER BE IT RESOLVED THAT City Council approve the request for \$25,000 in one time funding for 2018 with funding from Council Committees budget; and

FURTHER BE IT RESOLVED THAT \$50,000 per year be considered in the 2019-2022 budget deliberations; and

FURTHER BE IT RESOLVED THAT Ms. Scout and Mr. Malcom be thanked for their presentation.

Absent: B.E. Hyggen, J.P. Mauro

In Favour: C.A. Spearman, J.H. Carlson, A.M. Campbell, J.A. Coffman, B.A. Crowson, S.R. Miyashiro, R.K. Parker

----- **CARRIED**

MEETING MINUTES

4.3 Brad Hembroff, President, The Lethbridge & District Japanese Garden Society and William Slender, Executive Director, Lethbridge Destination Management Organization, re: Nikka Yuko Japanese Garden Tourism Initiative and Lafcadio Japanese Garden Friendship

J.A. Coffman:

BE IT RESOLVED THAT the communication from Brad Hembroff, President, The Lethbridge & District Japanese Garden Society and William Slenders, Executive Director, Lethbridge Destination Management Organization regarding the Nikka Yuko Japanese Garden Tourism Initiative and Lafcadio Japanese Garden Friendship, be received as information and filed; and

FURTHER BE IT RESOLVED THAT the request to support the Friendship between the Lafcadio Hearn Japanese Garden (Tramore, Ireland) and Nikka Yuko Japanese Garden (Lethbridge, Alberta) by providing The Lethbridge & District Japanese Garden Society a Friendship Scroll, be approved; and

FURTHER BE IT RESOLVED THAT the request to provide funding in the amount of \$15,000.00 to cover the cost for two representatives from the Lethbridge & District Japanese Garden Society and one representative from the Lethbridge Destination Management Organization to travel as a delegation to Ireland for the July 27, 2018 Friendship Scroll exchange, with funding from Council Committee Budget Appropriation Unexpended, be approved; and

FURTHER BE IT RESOLVED THAT the Mayor's Office provide the required scroll; and

FURTHER BE IT RESOLVED THAT Mr. Hembroff and Mr. Slenders be thanked for their presentation.

Prior to a vote being called on the foregoing resolution, the following resolution be voted on, in parts, was introduced:

J.H. Carlson:

THAT this resolution be voted on in two parts.

Absent: B.E. Hyggen, J.P. Mauro

In Favour: C.A. Spearman, J.H. Carlson, A.M. Campbell, J.A. Coffman, B.A. Crowson, R.K. Parker

Opposed: S.R. Miyashiro

----- CARRIED

Part 1:

J.A. Coffman:

BE IT RESOLVED THAT the communication from Brad Hembroff, President, The Lethbridge & District Japanese Garden Society and William Slenders, Executive Director, Lethbridge Destination Management Organization regarding the Nikka Yuko Japanese Garden Tourism Initiative and Lafcadio Japanese Garden Friendship, be received as information and filed; and

FURTHER BE IT RESOLVED THAT the request to support the Friendship between the Lafcadio Hearn Japanese Garden (Tramore, Ireland) and Nikka Yuko Japanese Garden (Lethbridge, Alberta) by providing The Lethbridge & District Japanese Garden Society a Friendship Scroll, be approved; and

FURTHER BE IT RESOLVED THAT the City Manager review the Destination Management Plan to explore a strategy to promote City owned tourist attractions, for consideration during the 2019 – 2022 budget deliberations; and

FURTHER BE IT RESOLVED THAT the Mayor's Office provide the required scroll; and

FURTHER BE IT RESOLVED THAT Mr. Hembroff and Mr. Slenders be thanked for their presentation.

Absent: B.E. Hyggen, J.P. Mauro

In Favour: C.A. Spearman, J.H. Carlson, A.M. Campbell, J.A. Coffman, B.A. Crowson, S.R. Miyashiro, R.K. Parker

----- CARRIED

MEETING MINUTES

Part 2:

J.A. Coffman:

FURTHER BE IT RESOLVED THAT the request to provide funding in the amount of \$15,000.00 to cover the cost for two representatives from the Lethbridge & District Japanese Garden Society and one representative from the Lethbridge Destination Management Organization to travel as a delegation to Ireland for the July 27, 2018 Friendship Scroll exchange, with funding from Council Committee Budget Appropriation Unexpended, be approved.

Absent: B.E. Hyggen, J.P. Mauro

In Favour: A.M. Campbell, J.A. Coffman, B.A. Crowson, S.R. Miyashiro

Opposed: C.A. Spearman, J.H. Carlson, R.K. Parker

----- CARRIED

SUBMISSIONS:

5.3 Councillor A.M. Campbell, Chair Open & Effective Government Committee. re: Public Engagement Strategy for the 2019-2022 City of Lethbridge Operating Budget Process

A.M. Campbell:

BE IT RESOLVED THAT the report received from Councillor A.M. Campbell, Chair, Open & Effective Government Committee, regarding the Public Engagement Strategy for the 2019 – 2022 City of Lethbridge Operating Budget Process, be received as information and filed; and

FURTHER BE IT RESOLVED THAT Administration be directed to communicate and engage with the general public based on the engagement strategy for the 2019 – 2022 Operating Budget Process.

Absent: B.E. Hyggen, J.P. Mauro

In Favour: C.A. Spearman, J.H. Carlson, A.M. Campbell, J.A. Coffman, B.A. Crowson, S.R. Miyashiro, R.K. Parker

----- CARRIED

ADJOURN:

B.A. Crowson:

BE IT RESOLVED THAT we do now adjourn until Monday, July 9, 2018.

Absent: B.E. Hyggen, J.P. Mauro

In Favour: C.A. Spearman, J.H. Carlson, A.M. Campbell, J.A. Coffman, B.A. Crowson, S.R. Miyashiro, R.K. Parker

----- CARRIED

MEETING MINUTES

MINUTES of the **Regular Meeting** of the City Council held on **Monday, July 23, 2018** in City Council Chambers at 1:30 PM

PRESENT:	Mayor	C.A. Spearman
	Deputy Mayor	J.H. Carlson
	Councillor	A.M. Campbell
	Councillor	J.A. Coffman
	Councillor	B.A. Crowson
	Councillor	B.E. Hyggen
	Councillor	J.P. Mauro
	Councillor	S.R. Miyashiro
	Councillor	R.K. Parker
OTHERS:	City Clerk	A. Neufeld
	Legislative Services Assistant	J. Robinson
	City Manager	K. Hopkins
	A/ City Solicitor	S. Shigehiro
	City Treasurer	H. Pinksen
	Director of City Manager's Office	J. Meli
	Director of Infrastructure Services	D. Hawkins
	Director of Community Services	T. Vanden Heuvel
	Director of Planning & Development	J. Greene
	Communications Advisor	G. Gauthier

PRESENTATIONS:

4.2 Hailey Pinksen, City Treasurer, re: Program Based Budgeting

Councillor Miyashiro called a Point of Order reminding Mayor Spearman that the presentation was for information purposes, not to discuss the details of the budget.

J.A. Coffman:

BE IT RESOLVED THAT the report from Administration providing Council with information on Program Based Budgeting, be received as information and filed; and

FURTHER BE IT RESOLVED THAT Ms. Pinksen be thanked for her presentation.

In Favour: C.A. Spearman, J.H. Carlson, A.M. Campbell, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro, R.K. Parker

----- **CARRIED**

ADJOURN:

B.A. Crowson:

BE IT RESOLVED THAT we do now adjourn until Monday, August 7, 2018.

In Favour: C.A. Spearman, J.H. Carlson, A.M. Campbell, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro, R.K. Parker

----- **CARRIED**

MEETING MINUTES

MINUTES of a **Community Issues Meeting (CIC)** held on **Monday, September 10, 2018** in Council Chambers at 11:00 AM

PRESENT:	Acting Mayor Mayor Councillor Councillor Councillor Councillor Councillor	J.A. Coffman C.A. Spearman A.M. Campbell B.A. Crowson J.P. Mauro S.R. Miyashiro R.K. Parker
OTHERS:	City Clerk A/Legislative Coordinator City Manager City Treasurer Director of City Manager's Office Director of Infrastructure Services Director of Community Services Director of Planning & Development Communications Advisor	A. Neufeld J. Robinson B. Strain H. Pinksen J. Meli D. Hawkins T. Vanden Heuvel J. Greene G. Gauthier
ABSENT:	Deputy Mayor Councillor	J.H. Carlson B.E. Hyggen

PRESENTATIONS:

4.1 Enhanced Model of Public Safety to our Citizens

C.A. Spearman:

WHEREAS at the Regular Meeting of City Council on Tuesday, August 7, 2018 City Council requested that the Lethbridge Police Commission present a report to the Community Issues Committee, on September 10, 2018, identifying one or several options that would provide an enhanced model of public safety for our citizens;

THEREFORE BE IT RESOLVED THAT the report received from Peter Deys, Chair, Lethbridge Police Commission, regarding an enhanced model of public safety for our citizens, be referred to budget deliberations; and

FURTHER BE IT RESOLVED THAT Mr. Deys, Chief Davis and Deputy Chief Woods, be thanked for their presentation.

Absent: J.H. Carlson, B.E. Hyggen

In Favour: C.A. Spearman, A.M. Campbell, J.A. Coffman, B.A. Crowson, J.P. Mauro, S.R. Miyashiro, R.K. Parker

----- **CARRIED**

ADJOURN:

B.A. Crowson:

THAT we do now adjourn the Community Issues Committee Meeting.

Absent: J.H. Carlson, B.E. Hyggen

In Favour: C.A. Spearman, A.M. Campbell, J.A. Coffman, B.A. Crowson, J.P. Mauro, S.R. Miyashiro, R.K. Parker

----- **CARRIED**

MEETING MINUTES

MINUTES of a **Finance Committee Meeting** held on **Monday, September 10, 2018** in Council Chambers at 1:30 PM

PRESENT:	Acting Mayor Mayor Councillor Councillor Councillor Councillor Councillor Councillor	J.A. Coffman C.A. Spearman A.M. Campbell B.A. Crowson B.E. Hyggen J.P. Mauro S.R. Miyashiro R.K. Parker
OTHERS:	City Clerk A/Legislative Coordinator City Manager City Treasurer Director of City Manager's Office Director of Infrastructure Services Director of Community Services Director of Planning & Development Communications Advisor	A. Neufeld J. Robinson B. Strain H. Pinksen J. Meli D. Hawkins T. Vanden Heuvel J. Greene G. Gauthier
ABSENT:	Deputy Mayor	J.H. Carlson

PRESENTATIONS:

3.1 Amanda Berg, President and Suzanne Lint, Executive Director, Allied Arts Council of Lethbridge re: Operating Budget Pressure Points

R.K. Parker:

BE IT RESOLVED THAT the report received from Amanda Berg, President and Suzanne Lint, Executive Director, Allied Arts Council of Lethbridge, regarding their Operating Budget Pressure Points, be received as information and referred to budget deliberations; and

FURTHER BE IT RESOLVED THAT Ms. Berg and Ms. Lint be thanked for their presentation.

Absent: J.H. Carlson

In Favour: C.A. Spearman, A.M. Campbell, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro, R.K. Parker

----- **CARRIED**

3.2 Urvil Thakor, Chair, Board of Director, Laura Kenwood, Board of Directors and Chair Elect and Kristy Trinier, Executive Director, Southern Alberta Art Gallery, re: Funding increase to Annual Fee for Service Agreement

B.A. Crowson:

BE IT RESOLVED THAT the report received from Urvil Thakor, Chair, Board of Directors, Laura Kenwood, Board of Directors and Chair Elect and Kristy Trinier, Executive Director, Southern Alberta Art Gallery, regarding a Funding Increase to their Annual Fee for Service Agreement, be received as information and referred to budget deliberations; and

FURTHER BE IT RESOLVED THAT Mr. Thaker, Ms. Kenwood and Ms. Trinier be thanked for their presentation.

Absent: J.H. Carlson

In Favour: C.A. Spearman, A.M. Campbell, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro, R.K. Parker

----- **CARRIED**

MEETING MINUTES

3.3 Dr. Surya Acharya, Board President and Richard Odei-Wontumi, Executive Director, Southern Alberta Ethnic Association, re: Increase to Fee-for Service Agreement

S.R. Miyashiro:

BE IT RESOLVED THAT the report received from Dr. Surya Acharya, Board President and Richard Odei-Wontumi, Executive Director, Southern Alberta Ethnic Association, regarding an Increase to their Fee-for Service Agreement, be received as information and referred to budget deliberations; and

FURTHER BE IT RESOLVED THAT Dr. Acharya and Mr. Odei-Wontumi be thanked for their presentation.

Prior to a vote on the foregoing resolution, the following tabling resolution was presented:

R.K. Parker/B.E. Hyggen:

BE IT RESOLVED THAT the report received from Dr. Surya Acharya, Board President and Richard Odei-Wontumi, Executive Director, Southern Alberta Ethnic Association, regarding an Increase to their Fee-for Service Agreement, be tabled to later in the meeting.

Absent: J.H. Carlson

In Favour: C.A. Spearman, A.M. Campbell, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro, R.K. Parker

----- CARRIED

S.R. Miyashiro/B.A. Crowson:

BE IT RESOLVED THAT the report received from Dr. Surya Acharya, Board President and Richard Odei-Wontumi, Executive Director, Southern Alberta Ethnic Association, regarding an Increase to their Fee-for Service Agreement, be lifted from the table.

Absent: J.H. Carlson

In Favour: C.A. Spearman, A.M. Campbell, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro, R.K. Parker

----- CARRIED

S.R. Miyashiro:

BE IT RESOLVED THAT the report received from Dr. Surya Acharya, Board President and Richard Odei-Wontumi, Executive Director, Southern Alberta Ethnic Association, regarding an Increase to their Fee-for Service Agreement, be received as information and referred to budget deliberations; and

FURTHER BE IT RESOLVED THAT Dr. Acharya and Mr. Odei-Wontumi be thanked for their presentation.

Absent: J.H. Carlson

In Favour: C.A. Spearman, A.M. Campbell, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro, R.K. Parker

----- CARRIED

3.4 Colin Hirano, Director and Michelle Day, Executive Director, The Lethbridge & District Japanese Garden Society, re: Fee for Service Agreement for 2019 to 2022

A.M. Campbell:

BE IT RESOLVED THAT the report received from Colin Hirano, Director and Michelle Day, Executive Director, The Lethbridge & District Japanese Garden Society, regarding their Fee for Service Agreement for 2019 to 2022, be received as information and referred to budget deliberations; and

FURTHER BE IT RESOLVED THAT Mr. Hirano and Ms. Day be thanked for their presentation.

Absent: J.H. Carlson

In Favour: C.A. Spearman, A.M. Campbell, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro, R.K. Parker

----- CARRIED

MEETING MINUTES

3.5 Susan Eymann, Executive Director and Gordon Hunter, Vice-Chair, Lethbridge Sports Council, re: Request for New Initiative Funding

B.A. Crowson:

BE IT RESOLVED THAT the report received from Susan Eymann, Executive Director and Gordon Hunter, Vice-Chair, Lethbridge Sport Council, regarding a Request for New Initiative Funding, be received as information and referred to budget deliberations; and

FURTHER BE IT RESOLVED THAT Ms. Eymann and Mr. Hunter be thanked for their presentation.

Absent: J.H. Carlson

In Favour: C.A. Spearman, A.M. Campbell, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro, R.K. Parker

----- CARRIED

3.6 William Slenders, Executive Director, Lethbridge Destination Management Organization, re: Request for Funding

C.A. Spearman:

BE IT RESOLVED THAT the report received from William Slenders, Executive Director, Lethbridge Destination Management Organization, regarding a Request for Funding, be received as information and referred to budget deliberations; and

FURTHER BE IT RESOLVED THAT Mr. Slenders be thanked for his presentation.

Absent: J.H. Carlson

In Favour: C.A. Spearman, A.M. Campbell, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro, R.K. Parker

----- CARRIED

3.7 Robert Tarleck, President and David Ng, Executive Director, Nord-Bridge Senior Citizens Association, re: Facility Operational Funding

A.M. Campbell:

BE IT RESOLVED THAT the report received from Robert Tarleck, President and David Ng, Executive Director, Nord-Bridge Senior Citizens Association, regarding Facility Operational Funding, be received as information and referred to budget deliberations; and

FURTHER BE IT RESOLVED THAT Mr. Tarleck and Mr. Ng be thanked for their presentation.

Absent: J.H. Carlson

In Favour: C.A. Spearman, A.M. Campbell, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro, R.K. Parker

----- CARRIED

ADJOURN:

R.K. Parker:

THAT we do now adjourn this Finance Committee Meeting.

Absent: J.H. Carlson

In Favour: C.A. Spearman, A.M. Campbell, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro, R.K. Parker

----- CARRIED

MEETING MINUTES

MINUTES of the **Regular Meeting** of the City Council held on **Monday, September 17, 2018** in City Council Chambers at 1:30 PM

PRESENT:	Mayor	C.A. Spearman
	Deputy Mayor	J.H. Carlson
	Councillor	A.M. Campbell
	Councillor	J.A. Coffman
	Councillor	B.A. Crowson
	Councillor	B.E. Hyggen
	Councillor	J.P. Mauro
	Councillor	S.R. Miyashiro
	Councillor	R.K. Parker
OTHERS:	City Clerk	A. Neufeld
	A/Legislative Coordinator	J. Robinson
	City Manager	B. Strain
	City Treasurer	H. Pinksen
	Director of City Manager's Office	J. Meli
	Director of Infrastructure Services	D. Hawkins
	Director of Community Services	T. Vanden Heuvel
	Director of Planning & Development	J. Greene
	Communications Advisor	G. Gauthier

PRESENTATIONS:

4.1 Peter Casurella, Executive Director, SouthGrow Regional Initiative, re: Annual Activities of SouthGrow and Request for Associate Membership to be Ongoing

Deputy Carlson assumed the chair.

C.A. Spearman:

BE IT RESOLVED THAT the communication received from Peter Casurella, Executive Director, SouthGrow Regional Initiative, providing an update on their annual activities and requesting annual Associate Membership recurring for an annual fee of \$7,500, be received as information and filed; and

FURTHER BE IT RESOLVED THAT Mr. Casurella be thanked for his presentation.

Prior to the vote on the foregoing resolution the following amendment was presented:

J.A. Coffman:

FURTHER BE IT RESOLVED THAT the request for annual funding as an Associate Member of SouthGrow be forwarded to Finance Committee for deliberation in the 2019-2022 Operating Budget..

In Favour: C.A. Spearman, J.H. Carlson, A.M. Campbell, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro, R.K. Parker

----- **CARRIED**

Motion as amended:

C.A. Spearman:

BE IT RESOLVED THAT the communication received from Peter Casurella, Executive Director, SouthGrow Regional Initiative, providing an update on their annual activities and requesting annual Associate Membership recurring for an annual fee of \$7,500, be received as information and filed; and

MEETING MINUTES

FURTHER BE IT RESOLVED THAT the request for annual funding as an Associate Member of SouthGrow be forwarded to Finance Committee for deliberation in the 2019-2022 Operating Budget; and

FURTHER BE IT RESOLVED THAT Mr. Casurella be thanked for his presentation.

In Favour: C.A. Spearman, J.H. Carlson, A.M. Campbell, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro, R.K. Parker

----- CARRIED

ADJOURN:

B.A. Crowson:

BE IT RESOLVED THAT we do now adjourn until Monday, October 1, 2018.

Absent: B.E. Hyggen

In Favour: C.A. Spearman, J.H. Carlson, A.M. Campbell, J.A. Coffman, B.A. Crowson, J.P. Mauro, S.R. Miyashiro, R.K. Parker

----- CARRIED

MEETING MINUTES

MINUTES of the **Finance Committee Meeting** of the City Council held on **Monday, September 24, 2018** in Council Chambers at 1:30 PM

PRESENT:	Deputy Mayor Mayor Councillor Councillor Councillor Councillor Councillor Councillor	J.H. Carlson C.A. Spearman A.M. Campbell J.A. Coffman B.A. Crowson B.E. Hyggen J.P. Mauro R.K. Parker
OTHERS:	City Clerk Legislative Services Manager City Manager City Treasurer Director of City Manager's Office Director of Infrastructure Services Director of Community Services Director of Corporate Services Director of Planning & Development Communications Advisor	A. Neufeld B. Burke B. Strain H. Pinksen J. Meli D. Hawkins T. Vanden Heuvel C. Wight J. Greene G. Gauthier
ABSENT:	Councillor	S.R. Miyashiro

PRESENTATIONS:

3.1 Jennifer Schmidt-Rempel, Board Chair and Trevor Lewington, CFO, Economic Development Lethbridge, re: Economic Development Lethbridge 2019-2022 Business Plan

R.K. Parker:

BE IT RESOLVED THAT the report received from Jennifer Schmidt-Rempel, Board Chair and Trevor Lewington, CEO, Economic Development Lethbridge, regarding Economic Development Lethbridge 2019 – 2022 Business Plan, be received as information and referred to budget deliberations; and

FURTHER BE IT RESOLVED THAT Ms. Schmidt-Rempel and Mr. Lewington be thanked for their presentation.

Absent: S.R. Miyashiro

In Favour: J.H. Carlson, C.A. Spearman, A.M. Campbell, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, R.K. Parker

----- CARRIED

3.2 Joel Sanchez, Waste & Recycling Services Manager, re: Waste & Recycling Utility Proposed 2019-2022 Draft Operating Budget and Rate Forecast

A.M. Campbell:

BE IT RESOLVED THAT the report from Administration regarding the Waste & Recycling Utility Proposed 2019-2022 Draft Operating Budget and Rate Forecast, be received as information and referred to budget deliberations; and

FURTHER BE IT RESOLVED THAT Mr. Sanchez be thanked for his presentation.

Absent: S.R. Miyashiro

In Favour: J.H. Carlson, C.A. Spearman, A.M. Campbell, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, R.K. Parker

----- CARRIED

MEETING MINUTES

3.3 Doug Kaupp, Water, Wastewater and Stormwater Manager, re: Water and Wastewater Utilities 2019-2022 Draft Operating Budget and Rate Forecast

J.A. Coffman:

BE IT RESOLVED THAT the report from Administration regarding the Water and Wastewater Utilities 2019 – 2022 Draft Operating Budget and Rate Forecast, be received as information and referred to budget deliberations; and

FURTHER BE IT RESOLVED THAT Mr. Kaupp be thanked for his presentation.

Absent: S.R. Miyashiro

In Favour: J.H. Carlson, C.A. Spearman, A.M. Campbell, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, R.K. Parker

----- CARRIED

3.4 Steward Purkis, Electric Utility Manager, re: Electric Utility Proposed 2019-2022 Operating Budget & 2019 Distribution Tariff

B.A. Crowson:

BE IT RESOLVED THAT the report from Administration regarding the Electric Utility Proposed 2019–2022 Operating Budget and 2019 Distribution Tariff, be received as information and referred to budget deliberations; and

FURTHER BE IT RESOLVED THAT Mr. Purkis be thanked for his presentation.

Absent: S.R. Miyashiro

In Favour: J.H. Carlson, C.A. Spearman, A.M. Campbell, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, R.K. Parker

----- CARRIED

ADJOURN:

B.A. Crowson:

BE IT RESOLVED THAT we do now adjourn this Finance Committee Meeting.

Absent: C.A. Spearman, S.R. Miyashiro

In Favour: J.H. Carlson, A.M. Campbell, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, R.K. Parker

----- CARRIED

MEETING MINUTES

MINUTES of the **Regular Meeting** of the City Council held on **Monday, October 1, 2018** in Council Chambers at 1:30 PM

PRESENT:	Mayor	C.A. Spearman
	Deputy Mayor	J.H. Carlson
	Councillor	A.M. Campbell
	Councillor	J.A. Coffman
	Councillor	B.A. Crowson
	Councillor	B.E. Hyggen
	Councillor	J.P. Mauro
	Councillor	S.R. Miyashiro
	Councillor	R.K. Parker
OTHERS:	City Clerk	A. Neufeld
	Legislative Services Manager	B. Burke
	City Manager	B. Strain
	A/City Treasurer	B. Sawada
	Director of City Manager's Office	J. Meli
	Director of Infrastructure Services	D. Hawkins
	Director of Community Services	T. Vanden Heuvel
	Director of Planning & Development	J. Greene
	Communications Advisor	G. Gauthier

PRESENTATIONS:

4.2 Robin Hepher, CEO, Chinook Arch Regional Library System, re: Chinook Arch Regional Library System - Update and Member Levy Schedule Change

A.M. Campbell:

BE IT RESOLVED THAT the communication from Robin Hepher, CEO, Chinook Arch Regional Library System, providing an update on Chinook Arch's role and services to the Lethbridge Public Library and Lethbridge residents and the opportunity to speak to City Council regarding their 2019 – 2022 Budget, be received as information and filed; and

WHEREAS the Chinook Arch Library Board at their August 2, 2018 meeting approved the 2019 – 2022 Plan of Service and a four year budget which sets out membership levies for member municipalities for the next four years; and

WHEREAS in order to maintain services at the present level, the Chinook Arch Regional Library Board requires that member Councils approve the following increases:

2019 \$0.16 per capita
2020 \$0.16 per capita
2021 \$0.12 per capita
2022 \$0.12 per capita

and;

WHEREAS these increases are included in the City's draft 2019 – 2022 Operating Budget;

THEREFORE BE IT RESOLVED THAT the Chinook Arch Library Board be advised once City Council has approved the 2019 – 2022 Operating Budget; and

FURTHER BE IT RESOLVED THAT Mr. Hepher and Mr. Dahl be thanked for their presentation.

In Favour: C.A. Spearman, J.H. Carlson, A.M. Campbell, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro, R.K. Parker

----- **CARRIED**

MEETING MINUTES

MINUTES of a **Finance Committee Meeting** of the City Council held on **Monday, October 15, 2018** in Council Chambers at 1:30 PM

PRESENT:	Mayor	C.A. Spearman
	Deputy Mayor	J.H. Carlson
	Councillor	A.M. Campbell
	Councillor	J.A. Coffman
	Councillor	B.A. Crowson
	Councillor	B.E. Hyggen
	Councillor	J.P. Mauro
	Councillor	S.R. Miyashiro
	Councillor	R.K. Parker
OTHERS:	City Clerk	A. Neufeld
	A/Legislative Coordinator	J. Robinson
	City Manager	B. Strain
	City Treasurer	H. Pinksen
	Director of City Manager's Office	J. Meli
	Director of Community Services	T. Vanden Heuvel
	Director of Planning & Development	J. Greene
	Communications Advisor	G. Gauthier

SUBMISSIONS:

5.4 Charleen Davidson, Chair, Community Social Development Committee of Council (CSD) and Martin Thomsen, Manager, Community Social Development, re: Family and Community Support Services (FCSS) 2019 Funding Allocation Recommendations

Councillor S.R. Miyashiro declared a conflict as his employer receives funding from FCSS and left Council Chambers.

B.E. Hyggen:

BE IT RESOLVED THAT the communication from Charleen Davidson, Chair, Community Social Development Committee of Council (CSD) and Martin Thomsen, Manager, Community Social Development regarding the Family and Community Support Services (FCSS) 2019 Funding Allocation Recommendations, be received as information and filed; and

FURTHER BE IT RESOLVED THAT FCSS funding allocations for the 2019 calendar year in the total amount of:

- Provincial contribution of \$2,445,830
- Municipal contribution of \$700,900

for a total of \$3,146,730, as recommended by the CSD Committee, be approved; and

FURTHER BE IT RESOLVED THAT the Mayor and City Clerk be authorized to sign the appropriate Fee for Service Funding Agreements.

Absent: S.R. Miyashiro

In Favour: C.A. Spearman, J.H. Carlson, A.M. Campbell, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, R.K. Parker

----- **CARRIED**

MEETING MINUTES

MINUTES of a **Finance Committee Meeting** of the City Council held on **Monday, October 22, 2018** in Council Chambers at 2:00 PM

PRESENT:	Deputy Mayor Mayor Councillor Councillor Councillor Councillor Councillor	J.H. Carlson C.A. Spearman A.M. Campbell B.A. Crowson B.E. Hyggen S.R. Miyashiro R.K. Parker
OTHERS:	City Clerk Legislative Services Manager City Manager City Treasurer Director of City Manager's Office Director of Community Services Director of Planning & Development Communications Advisor	A. Neufeld B. Burke B. Strain H. Pinksen J. Meli T. Vanden Heuvel J. Greene G. Gauthier
ABSENT:	Councillor Councillor	J.A. Coffman J.P. Mauro

PRESENTATIONS:

3.1 Bramwell Strain, City Manager, re: Tabling of 2019-2022 Operating Budget

S.R. Miyashiro:

BE IT RESOLVED THAT the tabling of the 2019-2022 Operating Budget be received for City Council's consideration for the upcoming budget deliberations; and

FURTHER BE IT RESOLVED THAT Mr. Strain and Ms. Pinksen be thanked for their presentation.

Absent: J.A. Coffman, J.P. Mauro

In Favour: J.H. Carlson, C.A. Spearman, A.M. Campbell, B.A. Crowson, B.E. Hyggen, S.R. Miyashiro, R.K. Parker

----- CARRIED

3.2 Allan Quinton, Board Chair, Lethbridge Public Library and Terra Plato, CEO, Lethbridge Public Library, re: Lethbridge Public Library 2019-2022 Budget

A.M. Campbell:

BE IT RESOLVED THAT the report received from Allan Quinton, Board Chair, Lethbridge Public Library and Terra Plato, CEO, Lethbridge Public Library, regarding the Lethbridge Public Library 2019-2022 Budget be received as information and referred to budget deliberations; and

FURTHER BE IT RESOLVED THAT Mr. Quinton and Ms. Plato be thanked for their presentation.

Absent: J.A. Coffman, J.P. Mauro

In Favour: J.H. Carlson, C.A. Spearman, A.M. Campbell, B.A. Crowson, B.E. Hyggen, S.R. Miyashiro, R.K. Parker

----- CARRIED

MEETING MINUTES

ADJOURN:

B.A. Crowson:

THAT we do now adjourn this Finance Committee Meeting.

Absent: J.A. Coffman, J.P. Mauro

In Favour: J.H. Carlson, C.A. Spearman, A.M. Campbell, B.A. Crowson, B.E. Hyggen, R.K. Parker

----- **CARRIED**

MEETING MINUTES

MINUTES of a **Finance Committee Meeting** held on **Monday, November 5, 2018** in City Council Chambers at 2:00 PM

PRESENT:	Deputy Mayor, Chair Mayor Councillor Councillor Councillor Councillor Councillor	R.K. Parker C.A. Spearman J.H. Carlson J.A. Coffman B.A. Crowson B.E. Hyggen J.P. Mauro
ABSENT:	Councillor Councillor	A.M. Campbell S.R. Miyashiro
OTHERS:	Deputy City Clerk Legislative Services Manager City Manager City Treasurer Director of Infrastructure Services Director of Community Services Director of Planning & Development Director of City Manager's Office Communications Advisor	D. Sarsfield B. Burke B. Strain H. Pinksen D. Hawkins T. Vanden Heuvel J. Greene J. Meli G. Gauthier

PRESENTATIONS:

4.1 Tracy McNab, Chair, Board of Directors, Susan Burrows-Johnson, CEO/Executive Director and Evelyn Yackulic Operations Manager, re: Budget Request 2019-2022 - Galt Museum and Fort Whoop-Up

J.H. Carlson:

BE IT RESOLVED THAT the report received from Tracy McNab, Chair, Susan Burrows-Johnson, Executive Director and Evelyn Yackulic, Operations Manager, Galt Museum and Archives, providing the 2019 – 2022 Budget Request for Galt Museum and Fort Whoop-Up, be received as information; and

FURTHER BE IT RESOLVED THAT Ms. McNab, be thanked for her presentation..

Absent: A.M. Campbell, S.R. Miyashiro

In Favour: C.A. Spearman, R.K. Parker, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro

----- CARRIED

4.2 Peter Deys, Board Chair, Lethbridge Police Commission and, re: Lethbridge Police Service 2019-2022 Budget

C.A. Spearman:

BE IT RESOLVED THAT the report received from Peter Deys, Board Chair, Police Commission and Robert A. Davis, Chief of Police, Lethbridge Police Service providing the Lethbridge Police Service 2019 – 2022 Budget, be received as information; and

FURTHER BE IT RESOLVED THAT Mr. Deys, Chief Davis, Deputy Chief Woods and Mr. Ali be thanked for their presentation.

Absent: A.M. Campbell, S.R. Miyashiro

In Favour: C.A. Spearman, R.K. Parker, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro

----- CARRIED

MEETING MINUTES

4.3 Open Microphone

C.A. Spearman:

Barry Ewing request that City Council seriously consider the Police Services initiatives as increased police present is needed in the downtown core.

Ken Ikle expressed concern over the debt charges for high cost projects. He requested City Council look at tax reductions.

Nicole Geske, Vice President, Lethbridge Chamber of Commerce, advised that their membership is concerned with increases to commercial property taxes and that the City is competing with private enterprises.

SUBMISSIONS:

5.1 Mark Campbell, Chair, Open and Effective Government Committee, re: Public Engagement What We Heard Community Feedback Report for the 2019-2022 City of Lethbridge Operating Budget Process

B.A. Crowson:

BE IT RESOLVED THAT the report received from Mark Campbell, Chair, Open and Effective Government Committee, presenting the Public Engagement, What We Heard, Community Feedback Report for the 2019-2022 City of Lethbridge Operating Budget, be received as information.

Absent: A.M. Campbell, S.R. Miyashiro

In Favour: C.A. Spearman, R.K. Parker, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro

----- CARRIED

ADJOURN:

B.A. Crowson:

Absent: A.M. Campbell, S.R. Miyashiro

In Favour: C.A. Spearman, R.K. Parker, J.H. Carlson, B.A. Crowson, B.E. Hyggen, J.P. Mauro

----- CARRIED

MEETING MINUTES

MINUTES of the **Regular Meeting** of the City Council held on **Tuesday, November 13, 2018** in City Council Chambers at 1:30 PM

PRESENT:	Mayor	C.A. Spearman
	Deputy Mayor	R.K. Parker
	Councillor	A.M. Campbell
	Councillor	J.H. Carlson
	Councillor	J.A. Coffman
	Councillor	B.A. Crowson
	Councillor	B.E. Hyggen
	Councillor	J.P. Mauro
OTHERS:	Councillor	S.R. Miyashiro
	Deputy City Clerk	D. Sarsfield
	Legislative Services Manager	B. Burke
	City Manager	B. Strain
	City Treasurer	H. Pinksen
	Director of Infrastructure Services	D. Hawkins
	Director of Community Services	T. Vanden Heuvel
	Director of Planning & Development	J. Greene
	Director of City Manager's Office	J. Meli
	Communications Advisor	G. Gauthier

SUBMISSIONS:

5.1 Sarah Amies, Lethbridge CCMARD Chair, re: Budget request 2019-2022 for the efforts of the Lethbridge Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD)

J.H. Carlson:

BE IT RESOLVED THAT the communication received from Sarah Amies, Chair, Lethbridge Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD), requesting funding for CCMARD, be received as information and filed; and

FURTHER BE IT RESOLVED THAT the request for \$30,000 per year from 2019 to 2022 be forwarded to the Finance Committee for consideration during the 2019 – 2022 Operating Budget deliberations.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- **CARRIED**

ADJOURN:

A.M. Campbell:

THAT we do now adjourn until Monday, November 26, 2018.

Absent: B.E. Hyggen

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, J.P. Mauro, S.R. Miyashiro

----- **CARRIED**

MEETING MINUTES

MINUTES of the **Finance Committee Meeting** held on **Monday, November 19, 2018** in City Council Chambers at 9:00 AM

PRESENT:	Deputy Mayor, Chair	R.K. Parker
	Mayor	C.A. Spearman
	Councillor	A.M. Campbell
	Councillor	J.H. Carlson
	Councillor	J.A. Coffman
	Councillor	B.A. Crowson
	Councillor	B.E. Hyggen
	Councillor	J.P. Mauro
	Councillor	S.R. Miyashiro
OTHERS:	Deputy City Clerk	D. Sarsfield
	Legislative Services Manager	B. Burke
	City Manager	B. Strain
	City Treasurer	H. Pinksen
	Director of Infrastructure Services	D. Hawkins
	Director of City Manager's Office	J. Meli
	Director of Community Services	T. Vanden Heuvel
	Director of Planning & Development	J. Greene
	Communications Advisor	G. Gauthier

PRESENTATIONS:

4.1 Deputy Mayor R.K. Parker, re: Finance Committee Budget Deliberation Process

Deputy Mayor Parker, Chair, Finance Committee, advised that today's meeting of Finance Committee is the first of a scheduled week long deliberation on the City's Budget. It will culminate sometime this week with a recommendation to City Council to approve an operating budget for the next four years.

Deputy Mayor Parker provided an overview of the budget process to date and the principles on which the base budget has been prepared. He advised that the base budget as it stands right now requires an average property tax increase of 1.6%/year for four years. New initiatives to enhance or increase services are included in the draft budget document for consideration. He highlighted the available funding sources.

4.2 Bramwell Strain, City Manager, re: Budget Introduction

Bramwell Strain, City Manager, advised that City Council has been very clear on what it is they are looking for, a budget that maintains current service levels, absorbs inflation and community growth, presents a program based framework and identifies options of enhancement, investment or service levels. A budget is being presented that meets the target of 1.6% increase and holds to the principles Council set forth. There are also a variety of new initiatives that are being brought forward for consideration and debate. While these all carry price tags and appear to be an increase in spending, Council may consider other funding arrangements and challenge the City to do better. Mr. Strain provided an overview of the budget meeting agenda.

4.3 Hailey Pinksen, City Treasurer, re: 2018 September Year End Forecast

Hailey Pinksen, City Treasurer, reported on the September 2018 Operating Forecast. She reported that \$6,225,500 is available for one-time allocations (2019-2022 Budget) based on City Council's policy. She provided a breakdown of where this funding originated. All of the surpluses and deficits identified in the forecast report have been considered in the draft budget.

S.R. Miyashiro:

BE IT RESOLVED THAT the report from Administration, September 2018 Operating Forecast, be received as information; and

FURTHER BE IT RESOLVED THAT Ms. Pinksen be thanked for her presentation.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

MEETING MINUTES

Directional Resolution 1:

J.H. Carlson:

WHEREAS Council has developed a strategic plan to guide and focus their work over the next four years; and

WHEREAS Council has recently hired a new City Manager; and

WHEREAS Council and the City Manager have not had an opportunity to fully operationalize the strategic plan through a thorough work plan and associated strategic initiatives; and

WHEREAS the work plan and initiatives may require dedicated funding for implementation; and

WHEREAS Council has by policy 50% of the previous 4-year budget surplus at their discretion for one-time initiatives funding;

THEREFORE BE IT RESOLVED THAT \$3,000,000.00 from the previous 4-year budget surplus be placed in reserve as a funding source for appropriate Council Strategic initiatives over the remainder of this term;

AND FURTHER BE IT RESOLVED THAT creation of a work plan and Council's strategic initiatives be a priority in the first quarter of 2019.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, S.R. Miyashiro

Opposed: J.P. Mauro

Directional Resolution 2:

J.H. Carlson:

WHEREAS the City of Lethbridge has been involved in various benchmarking initiatives between a number of Alberta Municipalities; and.

WHEREAS Council has throughout our budget discussions been considering corporate-wide fiscal and performance reviews; and

WHEREAS fiscal performance reviews will identify areas of strength, possible improvements, and efficiencies;

THEREFORE BE IT RESOLVED THAT the City Manager conduct fiscal performance reviews over the next three (3) years to identify opportunities for council to consider in its fiscal decision making; and

FURTHER BE IT RESOLVED THAT the reviews take into consideration the financial, economic, and actual and perceived value, focusing on programs, services, service delivery models, service levels, and corresponding corporate support; and

FURTHER BE IT RESOLVED THAT the reviews be conducted by a third party selected through a competitive process and build off work done and lessons learned in other similar jurisdictions and public consultation; and

FURTHER BE IT RESOLVED THAT the reviews be funded from internal funding sources to be identified by the City Manager; and

FURTHER BE IT RESOLVED THAT Council be provided with monthly updates on planning, progress, reporting, decision points and implementation (once appropriate); and

FURTHER BE IT RESOLVED THAT the City Manager report back to Council on his plan for timeline and areas of focus no later than January 2019.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

MEETING MINUTES

4.4 New Initiative Discussion

Tony Vanden Heuvel, Director of Community Services, provided information and responded to questions from City Council on the Community Services Initiatives: N-2 - ENMAX Centre Wi-Fi Program; N-6 - Lethbridge Transit Fire Suppression System, N-25 - Community Social Development Syringe Collection Program, N-26 - Community Social Development Diversion Outreach Team (DOT) Program; N-27 - ENMAX Centre Security Supervisor; N-28 - ENMAX Centre Ticket Technician; N-29 - ENMAX Centre Lifecycle Increase; N-30 - Facility Services Corporate Safety Program; N-31 Facility Services Increase to Building Lifecycle Budget; N-35 Helen Schuler Nature Centre Natural Leaders Program; N-52 - Lethbridge Transit City Link 1; N-53 - Lethbridge Transit City Link 2; N-54 - Lethbridge Transit West Lethbridge Realignment and N-55 - Lethbridge Transit Increase Statutory Holiday Service.

ADJOURN:

B.A. Crowson:

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- **CARRIED**

MEETING MINUTES

MINUTES of the **Finance Committee Meeting** held on **Tuesday, November 20, 2018** in City Council Chambers at 9:00 AM

PRESENT:	Deputy Mayor, Chair	R.K. Parker
	Mayor	C.A. Spearman
	Councillor	A.M. Campbell
	Councillor	J.H. Carlson
	Councillor	J.A. Coffman
	Councillor	B.A. Crowson
	Councillor	B.E. Hyggen
	Councillor	J.P. Mauro
	Councillor	S.R. Miyashiro
OTHERS:	Deputy City Clerk	D. Sarsfield
	A/Legislative Coordinator	J. Robinson
	City Manager	B. Strain
	City Treasurer	H. Pinksen
	Director of Infrastructure Services	D. Hawkins
	Director of City Manager's Office	J. Meli
	Director of Community Services	T. Vanden Heuvel
	Director of Planning & Development	J. Greene
	Communications Advisor	G. Gauthier

PRESENTATIONS:

4.4 New Initiatives Discussion

Tony Vanden Heuvel, Director of Community Services, provided information and responded to questions from City Council on the Community Services Initiatives: N - 56 - Lethbridge Transit Technology Service and Maintenance; N - 57 - Accessible Transportation Access-A-Ride Improvements; N - 61 - Public Safety Communications Centre Dedicated Supervision; N - 62 - Public Safety Communications Centre PSCC Technology Systems & Maintenance; N - 63 - Public Safety Communications Centre Additional IT Support; N - 64 - Public Safety Communications Centre Next Generation 9-1-1; N - 65 - Recreation & Culture Recreation & Culture Security; N - 66 - Recreation & Culture Minimum Wage Increase for Fee for Service; N - 80 - Japanese Garden Nikka Yuko Japanese Garden Maintenance; N - 97 Lethbridge Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD).

Jeff Greene, Director of Property Services, provided information and responded to questions from City Council on the Property Services & Council Referral Initiatives: N - 1 - Adaptive Reuse Initiative (Heart of Our City Committee); N - 7 - Growth & Annexation Assessment & Application; N - 13 - Blackfoot Confederacy & Reconciliation Lethbridge Flags at City Hall; N - 73 - Reconciliation Advisory Committee of City Council Funding.

Doug Hawkins, Director of Infrastructure Services, provided information and responded to questions from City Council on the Infrastructure Services Initiatives: N - 15 - Electric Accounting Technician; N - 16 - Information Systems & Communications Technologist; N - 17 - Power Systems Electrician; N - 18 - Continuous Service (24/7 Shop Operations) - Customer Service Representatives; N - 19 - Continuous Service (24/7 Shop Operations) - Utility Worker II; N - 20 - Urban Construction Support; N - 21 - Wayfinding and Park Signage; N - 22 - Implementation of the Industrial, Commercial & Institutional (ICI) Waste Diversion Strategy - Support Staff & Technology; N - 23 - Climate Adaptation & Environmental Sustainability Specialist; N - 37 - Asset Management Specialist; N - 58 - Invasive Pest Management Reserve / Emerald Ash Borer (EAB); N - 59 - Accessible Playgrounds; N - 60 - Natural Area Management; N - 69 - Parks Growth; N - 67 - Traffic Safety - Sustainable Transportation Coordinator; N - 70 - Transportation System Growth; N - 71 - Traffic Signal and Lighting Technician.

Jody Meli, Director of the City Manager's Office, provided information and responded to questions from City Council on the City Manager's Office Initiatives: N - 3 - Disaster Recovery Business Impact Analysis; N - 4 - Intelligent Community - Public Wi-Fi Feasibility.

ADJOURN:

C.A. Spearman:

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- **CARRIED**

MEETING MINUTES

MINUTES of the **Finance Committee Meeting** held on **Wednesday, November 21, 2018** in City Council Chambers at 9:00 AM

PRESENT:	Deputy Mayor, Chair	R.K. Parker
	Mayor	C.A. Spearman
	Councillor	A.M. Campbell
	Councillor	J.H. Carlson
	Councillor	J.A. Coffman
	Councillor	B.A. Crowson
	Councillor	B.E. Hyggen
	Councillor	J.P. Mauro
	Councillor	S.R. Miyashiro
OTHERS:	Deputy City Clerk	D. Sarsfield
	Legislative Services Manager	B. Burke
	City Manager	B. Strain
	City Treasurer	H. Pinksen
	Director of Infrastructure Services	D. Hawkins
	Director of City Manager's Office	J. Meli
	Director of Community Services	T. Vanden Heuvel
	Director of Planning & Development	J. Greene
	Communications Advisor	G. Gauthier

PRESENTATIONS:

4.4 New Initiatives Discussion

Jody Meli, Director of the City Manager's Office, provided information and responded to questions from City Council on the City Manager's Office Initiatives: N-36 - Safe and Resilient Communities: Digital Threats; N - 68 - Network Technician, N-24 - Information Management Implementation & Support.

City Council provided information and responded to questions regarding their respective initiatives: N-14 - Environment Lethbridge; N-81 - Mitigate the Feral Cat Problem; N-82 - Non - Veterinary Funding for Animal Rescue; N-38 - Broadband Strategy; N-84 - Energy Efficiency Master Plan & Strategy; N-85 - Youth Advisory Council; N-86 - Legislative Officer for City Council; N-87 - Implementation of Governance Review Recommendations; N-88 - Yates Theatre Management & Programming; N - 89 - Citizen Assembly on a Ward System; N-90 - Transition to a Ward System; N - 91 Ombudsman; N-92 - Income Tax Adjustment; N-93 - Four Full-Time Councillors; N-94 - Full-Time Councillors; N-95 - Pension Plan for Members of City Council (full-time Mayor and part-time Council); N-96 - Pension Plan for Members of City Council (full-time Mayor and Council).

4.6 Budget Resolution Debate

N-38 Special Constables/Community Peace Officer

C.A. Spearman:

BE IT RESOLVED THAT the Lethbridge Police Service Initiative for Special Constables/Community Peace Officer, with funding in the amount of \$1,660,500 in 2019, \$1,366,500 in 2020, be approved; and

FURTHER BE IT RESOLVED THAT additional funding of \$1,404,000 in 2021 and \$1,444,500 in 2022 be considered following a report by the Lethbridge Police Commission to Lethbridge City Council, not later than December 1, 2020; and

FURTHER BE IT RESOLVED THAT funding be as follows:

- Savings in existing Operating Budget - \$200,000 in 2019 and \$200,000 in 2020,
- Taxation - \$1,051,000 in 2019 and \$1,166,500 in 2020; and
- MRSR one-time allocation - \$409,500 in 2019; and

FURTHER BE IT RESOLVED THAT the Police Commission report to City Council quarterly on the financial and operational results of this Initiative.

MEETING MINUTES

Prior to the vote on the above resolution the following amendment was introduced:

S.R. Miyashiro/J.H. Carlson:

BE IT RESOLVED THAT the report by the Lethbridge Police Commission to Lethbridge City Council be changed from December 1, 2020 to November 1, 2020.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- CARRIED

Resolution as Amended:

C.A. Spearman:

BE IT RESOLVED THAT the Lethbridge Police Service Initiative for Special Constables/Community Peace Officer, with funding in the amount of \$1,660,500 in 2019, \$1,366,500 in 2020, be approved; and

FURTHER BE IT RESOLVED THAT additional funding of \$1,404,000 in 2021 and \$1,444,500 in 2022 be considered following a report by the Lethbridge Police Commission to Lethbridge City Council, not later than November 1, 2020; and

FURTHER BE IT RESOLVED THAT funding be as follows:

- Savings in existing Operating Budget - \$200,000 in 2019 and \$200,000 in 2020,
- Taxation - \$1,051,000 in 2019 and \$1,166,500 in 2020; and
- MRSR one-time allocation - \$409,500 in 2019; and

FURTHER BE IT RESOLVED THAT the Police Commission report to City Council quarterly on the financial and operational results of this Initiative.

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

Opposed: B.A. Crowson, J.P. Mauro

----- CARRIED

N-39 The Ambassador/Watch Program

C.A. Spearman:

BE IT RESOLVED THAT the Lethbridge Police Service Initiative for the Ambassador/Watch Program, with funding in the amount of \$554,272 in 2019 and \$601,722 in 2020 from taxation, be approved; and

FURTHER BE IT RESOLVED THAT additional funding of \$761,801 in 2021 and \$768,202 in 2022 be considered following a report by the Lethbridge Police Commission to Lethbridge City Council, not later than November 1, 2020; and

FURTHER BE IT RESOLVED THAT the Police Commission report to City Council quarterly on the financial and operational results of this initiative.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- CARRIED

N-40 Police and Crisis Team (PACT)

C.A. Spearman:

BE IT RESOLVED THAT the Lethbridge Police Service Initiative for the Police and Crisis Team (PACT), with funding in the amount of \$124,000 in 2019, \$127,300 in 2020, \$130,700 in 2021 and \$134,400 in 2022 from taxation, be approved; and

MEETING MINUTES

FURTHER BE IT RESOLVED THAT the Police Commission report to City Council quarterly on the results of this Initiative.

Prior to the vote on the above resolution the following amendment was introduced:

C.A. Spearman/J.A. Coffman:

BE IT RESOLVED THAT that the quarterly reporting be on "financial and operational" results.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- CARRIED

C.A. Spearman/J.A. Coffman:

FURTHER BE IT RESOLVED THAT the funding for years 2021 and 2022 be amended as follows: "additional funding \$130,700 in 2021 and \$134,400 in 2022 from taxation be considered following a report by the Lethbridge Police Commission to Lethbridge City Council, not later than November 1, 2020, be approved."

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.A. Coffman, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

Opposed: J.H. Carlson, B.A. Crowson,

----- CARRIED

Resolution as Amended:

C.A. Spearman:

BE IT RESOLVED THAT the Lethbridge Police Service Initiative for the Police and Crisis Team (PACT), with funding in the amount of \$124,000 in 2019, \$127,300 in 2020 from taxation, be approved; and

FURTHER BE IT RESOLVED THAT additional funding \$130,700 in 2021 and \$134,400 in 2022 from taxation be considered following a report by the Lethbridge Police Commission to Lethbridge City Council, not later than November 1, 2020, be approved; and

FURTHER BE IT RESOLVED THAT the Police Commission report to City Council quarterly on financial and operational results of this Initiative.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, S.R. Miyashiro

Opposed: B.E. Hyggen, J.P. Mauro

----- CARRIED

N-41 Inspector - Community Engagement & Development

C.A. Spearman:

BE IT RESOLVED THAT the Lethbridge Police Service Initiative for an Inspector – Community Engagement & Development, with funding in the amount of \$210,250 in 2019, \$214,750 in 2020 from taxation, be approved; and

FURTHER BE IT RESOLVED THAT additional funding of \$220,350 in 2021 and \$226,550 in 2022 be considered following a report by the Lethbridge Police Commission to Lethbridge City Council, not later than November 1, 2020; and

FURTHER BE IT RESOLVED THAT the Police Commission report to City Council quarterly on the financial and operational results of this Initiative.

In Favour: C.A. Spearman

Opposed: R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- DEFEATED

MEETING MINUTES

N-42 Cyber Security

C.A. Spearman:

BE IT RESOLVED THAT the Lethbridge Police Service Initiative – Cyber Security with funding in the amount of \$64,000 in 2019 and \$12,800 in 2020, be approved; and

FURTHER BE IT RESOLVED THAT funding be as follows:

- Taxation - \$12,800 in 2019 and \$12,800 in 2020; and
- MRSR one-time allocation - \$51,200 in 2019; and

AND FURTHER BE IT RESOLVED THAT additional funding of \$13,100 in 2021 and \$13,300 in 2022 be considered following a report by the Lethbridge Police Commission to Lethbridge City Council, not later than November 1, 2020; and

FURTHER BE IT RESOLVED THAT the Police Commission report to City Council quarterly on the financial and operational results of this initiative.

In Favour: C.A. Spearman, J.A. Coffman

Opposed: R.K. Parker, A.M. Campbell, J.H. Carlson, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- DEFEATED

N-43 Database Administrator

C.A. Spearman:

BE IT RESOLVED THAT the Lethbridge Police Service Initiative for a Database Administrator, with funding in the amount of \$128,300 in 2021 and \$131,500 in 2022 from taxation, be approved; and

FURTHER BE IT RESOLVED THAT the Police Commission report to City Council quarterly on the results of this initiative.

In Favour: C.A. Spearman

Opposed: R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- DEFEATED

N-44 Professional Standards Civilian

C.A. Spearman:

BE IT RESOLVED THAT the Lethbridge Police Service Initiative for a Professional Standards Civilian, with funding in the amount of \$139,050 in 2019 and \$142,550 in 2020 from taxation, be approved; and

FURTHER BE IT RESOLVED THAT additional funding of \$143,250 in 2021 and \$147,050 in 2022 be considered following a report by the Lethbridge Police Commission to Lethbridge City Council, not later than November 1, 2020; and

FURTHER BE IT RESOLVED THAT the Police Commission report to City Council quarterly on the financial and operational results of this initiative.

In Favour: C.A. Spearman, J.A. Coffman,

Opposed: R.K. Parker, A.M. Campbell, J.H. Carlson, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- DEFEATED

MEETING MINUTES

N-45 Evidence Based Policing Supervisor

C.A. Spearman:

BE IT RESOLVED THAT the Lethbridge Police Service Initiative for an Evidence Based Policing Supervisor, with funding in the amount of \$106,700 in 2019 and \$109,700 in 2020 from taxation, be approved; and

FURTHER BE IT RESOLVED THAT additional funding of \$110,100 in 2021 and \$113,400 in 2022 be considered following a report by the Lethbridge Police Commission to Lethbridge City Council, not later than November 1, 2020; and

FURTHER BE IT RESOLVED THAT the Police Commission report to City Council quarterly on the financial and operational results of this initiative.

In Favour: C.A. Spearman

Opposed: R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- DEFEATED

N-46 Training Unit - Administrative Support

Councillor J.H. Carlson declared a conflict due to participating in the Cadet Training Program and left Council Chambers.

C.A. Spearman:

BE IT RESOLVED THAT the Lethbridge Police Service Initiative to maintain Training Unit – Admin Support, with funding in the amount of \$79,400 in 2019 and \$81,300 in 2020, from taxation, be approved; and

FURTHER BE IT RESOLVED THAT additional funding of \$83,400 in 2021 and \$85,500 in 2022 be considered following a report by the Lethbridge Police Commission to Lethbridge City Council, not later than November 1, 2020; and

FURTHER BE IT RESOLVED THAT the Police Commission report to City Council quarterly on the financial and operational results of this initiative.

In Favour: C.A. Spearman

Opposed: R.K. Parker, A.M. Campbell, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

Absent: J.H. Carlson

----- DEFEATED

Councillor J.H. Carlson returned to Council Chambers.

N-47 Property & Exhibit Unit - Technician

C.A. Spearman:

BE IT RESOLVED THAT the Lethbridge Police Initiative for Property & Exhibit Unit - Technician, with funding in the amount of \$74,100 in 2019 and \$86,300 in 2020 from taxation, be approved; and

FURTHER BE IT RESOLVED THAT additional funding of \$88,600 in 2021 and \$182,400 in 2022 be considered following a report by the Lethbridge Police Commission to Lethbridge City Council, not later than November 1, 2020; and

FURTHER BE IT RESOLVED THAT the Police Commission report to City Council quarterly on the financial and operational results of this initiative.

In Favour: C.A. Spearman

Opposed: R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- DEFEATED

MEETING MINUTES

N-83 Broadband Strategy

B.A. Crowson:

WHEREAS City Council has a strategic goal of Financial Stewardship and Economic Prosperity; and

WHEREAS broadband in our community would support business viability, education and economic strength;

THEREFORE BE IT RESOLVED THAT the City Council Initiative, Broadband Strategy, to hire a consultant to evaluate work done to date and to develop a strategy to implement reliable affordable and accessible high speed broadband for the community, a one-time allocation in the amount of \$75,000 in 2019 from the MRSR, be approved.

In Favour: J.H. Carlson, B.A. Crowson, S.R. Miyashiro

Opposed: C.A. Spearman, R.K. Parker, A.M. Campbell, J.A. Coffman, B.E. Hyggen, J.P. Mauro

----- DEFEATED

N-84 Energy Efficiency Master Plan & Strategy

J.H. Carlson:

WHEREAS City Council has a strategic goal of Financial Stewardship and Economic Prosperity; and

WHEREAS the Energy Efficiency Master Plan & Strategy would support the project Facility Assessment and Energy Efficiency Upgrades (D-13), approved in the 2018-2027 Capital Improvement Program;

THEREFORE BE IT RESOLVED THAT the City Council Initiative, Energy Efficiency Master Plan & Strategy, a one-time allocation in the amount of \$300,000 in 2019, from MRSR, be approved.

In Favour: R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, S.R. Miyashiro

Opposed: C.A. Spearman, B.A. Crowson, B.E. Hyggen, J.P. Mauro

----- CARRIED

N-85 Youth Advisory Council

J.A. Coffman:

WHEREAS City Council has a strategic goal of People, Places for All and Accountable Leadership; and

WHEREAS the Youth Advisory Council provides a bridge between City Council and the youth in the community; and

WHEREAS the Youth Advisory Council has developed a strategic plan and identified initiatives that would require some funding;

THEREFORE BE IT RESOLVED THAT the City Council Initiative, Youth Advisory Council, a one-time allocation in the amount of \$5,000 in 2019, 2020, 2021 and 2022 from MRSR, be approved.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- CARRIED

N-86 Legislative Officer for City Council

J.A. Coffman:

WHEREAS City Council has a strategic goal of Accountable Leadership (Reimagined Council); and

WHEREAS a dedicated resource is required to support the needs of Council members and Council as a whole by providing strategic management and implantation of desired objectives of Council's strategic plan;

THEREFORE BE IT RESOLVED THAT the City Council Initiative, Legislative Officer for City Council, a one-time allocation in the amount of

MEETING MINUTES

\$23,200 in 2019, \$93,000 in 2020 and \$93,000 in 2021 from MRSR, be approved; and

FURTHER BE IT RESOLVED THAT should this initiative be approved but the Governance Review of City Council demonstrate that the position is not required, these funds be returned to the MRSR.

In Favour: R.K. Parker, J.A. Coffman

Opposed: C.A. Spearman, A.M. Campbell, J.H. Carlson, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- DEFEATED

N-87 Implementation of Governance Review Recommendations

J.A. Coffman:

WHEREAS City Council has a strategic goal of Accountable Leadership (Reimagined Council); and

WHEREAS City Council has identified in their strategic plan to conduct a government review; and

WHEREAS it is anticipated that there will be recommendations for changes that may require funding;

THEREFORE BE IT RESOLVED THAT the City Council Initiative, Implementation of Governance Review Recommendations, a one-time allocation in the amount of \$250,000 in 2020 from Open and Effective Government carry over funds, be approved.

In Favour: R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, J.P. Mauro, S.R. Miyashiro

Opposed: C.A. Spearman, B.E. Hyggen

----- CARRIED

ADJOURN:

C.A. Spearman:

THAT we do now adjourn this Finance Committee Meeting.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- CARRIED

MEETING MINUTES

MINUTES of the **Finance Committee Meeting** held on **Thursday, November 22, 2018** in City Council Chambers at 9:00 AM

PRESENT:	Deputy Mayor, Chair	R.K. Parker
	Mayor	C.A. Spearman
	Councillor	A.M. Campbell
	Councillor	J.H. Carlson
	Councillor	J.A. Coffman
	Councillor	B.A. Crowson
	Councillor	B.E. Hyggen
	Councillor	J.P. Mauro
	Councillor	S.R. Miyashiro
OTHERS:	Deputy City Clerk	D. Sarsfield
	Legislative Services Manager	B. Burke
	City Manager	B. Strain
	City Treasurer	H. Pinksen
	Director of Infrastructure Services	D. Hawkins
	Director of City Manager's Office	J. Meli
	Director of Community Services	T. Vanden Heuvel
	Director of Planning & Development	J. Greene
	Communications Advisor	G. Gauthier

PRESENTATIONS:

4.6 Budget Resolution Debate

N-88 Yates Theatre Management and Programming

J.H. Carlson:

WHEREAS City Council has a Strategic Goal of People Places for all (Enrich our Community Through Culture); and

WHEREAS with the updated Yates and Sterndale Theatres there is an expectation and opportunity to enhance the programming and usage of the facility; and

WHEREAS the Yates Theatre Management & Programming initiative will provide a programming model that will actively seek out events and bookings to make more effective and efficient use of the space as well as enhance the user group and customer service experience;

THEREFORE BE IT RESOLVED THAT the City Council Initiative Yates Theatre Management & Programming, a one-time allocation in the amount of \$85,000 in 2019, 2020, 2021 and 2022 from MRSR, be approved.

Prior to the vote on the above resolution the following amendment was introduced:

J.H. Carlson:

THAT the last clause be replaced with:

"THEREFORE BE IT RESOLVED THAT N-88 be provided with a one-time allocation of \$85,000 dollars for 2019 and \$85,000 in 2020, and that future funding be considered following a report back to City Council on this initiative".

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- **CARRIED**

MEETING MINUTES

Resolution as Amendment:

J.H. Carlson:

WHEREAS City Council has a Strategic Goal of People Places for all (Enrich our Community Through Culture); and

WHEREAS with the updated Yates and Sterndale Theatres there is an expectation and opportunity to enhance the programming and usage of the facility; and

WHEREAS the Yates Theatre Management & Programming initiative will provide a programming model that will actively seek out events and bookings to make more effective and efficient use of the space as well as enhance the user group and customer service experience; THEREFORE BE IT RESOLVED THAT N-88 be provided with a one-time allocation of \$85,000 for 2019 and \$85,000 in 2020, from MRSR and that future funding be considered following a report back to City Council on this initiative.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, S.R. Miyashiro

Opposed: J.P. Mauro

----- CARRIED

N-81 Mitigate the Feral Cat Problem

S.R. Miyashiro:

BE IT RESOLVED THAT Community-Council Referral Initiative to Mitigate the Feral Cat Problem, in the amount of \$10,000 in 2019, 2020, 2021 and 2022 from taxation, be approved.

Prior to the vote on the above resolution the following amendment was introduced:

S.R. Miyashiro/B.E. Hyggen:

THAT the source of funding be changed from taxation to a "one-time allocation from MRSR".

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro.

----- CARRIED

Resolution as Amendment:

S.R. Miyashiro:

BE IT RESOLVED THAT Community-Council Referral Initiative to Mitigate the Feral Cat Problem, a one-time allocation in the amount of \$10,000 in 2019, \$10,000 in 2020, \$10,000 in 2021 and \$10,000 in 2022 from MRSR, be approved.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- CARRIED

N-82 Non-Veterinary Funding for Animal Rescue

S.R. Miyashiro:

BE IT RESOLVED THAT the Community-Council Referral Initiative for Non-Veterinary Funding for Animal Rescue, with one-time funding in the amount of \$10,000 in 2019, \$10,000 in 2020, \$10,000 in 2021 and \$10,000 in 2022 from MRSR, be approved.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- CARRIED

MEETING MINUTES

N-89 Citizen Assemble on a Ward System

J.H. Carlson:

WHEREAS City Council has a strategic goal of Accountable Leadership (Reimagined Council); and

WHEREAS the community will reach 100K population during this budget cycle;

THEREFORE BE IT RESOLVED that the City Council Initiative, Citizen Assembly on a Ward System, a one-time allocation in the amount of \$75,000 in 2019 from MRSR, be approved.

Prior to the vote on the above resolution the following amendment was introduced:

J.H. Carlson/C.A. Spearman:

BE IT RESOLVED THAT New Program Initiative, N-89 Citizen Assembly on a Ward System be referred to the Open and Effective Government Committee for consideration and funding.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman

Opposed: B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- CARRIED

N-90 Transition to a Ward System

J.A. Coffman:

WHEREAS City Council has a strategic goal of Accountable Leadership (Reimagined Council); and

WHEREAS the community will reach 100K population during this budget cycle; and

WHEREAS one-time transition funding would be required should the Citizen Assembly recommendation be to move to a ward system for the municipal election in 2021;

THEREFORE BE IT RESOLVED that the City Council Initiative, Transition to a Ward System with funding in the amount of \$125,000 in 2020 from MRSR one-time allocation, be approved.

In Favour: R.K. Parker, A.M. Campbell, J.A. Coffman, S.R. Miyashiro

Opposed: C.A. Spearman, J.H. Carlson, B.A. Crowson, B.E. Hyggen, J.P. Mauro

----- DEFEATED

N-91 Ombudsman

J.A. Coffman:

WHEREAS City Council has a strategic goal of Accountable Leadership (Reimagined Council); and

WHEREAS it is desirous to have an Ombudsman who would support City Council in its oversight responsibilities while being an access point for the public who may have concerns around Council's governance or Code of Ethical Conduct;

THEREFORE BE IT RESOLVED THAT THE City Council Initiative, Ombudsman in the amount of \$25,000 in 2020, 2021 and 2022, be approved; and

FURTHER BE IT RESOLVED THAT funding be as follows:

- Taxation – \$14,300 in 2020, 2021 and 2022
- Utilities, Fleet & Land (Overhead Charges) - \$10,700 in 2020, 2021 and 2022.

In Favour: R.K. Parker

Opposed: C.A. Spearman, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- DEFEATED

MEETING MINUTES

N-92 Income Tax Adjustment

C.A. Spearman:

WHEREAS there is a change in income tax levels effective January 1, 2019; and

WHEREAS to ensure the Mayor and City Councillor's net pay is maintained;

THEREFORE BE IT RESOLVED THAT the City Council Initiative, Income Tax Adjustment in the amount of \$101,000 in 2019, \$103,000 in 2020, \$106,000 in 2021 and \$109,000 in 2022, be approved; and

FURTHER BE IT RESOLVED THAT funding come from:

- Taxation - \$58,000 in 2019, \$59,200 in 2020, \$60,800 in 2021 and \$62,400 in 2022; and
- Utilities, Fleet & Land (Overhead Charges) - \$43,000 in 2019, \$43,800 in 2020, \$45,200 in 2021 and \$46,600 in 2022.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- CARRIED

N-93 Four Full-Time Councillors

A.M. Campbell:

WHEREAS City Council has a strategic goal of Accountable Leadership (Reimagined Council); and

WHEREAS the community will reach 100K population during this budget cycle; and

WHEREAS the issues that City Council is required to deal with are increasing in complexity and diversity;

THEREFORE BE IT RESOLVED THAT the City Council Initiative, Four Full Time Councillors with funding in the amount of \$54,000 in 2019, \$216,300 in 2020, \$216,700 in 2021 and \$217,600 in 2022, be approved; and

FURTHER BE IT RESOLVED THAT funding come from:

- Taxation - \$31,100 in 2019, \$123,900 in 2020, \$124,100 in 2021 and \$124,600 in 2022
- Utilities, Fleet and Land (Overhead Charges) - \$22,900 in 2019, \$92,400 in 2020, \$92,600 in 2021 and \$93,000 in 2022.

N-94 Full-Time Councillors

A.M. Campbell:

WHEREAS City Council has a strategic goal of Accountable Leadership (Reimagined Council); and

WHEREAS the community will reach 100K population during this budget cycle; and

WHEREAS the issues that City Council is required to deal with are increasing in complexity and diversity;

THEREFORE BE IT RESOLVED THAT the City Council Initiative, Full Time Councillors for the next election with funding in the amount of \$54,200 in 2021 and \$217,600 in 2022, be approved; and

FURTHER BE IT RESOLVED THAT funding come from:

- Taxation - \$31,200 in 2021 and \$124,600 in 2022; and
- Utilities, Fleet and Land (Overhead Charges) - \$23,000 in 2021 and \$93,000 in 2022.

Prior to the vote on the above resolution the following amendments were introduced:

S.R. Miyashiro/C.A. Spearman:

BE IT RESOLVED THAT the Initiatives and funding for N-93 Four Full-Time Councillors and N-94 Full Time Councillors be referred to Council Initiatives.

In Favour: C.A. Spearman, A.M. Campbell, S.R. Miyashiro

Opposed: R.K. Parker, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro

----- DEFEATED

MEETING MINUTES

S.R. Miyashiro/C.A. Spearman:

BE IT RESOLVED THAT the Initiatives and funding for N-93 Four Full-Time Councillors and N-94 Full Time Councillors be referred to Council Initiatives.

In Favour: C.A. Spearman, A.M. Campbell, S.R. Miyashiro

Opposed: R.K. Parker, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro

----- DEFEATED

J.H. Carlson/S.R. Miyashiro:

BE IT RESOLVED THAT N-93 Four Full-Time Councillors and N-94 Full-Time Councillors be referred to the Open and Effective Government Committee for consideration and recommendations.

In Favour: J.H. Carlson, J.A. Coffman, B.A. Crowson, J.P. Mauro, S.R. Miyashiro

Opposed: C.A. Spearman, R.K. Parker, A.M. Campbell, B.E. Hyggen

----- CARRIED

N-14 Environment Lethbridge

S.R. Miyashiro:

BE IT RESOLVED THAT the Community – Council Referral Initiative – Environment Lethbridge, through a one-time allocation in the amount of \$75,000 in 2019, \$70,000 in 2020, \$65,000 in 2021 and \$60,000 in 2022, from the City Council's Operating Budget, specifically the allocation regarding the Environment Committee of Council carry over funding be approved; and

FURTHER THAT the Fee for Service Agreement with Environment Lethbridge be reviewed; and

FURTHER THAT Environment Lethbridge report to Council at Community Issues Committee on a quarterly basis for the term of this agreement; and

FURTHER BE IT RESOLVED THAT funding for Environment Committee of \$80,000 per year be removed from the base budget.

Prior to the vote being called on the foregoing resolution, the following amendments were introduced:

S.R. Miyashiro/J.H. Carlson:

BE IT RESOLVED THAT the Community – Council Referral Initiative – Environment Lethbridge, through a one-time allocation in the amount of \$75,000 in 2019, \$70,000 in 2020, \$65,000 in 2021 and \$60,000 in 2022, from the City Council's Operating Budget, specifically the allocation regarding the Environment Committee of Council carry over funding be approved; and

THAT the third clause be revised to change the reporting from Environment Lethbridge to City Council from "quarterly" to "semi-annually".

Absent: C.A. Spearman

In Favour: R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- CARRIED

Resolution as Amended:

J.A. Coffman:

BE IT RESOLVED THAT the Community – Council Referral Initiative – Environment Lethbridge, through a one-time allocation in the amount of \$75,000 in 2019, \$70,000 in 2020, \$65,000 in 2021 and \$60,000 in 2022, from the City Council's Operating Budget, specifically the allocation regarding the Environment Committee of Council carry over funding be approved; and

MEETING MINUTES

FURTHER THAT the Fee for Service Agreement with Environment Lethbridge be reviewed; and

FURTHER THAT Environment Lethbridge report to Council at Community Issues Committee on a semi-annual basis for the term of this agreement; and

FURTHER BE IT RESOLVED THAT funding for Environment Committee of \$80,000 per year be removed from the base budget.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, S.R. Miyashiro

Opposed: J.P. Mauro

----- CARRIED

N-1 Adaptive Reuse Initiative

A.M. Campbell:

BE IT RESOLVED THAT the Community-Council Referral, Adaptive Reuse Initiative (Heart of Our City Committee) which creates a grant program that would facilitate continued use of existing Downtown Buildings, through a one-time allocation in the amount of \$300,000 in 2019, \$300,000 in 2020 and \$300,000 in 2021 from the MRSR, be approved; and

FURTHER BE IT RESOLVED THAT the grant program be available to the following:

- Heart of Our City boundaries
- Between 1 Avenue and 3 Avenue South for those properties between Stafford Drive South and 13 Street South
- On 13 Street North for those properties between 1 Avenue North and 9 Avenue North

Prior to the vote being called on the foregoing resolution, the following amendments were introduced:

A.M. Campbell:

BE IT RESOLVED THAT N-1 Adaptive Reuse Initiative (Heart of Our City Committee) be postponed to later in the meeting.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, B.A. Crowson, S.R. Miyashiro

Opposed: J.A. Coffman, B.E. Hyggen, J.P. Mauro

----- CARRIED

N-97 Lethbridge Canadian Coalition of Municipalities Against Racism (CCMARD)

J.H. Carlson:

BE IT RESOLVED THAT the Community-Council Referral, Lethbridge Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD), to reformat its structure, update its strategic plan and implement the new strategic plan within the City of Lethbridge, through a one-time allocation in the amount of \$30,000 in 2019, 2020, 2021 and 2022 from the MRSR, be approved.

Prior to the vote being called on the foregoing resolution, the following amendments were introduced:

J.A. Coffman/J.H. Carlson:

BE IT RESOLVED THAT the Initiative be amended so as to delete 2020, 2021, and 2022 from the first clause; and

FURTHER BE IT RESOLVED THAT the Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD) Initiative (N-97), with funding in the amount of \$26,046 be approved for 2019 only, and

FURTHER BE IT RESOLVED THAT the City Manager find funding for this one-time initiative from CCMARD carry forward funds, and

FURTHER BE IT RESOLVED THAT the City Manager present the outcomes of CCMARD's developed strategic plan and proposed structural changes, to City Council no later than April 30, 2019, and

MEETING MINUTES

FURTHER BE IT RESOLVED THAT following the City Manager's presentation, City Council will consider the best opportunities and strategies for addressing racism and discrimination in our community.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- CARRIED

Resolution as Amended:

J.H. Carlson:

BE IT RESOLVED THAT the Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD) Initiative (N-97), with funding in the amount of \$26,046 be approved for 2019 only; and

FURTHER BE IT RESOLVED THAT the City Manager find funding for this one-time initiative from CCMARD carry forward funds; and

FURTHER BE IT RESOLVED THAT the City Manager present the outcomes of CMARD's developed strategic plan and proposed structural changes, to City Council no later than April 30, 2019; and

FURTHER BE IT RESOLVED THAT, following the City Manager's presentation, City Council will consider the best opportunities and strategies for addressing racism and discrimination in our community.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, S.R. Miyashiro

Opposed: B.E. Hyggen, J.P. Mauro

----- CARRIED

N-2 Wi-Fi Program - No Sponsor

N-3 Disaster Recovery Business Impact Analysis

C.A. Spearman:

BE IT RESOLVED THAT the Information Technology Initiative, Disaster Recovery Business Impact Analysis, through a one-time allocation in the amount of \$80,000 in 2019, 2020 and 2021 from the MRSR, be approved.

Prior to the vote being called on the foregoing resolution, the following amendments were introduced:

C.A. Spearman/J.H. Carlson:

BE IT RESOLVED THAT "from the MRSR" be removed from the clause as the source of funding and the following be added; and FURTHER BE IT RESOLVED THAT N-2 be referred to the City Manager to identify a source of funding, and that the City Manager report back by March 31, 2019 on the funding source.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, J.P. Mauro, S.R. Miyashiro

Opposed: B.E. Hyggen

----- CARRIED

Resolution as Amended:

C.A. Spearman:

BE IT RESOLVED THAT the Information Technology Initiative Disaster Recovery Business Impact Analysis in the amount of \$80,000 in 2019, \$80,000 in 2020 and \$80,000 in 2021, be approved; and

MEETING MINUTES

FURTHER BE IT RESOLVED THAT N-2 be referred to the City Manager to identify a source of funding and that the City Manager report back by March 31, 2019, on the funding source.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, S.R. Miyashiro

Opposed: B.E. Hyggen, J.P. Mauro

----- CARRIED

N-4 Intelligent Community - Public Wi-Fi Feasibility

S.R. Miyashiro:

BE IT RESOLVED THAT the Information Technology Initiative, Intelligent Community – Public Wi-Fi Feasibility Study, through a one-time allocation in the amount of \$100,000 in 2019 from the MRSR, be approved.

In Favour: C.A. Spearman, S.R. Miyashiro

Opposed: R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro

----- DEFEATED

N-5 Free Library Memberships 2019

A.M. Campbell:

BE IT RESOLVED THAT the Lethbridge Public Library Initiative for Free Library Memberships 2019, through a one-time allocation in the amount of \$106,000 in 2019 from the MRSR, be approved.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, J.P. Mauro, S.R. Miyashiro

Opposed: B.E. Hyggen

----- CARRIED

N-6 Fire Suppression System

C.A. Spearman:

BE IT RESOLVED THAT the Lethbridge Transit Initiative, Fire Suppression System to prevent the risk of fire in the Transit Garage, through a one-time allocation in the amount of \$481,750 in 2019 from the MRSR, be approved.

Opposed: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- DEFEATED

N-7 Growth & Annexation Assessment & Application

C.A. Spearman:

BE IT RESOLVED THAT the Planning and Development Initiative, Growth & Annexation Assessment & Application, through a one-time allocation in the amount of \$200,000 in 2020; \$350,000 in 2021 and \$450,000 in 2022 from the MRSR, be approved.

Prior to the vote being called on the foregoing resolution, the following amendment was introduced:

J.H. Carlson:

THAT N-7 Growth & Annexation Assessment & Application be postponed to later in the meeting.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, S.R. Miyashiro

Opposed: J.P. Mauro

----- CARRIED

MEETING MINUTES

N-8 Lethbridge Destination Management Organization (LDMO)

J.H. Carlson:

BE IT RESOLVED THAT the Economic Development and Tourism Initiative - Lethbridge Destination Management Organization (LDMO), through a one-time allocation in the amount of \$30,000 in 2019 and \$10,000 in 2020 from the MRSR, be approved.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, S.R. Miyashiro

Opposed: B.E. Hyggen, J.P. Mauro

----- CARRIED

N-9 EDL - Agrifood Corridor Strategy

A.M. Campbell:

BE IT RESOLVED THAT the Economic Development & Tourism Initiative, EDL – Agrifood Corridor Strategy, through a one-time allocation in the amount of \$5,000 in 2019, \$5,000 in 2020, \$5,000 in 2021 and \$5,000 in 2022 from the MRSR, be approved.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, B.A. Crowson, S.R. Miyashiro

Opposed: J.A. Coffman, B.E. Hyggen, J.P. Mauro

----- CARRIED

N-10 EDL - Foreign Direct Investment Program

A.M. Campbell:

BE IT RESOLVED THAT the Economic Development & Tourism Initiative, EDL – Foreign Direct Investment Program Strategy, through a one-time allocation in the amount of \$7,500 in 2019, \$7,500 in 2020, \$7,500 in 2021 and \$7,500 in 2022 from the MRSR, be approved.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, S.R. Miyashiro

Opposed: B.E. Hyggen, J.P. Mauro

----- CARRIED

N-11 EDL - Lethbridge Brand Implementation

A.M. Campbell:

BE IT RESOLVED THAT the Economic Development & Tourism Initiative, EDL – Lethbridge Brand Implementation, through a one-time allocation in the amount of \$45,000 in 2019 from the MRSR, be approved.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, S.R. Miyashiro

Opposed: J.P. Mauro

----- CARRIED

MEETING MINUTES

N-12 EDL - Identify Opportunities & Barriers to Business

A.M. Campbell:

BE IT RESOLVED THAT the Economic Development & Tourism Initiative, EDL – Identify Opportunities & Barrier to Business, through a one-time allocation in the amount of \$20,000 in 2019, \$17,000 in 2020, \$17,000 in 2021 and \$17,000 in 2022, from the MRSR, be approved.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, S.R. Miyashiro

Opposed: J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro

----- CARRIED

N-13 Blackfoot Confederacy & Reconciliation Lethbridge Flags at City Hall

J.H. Carlson:

BE IT RESOLVED THAT the Community/Council Referral Initiative - Blackfoot Confederacy & Reconciliation Lethbridge Flags at City Hall, through a one-time allocation up to \$150,000 in 2019, from the MRSR, be approved; and

FURTHER BE IT RESOLVED THAT a Request for Proposals process be utilized to ensure the best possible design and cost effectiveness.

Prior to the vote being called on the foregoing resolution, the following amendment was introduced:

J.H. Carlson:

BE IT RESOLVED THAT the Request for Proposal be extended to include a design for up to 4 Flag Poles.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, S.R. Miyashiro

Opposed: B.A. Crowson, B.E. Hyggen, J.P. Mauro

----- CARRIED

Resolution as amended:

J.H. Carlson/S.R. Miyashiro:

BE IT RESOLVED THAT the Community/Council Referral Initiative - Blackfoot Confederacy & Reconciliation Lethbridge Flags at City Hall, through a one-time allocation up to \$150,000 in 2019, from the MRSR, be approved; and

FURTHER BE IT RESOLVED THAT a Request for Proposals process be utilized to ensure the best possible design and cost effectiveness; and

FURTHER BE IT RESOLVED THAT the Request for Proposal include a design for up to 4 Flag Poles.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, S.R. Miyashiro

Opposed: B.E. Hyggen, J.P. Mauro

----- CARRIED

N-15 Electric Accounting Technician

C.A. Spearman:

BE IT RESOLVED THAT the Electric Utility Initiative – Electric Accounting Technician in the amount of \$81,800 in 2019, \$83,500 in 2020, \$85,300 in 2021 and \$87,400 in 2022, be approved.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, B.A. Crowson, S.R. Miyashiro

Opposed: J.A. Coffman, B.E. Hyggen, J.P. Mauro

----- CARRIED

MEETING MINUTES

N-16 Information Systems & Communications Technologist

C.A. Spearman:

BE IT RESOLVED THAT the Information Systems & Communications Technologist Initiative in the amount of \$148,960 in 2019, \$152,190 in 2020, \$155,515 in 2021 and \$159,315 in 2022, be approved.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, B.A. Crowson, S.R. Miyashiro

Opposed: J.A. Coffman, B.E. Hyggen, J.P. Mauro

----- CARRIED

N-17 Power Systems Electrician

S.R. Miyashiro:

BE IT RESOLVED THAT the Electric Utility Initiative – Power System Electrician in the amount of \$59,720 in 2019, \$61,040 in 2020, \$62,360 in 2021 and \$63,920 in 2022, be approved.

Absent: C.A. Spearman

In Favour: R.K. Parker, A.M. Campbell, J.H. Carlson, B.A. Crowson, B.E. Hyggen, S.R. Miyashiro

Opposed: J.A. Coffman, J.P. Mauro

----- CARRIED

N-18 Continuous Service (24/7 Shop Operations) - CSR's

S.R. Miyashiro:

BE IT RESOLVED THAT the Fleet Services Initiative – Continuous Service (24/7 Shop Operations) – Customer Service Representatives (CSR) in the amount of \$296,200 in 2019, \$307,800 in 2020, \$314,600 in 2021 and \$322,200 in 2022, be approved.

Prior to the vote being called on the foregoing resolution, the following amendment was introduced:

J.A. Coffman/A.M. Campbell:

BE IT RESOLVED THAT Initiative N-18 be provided with one-time funding in the amount of \$296,200 in 2019 and \$307,800 in 2020 and that further funding be considered following a report back from the City Manager on this initiative.

Opposed: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- DEFEATED

Original Resolution:

S.R. Miyashiro:

BE IT RESOLVED THAT the Fleet Services Initiative – Continuous Service (24/7 Shop Operations) – Customer Service Representatives (CSR) in the amount of \$296,200 in 2019, \$307,800 in 2020, \$314,600 in 2021 and \$322,200 in 2022, be approved.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, S.R. Miyashiro

Opposed: B.E. Hyggen, J.P. Mauro

----- CARRIED

MEETING MINUTES

N-19 Continuous Service (24/7 Shop Operations) - Utility

S.R. Miyashiro:

BE IT RESOLVED THAT the Fleet Services Initiative – Continuous Service (24/7 Shop Operations) – Utility in the amount of \$77,200 in 2019 and \$78,900 in 2020, \$80,700 in 2021 and \$82,600 in 2022, be approved.

Prior to the vote being called on the foregoing resolution, the following amendment was introduced:

J.A. Coffman/C.A. Spearman:

FURTHER BE IT RESOLVED THAT N-19 be provided with \$77,200 in 2019 and \$78,900 in 2020 and that funding be considered following a report back to City Council on this initiative

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro

Opposed: J.H. Carlson, S.R. Miyashiro

----- CARRIED

Resolution as Amended:

S.R. Miyashiro:

BE IT RESOLVED THAT the Fleet Services Initiative – Continuous Service (24/7 Shop Operations) – Utility in the amount of \$77,200 in 2019 and \$78,900 in 2020, be approved; and

FURTHER BE IT RESOLVED THAT further funding be considered following a report back to City Council on this initiative

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, B.A. Crowson, B.E. Hyggen, S.R. Miyashiro

Opposed: J.A. Coffman, J.P. Mauro

----- CARRIED

N-20 Urban Construction

J.H. Carlson:

BE IT RESOLVED THAT the Urban Construction position in the amount of \$99,840 in 2019, \$101,930 in 2020, \$104,020 in 2021 and \$106,310 in 2022, be approved.

In Favour: R.K. Parker, A.M. Campbell, J.H. Carlson, B.A. Crowson, S.R. Miyashiro

Opposed: C.A. Spearman, J.A. Coffman, B.E. Hyggen, J.P. Mauro

----- CARRIED

N-21 Wayfinding and Park Signage

J.H. Carlson:

BE IT RESOLVED THAT the Wayfinding and Park Signage project be deferred pending operational review; and

FURTHER BE IT RESOLVED THAT the City Manager explore a more holistic approach to defining corporate/community-wide signage requirements, standards, and implementation plan; and

FURTHER BE IT RESOLVED that this approach include all areas that have similar signage.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, S.R. Miyashiro

Opposed: B.E. Hyggen, J.P. Mauro

----- CARRIED

MEETING MINUTES

N-22 Implementation of the Industrial, Commercial & Institutional (ICI) Support Staff & Technology

J.H. Carlson:

BE IT RESOLVED THAT the Waste Processing initiative for Implementation of the Industrial, Commercial & Institutional (ICI) Support Staff and Technology in the amount of \$200,000 in 2019, \$170,000 in 2020, \$175,000 in 2021 and \$180,000 in 2022, be approved.

Prior to the vote being called on the foregoing resolution, the following amendment was introduced:

B.E. Hyggen/J.P. Mauro:

BE IT RESOLVED THAT the Waste Processing initiative for Implementation of the Industrial, Commercial & Institutional (ICI) Support Staff and Technology be provided one-time funding of \$200,000 in 2019 and \$170,000 in 2020 and that future funding be considered following a report back to City Council on this Initiative.

In Favour: C.A. Spearman, J.A. Coffman, B.E. Hyggen, J.P. Mauro

Opposed: R.K. Parker, A.M. Campbell, J.H. Carlson, B.A. Crowson, S.R. Miyashiro

----- **DEFEATED**

Original Resolution:

J.H. Carlson:

BE IT RESOLVED THAT the Waste Processing initiative for Implementation of the Industrial, Commercial & Institutional (ICI) Support Staff and Technology in the amount of \$200,000 in 2019, \$170,000 in 2020, \$175,000 in 2021 and \$180,000 in 2022, be approved.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, B.A. Crowson, S.R. Miyashiro

Opposed: J.A. Coffman, B.E. Hyggen, J.P. Mauro

----- **CARRIED**

N-23 Climate Adaptation & Environmental Sustainability Specialist

S.R. Miyashiro:

BE IT RESOLVED THAT the Waste Processing Initiative – Climate Adaptation & Environmental Sustainability Specialist with funding in the amount of \$97,000 in 2019, \$97,220 in 2020, \$97,400 in 2021 and \$97,800 in 2022, be approved.

In Favour: R.K. Parker, A.M. Campbell, J.H. Carlson, B.A. Crowson, S.R. Miyashiro

Opposed: C.A. Spearman, J.A. Coffman, B.E. Hyggen, J.P. Mauro

----- **CARRIED**

N-95 Pension Plan for Members of City Council (full-time Mayor and part-time Council) - No Sponsor

N-96 Pension Plan for Members of City Council (full-time Mayor and Council)

C.A. Spearman:

WHEREAS City Council has a strategic goal of Accountable Leadership (Reimagined Council); and

WHEREAS City Council does not currently have the opportunity to participate in a pension plan

THEREFORE BE IT RESOLVED THAT the City Council Initiative, Pension Plan for Members of City Council (full-time Mayor and Council) be approved; and

FURTHER BE IT RESOLVED THAT a Registered Retirement Savings Plan (RRSP) be available to the Mayor and councilors; and

FURTHER BE IT RESOLVED THAT the Mayor and Councillors have the option of receiving a portion of their compensation in the form of a RRSP; and

MEETING MINUTES

FURTHER BE IT RESOLVED THAT the Mayor and Councillors that the RRSP have a matching component with a limit of 7% of earnings; and

FURTHER BE IT RESOLVED THAT there be no additional impact on taxation or utilities for this initiative.

In Favour: A.M. Campbell, B.A. Crowson, S.R. Miyashiro, C.A. Spearman

Opposed: R.K. Parker, J.H. Carlson, J.A. Coffman, B.E. Hyggen, J.P. Mauro

----- DEFEATED

N-24 Information Management Implementation & Support

J.A. Coffman:

BE IT RESOLVED THAT the City Clerk Initiative for Information Management Implementation and Support, in the amount of \$102,500 in 2020, \$104,600 in 2021 and \$106,700 in 2022, be approved; and

FURTHER BE IT RESOLVED THAT funding be as follows:

- Taxation - \$58,800 in 2020, \$60,100 in 2021 and \$61,000 in 2022, and
- Utilities, Fleet & Land (Overhead Charges) - \$43,700 in 2020, \$44,500 in 2021 and \$45,700 in 2022.

Prior to the vote being called on the foregoing resolution, the following amendment was introduced:

J.H. Carlson/A.M. Campbell:

BE IT RESOLVED THAT N-24 Information Management Implementation & Support, be deferred to a future meeting of the Finance Committee for consideration, following the departmental review and report of the City Manager.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, S.R. Miyashiro

Opposed: J.P. Mauro

----- CARRIED

N-25 Syringe Collection Program

C.A. Spearman:

BE IT RESOLVED THAT the Syringe Collection Initiative (N-25) with funding in the amount of \$155,000 be approved for 2019 only; and

FURTHER BE IT RESOLVED THAT the City Manager establish this initiative as either a contract or Fee for Service Agreement with clearly defined measurable and deliverables; and

FURTHER BE IT RESOLVED THAT the City Manager find funding for this initiative from internal sources and report back to City Council by March 31, 2019, and

FURTHER BE IT RESOLVED THAT the City Manager review this initiative annually and present to City Council a recommendation to amend, extend or end the initiative as required.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.A. Coffman, B.A. Crowson, S.R. Miyashiro

Opposed: J.H. Carlson, B.E. Hyggen, J.P. Mauro

----- CARRIED

MEETING MINUTES

N-26 Diversion Outreach Team (DOT) Program

C.A. Spearman:

BE IT RESOLVED THAT the Community Social Development Initiative of Diversion Outreach Team (DOT) Program Initiative (N-26) with funding in the amount of \$143,935 be approved for 2019 only; and

FURTHER BE IT RESOLVED THAT the City Manager find funding for this initiative from internal sources; and

FURTHER BE IT RESOLVED THAT the City Manager review this initiative annually, in conjunction with other approved initiatives, such as but not limited to N-38 (Special Constables/Community Peace Officer) and N-39 (The Ambassador/Watch Program); and

FURTHER BE IT RESOLVED THAT the City Manager, upon completion of the review, present to City Council a recommendation to amend, extend or end the initiative as required.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, S.R. Miyashiro

Opposed: J.P. Mauro

----- **CARRIED**

ADJOURN:

C.A. Spearman:

THAT we do now adjourn this Finance Committee Meeting.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- **CARRIED**

MEETING MINUTES

MINUTES of the **Finance Committee Meeting** held on **Friday, November 23, 2018** in City Council Chambers at 9:00 AM

PRESENT:	Mayor	C.A. Spearman
	Deputy Mayor	R.K. Parker
	Councillor	A.M. Campbell
	Councillor	J.H. Carlson
	Councillor	J.A. Coffman
	Councillor	B.A. Crowson
	Councillor	B.E. Hyggen
	Councillor	J.P. Mauro
	Councillor	S.R. Miyashiro
OTHERS:	Deputy City Clerk	D. Sarsfield
	Legislative Services Manager	B. Burke
	City Manager	B. Strain
	City Treasurer	H. Pinksen
	Director of Infrastructure Services	D. Hawkins
	Director of City Manager's Office	J. Meli
	Director of Community Services	T. Vanden Heuvel
	Director of Planning & Development	J. Greene
	Communications Advisor	G. Gauthier
	Manager of Corporate Strategic Communications	C. Kleisinger

PRESENTATIONS:

4.6 Budget Resolution Debate

N-1 Adaptive Reuse Initiative

A.M. Campbell:

BE IT RESOLVED THAT the Community-Council Referral, Adaptive Reuse Initiative (Heart of Our City Committee) which creates a grant program that would facilitate continued use of existing Downtown Buildings, through a one-time allocation in the amount of \$300,000 in 2019, \$300,000 in 2020 and \$300,000 in 2021 from the MRSR, be approved; and.

FURTHER BE IT RESOLVED THAT the grant program be available to the following:

- Heart of Our City boundaries
- Between 1 Avenue and 3 Avenue South for those properties between Stafford Drive South and 13 Street South
- On 13 Street North for those properties between 1 Avenue North and 9 Avenue North

Prior to the vote being called on the foregoing resolution, the following amendments were introduced:

C.A. Spearman/A.M. Campbell:

That the following amendments be approved:

- That the funding be through a one-time allocation in the amount of \$300,000 in 2020, \$300,000 in 2021 and \$300,000 in 2022 with funding from MRSR (50%) and Subdivision Surplus (50%) be approved
- That the words "Heart of Our City boundaries" be deleted and the words "Downtown Area Redevelopment Plan boundaries" be inserted; and

FURTHER BE IT RESOLVED THAT the Administration bring forward an Adaptive Reuse Policy and program details to City Council on or before June 29, 2019.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- **CARRIED**

MEETING MINUTES

J.H. Carlson/B.E. Hyggen:

BE IT RESOLVED THAT N-1 Adaptive Reuse Initiative be postponed to a future Finance Committee meeting, following the review of Council's Strategic Plan.

In Favour: R.K. Parker, J.H. Carlson, B.E. Hyggen, S.R. Miyashiro

Opposed: C.A. Spearman, A.M. Campbell, J.A. Coffman, B.A. Crowson, J.P. Mauro

----- DEFEATED

Resolution as Amended:

A.M. Campbell:

BE IT RESOLVED THAT the Community-Council Referral, Adaptive Reuse Initiative (Heart of Our City Committee) which creates a grant program that would facilitate continued use of existing Downtown Buildings, through a one-time allocation in the amount of \$300,000 in 2020, \$300,000 in 2021 and \$300,000 in 2022 with funding from MRSR (50%) and Subdivision Surplus (50%) be approved; and

FURTHER BE IT RESOLVED THAT the grant program be available to the following:

- Downtown Area Redevelopment Plan boundaries
- Between 1 Avenue and 3 Avenue South for those properties between Stafford Drive South and 13 Street South
- On 13 Street North for those properties between 1 Avenue North and 9 Avenue North; and

FURTHER BE IT RESOLVED THAT the Administration bring forward an Adaptive Reuse Policy and program details to City Council on or before June 29, 2019.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, B.A. Crowson, S.R. Miyashiro

Opposed: J.H. Carlson, J.A. Coffman, B.E. Hyggen, J.P. Mauro

----- CARRIED

N-27 Security Supervisor

S.R. Miyashiro:

BE IT RESOLVED THAT the ENMAX Centre Initiative for a Security Supervisor who would implement and address all security requirements for the ENMAX Centre, coordinating the security program, training and development of contracted security and event staff, with funding in the amount of \$65,000 in 2019, 2020, 2021 and 2022 from taxation, be approved.

Prior to the vote being called on the foregoing resolution, the following amendment was introduced::

S.R. Miyashiro/A.M. Campbell:

FURTHER BE IT RESOLVED THAT N- 27 be postponed to a future meeting of the Finance Committee for consideration, following the departmental review and report of the City Manager.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, S.R. Miyashiro

Opposed: B.E. Hyggen, J.P. Mauro

----- CARRIED

N-28 Ticket Technician

J.H. Carlson:

BE IT RESOLVED THAT the ENMAX Centre's Initiative for a Ticket Technician which is critical to the operations of the Ticket Centre and adds to the plan of building continuity and efficiency, In the amount of \$62,000 in 2019, \$62,000 in 2020, \$62,000 in 2021 and \$62,000 in 2022, be approved.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.A. Coffman, S.R. Miyashiro

Opposed: J.H. Carlson, B.A. Crowson, B.E. Hyggen, J.P. Mauro

----- CARRIED

MEETING MINUTES

N-29 Lifecycle Increase

S.R. Miyashiro:

BE IT RESOLVED THAT the ENMAX Centre Initiative, Lifecycle Increase, which supports the activities in maintaining, replacing and expanding operational and programming equipment and services, with funding in the amount of \$25,000 in 2019, \$50,000 in 2020, \$75,000 in 2021 and \$100,000 in 2022 from taxation, be approved.

Prior to the vote being called on the foregoing resolution, the following amendments were introduced:

S.R. Miyashiro/A.M. Campbell:

FURTHER BE IT RESOLVED THAT N-29 be postponed to a future meeting of the Finance Committee for consideration, following the departmental review and report of the City Manager.

In Favour: J.H. Carlson, J.A. Coffman, B.E. Hyggen, S.R. Miyashiro

Opposed: C.A. Spearman, R.K. Parker, A.M. Campbell, B.A. Crowson, J.P. Mauro

----- DEFEATED

J.A. Coffman/J.H. Carlson:

THAT Initiative N-29, Lifecycle Increase, be postponed to later in the meeting.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- CARRIED

N-30 Corporate Security Program

S.R. Miyashiro:

BE IT RESOLVED THAT the Facility Services Initiative, Corporate Security Program with funding in the amount of \$130,000 in 2019, \$222,600 in 2020, \$227,100 in 2021 and \$231,600 in 2022 from taxation, be approved; and.

FURTHER BE IT RESOLVED THAT funding be as follows:

- Taxation - \$86,400 in 2019, \$148,200 in 2020, \$181,300 in 2021 and \$154,100 in 2022; and
- Utilities, Fleet and Land (Overhead Charges) - \$43,600 in 2019, \$74,400 in 2020, \$45,800 in 2021 and \$77,500 in 2022.

Prior to the vote being called on the foregoing resolution, the following amendments were introduced:

S.R. Miyashiro/J.A. Coffman:

BE IT RESOLVED THAT Initiative N-30 Corporate Security Program, be approved, and that it be referred to the City Manager to identify a source of funding, and that the City Manager report back by March 31, 2019.

In Favour: A.M. Campbell, J.A. Coffman, B.A. Crowson, S.R. Miyashiro

Opposed: C.A. Spearman, R.K. Parker, J.H. Carlson, B.E. Hyggen, J.P. Mauro

----- DEFEATED

R.K. Parker/J.H. Carlson:

BE IT RESOLVED THAT Initiative N-30 Corporate Security Program, be postponed to later in the meeting.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson

Opposed: B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- CARRIED

MEETING MINUTES

N-31 Increase to Building Lifecycle Budget

J.H. Carlson:

BE IT RESOLVED THAT the Facility Services Initiative, Increase to Facility Services Building Lifecycle Budget with funding in the amount of \$150,000 in 2019, \$300,000 in 2020, \$450,000 in 2021 and \$600,000 in 2022 from taxation, be approved.

Prior to the vote being called on the foregoing resolution, the following amendments was introduced:

S.R. Miyashiro/J.H. Carlson:

FURTHER BE IT RESOLVED THAT N- 31 be postponed to a future meeting of the Finance Committee for consideration, following the departmental review and report of the City Manager.

In Favour: R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, S.R. Miyashiro

Opposed: C.A. Spearman, B.E. Hyggen, J.P. Mauro

----- CARRIED

N-32 Museum Experience Development Manager

Acting Mayor S.R. Miyashiro assumed the chair.

R.K. Parker:

BE IT RESOLVED THAT the Galt Museum and Archives Initiative for a Museum Experience Development Manager, with funding in the amount of \$112,645 in 2019, \$114,945 in 2020, \$117,296 in 2021 and \$119,923 in 2022 from taxation, be approved.

In Favour: R.K. Parker

Opposed: C.A. Spearman, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- DEFEATED

N-33 Museum Technician

R.K. Parker:

BE IT RESOLVED THAT the Galt Museum and Archives Initiative for a Museum Technician, with funding in the amount of \$53,666 in 2019, \$54,687 in 2020, \$55,731 in 2021 and \$56,896 in 2022 from taxation, be approved.

In Favour: R.K. Parker

Opposed: C.A. Spearman, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- DEFEATED

N-34 Museum Indigenous History Programming

R.K. Parker:

BE IT RESOLVED THAT the Galt Museum and Archives Initiative for Museum Indigenous History Programming, with funding in the amount of \$92,177 in 2019, \$94,068 in 2020, \$96,000 in 2021 and \$98,159 in 2022 from taxation, be approved.

In Favour: R.K. Parker, J.H. Carlson, J.A. Coffman, B.A. Crowson

Opposed: C.A. Spearman, A.M. Campbell, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- DEFEATED

MEETING MINUTES

N-35 Natural Leaders Program

J.H. Carlson:

BE IT RESOLVED THAT Helen Schuler Nature Centre Initiative for Natural Leaders Program, with funding in the amount of \$46,880 in 2019, \$50,491 in 2020, \$54,144 in 2021 and \$111,026 in 2022 from taxation, be approved.

Prior to the vote being called on the foregoing resolution, the following amendments was introduced:

J.H. Carlson/S.R. Miyashiro:

BE IT RESOLVED THAT funding be in the amount of \$46,880 in 2019, \$50,491 in 2020 and \$54,144 in 2021; and
FURTHER BE IT RESOLVED THAT N-35 be amended so as to insert the words “one time” in front of “funding”; and
FURTHER BE IT RESOLVED THAT the phrase “from taxation” be deleted and the phrase “from MRSR” be added; and
FURTHER BE IT RESOLVED THAT this position be a non-permanent position; and
FURTHER BE IT RESOLVED THAT this initiative be reviewed should external funding be identified.

In Favour: R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, J.P. Mauro, S.R. Miyashiro

Opposed: C.A. Spearman, B.E. Hyggen

----- CARRIED

Resolution as Amended:

S.R. Miyashiro:

BE IT RESOLVED THAT Helen Schuler Nature Centre Initiative for Natural Leaders Program, with one time funding in the amount of \$46,880 in 2019, \$50,491 in 2020 and \$54,144 in 2021 from MRSR, be approved; and

FURTHER BE IT RESOLVED THAT this position be a non-permanent position; and

FURTHER BE IT RESOLVED THAT this initiative be reviewed should external funding be identified; and

FURTHER BE IT RESOLVED THAT funding be considered following a report back to City Council on this initiative.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, S.R. Miyashiro

Opposed: J.P. Mauro

----- CARRIED

N-36 Safe & Resilient Community Digital Threats

S.R. Miyashiro:

BE IT RESOLVED THAT the Information Technology Initiative – Safe & Resilient Community: Digital Threats with funding in the amount of \$186,000 in 2019, \$303,000 in 2020, \$309,100 in 2021 and \$315,300 in 2022, be approved; and

FURTHER BE IT RESOLVED THAT funding be as follows:

- Taxation - \$128,200 in 2019, \$208,700 in 2020, \$213,000 in 2021 and \$217,000 in 2022; and
- Utilities, Fleet & Land (Overhead Charges) - \$57,800 in 2019, \$94,300 in 2020, \$96,100 in 2021 and \$98,300 in 2022.

Prior to the vote being called on the foregoing resolution, the following amendment was introduced:

MEETING MINUTES

S.R. Miyashiro/J.A. Coffman:

BE IT RESOLVED THAT N-36 be approved, and that it be referred to the City Manager to identify a source of funding, and that the City Manager report back by March 31, 2019.

In Favour: R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, S.R. Miyashiro

Opposed: C.A. Spearman, B.E. Hyggen, J.P. Mauro

----- CARRIED

N-37 Asset Management Specialist - No Sponsor

N-49 Indigenous Liaison Librarian Position

A.M. Campbell:

BE IT RESOLVED THAT the Lethbridge Public Library Initiative for an Indigenous Liaison Library Position, with funding in the amount of \$93,516 in 2019, \$96,163 in 2020, \$98,819 in 2021 and \$101,689 in 2022 from taxation, be approved.

Prior to the vote being called on the foregoing resolution, the following amendments was introduced:

J.A. Coffman/A.M. Campbell:

FURTHER BE IT RESOLVED THAT N-49 Indigenous Liaison Librarian Position be provided with one time funding allocation in the amount of \$93,516 in 2019, \$96,163 in 2020 from MRSR, and that future funding be considered following a report back to City Council on this initiative

In Favour: R.K. Parker, A.M. Campbell, J.A. Coffman, J.P. Mauro

Opposed: C.A. Spearman, J.H. Carlson, B.A. Crowson, B.E. Hyggen, S.R. Miyashiro

----- DEFEATED

J.H. Carlson/B.A. Crowson:

FURTHER BE IT RESOLVED THAT N – 49 be postponed to a future meeting of the Finance Committee for consideration, following the completion of the Council Strategic Initiative Plan and discussion and input from Reconciliation Lethbridge

In Favour: R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, S.R. Miyashiro

Opposed: C.A. Spearman, J.P. Mauro

----- CARRIED

N-50 Maintenance Staff

A.M. Campbell:

BE IT RESOLVED THAT the Lethbridge Public Library Initiative for Maintenance Staff, with funding in the amount of \$22,982 in 2019, \$23,490 in 2020, \$24,008 in 2021 and \$24,587 in 2022 from taxation, be approved.

In Favour: R.K. Parker, A.M. Campbell, J.A. Coffman

Opposed: C.A. Spearman, J.H. Carlson, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- DEFEATED

MEETING MINUTES

N-51 Free Library Memberships Ongoing

A.M. Campbell:

BE IT RESOLVED THAT the Lethbridge Public Library Initiative for Free Library Memberships Ongoing, with funding in the amount of \$106,000 in 2020, 2021 and 2022 from taxation, be approved.

Prior to the vote being called on the foregoing resolution, the following amendments was introduced:

J.H. Carlson/S.R. Miyashiro:

BE IT RESOLVED THAT Initiative N-51 Free Library Membership Ongoing be postponed to later in the meeting.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- CARRIED

N-48 Public Safety Security

A.M. Campbell:

BE IT RESOLVED THAT the Lethbridge Public Library Initiative for Public Safety Security, with funding in the amount of \$82,064 in 2019, \$84,256 in 2020, \$87,062 in 2021 and \$89,674 in 2022 from taxation, be approved

Prior to the vote being called on the foregoing resolution, the following amendment was introduced:

A.M. Campbell/S.R. Miyashiro:

BE IT RESOLVED THAT N-48 Public Safety Security be postponed to later in the meeting.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- CARRIED

N-52 City Link 1

J.H. Carlson:

BE IT RESOLVED THAT the Lethbridge Transit Initiative for City Link 1, with funding in the amount of \$169,744 in 2019, \$416,452 in 2020, \$425,780 in 2021 and \$435,297 in 2022 from taxation, be approved.

Opposed: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- DEFEATED

N-53 City Link 2 (Phase 1)

J.H. Carlson:

BE IT RESOLVED THAT the Lethbridge Transit Initiative for City Link 2 (Phase 1), with funding in the amount of \$1,641,671 in 2021 and \$921,021 in 2022, be approved; and

FURTHER BE IT RESOLVED THAT funding be as follows:

- Taxation - \$375,671 in 2021 and \$921,021 in 2022; and
- Grant - \$1,266,000 in 2021.

Opposed: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- DEFEATED

MEETING MINUTES

N-54 West Lethbridge Realignment

J.H. Carlson:

BE IT RESOLVED THAT the Lethbridge Transit Initiative – West Lethbridge Realignment with funding in the amount of \$613,353 in 2020, \$1,108,123 in 2021 and \$1,131,906 in 2022, be approved; and

FURTHER BE IT RESOLVED THAT funding be as follows:

- Taxation - \$453,353 in 2020, \$1,108,123 in 2021 and \$1,131,906 in 2022; and
- Grant - \$160,000 in 2020.

In Favour: J.H. Carlson

Opposed: C.A. Spearman, R.K. Parker, A.M. Campbell, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- DEFEATED

N-55 Increase Statutory Holiday Service

S.R. Miyashiro:

BE IT RESOLVED THAT the Lethbridge Transit Initiative to Increase Statutory Holiday Service, in the amount of \$162,500 in 2022 from taxation, be approved.

Prior to the vote being called on the foregoing resolution, the following amendments was introduced:

S.R. Miyashiro/J.H. Carlson:

BE IT RESOLVED THAT N- 55 be postponed to a future meeting of the Finance Committee for consideration, following the departmental review and report of the City Manager.

In Favour: J.H. Carlson, J.A. Coffman, B.A. Crowson, S.R. Miyashiro

Opposed: C.A. Spearman, R.K. Parker, A.M. Campbell, B.E. Hyggen, J.P. Mauro

----- DEFEATED

R.K. Parker/B.A. Crowson:

BE IT RESOLVED THAT the Lethbridge Transit Initiative to Increase Statutory Holiday Service, in the amount of \$162,500 in 2019, \$162,500 in 2020, \$162,500 in 2021 and \$162,500 in 2022 from taxation,

In Favour: A.M. Campbell, B.A. Crowson, J.P. Mauro, R.K. Parker

Opposed: C.A. Spearman, J.H. Carlson, J.A. Coffman, B.E. Hyggen, S.R. Miyashiro

----- DEFEATED

C.A. Spearman/J.H. Carlson:

BE IT RESOLVED THAT one-time funding in the amount of \$162,500 in 2019 from MRSR for N-55 be provided, and that after a review of the program, that further funding be considered

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, J.P. Mauro, S.R. Miyashiro

Opposed: B.E. Hyggen

----- CARRIED

MEETING MINUTES

Resolution as Amended:

S.R. Miyashiro:

BE IT RESOLVED THAT the Lethbridge Transit Initiative to Increase Statutory Holiday Service, N-55, be provided one-time funding in the amount of \$162,500 in 2019 from MRSR and that after a review of the program, that further funding be considered

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, J.P. Mauro, S.R. Miyashiro

Opposed: B.E. Hyggen,

----- CARRIED

N-56 Technology Service and Maintenance

S.R. Miyashiro:

BE IT RESOLVED THAT the Lethbridge Transit Initiative for Technology Service and Maintenance, with funding in the amount of \$107,224 in 2019, \$109,133 in 2020, \$111,494 in 2021 and \$114,132 in 2022 from taxation, be approved.

Prior to the vote being called on the foregoing resolution, the following amendment was introduced:

S.R. Miyashiro/J.H. Carlson:

BE IT RESOLVED THAT N - 56 be postponed to a future meeting of the Finance Committee for consideration, following the departmental review and report of the City Manager.

Absent: B.E. Hyggen

In Favour: R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, J.P. Mauro, S.R. Miyashiro

Opposed: C.A. Spearman

----- CARRIED

N-58 Invasive Pest Management Reserve/Emerald Ash Borer (EAB)

J.H. Carlson:

BE IT RESOLVED THAT the Parks Initiative for Invasive Pest Management Reserve / Emerald Ash Borer (EAB), with ongoing funding from taxation of \$750,000 in 2019, 2020, 2021 and 2022, be approved.

Prior to the vote being called on the foregoing resolution, the following amendments were introduced:

J.A. Coffman/S.R. Miyashiro:

BE IT RESOLVED THAT the Invasive Pest Management Reserve initiative (N-58) be amended to create an Invasive Pest Management Reserve only, and

FURTHER BE IT RESOLVED THAT the Reserve receive a one-time allocation of funding from the MRSR of \$500,000 in 2019, 2020, 2021 and 2022, and

FURTHER BE IT RESOLVED THAT funding for this Reserve end December 31, 2022.

In Favour: R.K. Parker, J.A. Coffman, B.E. Hyggen, J.P. Mauro

Opposed: C.A. Spearman, A.M. Campbell, J.H. Carlson, B.A. Crowson, S.R. Miyashiro

----- DEFEATED

MEETING MINUTES

J.A. Coffman/S.R. Miyashiro:

BE IT RESOLVED THAT the Invasive Pest Management Reserve initiative (N-58) be amended to create an Invasive Pest Management Urban Forest Disease Reserve; and

FURTHER BE IT RESOLVED THAT the Reserve be created within the MRSR in the amount of \$3,000,000.

Prior to the vote being called on the previous amendment, the following amendment was introduced:

J.A. Coffman/S.R. Miyashiro:

BE IT RESOLVED THAT the amount be reduced from \$3,000,000 to \$2,000,000.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- CARRIED

Amendment as Amended:

J.A. Coffman/S.R. Miyashiro:

BE IT RESOLVED THAT the Invasive Pest Management Reserve initiative (N-58) be amended to create an Invasive Pest Management Urban Forest Disease Reserve; and

FURTHER BE IT RESOLVED THAT the Reserve be created within the MRSR in the amount of \$2,000,000.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, S.R. Miyashiro

Opposed: B.E. Hyggen, J.P. Mauro

----- CARRIED

Resolution as Amended:

J.H. Carlson:

BE IT RESOLVED THAT the Parks Initiative for an Invasive Pest Management Reserve, be approved; and

FURTHER BE IT RESOLVED THAT an Invasive Pest Management Urban Forest Disease Reserve be created within the MRSR in the amount of \$2,000,000.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, S.R. Miyashiro

Opposed: B.E. Hyggen, J.P. Mauro

----- CARRIED

N-59 Accessible Playgrounds

J.H. Carlson:

BE IT RESOLVED THAT the Parks Initiative for Accessible Playgrounds, with funding in the amount of \$208,700 in 2019, 2020, 2021 and 2022 from taxation, be approved.

Prior to the vote being called on the foregoing resolution, the following amendment was introduced:

J.H. Carlson/S.R. Miyashiro:

THAT the funding be changed from "taxation" to "Urban Parks Reserve".

MEETING MINUTES

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, J.P. Mauro, S.R. Miyashiro

Opposed: B.E. Hyggen

----- CARRIED

Resolution as Amended:

J.H. Carlson:

BE IT RESOLVED THAT the Parks Initiative for Accessible Playgrounds, with funding in the amount of \$208,700 in 2019, 2020, 2021 and 2022 from Urban Parks Reserve, be approved.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, J.P. Mauro, S.R. Miyashiro

Opposed: B.E. Hyggen

----- CARRIED

N-60 Natural Area Management - No Sponsor

N-61 Dedicated Supervision

J.H. Carlson:

BE IT RESOLVED THAT the Public Safety Communications Centre Initiative for Dedicated Supervision, with funding in the amount of \$751,211 in 2019, \$661,913 in 2020, \$675,709 in 2021 and \$691,125 in 2022, be approved; and

FURTHER BE IT RESOLVED THAT funding be as follows:

- Taxation - \$644,411 in 2019, \$661,913 in 2020, \$675,709 in 2021 and \$691,125 in 2022; and
- MRSR One-time Allocation - \$106,800 in 2019.

Prior to the vote on the foregoing resolution, the following amendment was introduced:

B.A. Crowson/A.M. Campbell:

BE IT RESOLVED THAT Initiative N - 60 be postponed to later in the meeting.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- CARRIED

N-62 PSCC Technology Systems & Maintenance

S.R. Miyashiro:

BE IT RESOLVED THAT the Public Safety Communications Centre Initiative for PSCC Technology Systems & Maintenance, with funding in the amount of \$808,600 in 2019, \$822,400 in 2020, \$839,000 in 2021 and \$848,100 in 2022, be approved; and

FURTHER BE IT RESOLVED THAT funding be as follows:

- Taxation - \$772,100 in 2019, \$822,400 in 2020, \$839,000 in 2021 and \$848,100 in 2022; and
- MRSR One-time Allocation - \$36,500 in 2019.

Prior to the vote on the foregoing resolution, the following amendment was introduced:

MEETING MINUTES

S.R. Miyashiro/J.H. Carlson:

FURTHER BE IT RESOLVED THAT N - 62 be referred to a future meeting of the Finance Committee for consideration, following the departmental review and report of the City Manager.

In Favour: R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, S.R. Miyashiro

Opposed: C.A. Spearman, J.P. Mauro

----- CARRIED

N-63 Additional IT Support

S.R. Miyashiro:

BE IT RESOLVED THAT the Public Safety Communications Centre Initiative for Additional IT Support, with funding in the amount of \$132,752 in 2019, \$135,682 in 2020, \$138,675 in 2021 and \$142,020 in 2022 from taxation, be approved.

Prior to the vote on the foregoing resolution, the following amendment was introduced:

S.R. Miyashiro/J.H. Carlson:

BE IT RESOLVED THAT N - 63 be referred to a future meeting of the Finance Committee for consideration, following the departmental review and report of the City Manager.

In Favour: R.K. Parker, A.M. Campbell, J.H. Carlson, B.A. Crowson, B.E. Hyggen, S.R. Miyashiro

Opposed: C.A. Spearman, J.A. Coffman, J.P. Mauro

----- CARRIED

N-64 Next Generation 9-1-1

S.R. Miyashiro:

BE IT RESOLVED THAT the Public Safety Communications Centre Initiative for Next Generation 9-1-1, with funding in the amount of \$248,517 in 2020, \$687,370 in 2021 and \$848,371 in 2022, be approved; and

FURTHER BE IT RESOLVED THAT funding be as follows:

- Taxation - \$144,746 in 2020, \$577,978 in 2021 and \$841,571 in 2022; and
- MRSR One-time Allocation - \$103,771 in 2020, \$109,392 in 2021 and \$6,800 in 2022.

Prior to the vote on the foregoing resolution, the following amendment was introduced:

S.R. Miyashiro/A.M. Campbell:

BE IT RESOLVED THAT N – 64 be referred to a future meeting of the Finance Committee for consideration, following the departmental review and report of the City Manager.

In Favour: R.K. Parker, A.M. Campbell, J.H. Carlson, B.A. Crowson, B.E. Hyggen, S.R. Miyashiro

Opposed: C.A. Spearman, J.A. Coffman, J.P. Mauro

----- CARRIED

MEETING MINUTES

N-65 Recreation & Culture Security

J.H. Carlson:

BE IT RESOLVED THAT the Recreation & Culture Initiative for Recreation & Culture Security, with funding in the amount of \$42,500 in 2019, 2020, 2021 and 2022 from taxation, be approved.

Prior to the vote on the foregoing resolution, the following amendment was introduced:

J.H. Carlson/A.M. Campbell:

FURTHER BE IT RESOLVED THAT N-65 be provided with \$85,000 in funding as a one-time allocation from MRSR and that funding be considered following a report back to City Council on this initiative.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, S.R. Miyashiro

Opposed: B.E. Hyggen, J.P. Mauro

----- CARRIED

N-66 Minimum Wage Increase Fee for Service

B.A. Crowson:

BE IT RESOLVED THAT the Recreation & Culture Initiative for Minimum Wage Increase Fee for Service, with funding in the amount of \$55,570 in 2019, 2020, 2021 and 2022, from taxation, be approved.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- CARRIED

N-67 Traffic Safety - Sustainable Transportation Coordinator - No Sponsor

N-68 Network Technician - No Sponsor

N-69 Parks Growth - No Sponsor

N-70 Transportation System Growth - No Sponsor

N-72 SouthGrow Regional Initiative

S.R. Miyashiro:

BE IT RESOLVED THAT the Economic Development & Tourism – SouthGrow Regional Initiative, with funding in the amount of \$7,500 in 2019, 2020, 2021 and 2022 from taxation, be approved.

Prior to the vote on the foregoing resolution, the following amendment was introduced:

J.A. Coffman/J.H. Carlson:

BE IT RESOLVED THAT the funding be changed from taxation to a one-time allocation from the MRSR.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- CARRIED

MEETING MINUTES

Resolution as Amended:

S.R. Miyashiro:

BE IT RESOLVED THAT the Economic Development & Tourism – SouthGrow Regional Initiative, with funding in the amount of \$7,500 in 2019, 2020, 2021 and 2022 from a one-time allocation from the MRSR, be approved.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, S.R. Miyashiro

Opposed: J.P. Mauro

----- CARRIED

N-73 Reconciliation Lethbridge Advisory Committee of City Council

J.H. Carlson:

BE IT RESOLVED THAT the Community-Council Referral Initiative for the Reconciliation Lethbridge Advisory Committee of City Council, with funding in the amount of \$50,000 in 2019, 2020, 2021 and 2022 from taxation, be approved.

Prior to the vote on the foregoing resolution, the following amendment was introduced:

C.A. Spearman/J.H. Carlson:

FURTHER BE IT RESOLVED THAT N-73 phrase “2019, 2020, 2021 and 2022 from taxation” be deleted and the phrase “Open and Effective Government Committee Carry - over as one time funding” be inserted.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, S.R. Miyashiro

Opposed: J.P. Mauro

----- CARRIED

Resolution as Amended:

J.H. Carlson:

BE IT RESOLVED THAT the Community-Council Referral Initiative for the Reconciliation Lethbridge Advisory Committee of City Council, with funding in the amount of \$50,000 from the Open and Effective Government Committee Carry - over as one-time funding, be approved.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, S.R. Miyashiro

Opposed: J.P. Mauro

----- CARRIED

N-74 Lethbridge Sport Council Fee for Service

S.R. Miyashiro:

BE IT RESOLVED THAT the Community-Council Referral Initiative for the Lethbridge Sport Council Fee for Service, with one-time allocation funding in the amount of \$45,000 in 2019 from MRSR, be approved; and

FURTHER BE IT RESOLVED THAT further funding will be dependent on the City's organizational review.

Prior to the vote on the foregoing resolution, the following amendment was introduced:

S.R. Miyashiro/J.H. Carlson:

BE IT RESOLVED THAT the funding amount be amended from \$45,000 to \$55,000.

MEETING MINUTES

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

Opposed: B.A. Crowson

----- CARRIED

Resolution as Amended:

S.R. Miyashiro:

BE IT RESOLVED THAT the Community-Council Referral Initiative for the Lethbridge Sport Council Fee for Service, with one-time allocation funding in the amount of \$55,000 in 2019 from MRSR, be approved; and

FURTHER BE IT RESOLVED THAT further funding will be dependent on the City's organizational review.

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

Opposed: B.A. Crowson, J.P. Mauro

----- CARRIED

ADJOURN:

C.A. Spearman:

THAT we do now adjourn this Finance Committee Meeting.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- CARRIED

MEETING MINUTES

MINUTES of the **Finance Committee Meeting** held on **Saturday, November 24, 2018** in City Council Chambers at 9:00 AM

PRESENT:	Mayor	C.A. Spearman
	Deputy Mayor	R.K. Parker
	Councillor	A.M. Campbell
	Councillor	J.H. Carlson
	Councillor	J.A. Coffman
	Councillor	B.A. Crowson
	Councillor	B.E. Hyggen
	Councillor	J.P. Mauro
	Councillor	S.R. Miyashiro
	Deputy City Clerk	D. Sarsfield
OTHERS:	Legislative Services Manager	B. Burke
	City Manager	B. Strain
	City Treasurer	H. Pinksen
	Director of Infrastructure Services	D. Hawkins
	Director of City Manager's Office	J. Meli
	Director of Community Services	T. Vanden Heuvel
	Director of Planning & Development	J. Greene
	Communications Advisor	G. Gauthier
	Manager of Corporate Strategic Communications	C. Kleisinger

PRESENTATIONS:

4.6 Budget Resolution Debate

N-75 Allied Arts Council Fee for Service

C.A. Spearman:

BE IT RESOLVED THAT the Community-Council Referral Initiative for the Allied Arts Council Fee for Service with a one-time allocation funding in the amount of \$107,000 in 2019 from MRSR, be approved; and

FURTHER BE IT RESOLVED THAT further funding will be dependent on the City's organizational review.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, S.R. Miyashiro

Opposed: J.P. Mauro

----- **CARRIED**

N-76 Southern Alberta Art Gallery Fee for Service

C.A. Spearman:

BE IT RESOLVED THAT the Community-Council Referral Initiative for Southern Alberta Art Gallery Fee for Service with funding in the amount of \$176,000 in 2019, \$176,000 in 2020, \$176,000 in 2021 and \$176,000 in 2022 from taxation, be approved.

Prior to the vote being called on the foregoing resolution, the following amendment was introduced:

J.A. Coffman/C.A. Spearman:

BE IT RESOLVED THAT N-76 Southern Alberta Art Gallery Fee for Service with one-time funding in the amount of \$76,000, from MRSR be approved; and

FURTHER BE IT RESOLVED THAT after a review of the program, further funding will be considered.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- **CARRIED**

MEETING MINUTES

Resolution as Amended:

C.A. Spearman:

BE IT RESOLVED THAT the Community-Council Referral Initiative for Southern Alberta Art Gallery Fee for Service with one-time funding in the amount of \$76,000 from MRSR, be approved; and

FURTHER BE IT RESOLVED THAT after a review of the program, further funding will be considered.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, S.R. Miyashiro

Opposed: J.P. Mauro

----- CARRIED

N-77 Southern Alberta Ethnic Association Fee for Service

S.R. Miyashiro:

BE IT RESOLVED THAT the Community-Council Referral Initiative for the Southern Alberta Ethnic Association Fee for Service, with one-time allocation funding in the amount of \$136,160 in 2019 and 2020, from MRSR, be approved; and

Prior to the vote being called on the foregoing resolution, the following amendment was introduced:

S.R. Miyashiro/J.H. Carlson:

BE IT RESOLVED THAT the funding source for the Community-Council Referral Initiative for the Southern Alberta Ethnic Association Fee for Service, be changed from one-time funding from the MRSR to one-time allocation from taxation.

FURTHER BE IT RESOLVED THAT the following clause be added:

"FURTHER BE IT RESOLVED THAT further funding will be dependent on the City's organizational review"

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, S.R. Miyashiro

Opposed: B.E. Hyggen, J.P. Mauro

----- CARRIED

Resolution as Amended:

S.R. Miyashiro:

BE IT RESOLVED THAT the Community-Council Referral Initiative for the Southern Alberta Ethnic Association Fee for Service, with one-time allocation funding in the amount of \$136,160 in 2019 and \$136,160 in 2020, from taxation, be approved; and

FURTHER BE IT RESOLVED THAT further funding will be dependent on the City's organizational review.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, S.R. Miyashiro

Opposed: J.P. Mauro

----- CARRIED

MEETING MINUTES

N-78 Nord-Bridge Senior Citizens Association

Councillor Miyashiro declared that his participation could be perceived as a conflict because he works at LSCO and left Council Chambers.

B.E. Hyggen:

BE IT RESOLVED THAT the Community-Council Referral Initiative for Nord-Bridge Senior Citizens Association, with funding in the amount of \$100,000 in 2019, \$105,000 in 2020, \$110,250 in 2021 and \$115,760 in 2022 from taxation, be approved.

Prior to the vote being called on the foregoing resolution, the following amendment was introduced:

B.E. Hyggen/A.M. Campbell:

FURTHER BE IT RESOLVED THAT N-78 be provided with one-time funding of \$75,000 dollars for 2019 and \$75,000 in 2020 from taxation, and that further funding be considered following a report back to City Council on this initiative.

Absent: S.R. Miyashiro

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, B.E. Hyggen, J.P. Mauro

Opposed: J.A. Coffman, B.A. Crowson

----- CARRIED

J.H. Carlson/J.A. Coffman:

BE IT RESOLVED THAT the funding source for Initiative N-78 be changed from "taxation" to "MRSR".

Absent: S.R. Miyashiro

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, B.E. Hyggen, J.P. Mauro

Opposed: J.A. Coffman, B.A. Crowson

----- CARRIED

J.H. Carlson/J.A. Coffman:

BE IT RESOLVED THAT the funding for Initiative N-78 be changed to \$75,000 in 2019 and \$50,000 in 2020.

Absent: S.R. Miyashiro

In Favour: J.A. Coffman, J.H. Carlson

Opposed: C.A. Spearman, R.K. Parker, A.M. Campbell, B.A. Crowson, B.E. Hyggen, J.P. Mauro

----- DEFEATED

Resolution as amended:

B.E. Hyggen:

FURTHER BE IT RESOLVED THAT N-78 Nord-Bridge Senior Citizens Association be provided with one-time funding of \$75,000 for 2019 and \$75,000 2020 from MRSR, and that further funding be considered following a report back to City Council on this initiative

Absent: S.R. Miyashiro

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro

----- CARRIED

MEETING MINUTES

N-79 Nikka Yuko Japanese Garden Fee for Service

Councillor Miyashiro returned to Council Chambers

S.R. Miyashiro:

BE IT RESOLVED THAT the Community-Council Referral Initiative for Nikka Yuko Japanese Garden Fee for Service, with one-time allocation funding in the amount of \$120,000 in 2019 from MRSR, be approved; and

FURTHER BE IT RESOLVED THAT further funding will be dependent on the City's organizational review.

Prior to the vote being called on the foregoing resolution, the following amendment was introduced:

J.A. Coffman/A.M. Campbell:

BE IT RESOLVED THAT the Community-Council Referral Initiative for Nikka Yuko Japanese Garden Fee for Service be amended to reflect "one-time allocation funding in the amount of \$171,190.

In Favour: R.K. Parker, A.M. Campbell, J.A. Coffman, B.E. Hyggen, S.R. Miyashiro

Opposed: C.A. Spearman, J.H. Carlson, B.A. Crowson, J.P. Mauro

----- CARRIED

Resolution as Amended:

S.R. Miyashiro:

BE IT RESOLVED THAT the Community-Council Referral Initiative for Nikka Yuko Japanese Garden Fee for Service, with one-time allocation funding in the amount of \$171,190 in 2019 from MRSR, be approved; and

FURTHER BE IT RESOLVED THAT further funding will be dependent on the City's organizational review.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.A. Coffman, B.A. Crowson, B.E. Hyggen, S.R. Miyashiro

Opposed: J.H. Carlson, J.P. Mauro

----- CARRIED

N-80 Nikka Yuko Japanese Garden Maintenance

S.R. Miyashiro:

BE IT RESOLVED THAT the Japanese Gardens Initiative for Nikka Yuko Japanese Garden Maintenance, with funding in the amount of \$78,508 in 2019, \$79,578 in 2020, \$80,672 in 2021 and \$81,894 in 2022 from taxation, be approved.

Prior to the vote being called on the foregoing resolution, the following amendment was introduced:

J.A. Coffman/A.M. Campbell:

BE IT RESOLVED THAT one time funding in the amount of \$78,508 in 2019 and \$79,578 in 2020 from MRSR for N-80 be provided, and that further funding be considered after a review of the program.

J.A. Coffman/A.M. Campbell:

BE IT RESOLVED THAT one time funding in the amount of \$78,508 in 2019 and \$79,578 in 2020 from MRSR for N-80 be provided, and BE IT RESOLVED THAT N-80 Nikka Yuko Japanese Garden Maintenance Initiative be postponed to later in the meeting.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.A. Coffman, B.A. Crowson, B.E. Hyggen, S.R. Miyashiro

Opposed: J.H. Carlson, J.P. Mauro

----- CARRIED

MEETING MINUTES

N-57 Access-A-Ride Improvements

J.H. Carlson:

BE IT RESOLVED THAT the Lethbridge Transit Initiative for Access-A-Ride Improvements with grant funding of \$202,600 in 2019, be approved.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- CARRIED

J.H. Carlson:

FURTHER BE IT RESOLVED THAT the Lethbridge Transit Initiative for Access-A-Ride Improvements, with funding of \$232,975 in 2019, \$348,690 in 2020, \$356,844 in 2021 and \$366,607 in 2022 from taxation, be approved.

Prior to the vote being called on the foregoing resolution, the following amendment was introduced:

J.H. Carlson/C.A. Spearman:

FURTHER BE IT RESOLVED THAT in accordance with recommendations in the Transit Master Plan, that the Access-A-Ride Policy be reviewed to transition appropriate riders back to conventional transit.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, S.R. Miyashiro

Opposed: J.P. Mauro

----- CARRIED

Resolution as Amended:

J.H. Carlson:

FURTHER BE IT RESOLVED THAT the Lethbridge Transit Initiative for Access-A-Ride Improvements, with funding of \$232,975 in 2019, \$348,690 in 2020, \$356,844 in 2021 and \$366,607 in 2022 from taxation, be approved.

FURTHER BE IT RESOLVED THAT in accordance with recommendations in the Transit Master Plan, that the Access-A-Ride Policy be reviewed to transition appropriate riders back to conventional transit.

Prior to a vote being called on the foregoing amendment, the following resolution to divide was introduced:

J.H. Carlson/B.A. Crowson:

THAT the resolution be divided into two parts.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro

Opposed: S.R. Miyashiro

----- CARRIED

Part 1:

J.H. Carlson:

FURTHER BE IT RESOLVED THAT the Lethbridge Transit Initiative for Access-A-Ride Improvements, with funding of \$232,975 in 2019, \$348,690 in 2020, \$356,844 in 2021 and \$366,607 in 2022 from taxation, be approved.

Opposed: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- DEFEATED

MEETING MINUTES

Part 2:

J.H. Carlson/B.A. Crowson:

FURTHER BE IT RESOLVED THAT in accordance with recommendations in the Transit Master Plan, that the Access-A-Ride Policy be reviewed to transition appropriate riders back to conventional transit.

Prior to the vote being called on the foregoing resolution, the following amendment was introduced:

J.H. Carlson/B.A. Crowson:

THAT “to transition appropriate riders back to conventional transit” be removed from the clause.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- CARRIED

Resolution as Amended:

C.A. Spearman:

FURTHER BE IT RESOLVED THAT in accordance with recommendations in the Transit Master Plan, that the Access-A-Ride Policy be reviewed.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, S.R. Miyashiro

Opposed: J.P. Mauro

----- CARRIED

N-7 Growth & Annexation Assessment & Application

C.A. Spearman:

BE IT RESOLVED THAT N-7 Growth & Annexation Assessment & Application be lifted from the table.

Absent: J.H. Carlson

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- CARRIED

C.A. Spearman:

BE IT RESOLVED THAT the Planning and Development Initiative, Growth & Annexation Assessment & Application, through a one-time allocation in the amount of \$200,000 in 2020; \$350,000 in 2021 and \$450,000 in 2022 from the MRSR, be approved.

Prior to the vote being called on the foregoing resolution, the following amendment was introduced:

C.A. Spearman:

BE IT RESOLVED THAT N-7 be approved, and that it be referred to the City Manager to identify a source of funding, and that the City Manager report back by March 31, 2019 on the funding sources.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, S.R. Miyashiro

Opposed: J.P. Mauro

----- CARRIED

MEETING MINUTES

Resolution as Amended:

J.A. Carlson:

BE IT RESOLVED THAT the Planning and Development Initiative, Growth & Annexation Assessment & Application Initiative, in the amount of \$200,000 in 2020; \$350,000 in 2021 and \$450,000 in 2022, be approved.

AND FURTHER BE IT RESOLVED THAT this Initiative be referred to the City Manager to identify a source of funding, and that the City Manager report back by March 31, 2019 on the funding sources.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, S.R. Miyashiro

Opposed: J.P. Mauro

----- CARRIED

N-48 Public Safety Security

J.H. Carlson:

BE IT RESOLVED THAT Initiative N-48 Public Safety Security be lifted from the table.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- CARRIED

S. R. Miyashiro:

BE IT RESOLVED THAT the Lethbridge Public Library Initiative for Public Safety Security, with funding in the amount of \$82,064 in 2019, \$84,256 in 2020, \$87,062 in 2021 and \$89,674 in 2022 from taxation, be approved.

Prior to a vote being called on the foregoing amendment, the following resolution to divide was introduced:

S. R. Miyashiro/J.H. Carlson:

BE IT RESOLVED THAT Initiative N-48 be approved and that it be referred to the City Manager to identify a source of funding and that the City Manager report back by March 31st, 2019.

In Favour: S.R. Miyashiro

Opposed: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro

----- DEFEATED

J.H. Carlson/A.M. Campbell:

BE IT RESOLVED THAT the words "up to" be inserted in front of the funding amount for Initiative N-48 so that it reads:

BE IT RESOLVED THAT N-48 be provided with one-time funding in the amount of up to \$82,064 for one year from MRSR, and that further funding be considered following a report back to City Council on this initiative

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, J.P. Mauro, S.R. Miyashiro

Opposed: B.E. Hyggen

----- CARRIED

MEETING MINUTES

Resolution as Amended:

A.M. Campbell:

BE IT RESOLVED THAT N-48 the Lethbridge Public Library Initiative for Public Safety Security be provided with one-time funding in the amount of up to \$82,064 for one year from MRSR, and that funding be considered following a report back to City Council on this initiative

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, S.R. Miyashiro

Opposed: B.E. Hyggen, J.P. Mauro

----- CARRIED

N-51 Free Library Membership Ongoing

S.R. Miyashiro:

THAT Initiative N-51 Free Library Membership Ongoing be lifted from the table.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- CARRIED

A.M. Campbell:

BE IT RESOLVED THAT the Lethbridge Public Library Initiative for Free Library Memberships Ongoing, with funding in the amount of \$106,000 in 2020, 2021 and 2022 from taxation, be approved.

Prior to the vote being called on the foregoing resolution, the following amendment was introduced:

A.M. Campbell/J.H. Carlson:

BE IT RESOLVED THAT N-51 be postponed; and

FURTHER BE IT RESOLVED THAT the Lethbridge Public Library be requested to utilize existing library surplus for N-51 for 2020 to 2022; and

FURTHER BE IT RESOLVED THAT they identify an alternative funding source beyond that time period.

In Favour: R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, S.R. Miyashiro

Opposed: C.A. Spearman, J.P. Mauro

----- CARRIED

N-61 Dedicated Supervision

J.H. Carlson:

BE IT RESOLVED THAT Initiative N-61 Dedicated Supervision be lifted from the table.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- CARRIED

MEETING MINUTES

J.H. Carlson:

BE IT RESOLVED THAT the Public Safety Communications Centre Initiative for Dedicated Supervision, with funding in the amount of \$751,211 in 2019, \$661,913 in 2020, \$675,709 in 2021 and \$691,125 in 2022, be approved; and

FURTHER BE IT RESOLVED THAT funding be as follows:

- Taxation - \$644,411 in 2019, \$661,913 in 2020, \$675,709 in 2021 and \$691,125 in 2022; and
- MRSR One-time Allocation - \$106,800 in 2019.

Prior to the vote being called on the foregoing resolution, the following amendment was introduced:

J.H. Carlson:

BE IT RESOLVED THAT N-61 be provided with \$1,413,124 dollars for two years, and that funding be considered following a report back to City Council on this initiative;

FURTHER BE IT RESOLVED THAT funding be as follows:

- Taxation - \$644,411 in 2019, \$661,913 in 2020; and
- MRSR One-time Allocation - \$106,800 in 2019.

In Favour: R.K. Parker, A.M. Campbell, J.H. Carlson, S.R. Miyashiro

Opposed: C.A. Spearman, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro

----- DEFEATED

Original Resolution:

J.A. Coffman:

BE IT RESOLVED THAT the Public Safety Communications Centre Initiative for Dedicated Supervision, with funding in the amount of \$751,211 in 2019, \$661,913 in 2020, \$675,709 in 2021 and \$691,125 in 2022, be approved; and

FURTHER BE IT RESOLVED THAT funding be as follows:

- Taxation - \$644,411 in 2019, \$661,913 in 2020, \$675,709 in 2021 and \$691,125 in 2022; and
- MRSR One-time Allocation - \$106,800 in 2019.

In Favour: J.H. Carlson

Opposed: C.A. Spearman, R.K. Parker, A.M. Campbell, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- DEFEATED

N-29 Lifecycle Increase

J.H. Carlson:

BE IT RESOLVED THAT Initiative N-29 Lifecycle Increase be lifted from the table.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- CARRIED

S.R. Miyashiro:

BE IT RESOLVED THAT the ENMAX Centre Initiative, Lifecycle Increase, which supports the activities in maintaining, replacing and expanding operational and programming equipment and services, with funding in the amount of \$25,000 in 2019, \$50,000 in 2020, \$75,000 in 2021 and \$100,000 in 2022 from taxation, be approved.

MEETING MINUTES

B.A. Crowson:

BE IT RESOLVED that the postponement of N-29 be reconsidered.

In Favour: R.K. Parker, J.H. Carlson, J.A. Coffman, B.A. Crowson, J.P. Mauro, S.R. Miyashiro

Opposed: C.A. Spearman, A.M. Campbell, B.E. Hyggen

----- CARRIED

Original Resolution:

J.A. Coffman/J.H. Carlson:

BE IT RESOLVED THAT the ENMAX Centre Initiative, Lifecycle Increase, which supports the activities in maintaining, replacing and expanding operational and programming equipment and services, with funding in the amount of \$25,000 in 2019, \$50,000 in 2020, \$75,000 in 2021 and \$100,000 in 2022 from taxation, be approved.

Prior to the vote being called on the foregoing resolution, the following amendment was introduced:

R.K. Parker/J.H. Carlson:

FURTHER BE IT RESOLVED THAT Initiative N-29 Lifestyle Increase, be postponed to a future meeting of the Finance Committee for consideration, following the departmental review and report of the City Manager.

In Favour: R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, S.R. Miyashiro

Opposed: C.A. Spearman, B.E. Hyggen, J.P. Mauro

----- CARRIED

N-30 Corporate Security Program

C.A. Spearman:

BE IT RESOLVED THAT Initiative N-30 Corporate Security Program be lifted from the table.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- CARRIED

S.R. Miyashiro:

BE IT RESOLVED THAT the Facility Services Initiative, Corporate Security Program with funding in the amount of \$130,000 in 2019, \$222,600 in 2020, \$227,100 in 2021 and \$231,600 in 2022 from taxation, be approved.

FURTHER BE IT RESOLVED THAT funding be as follows:

- Taxation - \$86,400 in 2019, \$148,200 in 2020, \$181,300 in 2021 and \$154,100 in 2022; and
- Utilities, Fleet and Land (Overhead Charges) - \$43,600 in 2019, \$74,400 in 2020, \$45,800 in 2021 and \$77,500 in 2022.

J.A. Coffman/J.H. Carlson:

BE IT RESOLVED THAT the postponement of Initiative N-30 be reconsidered.

In Favour: C.A. Spearman, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, S.R. Miyashiro

Opposed: R.K. Parker, B.E. Hyggen, J.P. Mauro

----- CARRIED

MEETING MINUTES

Previous Amendment:

S.R. Miyashiro/J.H. Carlson:

FURTHER BE IT RESOLVED THAT N - 30 be approved, and that it be referred to the City Manager to identify a source of funding, and that the City Manager report back by March 31, 2019 on the funding sources

In Favour: C.A. Spearman, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, S.R. Miyashiro

Opposed: R.K. Parker, B.E. Hyggen, J.P. Mauro

----- CARRIED

Original Resolution as Amended:

C.A. Spearman:

BE IT RESOLVED THAT the Facility Services Initiative, Corporate Security Program with funding in the amount of \$130,000 in 2019, \$222,600 in 2020, \$227,100 in 2021 and \$231,600 in 2022 be approved, and that it be referred to the City Manager to identify a source of funding, and that the City Manager report back by March 31, 2019 on the funding sources.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, S.R. Miyashiro

Opposed: B.E. Hyggen, J.P. Mauro

----- CARRIED

N-80 Nikka Yuko Japanese Garden Maintenance

B.A. Crowson/C.A. Spearman:

BE IT RESOLVED THAT Initiative N-80 Nikka Yuko Japanese Garden Maintenance be lifted from the table.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- CARRIED

S.R. Miyashiro:

BE IT RESOLVED THAT the Japanese Gardens Initiative for Nikka Yuko Japanese Garden Maintenance, with funding in the amount of \$78,508 in 2019, \$79,578 in 2020, \$80,672 in 2021 and \$81,894 in 2022 from taxation, be approved.

Prior to the vote being called on the foregoing resolution, the following amendment was introduced:

B.A. Crowson/C.A. Spearman:

FURTHER BE IT RESOLVED THAT one time funding in the amount of \$78,508 in 2019 and \$79,578 in 2020 from MRSR for Initiative N-80 be provided, and that further funding be considered after a review of the program.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.A. Coffman, B.A. Crowson

Opposed: J.H. Carlson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- CARRIED

MEETING MINUTES

Resolution as Amended:

S.R. Miyashiro:

BE IT RESOLVED THAT the Japanese Gardens Initiative for Nikka Yuko Japanese Garden Maintenance, with one-time funding in the amount of \$78,508 in 2019 and \$79,578 in 2020 from MRSR be approved, and that further funding be considered after a review of the program.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.A. Coffman, B.A. Crowson

Opposed: J.H. Carlson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- CARRIED

N-98 Airport Governance and Operation

C.A. Spearman:

WHEREAS The City of Lethbridge has acquired and taken ownership of Lethbridge Airport; and

WHEREAS the Governance and Operation of Lethbridge Airport will transition to the City of Lethbridge on January 1, 2020;

THEREFORE BE IT RESOLVED THAT City Council allocate the following amounts to Airport Governance and Operation, with funding in the amount of up to \$1,000,000 in 2020, up to \$1,000,000 in 2021, and up to \$1,000,000 in 2022, be approved; and

FURTHER BE IT RESOLVED THAT N-98 be referred to the City Manager to identify a source of funding, and that the City Manager report back by March 31, 2019 on the funding source.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- CARRIED

Directional Resolution 3:

J.A. Coffman:

WHEREAS City Council wants to ensure that the Organization is staffed to deliver services in an efficient and financially sustainable manner, and

WHEREAS funding any position outside of taxation or utility rates may have long-term consequences to staffing levels and future funding, and

WHEREAS using term positions has positive and negative consequences;

THEREFORE BE IT RESOLVED THAT, as part of his performance reviews, the City Manager also review:

- A. the use of term positions, and;
- B. the practice of establishing positions funded outside of taxation and utility rates

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- CARRIED

MEETING MINUTES

Directional Resolution 4:

B.E. Hyggen/J.P. Mauro:

WHEREAS funding has been established for Committees of Council; and

WHEREAS some of the Committees of Council do have funds carried over from one operating budget cycle to another; and

WHEREAS City Council has established goals of Financial Stewardship and Accountable Leadership as part of its Council Strategic Plan;

THEREFORE BE IT RESOLVED THAT any funds remaining for the Committees of Council at the end of the Operating Budget Cycle be transferred to the MRSR rather than being carried over.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- CARRIED

Directional Resolution 5:

J.A. Coffman:

WHEREAS Finance Committee passed the "Fiscal Performance Reviews" Resolution (November 19, 2018) instructing the City Manager to "conduct fiscal performance reviews over the next three (3) years to identify opportunities for Council to consider in its fiscal decision making"; and

WHEREAS Finance Committee will present a draft budget to City Council;

THEREFORE BE IT RESOLVED THAT over the course of his reviews, the City Manager present City Council with opportunities to further reduce taxation by 1% to 2%.

Prior to the vote being called on the foregoing resolution, the following amendment was introduced:

J.H. Carlson/A.M. Campbell:

BE IT RESOLVED THAT the word "further" be removed from clause 3; and

FURTHER BE IT RESOLVED THAT the words "by 1 to 2%: be removed from Clause 3.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- CARRIED

Resolution as Amended:

J.A. Coffman:

WHEREAS Finance Committee passed the "Fiscal Performance Reviews" Resolution (November 19, 2018) instructing the City Manager to "conduct fiscal performance reviews over the next three (3) years to identify opportunities for Council to consider in its fiscal decision making"; and

WHEREAS Finance Committee will present a draft budget to City Council;

THEREFORE BE IT RESOLVED THAT over the course of his reviews, the City Manager present City Council with opportunities to reduce taxation.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- CARRIED

MEETING MINUTES

Directional Resolution 6:

C.A. Spearman:

WHEREAS the Finance Committee has passed resolutions where the initiative has been deferred to a future meeting of the Finance Committee for consideration, following the departmental review and report of the City Manager; and

WHEREAS the Finance Committee has passed resolutions where the initiative includes the statement “additional funding in 2021 and 2022 be considered following a report back to City Council”; and

WHEREAS the Finance Committee wishes to provide certainty of its intent of these resolutions.

THEREFORE BE IT RESOLVED THAT no funding be included in the Operating Budget for any initiative which has been deferred to a future meeting of the Finance Committee for consideration.

AND FURTHER BE IT RESOLVED THAT additional funding in 2021 and 2022 be allocated to contingency and included in the operating budget.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, S.R. Miyashiro

Opposed: J.P. Mauro

----- CARRIED

Directional Resolution 7:

J.P. Mauro:

WHEREAS Council's Directive to the City Manager and the entire corporation was to prepare a base budget that absorbs inflation pressures at the business unit level as well as absorbs the pressures associated with community growth

AND WHEREAS the Lethbridge Police Service base budget has increased by \$2,007,620.

THEREFORE BE IT RESOLVED that \$1,000,000 of the \$2,007,620 included as an increase to the base budget of Lethbridge Police Service be removed.

In Favour: J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro

Opposed: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, S.R. Miyashiro

----- DEFEATED

C.A. Spearman:

BE IT RESOLVED THAT the 2019 – 2022 Draft Operating Budget, as amended, be approved by Finance Committee and forwarded to City Council for its consideration and approval.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, S.R. Miyashiro

Opposed: B.E. Hyggen, J.P. Mauro

----- CARRIED

ADJOURN:

C.A. Spearman:

THAT we do now adjourn this Finance Committee Meeting.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- CARRIED

MEETING MINUTES

MINUTES of the **Regular Meeting** of the City Council held on **Monday, November 26, 2018** in City Council Chambers at 1:30 PM

PRESENT:	Mayor	C.A. Spearman
	Deputy Mayor	R.K. Parker
	Councillor	A.M. Campbell
	Councillor	J.H. Carlson
	Councillor	J.A. Coffman
	Councillor	B.A. Crowson
	Councillor	B.E. Hyggen
	Councillor	J.P. Mauro
	Councillor	S.R. Miyashiro
OTHERS:	Deputy City Clerk	D. Sarsfield
	A/Legislative Coordinator	J. Robinson
	City Manager	B. Strain
	City Treasurer	H. Pinksen
	Director of Infrastructure Services	D. Hawkins
	Director of Community Services	T. Vanden Heuvel
	Director of Planning & Development	J. Greene
	Director of City Manager's Office	J. Meli
	Manager of Corporate Strategic Communication	C. Kelisinger

OFFICIAL BUSINESS:

6.1 Approval of the 2019-2022 Operating Budget

R.K. Parker:

WHEREAS Administration commenced budget preparations in early 2018; and

WHEREAS the draft Operating Budget was presented to City Council on October 22, 2018; and

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

WHEREAS Finance Committee is recommending approval of the 2019 – 2022 Draft Operating Budget, as amended;

THEREFORE BE IT RESOLVED THAT the 2019 - 2022 Operating Budget as prepared and amended by the Finance Committee be approved.

Deputy Mayor R.K. Parker assumed the chair.

Prior to the vote on the foregoing resolution the following amendment was introduced:

C.A. Spearman: J.A. Coffman:

WHEREAS City Council directed departments to absorb inflation and growth in base budgets; and

THEREFORE BE IT RESOLVED THAT the Lethbridge Police Service base budget be approved at \$33,457,282 and that base budget changes of \$1,111,899 be approved; and

FURTHER BE IT RESOLVED THAT the Lethbridge Police Commission base budget be reviewed by November 1, 2020; and

FURTHER BE IT RESOLVED THAT the Police Commission report to City Council quarterly on the financial and operational results of this Initiative.

Prior to the vote on the amendment, the following tabling resolution was introduced:

MEETING MINUTES

J.H. Carlson: J.A. Coffman:

BE IT RESOLVED THAT item 6.1 - Approval of the 2019 - 2022 Operating Budget, be tabled.

In Favour: J.H. Carlson, J.A. Coffman, S.R. Miyashiro

Opposed: C.A. Spearman, R.K. Parker, A.M. Campbell, B.A. Crowson, B.E. Hyggen, J.P. Mauro

----- DEFEATED

Vote on the amendment:

C.A. Spearman: J.A. Coffman:

WHEREAS City Council directed departments to absorb inflation and growth in base budgets; and

THEREFORE BE IT RESOLVED THAT the Lethbridge Police Service base budget be approved at \$33,457,282 and that base budget changes of \$1,111,899 be approved; and

FURTHER BE IT RESOLVED THAT the Lethbridge Police Commission base budget be reviewed by November 1, 2020; and

FURTHER BE IT RESOLVED THAT the Police Commission report to City Council quarterly on the financial and operational results of this Initiative.

In Favour: C.A. Spearman, R.K. Parker, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro

Opposed: A.M. Campbell, J.H. Carlson, S.R. Miyashiro

----- CARRIED

Prior to the vote on the resolution as amended, the following amendment was introduced:

J.H. Carlson: A.M. Campbell:

Allied Arts Council Fee for Service Initiative (N-75) be fully approved and funded as follows \$213,330 in 2019, \$230,600 in 2020, \$246,395 in 2021, \$286,570 in 2022 from taxation be approved.

Prior to the vote on the foregoing amendment, the following postponement was introduced:

J.P. Mauro: B.E. Hyggen:

THAT City Council postpone budget approval until the City Council Meeting on December 10, 2018 to allow City Council members to reconsider the entire budget.

Prior to the vote on the postponement, the following amendment was introduced:

J.H. Carlson: J.P. Mauro:

THAT the postponement resolution include:

"FURTHER BE IT RESOLVED THAT the Draft Operating Budget be referred to December 3, 2018 Finance Committee Meeting."

In Favour: R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro,

Opposed: C.A. Spearman, S.R. Miyashiro

----- CARRIED

Postponement as amended:

J.P. Mauro: B.E. Hyggen

THAT City Council postpone budget approval until the City Council Meeting on December 10, 2018 to allow City Council members to reconsider the entire budget; and

FURTHER BE IT RESOLVED THAT the Draft Operating Budget be referred to December 3, 2018 Finance Committee Meeting.

In Favour: R.K. Parker, A.M. Campbell, J.A. Coffman, B.E. Hyggen, J.P. Mauro

Opposed: C.A. Spearman, J.H. Carlson, B.A. Crowson, S.R. Miyashiro

----- CARRIED

MEETING MINUTES

MINUTES of the **Finance Committee Meeting** held on **Monday, December 3, 2018** in City Council Chambers at 1:30 PM

PRESENT:	Deputy Mayor, Chair	R.K. Parker
	Mayor	C.A. Spearman
	Councillor	A.M. Campbell
	Councillor	J.H. Carlson
	Councillor	J.A. Coffman
	Councillor	B.A. Crowson
	Councillor	B.E. Hyggen
	Councillor	J.P. Mauro
	Councillor	S.R. Miyashiro
OTHERS:	Deputy City Clerk	D. Sarsfield
	A/Legislative Coordinator	J. Robinson
	City Manager	B. Strain
	City Treasurer	H. Pinksen
	Director of Infrastructure Services	D. Hawkins
	Director of City Manager's Office	J. Meli
	Director of Community Services	T. Vanden Heuvel
	Director of Planning & Development	J. Greene
	Manager of Corporate Strategic Communications	G. Gauthier

PRESENTATIONS:

4.1 Budget Resolution Debate

Directional Resolution 9:

J.H. Carlson:

WHEREAS Directional Resolution 1 restricted \$3,000,000 in the MRSR to implement Council's strategic initiatives over the next 4 years; and

WHEREAS some of the initiatives approved from one-time funding from the MRSR could be viewed as the first set of Council's strategic initiatives for 2019;

THEREFORE BE IT RESOLVED THAT the restricted \$3,000,000 be reduced by \$644,355.00 based on

Finance Committees approval of one-time initiatives.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- **CARRIED**

Amendment 1:

J.H. Carlson:

WHEREAS Council directed our internal business units, as well as our Fee for Service partners to prepare budgets which held the line in terms of spending and creating new services; and

WHEREAS Council also directed that current services and service levels should not be impacted until thorough reviews have been undertaken; and

WHEREAS a small amount from N-75 has been identified as necessary ongoing funding to ensure that Casa is fully staffed and meeting the needs and service levels for our community;

MEETING MINUTES

THEREFORE BE IT RESOLVED THAT N-75 be further approved in the amounts of \$32,535 in 2019, \$33,185 in 2020, \$33,850 in 2021 and \$35,525 in 2022 from taxation.

Councillor B.E. Hyggen challenged the ruling of the Chair regarding reconsideration of initiative N-75 Allied Arts Council Fee for Service.

B.E. Hyggen/J.P. Mauro:

THAT the ruling of the Chair that reconsideration is not required for amendment number 1.

In Favour: R.K. Parker, A.M. Campbell, J.H. Carlson, S.R. Miyashiro

Opposed: C.A. Spearman, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro

----- DEFEATED

J.H. Carlson/A.M. Campbell:

Move to reconsider N - 75 Allied Arts Council Fee for Service.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, B.A. Crowson, S.R. Miyashiro

Opposed: J.A. Coffman, B.E. Hyggen, J.P. Mauro

----- CARRIED

Amendment to N-75 Allied Arts Council Fee:

J.H. Carlson/A.M. Campbell:

WHEREAS Council directed our internal business units, as well as our Fee for Service partners to prepare budgets which held the line in terms of spending and creating new services; and

WHEREAS Council also directed that current services and service levels should not be impacted until thorough reviews have been undertaken; and

WHEREAS a small amount from N-75 has been identified as necessary ongoing funding to ensure that Casa is fully staffed and meeting the needs and service levels for our community;

THEREFORE BE IT RESOLVED THAT N-75 be further approved in the amounts of \$32,535 in 2019, \$33,185 in 2020, \$33,850 in 2021 and \$35,525 in 2022 from taxation.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, B.A. Crowson, S.R. Miyashiro

Opposed: J.A. Coffman, B.E. Hyggen, J.P. Mauro

----- CARRIED

N-75 Allied Arts Council Fee for Service resolution as amended:

S.R. Miyashiro:

BE IT RESOLVED THAT the Community-Council Referral Initiative for the Allied Arts Council Fee for Service with a one-time allocation funding in the amount of \$107,000 in 2019 from MRSR, be approved; and

FURTHER BE IT RESOLVED THAT N – 75 be further approved in the amounts of \$32,535 in 2019, \$33,185 in 2020, \$33,850 in 2021 and \$35,525 in 2022 from taxation, be approved; and

FURTHER BE IT RESOLVED THAT further funding will be dependent on the City's organizational review.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, B.A. Crowson, S.R. Miyashiro

Opposed: J.A. Coffman, B.E. Hyggen, J.P. Mauro

----- CARRIED

MEETING MINUTES

Acting Mayor Miyashiro assumed the chair.

Directional Resolution 8:

R.K. Parker:

WHEREAS the Sir Alexander Galt Museum and Archives has operated the Fort Whoop Up Operation and Service Level as a Fee for Service Agreement; and

WHEREAS the Fee for Service Agreement expires December 31, 2018; and

WHEREAS the Performance Review of the operation of Fort Whoop Up recommended that the operational funding and program services be transferred to the Sir Alexander Galt Museum and Archives;

THEREFORE BE IT RESOLVED THAT Fort Whoop Up operations be included in the 2019 – 2022 Operating Budget for the Sir Alexander Galt Museum and Archives; and

FURTHER BE IT RESOLVED that the amounts of \$198,600 in 2019, \$198,600 in 2020, \$198,600 in 2021 and \$198,600 in 2022, be approved, with existing taxation as the funding source.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, J.P. Mauro, S.R. Miyashiro

Opposed: B.E. Hyggen

----- **CARRIED**

Deputy Mayor Parker assumed the chair.

C.A. Spearman:

BE IT RESOLVED THAT the 2019 – 2022 Draft Operating Budget, as amended, be approved by Finance Committee and forwarded to City Council for its consideration and approval.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, S.R. Miyashiro

Opposed: J.P. Mauro

ADJOURN:

C.A. Spearman:

THAT we do now adjourn this Finance Committee Meeting.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- **CARRIED**

MEETING MINUTES

MINUTES of the **Regular Meeting** of the City Council held on **Monday, December 10, 2018** in City Council Chambers at 1:30 PM

PRESENT:	Mayor	C.A. Spearman
	Deputy Mayor	R.K. Parker
	Councillor	A.M. Campbell
	Councillor	J.H. Carlson
	Councillor	J.A. Coffman
	Councillor	B.A. Crowson
	Councillor	B.E. Hyggen
	Councillor	J.P. Mauro
OTHERS:	Councillor	S.R. Miyashiro
	Deputy City Clerk	D. Sarsfield
	A/Legislative Coordinator	J. Robinson
	City Manager	B. Strain
	City Treasurer	H. Pinksen
	Director of Infrastructure Services	D. Hawkins
	Director of Community Services	T. Vanden Heuvel
	Director of Planning & Development	J. Greene
	Director of City Manager's Office	J. Meli
	Manager of Corporate Strategic Communication	C. Kelisinger

OFFICIAL BUSINESS:

6.2 2019-2022 Operating Budget

R.K. Parker:

WHEREAS Administration commenced budget preparations in early 2018; and

WHEREAS the draft Operating Budget was presented to City Council on October 22, 2018; and

WHEREAS Finance Committee conducted final deliberations of the budget; and

WHEREAS Finance Committee is recommending approval of the 2019 – 2022 Draft Operating Budget, as amended;

THEREFORE BE IT RESOLVED THAT the 2019 - 2022 Operating Budget as prepared and amended by the Finance Committee be approved.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, S.R. Miyashiro

Opposed: B.E. Hyggen, J.P. Mauro

----- **CARRIED**

6.3 N-75 Amending Resolution Allied Arts Council Fee for Service Initiative

J.H. Carlson:

WHEREAS at the City Council meeting of November 26, 2018, an amending resolution was presented for N-75, Allied Arts Council Fee for Service Initiative and subsequently due to postponement of the budget, the resolution was not dealt with;

THEREFORE BE IT RESOLVED THAT the amending resolution be withdrawn.

In Favour: C.A. Spearman, R.K. Parker, A.M. Campbell, J.H. Carlson, J.A. Coffman, B.A. Crowson, B.E. Hyggen, J.P. Mauro, S.R. Miyashiro

----- **CARRIED**

GLOSSARY OF TERMS

A

AACP – Alberta Association of Chiefs of Police

AAR – ACCESS-A-Ride

Accounts Payable – A liability account reflecting amounts on open account owing to private persons or organizations for goods and services received by a government (but not including amounts due to other funds of the same government or to other governments).

Accounts Receivable – An asset account reflecting amounts owing to open accounts from private persons or organizations for goods and services furnished by a government.

Acquire Off Street Parking Reserve – The purpose of this reserve is to provide funding necessary to develop additional off-street parking and fund other parking related expenditures.

AESO – Alberta Electric System Operator

Affordable Housing – Housing that is available at a cost that does not compromise the attainment and satisfaction of an individual's other basic needs of life, including needs for food, clothing, and access to education and the ability to actively participate in community life (Affordable Housing: Strategies for our Community, 2005).

AHS – Alberta Health Service: AHS promotes wellness and provides health care to Albertans.

AM/FM – Automated Mapping/Facilities Management System

AMHS – Automated Material Handling System

AMI – Automated Metering Infrastructure

Appropriation – A legal authorization granted by a legislative body (City Council) to make expenditures and incur obligations for designated purposes.

ARB – Assessment Review Board

Assessed Value – A valuation set upon real estate or other property by a government as a basis for levying taxes.

AUC – Alberta Utilities Commission

AUMA – Alberta Urban Municipalities Association

AV – Annual Vacation

AVL – Automatic Vehicle Location

B

Base Budget – Base budget is defined as current levels of service from the prior budget cycle, adjusted for inflation for the current budget cycle. Any requests for changes in level of services are submitted as a budget initiative & require Council approval to be incorporated into base budget.

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

BAU – Budget Appropriations Unexpended: Where, in a given year's budget, the City provides for specified expenditures which at year end are not expended/received, the department may carry over the unexpended funds into the following year's budget

provided City Manager's approval is obtained. Such carryovers are recorded in a reserve for budget appropriations unexpended. The City operates an encumbrance system where an account is charged with the expense as soon as the goods or services are ordered. Those items that have not been received by year end are recorded in the budget appropriation unexpended reserve.

BIA – Business Improvement Area

BRZ – Business Revitalization Zone - refer to Downtown Revitalization

BU – Business Unit (also known as department)

Budget – A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

Budget Initiative – Budget initiatives are potential service enhancements/reductions that arise from community interest or need, City Council's priorities, or corporate requirements which are not included in the base budget until approved by City Council.

C

CAD – Computer Aided Dispatch - is a method of dispatching taxicabs, couriers, field service technicians, or emergency services assisted by computer.

CALEA – Commission on Accreditation for Law Enforcement Agencies: The purpose of CALEA's Accreditation Programs is to improve the delivery of public safety services, primarily by: maintaining a body of standards, developed by public safety practitioners, covering a wide range of up-to-date public safety initiatives; establishing and administering an accreditation process; and recognizing professional excellence.

CARLS – Chinook Arch Regional Library System

CCMARD – Canadian Coalition of Municipalities Against Racism and Discrimination

Cemeteries Perpetual Care Reserve – The purpose of this reserve is to provide for and make provision of the improvement, maintenance, management, control and operation of public cemeteries.

Central Business District Land Acquisition Reserve – The purpose of this reserve is to establish a source of funding for parcels of land in the Central Business District.

CESI – Corporate Environmental Sustainability Initiative

CIP – Capital Improvement Program: The ten year Capital Improvement Program was developed to provide a consistent evaluation process and to establish predictable capital spending and debt limits. An evaluation matrix was created to assist in the process of prioritizing various capital projects. Because of their nature, projects pertaining to ongoing maintenance, such as street and recreation facility upgrading, are considered as high priority projects and are therefore excluded from the evaluation process.

Community Lighting Reserve – The purpose of this reserve is to fund the replacement of community lighting assets.

Community Reserve Fund – The purpose of this reserve is to provide open space for the general public's use, such as parks and recreation areas.

Contractual Services – The costs related to services performed for the City by individuals, business, or utilities.

COR – Certificate of Recognition

GLOSSARY OF TERMS

Cost – The amount of money or other consideration exchanged for property or services. Costs may be incurred even before money is paid; that is, as soon as the liability is incurred. Ultimately, however, money or other consideration must be given in exchange.

CPC – Canadian Police College

CPO – Community Peace Officer

CPP – Canada Pension Plan

CRM – Customer Relationship Management (JD Edwards)

CSD – Community Social Development

CSR – Customer Service Representatives

CUPE – Canadian Union of Public Employees - The Canadian Union of Public Employees is Canada's largest union.

D

DARP – Downtown Area Redevelopment Plan

Debenture Debt – Loans repayable to the Alberta Municipal Financing Authority. The Province of Alberta rebates part of the interest paid on qualifying debentures. Debenture debt is issued on the credit and security of the City of Lethbridge at large.

DOT – Diversion Outreach Team

E

EAB – Emerald Ash Borer

EDL – Economic Development Lethbridge

EFT – Electronic Funds Transfer

EI – Employment Insurance

Electric Reserve – The purpose of this reserve is to provide capital financing of Electric Utility projects and rate revenue stabilization.

EMS – Emergency Medical Services

Encumbrances – Commitments related to unperformed contracts for goods or services used in budgeting. Encumbrances are not expenditures or liabilities, but represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed.

Exempt – Personnel not eligible to receive overtime pay and who are expected to put in whatever hours are necessary to complete their job assignments. Compensatory time off, as partial compensation for overtime hours worked, may be allowed by the respective department head.

Expenditures – Decreases in net financial resources. Expenditures include current operating expenses which require the current or future use of net current assets, debt service, and capital outlays.

F

FCSS – Family and Community Support Services - Family and Community Support Services is an 80/20 funding partnership between the Government of Alberta, and municipalities or Metis Settlements. Under FCSS, communities design and deliver social programs that are preventive in nature to promote and enhance well-being among individuals, families, and communities.

FDI – Foreign Direct Investment

FFS – Fee For Service - A fee that is allocated to an organization who delivers programs and maintains facilities on behalf of the City.

FGTF – The Federal Gas Tax Fund is a program which commenced in 2005 to assist municipalities in addressing their sustainable municipal capital infrastructure needs. The program is supported through the allocation to Alberta Municipalities of a portion of the federal gasoline tax. Previously called New Deal for Cities & Communities (NDCC).

Fleet Services Reserve – The purpose of this reserve is to provide for a self-sufficient pool of funds to allow for the ongoing replacement of fleet assets.

FOIP – Freedom of Information Privacy

FTE – Acronym for full time equivalent, a measurement of staffing. One FTE is a 37.5 (inside) or 40 (outside) hour per week position. A part-time position working 20 hours per week or a temporary full-time position working six months would be 1/2 FTE.

Fiscal Year – A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The City of Lethbridge's fiscal year begins each January 1st and ends December 31st.

Fixed Assets – Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery and equipment.

Franchise – A special privilege granted by a government permitting the continuing use of public property, such as city streets, electric wire, and usually involving the elements of monopoly and regulation.

Fund – A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance – The difference between governmental fund assets and liabilities, also referred to as fund equity.

Frost Boil – A frost boil can best be described as an unpredictable roadway failure caused by the freezing and thawing action of the soils beneath the asphalt surface. These failures present themselves either as small potholes or as significant block long failures in the spring months as the frost leaves the ground.

G

GFOA – Government Finance Officers Association - The Government Finance Officers Association of the United States and Canada is a professional organization of public officials united to enhance the professional management of government financial resources by identifying, developing and advancing fiscal strategies, policies and practices for the public benefit.

GHG – Greenhouse Gas

GIS – Geographical Information System

GPS – Global Positioning System

GST – Goods and Services Tax (Canada) - The goods and services tax is a tax that applies to the supply of most goods and services in Canada.

General Ledger – A book, file, or other device which contains the

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accounts needed to reflect the financial position and the results of operations of an entity. In double entry bookkeeping, the debits and credits in the general ledger are equal; therefore, the debit balances equal the credit balances.

Governmental Funds – Those funds through which most governmental functions typically are financed. The acquisition, use, and financial resources and related current liabilities are accounted for through governmental funds (General, Special Revenue, Capital Projects, and Debt Service Funds).

H

HR – Human Resources

HSNC – Helen Schuler Nature Centre

HOC – Heart of Our City

HOCMP – Heart of our City Master Plan

HOC – Heart of Our City Committee: The purpose of the Heart of Our City Committee is to champion Downtown Lethbridge through implementation of the Integrated Community Sustainability Plan/Municipal Development Plan, the Heart of Our City Master Plan, the Downtown Area Redevelopment Plan, and to provide strategic leadership in accordance with City Council's Strategic Planning.

I

IAFF – International Association of Fire Fighters

IBEW – International Brotherhood of Electrical Workers

ICI – Industrial, Commercial & Institutional

ICSP/MDP – Integrated Community Sustainability Plan/ Municipal Development Plan

IM – Information Management

IRM – Integrated Risk Management

IT – Information Technology

Insurance Reserve – The purpose of this reserve is to stabilize the effects of rising and unpredictable insurance premiums. The City maintains insurance coverage through self-insurance and/or purchased insurance to protect the City. These insurance levels are reviewed annually to ensure that the City is adequately protected.

Inventory – Comprised of two main groups; investments and stores. The investment inventory includes the City's investment portfolio. The stores inventory consists of supplies for the City's Business Units.

J

JDE - JD Edwards – JD Edwards EnterpriseOne is an integrated applications suite of comprehensive ERP (Enterprise resource planning) software that combines business value, standards-based technology, and deep industry experience into a business solution with a low total cost of ownership (TCO).

L

LA Transit – Lethbridge Transit

LAPP – Local Authorities Pension Plan

LDMO – Lethbridge Destination Management Organization

LEU – Lethbridge Electric Utility

LI – Local Improvement

LOS – Level of Service

LPL – Lethbridge Public Library

LPS – Lethbridge Police Service

LSCO – Lethbridge Senior Citizens Organization: The Lethbridge Senior Citizens Organization offers programming opportunities, support services and activities for seniors.

Linear Asset Management System – A software system that will support asset management activities and analysis on assets that are of linear type (underground utilities, roads, rail lines, etc). This software will be used to perform network modeling, linear asset modeling, spatial visualization, work execution management, cost allocation and analytics for linear assets; that will allow a better planning of maintenance and day to day operations. Usually it has the ability to tie directly to the financial system, and be able to display a wide range of information visually on a GIS based map.

M

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

Mayor Magrath Drive Beautification Reserve – The purpose of this reserve is to provide funds to allow for maintenance for Mayor Magrath Drive.

MGA – Municipal Government Act: A municipal government in Canada is a local council authority which provides local services, facilities, safety and infrastructure for communities. Canada has three levels of government; federal, provincial and municipal. According to Section 92(8) of the Constitution Act, 1867, "In each Province the Legislature may exclusively make Laws in relation to... Municipal Institutions in the Province." There are about 3,700 municipal governments in Canada.

MDM – Meter Data Management

MDP – Municipal Development Plan: The Municipal Development Plan is the highest level municipal framework used to guide and influence planning. Provincial Legislation requires all municipalities in Alberta over a population of 3,500 to adopt a Municipal Development Plan.

MDT – Mobile Data Terminal

Maintenance – The upkeep of physical properties in condition for use or occupancy. Examples are the inspection of equipment to detect defects and the making of repairs.

MSI – Municipal Sustainability Initiative: The Municipal Sustainability Initiative (MSI) is the Province of Alberta's funding commitment to assist municipalities in meeting growth-related challenges and enhancing long-term sustainability. MSI funding is provided in addition to other provincial grant programs.

MRSR – Municipal Revenue Stabilization Reserve - The purpose

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of the Municipal Revenue Stabilization Reserve is to stabilize effect on the operating budget of fluctuations in revenues which are beyond the City's control (for example, Interest Income).

N

NLP – Natural Leaders Program

Non-exempt – Personnel eligible to receive overtime pay when overtime work has been authorized or requested by the supervisor.

NYJG – Nikka Yuko Japanese Garden

O

OH&S – Occupational Health & Safety

OSSI – Outreach Support Services Initiative

OTA – One-Time Allocation

P

PACT – Police & Crisis Team

PAYG – Pay-As-You-Go: A policy of internal borrowing was implemented, i.e. where possible, the City of Lethbridge will utilize internal loans rather than external borrowing to meet its capital funding requirements.

PSCC – Public Safety Communications Centre: The Lethbridge Public Safety Communications Centre serves the public by answering 9-1-1 and dispatching the appropriate emergency service responders. In addition to call taking and dispatching for the City and residents, the PSCC provides service to Alberta Health Services (AHS), a number of rural fire agencies, and their citizens. The PSCC also manages and maintains the City's radio communications network and infrastructure.

Procurement – Manage a centralized warehouse and employ the most cost effective means for the distribution of goods to all customers, while maintaining quality, quantity and consistent delivery of products and services.

Purchase Order – A document which authorizes the delivery of specified merchandise or the rendering of certain services and the making of a charge for them.

Q

QA – Quality Assurance

R

RBU – Responsible Business Unit: A RBU is an accounting term used to describe an account within JD Edwards Financial System. A Business Unit (BU or Department) could use multiple RBUs for reporting purposes.

Real Estate Holdings Reserve – The purpose of this reserve is to provide a source of funding for land acquisitions within the city.

REDA – Regional Economic Development Alliance

RFP – Request for Proposal

ROI – Return On Investment

ROW – Right of Way - Utility Right of Ways are becoming significantly more congested (and valuable) due to the increase in the number of infrastructure facilities (i.e. new fibre optics

lines). The coordination of ROW use is becoming difficult due to increased congestion and complexity of buried utilities

RRO – Regulated Rate Option: The current Electric Regulated Rate includes: 1) an electric energy component determined through a City of Lethbridge Electric Utility RRO Electric Energy Price Setting Plan, and 2) distribution access and transmission access components applied through the current approved Electric Distribution Tariff.

Reserve Fund – A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.

Revenues – In governmental fund type net current assets from other than expenditure refunds and residual equity transfers.

S

SAAG – Southern Alberta Art Gallery

SAEA – Southern Alberta Ethnic Association

SFPP – Special Forces Pension Plan

SPC – Special Police Constable

Special Assessment – A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

SSRP – South Saskatchewan Regional Plan: An output of the Province's Land Use Framework and covers land within the South Saskatchewan River Basin including the cities of Calgary, Lethbridge, Medicine Hat, Airdrie and Brooks.

Subdivision Surplus Accounts – Revenues and expenditures from land development activity are recorded in the subdivision surplus accounts.

Supplies – A cost category for minor items (individually priced at less than \$1,000) required by departments to conduct their operations.

T

TAPP – Tax Arrear Payment Plan

TIPP – Tax Installment Payment Plan: Tax Installment Payment Plan is a prepayment program of property taxes through the 10 month automatic withdrawal of equalized payments beginning in August, with an adjusting entry taking place on June 30. A discount incentive is received on each installment.

Taxes – Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, sewer service charges.

TDM – Travel Demand Management

Transit Bus Reserve – The purpose of this reserve is to provide funding for the City portion of new transit equipment including maintenance and replacement of Lethbridge Transit and ACCESS-A-Ride technology and equipment.

TRC – Truth and Reconciliation Commission: A commission

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tasked with discovering and revealing past wrong doing by a government, in the hope of resolving conflict left over from the past.

U

Urban Parks Reserve – The purpose of this reserve is to provide for a self-sufficient pool of funds to allow for the ongoing operation and maintenance of the Urban Parks system.

W

WCB – Workers Compensation Board: The Workers Compensation Board is a not-for-profit mutual insurance corporation financed by employers' contributions, with a statutory mandate from the province.

WSP – Wire Service Provider

Y

YMPE – Yearly Maximum Pensionable Earnings

