

2009 - 2011 APPROVED OPERATING BUDGET



City of Lethbridge

VISION

TO BE A HEALTHY, ATTRACTIVE AND
ECONOMICALLY VIABLE CITY



MISSION

TO SERVE OUR RESIDENTS AND GUESTS, TO
PROVIDE LEADERSHIP AND TO ASSIST THE
COMMUNITY IN ACHIEVING THE VISION



The City of Lethbridge Acknowledges:

City Staff for their contributions to this report.

**Cameron Woo and
John Dubbelboer for their pictures**

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

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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Lethbridge, Alberta for its triennial budget for the triennial beginning January 1, 2006. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

The 2009 to 2011 Approved Budget Summary provides the highlights of the City of Lethbridge's Operating Budget as approved by City Council of November 24, 2008.

Following the Foreword, the 2009 to 2011 Approved Budget Summary includes the following seven sections:

Introduction (Page 5)

This section includes the letter of transmittal which relays the budget message and budget highlights for the 2009 to 2011 operating budget. The introduction also includes a summary of budget principles and policies and a one page summary of the budget and its effect on the average homeowner.

City Profile (Page 15)

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

General and Utility Funds Overview (Pages 27-39)

The executive summaries outline the major budget changes from 2008 and list decisions made by City Council during the 2009 to 2011 budget deliberations. Graphical summaries of the overall budget are also included in these sections.

Budget Summary (Page 45)

This section includes an overview that compares the 2008 to the 2011 operating budget.

Appendices (Page 127)

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

Glossary of terms (Page 477)

Defines terms used in this document.

Notes to the Reader

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

Basis of Budgeting

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

Public Access

The 2009 to 2011 Budget documents are available to the general public, for reference purposes at the following locations:

City Clerk's office, Second Floor, City Hall
Lethbridge Public Library

The Approved 2009 to 2011 Budget and the 2008 to 2017 Capital Improvement Program are available on the City's Website. <http://www.lethbridge.ca>

Budget Funds

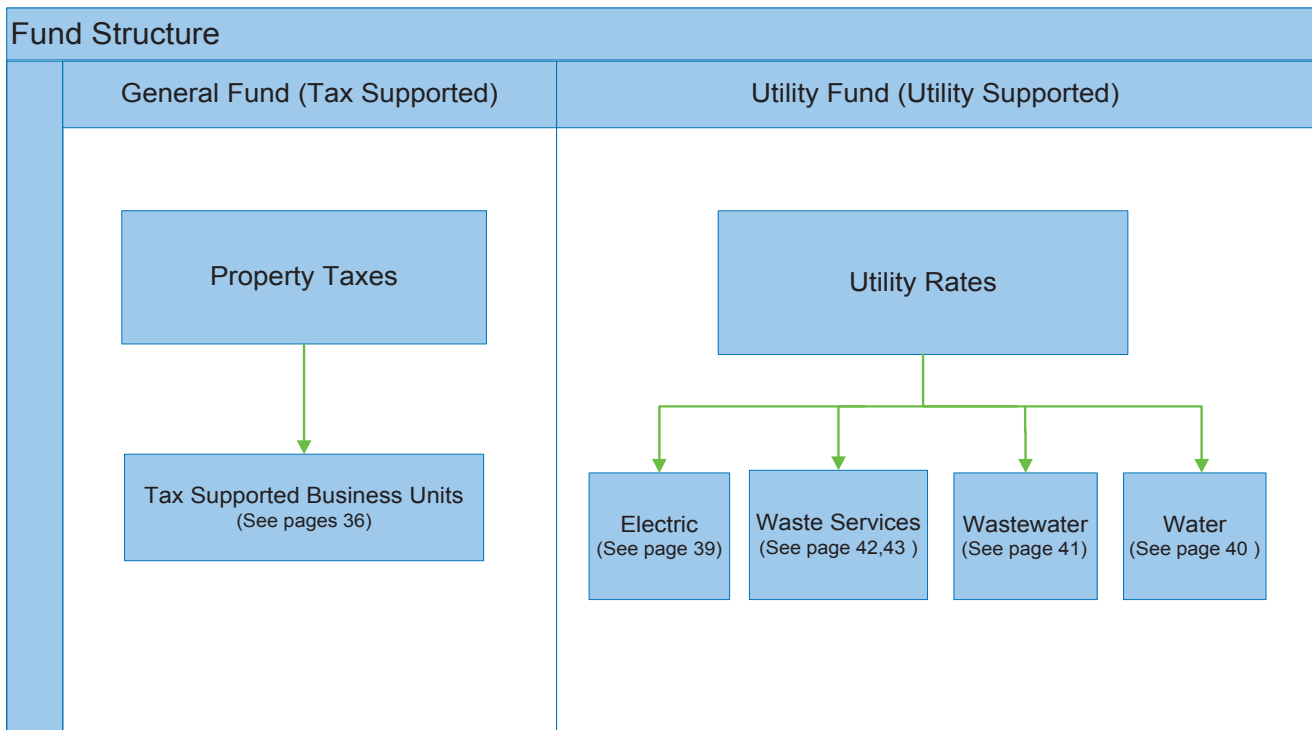
The City of Lethbridge operates one General Fund and four Utility Funds (Electric, Water, Wastewater, and Solid Waste). By City policy, any surpluses or deficits in the General fund or Electric fund are added to or deducted from the Municipal Revenue Stabilization Reserve leaving the fund balances at zero. Actual surpluses or deficits in the other three utility funds become part of the accumulated fund balances. As at December 31, 2008 the fund balances are as follows:

(in thousands of dollars)

Fund	Actual Fund Balance Dec 31, 2008	Transfer to Reserves 2009	Effect of 2009 Budget	Effect of 2010 Budget	Effect of 2011 Budget	Budgeted Fund Balance Dec 31, 2011
General	\$ 2,055	(2,055)	-	-	-	-
Electric	\$ 839	(839)	-	-	-	-
Water	\$ 1,676	-	-	-	-	1,676
Wastewater	\$ 764	-	-	-	-	764
Waste	\$ 2,103	-	173	100	230	2,606

The General Fund includes all property taxation funded City operations. The Electric, Water, Wastewater, and Waste funds are utility based funds which are funded primarily from utility user fees. A listing of the business units comprising each fund can be found on page 49.

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





The High Level Bridge Celebrates 100 Years in 2009

Lethbridge apparently possesses one of the "Wonders of the World." That's what the Winnipeg Free Press called the High Level Bridge back in 1906, before it was even finished.

"While perhaps not meeting those lofty standards, the bridge is symbolic of the City's coming of age in the early 1900's," says local historian Joe Kadezabec. "It gave the city prominence."

The bridge is one of the highest and longest types of its kind in the world, measuring 1.6 kilometres long and 96 metres tall. The bridge was also designed to handle Lethbridge's famous winds. Three-metre-high girders were built on each side to cut crosswinds and prevent rail cars from plunging into the river below.

In 2005 the construction of the High Level Bridge was recognized as a national historical event by the federal government.

"It's an engineering and surveying marvel," said Bob Gardner, a retired industrial engineer, in the Lethbridge Herald. "The final piece was dropped into place more than a mile away from the starting point, only an inch or two from the original plans. It was just about perfect."

Over its history, the landmark has been called by many names, but none perhaps quite as flattering as the Free Press's moniker. It's been called the "Big Bridge over the Belly (Oldman) River," the "Big Bridge" or "Big CPR Bridge," and the "CPR viaduct" or "Lethbridge Viaduct."

Whatever people called it, the bridge was not cheap to build: the Canadian Pacific Railway project cost \$1.3 million. As a viaduct, it is a steel bridge comprised of short spans carried on high steel towers. When completed in 1909, 17,090 cubic metres of concrete and 12,436 tons of steel had been used to build the bridge.

The span was built to provide direct access to Fort Macleod and British Columbia. The new route replaced a southerly loop down the Oldman River, and halved the amount of time that trains took to travel to Fort Macleod.

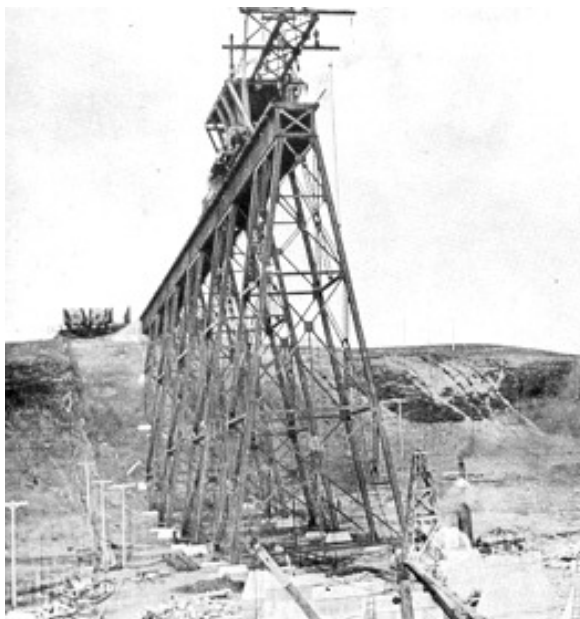
The Canadian Bridge Company of Walkerville, Ontario, was awarded the main contract, following the excavation and substructure work done by John Gunn and Sons of Winnipeg. Surveying was done during the winter of 1906-07, and the first earth was turned the following September. In 1907, 400 men were at work on the bridge.

The concrete work, which began two months later, was not completed until February 1909 because of flooding in the riverbed in June 1908 that destroyed a number of piers. The steel work took less than a year, although it was delayed by a strike and cold, breezy winter days.

The work ended on June 22, 1909, when two workmen jumped from the far end of the final girders being placed, beating two other construction workers who were supposed to have had the honour of being first across the bridge.

The bridge officially opened on Oct. 23, 1909. Four months earlier, a group of City and CPR officials rode across the bridge to celebrate its completion. The first full tonnage freight trains crossed the bridge each way likely occurred in late October to early November 1909.

Three men died during the construction of the bridge. One man, Alex (Red) Cleaver, a structural steel worker, dropped 37 metres and survived the fall. He broke both his arms.





CITY OF *Lethbridge*

OFFICE OF
CITY MANAGER

November 24, 2008

*His Worship Mayor Tarleck
and Members of City Council*

RE: BUDGET MESSAGE – 2009 TO 2011 OPERATING BUDGET

The 2009 to 2011 budget document following this letter reflects the decisions made by City Council to the date of its approval, November 24, 2008. The budget describes Council's approved programs and service levels for the years 2009/2010/2011 and the revenue requirements needed to deliver same. It reports on the revenue and expenditures for the two operating funds that the City of Lethbridge operates, namely the General Fund and the Utility Fund (which consists of the Water, Wastewater, Waste/Recycling and Electric Utilities). Also, administration presented the ten-year Capital Improvement Program for Council deliberation. That document allocated resources for capital projects, sorted among Transportation, Utilities and Community/Leisure projects for the years 2008 to 2017. A summary of that document is included herein. These documents are available on CD-ROM at City Hall or on the City's website.

It has now been in excess of a decade since the City of Lethbridge migrated away from annual budgets to multi-year budgets. The task of preparing a one-year budget was always an arduous one. The challenge of preparing three-year budgets is even more significant, but the dividends far outweigh the added effort. The objective is to design a business and fiscal planning framework that assists in balancing the demands to limit tax, utility and user fee increases while maintaining or expanding current services and infrastructure.

Challenges of the changing global financial system in 2008 highlight the importance of long-term planning. Building on our prior years' successes and a solid foundation, we recognize the need to move forward with innovative approaches to the challenges and opportunities of delivering services in this time of global economic downturn. Over the past couple of years planning documents were developed which are serving as a springboard for the City's investment in recreation, arts and cultural facilities, as well as roads, underground infrastructure, and parks and trails. The Provincial and Federal Governments have positively responded to the infrastructure needs of municipalities. The much needed funding has not only assisted municipalities in addressing our infrastructure deficits, but moving forward, will also serve as an economic stimulus for our

Having completed our fourth iteration of multi-year budgeting, the planning and budget process:

- 1) is easily understood at all levels, by all users;
- 2) leads to accountability
- 3) is forward looking (3 to 5 years)
- 4) encourages analysis, evaluation and challenge;
- 5) enhances communication with citizens;
- 6) encourages innovation and continuous improvement; and
- 7) is a transparent process.

The City takes pride in its sound financial management. One of the key budget principles is to follow previously adopted long-term financial policies. Other principles include maintaining service levels, use of conservative revenue estimates, and maintenance of existing infrastructure as a high priority (life cycle management). The budget process is detailed in Appendix M. As in the past, City Administration continually strives to provide services and programs in the most cost-effective and efficient manner. We will continue to monitor and evaluate these programs and services on a continuous basis.

LETTER OF TRANSMITTAL

This budget addresses the impacts of community growth, life cycle management, inflation and various external drivers, and reflects expanded levels of service and new initiatives consistent with results of the Community Survey and City Council's "Towards a Sustainable Future". When looking at the impact that the bundle of municipal property tax and utility changes has on the homeowners, the year over year change is 3.91% for 2009, 4.03% for 2010 and 3.76% for 2011.

The highlights of the 2009 to 2011 budget include:

General Fund:

- Funding to expand the Access-A-Ride service.
- Improved transit service to West Lethbridge (by adding an additional route).
- Started to implement some of the transit service standards approved by City Council in 2008 (eg. some service frequencies increased from 30-15 minutes during weekday peak periods).
- Funding provided for "Go Friendly Shuttle" service for seniors.
- Transit will add an inventory clerk.
- Helen Schuler Coulee Centre will hire a Special Events Coordinator (3-year term).
- Increased ice time for summer hockey (to include two arenas).
- The City's tree canopy will be significantly increased.
- An additional Human resources Consultant will be hired.
- An integrated Community Sustainability Plan (ICSP) will be completed.
- Funding for a corporate security program.
- Public Safety Communications Centre will hire one additional dispatcher.
- Governance of emergency Medical Services (EMS) will transfer to Alberta Health Services (AHS); the City will operate EMS under contract to AHS.
- Fire/EMS will add four paramedics and one deputy chief position in support of sustaining response times in our growing community and complying with the AHS requirements.
- One fire safety codes officer will be added.
- Funding provided for "hazardous material and environmental release mitigation" program.
- Equipment is being purchased to sustain live fire training.
- Funding provided for the 2010 Olympic Torch Relay.
- Resources added to support the growing size of the City's vehicle/equipment fleet.
- A community lighting program reduction study will be undertaken.
- Seventeen school buses will be replaced.
- Significant resources will be added to Facility Services in support of adequate life cycle management of all civic buildings and parking lots.
- Funding provided to upgrade downtown parking meters.
- ENMAX Centre will hire one additional event marketing and sales coordinator.
- Additional resources will be provided to Building Safety and Inspection services; as well, the resources for Planning and Development Services will be augmented.
- Funds provided for graffiti abatement program.
- Additional resources have been provided to fund City Council's strategic priorities - Environment, Affordable Housing, Communications, E-Business, Growth Management.
- The Public Operations buildings will be redeveloped.
- A new fire headquarters and Community Arts Centre will be constructed in the downtown.
- The ENMAX Centre will be significantly upgraded.
- The new west side library will be opened in 2010.
- Library will hire an IT coordinator and a Fund Development Coordinator (term).
- Police will add nineteen new officers and seven support staff.
- Museum will add an Administrative Assistant and an Education/Programmer.
- Additional funding was allocated for the sustainability of Economic Development Lethbridge and the Chinook Country tourist Association.
- Ongoing funding will be added in support of a Sports Council.
- Additional funding provided to the Allied Arts Council and Southern Alberta Art Gallery.
- Continuation of funding for the Main Street Program and Coordinator position.
- Funding to support seniors' organizations provided for 2009/10.

Utility Fund:

- Three additional staff will be hired to support utility billing/collection and customer care.
- Electric department will add ten employees to assist in managing deregulation and to keep pace with system growth.
- The automated cart system will finish its city-wide implementation (for solid waste collection).
- Resources included in support of landfill expansion.
- A composting pad will be constructed at the landfill.
- A Waste and Recycling Engineer will be hired in support of increasing regulatory compliance.
- Water and Wastewater Department will add five employees and some equipment in support of system growth and succession planning.
- The Water Utility will construct a new storage reservoir in West Lethbridge.
- The Bridge Drive Utility Corridor will be constructed in support of growth in West Lethbridge.

Because this is a three-year budget and unforeseen events can and likely will arise, the budget includes a \$500,000/year contingency allocation for year 2 (2010) and year 3 (2011). If unanticipated structural budget deficiencies arise, City Council has the ability to make mid-course adjustments. Budget amendments, if any, will be reviewed in the first quarters of those years.

In Conclusion:

The three-year budget process has been extremely successful. The City of Lethbridge prides itself in providing the right services, with customer focus, at a reasonable cost. Your Leadership Team is confident that this budget allows the City to move forward, maintain/enhance existing service levels and meet the demands of continued growth and change in our community.

Now that the Budget, business plans and Council's term of office are aligned, City Council and its Administration have the capacity needed to implement Council's priorities from its "Towards a Sustainable Future", to focus on the opportunities/challenges associated with community growth, and to continue its important work in the community and region.

Finally, I would like to thank each member of our staff who helped in some way to produce this comprehensive budget document. A tremendous amount of thought and work went into developing our three-year budget – both on the part of the departments and on the part of our hard-working budget team. From start to finish, the preparation of this budget document has been a team effort.

Respectfully submitted,



Garth Sherwin, CA
City Manager



BUDGET APPROVAL

MINUTES of the **Regular Meeting** of City Council held on Monday, November 24, 2008 at 1:35 p.m.

PRESENT: Mayor R.D. Tarleck

ALDERMEN: J.H. Carlson

R. Dodic

B.A. Lacey

R.K. Parker

M.A. Simmons

K.E. Tratch

S.G. Ward

T.H. Wickersham

OTHERS: City Clerk – D. Nemeth

Deputy City Clerk – Aleta Neufeld

City Manager – G.H. Sherwin

City Treasurer – C. Wight

Director of Community Services – K. Hopkins

Director of Infrastructure Services – D. Hawkins

Corporate Initiatives Director – B. Beck

OFFICIAL BUSINESS:

- **2009 – 2011 Operating Budget**

590-A

Deputy Mayor Lacey, Chairman of the Finance Committee spoke briefly about the dramatic changes that have occurred in the world economy and how this affected the financial planning for the next three years. She advised that Finance Committee agreed to adhere to the major principles of maintaining the levels of service at the present level and staying with the City Council's Financial Policies such as Pay-As- You-Go and Capital Improvement Plan.

Deputy Mayor Lacey spoke about the major growth spurt in Lethbridge the last three years and how this has increased the demand for services. While the growth has also increased the tax base it does not cover the additional revenue required. In order to obtain the revenue required, Finance Committee is recommending increased user fees, permits, licenses, etc., and increased transfer from the MRSR for the relief of taxation.

The largest increases were to the Police budget, which has always been a top priority for citizens and the Transit budget to continue the strategy put in place in the last budget cycle. The projected rate increases for utilities (electrical, water, wastewater, solid waste disposal and recycling) have been reduced by applying some provincial grant money for some of the capital funding and cancelling some of the proposed enhancements.

Deputy Mayor Lacey advised that Finance Committee has set the City budget and the tax amount required to ensure the City runs a balanced budget as required by Provincial legislation. She reported that the 2009 - 2011 Budget is a balanced perspective that addresses the needs of a growing and changing community.

The following resolution was presented:

B.A. LACEY:

WHEREAS the Finance Committee has been deliberating the budget over the past week

AND WHEREAS there are some items to be addressed before budget approval

BE IT RESOLVED THAT:

- a one-time allocation up to a maximum of \$70,000 with funding from the Municipal Revenue Stabilization Reserve (MRSR) be made available to the Host Community Committee for the 2010 Olympic Torch Relay to ensure a successful event
- the Built Green Alberta Rebate Program will continue in the SunRidge subdivision and not be extended outside of this subdivision

AND FURTHER BE IT RESOLVED THAT the 2009-2017 Capital Improvement Program (CIP) as amended by the Finance Committee be approved

AND FURTHER BE IT RESOLVED THAT the 2009-2011 Operating Budget as prepared and amended by the Finance Committee be approved.

-----**CARRIED**

ACTION:	<i>City Treasurer, City Clerk</i>
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Operating Budget

Budget Requirement

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

Balanced Budget

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

Multi-Year Operating Budget

The City of Lethbridge prepares a multi-year City Council approved operating budget / revenue requirement. To accommodate the multi-year budget cycle, Business Units are expected to operate within their approved multi-year budget. If there is a shortfall in the first year, Business Units are expected to overcome the deficit in the second year; 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 next 12 months.

Deficiency

The operating budget must include an expenditure to cover any deficiency resulting over the prior 3 year period.

Conservative Revenue Estimates

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

Cause & Effect

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

One-time Revenues

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

Capital Maintenance Items in Operating Budget

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

Maintenance high priority

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

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

Equipment purchases

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

Contingency Amount

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

Revenue

Diversified and Stable Revenue System

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

Interest / Return on Investment to MRSR

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

Municipal Consent and Access Fees

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

Police Revenues

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

User Fees

The City of Lethbridge charges user fees for services. User fees will be reviewed and adjusted annually to recover the full cost of services provided, except when City Council determines that a subsidy from the General Fund is in the public interest (example: Arenas 45% to 50% recovery, Transit 40% recovery). Examples of full cost recovery include Building Permits, School Bus, Land Administration and Parking.

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

Utility Financial Policy

Utilities Self Balancing

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

Utility Rates

Customers will be given 90 days notice prior to implementation of utility rate changes (except electric distribution). The City prepares a three-year water and waste water rate forecast that will be updated annually.

Electric Utility - Accrual Basis

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

Electric Utility Operating Surplus/Deficit

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

Water and Wastewater Accumulated Surplus

The accumulated surplus balance of the Water and Wastewater utilities is limited to 5% of current year revenues. 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.

Water Relief of Taxation

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

Landfill Relief of Taxation

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

Electric Rate of Return

That Electric Utility's annual contribution to the Municipal Rate Stabilization Reserve shall be calculated according to the following formula:

Rate Base × Weighted Average Cost of Capital (WACC)
utilizing deemed capital structure for the utility of 65%
debt and 35% equity.

Capital Improvement Program (CIP)

Integration of CIP and Operating Budget

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

Ten Year Capital Budget

The City develops an annual ten-year plan for capital improvements to provide for adequate design prior to construction season. The Capital Improvement Program (CIP) include design, development, implementation, operating, and maintenance costs and well as associated funding sources. The first year of this ten year plan is approved annually (by June 30th of the preceding year).

Pay-As-You-Go

Under the City's Pay-As-You-Go plan, the annual operating budget includes the costs of capital projects that are recurring, are of relatively small scale, or are for short-lived improvements. A fixed amount is included in the operating budget (2008 - \$7,686,000 increasing annually by 0.15% of the Municipal Tax Levy) to fund tax supported debt payments and projects mentioned above. The Major Capital Projects Reserve is used to buffer the effects of short-term fluctuations in debt payments and capital expenditures.

Capital Expenditures

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

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

For capital expenditures, approved contracts may be amended (with City Manager approval) by 10% to a maximum of \$50,000 provided the project can be completed within the total project funds approved. If changes will result in expenditures exceeding the total approved project budget, City Council approval is required (note: the City Manager may approve requests that include recommended funding sources of up to \$5,000).

Transportation Grants

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

Electric Utility Capital Investment Funding

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

BUDGET AT A GLANCE

City of Lethbridge TOTAL BUDGET

	2008	2009	2010	2011
	\$(000)	\$(000)	\$(000)	\$(000)
Operating				
General Fund	130,172	144,282	152,149	161,424
Utility Fund				
Utility Services (billing)	3,369	3,504	3,630	3,761
Electric	52,791	56,701	59,772	62,070
Waste	4,012	5,303	5,574	5,763
Recycling	1,082	1,360	1,401	1,445
Landfill	5,530	7,884	8,407	8,851
Wastewater	12,609	13,398	14,234	15,124
Water	15,206	17,285	18,467	19,731
Total Operating	224,771	249,717	263,634	278,169
Capital				
Transportation	11,982	19,824	14,377	18,330
Leisure & Community	36,382	42,441	44,112	34,989
Water, Wastewater & Solid Waste	14,680	19,367	10,000	14,000
Electric	17,155	16,555	15,460	11,355
Total Capital	80,199	98,187	83,949	78,674
Total Budget	304,970	347,904	347,583	356,843

Change in Combined Property Tax and Utility Bill

		2008	2009	2010	2011
Municipal Tax	note 1	1,542	1,616	1,694	1,777
Waste, Recycling & Landfill	note 2	216	243	246	246
Water	note 3	357	373	392	411
Wastewater	note 4	227	240	254	268
Electric	note 5	1,179	1,187	1,223	1,251
Billing	note 6	71	72	73	74
		<u>3,591</u>	<u>3,731</u>	<u>3,881</u>	<u>4,027</u>
Annual Increase - \$			140	150	146
Annual Increase - %			3.91%	4.03%	3.76%
Average Annual Increase					3.90%

note 1: Based on an average residential assessment of \$278,000. Municipal tax increases of 4.85%, 4.84% and 4.88% are scheduled for 2009, 2010 and 2011 respectively. This does not include property taxes levied on behalf of other requisitioning authorities (ie. Education and Green Acres Foundation).

note 2: 2008 single-residential charge for solid waste, landfill and recycling services of \$18.00/month is being increased by approximately \$2.25 (depending on automated cart size selected) to \$20.25 for 2009 and by an additional \$0.25 to \$20.50 for 2010 and 2011.

note 3: Based on an average residential consumption of 25 cubic meters per month. Water rate increases of 6.1%, 6.5%, and 6.5% are scheduled for 2009, 2010 and 2011 respectively.

note 4: Based on an average residential useage of 15 cubic meters per month. Wastewater rate increases of 5.75% are scheduled for 2009, 2010 and 2011 respectively.

note 5: Based on an average residential consumption of 650 kwhr per month. Actual energy costs will vary based on external contracts for energy entered into by the resident (this analysis assumes no change in the cost of energy from 2008). Distribution and Transmission charges are estimated to increase by \$1.44/mo in 2009, \$1.46/mo in 2010, and \$1.74/mo in 2011.

note 6: Billing charges are projected to increase by \$0.10/mo for 2009, 2010, and 2011.





City Hall



Legislative and Administrative ORGANIZATION CHART

CITIZENS

CITY COUNCIL

Mayor Bob Tarleck

Alderman Ryan Parker	Alderman Ken Tratch
Alderman Barbara Lacey	Alderman Jeff Carlson
Alderman Rajko Dodic	Alderman Tom Wickersham
Alderman Shaun Ward	Alderman Margaret Simmons

Police Commission
Lethbridge Public Library Board
Museum Board
Other Commissions, Authorities, Boards

CITY MANAGER
Garth Sherwin

City Clerk
 Dianne Nemeth

City Solicitor
 Doug Hudson

Communications
 Eliah Farrell

**Land Development/
Real Estate**
 Michael Kelly

**Economic
Development**
 Lorna Kurio

Corporate Services
 Corey Wight

Community Services
 Kathy Hopkins

Infrastructure Services
 Doug Hawkins

Planning & Development
 Bary Beck

Treasury
 Financial Reporting & Budget
 Long-term Financial Planning
 Purchasing & Stores
 Payroll
 Taxation
 Assessment
 Fleet Management
 Information Technology
 Spatial Data Services
 Records Management / F.O.I.P
 Human Resources
 Business Analysis
 Risk Management/Insurance

Transit
 Nature Centre
 Leisure Services
 Family & Community Development
 ENMAX Centre
 Fire/EMS Services
 Cemeteries
 Facility Services
 Social Housing
 Regulatory Services
 Environmental Services

Transportation Planning
 Public Operations
 Water Treatment Plant
 Wastewater Treatment Plant
 Utilities (Water, Wastewater,
 Electric Distribution, Sanitation,
 Landfill, Recycling)
 Storm Sewer
 Fleet Maintenance
 Urban Construction
 Asset Management
 Open Space & Parkland

Council Initiatives
 Leadership Team Initiatives
 Strategic Planning
 Business Planning
 Development Services
 Building Inspection
 Planning



Back: Alderman Ryan Parker, Alderman Ken Tratch, Alderman Jeff Carlson, Alderman Rajko Dodic
 Front: Alderman Tom Wickersham, Alderman Margaret Simmons, Mayor Bob Tarleck, Alderman Barbara Lacey, Alderman Shaun Ward

In order to set direction for the new Council, the Mayor and Aldermen brought information about community priorities from the 2007 election campaign into their Council visioning session.

The visioning session provided a process that put all the community issues and opportunities on the table, and provided a method for setting priorities among them. With this information in hand, Council then asked residents who participated in a Community visioning session to describe their ideal future for the city. This process resulted in a prioritized and measurable list of goals, and action items for Council's 2007–2010 term of office.

CITY COUNCIL'S PRIORITIES 2007–2010

Affordable Housing –

To increase the supply of affordable housing units in Lethbridge within three years, in collaboration with other orders of government, Social Housing in Action (SHIA) and other community partners.

Environmental Policy and Plan –

To contain or reduce the community's total impact on the environment.

Financial Stewardship –

To approve a three-year budget that demonstrates fiscal constraint, recognizing the impact on levels of service.

Communications Strategy and Plan –

Effective and regular two-way communication between City Council and the community.

Enhanced level of community engagement.

Advocacy on Behalf of the Community –

Increased, permanent operating fund transfers from provincial and federal government sources.

Continued support from other orders of government for programs and services provided within the city region (military, housing, air services, businesses, non-governmental organizations, etc.).

Greater influence on shaping regulations that affect the city.

Strategy for E-Business –

Greater public access to services and information through appropriate technology.

Infrastructure and the capacity for e-business are in place.

Selected stand-alone business transactions are in place.

Downtown Revitalization –

The downtown will strive to enhance quality of life for all Lethbridge citizens. The city's vibrancy is rooted in its diverse population and accordingly it will strive to be an open, safe, affordable, accessible and welcoming place to people of all walks of life. This social diversity will be embraced and celebrated through urban design, architecture, and the day-to-day function and role of Downtown Lethbridge.

Inter-municipal Planning –

Agreement on orderly development on the perimeter of the city that is mutually beneficial to neighbouring municipalities.

Growth Management Strategy –

Community agreement on the orderly, sustainable development of the community up to the perimeter.

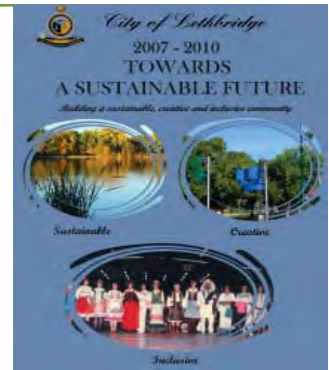
Approved Municipal Development Plan that includes a sustainability plan.

CITY COUNCIL'S DESIRED OUTCOMES

Towards A Sustainable Future is an outcome of City Council members having collectively developed consensus around issues that were identified through the 2007 civic election process. These matters are important to the community and Council members targeted them for action during their current term of office.

Towards a Sustainable Future describes desired outcomes we want to achieve in support of our vision to lead combined city and community efforts in a direction that will build the best Lethbridge possible.

Towards a Sustainable Future was presented in booklet form on January 7, 2008. The full text of the booklet can be found at Page 211



Desired Outcomes

- To increase the supply of affordable housing units in Lethbridge within three years, in collaboration with other orders of government, Social Housing in Action (SHIA) and other community partners.
- To contain or reduce the community's total impact on the environment.
- To approve a three-year budget that demonstrates fiscal constraint, recognizing the impact on levels of service.
- Effective and regular two-way communication between City Council and the community.
- Enhanced level of community engagement.
- Increased, permanent operating fund transfers from provincial and federal government sources.
- Continued support from other orders of government for programs and services provided within the city region (military, housing, air services, businesses, non-governmental organizations, etc.).
- Greater influence on shaping regulations that affect the City.
- Greater public access to services and information through appropriate technology.
- Infrastructure and the capacity for e-business are in place.
- Selected stand-alone business transactions are in place.

Resources Allocated in Budget

- Operating budget includes \$150,000 per year for affordable housing (see Affordable Housing Fund schedule on Page 443) and \$252,000 per year for rent subsidy. There is also an unallocated government grant totaling \$7.2 million (see Affordable Housing Program schedule on Page 443).
- The base budget includes \$140,000 per year. (Page 66)
- This is accomplished through the budget process.
- The base budget includes \$80,000 towards this initiative. (Page 102 note 1)
- No budget funding required.
- The base budget includes \$492,500 in one-time funding (carried over from prior years) and \$125,000 per year ongoing towards E-business. (Page 92)

CITY COUNCIL'S DESIRED OUTCOMES

Towards A Sustainable Future (Continued)

Desired Outcomes

- The downtown will strive to enhance quality of life for all Lethbridge citizens. The City's vibrancy is rooted in its diverse population and accordingly it will strive to be an open, safe, affordable, accessible and welcoming place to people of all walks of life. This social diversity will be embraced and celebrated through urban design, architecture, and the day-to-day function and role of Downtown Lethbridge.
- Agreement on orderly development on the perimeter of the City that is mutually beneficial to neighbouring municipalities.
- Community agreement on the orderly, sustainable development of the community up to the perimeter.
- Approved Municipal Development Plan that includes a sustainability plan.

Resources Allocated in Budget

- The base budget includes \$500,000 per year (see Downtown Redevelopment Fund on Page 444). There are also various Capital Improvement Program projects which address this outcome.
- Inter-municipal Planning is an eligible activity for funding under the Municipal Sustainability Initiative. (Page 446)
- \$750,000 has been allocated from the New Deal for Cities and Communities grant (Page 445) towards the Integrated Community Sustainability Plan.



CITY COUNCIL'S ACHIEVEMENTS 2007-2008

Affordable Housing –

- Co-venture purchase of Castle Apartments with Lethbridge Housing Authority (72 units)
- Purchase/re-zoning of Netherlands Church facilities for use as Native Women's Transition housing (accommodation for 12–18 women and children)
- Secondary suites – by-law amendments to encourage development of safe, affordable units
- Housing plan approved for allocation of provincial support funding

Environmental Policy and Plan –

- Work to begin in 2009

Financial Stewardship –

- 2009 – 2011 Operating Budget completed

Communications Strategy and Plan –

- Work to begin in 2009

Advocacy on Behalf of the Community –

- Team Lethbridge
- Seniors advocacy
- Funding support request – community stadium
- Ambulance transition support requests

Strategy for E-Business –

- Started planning for infrastructure and capacity improvements to support E-Business
- Online utility bill viewing and payment went live in 2008

Downtown Revitalization –

- Completed review of Heart of the City Master Plan including establishing priorities for implementation
- Established governance model for HOC implementation (Standing Committee of Council)

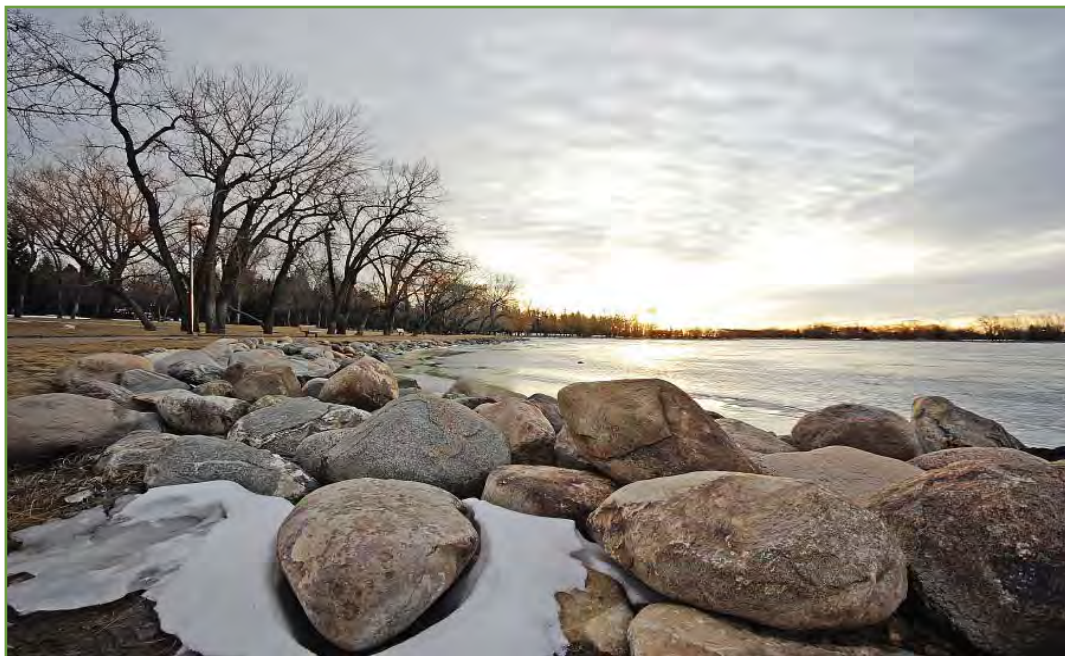
Inter-municipal Planning –

- A review of the Intermunicipal Plan will begin in 2009

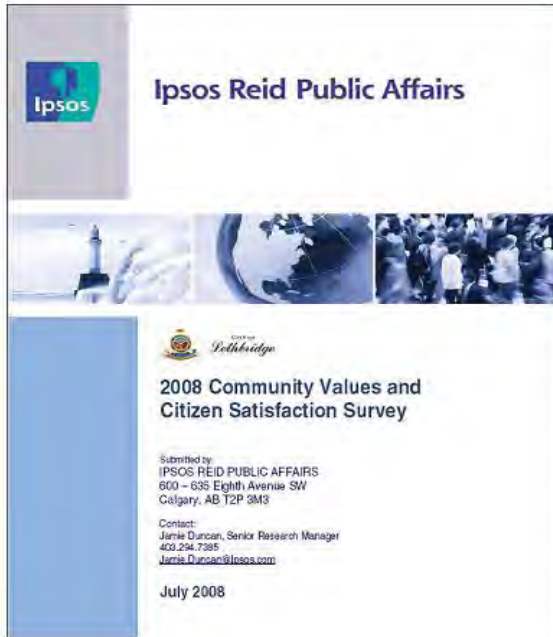
Growth Management Strategy –

MDP AND SUSTAINABILITY PLAN

- Established process for MDP including community visioning tools and policy development process.



2008 Community Values & Citizen Satisfaction Survey Ipsos Reid Poll



- **94%** are **proud** to live in Lethbridge.
- **94%** believe Lethbridge is a **community with a bright future**.
- **98%** believe Lethbridge is a **great community to raise a family**.
- **90%** believe Lethbridge has a **vibrant and healthy local economy**.
- **87%** indicate Lethbridge is a **place where residents feel safe and secure**.

2008 Community Values & Citizen Satisfaction Survey

“Quality of life in Lethbridge is very good - higher than most municipalities.” – 98% rated quality of life as good or very good



“Most residents are satisfied with the level and quality of City services” – 95% were satisfied or very satisfied with the overall level and quality of services and programs

“Most residents feel they receive good value for their taxes – on par with norm.” – 85% indicate good or very good value

“Attitudes towards current and future growth are positive - ” – 94% believe it is possible to grow while maintaining quality of life

A summary of the findings of that survey can be found in appendix B (Page 201).

A GREAT PLACE TO LIVE

Lethbridge is a vibrant, small city in the global marketplace with a strong economy. There are locally owned industry success stories as well as national and international interests that hire a wide range of skilled employees. The two well-recognized post-secondary institutions, Lethbridge College and the University of Lethbridge, ensure well-trained, employable and enthusiastic people are ready to enter the local workforce with a quality education and a low unemployment rate, led by the entrepreneurial spirit of an active small business community are major strengths of the City.

Population 83,960 (Census 2008)

48 % Male & 52 % Female

18 to 24 years 5%

25 to 34 years 20%

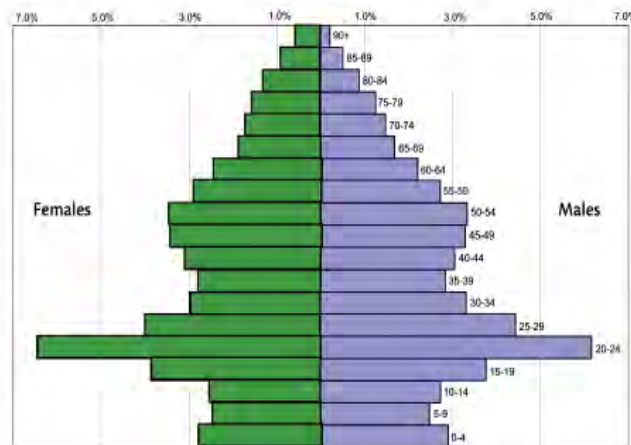
35 to 44 years 24%

45 to 54 years 18%

55 years or older 13%

Declined to respond 19%

Mean 48 years



Geographic Location

Located in southern Alberta at the crossroads of Highways 3, 4 and 5; an hour's drive to the United States border. Lethbridge's roadway network is one of the best-maintained roadway systems in Alberta. The network includes a major freeway section through the centre of the city, providing excellent access to all parts of the community. First-rate provincial highways serve Lethbridge. To the north, via Highway 2, Calgary and Edmonton are two-and five-hour drives respectively. Highway 3 is a major east-west traffic route linking Lethbridge with Vancouver to the west and eastern centres through Medicine Hat, where it joins the Trans-Canada Highway.

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

Climate

Lethbridge is one of the sunniest and warmest cities in Canada with close to 2400 hours of sunshine per year. It is also the frequent beneficiary of a phenomenon called the Chinook, a warm west wind providing above freezing breaks throughout the winter. Contrary to popular belief, Lethbridge is not the windiest city in Canada. According to Environment Canada, Lethbridge ranks eighth overall for windiest city.

Industries and Labour Force

Low cost land, highly trained people, affordable operating and utility costs and good proximity to markets provides many opportunities in the manufacturing sector. Lethbridge is home to many large plants thriving and producing major products.

Being central to one of the most productive agricultural areas in Canada gives Lethbridge a natural advantage for value-added processing operations. Some of the larger players included Richardson Oilseed Processing (canola oil products), Maple Leaf Potato (potato processing), Sunrise Poultry (chicken processing), Lucerne Foods (frozen vegetables), Ellison Milling (flour milling), the Black Velvet Distilling Company (distilled spirits) and Frito Lay Canada (corn-based snack foods.)

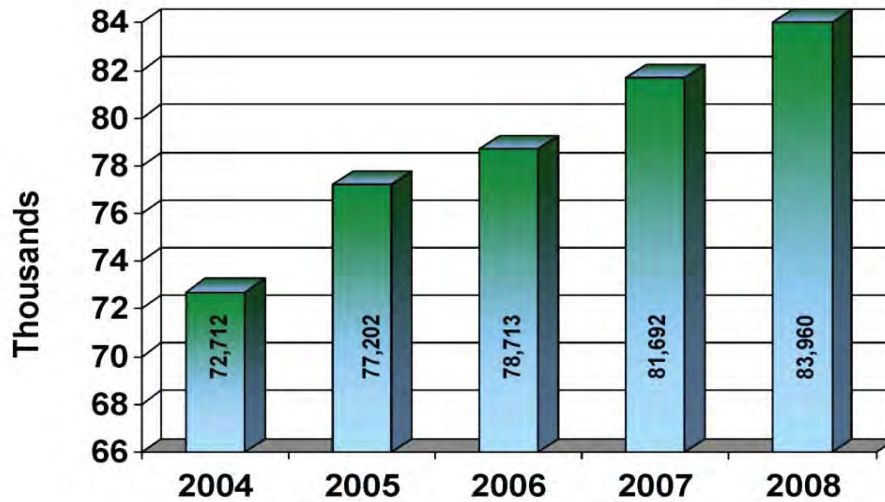
A competitive tax structure, good proximity to markets and a highly dependable workforce has enabled the firms like Kawneer Company (architectural aluminum extrusions), Charlton & Hill (sheet metal products), Lethbridge Iron Works (ferrous castings), Haul-All Equipment (waste disposal equipment), Southland Trailer Corp (truck box and trailer fabrication) and Triple M Housing (manufactured housing) to thrive.

Lethbridge is proud to be home to advanced technology firms like Pratt & Whitney (aircraft engines) and Lunctus Geomatics (geographic information systems). Lethbridge has always been an ideal location for agricultural equipment and implement manufacturing. Many smaller firms make commercial and residential furniture and wood products.

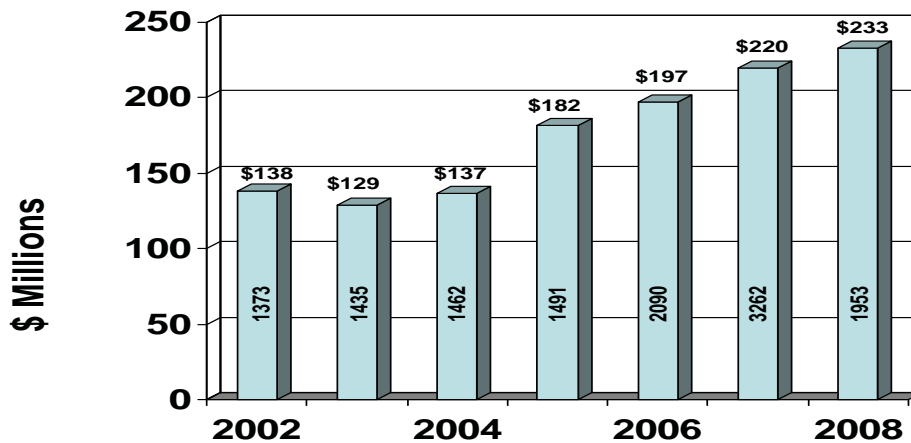
COMMUNITY GROWTH

The City of Lethbridge is home to 83,980 people. As can be seen from the following charts, the number of people choosing Lethbridge as a place to live continues to grow steadily. This growth naturally results in increased demand for the services provided by the City of Lethbridge. This budget addresses the demands of continued growth to ensure the City can provide quality services to a growing community.

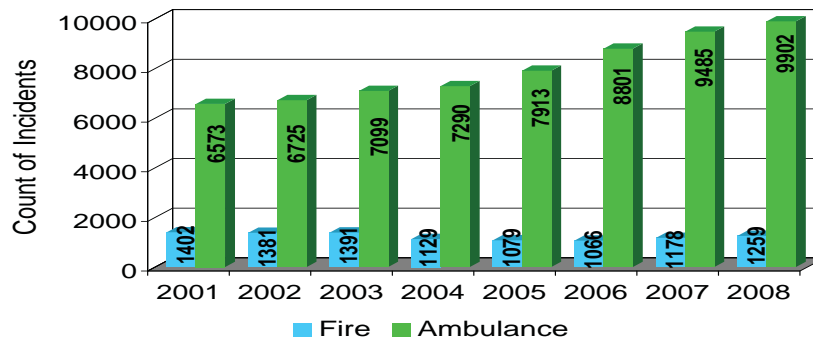
Population Growth



Building Permit Construction Values

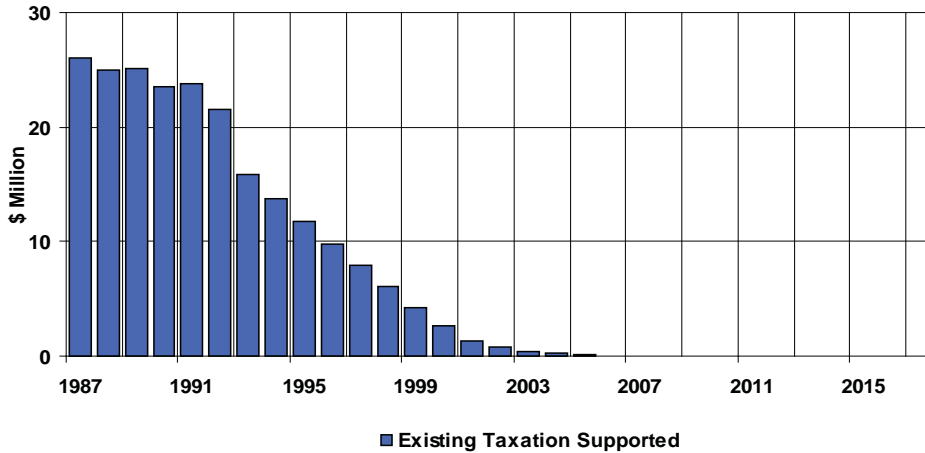


Fire Apparatus and Ambulance Incidents



TAXATION SUPPORTED EXTERNAL DEBT

And the Positive Impact of the Pay-As-You-Go Plan
1987-2017



“Taxation Supported External Debt for the City of Lethbridge peaked in 1987 at \$26 million. In 2006 the City of Lethbridge made its last debenture payment to become free of taxation supported external debt. The elimination of this taxation supported debt is a direct result of the Pay-As-You-Go plan implemented by the City beginning in 1991.

There is no proposed taxation supported external debt in the ten year Capital Improvement Program (CIP).

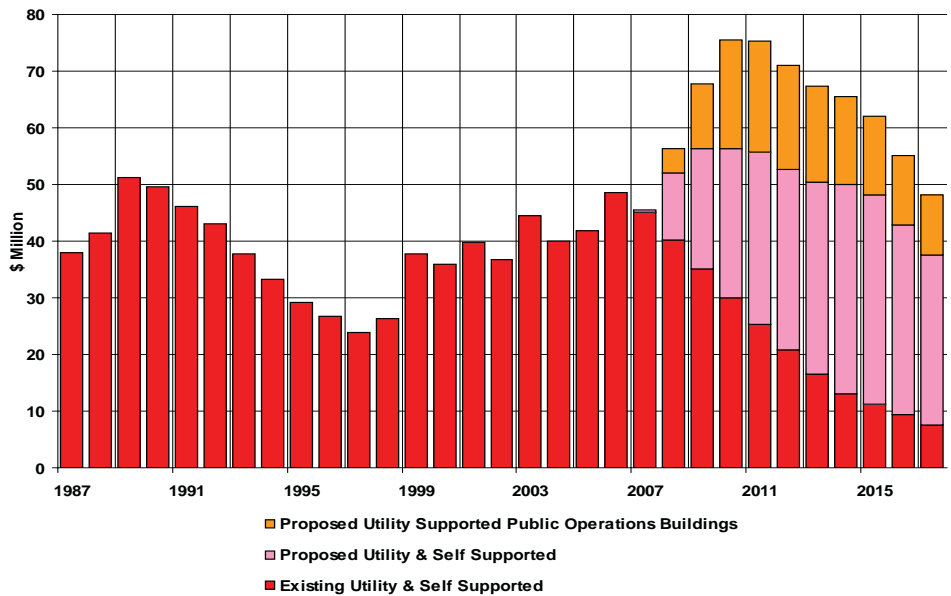
UTILITY/SELF SUPPORTED EXTERNAL DEBT

1987-2017

Utility supported debt includes borrowings for the Water Utility, Wastewater Utility, and Solid Waste & Recycling Utility. Self supported debt includes borrowings for local improvements, land development, and debt on behalf of external agencies (e.g. Lethbridge & District Exhibition).

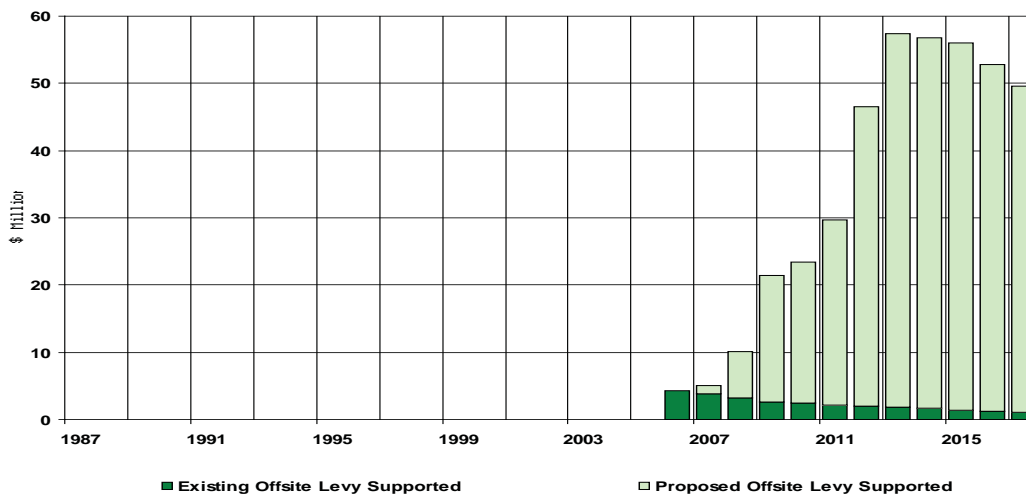
There are significant utility capital Projects required within the ten-year capital improvement program.

All of the proposed utility supported borrowings can be funded from current utility rates with the exception of the public operations building. The public operations building project will require utility rate increases totaling approximately \$6 to \$7 per month for the average residential customer.



OFFSITE LEVY SUPPORTED EXTERNAL DEBT

1987-2017



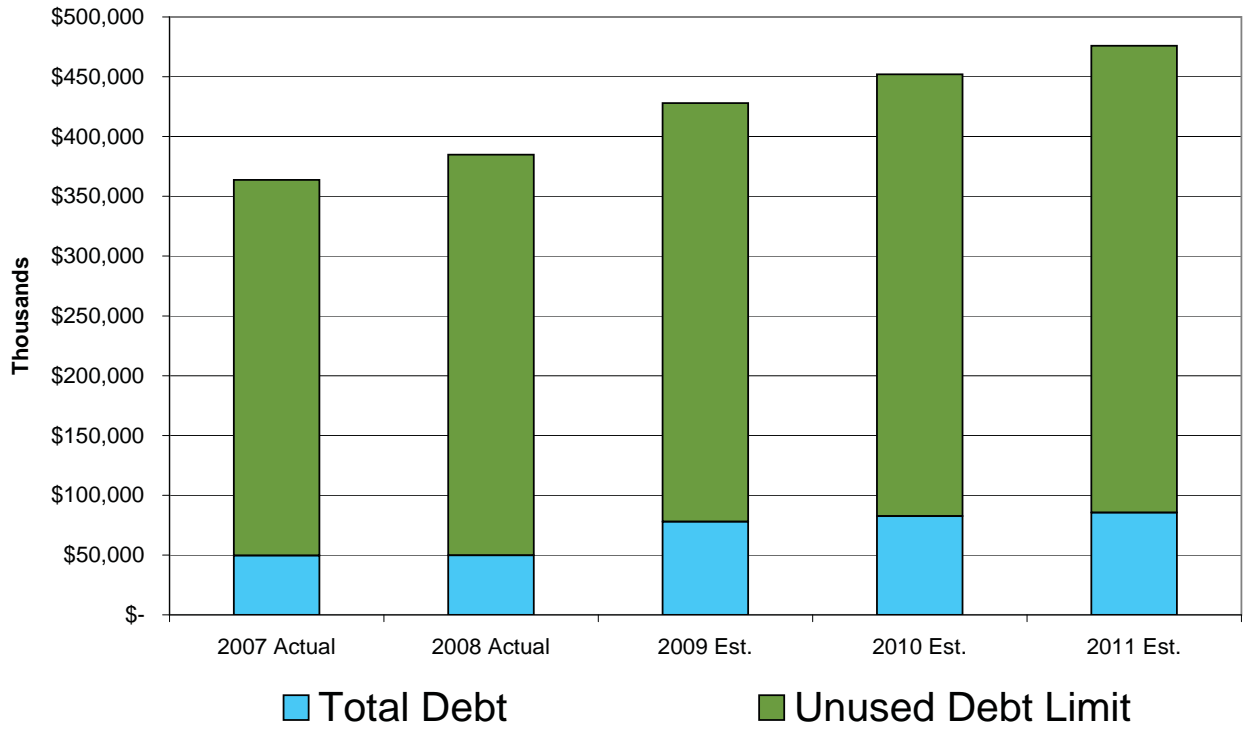
Offsite Levy supported debt includes borrowings to fund growth related projects that will be repaid from offsite levies.

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

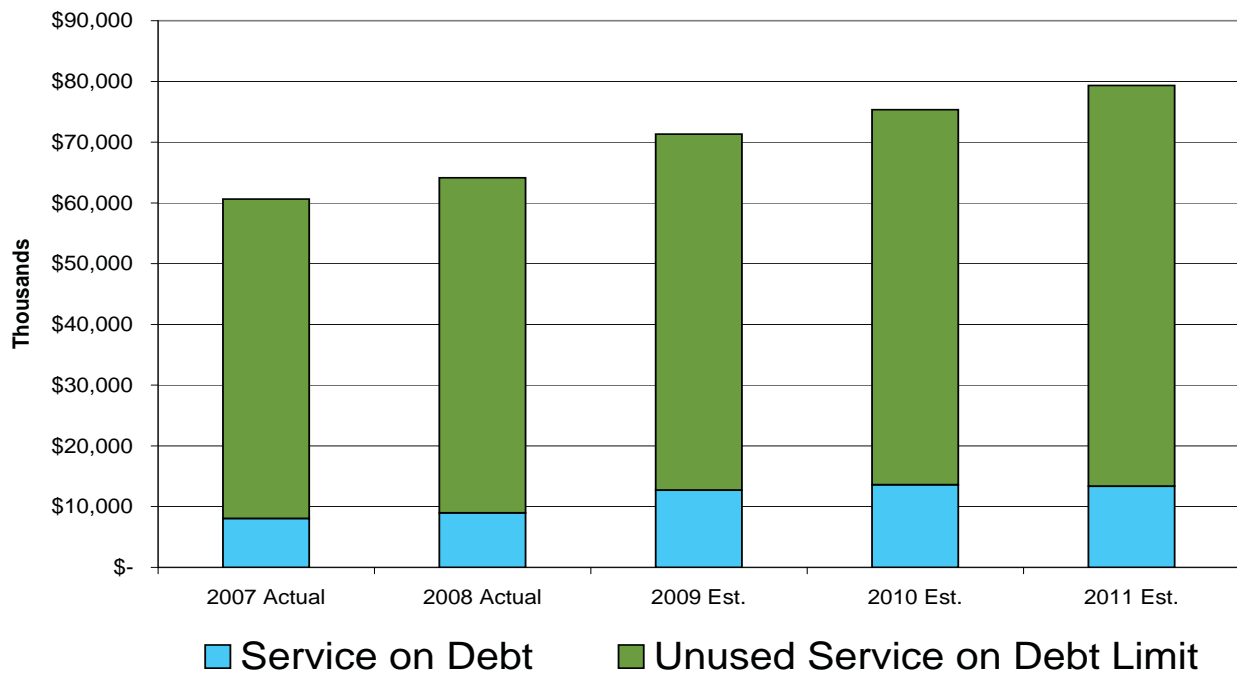
2007	\$103,800/ha
2008	\$132,000/ha
2009	\$140,000/ha
2010	\$149,000/ha

See debt policies on page 430 and 431

Total Debt Limit



Service on Debt Limit



SCHEDULE OF DEBENTURE DEBT

AS AT DECEMBER 31, 2004 - 2008
(in thousands of dollars, except per capita)

	2008	2007	2006	2005	2004
GENERAL					
Tax Supported					
Highways	\$ -	\$ -	\$ -	\$ 75	\$ 128
Municipal Buildings	-	-	-	-	-
Land	-	-	-	96	136
	-	-	-	171	264
Self Supported					
Industrial Park Servicing	5,143	5,456	5,755	4,200	-
Lethbridge Health Unit	-	-	-	-	151
Lethbridge and District Exhibition	726	822	911	995	1,074
Lethbridge Softball Valley Complex	61	99	137	172	-
Local Improvements	547	689	823	1,241	1,753
	6,477	7,066	7,626	6,608	2,978
Total General	6,477	7,066	7,626	6,779	3,242
UTILITIES					
Water	10,774	12,374	13,901	11,132	10,260
Wastewater	7,930	7,978	8,622	6,807	8,728
Solid Waste	20,576	17,335	18,428	17,265	18,042
Offsites	4,129	4,776	4,350	-	-
Total Utilities	43,409	42,463	45,301	35,204	37,030
Total General and Utilities	\$ 49,886	\$ 49,529	\$ 52,927	\$ 41,983	\$ 40,272
Population	83,960	81,692	78,713	77,202	72,717
Debenture Debt Per Capita					
General - Mill Rate Supported	\$ -	\$ -	\$ -	\$ 2	\$ 4
General - Self Supported	77	86	97	86	41
Utilities	517	520	576	456	509
Total Debenture Debt per Capita	\$ 594	\$ 606	\$ 673	\$ 544	\$ 554
Mill Rate Supported Debenture Debt:					
Annual Debt Charges	\$ -	\$ -	\$ 190	\$ 121	\$ 448
% of Gross General Revenue	0%	0%	0%	0%	0%
% of Gross General Expenditures	0%	0%	0%	0%	0%
Debt Limit:					
Total Debt Limit	\$ 384,921	\$ 363,723	\$ 316,365	\$ 272,837	\$ 251,891
Total Debt (above)	49,886	49,529	52,927	41,983	40,272
Debt Limit Unused	\$ 335,035	\$ 314,194	\$ 263,438	\$ 230,854	\$ 211,619





SUMMARY OF GENERAL FUND BUDGET CHANGES

The following schedule shows changes in taxation supported budget allocations from the previous year. Since each amount represents a change from the previous year, all three columns added together represent the total change in annual budget over the three-year budget term.

	Total Increase from 2008 to 2011	Average Increase per Year	
Community Growth			
	\$000's		
New Parkland & Amenities (The Crossings, Sherring Sportsfields, West Highlands, SunRidge, Southgate, etc.)	677	226	<i>"Population increased 8.52% over last 3 years"</i>
Infrastructure Maintenance (Traffic signal maintenance, street sweeping, road right of way, lane marking, storm sewer maintenance, community lighting)	1,100	367	
Emergency Services (Additional police officers, fire inspections & administration)	960	320	<i>"Community growth drives the need for infrastructure maintenance and demand for services"</i>
Transit (Ridership and route growth, inventory management)	650	217	
Planning, Development & Inspection	390	130	
Staff Recruitment	215	72	
Other	727	242	<i>"Maintenance of existing assets is one of City Council's high priorities. Maintenance of current assets takes a higher priority than building new assets."</i>
	4,719	1,573	
Lifecycle (Preventative Maintenance)			
City Buildings	1,316	439	
Paved Lanes	215	72	
Equipment (software, Transit, Police)	450	150	
	1,981	660	
External Drivers & Structural Budget Changes			
Fuel Prices (to \$1.40/litre by 2011)	814	271	<i>"External drivers are budget pressures imposed on the City of Lethbridge that are largely out of its control"</i>
Utilities for City Facilities and Community Lighting	1,332	444	
Structural Budget Problems from 2006-2008 (Community Lighting, Snow Removal, Transit)	929	310	
Senior Government Agencies (Urban Parks grant reduction, FCSS matching)	476	159	
	3,551	1,184	
Previously Approved Decisions			
Westside Library (increase to full year operations)	540	180	
Pay-As-You-Go (July 9, 2007 resolution)	375	125	
Sustaining Emergency Responsiveness	308	103	
Towards a Sustainable Future (e-business, communications)	175	58	<i>"The largest single pressure is from inflation - a total of \$13.157M estimated over the 3 yr period"</i>
	1,398	466	
Inflation			
Operating Costs (Wages, Supplies, Contracts)	13,157	4,386	
Contingent Funding			
For 2010 and 2011	1,000	333	<i>"Contingent funding is for an unforeseen event, it is <u>not</u> a spending allowance. The only allocations should be in the spring before setting the mill rate"</i>
Total Expenditure Increases	25,806	8,602	

SUMMARY OF GENERAL FUND BUDGET CHANGES

Additional Revenue Generation

	Total Increase from 2008 to 2011	Average Increase per Year
Assessment Growth	5,700	1,900
Frontage Maintenance Levy (Increasing from \$1.80 in 2008 to \$2.05 per front foot by 2011)	472	157
Permits, Licenses, User Fees (Volume and rate increases)	3,190	1,063
Grant - MSI Operating	1,180	393
Other Grants (capital maintenance items from new grants)	1,347	449
Other (EMS contract, Utility transfers)	1,800	600
Municipal Rate Stabilization Reserve Transfer to relief of taxation	3,100	1,033
Total Additional Revenue Generation	16,789	5,596

City Council Approved Tax Supported Initiatives

	2009	2010	2011
N-1 Corp. Init. - Festive Lighting	-	-	15.0
N-3 Transportation - Welcome to Lethbridge Signage	-	4.0	4.0
N-7 Library - Scheduling Software	-	4.0	4.0
N-10 EDL - Business Cluster Directory & Online Industrial Park Mapping	-	12.3	12.3
N-14 Fire & EMS - Hazardous Material & Environmental Release Mitigation	-	55.0	55.0
N-15 Fire & EMS - Sustaining Live Fire Training	-	1.7	1.7
N-36 IS Parks - Ongoing Graffiti Abatement Program	60.0	60.0	60.0
N-37 IS Parks - Rotating Park Security	25.0	25.0	25.0
N-38 IS Parks - Enhanced Tree Planting	30.0	60.0	90.0
N-39 Transportation - Funding of Parking Administration	114.0	114.0	114.0
N-40 Transit - Seniors Transport. "Go Friendly Shuttle"	82.0	82.0	82.0
N-41 Transit - Service Standard Implementation	113.0	349.0	416.0
N-42 Transit - Access-A-Ride Service Expansion	67.5	67.5	67.5
N-43 Recreation & Culture - Sport Council	85.0	105.0	110.0
N-44 EDL - Convention & Event Coordinator Position	27.7	29.1	30.5
N-47 Library - IT Coordinator	90.0	90.0	90.0
N-48 Galt Museum - Administrative Assistant	57.0	57.0	57.0
N-49 Galt Museum - Programmer-Education	67.0	67.0	67.0
N-51 Allied Arts Council - Communications Manager Position	35.0	35.0	35.0
N-53.1 Police - Initiatives	389.0	941.8	1,299.3
N-70 Parks Unmetered Water	111.0	111.0	111.0
Total Council Approved Initiatives	1,353	2,270	2,746

Summary

Total Expenditure Increases	25,806	8,602	
City Council Approved Tax Supported Initiatives	2,746	915	
Total Additional Revenue Generation	(16,789)	(5,596)	
Budget Shortfall	11,763	3,921	
Average % Increase on Municipal Tax Bill		4.85%	
Annual % Increase on Municipal Tax Bill	4.85%	4.84%	4.88%
Impact on \$278,000 Residence per year	\$ 74.76	\$ 78.36	\$ 82.56

SUMMARY OF OTHER CITY COUNCIL DECISIONS

One-time Allocations

	2009	2010	2011
	\$	\$	\$
<u>In Base Budget:</u>			
<u>Additional Approved by City Council:</u>			
N-1 Corp. Init. - Festive Lighting	50,000	50,000	35,000
N-2 IS Parks Mgmt - Private Tree Inventory	-	35,000	35,000
N-3 Transportation - Welcome to Lethbridge Signage	160,000	-	-
N-4 Southern Alberta Art Gallery - Fund Development	55,000	58,000	61,000
N-5 Library - Plan of Service-Online Services Enhancement & Development	38,300	40,100	-
N-6 Library - Plan of Service-Outreach	45,000	65,000	-
N-7 Library - Scheduling Software	42,600	-	-
N-8 EDL - Labour Force Initiative Continuation	30,000	30,000	30,000
N-9 EDL - Technology Transition Facility (Technology Incubator)	30,000	30,000	30,000
N-10 EDL - Business Cluster Directory & Online Industrial Park Mapping	10,000	40,000	-
N-12 EDL - Lethbridge Awareness Campaign	150,000	-	-
N-45 Library - Communications & Fund Development Coordinator	-	45,000	45,000
N-52 Kiwanis - Music and Speech Arts Festival Support	5,000	5,000	5,000
N-53.1 Police - Initiatives	104,800	280,700	71,300
N-65 Support to Seniors Operations	100,000	100,000	-
N-74 2010 Olympics Torch Relay	70,000	-	-
 Total Approved	 890,700	 778,800	 312,300

Other Funding Sources

	<u>Funding</u>	2009	2010	2011
		\$	\$	\$
<u>Approved by City Council:</u>				
N-10 EDL - Bsnss Cluster Directory & Online Industrial Park Mapping	Utilities, Fleet & Land	-	7,700	7,700
N-13 ENMAX - Event Marketing & Sales Coordinator	Additional Revenue	-	-	78,200
N-14 Fire & EMS - Hzrds Material & Envmtl Release Mitigation	Grant	250,000	-	-
N-15 Fire & EMS - Sustaining Live Fire Training	Grant	600,000	-	-
N-16 Fleet Services - Programmer / Scheduler	Fleet	91,200	91,200	91,200
N-17 Fleet Services - Utility II worker (10 month term)	Fleet	49,600	49,600	49,600
N-18 Transportation - Community Lighting-Power Reduction	Comm. Lighting Reserve	150,000	-	-
N-19 Electric - AM/FM Support Employee	Electric Utility	63,600	65,800	69,700
N-20 Electric - Data Technician	Electric Utility	109,500	115,500	124,200
N-21 Electric - Safety/Trades Trainer	Electric Utility	114,700	121,000	130,100
N-22 Electric - System Patroller/Maintenance Planner	Electric Utility	114,700	121,000	130,100
N-23 US - Utility Systems & Billing Manager	Utilities/Admin Fee	102,300	102,300	102,300
N-24 US - Customer Care & Collections Additional Staff	Late Payment Penalty	74,000	74,000	74,000
N-25 Landfill - Footprint Expansion Approval Process	Landfill Surplus	100,000	150,000	-
N-26 Landfill - Composting Pad Construction	Landfill Op. & Surplus	160,000	10,000	10,000
N-27 Landfill - Waste & Recycling Engineer	Landfill Operations	100,000	100,000	100,000
N-29 Wastewater - Public Ops. Training Programmer	Utility Operations & Fleet	83,600	83,600	83,600
N-30 Wastewater - Truck Drive/Machine Operator	Water/Wastewater	56,300	56,300	56,300
N-31 Wastewater - Lift Station Coordinator	Wastewater Operations	112,000	82,000	82,000
N-32 Water - Purchase of a 2-ton Van	Water Operations	87,000	12,000	12,000
N-33 Water - Vehicle Replacement	Water Operations	-	32,500	3,300
N-34 Downtown BRZ - Building Rehabilitation - Mainstreet Program	Dwntwn Rdlvpmnt Fund	37,500	75,000	75,000
N-35 Downtown BRZ - Revitalization Zone Coordinator	Dwntwn Rdlvpmnt Fund	12,000	24,000	-
N-37 IS Parks - Rotating Park Security	Dwntwn Rdlvpmnt Fund	27,400	27,400	27,400
N-44 EDL - Convention & Event Coordinator Position	Utilities, Fleet & Land	17,300	18,200	19,100
N-64 Facility Services - Corporate Security Program	WCB Special Dividends	70,000	80,000	80,000
N-66 Transit - Shelter & Bench Sanitation	Dwntwn Rdlvpmnt Fund	21,900	21,900	21,900
N-67 Parking - Upgrade Parking Meters	Dwntwn Rdlvpmnt Fund	90,000	-	-
		2,694,600	1,521,000	1,427,700

All References beginning with an "N" can be found in Appendix D

Direction Approved By City Council:

Administration be requested to review the significant financial polices such as Pay-As-You-Go, Internal borrowing, one-time allocations, etc. and report back to Finance Committee over the next six months.

The funding of the Lethbridge Symphony Association be amended to reflect its allocation status to the Grant category beginning in 2012.



HIGHLIGHTED BUDGET ITEMS

1. One-time allocation in 2010 from MRSR of \$45,000 to fund museum/archives storage units.
2. \$25,000/yr for Safety initiatives has been included in the base budget funded from WCB rebates (the rebates will vary year to year).
3. Increase of \$3,100,000/yr (by 2011) in the annual transfer from the MRSR to the General Operations.
4. The frontage maintenance levy has been increased from \$1.80 per front foot in 2008 to \$2.00 in 2009, then to \$2.05 for 2010/2011.
5. The City Solicitor's department charges \$350 for each land transfer and for each capital works/utility related tender/request for proposal to fund additional legal services.
6. 2009 includes \$150,000 from Insurance Reserve for replacement of insurance claims data base program.
7. The City is expecting to receive \$80,000/yr from the Province which will be transferred to the Sport Development Committee.
8. Family and Community Support Services (FCSS) allocations are consistent with recommendations of the Community and Social Development Committee. However FCSS grants are over-allocated by \$92,000 in 2011.
9. Weaning off the Urban Parks grant at a rate of \$150,000/yr in preparation for the end of the Provincial Urban Parks grant in 2012.
10. Four paramedics and one deputy chief have been included in the base budget funded from the anticipated fee for service from Alberta Health for ambulance operations.
11. \$30,000 included in 2009 for address data base development for census funded from Corporate System Development.
12. \$65,000 included in 2009 for online recruiting software funded from Corporate System Development.
13. Major Capital Projects Reserve (MCPR) allocations: **A)**\$295,000 per year to fund police technology.
14. Municipal Sustainability Initiative (MSI) Grant: **A)**\$1,180,000 by 2011 to partially offset increased cost of utilities for city facilities. **B)**\$473,000/yr to fund city 25% share of bridge capital and arterial road program.
15. New Deal for Cities and Communities (NDCC) Grant:**A)**\$500,000/yr allocated to facility life cycle management (energy efficiency).
16. Alberta Municipal Infrastructure Program (AMIP) Grant: **A)** \$482,000 in 2010 allocated to the purchase of a fire pumper truck. **B)** \$838,300/yr allocated to the annual stormwater capital program.
17. GST rebate (\$1,000,000/year) continues to fund: **A)** Community Asset Management Program \$261,000/yr **B)** Facility Life Cycle Management \$250,000/yr **C)** Community Capital Grant Program \$450,000/yr.

HIGHLIGHTED BUDGET ITEMS

18. Funding for Council's Strategic Priorities:

A) Affordable Housing

- \$150,000/yr
- \$252,000/yr rent subsidy
- \$ 7.2 million in government grants

B) Environmental Policy & Plan

- Approximately \$140,000/yr available

C) Communication Strategy & Plan

- \$80,000/yr

D) E-Business

- One time funding of \$492,500 (Carry forward from prior years)
- \$125,000/yr ongoing

E) Downtown Revitalization (and Heart of the City)

- \$500,000/yr
- Various CIP allocations

F) Growth Management

- \$750,000 project approved under NDCC grant

G) Intermunicipal Planning

19. Urban Reserve Funding:

	2009	2010	2011
a. Replacement of large play apparatus. We try to use these funds to leverage contributions for community groups and grants.	139,000	142,200	159,200
b. Various Urban Parks Maintenance and improvement projects.	200,000	200,000	200,000
	339,200	349,200	359,200

20. Previous Budget Cycle (BAU) Funding:

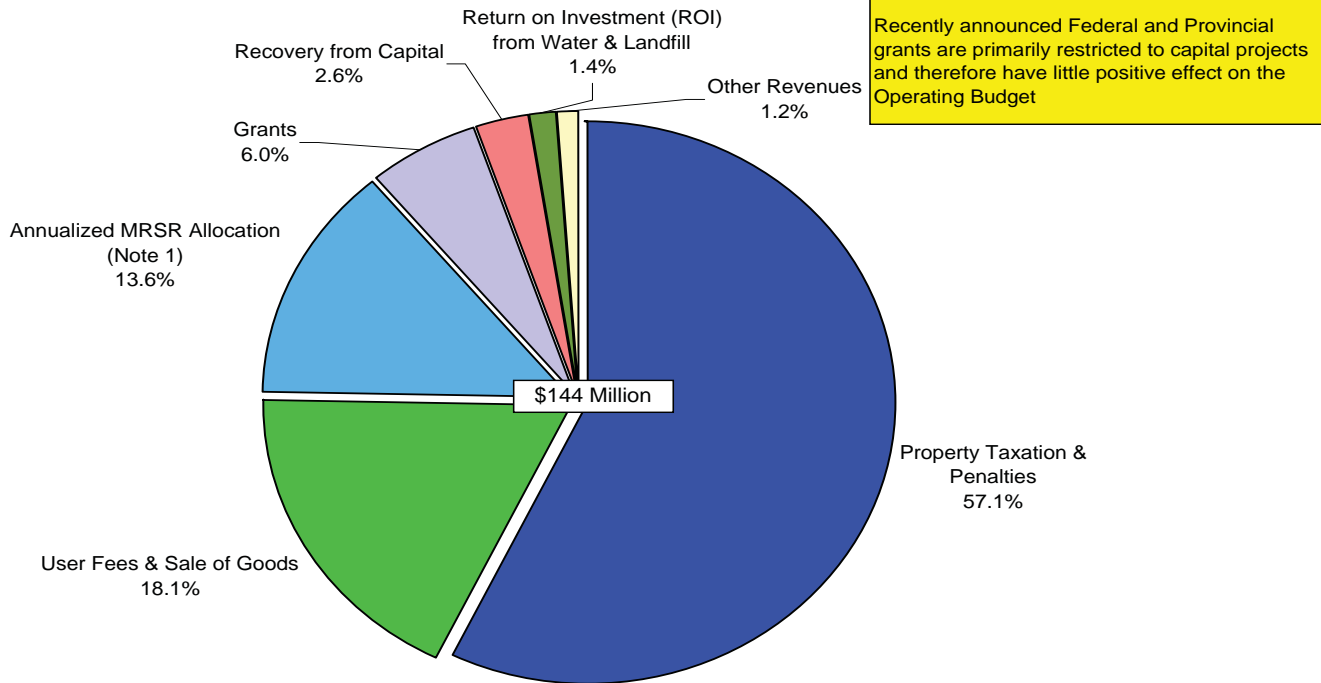
	2009	2010	2011
a. Overlap for succession for Taxation/Assessment staff	68,000	61,000	-
b. Continuation of AUMA Asset Program	45,600	45,600	45,600
c. Training & development-continuation	65,000	65,000	65,000
d. Time & Labour term-continuation	34,600	36,300	38,100
e. Succession for electrical inspector	90,000	91,000	92,000
f. Helen Schuler Centre special projects	60,6000	50,500	25,000
g. transit-training	11,000	11,000	11,000
h. Museum/archives succession planning	-	-	60,800
i. PCSS call taker/dispatcher	85,000	90,000	95,000
j. Regulatory Services vehicles	72,800	-	-
	532,400	450,400	432,500

HIGHLIGHTED BUDGET ITEMS

21. Land Operations funding:	2009	2010	2011
a. In lieu of taxes on city owned land	319,700	326,100	332,700
b. Weed & pest control of City owned land	58,600	58,600	58,600
c. Land development administration	1,136,200	1,142,000	1,160,800
d. Social Housing Projects	120,000	120,000	120,000
e. Open space management/park development	100,000	100,000	100,000
f. RiverStone	83,700	84,100	84,600
g. SunRidge	102,600	103,000	103,400
h. Sherring Industrial Park	35,800	36,000	36,200
i. The Crossings	107,600	108,000	108,300
	2,064,200	2,077,800	2,104,600

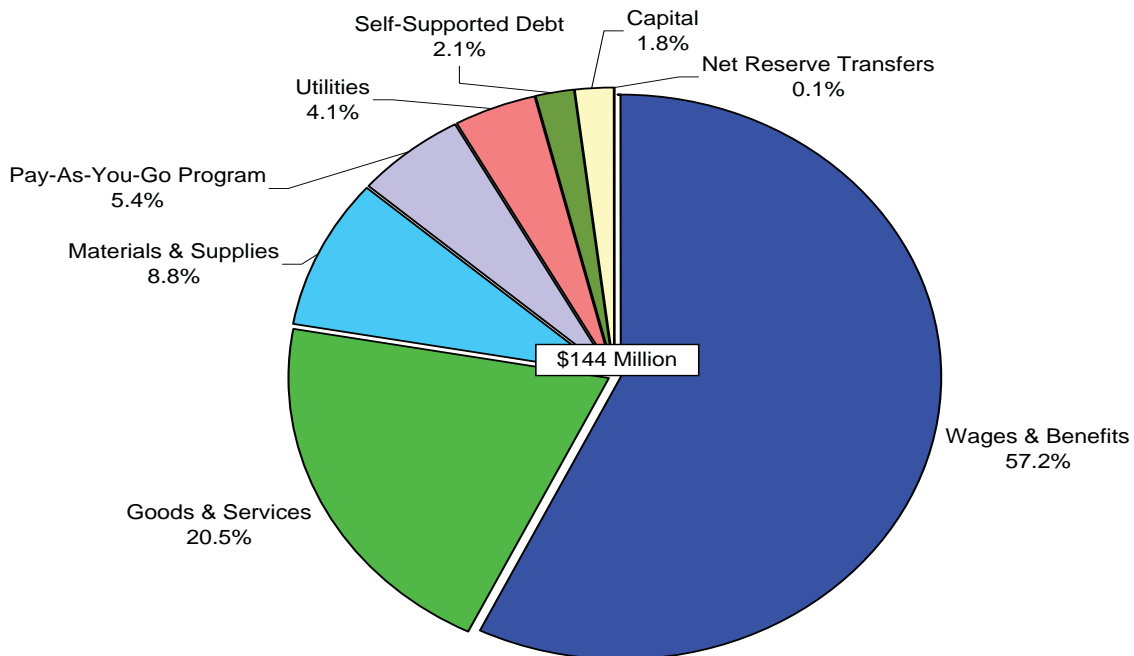


2009 General Fund Gross Revenues by Type

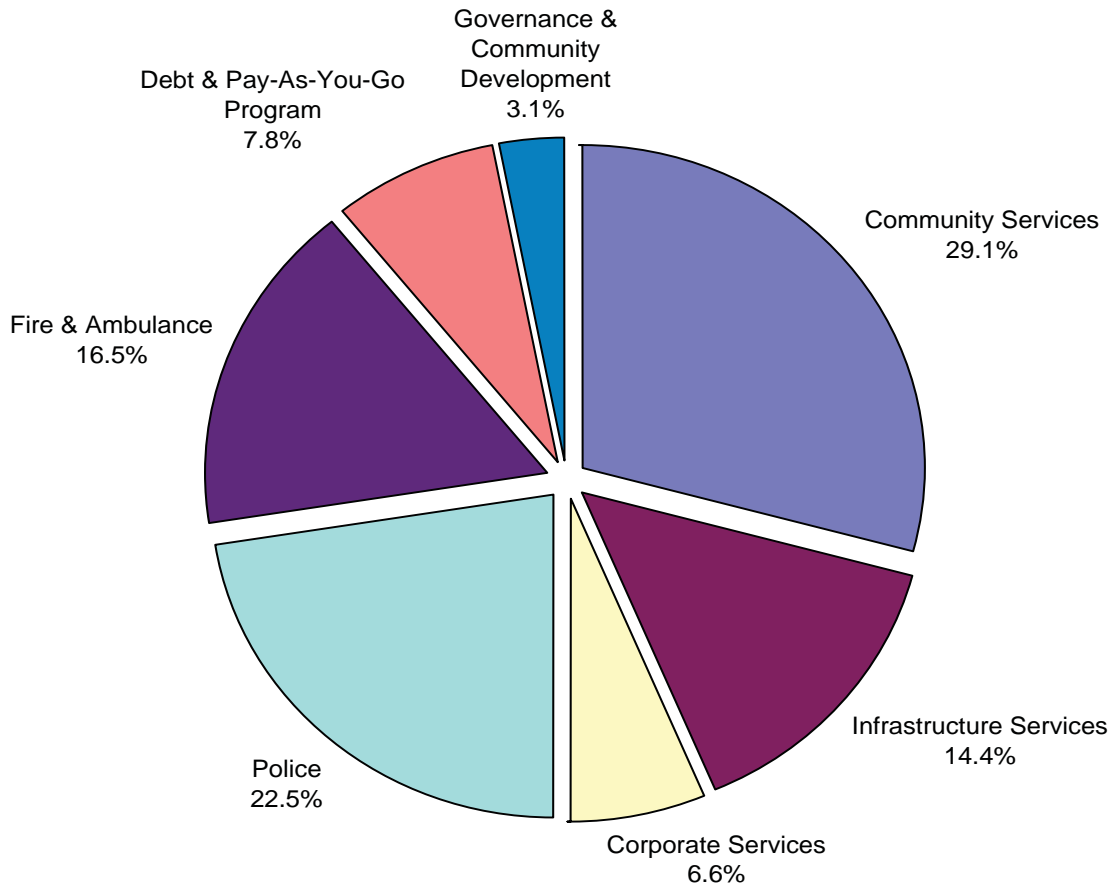


Note 1: This is an annualized amount from the Municipal Revenue Stabilization Reserve covering revenues received for investments, franchise fees, police fines, and Electric utility return on investment (ROI).

2009 General Fund Gross Expenditures by Type



2009 Allocation of Tax Dollars by Operation



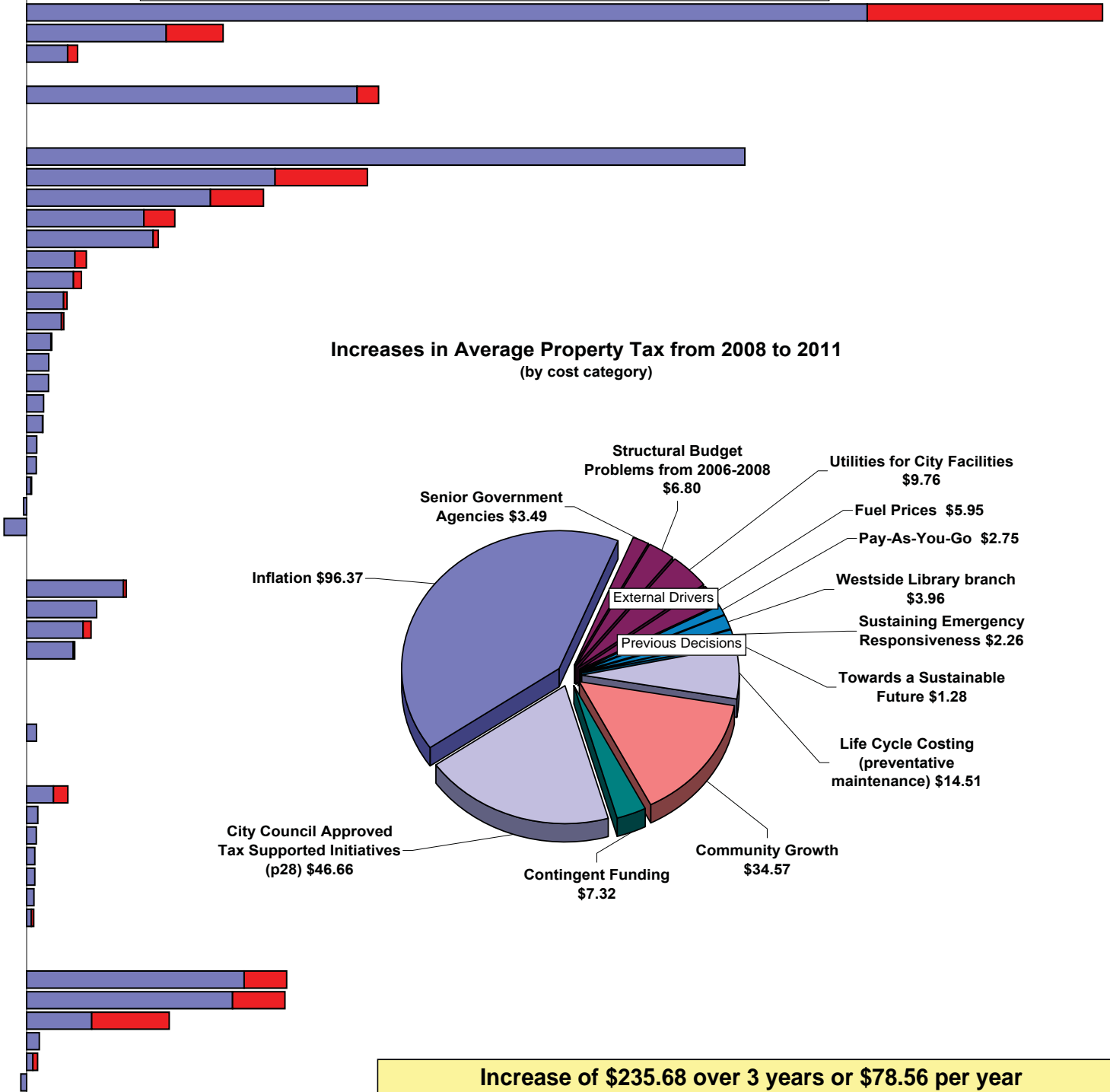
Comparison of 2008-2011 Property Taxes By Business Unit

Requisitions Collected on Behalf of:	2008	2011	3-year Variance
Education	\$ 627.72	\$ 627.72	unknown
Green Acres Foundation	26.97	26.97	unknown
City of Lethbridge			
Boards and Commissions			
Police	323.95	414.79	\$ 90.84
Public Library	53.81	75.76	21.95
Galt Museum	15.82	19.70	3.88
Capital Improvement Program Funding	127.31	135.70	8.39
Community Services			
Fire & Emergency Services	283.87	276.84	(7.03)
Transit, Handi-bus & School Bus	95.76	131.43	35.67
Facility Services	70.83	91.32	20.49
Parkland Management	45.14	57.14	12.00
Recreation & Culture	48.73	50.82	2.09
Aquatics	18.63	23.07	4.44
Arenas	18.01	21.18	3.17
ENMAX Centre	14.17	15.62	1.45
Community and Social Development	13.35	14.40	1.05
Community Services Support	9.35	9.73	0.38
Planning and Development	9.28	8.49	(0.79)
Downtown Revitalization	8.42	8.42	-
Fritz Sick Memorial Centre	6.74	6.52	(0.22)
Helen Schuler Nature Centre	6.09	6.32	0.23
Cemeteries	6.12	3.86	(2.26)
Yates Memorial Centre	3.97	3.68	(0.29)
Environmental Services	1.60	1.97	0.37
Regulatory Services	(0.15)	(1.22)	(1.07)
Building Safety & Inspection Services	2.03	(8.68)	(10.71)
Corporate Services			
Information Technology	37.28	38.46	1.18
Financial Services	29.45	26.96	(2.49)
Human Resources	21.76	24.85	3.09
Assessment & Taxation	17.94	18.61	0.67
Risk Management	0.77	0.01	(0.76)
Corporate Initiatives			
Corporate Initiatives	4.18	3.81	(0.37)
Governance & Community Development			
Economic Development & Tourism	10.32	15.96	5.64
City Manager	4.70	4.29	(0.41)
City Council	5.02	3.71	(1.31)
Mayor	3.66	3.13	(0.53)
City Clerk	7.62	3.13	(4.49)
City Solicitor	3.28	2.79	(0.49)
Corporate Communications	1.80	2.80	1.00
Infrastructure Services			
Parks Maintenance	83.84	100.26	16.42
Transportation (Streets & Roads)	79.31	99.65	20.34
Community Lighting	25.01	55.00	29.99
Storm Sewer Maintenance	22.67	4.87	(17.80)
Administration	2.35	4.31	1.96
Parking	(2.27)	(2.27)	-
	\$ 2,196.20	\$ 2,431.88	\$ 235.68

This illustration is based on an average single family residential property with a market value of \$278,000

2008 Base

Increases from 2008 to 2011



Increase of \$235.68 over 3 years or \$78.56 per year (\$6.55 per month / year) per average household.

Refer to Operating Budget Overview on page 45



C. Stewart



Electric Utility

2009-2011 Budget Overview

Utility Fund

Our Mission: Dependability

The City of Lethbridge Electric Utility provides the community access to electric energy through a well-managed, dependable system.

Our system:

Substations

- 5 major (138/13.8 KV)

Transmission

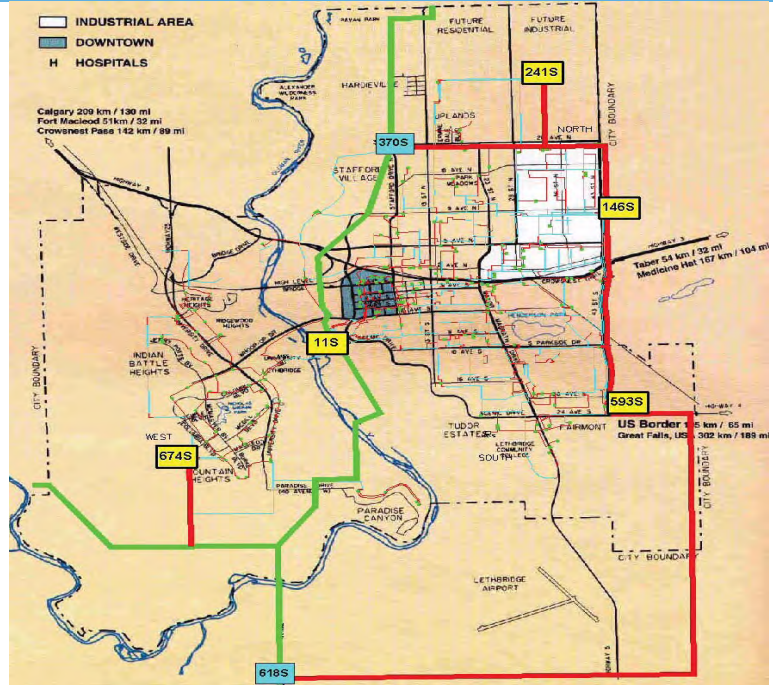
- 35 Km 138,000 volt

Distribution

- 640 km underground
- 200 km overhead
- 4100 transformers/cubicles

Support

- SCADA, Fiber, Radio, Facilities Management



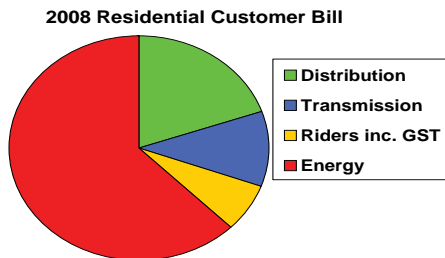
Electric Utility

2009-2011 Budget Overview

Utility Fund

Budget Highlights

- Transmission costs increase for 2009 as a new provincial rate structure is implemented.
- A new Public Works complex is planned – the increase in costs is phased in over the budget cycle.
- Energy charges for RRO Customers will continue to increase in volatility as a result of the Regulated Rate Option Regulation.
- Lifecycle costs are increasing as aging plant and new additions impact maintenance and installation costs. Material and delivery costs are increasing rapidly.
- Transmission reliability has been improved through several capital projects.
- Technology (Automated Mapping and Facilities Management, and an upgraded Supervisory Control system) continue to enhance service provision.



Impact on Rates 2009 to 2011 For the average Residential Customer (650 kwhr/month)

Monthly Charge	2008	2009	2010	2011
Distribution	\$19.24	\$20.26	21.31	22.64
Transmission	\$10.79	\$11.21	\$11.62	\$12.03
Riders inc. GST	\$ 6.80	\$6.03	\$ 7.54	\$8.12
*Energy	\$61.43	\$61.43	\$61.43	\$61.43
Total Bill	\$98.26	\$98.93	\$101.90	\$104.22
Increase		\$0.67	\$2.97	\$2.33

*Energy costs constant (at \$0.09/kwhr) for comparison purposes (not indicative of actual projected energy costs).

Water Utility

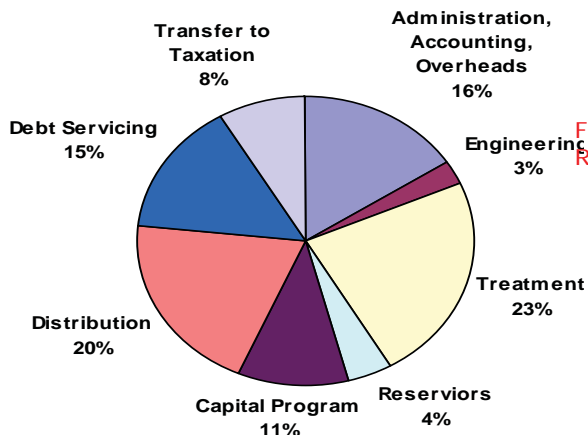
2009-2011 Budget Overview

Utility Fund

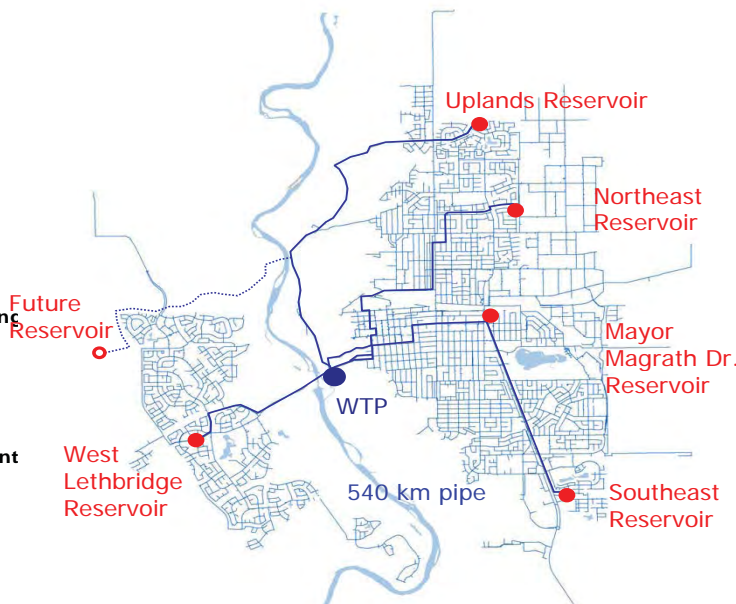
Our Mission

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

Revenue Requirement:
\$16.6 Million in 2009



Water Utility System



Water Utility

2009-2011 Budget Overview

Utility Fund

Residential Rates

	2008	2009	2010	2011
Water rate increase:				
Base Budget		5.60%	6.25%	6.25%
New Initiative		0.50%	0.25%	0.25%
Total		6.10%	6.50%	6.50%
Average monthly residential bill (25m³)	\$29.71	\$31.08	\$32.63	\$34.28

For 2009, consumption charges will be increased by \$0.055/m³

Some Budget Highlights

- Operations:** replacement of aging plant and equipment, energy costs, staffing, chemicals
- Capital:** Water main renewal program \$2.5M/year
- Debt – Capital Improvement Program:**
 - WTP Process Redundancy (2009-2011) \$5M
 - Off-Site Funded Projects
 - Storage Reservoir in West (2009/2010) \$9.5M
 - Bridge Dr. Utility Corridor (2010-2012) \$19.5M



Wastewater Utility

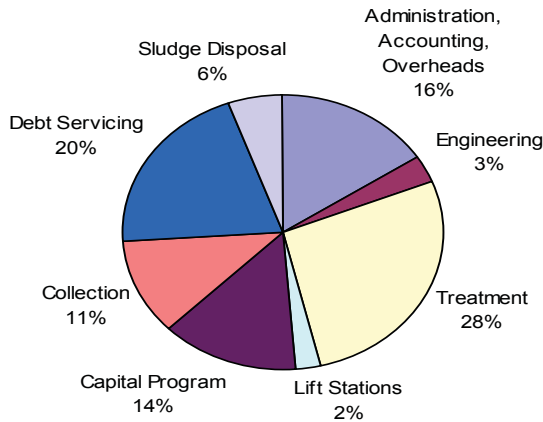
2009-2011 Budget Overview

Utility Fund

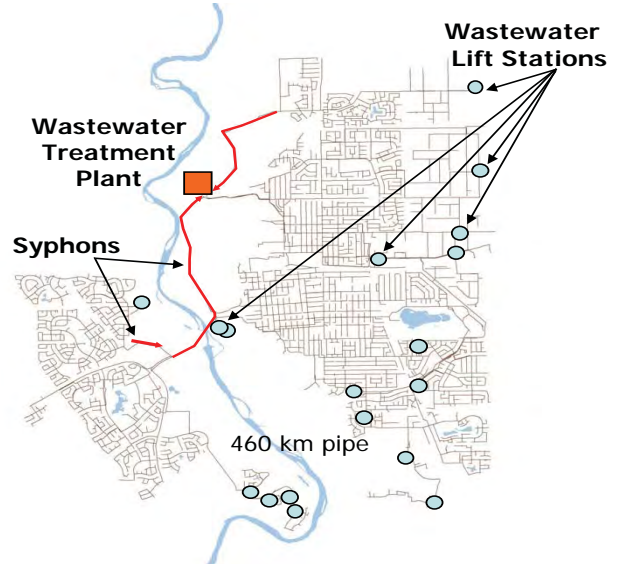
Our Mission

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

Revenue Requirement
\$13.7 M in 2009



Wastewater Utility System



Wastewater Utility

2009-2011 Budget Overview

Utility Fund

Residential Rates

	2008	2009	2010	2011
Wastewater rate increase:				
Base Budget		5.50%	5.50%	5.50%
New Initiative		0.25%	0.25%	0.25%
Total		5.75%	5.75%	5.75%
Average monthly residential bill (15m3)	\$18.89	\$19.98	\$21.13	\$22.34

Some Budget Highlights

- Operations:** replacement of aging plant and equipment, bio-solids (sludge) disposal, staff
- Capital:** Sewer Re-lining program \$1.6 M/year
No-Corrode™ service replacement \$525K/year
- Debt – Capital Improvement Program:**
 - Sanitary Relief Lines (2009–2011) \$3M
 - WWTP New Headworks (2009-2010) \$7.7M
 - WWTP Lagoon Upgrade (2008-2010) \$21.5M
 - Syphon Upgrades (2009) \$3M – 100% Off-Site funded



Recycling Services 2009-2011 Budget Overview Utility Fund

Waste Prevention Programs

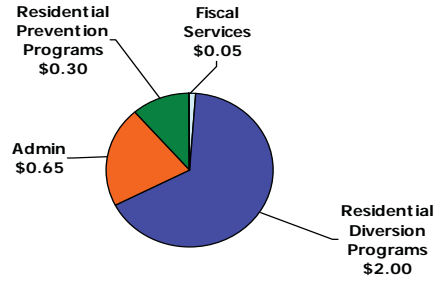
- These programs focus on eliminating the generation of waste



Waste Diversion Programs

- 30% of the residential waste stream consists of yard waste
- programs for managing yard waste (Yard Waste drop off sites & Branch Chipping programs), will be reviewed

Recycling Services (\$3.00/mo)



	2008	2009	2010	2011
Recycling Rates				
Base Budget	\$3.00	\$3.40	\$3.40	\$3.40

Waste Collection 2009-2011 Budget Overview Utility Fund

Cart Collection

- Deliver 9000 carts in spring 2009
- All residential customer will have automated collection

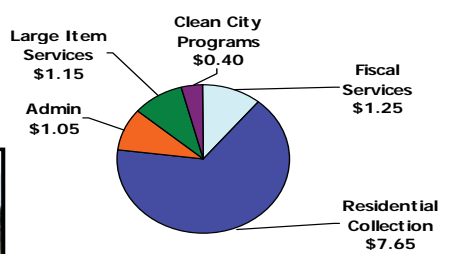


Large Item Service

- Assists residents in managing bulky household waste
- Implemented in May 2008
- Expanding service to include all condominiums and apartments in 2009



Waste Services (\$11.50/mo)



	2008	2009	2010	2011
Recycling Rates				
Base Budget	\$11.50	\$13.35	\$13.60	\$13.60

- Reduction of \$1.75/mo for the smaller cart

Landfill Operations

2009-2011 Budget Overview

Utility Fund

- Provides environmentally safe disposal for end of life materials.
- Serves the City of Lethbridge as well as surrounding communities
- The current site has 12-14 years capacity
- Initiatives at the landfill include:
 - Landfill master plan
 - Expanding site capacity
 - Landfill gas management & surface water management
 - Construction of a compost pad for organics management



Monthly Utility Charge

- 2008 - \$3.50/mo
- 2009 - \$3.50/mo
- 2010 - \$3.50/mo
- 2011 - \$3.50/mo

	2008	2009	2010	2011
Waste Disposal Rates/tonne				
Base Budget	\$41.00	\$44.00	\$47.50	\$49.50
New Initiatives		\$0.50	\$0.50	\$0.50
Total	\$41.00	\$44.50	\$48.00	\$50.00

Utility Services

2009-2011 Budget Overview

Utility Fund

Providing Utility Billing & Customer Care for all Utilities

Customer Care

- Call centre for customer enrollments and account enquiries
- Walk-in counter for bill payments & enquiries
- Credit & collections
- Billing and systems support for Utilities

Monthly Fee Per Customer

	2008	2009	2010	2011
Base Budget	\$5.90	\$5.90	\$6.00	\$6.10
New Initiatives		\$0.10	\$0.10	\$0.10
Total	\$5.90	\$6.00	\$6.10	\$6.20

Budget Highlights

Year	Annual Budget	Misc. Fees & Charges
2009	\$3.41 M	\$0.95 M
2010	\$3.53 M	\$0.97 M
2011	\$3.66 M	\$0.99 M



Hours of Operation

Mon ~ Fri 8:00 a.m. to 4:30 p.m.
Closed weekends and Statutory Holidays

Utility Customer Care

Main Floor ~ City Hall 910 – 4th Ave. S.
Lethbridge, AB T1J 0P6 Phone: (403) 320-3111 Fax: (403) 329-7359 UtilityCustomerCare@Lethbridge.ca





View of City of Lethbridge from 5th Avenue South



Operating Budget Overview: Comparison of 2011 to 2008 approved budget

		2011 Budget							
Page	Gross Expenditures	User Fees	Other Revenues and Internal Transfers	Net Subsidy From Taxation	2008 Approved Budget	Three year Change		Overview of Significant changes: Numbers in brackets () indicate decrease in taxation support: Numbers without brackets indicate increase in taxation support	
General Fund (Tax Supported)									
<u>Boards and Commissions</u>									
	52	1,359,230	184,150	5,000	1,170,080	996,500	173,580	Rolling compact storage 45k, N48 57k, N49 67k	
	54	27,215,662	1,748,700	826,200	24,640,762	20,580,700	4,060,062	Prov. & Fed. grants (391k), LPA contract & class increase 1,484k, Maintain service level 739k, Increase from other City departments 558k, N53.1 1,299k	
	56	5,333,842	348,500	484,800	4,500,542	3,519,300	981,242	Grant growth (39k), User fee increase (29k), West side branch 540k, Utility increase 32k, Vacation entitlement 80k, Chinook Arch fee increases 261k, N7 4k, N47 90k	
		33,908,734	2,281,350	1,316,000	30,311,384	25,096,500	5,214,884		
<u>Community Services</u>									
	57	578,001	-	-	578,001	560,900	17,101	Interdepartmental charges for timekeeping 8k, Wage contract obligations 6k	
	58	474,546	-	119,446	355,100	359,600	(4,500)	Clothing charities tipping fee (4.5k)	
	59	2,321,900	-	1,821,500	500,400	448,900	51,500	Administration employment funding 231k, FCSS grant allocations (182k)	
	60	1,371,020	866,500	-	504,520	539,800	(35,280)	Increase development fees (207k), Tempest software 23k, Growth to meet demand in development sector 217k, Interdept. transfer (84k), Corporate overhead recovery 16k	
	61	500,000	-	-	500,000	500,000	-	Province cease funding of Mainstreet Program 99k, Offset payment to BRZ from the City (99k)	
	62	1,946,127	2,460,600	1,000	(515,473)	(36,900)	(478,573)	Increase in building permit revenue (793k), Operating costs 46k, New software system manager and mechanical inspector 271k	
	64	1,040,216	1,112,700	-	(72,484)	(24,700)	(47,784)	Business license revenue increase (139k), Increased sterilized dog and cat control (16k), Contract services & supplies 72k, Additional staff 23k	
	66	117,270	-	-	117,270	100,750	16,520	Overhead recovery reduction 17k	
	67	5,833,817	4,607,396	298,852	927,569	862,729	64,840	Salary increase due to reclassification 36k, Building operations 277k, Revenue from ticket center expansion (101k), Ticket fee revenue increase (195k)	
	68	6,212,035	146,500	640,600	5,424,935	4,509,042	915,893	Lifecycle maintenance 450k, Lifecycle new buildings from CIP 90k, Snow removal/refrigeration/janitorial contracts 407k, Utilities increase 649k, Wages 50k, Interdept. transfers (763k), N37 52k	
	70	19,968,973	4,858,400	4,900	15,105,673	15,341,747	(236,074)	4 firefighters for growth 308k, Fire inspection growth 95k, Additional deputy chief 124k, Contract step increases 254k, Fire inspection maintenance 96k, Ambulance grant funding and incident revenue (1,645k), Fleet costs - fuel 82k, Contract increases 93k, Training 80k, Uniforms & supplies 90k, Building operations 118k, Other general consumables 12k, N14 55k, N15 2k	
	71	1,833,475	493,300	-	1,340,175	1,418,226	(78,051)	Cost recovery from E911 and Police (307k), Support maintenance & lifecycle of equipment 80k, Increased wages and dispatch 137k	
	72	3,333,754	195,800	119,200	3,018,754	2,925,200	93,554	Canada Week events 40k, Revenue increase from leisure/sports fields/picnic shelters (27k), Galt Gardens water feature savings (54k), Facility enhancements (125k), Fee for service 123k, N43 110k, N51 35k	
	74	1,376,516	6,000	-	1,370,516	1,172,001	198,515	Contract market wage adjustments 120k, Interdept. charges from Facility Services for building operations 68k	
	75	2,336,072	1,077,900	-	1,258,172	1,116,600	141,572	Admission rates increase (228k), Interdept. charge from Facility Services for building operation 134k, Wage increase in casual labor 242k	
	76	417,774	30,300	-	387,474	397,400	(9,926)	User fee increase (2k), LSCO rental agreement increase (38k), Interdept charge from Facility Services for utilities 30k	
	77	383,442	165,000	-	218,442	231,400	(12,958)	Rental revenue increase (26k), Interdept. charge from Facility Services for building operations 11k	
	78	422,764	12,000	35,554	375,210	364,899	10,311	Program revenue increase (1k), Other operating costs 11k	
	79	3,448,584	2,000	52,400	3,394,184	2,857,807	536,377	Revenue from School Boards (18k), Urban parks grant phasing 425k, Amenity Maintenance growth 42k, Lane paving local improvement 14k, Playground life cycle 74k	
	80	893,875	662,000	2,500	229,375	330,500	(101,125)	Sales of plots (202k), Staffing 76k, Facilities 27k	
	82	9,723,219	3,413,975	-	6,309,244	4,850,500	1,458,744	Service increase for City growth 378k, Frequency growth increase (30 to 15 min cycles) 171k, Replacement wages 403k, Fleet inventory management 54k, Fuel inflation 198k, Parts inflation 115k, General operating costs 144k, General maintenance costs 87k, Increase in rider fare (507k), N41 416k	
	84	2,109,981	409,500	202,200	1,498,281	1,268,500	229,781	Increase in wages from step progression 34k, Fuel inflation 22k, Parts costs 27k, Radio communications system 29k, General operating costs 6k, General maintenance costs 11k, Increase in fares revenue (36k), N40 67k, N42 68k	
	85	1,969,500	1,969,500	-	-	94,399	(94,399)	Loan repayment for buses 140k, Parts & supplies cost increase 19k, Fuel inflation 72k, Parts Inflation 21k, General maintenance costs 10k, General operating costs 86k, Recovery from schools (442k)	
		68,612,861	22,489,371	3,298,152	42,825,338	40,189,300	2,636,038		
<u>Corporate Services</u>									
	86	1,432,857	321,000	6,100	1,105,757	1,076,000	29,757	Wage adjustments and step progressions 77k, Increased membership fees and training 17k, Revenue from increased sale of tax certificates (71k)	
	88	2,218,627	-	616,900	1,601,727	1,713,016	(111,289)	Add Tenders & Warehouse staff 66k, Increase in Corp. Overhead recovery (325k), Recovery from reserves & capital (91k), Wage step increases 59k, 2009 Transfer of Mailroom Operations from IT 180k	
	90	1,561,851	1,000	84,504	1,476,347	1,338,300	138,047	Wage adjustments 127k, Training & Education 21k, Time & Labor support 108k, Overhead recoveries from utilities, fleet, and land (118k)	
	92	2,300,560	12,000	4,000	2,284,560	2,231,900	52,660	Hardware and software annual maintenance fees 221k, E-Business annual maintenance fees 65k, Database monitoring services 50k, Wage adjustments 153k, Overhead recoveries from utilities, fleet, and land (256k), 2009 Transfer of Mailroom Operations to Finance (180k)	
	94	26,500	-	25,800	700	34,700	(34,000)	Software maintenance fees 10k, Reduction of insurance premium, brokerage, insurance claims (50k), Operating expenses 6k	
		7,540,395	334,000	737,304	6,469,091	6,393,916	75,175		



Operating Budget Overview: Comparison of 2011 to 2008 approved budget

		2011 Budget							Overview of Significant changes: Numbers in brackets () indicate decrease in taxation support: Numbers without brackets indicate increase in taxation support
Page	Gross Expenditures	User Fees	Other Revenues and Internal Transfers	Net Subsidy From Taxation	2008 Approved Budget	Three year Change			
General Fund (Tax Supported)									
<u>Governance & Community Development</u>									
Mayor	96	186,155	-	-	186,155	209,687	(23,532)	Wage adjustments and reclassifications 8k, Mayor per diems 8k, Overhead recoveries from utilities, fleet, and land (42k)	
City Council	97	220,455	-	-	220,455	279,049	(58,594)	Council travel and per diems 38k, Overhead recoveries from utilities, fleet, and land (97k)	
City Clerk	98	380,986	-	195,000	185,986	386,698	(200,712)	Census operating expenses 42k, Software maintenance fee 10k, Overhead recoveries from utilities, fleet, land (263k)	
City Manager	99	254,753	-	-	254,753	291,893	(37,140)	Wage & EWS increments 27k, Training & conventions 8k, Office supplies & membership fees 11k, Overhead recoveries from utilities, fleet, and land (83k)	
City Solicitor	100	202,480	-	36,500	165,980	187,899	(21,919)	Admin assistant 27k, Increase in overhead recoveries from utilities, fleet, and land (48k)	
Economic Development	101	948,071	-	-	948,071	695,800	252,271	Economic Development Lethbridge increase 229k, Convention & Visitor Bureau 31k, Chinook Country Tourist Association cost increase for buildings, vehicles, and salary 101k, Overhead recoveries from utilities, fleet, and land (164k), N10 12k, N44 30k	
Corporate Communications	102	166,380	-	-	166,380	121,800	44,580	Council communication initiative ongoing funding 80k, Overhead recoveries from utilities, fleet, and land (35k)	
Real Estate and Land Development	103	367,502	35,000	332,502	-	-	-	Decrease in debt payments from purchase agreement closing (23k), Increase in rental income (36k), Land sale expenses 65k	
		2,726,782	35,000	564,002	2,127,780	2,172,826	(45,046)		
<u>Corporate Initiatives</u>									
Corporate Initiatives	104	226,515	-	-	226,515	243,101	(16,586)	Wage adjustments and step increases 29k, Overhead recoveries from utilities, fleet, and land (46k)	
		226,515	-	-	226,515	243,101	(16,586)		
<u>Infrastructure Services</u>									
Infrastructure Administration	106	1,221,106	592,500	372,340	256,266	168,623	87,643	Additional staff and casual position promotion 56k, Surveying/Mapping/Asset Management/Urban Construction 32k	
Community Lighting	107	3,267,100	-	-	3,267,100	1,926,900	1,340,200	Budget deficit from 2006-08 budget 839k, Increase in utilities from growth 501k, General services program increases 41k, Decrease Electric Operations for lighting maintenance (56), N1 15k	
Fleet Services	108	838,400	451,400	387,000	-	-	-	Casual position promotion 16k, Pick-up truck for garage operations 30k, Increase in fuel 1,492k, Increase recoveries from other departments (1,538k)	
Parking	109	996,500	1,131,500	-	(135,000)	(135,000)	-	Contract services for off-street parking lot maintenance 28k, Replacement of parking meters 30k, Increased revenues (58k)	
Infrastructure Services Parks Management	110	6,572,249	8,200	608,250	5,955,799	5,222,096	733,703	Turf maintenance 101k, Shrub bed maintenance 121k, Irrigation system maintenance 105k, Urban parks maintenance 54k, Dryland maintenance 83k, Urban forestry 255k, Recoveries from capital projects (78k), Frontage levy increases (68k), Revenue from schools (48k), Fuel Reduction (54k), N3 4k, N36 60k, N38 90k, N70 111k	
Storm Sewer Maintenance	112	1,127,500	-	838,300	289,200	1,084,600	(795,400)	Increase in provincial grant funding - NDCC (839k), Operating expenses 43k	
Transportation	114	12,704,711	486,100	6,298,800	5,919,811	5,010,611	909,200	Ice control and snow removal 448k, Street cleaning 145k, Increase in staffing levels due to growth 366k, Paved land maintenance 200k, Traffic operations 264k, Frontage levy revenue (405k), MSI grant funding (470k), Roadway maintenance operations 319k	
		26,727,566	2,669,700	8,504,690	15,553,176	13,277,830	2,275,346		
<u>Corporate Accounts</u>									
Employee Welfare & Security	116	99,500	-	99,500	-	-	-	Increased revenues from business unit contributions (4,008k), CPP increases 707k, EI increases 68k, Increased costs to health and dental plans 267k, LAPP increases 2,520k, SFPP increases 337k, SPP increases 178k, Decrease in Workers' Compensation premiums (134), Other benefit increases 66k	
Non-Departmental Revenues	118	13,520,672	294,700	118,800,256	(105,574,284)	(95,059,473)	(10,514,811)	Property tax assessment growth (5,700k), Property tax rate increase (11,763k), Increase allocation from the MRSR (3,100k), MSI grant (1,180k), Corporate contingency 1,000k, Utility transfers (639k), Reallocation of unused contingency 1,114k, Wages & benefits 9,639k, N39 114k	
Pay-As-You-Go Program	119	8,061,000	-	-	8,061,000	7,686,000	375,000	Council approved increase in the Pay-As-You-Go amount 375k	
		21,681,172	294,700	118,899,756	(97,513,284)	(87,373,473)	(10,139,811)		
Total General Fund		161,424,025	28,104,121	133,319,904	-	-	-		
Utility Fund (Utility Rates Supported)									
<u>Infrastructure Services</u>									
Utility Services	120	3,760,900	3,760,900	-	-	-	-	Increase in contract service costs 512k, Customer care center business expenses 102k, Late payment penalty increase (106k), Collection related fees (126k), Utility administration fee (159k), Recovery from utilities (399k), N23 102k, N24 74k	
Electric	121	62,069,604	51,748,648	10,320,956	-	-	-	IBEW wage increases 3,123k, Capital work additions and expansions 1,943k, Interdept. transfers 2,253k, Income tax on RPO revenue 150k, Transmission services 538k, Contract services & training/edu. 292k, Energy procurement and sales adj. 519k, Revenue (9,278k), N19 70k, N20 124k, N21 & N22 130k	
Waste Services	122	5,763,300	5,747,300	16,000	-	-	-	Increase in fleet rental charges 195k, Purchase of waste carts 135k, Staffing costs 490k, Adjustment in waste cart replacement fund 30k, Increased landfill disposal costs 200k, Increased debt servicing 314k, Other expenses 388k, Revenue increase (1,751k)	
Recycling Services	123	1,444,900	1,351,400	93,500	-	-	-	Increased contract costs for branch clipping program 101k, Composter truck load sale 53k, Increased contract costs for recycling depots 40k, Addition of yard waste sites 150k, Other expenses 19k, Revenue increase (363k)	
Landfill	124	8,851,100	8,851,100	-	-	-	-	Increase in contract services 720k, Increased debt servicing 1,421k, Increased allocation to closure fund 215k, Environmental management projects 50k, Increase in return on investment to taxation 298k, Overhead allocations 325k, Other expenses 183k, Revenue increase (3,185k), N26 10k, N27 100k	
Wastewater	125	15,123,830	15,123,830	-	-	-	-	Maintaining plant effluent quality 745k, Asset management 247k, Reduction in sewer main replacement (763k), Collection system maintenance 20k, Debt servicing 832k, Internal transfers less capital 1,212k, Revenue (2,515k), N29 84k, N30 56k, N31 82k	
Water	126	19,731,200	19,166,700	564,500	-	-	-	Maintaining water production and quality 1,210k, Asset management 310k, Water main renewals 340k, Water distribution system maintenance 375k, Debt servicing 700k, Internal transfers less capital 1,235k, Revenue (4,414k), ROI to General Funds 341k, N32 12k, N33 3k, N70 (111k)	
		116,744,834	105,749,878	10,994,956	-	-	-		
Total Utility Fund		116,744,834	105,749,878	10,994,956	-	-	-		
Grand Total		278,168,859	133,853,999	144,314,860	-	-	-		



OPERATING BUDGET SUMMARY

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OPERATING BUDGET SUMMARY GENERAL FUND

Tax Supported

General Fund City of Lethbridge Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Fines	16,277	23,900	11,900	11,900	11,900	(12,000)
Grants	8,725,875	5,571,000	8,586,446	7,670,346	8,333,446	2,762,446
Investment Income	10,000	10,000	10,000	10,000	10,000	-
License Fees	1,179,657	1,067,200	1,236,200	1,236,200	1,236,200	169,000
MRSR Allocation	18,712,745	19,294,300	19,648,600	20,999,000	22,449,500	3,155,200
Other Revenues	2,875,459	1,483,900	1,702,854	1,793,008	1,865,360	381,460
Penalties & Fees	429,558	390,400	390,400	409,900	430,400	40,000
Property Taxes	70,057,045	76,047,600	82,066,445	87,919,924	93,970,556	17,922,956
Recovery from Capital Projects	4,822,170	3,623,000	3,736,442	3,784,942	3,787,642	164,642
ROI from Utilities	1,789,078	1,624,200	1,972,200	2,121,700	2,262,900	638,700
Sale of Assets	278,975	198,200	198,200	198,200	198,200	-
Sales of Goods & Services	20,951,534	20,838,750	24,722,712	25,993,780	26,867,921	6,029,171
	129,848,373	130,172,450	144,282,399	152,148,900	161,424,025	31,251,575
Expenses						
Asset Purchases	7,037,254	3,156,500	4,098,664	3,416,164	3,366,264	209,764
Contingencies	-	127,800	241,800	741,800	1,241,800	1,114,000
Debt Payments	3,232,933	2,938,400	3,027,910	4,351,600	4,472,000	1,533,600
Discounts	464,946	344,800	394,400	394,400	394,400	49,600
Financial Charges	200,591	173,000	266,300	279,400	293,000	120,000
General Services	19,795,141	22,572,652	25,656,895	24,555,671	25,174,715	2,602,063
Insurance Premiums & Fees	1,401,486	2,018,600	1,687,100	1,806,900	1,974,500	(44,100)
Materials & Supplies	11,290,802	10,777,500	12,635,978	13,399,831	14,015,282	3,237,782
Pay-As-You-Go Capital	7,612,600	7,686,000	7,811,000	7,936,000	8,061,000	375,000
Reserve Transfers	3,278,553	1,605,974	(99,945)	254,413	1,153,210	(452,764)
Transfer to Other Agencies	1,801,027	1,252,900	1,611,400	1,587,900	1,491,000	238,100
Transfers to Capital	1,897,819	(873,400)	(1,499,301)	(1,848,391)	(2,572,491)	(1,699,091)
Utilities	5,220,572	4,958,900	5,958,400	6,231,700	7,179,300	2,220,400
Wages & Benefits	65,173,657	73,432,824	82,491,798	89,041,512	95,180,045	21,747,221
	128,407,381	130,172,450	144,282,399	152,148,900	161,424,025	31,251,575
Total General Fund	(1,440,992)	0	0	(0)	0	0



Fort Whoop Up

OPERATING BUDGET SUMMARY UTILITY FUND

Utility Supported

Utility Fund City of Lethbridge Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Grants	11,770	0	0	0	0	0
Other Revenues	112,745	271,500	(751,300)	78,500	93,500	(178,000)
Penalties & Fees	374,296	387,800	475,000	484,500	494,200	106,400
Recovery from Capital Projects	2,987,000	3,279,200	4,163,219	4,039,436	4,305,556	1,026,356
Sales of Goods & Services	92,644,497	83,452,700	93,811,450	98,043,149	102,488,578	19,035,878
Transmission Credits	4,391,748	4,600,000	5,187,400	6,183,900	6,595,900	1,995,900
Utility Service Admin Fee	2,311,834	2,608,300	2,548,800	2,656,100	2,767,100	158,800
	102,833,890	94,599,500	105,434,569	111,485,585	116,744,834	22,145,334
Expenses						
Asset Purchases	684,796	298,100	181,100	181,100	181,100	(117,000)
Contingencies	-	103,800	103,800	103,800	103,800	0
Debt Payments	8,521,434	7,677,400	8,025,000	10,129,600	10,802,600	3,125,200
Financial Charges	560,037	426,900	364,600	376,300	377,200	(49,700)
General Services	12,984,869	13,529,000	15,650,767	15,553,694	16,357,204	2,828,204
Insurance Premiums & Fees	-	2,000	2,000	2,000	2,000	0
Materials & Supplies	3,646,261	2,594,500	3,152,264	3,170,364	3,192,214	597,714
Reserve Transfers	9,515,401	9,928,500	11,280,210	12,648,310	13,179,010	3,250,510
ROI to General Fund	1,789,100	1,624,200	1,972,200	2,121,700	2,262,900	638,700
Transfers to Capital	5,895,671	7,691,700	7,479,982	8,326,517	8,832,029	1,140,329
Transmission Charges - System Access	9,506,990	7,859,600	9,960,000	9,960,000	9,960,000	2,100,400
Utilities	24,582,453	18,869,600	17,700,800	17,860,600	18,574,100	(295,500)
Wages & Benefits	22,617,572	23,994,200	29,561,846	31,051,600	32,920,677	8,926,477
	100,304,584	94,599,500	105,434,569	111,485,585	116,744,834	22,145,334
Total Utility Fund	(2,529,306)	0	0	0	0	(0)



OPERATING BUDGET SUMMARY

Tax Supported

Boards and Commissions Galt Museum Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Grants	35,721	-	5,000	5,000	5,000	5,000
Other Revenues	43,976	-	-	-	-	-
Sales of Goods & Services	204,856	163,950	184,150	184,150	184,150	20,200
	<u>284,553</u>	<u>163,950</u>	<u>189,150</u>	<u>189,150</u>	<u>189,150</u>	<u>25,200</u>
Expenses						
Asset Purchases	-	2,500	2,500	2,500	2,500	-
Financial Charges	2,419	1,500	3,000	3,000	3,000	1,500
General Services	147,665	136,300	146,800	146,800	146,450	10,150
Interdepartmental Transfers	56,224	46,200	56,500	56,500	56,500	10,300
Materials & Supplies	156,097	125,700	186,200	231,200	186,200	60,500
Other Personnel	18,599	26,400	26,400	26,400	26,750	350
Reserve Transfers	8,758	-	-	(45,000)	(60,800)	(60,800)
Transfers to Capital	41,443	-	-	-	-	-
Wages & Benefits	786,047	821,850	937,852	937,852	998,630	176,780
	<u>1,217,252</u>	<u>1,160,450</u>	<u>1,359,252</u>	<u>1,359,252</u>	<u>1,359,230</u>	<u>198,780</u>
Total Galt Museum	<u>932,699</u>	<u>996,500</u>	<u>1,170,102</u>	<u>1,170,102</u>	<u>1,170,080</u>	<u>173,580</u>

Analysis of Changes from 2008 to 2011

Conditional grants	Note 1	(5,000)
Project costs	Note 1	5,000
Gift Store sales and admissions	Note 2	(10,200)
Visitor programming	Note 3	(10,000)
Interdepartmental bussing costs	Note 3	10,300
Wage training costs	Note 4	61,580
Budget carryover funding for wage training costs	Note 4	(60,800)
Rolling compact storage	Note 5	45,000
Other	Note 6	13,700
N-48 Administrative Assistant		57,000
N-49 Programmer - Education		67,000
Total Change		<u><u>173,580</u></u>

Note 1: Due to the uncertainty of conditional grant funding sources, a conservative estimate was used. Any grants received are offset by the associated project costs.

Note 2: Gift store revenue and admission fees are budgeted for a growth increase of 10% from that budgeted in 2008.

Note 3: Visitor program revenue was not included in the 2008 budget. This revenue will fund the increase in bussing costs for school programming.

Note 4: Since the Archivist plans to retire at the end of 2011, a budget increase allows for eight months of overlap to train his replacement. This increase will occur only in 2011 and will be funded on a one time basis from budget carryover.

Note 5: \$45,000 per year has been included in the budget for the acquisition and maintenance of compact storage units. These storage units, used for artefacts and archival documents, are necessary to allow for future acquisitions. An additional \$45,000 has been included in 2010 only and is funded from an MRSR one-time allocation.

Note 6: The increase compiles of: marketing costs of \$5,700 to enable the budgeted increase in revenues; bank charges of \$1,500 due to the increased volume of transactions processed at the point of sales terminal through electronic funds transfer; shipping of \$2,500 based on the actual cost ratio of shipping/purchases experienced in 2007; and the ongoing need to purchase and maintain tables and chairs used for facility rentals of \$4,000.



OPERATING BUDGET SUMMARY

Tax Supported

Boards and Commissions Lethbridge Regional Police Services Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Fines	12,615	23,900	11,900	11,900	11,900	(12,000)
Grants	256,130	186,400	252,500	252,500	252,500	66,100
Other Revenues	570,639	396,000	561,800	561,800	561,800	165,800
Sales of Goods & Services	1,541,622	1,419,300	1,652,300	1,699,300	1,748,700	329,400
	<u>2,381,006</u>	<u>2,025,600</u>	<u>2,478,500</u>	<u>2,525,500</u>	<u>2,574,900</u>	<u>549,300</u>
Expenses						
Asset Purchases	8,361	34,000	-	-	-	(34,000)
Debt Payments	389,800	399,500	409,500	419,700	430,200	30,700
Financial Charges	404	-	-	-	-	-
General Services	899,776	921,400	1,052,500	1,124,200	1,138,400	217,000
Insurance Premiums & Fees	2,500	-	-	-	-	-
Interdepartmental Transfers	3,037,167	3,236,800	3,596,800	3,825,400	3,872,400	635,600
Materials & Supplies	553,105	420,900	611,700	660,400	601,800	180,900
Other Personnel	489,831	538,900	744,964	789,464	786,064	247,164
Reserve Transfers	(24,378)	-	(23,100)	(185,500)	23,900	23,900
Transfers to Capital	42,446	-	-	-	-	-
Utilities	149	-	-	-	-	-
Wages & Benefits	15,695,166	17,054,800	18,492,680	19,505,043	20,362,898	3,308,098
	<u>21,094,327</u>	<u>22,606,300</u>	<u>24,885,044</u>	<u>26,138,707</u>	<u>27,215,662</u>	<u>4,609,362</u>
Total Lethbridge Regional Police	<u>18,713,321</u>	<u>20,580,700</u>	<u>22,406,544</u>	<u>23,613,207</u>	<u>24,640,762</u>	<u>4,060,062</u>

Analysis of Changes from 2008 to 2011

Revenue growth due to provincial & federal grants and police services	Note 1	(391,100)
LPA contract increase, class increases	Note 2	1,483,700
Maintain level of service – add three members per year	Note 3	739,200
Increases from other City departments (PSCC, Fleet, Facilities, IT, etc.)	Note 4	558,500
Contracted services	Note 5	106,100
Lifecycle allocations	Note 6	83,362
Other Operating Accounts	Note 7	181,000
N-53.1 Lump sum		1,370,600
N-53.1 Lump sum funding from MRSR		(71,300)
Total Change		<u><u>4,060,062</u></u>

Note 1: Victim/Witness Services delivers services to victims and witnesses of crime or tragedy based on the philosophy that their needs shall be considered a part of the criminal justice process. Funds are expended on wages, benefits, contracted services, supplies and volunteer appreciation. The provincial government allocated additional funding; LRPS applied for an increased level of funding and received the maximum increase available.

Provincial and federal program funding increased from 3.5 FTEs to 5.75 FTEs.

Storage of seized vehicles and the sale of vehicles that are not claimed by their registered owner also contributes to revenues under Sales of Goods & Services. Vehicles are seized for various reasons from parking violations to impaired driving violations, all of which have increased resulting in more vehicles being processed through the police compound.

Other sources of revenue are generated through services such as police record checks, fingerprint services, FOIP requests and letters to insurance companies providing accident information. Increasing demands from employers for prospective employees to have up-to-date police record checks, increased volumes of immigrants requiring fingerprints for their citizenship applications and citizens requesting information through the FOIP process are factors contributing to revenue increases.

Note 2: A contractual increase of four per cent on January 1, 2009 for senior officers and Lethbridge Police Association members, and their associated benefits, contributes to the increase in wages and benefits. Current contracts expire on December 31, 2009.

OPERATING BUDGET SUMMARY

Tax Supported

Boards and Commissions Lethbridge Regional Police Services Budget Summary

Note 3: To maintain the level of service provided to the communities of Lethbridge and Coaldale, three new members per year are required, keeping the population to police officer ratio at 618 to 1. New recruits require uniforms, equipment and training. They participate in 16 weeks of intense training at the Centre for Advancement in Community Justice at Lethbridge College and spend 12 weeks with a field training officer (a police member with five or more years of experience) prior to being assigned to a Community Policing Division patrol team.

Note 4: Increases from City departments: Public Safety Communications Centre – dispatch services, Information Technology – access to corporate computer systems, Fleet Services – vehicles, fuel and maintenance of police fleet and Facility Services – utilities and building maintenance for police headquarters.

	2008 Approved	2011 Proposed	2008-2011 Change
Public Safety Communications Center	\$ 1,281,300	\$ 1,556,000	\$ 274,700
Information Technology, Corporate	\$ 22,700	\$ 35,000	\$ 12,300
Fleet Services (Includes fuel increase of 102,300)	\$ 821,000	\$ 1,061,100	\$ 240,100
Time & Labour	\$ 55,400	\$ 64,700	\$ 9,300
Vehicle Purchases (Fleet)	\$ 79,000	\$ 43,000	\$ (36,000)
Facility Services (Includes utility increase of 45,000)	\$ 520,100	\$ 578,200	\$ 58,100

Note 5: The Canadian Corp of Commissionaires is contracted to provide LRPS with members for the front counter at the police station 24/7, Police Compound six days per week, and legal document server five days per week. The Commissionaires interact with the public, release vehicles at the police compound, and serve summons and subpoenas. The Corp has experienced recruiting and staff retention issues at the rates in the current contract. To continue to be able to recruit and retain members to meet the requirements of LRPS, the Corp has advised the police service that rates will increase in each year of the 2009-2011 budget cycle.

Note 6: Recognizing there is equipment that requires replacement cyclically, the transfers to reserves will ensure funding is available to replace forensic evidence-gathering equipment, firearms, tactical equipment, Explosive Disposal Unit equipment, surveillance equipment, tracking devices and furniture, as required.

Note 7: Operating accounts throughout the budget, other than those identified above, were increased to accommodate increases from vendors, and increases to meet training needs, all of which were offset by increased revenues.



OPERATING BUDGET SUMMARY

Tax Supported

Boards and Commissions Library Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Grants	461,029	420,000	458,300	447,000	459,200	39,200
Other Revenues	22,842	3,000	25,000	55,000	25,600	22,600
Sales of Goods & Services	262,219	274,300	331,000	340,400	348,500	74,200
	746,090	697,300	814,300	842,400	833,300	136,000
Expenses						
Asset Purchases	33,936	-	-	24,000	-	-
Debt Payments	19,800	-	-	-	-	-
Financial Charges	1,808	2,600	2,000	3,300	3,300	700
General Services	758,227	1,060,100	1,376,100	1,073,100	1,162,200	102,100
Interdepartmental Transfers	134,778	139,100	161,400	181,300	201,800	62,700
Materials & Supplies	291,076	277,100	426,010	557,950	600,500	323,400
Other Personnel	33,489	30,000	65,500	51,100	52,400	22,400
Reserve Transfers	15,174	(91,200)	(126,405)	(150,097)	(45,000)	46,200
Transfers to Capital	11,458	-	425,000	425,000	-	-
Utilities	109,533	151,500	152,100	173,200	217,700	66,200
Wages & Benefits	2,310,276	2,647,400	2,656,200	2,911,860	3,140,942	493,542
	3,719,555	4,216,600	5,137,905	5,250,713	5,333,842	1,117,242
Total Library	2,973,465	3,519,300	4,323,605	4,408,313	4,500,542	981,242

Analysis of Changes from 2008 to 2011

Grant growth due to population increase	Note 1	(39,200)
20% General fee increase targeted at memberships & fines		(29,000)
West Lethbridge Library Branch - opening in 2010	Note 2	540,547
Utility increases on facilities (excluding West Lethbridge Branch)		31,600
Vacation entitlement for permanent part-time staff as per a labour/management agreement	Note 3	80,432
Chinook Arch Library fee increases	Note 4	261,200
Interdepartmental Transfers (excluding West Lethbridge Branch)		20,900
Security Services	Note 5	18,100
Other		2,663
N-7 Scheduling Software		4,000
N-45 Communications & Fund Development Coordinator		45,000
N-45 Funded from MRSR		(45,000)
N-47 IT Coordinator		90,000
Total Change		981,242

Note 1: The annual provincial grant has been calculated at \$4.29 per capita with a 2% growth rate in population. The Library Board and community continue to lobby Alberta Municipal Affairs to increase the per capita rate of funding which has remained unchanged since the mid 1990's.

Note 2: When preparing the 2006-2008 Operating Budget, we anticipated the West Library Branch would be open in the fall of 2008. The 2008 budget therefore included \$425,000 to operate that branch for half a year. The current project schedule shows the West Branch opening in 2010. Therefore the 2011 budget includes additional funding to reach the amount required to operate the West Branch for a full year. The total operating costs for the West Branch are currently estimated at \$1,020,000 per year.

Note 3: Change in vacation entitlement to the senior work force in the last collective agreement and a labour management agreement in 2008 regarding the conversion of casual staff to Permanent Part-Time staff, the Library is experiencing an increase in staff off on vacations with limited ability to staff the service desks to an appropriate level. Although service efficiencies are expected with the new Single Service Customer Service desk model, the majority of staff who work on these desks will now receive vacation entitlements and replacement coverage is required to maintain service levels.

Note 4: Chinook Arch has developed its three year operating budget and has identified an annual budget shortfall. This has resulted in increased fees charged to the Library as part of the municipal membership fee.

Note 5: This is a negotiated rate with the City of Lethbridge and the Library shares the contract rate, there was significant increase in each year of 2009, 2010 and 2011.

OPERATING BUDGET SUMMARY

Tax Supported

Community Services Community Services Support Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Expenses						
General Services	2,531	43	2,800	2,800	2,800	2,757
Interdepartmental Transfers	(13,205)	(9,300)	(4,200)	(2,800)	(1,300)	8,000
Materials & Supplies	16,894	19,000	19,500	19,500	19,500	500
Other Personnel	5,556	21,300	21,300	21,300	21,300	-
Reserve Transfers	7,867	-	-	-	-	-
Transfers to Capital	553	-	-	-	-	-
Wages & Benefits	516,000	529,857	535,701	535,701	535,701	5,844
	<u>536,196</u>	<u>560,900</u>	<u>575,101</u>	<u>576,501</u>	<u>578,001</u>	<u>17,101</u>
Total Community Services Support	536,196	560,900	575,101	576,501	578,001	17,101

Analysis of Changes from 2008 to 2011

Interdepartmental charges for timekeeping	8,000
Wage contractual obligations	5,844
Other	3,257
N-4 Southern Alberta Art Gallery Fund Development	61,000
N-4 Funded from MRSR	(61,000)
N-52 Kiwanis Music and Speech Arts Festival Support	5,000
N-52 Funded from MRSR	(5,000)
Total Change	<u>17,101</u>

Core Business Activities are:

- Liaison to Leaders and City Council
- Financial models and business strategies that produce cost effective solutions for the community
- Effective financial management solutions for Community Services Business Unit managers and leaders
- Coordination of systems and accounting functions that help the business units to be accountable for financial practices and a sound financial future

Most Significant Accomplishments During the last budget cycle are:

- Continued restructuring of Community Services with the recruitment of several business unit leaders
- Implementation of new financial and budget systems



OPERATING BUDGET SUMMARY

Tax Supported

Community Services Community and Social Development Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Grants	-	13,800	72,846	76,646	80,546	66,746
Recovery from Capital Projects	-	38,900	38,900	38,900	38,900	-
	-	52,700	111,746	115,546	119,446	66,746
Expenses						
General Services	-	150,000	150,000	150,000	150,000	-
Interdepartmental Transfers	(8,795)	(14,500)	(10,000)	(10,000)	(10,000)	4,500
Reserve Transfers	30,000	-	-	-	-	-
Transfers to Capital	-	(120,000)	(120,000)	(120,000)	(120,000)	-
Transfers to Other Agencies	295,434	344,100	335,100	335,100	335,100	(9,000)
Wages & Benefits	-	52,700	111,746	115,546	119,446	66,746
	316,639	412,300	466,846	470,646	474,546	62,246
Total Community and Social	316,639	359,600	355,100	355,100	355,100	(4,500)

Analysis of Changes from 2008 to 2011

CPEF/SHIA grant to fund 0.7 FTE	Note 1	(66,746)
0.7 FTE	Note 1	66,746
Clothing Charities Tipping Fee	Note 2	(4,500)
Total Change		(4,500)

Note 1: Additional Staff position to assist in program development for Social Policy funded from grants (\$20,000 from FCSS, \$20,000 from National Homeless Initiative, \$20,000 from Community Partnership Enhancement Fund.)

Note 2: The Clothing Charities Tipping Fee has been reduced to reflect the utilization during the previous budget cycle.



OPERATING BUDGET SUMMARY

Tax Supported

Community Services Family and Community Support Services (FCSS) Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
FCSS Grant	1,693,517	1,795,600	1,821,500	1,821,500	1,821,500	25,900
	1,693,517	1,795,600	1,821,500	1,821,500	1,821,500	25,900
Expenses						
Administration	307,824	214,900	439,252	454,752	506,052	291,152
Community Development	160,875	249,900	183,900	188,500	193,200	(56,700)
Children and Youth	184,698	236,900	247,600	253,800	259,800	22,900
Adults	81,249	81,200	109,500	113,200	117,200	36,000
Families	841,087	976,300	673,300	706,500	749,400	(226,900)
Seniors	461,153	485,300	556,800	571,800	588,300	103,000
Unallocated	-	-	81,548	18,348	(92,052)	(92,052)
	2,036,886	2,244,500	2,291,900	2,306,900	2,321,900	77,400
Total FCSS	343,369	448,900	470,400	485,400	500,400	51,500

Analysis of Changes from 2008 to 2011

City of Lethbridge match to anticipated grant increase for 2010 and 2011	Note 1	45,000
City of Lethbridge match to actual 2009 grant increase	Note 1	6,500
Total Change		51,500

Note 1: The City of Lethbridge will match the FCSS Provincial Grant funding by 20% as required by the FCSS Act and Regulations. The increases in the City portion are tax based and are allocated in anticipation of the FCSS Grant increases 2009-2011.

The grant increases are based on population increases and a funding formula used by the Government of Alberta to determine the amount of the grant on an annual basis. The City's 20% share of the increase has been budgeted at \$45,000 by 2011. Contingencies will be used should the match require more funding.

Included in Base Budget

The FCSS allocations for 2009-2011 as presented by the Community & Social Development Committee of Council were approved by City Council on Sept 29, 2008. This includes funding for 0.3 of an employee is matched by other grant funding to support a full-time position.

The provincial portion will be adjusted when funding announcements are made. Any future unallocated funds are the result of anticipated FCSS Provincial Grant increases being higher than the current approved allocations. Recommendations for using these unallocated funds will be submitted to City Council by the Community & Social Development Committee of Council on an annual basis.

Current allocations of FCSS funds for 2010 and 2011 are based on anticipated increases to the FCSS Grant. The matching funds from taxation required to match the 2009 increase is \$6,500.

OPERATING BUDGET SUMMARY

Tax Supported

Community Services Planning & Development Services Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Recovery from Capital Projects	59,177	-	-	-	-	-
Sales of Goods & Services	737,558	659,500	845,500	856,500	866,500	207,000
	<u>796,735</u>	<u>659,500</u>	<u>845,500</u>	<u>856,500</u>	<u>866,500</u>	<u>207,000</u>
Expenses						
Financial Charges	14,487	10,000	15,000	15,000	15,000	5,000
General Services	75,543	166,000	169,780	169,780	169,780	3,780
Interdepartmental Transfers	(362,899)	(415,100)	(453,400)	(475,800)	(499,200)	(84,100)
Materials & Supplies	20,769	19,800	42,600	42,600	42,600	22,800
Other Personnel	24,817	27,000	34,200	34,200	34,200	7,200
Reserve Transfers	12,474	-	-	-	-	-
Transfers to Capital	1,419	-	-	-	-	-
Wages & Benefits	1,168,525	1,391,600	1,608,640	1,608,640	1,608,640	217,040
	<u>955,135</u>	<u>1,199,300</u>	<u>1,416,820</u>	<u>1,394,420</u>	<u>1,371,020</u>	<u>171,720</u>
Total Planning & Development	<u>158,400</u>	<u>539,800</u>	<u>571,320</u>	<u>537,920</u>	<u>504,520</u>	<u>(35,280)</u>

Analysis of Changes from 2008 to 2011

Increase Development Permit Fees/Application Fees/Subdivision Fees/RPR Fees	Note 1	(207,000)
Computer Software - Tempest	Note 2	22,800
Growth - Staffing to meet demand in development sector	Note 3	217,033
Interdepartmental Transfers	Note 4	(84,100)
Other		15,987
Total Change		<u><u>(35,280)</u></u>

Note 1: Development Permit fees, Real Property Report Compliance Letter rates, and Planning and Subdivision fees will increase by 15% in 2009. Compliance letter rates have not increased since 1999. A 2% per year growth in Development Permit volumes is anticipated.

Service	Current Fee	2009	2010	2011
Outline Plan Application/Amendment	\$ 2,000	\$ 2,500	\$ 2,500	\$ 2,500
Subdivision Application	\$ 100	\$ 115	\$ 115	\$ 115
Final Endorsement Fee/Lot	\$ 150	\$ 175	\$ 175	\$ 175
Condominium Certificate (fee schedule set by Province)	\$ 40	\$ 40	\$ 40	\$ 40
Statutory Plan Application/Amendment	\$ 4,200	\$ 5,000	\$ 5,000	\$ 5,000
Road & Lane Closure	\$ 4,200	\$ 5,000	\$ 5,000	\$ 5,000
Municipal Reserve Disposal	\$ 4,200	\$ 5,000	\$ 5,000	\$ 5,000

Note 2: Tempest software upgrades will be ongoing. This software includes business licensing, centralized cash collection, permit and development tracking.

Note 3: An additional Development Permit Technician will be part of a four person specialist team (two Development Permit Technicians and two Building Permit Technicians) taking a holistic, seamless approach to meeting customer needs. The Development Permit Technicians will be authorized to make on-the-spot development decisions. The team's aim would be same day issuance of building permits for compliant houses and same day issuance of business licenses for Type A Home Occupations. This service model maximizes the usefulness of the new Prospero permitting system. An additional Development Officer is required in order to meet increased demands created by city wide growth. The aim is to restore previous levels of services for permit accuracy and timeliness. An additional Planning Technician will manage the processing time for Land Use Bylaw amendments and update records that inform the public of these changes. Market value wage adjustments have also been included.

Note 4: The corporate overhead recovery from non-tax supported business units have increased due to using a higher allocation rate than in 2008.

OPERATING BUDGET SUMMARY

Tax Supported

Community Services Downtown Revitalization Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Grants	80,444	99,000	99,000	-	-	(99,000)
Other Revenues	1,500	-	-	-	-	-
	81,944	99,000	99,000	-	-	(99,000)
Expenses						
Asset Purchases	54,000	-	-	-	-	-
General Services	270,175	364,300	279,600	230,100	254,100	(110,200)
Interdepartmental Transfers	11,239	-	29,000	29,000	29,000	29,000
Materials & Supplies	31,474	-	3,200	3,200	3,200	3,200
Other Personnel	2,456	-	3,045	3,045	3,045	3,045
Reserve Transfers	81,075	1,000	1,000	1,000	1,000	-
Transfers to Capital	7,237	-	-	-	-	-
Transfers to Other Agencies	114,444	133,000	182,500	133,000	109,000	(24,000)
Utilities	84	-	-	-	-	-
Wages & Benefits	9,759	100,700	100,655	100,655	100,655	(45)
	581,943	599,000	599,000	500,000	500,000	(99,000)
Total Downtown Revitalization	499,999	500,000	500,000	500,000	500,000	-

Analysis of Changes from 2008 to 2011

N-34 Building Rehabilitation-Mainstreet Program Replacement Funds	75,000
N-34 Funded from Downtown Redevelopment Fund	(75,000)
N-37 Rotating Park Security	27,400
N-37 Funded from the Downtown Redevelopment Fund	(27,400)
N-66 Shelter & Bench Sanitation	21,900
N-66 Funded from the Downtown Redevelopment Fund	(21,900)
Total Change	-

Included in Base Budget

In 2009, the Province will cease funding of the Mainstreet Program (99,000) and so an offset payment to BRZ from the City of Lethbridge will also cease (99,000). The three New Initiatives (N-34, N-35 and N-37) will see funding for the Mainstreet Program reinstated within the City's \$500,000/year allocation.



Rotary Centennial Water Feature

OPERATING BUDGET SUMMARY

Tax Supported

Community Services Building Safety & Inspection Services Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Grants	305	6,000	1,000	1,000	1,000	(5,000)
Recovery from Capital Projects	57,394	-	-	-	-	-
Sales of Goods & Services	2,251,520	1,663,100	2,460,600	2,460,600	2,460,600	797,500
	<u>2,309,219</u>	<u>1,669,100</u>	<u>2,461,600</u>	<u>2,461,600</u>	<u>2,461,600</u>	<u>792,500</u>
Expenses						
Financial Charges	9,613	5,000	10,000	10,000	10,000	5,000
General Services	14,392	13,700	31,350	31,350	31,350	17,650
Interdepartmental Transfers	88,893	76,700	63,000	63,200	64,200	(12,500)
Materials & Supplies	28,234	16,900	26,900	28,900	30,900	14,000
Other Personnel	82,969	90,000	109,700	104,700	104,700	14,700
Reserve Transfers	(117,864)	(4,800)	(90,000)	(91,000)	(92,000)	(87,200)
Transfers to Capital	202,666	-	-	-	-	-
Wages & Benefits	1,377,500	1,434,700	1,739,562	1,752,377	1,796,977	362,277
	<u>1,686,403</u>	<u>1,632,200</u>	<u>1,890,512</u>	<u>1,899,527</u>	<u>1,946,127</u>	<u>313,927</u>
Total Building Safety & Inspection	<u>(622,816)</u>	<u>(36,900)</u>	<u>(571,088)</u>	<u>(562,073)</u>	<u>(515,473)</u>	<u>(478,573)</u>

Analysis of Changes from 2008 to 2011

Increase in Building Permit Revenue	Note 1	(792,500)
Operating costs	Note 2	46,400
Inspectors and Prospero System Manager	Note 3	270,277
Interdepartmental Transfers	Note 4	(12,500)
Other		9,750
Total Change		<u><u>(478,573)</u></u>

Note 1: The forecasted increase in revenue is a result of a 10% increase in rates (\$223,000) and an increase in the volume of both residential and commercial construction activity (\$574,500). The grant from CMHC is for Residential Rehabilitation Assistance Program administration and the reduction of \$5,000 is based on actuals.

Note 2: All inspectors currently use computer software called "Field Pro", which is wireless technology and allows inspectors to print and distribute building inspections/notices on site. Operating costs are \$16,400, new Provincial Code Books and supplies are \$14,000, and training and car allowances are \$16,000.

Note 3: Staffing and development costs are associated with the progression of safety codes officers through more than one discipline which allows for efficiency in field work as one officer can inspect for multi-disciplines in one visit. The total cost for this is \$118,277 including market wage rate adjustments. One electrical inspector is funded through operating reserves in order to transition from two electrical inspectors to one through attrition. One mechanical inspector has been added to deal with growth: \$70,500. With the incorporation of new software, a system manager is required: \$81,500.

Note 4: The Corporate overhead recovery has decreased by \$12,500.



William Pearce Park

OPERATING BUDGET SUMMARY

Tax Supported

Community Services Regulatory Services Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Fines	3,662	-	-	-	-	-
License Fees	1,035,157	932,700	1,071,700	1,071,700	1,071,700	139,000
Other Revenues	576	-	-	-	-	-
Sales of Goods & Services	50,626	25,000	38,000	39,400	41,000	16,000
	<u>1,090,021</u>	<u>957,700</u>	<u>1,109,700</u>	<u>1,111,100</u>	<u>1,112,700</u>	<u>155,000</u>
Expenses						
Financial Charges	895	900	900	900	900	-
General Services	412,382	498,500	547,800	570,500	579,200	80,700
Interdepartmental Transfers	139,055	108,900	182,400	129,700	135,300	26,400
Materials & Supplies	40,493	39,900	53,600	53,600	53,600	13,700
Other Personnel	14,251	18,000	22,000	22,000	22,000	4,000
Reserve Transfers	(200,086)	(218,500)	(314,000)	(250,100)	(259,000)	(40,500)
Transfers to Capital	2,410	(9,000)	(9,000)	(9,000)	(9,000)	-
Transfers to Other Agencies	29,000	29,000	29,000	29,000	29,000	-
Wages & Benefits	401,192	465,300	488,216	488,216	488,216	22,916
	<u>839,592</u>	<u>933,000</u>	<u>1,000,916</u>	<u>1,034,816</u>	<u>1,040,216</u>	<u>107,216</u>
Total Regulatory Services	<u>(250,429)</u>	<u>(24,700)</u>	<u>(108,784)</u>	<u>(76,284)</u>	<u>(72,484)</u>	<u>(47,784)</u>

Analysis of Changes from 2008 to 2011

Business License Revenue	Note 1	(139,000)
Dog and Cat Control Revenue	Note 2	(16,000)
Contractual Services and Supplies	Note 3	71,500
Vehicles	Note 4	12,800
Wages and Benefits	Note 5	22,916
Total Change		<u><u>(47,784)</u></u>

Note 1: The volume increase of business licenses translates to revenue of \$39,000, and the rates will increase in 2009 12.5% which equals to \$100,000 in new revenue. (Refer to 2009 Business License Fee Increase table.)

Note 2: Revenue increases for the sales volume of sterilized dogs and cats.

Note 3: Allows for amendments to the animal shelter/control and commissionaire contracts associated with inflation pressures (market wage rates), food, cleaning supplies. Parking enforcement is funded through the off-street parking reserve. Net reduction in previous budget provision of cat by-law is \$48,500.

Note 4: By-law enforcement officers require easily identifiable vehicles. Enforcement staff will be provided City vehicles for enforcement or licensing activities. This ensures easy recognition for customers and further enhances employee safety. Two new vehicles will be purchased from operating reserves.

Note 5: Addition of 0.5 FTE to bring enforcement staff to a total of three. This is due to attrition of existing staff and workload.

OPERATING BUDGET SUMMARY

Tax Supported

Community Services Regulatory Services Budget Summary

Business License Fee Increase			
2009 Business License Bylaw fee			
2007 Budget Amount	769,500		
2007 Yearly Total	926,807		
Business Description	Current Fee	2011 License Fee	Total Revenue Projection (2009)
General License Resident	70	80	\$ 202,972
General License Non Resident	595	670	\$ 406,445
Carnivals (per day)	75	85	\$ -
Itinerant carnivals (per day)	135	150	\$ -
Circus (per day)	135	150	\$ 297
Hawker, Pedlars & Hucksters Resident	50	55	\$ 3,685
Hawker, Pedlars & Hucksters Non Resident	150	170	\$ 9,570
Home Occupation -Desk, Phone, Vehicle	265	295	\$ 369,622
Home Occupation -Music Teacher	180	200	\$ 4,752
Home Occupation- Workshop	345	385	\$ 12,903
Home Occupation- Customers, Employees	440	495	\$ 57,596
Itinerant Shows (per Location)	210	235	\$ 693
Itinerant Shows (per show)	50	55	\$ 220
Market Organizer Resident	75	85	\$ 1,072
Market Organizer Non Resident	390	440	\$ 1,287
Market Organizer Non Resident Operator	430	485	\$ 473
Market Organizer Non Resident Operator (per day)	120	135	\$ -
Transient Business	1,190	1,340	\$ 13,112
Transient Business (per day)	300	340	\$ -
Transient Business (per location)	990	1,115	\$ -
Christmas Tree Vendor (per yr per site)	50	55	\$ 110
Christmas Tree Vendor (per yr per site) Rel/comm	30	35	\$ -
Videotape Store	70	80	\$ -
Adult Video Tape Store	1,190	1,340	\$ 3,927
Deliver/Courier Parking Permit First Vehicle	200	225	\$ -
Escorts	2,375	2,670	\$ 7,838



OPERATING BUDGET SUMMARY

Tax Supported

Community Services Environmental Services Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Grants	4,096	-	-	-	-	-
Other Revenues	9,876	-	-	-	-	-
	13,972	-	-	-	-	-
Expenses						
Financial Charges	7,700	-	-	-	-	-
General Services	40,663	38,500	38,500	38,500	38,500	-
Interdepartmental Transfers	(92,237)	(122,100)	(99,100)	(102,200)	(105,600)	16,500
Materials & Supplies	9,246	22,200	22,200	22,200	22,200	-
Other Personnel	14,298	9,000	9,000	9,000	9,000	-
Reserve Transfers	(21,707)	-	-	-	-	-
Transfers to Capital	734	-	-	-	-	-
Wages & Benefits	158,544	153,150	153,170	153,170	153,170	20
	117,241	100,750	123,770	120,670	117,270	16,520
Total Environmental Services	103,269	100,750	123,770	120,670	117,270	16,520

Environmental Services is under review pending the Environmental Policy and Plan initiative of City Council. The unallocated portion of this budget is \$140,000 annually.



OPERATING BUDGET SUMMARY

Tax Supported

Community Services ENMAX Centre Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
License Fees	144,500	134,500	164,500	164,500	164,500	30,000
Other Revenues	214,073	59,800	205,400	212,900	298,852	239,052
Sales of Goods & Services	3,784,358	3,674,500	4,151,646	4,292,246	4,442,896	768,396
	<u>4,142,931</u>	<u>3,868,800</u>	<u>4,521,546</u>	<u>4,669,646</u>	<u>4,906,248</u>	<u>1,037,448</u>
Expenses						
Asset Purchases	31,606	-	-	-	-	-
Financial Charges	69,353	32,500	92,100	99,200	108,000	75,500
General Services	2,069,275	2,444,000	2,161,750	2,237,700	2,332,450	(111,550)
Interdepartmental Transfers	120,955	68,800	109,500	110,600	111,800	43,000
Materials & Supplies	700,519	517,700	656,700	690,250	733,950	216,250
Other Personnel	30,147	40,100	49,900	54,200	63,800	23,700
Reserve Transfers	(155,734)	10,000	20,000	20,000	20,000	10,000
Transfers to Capital	91,908	-	235,200	240,600	246,200	246,200
Transfers to Other Agencies	106,582	55,000	100,000	100,000	100,000	45,000
Utilities	248,697	236,200	291,000	315,000	381,900	145,700
Wages & Benefits	1,560,102	1,327,229	1,667,385	1,662,749	1,735,717	408,488
	<u>4,873,410</u>	<u>4,731,529</u>	<u>5,383,535</u>	<u>5,530,299</u>	<u>5,833,817</u>	<u>1,102,288</u>
Total ENMAX Centre	<u>730,479</u>	<u>862,729</u>	<u>861,989</u>	<u>860,653</u>	<u>927,569</u>	<u>64,840</u>

Analysis of Changes from 2008 to 2011

ENMAX – General	Note 1	36,200
Building Operations	Note 2	277,100
Marketing	Note 3	4,916
Ticket Centre	Note 4	(100,700)
Events	Note 5	(195,152)
Other		42,476
N-13 Event Marketing and Sales Coordinator		78,200
N-13 Funded from Additional Revenues Generated		(78,200)
Total Change		<u><u>64,840</u></u>

Assumptions: It is anticipated that the event activity will remain constant as compared to 2006-08 (90–110 events per year). However, due to the expansion and renovation project, the ENMAX Centre will be closed during the months of May to September of 2009, 2010 and 2011. The operating surplus of 2008 will be carried forward should there be any operating deficits due to the closures.

Note 1: Salary increases due to reclassifications: \$20,000; other items increased due to inflation (training & education, staff recognition, courier service, supplies, computer hardware & equipment): \$16,200.

Note 2: This core business activity provides the base to building operations; due to price increases and expansion of the building, our utility costs increase by \$149,800; general supplies increased by \$22,700 due to inflation; interdepartmental rates have increased by \$24,500; contracted services (snow removal, asphalt repairs, signs, bucket truck) have increased due to usage and inflation by \$24,400; ice and equipment rental user fee increases will generate an additional \$18,500 of revenue. The lifecycle building maintenance funding in the amount of \$125,000 will be allocated to the ENMAX Centre expansion and upgrade capital project.

Note 3: The ENMAX name sponsorship of \$121,200 has been allocated to the ENMAX Centre expansion and upgrade capital project as per a prior decision of Council; Venue Coalition, which assists in attracting more events, has a \$7,000 membership fee; there is opportunity to sell advertising on the new website: \$10,000.

Note 4: Fees based on a two year average (2006 & 2007) plus a 5% increase per year (\$241,900); increased ticket sales results in more contract labour of \$87,500; increased fees and activity creates increased banking fees of \$42,300.

Note 5: Special event revenue is based on a two year average (2006 & 2007) of hosted events plus 5% increase per year.

OPERATING BUDGET SUMMARY

Tax Supported

Community Services Facility Services Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Grants	99,278	500,000	500,000	500,000	500,000	0
Other Revenues	119,186	121,500	127,500	133,900	140,600	19,100
Recovery from Capital Projects	45,123	0	0	0	0	0
Sales of Goods & Services	152,024	145,500	163,500	133,500	146,500	1,000
	415,611	767,000	791,000	767,400	787,100	20,100
Expenses						
Asset Purchases	37,700	1,000	0	0	0	(1,000)
Debt Payments	0	0	(100)	(100)	0	0
General Services	3,350,486	4,261,500	4,347,617	4,541,043	4,852,087	590,587
Interdepartmental Transfers	(1,360,793)	(2,974,900)	(3,233,800)	(3,323,200)	(3,738,000)	(763,100)
Materials & Supplies	358,272	334,600	362,200	357,500	361,500	26,900
Other Personnel	26,972	34,900	57,600	51,700	51,700	16,800
Reserve Transfers	24,660	(8,400)	(70,010)	(80,014)	(80,014)	(71,614)
Transfers to Capital	(283,359)	(250,000)	(250,000)	(250,000)	(250,000)	(0)
Utilities	2,297,253	2,402,500	2,528,100	2,594,400	3,051,700	649,200
Wages & Benefits	2,663,441	1,474,842	1,885,857	1,911,024	1,963,062	488,220
	7,114,632	5,276,042	5,627,464	5,802,353	6,212,035	935,993
Total Facility Services	6,699,021	4,509,042	4,836,464	5,034,953	5,424,935	915,893

Analysis of Changes from 2008 to 2011

Lease Recovery		(20,100)
Lifecycle Maintenance	Note 1	540,000
Contractual Services and Supplies	Note 2	407,300
Utilities	Note 3	649,200
Interdepartmental Transfers	Note 4	(763,100)
Wages	Note 5	50,193
N-37 Rotating Park Security - Contractual Services		52,400
N-64 Corporate Security Program		80,000
N-64 Funded from WCB Special Dividends		(80,000)
Total Change		915,893

With the incorporation of asset management, we have transitioned our accounting processes to accumulate expenditures within building operations in the facility services division to track details to the buildings. This then required moving costs back to the program areas where costs are recovered through user fees (arenas for example).

Note 1: The 2006-2008 Facilities budget was based on 114 buildings and 51 parking lots. Accurate facility condition audits have improved understanding of the fleet to the current 170 buildings and 110 parking lots. Facility Services has reviewed local construction industry and City staff capacity and determined that the current work output is maximized at \$3.0M annual funding with inflation. A prioritization model to be developed for the lifecycle investment in the facilities.

There is also an increase due to the requirement for funding the lifecycle maintenance on newly renovated facilities, such as; Public Operations Building and Southern Alberta Art Gallery (\$90,000 = 2% of the additional Cost due to square footage added during capital upgrades.)

Note 2: Contractual Services of \$282,300 includes contractual rates for building maintenance service contracts, snow removal, janitorial, refrigeration, security, and the level of custodial contracts in the high public access priority buildings \$125,000.

Note 3: Existing electricity contracted rates will expire at the end of 2010, and other anticipated utility rate increases for water, sewer, natural gas and waste results in a \$649,200 increase. The overall usage of City utilities will increase in the upcoming budget cycle due to the construction of new facilities. Efforts are being made to reduce the consumption through the use of NDCC grant funding to perform building retrofits that improve energy efficiency. Efforts will be made to develop an energy use policy to normalize usage patterns, reducing fluctuations.

Tax Supported

Community Services Facility Services Budget Summary

Note 4: All operational costs for buildings (other than those for water, waste water and electric) are budgeted within Facility Services. This requires interdepartmental transfers to those departments which are funded through user fee recoveries or utility rates. This net increase in the amount of costs being transferred is an accumulation of the increases for utilities, contractual services and tradesmen.

Note 5: There has been an increase in overall staff to support the lifecycle project management, as well as the Capital Improvement Program (CIP), Community Asset Management Program and to ensure proper procurement and materials management. These four positions have been funded within the annual \$3 million Life Cycle program (by converting contractual services dollars of \$368,000 to wage dollars). Other labour contractual obligations, staffing and development costs: \$50,193.



Nicholas Sheran Park

OPERATING BUDGET SUMMARY

Tax Supported

Community Services Fire & Emergency Services Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Grants	1,571,696	-	850,000	-	-	-
Other Revenues	35,919	3,400	4,900	4,900	4,900	1,500
Sales of Goods & Services	2,776,727	3,213,400	4,060,100	4,751,100	4,858,400	1,645,000
	<u>4,384,342</u>	<u>3,216,800</u>	<u>4,915,000</u>	<u>4,756,000</u>	<u>4,863,300</u>	<u>1,646,500</u>
Expenses						
Asset Purchases	420,183	202,800	1,052,800	202,800	202,800	-
Financial Charges	103,954	70,000	99,000	103,700	108,500	38,500
General Services	314,627	441,200	496,750	506,450	511,050	69,850
Interdepartmental Transfers	1,433,770	1,523,400	1,616,100	1,651,800	1,756,700	233,300
Materials & Supplies	568,025	514,900	553,500	551,300	564,000	49,100
Other Personnel	475,904	451,100	532,850	565,950	585,950	134,850
Reserve Transfers	930,103	(9,700)	(125,000)	(125,000)	-	9,700
Transfers to Capital	248,075	-	-	-	-	-
Wages & Benefits	14,133,097	15,364,847	15,825,184	16,134,123	16,239,973	875,126
	<u>18,627,738</u>	<u>18,558,547</u>	<u>20,051,184</u>	<u>19,591,123</u>	<u>19,968,973</u>	<u>1,410,426</u>
Total Fire & Emergency Services	<u>14,243,396</u>	<u>15,341,747</u>	<u>15,136,184</u>	<u>14,835,123</u>	<u>15,105,673</u>	<u>(236,074)</u>

Analysis of Changes from 2008 to 2011

Sustaining emergency responsiveness	Note 1	307,900
Wage step increases and contractual obligations		346,976
Maintaining fire inspections	Note 2	95,700
Administrative Capacity	Note 3	124,100
Ambulance Contract and Incident Revenue	Note 4	(1,645,000)
General Contracted Services and Supplies	Note 5	93,250
Buildings, including new FHQ	Note 6	118,300
Fleet	Note 7	82,300
Other	Note 8	183,700
N-14 Hazardous Material and Environmental Release Mitigation		55,000
N-15 Sustaining Live Fire Training		1,700
Total Change		<u><u>(236,074)</u></u>

Budget Assumptions: The revenue analysis and net budget changes have been prepared with the assumption that Lethbridge Fire and Emergency Services will be the local provider of ambulance services for Alberta Health Services. Should this assumption prove to be incorrect, revenues and expenditures would be adjusted to reflect a modified service delivery model.

Note 1: In the 2006-2008 Operating Budget, members of Council supported a strategy to sustain emergency response by increasing the number of staff in the Operations Division incrementally to respond to the increasing number of ambulance incidents and community growth. The addition of four paramedic/firefighters added to the Operations Division aligns with this strategy to sustain emergency response capabilities and would align with the contract with Alberta Health Services.

Note 2: The capacity of the Fire Prevention Division to complete fire safety code inspections has not increased since the inception of this programming in the late 1970s. The addition of one fire safety code officer to this division will provide the necessary capacity to complete ongoing fire safety code inspections to new and significantly renovated commercial and institutional properties.

Note 3: The addition of one Deputy Chief provides the administrative capacity to manage and implement the organizational changes and roles in the operating environment. This has been funded for 2009 and 2010 through Operating Reserves as the department transitions to new contractual arrangements.

Note 4: The revenue forecast assumes growth in ambulance user fees and contracted services fees under a new governance model.

Note 5: This reflects the increase in the use of all supplies for the department, including those used on ambulances and in training.

Note 6: This includes the increases required for utilities, realignment of Fire Headquarters to the new downtown station and the old headquarters remaining as the training area.

Note 7: This is charged interdepartmentally to cover annual operating costs of the fleet, the allocation to future vehicle replacements and fuel.

Note 8: Increase in various other general consumables.

OPERATING BUDGET SUMMARY

Tax Supported

Community Services Public Safety Communications Centre Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Other Revenues	545	-	-	-	-	-
Sales of Goods & Services	443,438	460,800	464,800	481,500	493,300	32,500
	<u>443,983</u>	<u>460,800</u>	<u>464,800</u>	<u>481,500</u>	<u>493,300</u>	<u>32,500</u>
Expenses						
Asset Purchases	205,652	-	-	-	-	-
Debt Payments	187,100	-	-	-	-	-
General Services	136,311	238,400	294,900	304,900	314,900	76,500
Interdepartmental Transfers	(1,355,352)	(1,392,100)	(1,776,800)	(1,791,800)	(1,819,500)	(427,400)
Materials & Supplies	23,403	26,100	82,000	82,000	82,000	55,900
Other Personnel	48,880	50,550	66,000	66,000	66,000	15,450
Reserve Transfers	(2,929)	73,200	4,000	(1,000)	(6,000)	(79,200)
Transfers to Capital	8,634	-	-	-	-	-
Wages & Benefits	2,377,743	2,882,876	3,125,995	3,153,650	3,196,075	313,199
	<u>1,629,442</u>	<u>1,879,026</u>	<u>1,796,095</u>	<u>1,813,750</u>	<u>1,833,475</u>	<u>(45,551)</u>
Total Public Safety Communications	<u>1,185,459</u>	<u>1,418,226</u>	<u>1,331,295</u>	<u>1,332,250</u>	<u>1,340,175</u>	<u>(78,051)</u>

Analysis of Changes from 2008 to 2011

Funding	Note 1	(307,200)
Corporate Radio System Expansion	Note 2	-
Corporate & Emergency Radio System	Note 2	11,800
Support Maintenance and Lifecycling of Equipment	Note 2	80,249
Staffing	Note 3	137,100
Total Change		<u><u>(78,051)</u></u>

Note 1: E911 Call Revenue has been overstated due to the reduction of land lines, in which there is recovery of the charges that Telus collects from their customers: \$10,900. The PSCC does not currently receive any of the homeowners use of funds collected through cell phones users. An increase of the Fire Dispatch Fee in each of the three years will result in a (\$43,400) revenue increase. The PSCC recovers 50% of its costs through the Lethbridge and Regional Police Department: (\$274,700).

Note 2: PSCC is responsible for the emergency radio requirements of the City. This role was expanded to include all City department requirements to maximize the capacity of the system. The increased allocation to the user departments is \$177,800 annually. This fee includes the operations and the lifecycle management of the equipment.

The current emergency radio system had a reduction of operating expenditures as the base support is now shared with the corporate system. This enabled the hiring of a technician responsible for the ongoing technology support of this infrastructure.

Note 3: Operating reserves have been used to fund an additional Communication Specialist, and increased overtime due mainly to replacements of sick leave and training. This will be reviewed during the 2009-2011 cycle, as dispatch requirements are likely to change with Provincial Health contracts.

OPERATING BUDGET SUMMARY

Tax Supported

Community Services Recreation and Culture Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Grants	17,594	-	80,000	80,000	80,000	80,000
Other Revenues	232,767	38,400	39,200	39,200	39,200	800
Recovery from Capital Projects	8	-	-	-	-	-
Sales of Goods & Services	185,453	169,300	178,300	186,500	195,800	26,500
	<u>435,822</u>	<u>207,700</u>	<u>297,500</u>	<u>305,700</u>	<u>315,000</u>	<u>107,300</u>
Expenses						
Asset Purchases	73,062	-	-	-	-	-
Debt Payments	31,600	31,600	31,600	31,600	31,600	-
Financial Charges	3,725	1,500	3,500	3,500	3,500	2,000
General Services	857,633	1,104,500	1,233,700	1,235,400	1,233,000	128,500
Interdepartmental Transfers	73,225	(298,700)	(198,974)	(198,874)	(197,574)	101,126
Materials & Supplies	92,228	60,000	56,100	56,400	56,700	(3,300)
Other Personnel	23,158	28,900	44,200	46,200	48,200	19,300
Reserve Transfers	83,952	(2,000)	(230,000)	(193,000)	(66,000)	(64,000)
Transfers to Capital	140,532	-	-	-	-	-
Transfers to Other Agencies	570,754	632,300	905,300	930,300	856,400	224,100
Utilities	156,933	109,800	27,300	27,300	27,300	(82,500)
Wages & Benefits	932,222	1,465,000	1,340,628	1,340,628	1,340,628	(124,372)
	<u>3,039,024</u>	<u>3,132,900</u>	<u>3,213,354</u>	<u>3,279,454</u>	<u>3,333,754</u>	<u>200,854</u>
Total Recreation and Culture	<u>2,603,202</u>	<u>2,925,200</u>	<u>2,915,854</u>	<u>2,973,754</u>	<u>3,018,754</u>	<u>93,554</u>

Analysis of Changes from 2008 to 2011

Alberta Sport Development Centre	Note 1	-
E-commerce	Note 2	-
Canada Week	Note 3	39,600
Revenue Increase - Leisure Guide/School Sport Fields/Picnic Shelters	Note 4	(26,500)
Galt Gardens Water Feature Savings	Note 5	(54,100)
Facility Enhancements	Note 6	(125,000)
Fee for Service	Note 7	123,000
Other		(8,446)
N-43 Sport Council		110,000
N-51 Allied Arts Council - Communications Manager Position		35,000
Total Change		<u><u>93,554</u></u>

Note 1: The City of Lethbridge will receive an annual grant of \$80,000 from the Province which will be transferred to the Sport Development Committee for operating costs of the Alberta South West Sport Development Centre.

Note 2: E-commerce will allow customers to make payments online. An e-commerce study will include analysis of present day CLASS booking & payment system, and creation of roadmap/plan to offer on-line registration and payment processing to the community. The study will take place in 2010, and will be funded through an operating reserve of \$30,000.

Note 3: Canada Week includes events such as Canada Day, St. Jean Baptist Day, Aboriginal Day and Multicultural Day. These additional funds were based on prior year actual costs. These costs include fireworks, stage, labour, music and rentals to host this event.

Note 4: The Leisure Guide advertising rates will increase over the next three years. User fees will also increase for sportfields and picnic shelters.

Note 5: The original budget was calculated to operate an outdoor arena in the winter and a water feature in the summer. The finalized construction of a summer water feature allowed a budget decrease. Operating costs include programming the lights and music, cleaning, purchase of water chemicals and park security costs of \$70,000.

Tax Supported

Community Services Recreation and Culture Budget Summary

Note 6: Recreation will continue to fund building program enhancements, however the responsibility of building maintenance has transferred to Facility Services. This has allowed a budget reduction of \$125,000.

Note 7: Recreation and Culture contracts for a variety of services with community organizations. This reflects an annual increase of 5% for inflationary pressure associated with fuel, wages and supplies.



Nikka Yuko Japanese Gardens

OPERATING BUDGET SUMMARY

Tax Supported

Community Services Aquatics Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Sales of Goods & Services	11,146	2,000	6,000	6,000	6,000	4,000
	11,146	2,000	6,000	6,000	6,000	4,000
Expenses						
General Services	525,952	538,900	593,800	606,700	662,400	123,500
Interdepartmental Transfers	8,699	583,500	591,300	603,200	651,900	68,400
Materials & Supplies	6,262	14,600	7,000	7,000	7,000	(7,600)
Other Personnel	-	-	5,000	5,000	5,000	5,000
Transfers to Capital	1,230	-	-	-	-	-
Utilities	23,774	15,700	25,400	26,900	28,500	12,800
Wages & Benefits	77,872	21,301	21,716	21,716	21,716	415
	643,789	1,174,001	1,244,216	1,270,516	1,376,516	202,515
Total Aquatics	632,643	1,172,001	1,238,216	1,264,516	1,370,516	198,515

Analysis of Changes from 2008 to 2011

Westminster Pool Revenue Sharing	Note 1	(4,000)
Contractual Services	Note 2	120,200
Interdepartmental Charges from Facility Services for Building Operations	Note 3	68,400
Westminster Association Fee for Service	Note 4	3,300
Other		10,615
Total Change		198,515

Note 1: There is an increase in annual revenue from Westminster Pool as per agreement with Neighbourhood Association.

Note 2: To assist with staff attrition, increases were made to Recreation Excellence contract of 23% which includes a market wage adjustments to assist with staff attrition.

Note 3: Utility and contractual maintenance costs have increased.

Note 4: Westminster Community Association agreement will increase 5% per year.



OPERATING BUDGET SUMMARY

Tax Supported

Community Services Arenas Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Other Revenues	202	-	-	-	-	-
Sales of Goods & Services	942,217	850,100	978,200	1,026,800	1,077,900	227,800
	942,419	850,100	978,200	1,026,800	1,077,900	227,800
Expenses						
General Services	1,873	3,800	5,300	5,300	5,300	1,500
Interdepartmental Transfers	26,230	839,200	858,200	877,000	957,100	117,900
Materials & Supplies	2,471	1,900	1,900	1,900	1,900	-
Other Personnel	1,507	8,600	17,000	17,000	17,000	8,400
Wages & Benefits	238,171	1,113,200	1,354,772	1,354,772	1,354,772	241,572
	270,252	1,966,700	2,237,172	2,255,972	2,336,072	369,372
Total Arenas	(672,167)	1,116,600	1,258,972	1,229,172	1,258,172	141,572

Analysis of Changes from 2008 to 2011

Increase in Revenues	Note 1	(227,800)
Interdepartmental Charge from Facility Services for Building Operations	Note 2	134,400
Wages Increase in Casual Labour Hours	Note 3	241,572
Other		(6,600)
Total Change		141,572

Note 1: Revenue changes include rate increases on an average of 15% (\$49,600) and increased usage, mostly summer (\$178,200).

	Current	2009	2010	2011
(New rates effective in September each year)				
Public Skating Admission Rates:				
Youth	\$ 2.00	\$ 2.50	\$ 2.50	\$ 3.00
Adult	\$ 3.25	\$ 3.50	\$ 3.50	\$ 4.00
Family	\$ 8.50	\$ 9.00	\$ 9.00	\$ 10.00
Hourly Ice Rentals (Prime-time):				
Community Youth	\$ 76.00	\$ 79.00	\$ 82.00	\$ 85.00
Community Adult	\$ 114.75	\$ 117.75	\$ 120.75	\$ 123.75
Community Youth Tournament	\$ 81.50	\$ 84.50	\$ 87.50	\$ 90.50

The Curling Club lease contract will increase by \$16,500 based on utility and operations increases.

Note 2: Utility and contractual services.

Note 3: Increased summer use of 4,300 hours including two arenas open for ice activities and others available for non-ice activities such as lacrosse and ball hockey. Other labour contractual obligations are included.

OPERATING BUDGET SUMMARY

Tax Supported

Community Services Fritz Sick Memorial Centre Budget Summary

	<i>2007 Actual</i>	<i>2008 Budget</i>	<i>2009 Request</i>	<i>2010 Request</i>	<i>2011 Request</i>	<i>2008-2011 Change</i>
Revenues						
Sales of Goods & Services	29,832	28,700	30,100	30,200	30,300	1,600
	<u>29,832</u>	<u>28,700</u>	<u>30,100</u>	<u>30,200</u>	<u>30,300</u>	<u>1,600</u>
Expenses						
General Services	-	-	1,000	1,000	1,000	1,000
Interdepartmental Transfers	5,400	425,100	397,774	395,974	415,774	(9,326)
Materials & Supplies	-	1,000	1,000	1,000	1,000	-
	<u>5,400</u>	<u>426,100</u>	<u>399,774</u>	<u>397,974</u>	<u>417,774</u>	<u>(8,326)</u>
Total Fritz Sick Memorial Centre	(24,432)	397,400	369,674	367,774	387,474	(9,926)

Analysis of Changes from 2008 to 2011

Revenue Increase	Note 1	(1,600)
LSCO Rental Increase	Note 2	(37,500)
Interdepartmental Charge from Facility Services for Utilities	Note 3	30,100
Other		(926)
Total Change		<u>(9,926)</u>

Note 1: User fees will increase at the Fritz Sick Centre over the next three years for rental of the gym and meeting room spaces.

Note 2: The rental agreement with Lethbridge Senior Citizens Organization will have a 15% increase over the next three years. This includes recovery for operational costs at the Fritz Sick Centre.

Note 3: This is an interdepartmental charge from Facility Services which includes all operational costs.



OPERATING BUDGET SUMMARY

Tax Supported

Community Services Yates Memorial Centre Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Other Revenues	567	-	-	-	-	-
Sales of Goods & Services	177,608	139,000	165,000	165,000	165,000	26,000
	<u>178,175</u>	<u>139,000</u>	<u>165,000</u>	<u>165,000</u>	<u>165,000</u>	<u>26,000</u>
Expenses						
General Services	2,267	5,000	3,700	3,700	3,700	(1,300)
Interdepartmental Transfers	9,742	143,600	136,100	140,700	153,600	10,000
Materials & Supplies	9,042	10,200	10,700	11,200	11,700	1,500
Other Personnel	-	500	3,500	3,500	3,500	3,000
Wages & Benefits	146,870	211,100	210,942	210,942	210,942	(158)
	<u>167,921</u>	<u>370,400</u>	<u>364,942</u>	<u>370,042</u>	<u>383,442</u>	<u>13,042</u>
Total Yates Memorial Centre	<u>(10,254)</u>	<u>231,400</u>	<u>199,942</u>	<u>205,042</u>	<u>218,442</u>	<u>(12,958)</u>

Analysis of Changes from 2008 to 2011

Rental Revenue	Note 1	(26,000)
Interdepartmental Charge from Facility Services for Building Operations	Note 2	10,700
Other		2,342
Total Change		<u><u>(12,958)</u></u>

Note 1: Rates will increase 15% at the Yates Centre over the next three years.

Note 2: Operational costs for facilities, including wages, are now allocated through interdepartmental charges.

	Current	2009	2010	2011
Community Groups:	(New rates effective in September each year)			
Weekday Evening (6 - 11 p.m.):				
No/low ticket charge	\$ 397	\$ 417	\$ 438	\$ 460
Ticket charge > \$8.00	\$ 1,010	\$ 1,060	\$ 1,113	\$ 1,169
Weekend Evening (6 - 11 p.m.):				
No/low ticket charge	\$ 563	\$ 590	\$ 620	\$ 650
Ticket charge > \$8.00	\$ 1,375	\$ 1,445	\$ 1,517	\$ 1,592
Commercial Programs:				
Weekday evening	\$ 1,350	\$ 1,417	\$ 1,488	\$ 1,563
Weekend evening	\$ 1,650	\$ 1,732	\$ 1,819	\$ 1,910

OPERATING BUDGET SUMMARY

Tax Supported

Community Services Helen Schuler Nature Centre Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Grants	4,168	-	-	-	-	-
Other Revenues	-	-	-	10,054	35,554	35,554
Sales of Goods & Services	9,007	9,000	12,000	12,000	12,000	3,000
	13,175	9,000	12,000	22,054	47,554	38,554
Expenses						
General Services	13,912	9,000	10,100	10,100	10,100	1,100
Interdepartmental Transfers	7,661	5,900	8,300	8,000	8,000	2,100
Materials & Supplies	21,404	19,500	21,900	21,900	21,900	2,400
Other Personnel	5,118	7,500	10,100	10,100	10,100	2,600
Reserve Transfers	(5,660)	-	(57,954)	(48,400)	(23,400)	(23,400)
Transfers to Capital	767	-	-	-	-	-
Wages & Benefits	297,751	331,999	396,064	396,064	396,064	64,065
	340,953	373,899	388,510	397,764	422,764	48,865
Total Helen Schuler Nature Centre	327,778	364,899	376,510	375,710	375,210	10,311

Analysis of Changes from 2008 to 2011

Funding to cover for Special Events Coordinator	Note 1	(58,954)
Special Events Coordinator	Note 1	58,954
Revenues - Program Revenue Increase	Note 2	(1,400)
Other		11,711
Total Change		10,311

Note 1: Provides for a three year Special Events Coordinator who will expand programming through sponsorship (both public and volunteer opportunity), coordinate fundraising for building upgrade expansions, and create interest and community involvement in this capital campaign. This is funded through operating surpluses and other revenues.

Note 2: The Nature Centre has a long history of low/no user fees. Revenue will reach a 5% annual increase through program sponsorship rather than increase to user fees.



OPERATING BUDGET SUMMARY

Tax Supported

Community Services Parkland Management Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Grants	1,846	-	-	-	-	-
Other Revenues	163,980	34,100	49,200	50,800	52,400	18,300
Recovery from Capital Projects	1,325	-	-	-	-	-
Sales of Goods & Services	12,193	2,000	2,000	2,000	2,000	-
	<u>179,344</u>	<u>36,100</u>	<u>51,200</u>	<u>52,800</u>	<u>54,400</u>	<u>18,300</u>
Expenses						
Asset Purchases	561,836	207,500	228,700	235,600	242,600	35,100
Debt Payments	37,272	-	-	-	-	-
General Services	325,751	902,900	887,000	922,200	971,600	68,700
Interdepartmental Transfers	201,073	83,200	131,400	134,700	139,700	56,500
Materials & Supplies	132,558	54,000	44,900	46,800	48,900	(5,100)
Other Personnel	27,038	17,800	17,800	17,800	17,800	-
Reserve Transfers	499,891	560,600	623,400	738,400	903,400	342,800
Transfers to Capital	381,285	359,500	367,300	375,300	383,600	24,100
Utilities	5,100	-	-	-	-	-
Wages & Benefits	598,001	708,407	740,984	740,984	740,984	32,577
	<u>2,769,805</u>	<u>2,893,907</u>	<u>3,041,484</u>	<u>3,211,784</u>	<u>3,448,584</u>	<u>554,677</u>
Total Parkland Management	<u>2,590,461</u>	<u>2,857,807</u>	<u>2,990,284</u>	<u>3,158,984</u>	<u>3,394,184</u>	<u>536,377</u>

Analysis of Changes from 2008 to 2011

Revenue from Schools	Note 1	(18,300)
Lifecycle	Note 2	16,177
New Park Development	Note 3	35,100
Long Term Financial Policy	Note 4	425,000
Fee For Service	Note 5	58,900
Lane Paving	Note 6	14,000
Other		5,500
Total Change		<u><u>536,377</u></u>

Note 1: The School Boards share in the upkeep and inspections for play units, fences, backstops and other amenities. Based on the Joint Use Agreement, and aligning budget with rates negotiated, there is a revenue increase of (\$18,300).

Note 2: Playground lifecycling was increased by \$74,000. Lifecycle of irrigation systems was increased by \$24,100. Increase in maintenance labour (.75 FTE) due to growth of assets for \$32,578 and equipment for \$14,700. Lifecycle maintenance of parks and sports fields had a base increase of \$30,000. Urban Parks funding was brought in to cover the complete program of Lifecycle Maintenance of parks & sports fields for \$159,200.

Note 3: Cost sharing on developer initiated parks was increased by \$35,100 for inflation.

Note 4: The Urban Parks Reserve was established in 1982 with the introduction of the Urban Parks Grant. When the province announced that the Urban Parks Grant would end in 2012, a transitioning from the grant to taxation funding was to provide \$1,500,000 for annual asset management and operations in the urban parks. This is the final tax based increase of \$425,000 to reach that goal. This \$1,500,000 in 2012 will be used for lifecycle of parkland and continued allocation to maintenance.

Note 5: A 5% increase to Fee for Service was added to Japanese Gardens & Lawn Bowling agreements for \$15,500; increase of facility charges and tree pruning at Japanese Gardens for \$43,400.

Note 6: The city's share of lane paving is \$14,000.

OPERATING BUDGET SUMMARY

Tax Supported

Community Services Cemeteries Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Other Revenues	2,774	-	2,500	2,500	2,500	2,500
Sales of Goods & Services	482,878	460,200	562,000	612,000	662,000	201,800
	<u>485,652</u>	<u>460,200</u>	<u>564,500</u>	<u>614,500</u>	<u>664,500</u>	<u>204,300</u>
Expenses						
Asset Purchases	211,354	1,500	-	-	-	(1,500)
Debt Payments	-	4,600	-	-	-	(4,600)
Financial Charges	4,377	4,000	4,000	4,000	4,000	-
General Services	140,122	124,200	231,200	131,200	131,200	7,000
Interdepartmental Transfers	195,874	142,400	199,700	205,500	213,200	70,800
Materials & Supplies	22,347	22,900	20,400	20,400	20,400	(2,500)
Other Personnel	7,151	3,000	9,000	9,100	9,200	6,200
Reserve Transfers	(281,303)	-	(100,000)	-	-	-
Utilities	39,077	49,800	1,400	1,400	1,400	(48,400)
Wages & Benefits	427,351	438,300	514,475	514,475	514,475	76,175
	<u>766,350</u>	<u>790,700</u>	<u>880,175</u>	<u>886,075</u>	<u>893,875</u>	<u>103,175</u>
Total Cemeteries	<u>280,698</u>	<u>330,500</u>	<u>315,675</u>	<u>271,575</u>	<u>229,375</u>	<u>(101,125)</u>

Analysis of Changes from 2008 to 2011

Sales of Goods and Services	Note 1	(201,800)
Staffing	Note 2	76,175
Facilities	Note 3	26,900
Other		(2,400)
Total Change		<u><u>(101,125)</u></u>

Note 1: In 2008, data from the Western Canada Cemetery Association and the Lethbridge Cemetery Services was compiled. A comparison of fees charged in other cemeteries in Alberta and Western Canada was conducted. The proposed fees and charges schedule will align prices with other cemeteries that offer similar services. Including the projected 3% increase in the number of interments, there is an anticipated revenue increase of approximately (\$193,800) on plot sales over three years. Crematorium rent has increased by (\$8,000).

RIGHTS TO INTERMENT FEES (BURIAL RIGHTS FEES)				
In Ground Interments:	2008	2009	2010	2011
Single depth plot with continuous foundation	\$ 1,000	\$ 1,150	\$ 1,265	\$ 1,390
Double depth plot with continuous foundation	\$ 1,250	\$ 1,425	\$ 1,565	\$ 1,720
Single cremation plot	\$ 475	\$ 500	\$ 550	\$ 600
Double cremation plot	\$ 650	\$ 745	\$ 820	\$ 900

OPERATING BUDGET SUMMARY

Tax Supported

Community Services Cemeteries Budget Summary

INTERMENT FEES				
	2008	2009	2010	2011
Interment Services - per interment				
6 foot depth	\$ 500	\$ 625	\$ 685	\$ 750
9 foot depth	\$ 650	\$ 800	\$ 880	\$ 965
Greens and Lowering Device - Adult casket interments only				
	\$ 75	\$ 90	\$ 100	\$ 110

Note 2: Currently, our interment/maintenance section of Cemetery Services operates on a Monday to Saturday schedule with two permanent staff positions. This budget includes an increase of a 0.8 FTE to allow for maintenance growth. Increasing the full time staff to three allows the schedule ability for experienced and trained staff to deal directly with families on Saturday.

Note 3: In order to improve customer service, a portable cemetery office at Mountain View Cemetery was added in 2008. This has resulted in an increase in the operating budget for utilities and building maintenance.



OPERATING BUDGET SUMMARY

Tax Supported

Community Services Transit Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Grants	29,850	-	-	-	-	-
Other Revenues	33,135	-	-	-	-	-
Recovery from Capital Projects	5,000	-	-	-	-	-
Sale of Assets	13,958	-	-	-	-	-
Sales of Goods & Services	2,533,953	2,896,900	2,984,116	3,145,584	3,413,975	517,075
	<u>2,615,896</u>	<u>2,896,900</u>	<u>2,984,116</u>	<u>3,145,584</u>	<u>3,413,975</u>	<u>517,075</u>
Expenses						
Asset Purchases	7,789	8,000	8,400	8,800	9,200	1,200
Financial Charges	914	-	600	600	600	600
General Services	251,474	117,300	119,900	123,100	126,900	9,600
Interdepartmental Transfers	587,179	185,759	187,567	195,067	207,905	22,146
Materials & Supplies	1,355,623	1,561,900	1,635,922	1,899,232	2,158,802	596,902
Other Personnel	110,037	46,200	126,300	183,400	220,300	174,100
Reserve Transfers	(390,687)	15,000	4,000	4,000	4,000	(11,000)
Transfers to Capital	41,222	-	-	-	-	-
Utilities	3,926	-	-	-	-	-
Wages & Benefits	5,298,652	5,813,241	6,391,507	6,780,114	6,995,512	1,182,271
	<u>7,266,129</u>	<u>7,747,400</u>	<u>8,474,196</u>	<u>9,194,313</u>	<u>9,723,219</u>	<u>1,975,819</u>
Total Transit	<u>4,650,233</u>	<u>4,850,500</u>	<u>5,490,080</u>	<u>6,048,729</u>	<u>6,309,244</u>	<u>1,458,744</u>

Analysis of Changes from 2008 to 2011

City Growth	Note 1	327,500
City Growth - Fuel	Note 1	50,600
Ridership Growth	Note 2	157,600
Ridership Growth - Fuel	Note 2	13,000
Replacement Wages	Note 3	403,000
Inventory Management	Note 4	54,000
Fuel Inflation	Note 5	198,200
Parts Inflation	Note 6	115,000
General Operating Costs		144,400
General Maintenance Costs, including life cycle of shop equipment		86,700
Increase in Revenues	Note 7	(507,000)
Other		(256)
N-41 Service Standard Implementation		416,000
Total Change		<u><u>1,458,744</u></u>

Note 1: The City of Lethbridge is expected to grow in the south, north and west over the 2009-2011 period. While LA Transit can accommodate growth in the south and north, it will be necessary to increase service in West Lethbridge in July, 2010. The estimated cost for the new route is \$415,000 (includes \$50,600 in fuel).

Note 2: Ridership on two routes (Indian Battle Heights, and the route between Lethbridge College and downtown) is sufficiently high to warrant service frequency increases from 30 minutes to 15 minutes during weekday peak periods from September to April. These service increases are based on Transit service standards, as approved by City Council in 2007. The costs for this additional peak hour service amounts to \$180,000 (includes \$13,000 in fuel).

Note 3: In order to maintain transit services, all operators who are absent for any reason such as illness or at training must be replaced. Previously, LA Transit attempted to cover replacement costs within the existing budget. While absenteeism has not been increasing, the true costs of replacement are now reflected in this budget, estimated at \$403,000 annually.

OPERATING BUDGET SUMMARY

Tax Supported

Community Services Transit Budget Summary

Note 4: LA Transit's fleet has expanded significantly since 2005. The conventional bus fleet has expanded by five buses, while LA Transit acquired 20 Access-A-Ride vehicles in 2007. As a result of this fleet growth, and the requirements to effectively and efficiently manage an increasingly complex inventory management and procurement system, Transit Maintenance requires an inventory clerk: \$54,000.

Note 5: LA Transit consumes approximately 870,000 litres of diesel fuel annually. With the increase in service hours, fuel consumption will grow to 940,000 litres by the end of 2011. Fuel expenses will increase by \$261,800 (including \$198,200 due to inflation, plus the amounts included in Note 1 and 2 on the previous page).

Note 6: Parts inventory and supplies are estimated to increase by \$115,000 as a result of increases in steel, oil and shipping costs.

Note 7: Based on LA Transit's long term fare strategy, Transit revenues are anticipated to increase by (\$213,000). As the service matures, Transit's overall ridership is anticipated to increase over the three year budget cycle, resulting in additional revenues of (\$137,000). Service growth is further anticipated to increase revenues by (\$157,000). Total revenues over the 2009-2011 period are, therefore, anticipated to increase by (\$507,000).

Lethbridge Transit Fares 2009 - 2011				
	Current	2009	2010	2011
Cash Fares				
Adult	\$2.25	\$2.25	\$2.25	\$2.50
Senior/Student	\$1.75	\$2.00	\$2.25	\$2.50
Tickets				
Adult	\$1.82	\$1.90	\$1.90	\$2.15
Senior/Student	\$1.36	\$1.70	\$1.80	\$2.00
Passes				
CitiPass	\$58.50	\$62.75	\$66.50	\$75.00
Post Secondary Semester Pass	\$220.00	\$240.00	\$250.00	\$285.00
Youth CitiPass	\$49.00	\$52.50	\$55.50	\$60.00
Senior Monthly	\$20.00	\$31.00	\$38.00	\$48.00
Senior Annual	\$200.00	\$310.00	\$380.00	\$480.00
Day Pass	\$6.75	\$6.75	\$6.75	\$7.50

Access-A-Ride Fares 2009 - 2011				
	Current	2009	2010	2011
Cash/Token	\$2.25	\$2.25	\$2.25	\$2.50
Program Rate	\$80.00	\$90.00	\$90.00	\$100.00



OPERATING BUDGET SUMMARY

Tax Supported

Community Services Accessible Transportation Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Grants	202,200	202,200	202,200	202,200	202,200	-
Sales of Goods & Services	142,745	358,500	394,900	394,900	409,500	51,000
	344,945	560,700	597,100	597,100	611,700	51,000
Expenses						
Asset Purchases	366,276	-	-	-	-	-
Financial Charges	-	500	500	500	500	-
General Services	38,053	95,200	98,700	99,400	100,100	4,900
Interdepartmental Transfers	19,371	150,300	159,592	161,692	171,854	21,554
Materials & Supplies	145,165	352,000	398,533	418,651	445,082	93,082
Other Personnel	32,864	21,300	22,300	22,300	22,300	1,000
Reserve Transfers	(138,561)	23,000	23,000	23,000	23,000	-
Transfers to Capital	14,769	-	-	-	-	-
Transfers to Other Agencies	512,050	-	-	-	-	-
Wages & Benefits	639,050	1,186,900	1,310,312	1,333,799	1,347,145	160,245
	1,629,037	1,829,200	2,012,937	2,059,342	2,109,981	280,781
Total Accessible Transportation	1,284,092	1,268,500	1,415,837	1,462,242	1,498,281	229,781

Analysis of Changes from 2008 to 2011

Increase in Wages	Note 1	33,726
Fuel	Note 2	21,700
Parts Inventory	Note 3	27,200
Radio Communications System		28,500
General Operating Costs		5,900
General Maintenance Costs		11,200
Increase in Revenues	Note 4	(35,500)
N-40 Seniors Transportation "Go Friendly Shuttle"		69,555
N-42 ACCESS-A-Ride Service Expansion		67,500
Total Change		229,781

LA Transit assumed operating responsibilities for Access-A-Ride services in August 2007. While no major service level changes are envisioned over the 2009-2011 period, other than an increase in peak period hours of service proposed as a new initiative, Access-A-Ride will still experience expenditure pressures.

Note 1: Operator wages will increase by \$33,726 as a result of the wage step progression within the Collective Agreement.

Note 2: While fuel consumption will remain constant at 140,000 litres annually, fuel expenses are estimated to increase by \$21,700, due to anticipated increases in the price of fuel.

Note 3: Parts inventory/supplies are increasing by \$27,200 as a result of increases in steel, oil, and shipping costs.

Note 4: Access-A-Ride fares must align with Transit fares, as per the 2002 ruling of the Alberta Human Rights Commission. As a result of projected Transit fares, Access-A-Ride cash fares will remain at \$2.25 in 2009 and 2010, and will increase to \$2.50 in 2011. In addition, program rates for regularly-scheduled trips will be increased by \$10.00 per month to \$90.00 in 2009 and another \$10.00 per month to \$100.00 in 2011. Access-A-Ride revenues will increase by a total of (\$35,500) over the 2009 to 2011 period.

OPERATING BUDGET SUMMARY

Tax Supported

Community Services School Bus Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Recovery from Capital Projects	2,892	-	-	-	-	-
Sale of Assets	1,000	-	-	-	-	-
Sales of Goods & Services	1,489,572	1,563,800	1,889,500	1,925,200	1,969,500	405,700
	<u>1,493,464</u>	<u>1,563,800</u>	<u>1,889,500</u>	<u>1,925,200</u>	<u>1,969,500</u>	<u>405,700</u>
Expenses						
Asset Purchases	97,678	120,000	126,000	132,300	138,900	18,900
Debt Payments	-	-	139,800	139,800	139,800	139,800
General Services	6,608	500	10,600	10,600	10,600	10,100
Interdepartmental Transfers	185,603	596,141	649,641	654,741	667,941	71,800
Materials & Supplies	260,685	291,100	304,900	327,400	350,000	58,900
Other Employee Benefits	13,873	18,000	18,900	19,800	20,800	2,800
Other Personnel	11,752	10,000	17,200	18,100	19,000	9,000
Reserve Transfers	24,567	-	-	-	-	-
Wages & Benefits	826,477	622,458	622,459	622,459	622,459	1
	<u>1,427,243</u>	<u>1,658,199</u>	<u>1,889,500</u>	<u>1,925,200</u>	<u>1,969,500</u>	<u>311,301</u>
Total School Bus	(66,221)	94,399	-	-	-	(94,399)

Analysis of Changes from 2008 to 2011

Loan repayment for school buses	Note 1	139,800
Increase in the cost of new vehicle replacements	Note 1	18,900
Parts Inflation	Note 2	21,100
Fuel Inflation	Note 3	71,800
General Maintenance Costs		9,800
General Operating Costs		85,501
Recovery from Schools		(441,300)
Total Change		(94,399)

LA Transit is currently in negotiations with Lethbridge School District #51 and Holy Spirit Separate Regional Division #4. LA Transit is seeking long term service agreements with each school division that will, by Council policy, recover all capital and operating costs over the life time of the agreement.

Note 1: Over 2008-2009, 17 school buses are scheduled for replacement. The annualized loan payment for these new vehicles will be \$139,800. In addition, the current bus replacement program has increased by \$18,900 to reflect the increase in the purchase price for new vehicles.

Note 2: Parts inventory/supplies are increasing by \$21,100 as a result of increases in steel, oil, and shipping costs.

Note 3: While fuel consumption will remain constant at 180,000 litres annually, fuel expenses are estimated to increase by \$71,800, due to anticipated increases in the price of fuel.



OPERATING BUDGET SUMMARY

Tax Supported

Corporate Services Assessment & Taxation Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Other Revenues	150	-	-	-	-	-
Property Taxes	5,000	5,200	5,500	5,800	6,100	900
Recovery from Capital Projects	4,700	-	-	-	-	-
Sales of Goods & Services	312,299	251,300	321,000	321,000	321,000	69,700
	<u>322,149</u>	<u>256,500</u>	<u>326,500</u>	<u>326,800</u>	<u>327,100</u>	<u>70,600</u>
Expenses						
General Services	43,747	53,600	59,700	61,800	63,900	10,300
Interdepartmental Transfers	139,953	30,900	30,900	30,900	30,900	-
Materials & Supplies	20,192	23,500	24,000	25,000	26,000	2,500
Other Personnel	37,828	52,500	55,000	58,900	62,800	10,300
Reserve Transfers	-	(32,300)	(113,600)	(106,600)	(45,600)	(13,300)
Transfers to Capital	1,827	-	-	-	-	-
Wages & Benefits	1,057,748	1,204,300	1,316,657	1,332,757	1,294,857	90,557
	<u>1,301,295</u>	<u>1,332,500</u>	<u>1,372,657</u>	<u>1,402,757</u>	<u>1,432,857</u>	<u>100,357</u>
Total Assessment & Taxation	<u>979,146</u>	<u>1,076,000</u>	<u>1,046,157</u>	<u>1,075,957</u>	<u>1,105,757</u>	<u>29,757</u>

Analysis of Changes from 2008 to 2011

Wages adjustments and step progressions	Note 1	77,257
Office operating expense increases (Training and Education, membership fees)	Note 2	17,100
Contractual Service (Manatron)		6,000
Fee Increases	Note 3	(70,600)
Total Change		<u><u>29,757</u></u>

Note 1: Throughout the term of this budget, five appraisers will have completed the requirements to be reclassified from Appraiser I to Appraiser II, which will result in a wage step progression for each successful appraiser.

Note 2: Increased membership fees for various appraiser associations, as well as increased costs for staff to have access to attend training and the use of up-to-date equipment.

Note 3: This revenue increase is due to increases in the sale of tax certificates and general property assessment and tax information and the cost of collecting and preparing data to be used by our customers. As the city grows, the number of property transfers will increase the demand for tax certificates and general property tax and assessment information.

Description	2008	2009	2010	2011	2008 rate	2009-11 rate
Tax Certificates	100,000	130,000	130,000	130,000	unchanged	
Information Requests	50,000	90,000	90,000	90,000	20.00	25.00
Mortgage Lists	100,000	100,000	100,000	100,000	13.00	20.00
Teranet	1,300	1,000	1,000	1,000	unchanged	
Total	<u>251,300</u>	<u>321,000</u>	<u>321,000</u>	<u>321,000</u>		

Included in this base budget

Also included in this base budget is funding (\$120,000 from prior year's surpluses) to support succession planning for managers in the Assessment & Taxation department.



Nikka Yuko Japanese Gardens

OPERATING BUDGET SUMMARY

Tax Supported

Corporate Services Financial Services Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Investment Income	10,000	10,000	10,000	10,000	10,000	-
MRSR Allocation	616,845	498,400	552,700	553,100	553,600	55,200
Other Revenues	19,633	19,000	19,000	19,000	19,000	-
Recovery from Capital Projects	500	-	30,500	32,700	34,300	34,300
	646,978	527,400	612,200	614,800	616,900	89,500
Expenses						
Discounts	464,946	344,800	394,400	394,400	394,400	49,600
Financial Charges	(19,462)	44,200	35,400	35,400	35,400	(8,800)
General Services	69,357	156,909	351,900	366,700	377,100	220,191
Interdepartmental Transfers	(264,364)	(936,800)	(1,442,700)	(1,510,000)	(1,579,000)	(642,200)
Materials & Supplies	59,784	93,700	111,200	111,200	111,200	17,500
Other Personnel	27,717	38,700	44,400	44,400	44,400	5,700
Reserve Transfers	(48,017)	(60,100)	13,200	13,200	13,200	73,300
Transfers to Capital	2,405	(44,400)	(53,600)	(59,700)	(65,900)	(21,500)
Wages & Benefits	2,356,978	2,603,407	2,839,027	2,861,527	2,887,827	284,420
	2,649,344	2,240,416	2,293,227	2,257,127	2,218,627	(21,789)
Total Financial Services	2,002,366	1,713,016	1,681,027	1,642,327	1,601,727	(111,289)

Analysis of Changes from 2008 to 2011

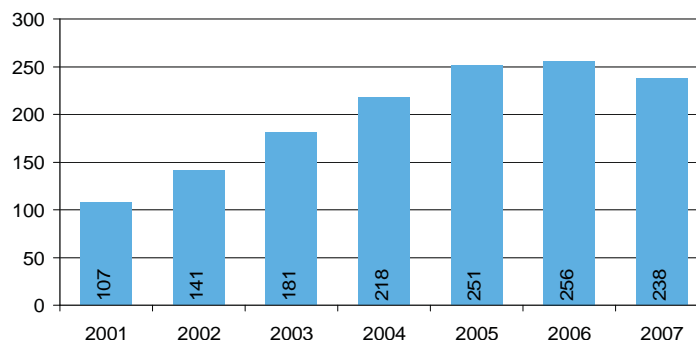
Additional Tenders & Warehouse positions to support increased growth and service levels, net of recovery	Note 1	66,000
Increase in Corporate Overhead recovery	Note 2	(325,528)
Increase in recoveries from reserves and capital		(91,000)
Wage and benefits - step increases for Finance staff		59,300
2009 Transfer of Mailroom Operations from Information Technology	Note 3	179,939

Total Change

(111,289)

Note 1: The new tenders position will provide additional expertise and support to Business Units in the procurement of complex and high dollar goods and service. This position will work with Business Units to employ appropriate procurement methodologies consistent with City policies and procedures and all statutory requirements. As shown in the graph below, tendering activity has more than doubled in the last seven years and is expected to increase during the current budget cycle.

Number of Tenders



Total number of competitions and sole source transactions processed by the Purchasing Department annually.

OPERATING BUDGET SUMMARY

Tax Supported

Corporate Services Financial Services Budget Summary

The new warehouse position will provide the capacity to service additional Business Units, increase service levels to existing customers and accommodate the overall growth in warehouse activity. As noted in the graph below, the number of Stores requisitions has grown by 75% in the last seven years.



Total Wages & EWS	142,000
Less recovery from other departments	(76,000)
Net	66,000

Note 2: Corporate overhead is the cost of administrative support services. A portion of these costs are allocated to non-tax supported Business Units to reflect the consumption of the support services. The costs are allocated based on a combination of drivers, including revenue, capital assets, number of employees, number of transactions consumed etc. The Corporate overhead recovery from non-tax supported business units have increased due to a combination of using a higher allocation rate than in 2008 and an increase in the base used to calculate the overhead.

Note 3: In the interests of streamlining the delivery of the mail room's services to the Corporation, integrating and coordinating the mail room processes with both the Courier and Shipping/Receiving functions provides an opportunity to review and enhance the delivery of all these services. For many years, the Courier and Shipping/Receiving functions have been managed by Financial Services while the Mail Room was managed by Information Technology. Placing these three very-closely related services under a single management structure will allow for better coordination and resourcing of the entire group of services.



Henderson Lake

OPERATING BUDGET SUMMARY

Tax Supported

Corporate Services Human Resources Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Other Revenues	69,944	90,400	84,504	84,504	84,504	(5,896)
Sales of Goods & Services	3,775	1,000	1,000	1,000	1,000	-
	73,719	91,400	85,504	85,504	85,504	(5,896)
Expenses						
General Services	320,405	281,800	385,200	385,200	385,200	103,400
Interdepartmental Transfers	(605,918)	(490,200)	(520,000)	(543,400)	(568,300)	(78,100)
Materials & Supplies	58,237	51,000	109,900	44,900	44,900	(6,100)
Other Personnel	154,297	140,500	150,700	157,700	164,700	24,200
Reserve Transfers	(46,031)	-	(99,600)	(101,300)	(103,100)	(103,100)
Transfers to Capital	(23,337)	-	(65,000)	-	-	-
Wages & Benefits	1,369,619	1,446,600	1,608,251	1,625,551	1,638,451	191,851
	1,227,272	1,429,700	1,569,451	1,568,651	1,561,851	132,151
Total Human Resources	1,153,553	1,338,300	1,483,947	1,483,147	1,476,347	138,047

Analysis of Changes from 2008 to 2011

Wage & EWS adjustments, restructure	Note 1	41,347
HR consultant, increase FTE complement	Note 2	85,700
Training and Education	Note 3	21,000
Time & Labour support, 3 year non-permanent	Note 4	58,000
Attraction Marketing services	Note 5	50,000
Overhead Recoveries from Utilities, Fleet and Land	Note 6	(118,000)
Total Change		138,047

Note 1: In the past year, there have been five full time employee turnovers in Human Resources. This variance is a result of filling these vacancies at different pay levels with two reclassifications to higher bands and the implementation of unbudgeted step increases for other HR staff.

Note 2: In 2009, an additional HR Consultant will be hired to alleviate workload issues and build capacity among the HR Consultants. The HR service model was changed in 2007 to better meet the needs of our customers. However, this generalist model that we have followed has resulted in an increased amount of time spent with each customer. This was expected to some degree but not to the level we have experienced. The complexity of issues being dealt with has increased as well, requiring more time and effort to solve issues, creating a need for another HR Consultant. (Refer to the HR Workload graph on the next page.)

Note 3: The need for the HR team to stay current with emerging trends and information is extremely high. The HR team is expected to be experts on complex issues. An increase to training and education is necessary to support this increased need to collect and share information. This increase will apply to corporate HR and the Time & Labour team.

Note 4: As a result of growth, the Time & Labour team has experienced an increased volume of activity requiring additional support. It is always uncertain from year to year as to whether this level of activity will increase or decrease due to influences outside of our control (further development of system efficiencies, impact of JD Edwards software).

Note 5: We are required to be more creative in our attraction and retention efforts as some common approaches used in the past are no longer working. New dollars will be used to support our efforts primarily in attraction activities. Specifically, we will create a marketing plan which may result in the development of print materials, electronic materials, memberships with strategic partners and engagement of consultants with related expertise.

Note 6: Corporate overhead is the cost of administrative support services. These costs are allocated to non-tax supported Business Units to reflect the consumption of the support services. The costs are allocated based on a combination of drivers including revenue, capital assets, number of employees, number of transactions consumed, etc. The corporate overhead recovery from non-tax supported business units have increased due to a combination of using a higher allocation rate than in 2008 and an increase in Corporate Services expenses.

OPERATING BUDGET SUMMARY

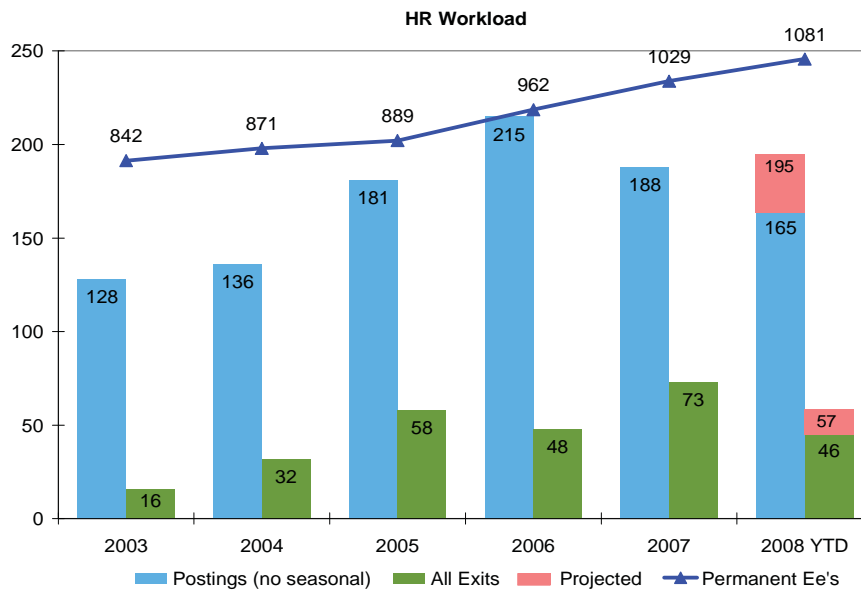
Tax Supported

Corporate Services Human Resources Budget Summary

Included in this base budget

On-Line recruiting software funded by operating reserves (\$65,000). To enhance our attraction efforts, this software will present a professional interface with the public as well as allow storage and search capabilities of candidates' skills and qualifications. This software will streamline our own internal application process by allowing employees the opportunity to maintain current information. As this is a PeopleSoft product, we will be able to directly link with our current HR Information System. This software will position the HR team to be more effective in the collection and matching of candidate information with potential opportunities.

Three year Non-Permanent HR support position funded by operating reserves at \$65,000 per year over three years. The focus of this position will be project work. The HR team will have numerous projects requiring someone with a marketing and communications skill set to assist in developing and executing our marketing plan. In addition to the work we will generate, the business units with which we work also have various projects requiring similar skill sets.



History of Coal Indian Battle Field Park

OPERATING BUDGET SUMMARY

Tax Supported

Corporate Services Information Technology Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Grants	447,721	3,400	-	-	-	(3,400)
Other Revenues	6,923	4,000	4,000	4,000	4,000	-
Recovery from Capital Projects	900	20,000	-	-	-	(20,000)
Sales of Goods & Services	16,616	1,500	13,000	12,500	12,000	10,500
	472,160	28,900	17,000	16,500	16,000	(12,900)
Expenses						
Asset Purchases	216,332	125,000	125,000	125,000	125,000	-
General Services	2,152,969	1,291,800	2,274,800	1,531,500	1,559,400	267,600
Interdepartmental Transfers	(3,245,698)	(2,512,300)	(2,595,800)	(2,621,300)	(2,663,100)	(150,800)
Materials & Supplies	187,330	197,100	171,300	158,300	158,300	(38,800)
Other Personnel	88,215	129,800	109,400	109,400	109,400	(20,400)
Reserve Transfers	776,089	648,900	487,500	449,600	446,000	(202,900)
Transfers to Capital	(205,645)	(89,300)	(804,700)	(7,100)	(9,800)	79,500
Utilities	128	200	200	200	200	-
Wages & Benefits	2,150,110	2,469,600	2,575,160	2,575,160	2,575,160	105,560
	2,119,830	2,260,800	2,342,860	2,320,760	2,300,560	39,760
Total Information Technology	1,647,670	2,231,900	2,325,860	2,304,260	2,284,560	52,660

Analysis of Changes from 2008 to 2011

Computer Hardware and Software annual maintenance fees	Note 1	220,900
E-Business annual maintenance fees, contractual services	Note 2	64,600
Database monitoring services	Note 3	50,000
Wage adjustments to market value/reclassifications, 2 new positions	Note 4	153,299
Internal Transfers net impact on budget due to Overhead recoveries from Utilities, Fleet and Land as well as increased charges from other departments	Note 5	(256,200)
2009 Transfer of Mailroom Operations to Financial Services	Note 6	(179,939)
Total Change		52,660

Note 1: Software maintenance ensures we have access to the technical support and software upgrades needed to keep our systems running effectively to meet the needs of the corporation. The increase in fees reflects the increasing maintenance costs for corporate software applications and databases (e.g. Microsoft, PeopleSoft, JDE etc).

Note 2: E-Business Initiative - The ongoing operating costs (\$64,600) relate to annual license and maintenance fees.

One-Time costs

The one-time costs for this project include the implementation of web applications to enable citizens to conduct business on-line with the City. The existing corporate and public website will also be redesigned with respect to content management, navigation and look and feel, using focus group sessions to ensure the application aligns to both customer and corporate requirements. Additional training, hardware and software has also been budgeted for this project. These one-time costs (\$492,500) are being funded from operating reserves (for corporate systems).

Note 3: The implementation of several large corporate & business unit application systems (CAMP, Utilities, JD Edwards, PeopleSoft, etc.) since the year 2000 has increased the total number of databases managed from ten to 120. Databases house the information needed to enable our corporate applications to function and provide services to our citizens. The number, size & complexity of these applications made it impossible for us to manage the databases at our current resource capacity levels, increasing the potential for data integrity problems. External contractors were hired in mid 2007 to provide an automated monitoring & alert system, notifying us of database warnings and errors and assuring the security and accuracy of the data. The budget also incorporates a buffer in the event that these external resources are required to resolve database problems themselves.

Note 4: Market adjustments were needed and incorporated to overcome difficulties in recruiting and retaining technological staff with the appropriate expertise in today's marketplace. Web Developer position has been added to the base budget in support of the E-Business initiative. The Web Developer will maintain, enhance and develop both the public and corporate web sites based on customer needs. One network position has been added in 2009, however will be hired only if growth requires, this position would be funded through revenue generated due to growth.

Tax Supported

Corporate Services Information Technology Budget Summary

Note 5: Corporate overhead is the cost of administrative support services. These costs are allocated to non-tax supported Business Units to reflect the consumption of the support services. The costs are allocated based on a combination of drivers, including revenue, capital assets, number of employees, number of transactions consumed, etc. The Corporate overhead recovery from non-tax supported business units have increased due to a combination of using a higher allocation rate than in 2008 and an increase in Corporate Services expenses.

Note 6: In the interests of streamlining the delivery of the mail room's services to the Corporation, integrating and coordinating the mail room processes with both the Courier and Shipping/Receiving functions provides an opportunity to review and enhance the delivery of all these services. For many years, the Courier and Shipping/Receiving functions have been managed by Financial Services while the Mail Room was managed by Information Technology. Placing these three very-closely related services under a single management structure will allow for better coordination and resourcing of the entire group of services.

Other: Since the implementation of the Management Information System (MIS), there is now an additional need for reporting and analysis software that will provide business intelligence (BI) to the City's Business units. This BI software will provide powerful end-user tools to facilitate decision-support metrics such as trend reports, exception reports and reports that show performance versus goals. Depending on the tool selected, the budget may include data warehousing to provide the foundation upon which the business intelligence is built. The amount of \$300,000 is an estimated amount based on a mid-range reporting solution after doing initial industry research and will be funded from within the previously approved MIS project.



OPERATING BUDGET SUMMARY

Tax Supported

Corporate Services Risk Management Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Other Revenues	40,844	20,000	23,400	24,600	25,800	5,800
	40,844	20,000	23,400	24,600	25,800	5,800
Expenses						
General Services	66,690	83,400	223,400	91,400	66,400	(17,000)
Insurance Premiums & Fees	1,398,986	2,018,600	1,687,100	1,806,900	1,974,500	(44,100)
Interdepartmental Transfers	(2,314,193)	(2,415,200)	(2,470,600)	(2,478,300)	(2,487,600)	(72,400)
Materials & Supplies	18,067	13,300	20,800	16,800	16,800	3,500
Other Personnel	41,946	32,600	32,600	33,600	34,600	2,000
Reserve Transfers	529,332	(26,500)	95,333	119,433	(13,667)	12,833
Transfers to Capital	2,131	-	-	-	-	-
Wages & Benefits	312,183	348,500	435,467	435,467	435,467	86,967
	55,142	54,700	24,100	25,300	26,500	(28,200)
Total Risk Management	14,298	34,700	700	700	700	(34,000)

Analysis of Changes from 2008 to 2011

Computer Software Maintenance Fees for the Claims Database	Note 1	10,000
Reduction in Insurance Premium, Brokerage, Insurance claims deductibles	Note 2	(50,000)
Office operating expenses		6,000
Total Change		(34,000)

Note 1: With the development of the new claims database, there are annual software maintenance fees required to ensure we receive the appropriate system support and upgrades.

Note 2: As we were able to negotiate lower insurance premiums than anticipated for the last three years, we have been able to maintain the same insurance allocations to Business Units for 2008-2011. Additionally, we anticipate a net premium surplus of \$50,000 at the end of the 2009-2011 budget cycle.

Included in Base Budget

We have been contracting with our current insurance broker and using their claims database program since 1998. As our broker will no longer be providing technical support after 2010 and Microsoft will not support the database program in the Windows environment after 2014, we are exploring replacement options and will fund the purchase through our Insurance Reserve. In addition to tracking property damage, bodily injury and property claims, we want to purchase a comprehensive program that will also allow us to track Corporate Health and Safety incidents. As the City does not have a database program that meets our needs, a program is needed that we can modify as the City grows and as our reporting needs change. The expenditure required for this purchase is \$150,000 that will be funded from the Insurance Reserve.

An Integrated Risk Management budget surplus is routinely transferred into our Insurance Reserve, as a safety net in the event of unanticipated higher insurance premiums and claims settlements.



OPERATING BUDGET SUMMARY

Tax Supported

Governance & Community Development Mayor Budget Summary

	<i>2007 Actual</i>	<i>2008 Budget</i>	<i>2009 Request</i>	<i>2010 Request</i>	<i>2011 Request</i>	<i>2008-2011 Change</i>
Revenues						
Other Revenues	119	-	-	-	-	-
	119	-	-	-	-	-
Expenses						
General Services	7,946	13,800	14,900	14,900	14,900	1,100
Interdepartmental Transfers	(115,454)	(120,600)	(150,100)	(156,000)	(162,300)	(41,700)
Materials & Supplies	38,343	43,400	41,600	41,600	41,600	(1,800)
Other Personnel	54,130	59,700	70,900	70,900	70,900	11,200
Transfers to Capital	1,034	-	-	-	-	-
Transfers to Other Agencies	6,500	6,500	6,500	6,500	6,500	-
Wages & Benefits	202,866	206,887	214,555	214,555	214,555	7,668
	195,365	209,687	198,355	192,455	186,155	(23,532)
Total Mayor	195,246	209,687	198,355	192,455	186,155	(23,532)

Analysis of Changes from 2008 to 2011

Wage adjustments and reclassifications	Note 1	7,668
Mayor Per Diems	Note 2	8,000
St Laurent Twinning		2,500
Overhead Recoveries from Utilities, Fleet and Land	Note 3	(41,700)
Total Change		(23,532)

Note 1: Increases in the Mayor's Office budget are a result of staff reclassification for the Mayor's Administrative Assistant.

Note 2: The Mayor has not previously claimed per diem costs but has budgeted to include in 2009-2011, at the rates approved by City Council in 2008.

Note 3: Corporate overhead is the cost of administrative support services. These costs are allocated to non-tax supported Business Units to reflect the consumption of the support services. The costs are allocated based on a combination of drivers, including revenue, capital assets, number of employees, number of transactions consumed, etc. The Corporate overhead recovery from non-tax supported business units have increased due to a combination of using a higher allocation rate than in 2008 and an increase in Corporate Services expenses.



OPERATING BUDGET SUMMARY

Tax Supported

Governance & Community Development City Council Budget Summary

	<i>2007 Actual</i>	<i>2008 Budget</i>	<i>2009 Request</i>	<i>2010 Request</i>	<i>2011 Request</i>	<i>2008-2011 Change</i>
Revenues						
Other Revenues	55	-	-	-	-	-
	55	-	-	-	-	-
Expenses						
General Services	68,727	74,200	74,200	74,200	74,200	-
Interdepartmental Transfers	(186,139)	(170,600)	(255,200)	(261,200)	(267,300)	(96,700)
Materials & Supplies	57,658	47,000	47,000	47,000	47,000	-
Other Personnel	109,786	116,000	154,000	154,000	154,000	38,000
Transfers to Capital	2,445	-	-	-	-	-
Wages & Benefits	148,791	212,449	212,555	212,555	212,555	106
	201,268	279,049	232,555	226,555	220,455	(58,594)
Total City Council	201,213	279,049	232,555	226,555	220,455	(58,594)

Analysis of Changes from 2008 to 2011

Council Travel and Per Diems	Note 1	38,000
Overhead Recoveries from Utilities, Fleet and Land	Note 2	(96,700)
Wages & Benefits		106
Total Change		(58,594)

Note 1: The budget increase reflects increased per diem rates approved by City Council in 2008 and actual travel costs for City Council members to attend necessary conferences, provincial and national meetings.

Note 2: Corporate overhead is the cost of administrative support services. These costs are allocated to non-tax supported Business Units to reflect the consumption of the support services. The costs are allocated based on a combination of drivers, including revenue, capital assets, number of employees, number of transactions consumed, etc. The Corporate overhead recovery from non-tax supported business units have increased due to a combination of using a higher allocation rate than in 2008 and an increase in Corporate Services expenses.



Alberta Terrestrial Imaging Centre

OPERATING BUDGET SUMMARY

Tax Supported

Governance & Community Development City Clerk Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Other Revenues	191,977	195,000	195,000	221,500	195,000	-
	191,977	195,000	195,000	221,500	195,000	-
Expenses						
Asset Purchases	268,786	-	-	-	-	-
General Services	351,528	242,700	296,100	384,600	279,100	36,400
Interdepartmental Transfers	(423,107)	(376,900)	(615,300)	(622,800)	(639,600)	(262,700)
Materials & Supplies	63,141	19,000	19,000	64,500	19,500	500
Other Personnel	148,977	94,200	99,200	173,400	102,200	8,000
Reserve Transfers	(191,900)	92,300	102,300	(95,900)	102,300	10,000
Transfers to Capital	(30,839)	-	(30,000)	-	-	-
Wages & Benefits	541,052	510,398	517,486	517,486	517,486	7,088
	727,638	581,698	388,786	421,286	380,986	(200,712)
Total City Clerk	535,661	386,698	193,786	199,786	185,986	(200,712)

Analysis of Changes from 2008 to 2011

Census operating expenses-advertising, honorariums, contract services	Note 1	42,000
Computer Software Maintenance Fee (Agenda Management System)	Note 2	10,000
Reserve Transfer		10,000
Overhead Recoveries from Utilities, Fleet and Land	Note 3	(262,712)
Total Change		(200,712)

Note 1: Increases in the City Clerk's budget are related to increased costs associated with conducting the annual Census (honorariums, advertising, contracted services). Dominion Voting has advised that costs will be increasing for the electronic census tabulation in 2009. However, by conducting this census annually, the City of Lethbridge as a whole will receive various Provincial and Federal grants related to population growth. In 2008, we received \$350 per capita in grants with anticipated grant increases to \$360 per capita in 2009 and \$500 per capita in 2010.

Note 2: The City Clerk's Office will be purchasing and implementing an electronic agenda management system in 2009 which was approved in the prior budget cycle. Ongoing maintenance costs which are estimated at \$10,000 per year will be required for software changes and upgrades.

Note 3: Corporate overhead is the cost of administrative support services. These costs are allocated to non-tax supported Business Units to reflect the consumption of the support services. The costs are allocated based on a combination of drivers, including revenue, capital assets, number of employees, number of transactions consumed, etc. The Corporate overhead recovery from non-tax supported business units have increased due to a combination of using a higher allocation rate than in 2008 and an increase in Corporate Services expenses.

Included in Base Budget

Census Address Database Development funded through operating reserves for (\$30,000).

This database development project is required in order to ensure that the Census address database is compatible and can be merged into the City's corporate addressing system.

OPERATING BUDGET SUMMARY

Tax Supported

Governance & Community Development City Manager Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Expenses						
General Services	2,355	2,400	13,800	13,800	13,800	11,400
Interdepartmental Transfers	(57,784)	(118,900)	(180,700)	(191,300)	(202,000)	(83,100)
Materials & Supplies	5,016	6,000	6,000	6,000	6,000	-
Other Personnel	31,817	33,000	41,000	41,000	41,000	8,000
Reserve Transfers	(19,834)	-	-	-	-	-
Transfers to Capital	656	-	-	-	-	-
Transfers to Other Agencies	-	25,000	25,000	25,000	25,000	-
Wages & Benefits	276,073	344,393	356,976	363,976	370,953	26,560
	<u>238,299</u>	<u>291,893</u>	<u>262,076</u>	<u>258,476</u>	<u>254,753</u>	<u>(37,140)</u>
Total City Manager	238,299	291,893	262,076	258,476	254,753	(37,140)

Analysis of Changes from 2008 to 2011

Wages & EWS increments	Note 1	26,560
Training, Travel & Convention		8,000
Office supplies and membership fees		11,400
Overhead Recoveries from Utilities, Fleet and Land	Note 2	(83,100)
Total Change		<u><u>(37,140)</u></u>

Note 1: Wage increases are consistent with the City Manager's contract approved by City Council.

Note 2: Corporate overhead is the cost of administrative support services. These costs are allocated to non-tax supported Business Units to reflect the consumption of the support services. The costs are allocated based on a combination of drivers, including revenue, capital assets, number of employees, number of transactions consumed, etc. The Corporate overhead recovery from non-tax supported business units have increased due to a combination of using a higher allocation rate than in 2008 and an increase in Corporate Services expenses.



Henderson Lake

OPERATING BUDGET SUMMARY

Tax Supported

Governance & Community Development City Solicitor Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Recovery from Capital Projects	64,300	36,500	36,500	36,500	36,500	-
	64,300	36,500	36,500	36,500	36,500	-
Expenses						
General Services	37,186	70,700	70,700	70,700	70,700	-
Interdepartmental Transfers	(93,707)	(114,400)	(147,400)	(154,600)	(162,800)	(48,400)
Materials & Supplies	2,092	3,500	3,500	3,500	3,500	-
Other Personnel	5,744	5,000	5,000	5,000	5,000	-
Transfers to Capital	722	-	-	-	-	-
Wages & Benefits	237,123	259,599	278,580	281,080	286,080	26,481
	189,160	224,399	210,380	205,680	202,480	(21,919)
Total City Solicitor	124,860	187,899	173,880	169,180	165,980	(21,919)

Analysis of Changes from 2008 to 2011

Administrative Assistant (perm/part-time to full time position)	Note 1	26,481
Increase in Overhead recoveries from Utilities, Fleet and Land	Note 2	(48,400)
Total Change		<u>(21,919)</u>

Note 1: In the 2005-2008 budget, City Council approved an increase in administrative assistance by .6 FTE. This increase did not secure qualified assistance nor did it provide succession planning. As such, administrative assistance was increased in this base budget to 1.0 FTE and a qualified candidate was hired. This position also provides relief for the City Manager's Administrative Assistant where necessary.

Note 2: Corporate overhead is the cost of administrative support services. These costs are allocated to non-tax supported Business Units to reflect the consumption of the support services. The costs are allocated based on a combination of drivers, including revenue, capital assets, number of employees, number of transactions consumed, etc. The Corporate overhead recovery from non-tax supported business units have increased due to a combination of using a higher allocation rate than in 2008 and an increase in Corporate Services expenses.



OPERATING BUDGET SUMMARY

Tax Supported

Governance & Community Development Economic Development Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Expenses						
General Services	825,957	844,500	1,326,100	1,308,000	1,322,400	477,900
Interdepartmental Transfers	(217,436)	(219,600)	(359,300)	(393,700)	(410,900)	(191,300)
Materials & Supplies	539	4,100	7,100	7,100	7,100	3,000
Other Personnel	1,951	7,900	7,900	7,900	7,900	-
Reserve Transfers	(25,000)	(22,500)	(220,000)	(100,000)	(60,000)	(37,500)
Transfers to Capital	3,944	-	-	-	-	-
Wages & Benefits	69,126	81,400	81,571	81,571	81,571	171
	<u>659,081</u>	<u>695,800</u>	<u>843,371</u>	<u>910,871</u>	<u>948,071</u>	<u>252,271</u>
Total Economic Development	<u>659,081</u>	<u>695,800</u>	<u>843,371</u>	<u>910,871</u>	<u>948,071</u>	<u>252,271</u>

Analysis of Changes from 2008 to 2011

Fee for Service increases:

Airport Customs Services contract	3,800
Economic Development Lethbridge	Note 1 228,771
Lethbridge Convention & Visitor Bureau	Note 1 30,500
Chinook Country Tourist Association	Note 2 100,500
Various memberships	7,400
Supplies	3,000
Overhead Recoveries from Utilities, Fleet and Land	Note 3 (164,300)
N-8 Labour Force Initiative Continuation	30,000
N-9 Technology Transition Facility (Technology Incubator)	30,000
N-10 Business Cluster Directory & Online Industrial Park Mapping	20,000
N-44 Convention & Event Coordinator Position	49,500
N-8 & N-9 Funded from MRSR	(60,000)
N-10 & N-44 A portion funded from Utilities, Fleet & Land (Overhead Charges)	(26,900)

Total Change

252,271

Note 1: In order to provide effective development in today's economy, Economic Development Lethbridge requires an increase to their base budget. One current issue is the ability to attract qualified people to roles where they can succeed, and to address this issue, the 2009-2011 budget includes a salary & benefits adjustment to market. There is also 5% annual increase on all other expenditures. A third party compensation review was undertaken to determine competitive increases and the Board approved implementation of those increases over two years in order to reduce the year one impact on the budget request.

Note 2: Chinook Country Tourist Association has provided visitor information services to the City for more than 30 years. An increase to the base budget is required due to increased costs to provide this service; this includes: building maintenance, vehicle and fuel costs and a salary & benefits adjustment to be competitive in today's labour market. City Council approved the three year contract on September 29, 2008.

Note 3: Corporate overhead is the cost of administrative support services. These costs are allocated to non-tax supported Business Units to reflect the consumption of the support services. The costs are allocated based on a combination of drivers, including revenue, capital assets, number of employees, number of transactions consumed, etc. The Corporate overhead recovery from non-tax supported business units have increased due to a combination of using a higher allocation rate than in 2008 and an increase in Corporate Services expenses.

OPERATING BUDGET SUMMARY

Tax Supported

Governance & Community Development Corporate Communications Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Sales of Goods & Services	69	-	-	-	-	-
	69	-	-	-	-	-
Expenses						
General Services	2,617	7,700	87,700	87,700	87,700	80,000
Interdepartmental Transfers	(80,020)	(83,100)	(110,700)	(114,600)	(118,500)	(35,400)
Materials & Supplies	4,347	12,400	12,400	12,400	12,400	-
Other Personnel	1,796	7,000	7,000	7,000	7,000	-
Reserve Transfers	(11,028)	-	-	-	-	-
Transfers to Capital	152	-	-	-	-	-
Wages & Benefits	172,795	177,800	177,780	177,780	177,780	(20)
	90,659	121,800	174,180	170,280	166,380	44,580
Total Corporate Communications	90,590	121,800	174,180	170,280	166,380	44,580

Analysis of Changes from 2008 to 2011

Council Communication Initiative ongoing funding	Note 1	80,000
Overhead Recoveries from Utilities, Fleet and Land	Note 2	(35,400)
Wages & Benefits		(20)
Total Change		<u><u>44,580</u></u>

Note 1: In its 2007-2010 integrated strategic plan "Towards A Sustainable Future", City Council has identified the development of a communications strategy and plan as one of its strategic priorities. The goals of the initiative include effective and regular two-way communication between City Council and the community, and an enhanced level of community engagement. The base budget funding for 2009-2011 is in support of City Council's communication strategy.

Note 2: Corporate overhead is the cost of administrative support services. These costs are allocated to non-tax supported Business Units to reflect the consumption of the support services. The costs are allocated based on a combination of drivers, including revenue, capital assets, number of employees, number of transactions consumed, etc. The Corporate overhead recovery from non-tax supported business units have increased due to a combination of using a higher allocation rate than in 2008 and an increase in Corporate Services expenses.



Pavan Park

OPERATING BUDGET SUMMARY

Tax Supported

Governance & Community Development Real Estate and Land Development Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Recovery from Capital Projects	321,540	442,200	329,702	331,102	332,502	(109,698)
Sales of Goods & Services	34,158	11,700	35,000	35,000	35,000	23,300
	355,698	453,900	364,702	366,102	367,502	(86,398)
Expenses						
Debt Payments	1,200,517	1,132,300	1,120,010	1,109,100	1,109,200	(23,100)
General Services	579,128	38,100	103,100	103,100	103,100	65,000
Interdepartmental Transfers	339,448	351,000	564,800	583,700	604,000	253,000
Materials & Supplies	12,302	10,000	13,500	13,500	13,500	3,500
Other Personnel	14,509	33,500	39,500	39,500	39,500	6,000
Reserve Transfers	(539,376)	4,600	(17,100)	(17,100)	(17,100)	(21,700)
Transfers to Capital	(1,929,755)	(1,838,800)	(2,246,801)	(2,253,391)	(2,272,391)	(433,591)
Utilities	543	400	-	-	-	(400)
Wages & Benefits	678,377	722,800	787,693	787,693	787,693	64,893
	355,693	453,900	364,702	366,102	367,502	(86,398)
Total Real Estate and Land	(5)	-	-	-	-	-

Analysis of Changes from 2008 to 2011

Debt payments	Note 1	(23,100)
Rental and leasing income	Note 2	(35,900)
Internal Transfer		(6,000)
General Services	Note 3	65,000
Total Change		-

Note 1: Overall decrease in debt payments due to the closing of two of three purchase agreements that were outstanding that related to land purchases.

Note 2: Overall income from rental and leasing income has remained fairly consistent over the past three years (2007 - \$34,000; 2006 - \$29,000; 2005 - \$24,000), however, rental and leasing income was under estimated in the budget from prior years.

Note 3: Increases due to land sale expenses of \$55,000 and \$10,000 were budgeted for Tudor Slumping; neither were previously considered in the budget from prior years.



OPERATING BUDGET SUMMARY

Tax Supported

Corporate Initiatives Corporate Initiatives Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Grants	40,487	-	-	-	-	-
Sales of Goods & Services	6,135	-	-	-	-	-
	46,622	-	-	-	-	-
Expenses						
General Services	73,858	26,400	26,400	26,400	26,400	-
Interdepartmental Transfers	(82,546)	(147,500)	(177,000)	(185,000)	(193,100)	(45,600)
Materials & Supplies	4,511	5,000	5,000	5,000	5,000	-
Other Personnel	11,936	23,000	23,000	23,000	23,000	-
Reserve Transfers	(15,375)	-	-	-	-	-
Transfers to Capital	1,368	-	-	-	-	-
Transfers to Other Agencies	-	5,000	5,000	5,000	5,000	-
Wages & Benefits	279,162	331,201	354,915	357,815	360,215	29,014
	272,914	243,101	237,315	232,215	226,515	(16,586)
Total Corporate Initiatives	226,292	243,101	237,315	232,215	226,515	(16,586)

Analysis of Changes from 2008 to 2011

Wage adjustments and reclassifications	Note 1	29,014
Overhead Recoveries from Utilities, Fleet and Land	Note 2	(45,600)
Total Change		(16,586)

Note 1: Variance is a result of one reclassification to a higher band and the implementation of a step increase.

Note 2: Corporate overhead is the cost of administrative support services. These costs are allocated to non-tax supported Business Units to reflect the consumption of the support services. The costs are allocated based on a combination of drivers, including revenue, capital assets, number of employees, number of transactions consumed, etc. The Corporate overhead recovery from non-tax supported business units have increased due to a combination of using a higher allocation rate than in 2008 and an increase in Corporate Services expenses.



OPERATING BUDGET SUMMARY

Tax Supported

Infrastructure Services Infrastructure Administration Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Grants	827,736	-	-	-	-	-
Other Revenues	1,079	-	-	-	-	-
Recovery from Capital Projects	750,126	765,200	372,340	372,340	372,340	(392,860)
Sales of Goods & Services	483,259	467,100	592,500	592,500	592,500	125,400
	<u>2,062,200</u>	<u>1,232,300</u>	<u>964,840</u>	<u>964,840</u>	<u>964,840</u>	<u>(267,460)</u>
Expenses						
Asset Purchases	199,032	-	-	-	-	-
Debt Payments	757,418	890,500	830,300	2,129,000	2,386,900	1,496,400
General Services	468,568	45,600	86,700	86,700	86,700	41,100
Interdepartmental Transfers	(370,598)	9,000	(428,200)	(446,300)	(466,700)	(475,700)
Materials & Supplies	615,488	335,700	99,600	99,600	99,600	(236,100)
Other Personnel	28,112	23,900	56,000	56,000	56,000	32,100
Reserve Transfers	106,299	-	(48,200)	(48,200)	(48,200)	(48,200)
Transfers to Capital	(745,653)	(1,037,500)	(999,400)	(2,301,300)	(2,562,600)	(1,525,100)
Wages & Benefits	1,201,766	1,133,723	1,622,406	1,645,206	1,669,406	535,683
	<u>2,260,432</u>	<u>1,400,923</u>	<u>1,219,206</u>	<u>1,220,706</u>	<u>1,221,106</u>	<u>(179,817)</u>
Total Infrastructure Administration	<u>198,232</u>	<u>168,623</u>	<u>254,366</u>	<u>255,866</u>	<u>256,266</u>	<u>87,643</u>

Analysis of Changes from 2008 to 2011

Addition of a 10 month clerk position	Note 1	46,743
Conversion of a casual public operations clerk II to a permanent position	Note 2	9,400
Other expenses	Note 3	31,500
Infrastructure Services Senior Accounting Technician	Note 4	-
Urban Construction Manager	Note 5	-
Total Change		<u><u>87,643</u></u>

Note 1: Infrastructure Services will add a ten month casual position to provide additional support to existing administrative staff for data entry and other related clerical duties. Since the City began using asset management tools such as the Customer Request Module and the Capital Asset Management module software to support its asset management activities, there has been a need for increased data entry support to ensure that data is entered into the asset management system in both a timely and accurate manner. The addition of this position will better enable infrastructure services administration to achieve this.

Note 2: Infrastructure Services Administration will convert a casual Public Operations Clerk II position into a permanent position beginning in 2009. In past, this position provided administrative relief for the two other public operations administrative personnel during the busy spring and summer seasons that the City's public operations reception encounters. However, due to continued community and operations growth over the past years, the need for this position to assume a more permanent role is required.

Note 3: Infrastructure Administration encompasses a variety of infrastructure related departments such as Surveying and Mapping, Asset Management, Urban Construction and Infrastructure Services Administration. Each of these departments have seen an increase to their staff as well as changes to the way in which they deliver services to both internal and external customers. With this, incremental increases to areas in their budgets such as provisions for cellular telephones, car allowances, computer hardware and software requirements and training for each of these four departments will increase over the next three years.

Note 4: Infrastructure Administration will be hiring a Senior Accounting Technician in 2009. This position will provide accounting support to the Urban Construction business unit as well as the Water, Wastewater and Waste and Recycling Utilities. The addition of this position will provide support that has been required in recent years due to the continued growth of the utilities and the additional reporting requirements that have arisen due to the incorporation of grants funding and offsite funding as part of their capital programs. Wages will be recovered through utilities and through inspection fees, therefore, this will not impact taxation.

Note 5: Beginning in 2009, wages and related business expenses for the Urban Construction Manager have been budgeted in the Infrastructure Administration business unit. These expenses will be fully recovered through subdivision inspection fees, therefore, this budget movement will not cause any pressures upon taxation.

OPERATING BUDGET SUMMARY

Tax Supported

Infrastructure Services Community Lighting Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Expenses						
General Services	883	44,000	282,000	133,500	120,000	76,000
Interdepartmental Transfers	270,409	281,100	225,100	225,100	225,100	(56,000)
Materials & Supplies	3,662	-	-	-	-	-
Reserve Transfers	286,346	206,100	6,100	156,100	171,100	(35,000)
Transfers to Capital	49,267	-	-	-	15,000	15,000
Utilities	1,950,369	1,395,700	2,234,200	2,384,600	2,735,900	1,340,200
Wages & Benefits	10,384	-	-	-	-	-
	2,571,320	1,926,900	2,747,400	2,899,300	3,267,100	1,340,200
Total Community Lighting	2,571,320	1,926,900	2,747,400	2,899,300	3,267,100	1,340,200

Analysis of Changes from 2008 to 2011

Shortfall in 2006 - 2008 budget	Note 1	838,500
Basic increase in Utilities due to growth and distribution increases in 2010	Note 2	150,400
Increase in Utilities due to growth and increased electrical rate cost (2010 to 2011)	Note 3	351,300
General Services program increased to include an inspection and maintenance program		41,000
Decrease in transfer of funds to Electric Operations for lighting maintenance		(56,000)
N-1 Festive Lighting		50,000
N-1 Funding from MRSR		(35,000)
Total Change		1,340,200

Note 1: Throughout the 2006 - 2008 budget, community lighting has experienced budget deficits. This increase addresses those structure deficits.

Note 2: Our historic growth rate for roads has been 3% annually over the last four years and this would be the same growth rate in street lights. Budget has been adjusted for a 3% increase in power consumption for this reason and there has also been an increase in distribution costs (Transmission and Distribution of the Electricity).

Note 3: In addition to the same growth rate as previous and distribution increases, in 2011 there will be new contracts for power supply in place.



Coalbanks Crossing Pedestrian Bridge

OPERATING BUDGET SUMMARY

Tax Supported

Infrastructure Services Fleet Services Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Grants	592,460	-	-	-	-	-
Other Revenues	253,521	35,200	35,200	35,200	35,200	-
Recovery from Capital Projects	463,380	147,300	152,400	153,500	153,600	6,300
Sale of Assets	264,017	198,200	198,200	198,200	198,200	0
Sales of Goods & Services	242,648	300,000	300,000	373,500	451,400	151,400
	1,816,026	680,700	685,800	760,400	838,400	157,700
Expenses						
Asset Purchases	3,884,189	2,454,000	2,549,764	2,685,164	2,645,264	191,264
General Services	698,954	293,300	334,200	346,200	356,200	62,900
Interdepartmental Transfers	(6,846,038)	(6,457,000)	(7,358,900)	(7,703,000)	(7,881,000)	(1,424,000)
Materials & Supplies	2,296,600	2,433,400	2,989,719	3,261,019	3,546,919	1,113,519
Other Personnel	19,623	26,300	34,981	34,981	34,981	8,681
Reserve Transfers	(19,424)	150,200	198,200	198,200	198,200	48,000
Transfers to Capital	94,427	-	-	-	-	-
Wages & Benefits	1,687,695	1,780,500	1,937,836	1,937,836	1,937,836	157,336
	1,816,026	680,700	685,800	760,400	838,400	157,700
Total Fleet Services	-	-	-	-	-	-

Analysis of Changes from 2008 to 2011

Conversion of two 10 month casual positions into permanent positions	Note 1	16,000
Addition of pick-up truck to Garage Operations	Note 2	30,000
Increase to fuel costs	Note 3	1,491,700
Increased recoveries from other departments	Note 4	(1,537,700)
N-16 Programmer/Scheduler		91,200
N-17 Utility II Worker (10 month term)		49,592
N-16 & N-17 Funded from Fleet Services		(140,792)
Total Change		-

Note 1: Beginning in 2009, Fleet Services will be converting two existing casual positions, a ten month casual Welder/Fabricator position and a Utility Worker II position into full-time permanent positions. The conversion of these two positions to full-time will allow the garage to better respond to the increased workload while performing preventative maintenance activities on the City's expanded fleet.

Note 2: Fleet garage operations have added a 1/2 ton pickup truck to the garage operations beginning in 2009. In past, garage operations have been renting a truck to use for repair callouts. The addition of this dedicated truck to garage operations will provide for more reliable availability to the mechanics who must respond to jobsite callouts.

Note 3: The budgeted costs for fuel will have increased approximately \$1,491,700 by the end of 2011.

Note 4: All cost increases to Fleet Services are recovered through fleet rental rates that are charged out to the City of Lethbridge business units that use fleet equipment as part of their operations. The fuel estimates, for both gasoline and diesel, are based upon estimated per litre prices of \$1.20 in 2009, \$1.30 in 2010, and \$1.40 in 2011.

OPERATING BUDGET SUMMARY

Tax Supported

Infrastructure Services Parking Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Recovery from Capital Projects	358	-	-	-	-	-
Sales of Goods & Services	889,639	892,500	1,131,500	1,131,500	1,131,500	239,000
	<u>889,997</u>	<u>892,500</u>	<u>1,131,500</u>	<u>1,131,500</u>	<u>1,131,500</u>	<u>239,000</u>
Expenses						
Asset Purchases	156,000	-	-	-	-	-
General Services	33,140	36,600	64,100	64,100	64,100	27,500
Interdepartmental Transfers	73,701	143,700	106,500	106,900	107,700	(36,000)
Materials & Supplies	10,742	26,500	146,500	56,500	56,500	30,000
Other Personnel	14,557	13,400	16,900	16,900	16,900	3,500
Reserve Transfers	215,938	342,800	476,424	565,924	565,124	222,324
Transfers to Capital	368	-	-	-	-	-
Utilities	708	400	1,000	1,100	1,100	700
Wages & Benefits	249,843	194,100	185,076	185,076	185,076	(9,024)
	<u>754,997</u>	<u>757,500</u>	<u>996,500</u>	<u>996,500</u>	<u>996,500</u>	<u>239,000</u>
Total Parking	<u>(135,000)</u>	<u>(135,000)</u>	<u>(135,000)</u>	<u>(135,000)</u>	<u>(135,000)</u>	<u>-</u>

Analysis of Changes from 2008 to 2011

Contractual Services for Off-street Parking Lot Maintenance	Note 1	27,500
Replacement of Parking Meters	Note 2	30,000
Increased Revenues	Note 3	(57,500)
N-67 Upgrade Parking Meters - Increase in parking rates		(209,500)
N-67 Revenue increases transferred to the Reserve		209,500
Total Change		<u><u>-</u></u>

Note 1: Increases to the amount spent on contractual services relating to maintenance activities for our off-street parking facilities include snow removal and sanding as well as sweeping, asphalt patching and line painting.

Note 2: There will be increases in the amount spent annually on the replacement of parking meter heads and mechanisms. The existing heads are beyond their lifecycle and as such, replacement parts for most of these meters are no longer available. The parking department will begin a replacement program for these old meters.

Note 3: The Parking business unit has budgeted for a 15% increase in parking revenues from our Off-street RV Parking facilities beginning in 2009. The business unit will also experience a decrease in budgeted transfers from other city departments beginning in 2009.



Memorial Rose Garden

OPERATING BUDGET SUMMARY

Tax Supported

Infrastructure Services Infrastructure Services Parks Management Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Grants	36,477	-	-	-	-	-
Other Revenues	164,469	136,700	170,850	177,750	185,050	48,350
Property Taxes	255,000	255,000	323,000	323,000	323,000	68,000
Recovery from Capital Projects	720,421	145,300	100,600	100,400	100,200	(45,100)
Sales of Goods & Services	11,365	4,000	8,200	8,200	8,200	4,200
	1,187,732	541,000	602,650	609,350	616,450	75,450
Expenses						
Asset Purchases	177,672	200	5,500	-	-	(200)
General Services	688,800	868,100	904,600	883,200	903,700	35,600
Interdepartmental Transfers	598,607	823,200	968,500	1,081,900	1,119,800	296,600
Materials & Supplies	407,037	413,500	533,194	534,329	544,429	130,929
Other Personnel	36,225	24,800	23,100	23,100	21,100	(3,700)
Reserve Transfers	(189,128)	-	-	(35,000)	(35,000)	(35,000)
Transfers to Capital	14,406	(49,600)	(49,600)	(49,600)	(49,600)	(0)
Utilities	317,170	502,600	615,100	620,100	635,600	133,000
Wages & Benefits	3,834,029	3,180,296	3,330,555	3,382,220	3,432,220	251,924
	5,884,818	5,763,096	6,330,949	6,440,249	6,572,249	809,153
Total Infrastructure Services Parks	4,697,086	5,222,096	5,728,299	5,830,899	5,955,799	733,703

Analysis of Changes from 2008 to 2011

Turf Maintenance Program	Note 1	100,500
Shrub Bed Maintenance Program	Note 2	120,500
Irrigation System Maintenance Program	Note 3	105,000
Urban Parks Maintenance Program	Note 4	54,000
Dryland Maintenance Program	Note 5	82,700
Urban Forestry Program	Note 6	255,000
Recoveries from Capital Projects	Note 7	(78,297)
Frontage Levy increase	Note 8	(68,000)
Revenue from schools	Note 9	(48,300)
Fuel Reduction		(54,400)
N-2 Private Tree Inventory		35,000
N-2 Funded from MRSR		(35,000)
N-3 Welcome to Lethbridge Signage		4,000
N-36 Ongoing Graffiti Abatement Program		60,000
N-38 Enhanced Tree Planting		90,000
N-70 Parks Unmetered Water		111,000
Total Change		733,703

Note 1: This increase to the Parks' Turf Maintenance program, by approximately \$100,500, is due to the addition of a casual front end Loader Operator beginning in 2009, a 16 foot rotary mower operator beginning in 2010, and a casual labourer in 2010. In addition, this program will see the addition of a 16 foot rotary mower to its fleet in 2010 as a measure to keep up with anticipated parkland growth of approximately 13% (67 hectares) over the next three years.

Note 2: Increases to the Parks' Shrub Bed Maintenance program by approximately \$120,500 deals with maintenance and rehabilitation of numerous feature shrub beds found in roadway medians and urban parks. Increases to this program include the addition of a casual labourer position in 2010 and another casual labourer positions in 2011. These additional positions are required in order for the parks department to maintain today's service levels with the growth of our parks.

Note 3: Increase to the City's Parks Irrigation System maintenance program by approximately \$105,000 is attributable to the addition of two casual labourers beginning in 2010 as well as provisions for additional fertilizer that is required in anticipation of the increased park area that our urban park system is expected to grow 67 hectares in the next three years.

OPERATING BUDGET SUMMARY

Tax Supported

Infrastructure Services Infrastructure Services Parks Management Budget Summary

Note 4: Increases to the City's Urban Parks programs to accommodate anticipated park growth of approximately 13% (67 hectares) over the next three years are due to the need for additional manpower and equipment to be deployed to both the City's various Sportsfields and River Valley parks. These increases include the hiring of three casual labourers beginning in 2009. This program will also see an addition of a 3/4 ton 4x4 truck to its vehicle fleet. This truck is valued at approximately \$45,000 and will be funded through the fleet reserve.

Note 5: Increase to Parks' dryland maintenance program by approximately \$82,700 as a measure to accommodate community growth of 67 hectares. This increase includes the addition of a casual labourer added to the program in 2010 along with additional operating expenses such as increases to fuel costs and vehicle rental charges.

Note 6: Increases to the City's urban forestry maintenance program by approximately \$255,000 is due partially to the addition of a Parks Inventory Technician and a casual summer arborist position beginning in 2009. In addition to this, the urban parks department will also be adding to their vehicle fleet an aerial bucket truck valued at approximately \$150,000 which will be used for both summer and winter pruning activities, and a 1/2 ton pickup truck valued at approximately \$40,000 for one of their forestry technicians.

Note 7: Increase in the amount of parks operations work that will be recovered through capital projects and/or third party recoveries.

Note 8: Increase in the Frontage Levy on homes ten years and older. This frontage levy increase is due to the addition of homes that will become older than ten years and that will then be subject to the frontage levy. This levy supports boulevard tree planting and general rehabilitation programs in boulevards along residential streets. The frontage levy in 2008 was \$1.80 per frontage foot on all homes ten years and older. In 2009, it will increase to \$2.00, and then increase to \$2.05 in both 2010 and 2011.

Note 9: This is additional revenue that the parks operations department will receive from the school boards towards the school's share of the maintenance of their school yards. Based on the Joint Use Agreement, and aligning budget with rates negotiated, there is a revenue increase of \$48,300.



OPERATING BUDGET SUMMARY

Tax Supported

Infrastructure Services Storm Sewer Maintenance Budget Summary

	<i>2007</i>	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2008-2011</i>
	<i>Actual</i>	<i>Budget</i>	<i>Request</i>	<i>Request</i>	<i>Request</i>	<i>Change</i>
Revenues						
Grants	-	-	838,300	838,300	838,300	838,300
	-	-	838,300	838,300	838,300	838,300
Expenses						
Asset Purchases	9,661	-	-	-	-	-
Contingencies	-	7,800	7,800	7,800	7,800	-
Debt Payments	44,798	8,500	-	-	-	(8,500)
General Services	23,766	818,000	858,600	858,600	858,600	40,600
Interdepartmental Transfers	103,524	196,200	182,700	183,900	185,300	(10,900)
Materials & Supplies	9,449	24,000	39,000	34,000	34,000	10,000
Transfers to Capital	748,935	-	-	-	-	-
Utilities	28,808	30,100	35,800	38,200	41,800	11,700
Wages & Benefits	108,658	-	-	-	-	-
	1,077,599	1,084,600	1,123,900	1,122,500	1,127,500	42,900
Total Storm Sewer Maintenance	1,077,599	1,084,600	285,600	284,200	289,200	(795,400)

Analysis of Changes from 2008 to 2011

Increase in Provincial Grant funding - NDCC	Note 1	(838,300)
Operating expenses	Note 2	42,900
Total Change		(795,400)

Note 1: The 2008 to 2011 storm sewer annual upgrading will be primarily funded through the New Deal for Cities and Communities (NDCC) grant. A majority of this business units' expenditures address asset renewal and system improvements.

Note 2: Balance of system maintenance costs have been increased due to an increase in utility charges and contractual services.



Henderson Lake

OPERATING BUDGET SUMMARY

Tax Supported

Infrastructure Services Transportation Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Grants	88,164	101,000	543,500	556,500	570,500	469,500
Other Revenues	71,681	55,900	55,900	55,900	55,900	-
Property Taxes	2,471,769	2,646,700	2,952,900	3,038,900	2,953,100	306,400
Recovery from Capital Projects	2,325,026	2,027,600	2,675,500	2,719,500	2,719,300	691,700
Sales of Goods & Services	428,313	413,900	472,700	479,300	486,100	72,200
	5,384,953	5,245,100	6,700,500	6,850,100	6,784,900	1,539,800
Expenses						
Asset Purchases	6,895	-	-	-	-	-
Debt Payments	564,628	471,400	496,800	522,500	374,300	(97,100)
General Services	612,285	1,264,500	1,370,900	1,231,800	1,247,800	(16,700)
Interdepartmental Transfers	1,068,847	554,000	1,155,600	1,209,600	1,342,800	788,800
Materials & Supplies	2,545,967	2,253,200	2,670,600	2,729,600	2,780,200	527,000
Other Personnel	50,093	76,400	75,200	80,200	75,200	(1,200)
Reserve Transfers	(525,648)	(15,000)	(160,000)	-	-	15,000
Transfers to Capital	3,181,033	2,465,000	2,421,000	2,486,900	2,454,700	(10,300)
Utilities	38,320	64,000	46,800	49,300	56,200	(7,800)
Wages & Benefits	2,972,219	3,122,211	4,060,021	4,246,773	4,373,511	1,251,300
	10,514,639	10,255,711	12,136,921	12,556,673	12,704,711	2,449,000
Total Transportation	5,129,686	5,010,611	5,436,421	5,706,573	5,919,811	909,200

Analysis of Changes from 2008 to 2011

Ice Control and Snow Removal	Note 1	448,000
Street Cleaning	Note 2	145,200
Increasing staffing levels due to community growth	Note 3	365,800
Paved Land Maintenance	Note 4	200,000
Traffic Operations	Note 5	264,300
Frontage Levy Revenue	Note 6	(404,700)
Use of Grant Funding (MSI)	Note 7	(469,500)
Increase in revenues from other city departments	Note 8	(4,500)
Roadway Maintenance Operations	Note 9	319,000
Other costs		45,600
Total Change		909,200

Note 1: Increases to the City's ice control and snow removal budgets by approximately \$448,000 will bring the annual budgets of these two programs to levels that reflect actual spending levels that the City encountered in 2007 and what is expected to be expensed in 2008.

Note 2: Increase to the City's Street Cleaning program by approximately \$145,200 includes a portion (60%) of the wage costs associated with a new FTE that will be hired beginning in 2009. It also accounts for the annual equipment operating costs of a new sweeper that will be added to the Transportation Operations fleet in 2011. The initial purchase of this sweeper will be funded through the fleet reserve.

Kilometres of roads swept as of November 20, 2007		
Classification	Road km	Lane km
Arterials	88.26	270.54
Collectors	151.95	323.4
Local	258.61	517.62
Gravel	39.38	78.75
Totals	538.2	1190.31

OPERATING BUDGET SUMMARY

Tax Supported

Infrastructure Services Transportation Budget Summary

Note 3: An increase to staff levels at Transportation Operations, Transportation Administration, and Traffic Operations is in response to the overall growth of our City's roadway networks which is approximately 3% per year. Of this increase, approximately \$130,800 is attributable to an increase in the staff complement of the Transportations Operations department by one per year as well as converting three non-permanent positions into three permanent positions. Transportation Administration will increase its FTE complement by two, a Roads Designer and a Traffic Technician. These additions increase the Transportation budget by \$198,500, but with approximately \$100,000 of recoveries that will offset these increases. In Traffic Operations, a new Traffic Signal Electrician is planned for hire in 2010. This position will increase the budget by approximately \$136,500 for all costs associated with wages, training and supplies.

Note 4: Increase to the Paved Lane Maintenance budget for the reconstruction and rehabilitation of failing asphalt lanes. \$200,000 has been dedicated to this activity annually for the next three years.

Kilometres of Lanes in the City	
Classification	2007 Total km
Asphalt	130.78
Gravel	61.86
Concrete	1.6
Total	194.24

Note 5: There are key pressures to Traffic Operations that include LED Traffic bulb change outs for \$50,000, conversion of traffic sign labourer position from casual to permanent for \$20,000 and additional pressures resulting from IBEW wage settlement for \$134,200. Additionally, the traffic pavement markings budget has been increased by \$60,100. These increased costs are related to costs associated with equipment rental rates for a skipliner (line painting) machine to be purchased in 2009 as well as operator and labour costs associated with line painting activities.

Note 6: An increase in the Frontage Levy Tax Rate for Transportation programs includes local and collector street overlays, sidewalk, curb and gutter renewal and boulevard restoration. The frontage levy in 2008 was \$1.80 per frontage foot on all homes ten years and older. In 2009, it will increase to \$2.00, and then increase to \$2.05 in both 2010 and 2011.

Note 7: The 2009-2011 transportation budget includes use of a Municipal Sustainability Initiative (MSI) grant to fund the City's 25% matching contribution of both the annual Arterial overlay and Bridge Maintenance programs.

Note 8: The transportation department intends to recover fees from both internal City departments for services such as barricade setup and removal, sign fabrication and installation and contractual patching. The transportation department also intends to partially recover roadway design and project management expenses from major roadway capital projects.

Note 9: Roadway maintenance is experiencing an increase in their costs over the next three years due to increased growth of the community's roadway networks as well as input costs. Activities that fall under the description of roadway maintenance include the maintenance of both gravelled and paved laneways, gravelled roadway maintenance, and major and minor roadway repairs. Also included are some other minor maintenance activities such as pothole repair and crack sealing. All activities play a crucial role in extending the lifecycle of our arterial, collector and local roads and lanes. Some of the input costs causing pressure are increases to the use of gravel for \$56,400 and asphalt for \$94,200 as well as fuel rate increases on our heavy equipment that are used to perform this maintenance and repair work of \$168,400.



OPERATING BUDGET SUMMARY

Tax Supported

Corporate Accounts Employee Welfare & Security Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Other Revenues	389,817	271,500	99,500	99,500	99,500	(172,000)
	389,817	271,500	99,500	99,500	99,500	(172,000)
Expenses						
Canada Pension Plan	2,318,325	2,274,000	2,718,600	2,854,600	2,981,400	707,400
Corporate STD/LTD Program	(19,631)	160,000	152,200	164,100	176,600	16,600
Employment Insurance	1,128,027	1,147,800	1,112,700	1,165,500	1,215,500	67,700
EWS Recoveries	(15,418,661)	(15,262,999)	(17,519,527)	(18,682,986)	(19,313,986)	(4,050,987)
General Services	101,443	99,200	129,800	130,700	131,600	32,400
Health & Dental Plans	3,263,843	3,770,400	3,608,700	3,817,800	4,036,900	266,500
Interdepartmental Transfers	243,120	(500)	(500)	(500)	(500)	-
Local Authorities Pension (LAPP)	4,347,033	4,811,300	6,220,600	7,112,300	7,202,100	2,390,800
Materials & Supplies	262	700	700	700	700	-
Other Employee Benefits	307,778	71,600	214,500	90,000	91,000	19,400
Other Personnel	60,216	77,000	93,900	98,200	104,300	27,300
Reserve Transfers	648,702	(5,200)	-	-	-	5,200
Special Forces Pension (SFPP)	1,172,005	1,197,200	1,440,000	1,479,800	1,534,400	337,200
Supplementary Pension (APEX)	283,754	252,100	355,000	390,000	430,000	177,900
Transfers to Capital	1,692	-	-	-	-	-
Wages & Benefits	613,509	787,699	849,727	734,986	752,386	(35,313)
Workers Compensation	711,475	891,200	723,100	744,300	757,100	(134,100)
	(237,108)	271,500	99,500	99,500	99,500	(172,000)
Total Employee Welfare & Security	(626,925)	-	-	-	-	-

Analysis of Changes from 2008 to 2011

Increases in revenue from business units for contributions to fund employee benefits	Note 1	(4,008,300)
Canada Pension Plan increases	Note 2	707,400
Employment Insurance increases	Note 3	67,700
Increased costs related to all Health and Dental plans	Note 4	266,500
Local Authorities Pension Plan increases	Note 5	2,520,100
Special Forces Pension Plan increases	Note 6	337,200
Supplementary Pension Plan increases	Note 7	177,900
Decrease in Workers' Compensation premiums	Note 8	(134,100)
Other related benefit increases		65,600
Total Change		-

Note 1: This revenue is collected from all City business units based on a percentage of wages (22% for 2009 - 2011). This charge covers the cost of employee benefits.

Note 2: Canada Pension Plan (CPP) premium rates are not projected to increase, however, increased costs are related to an increase in Yearly Maximum Pensionable Earnings (YMPE).

Note 3: Employment Insurance (EI) contribution rates are not expected to increase for the 2009 – 2011 budget cycle, however the overall increase premium costs are related to a projected increase in YMPE.

Note 4: Health and dental plan increases are related to increasing prescription costs of about 10% as well as Flexible Benefit program cost increases associated to wage increases. Alberta Health Care premiums have been eliminated for the budget cycle as a result of the provincial government eliminating premiums.

OPERATING BUDGET SUMMARY

Tax Supported

Corporate Accounts Employee Welfare & Security Budget Summary

Note 5: A significant increase in Local Authorities Pension Plan (LAPP) costs have been experienced over the previous budget cycle and are projected to increase further in the 2009 – 2011 cycle. Pension contributions are based on a percentage of payroll and are impacted by wage increases as well as increases in the yearly maximum pensionable earnings (YMPE). The LAPP Board has announced that 2009 contribution rates will increase by approximately 9% from the 2008 contribution rates. Further increases can likely be expected in the future due to the losses being experienced in financial markets.

Note 6: Special Forces Pension Plan (SFPP) contribution rates are projected to increase during this budget cycle. Also included are contributions on wage increases.

Note 7: Supplementary Pension contribution rates are expected to remain unchanged from 2008, however, increases are related to contributions on increased participation and wage increases.

Note 8: Workers' Compensation premiums are expected to decrease due to a projected reduction in the City rate that is charged by WCB.



OPERATING BUDGET SUMMARY

Tax Supported

Corporate Accounts Non-Departmental Revenues Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Grants	2,230,916	2,243,600	2,862,300	2,889,700	3,522,700	1,279,100
MRSR Allocation	18,095,900	18,795,900	19,095,900	20,445,900	21,895,900	3,100,000
Other Revenues	212,690	-	-	-	-	-
Penalties & Fees	429,558	390,400	390,400	409,900	430,400	40,000
Property Taxes	67,325,276	73,140,700	78,785,045	84,552,224	90,688,356	17,547,656
ROI from Utilities	1,789,078	1,624,200	1,972,200	2,121,700	2,262,900	638,700
Sales of Goods & Services	301,706	316,900	294,100	294,400	294,700	(22,200)
	90,385,124	96,511,700	103,399,945	110,713,824	119,094,956	22,583,256
Expenses						
Asset Purchases	9,254	-	-	-	-	-
Contingencies	-	120,000	234,000	734,000	1,234,000	1,114,000
Financial Charges	404	300	300	300	300	-
General Services	190,869	198,600	199,800	199,800	199,800	1,200
Interdepartmental Transfers	34,134	34,500	36,600	38,400	40,300	5,800
Materials & Supplies	12,946	31,900	3,300	3,300	3,300	(28,600)
Other Personnel	3,600	300	300	300	300	-
Reserve Transfers	2,109,249	1,260,727	3,645,766	7,805,206	12,310,139	11,049,412
Transfers to Capital	(229,193)	(259,300)	(319,700)	(326,100)	(332,700)	(73,400)
Wages & Benefits	61,501	65,200	65,233	65,233	65,233	33
	2,192,764	1,452,227	3,865,599	8,520,439	13,520,672	12,068,445
Total Non-Departmental Revenues	(88,192,360)	(95,059,473)	(99,534,346)	(102,193,385)	(105,574,284)	(10,514,811)

Analysis of Changes from 2008 to 2011

Property tax assessment growth	Note 1	(5,700,000)
Property tax rate increases	Note 2	(11,763,000)
Increased allocation from the Municipal Revenue Stabilization Reserve (MRSR)	Note 3	(3,100,000)
Municipal Sustainability Initiative (MSI) grant	Note 4	(1,180,000)
Corporate Contingency	Note 5	1,000,000
Utility Transfers	Note 6	(638,700)
Reallocation of Unused Contingency		1,114,000
Wages & Benefits		9,638,889
N-39 Funding of Parking Administration (increase in Contingency)		114,000

Total Change

(10,514,811)

Note 1: Estimated increased property tax revenues due to new construction within the City of Lethbridge.

Note 2: Average increases of 4.85% per year for 2009 through 2011.

Note 3: The annual transfer from the MRSR to General Operations is increasing from \$18,795,900 in 2008 to \$21,895,900 in 2011.

Note 4: The City of Lethbridge will receive approximately \$1,100,000 under the operating component of the Municipal Sustainability Initiative Grant. This has been included in the operating budget to partially offset the increased cost of utilities for City facilities.

Note 5: A corporate budget contingency of \$500,000 in 2009 and an additional \$500,000 in 2010 (total \$1,000,000) is included to address structural differences that may occur over the budget term.

Note 6: By policy, 8% of Water revenues and 10% of Landfill revenues are transferred annually to General Fund. This amount is based on the increases in revenues of those utilities.

OPERATING BUDGET SUMMARY

Tax Supported

Corporate Accounts Pay-As-You-Go Program Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Expenses						
Debt Payments	3,957,600	4,168,800	4,358,900	4,358,900	3,758,900	(409,900)
Pay-As-You-Go Capital	3,335,000	3,484,000	3,609,000	3,734,000	3,859,000	375,000
Reserve Transfers	320,000	33,200	(156,900)	(156,900)	443,100	409,900
	<u>7,612,600</u>	<u>7,686,000</u>	<u>7,811,000</u>	<u>7,936,000</u>	<u>8,061,000</u>	<u>375,000</u>
Total Pay-As-You-Go Program	7,612,600	7,686,000	7,811,000	7,936,000	8,061,000	375,000

Analysis of Changes from 2008 to 2011

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

Note 1

375,000

Total Change

375,000

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 \$125,000 per year for 2009 through 2011 resulting in a total increase of \$375,000 over the three year budget.



Henderson Lake

OPERATING BUDGET SUMMARY

Utility Supported

Infrastructure Services Utility Services Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Penalties & Fees	373,690	387,800	475,000	484,500	494,200	106,400
Sales of Goods & Services	232,671	373,300	480,100	489,800	499,600	126,300
Utility Service Admin Fee	2,311,834	2,608,300	2,548,800	2,656,100	2,767,100	158,800
	<u>2,918,195</u>	<u>3,369,400</u>	<u>3,503,900</u>	<u>3,630,400</u>	<u>3,760,900</u>	<u>391,500</u>
Expenses						
Financial Charges	533,488	373,000	338,700	350,400	351,300	(21,700)
General Services	1,702,880	2,816,200	3,053,067	3,224,467	3,411,767	595,567
Interdepartmental Transfers	(445,813)	61,400	(1,233,200)	(1,293,200)	(1,354,900)	(1,416,300)
Materials & Supplies	86,511	74,600	110,107	111,707	114,207	39,607
Other Personnel	10,332	17,400	61,100	62,800	64,500	47,100
Reserve Transfers	(1,571)	-	-	-	-	-
Transfers to Capital	71,817	(978,500)	-	-	-	978,500
Wages & Benefits	960,550	1,005,300	1,174,126	1,174,226	1,174,026	168,726
	<u>2,918,194</u>	<u>3,369,400</u>	<u>3,503,900</u>	<u>3,630,400</u>	<u>3,760,900</u>	<u>391,500</u>
Total Utility Services	(1)	-	-	-	-	-

Analysis of Changes from 2008 to 2011

Increase in Contractual Service Costs	Note 1	511,700
Customer Care Center business expenses	Note 2	102,000
Late Payment penalty increase	Note 3	(106,400)
Collection related fees	Note 4	(126,300)
Utility Administration Fee	Note 5	(158,800)
Recoveries from Utilities	Note 6	(398,500)
N-23 Utility Systems and Billing Manager Position		102,300
N-24 Customer Care and Collections Additional Staff		74,000
Total Change		<u><u>-</u></u>

Note 1: Increase in costs associated with billing and customer service management (Cognera) will increase by an average of 5.5% per year as a result of inflationary increases in the contract and 2.5% annual growth in billed accounts. Additionally, costs for meter reading and data management will increase each year due to 4% inflation and 2.5% annual growth.

Note 2: Increases in expenses include costs associated with the purchase of additional paper stock for bills, envelopes and postage. As well, these increases support the purchase of both computer hardware and software that supports the Customer Care Center and Systems Billings operations.

Note 3: Increased revenue in 2010 and 2011 is due to estimated increases in revenue billed. Penalty rates are 2.5% on overdue amounts.

Note 4: The introduction of the disconnect notice fee and the automation of the collection process in 2008 will result in an increase in revenue due to more consistent practices being applied for the full year beginning in 2009.

Note 5: Includes a \$0.10 per bill increase in each 2010 and 2011 (2008 - \$5.90, 2009 - \$5.90, 2010 - \$6.00, 2011 - \$6.10) and 2.5% annual growth.

Note 6: Beginning in 2009, Utility Services will administer all contracts associated with meter reading and meter data management. These costs will be recovered through transfers from the utilities that directly benefit from meter reading and meter data management.

OPERATING BUDGET SUMMARY

Utility Supported

Infrastructure Services Electric Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Other Revenues	23,068	212,500	(882,300)	-	-	(212,500)
Penalties & Fees	606	-	-	-	-	-
Recovery from Capital Projects	2,488,295	2,929,700	3,601,719	3,468,636	3,725,056	795,356
Sales of Goods & Services	52,852,978	45,049,100	48,794,020	50,119,469	51,748,648	6,699,548
Transmission Credits	4,391,748	4,600,000	5,187,400	6,183,900	6,595,900	1,995,900
	59,756,695	52,791,300	56,700,839	59,772,005	62,069,604	9,278,304
Expenses						
Financial Charges	25,479	28,000	-	-	-	(28,000)
General Services	4,780,005	3,621,800	3,969,358	4,354,658	4,748,558	1,126,758
Interdepartmental Transfers	2,784,707	2,419,502	3,116,000	3,234,800	3,359,000	939,498
Materials & Supplies	1,566,999	804,200	783,600	788,000	794,150	(10,050)
Other Personnel	140,828	305,000	319,300	328,200	337,100	32,100
Reserve Transfers	9,518,773	9,918,000	10,957,100	12,398,100	12,799,400	2,881,400
Transfers to Capital	4,211,827	5,896,100	5,723,200	6,047,700	6,271,000	374,900
Transmission Charges - System Access	9,506,990	7,859,600	9,960,000	9,960,000	9,960,000	2,100,400
Utilities	21,076,361	15,581,000	14,230,200	14,223,700	14,319,700	(1,261,300)
Wages & Benefits	4,624,646	6,358,098	7,642,081	8,436,847	9,480,696	3,122,598
	58,236,615	52,791,300	56,700,839	59,772,005	62,069,604	9,278,304
Total Electric	(1,520,080)	-	-	-	-	-

Analysis of Changes from 2008 to 2011

Wage Increases	Note 1	3,122,598
Additional Capital Work	Note 2	1,943,300
Interdepartmental Transfers	Note 3	2,253,306
Income Tax on RRO Revenue		150,000
Transmission Services	Note 4	537,700
Contractual Services and Training/Education	Note 5	292,000
Energy Procurement and Sales adjustment	Note 6	519,300
Other		6,000
Revenue increase		(9,278,304)
N-19 AM/FM Support Employee		69,700
N-20 Data Technician		124,200
N-21 Safety/Trades Trainer		130,100
N-22 System Patroller/Maintenance Planner		130,100
Total Change		-

Note 1: IBEW wage settlements in 2008 (16.5%), 2009, 2010 and anticipated wage settlements in 2011 result in significant increases; additional employees are required to maintain service levels.

Note 2: Capital work additions - several projects that were previously delayed, as well as an expansion to the west side substation will impact the operating budget. Although capital projects are not funded through the operating budget, they still have an impact, specifically in the Internal Transfers, General Services, and Transfers groupings.

Note 3: The new Public Works complex will result in approximately a \$1,200,000 increase (2009 through 2011) to the Electric Budget. Equipment rentals are also increasing; similarly for other corporate and overhead allocations. This primarily impacts the Interdepartmental Transfers.

Note 4: Transmission Access costs are expected to increase approximately \$350,000 in 2009 with additional nominal increases in 2010 and 2011.

Note 5: Difficulties in staffing and increased training requirements results in the additional use of contractual services as well.

Note 6: It is very difficult to forecast energy costs (and resulting energy prices to consumers), especially for the next four years. The budget amounts shown for 2008 require an adjustment to correct 2008 budget numbers to current approved amounts.

OPERATING BUDGET SUMMARY

Utility Supported

Infrastructure Services Waste Services Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Other Revenues	61,893	59,000	-	-	-	(59,000)
Recovery from Capital Projects	13,923	16,000	16,000	16,000	16,000	-
Sales of Goods & Services	3,904,793	3,937,300	5,287,100	5,558,100	5,747,300	1,810,000
	<u>3,980,609</u>	<u>4,012,300</u>	<u>5,303,100</u>	<u>5,574,100</u>	<u>5,763,300</u>	<u>1,751,000</u>
Expenses						
Asset Purchases	-	5,000	3,500	3,500	3,500	(1,500)
Debt Payments	292,593	292,600	292,600	606,500	606,500	313,900
General Services	390,253	531,800	349,900	224,700	224,700	(307,100)
Interdepartmental Transfers	1,079,410	1,164,500	1,078,200	1,082,600	1,112,300	(52,200)
Materials & Supplies	273,358	94,700	233,319	233,319	233,319	138,619
Other Personnel	18,747	37,100	47,300	47,300	47,300	10,200
Reserve Transfers	59,814	57,200	303,335	193,435	158,335	101,135
Transfers to Capital	(103,595)	-	-	-	-	-
Utilities	607,063	676,600	761,300	815,900	870,700	194,100
Wages & Benefits	1,424,721	1,152,800	2,233,646	2,366,846	2,506,646	1,353,846
	<u>4,042,364</u>	<u>4,012,300</u>	<u>5,303,100</u>	<u>5,574,100</u>	<u>5,763,300</u>	<u>1,751,000</u>
Total Waste Services	61,755	-	-	-	-	-

Analysis of Changes from 2008 to 2011

Increase in fleet rental charges	Note 1	194,600
Purchase of waste carts and bins	Note 2	135,000
Staffing costs		490,000
Adjustment in waste cart replacement fund	Note 3	30,000
Increased landfill disposal costs	Note 4	200,000
Increased debt servicing	Note 5	313,900
Other		387,500
Revenue increase	Note 6	(1,751,000)
Total Change		<u><u>-</u></u>

Note 1: Significant increases in fuel costs have resulted in higher fleet rental costs.

Note 2: Community growth has resulted in increased new residential construction. This has increased the number of carts to be purchased to provide waste collection for these homes.

Note 3: A system is in place to collect funds for the replacement of the waste carts at the end of their life. In 2009, the remainder of the City (9000 homes) will be receive waste carts.

Note 4: Waste is collected through residential collection, commercial collection and the large item services. Higher expenses result from increased waste volumes and higher landfill tipping fees.

Note 5: Increased debt servicing results from the purchase of carts and trucks (\$1.75M) for the 2009 implementation of automated collection final phase.

Note 6: Increased expenses are offset by revenue increases. These increases result from (1) a change in billing structure to ensure that all residential customers who are receiving a commercial waste collection service, pay for clean community programs; (2) increasing rates by \$1.85/mo in 2009 to \$13.35/mo, then by \$0.25/mo to \$13.60/mo in 2010. There is no rate increase in 2011. Commercial rates will also increase by 20% in 2009, 10% in 2010 & 10% in 2011.

OPERATING BUDGET SUMMARY

Utility Supported

Infrastructure Services Recycling Services Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Other Revenues	19,060	-	66,000	78,500	93,500	93,500
Sales of Goods & Services	987,954	1,082,000	1,294,300	1,322,900	1,351,400	269,400
	<u>1,007,014</u>	<u>1,082,000</u>	<u>1,360,300</u>	<u>1,401,400</u>	<u>1,444,900</u>	<u>362,900</u>
Expenses						
Asset Purchases	-	1,000	10,500	10,500	10,500	9,500
Financial Charges	-	1,800	1,800	1,800	1,800	-
General Services	623,298	750,500	983,300	990,000	1,048,500	298,000
Insurance Premiums & Fees	-	2,000	2,000	2,000	2,000	-
Interdepartmental Transfers	317,842	340,400	308,000	323,900	341,400	1,000
Materials & Supplies	4,599	1,000	7,700	6,700	6,700	5,700
Reserve Transfers	-	(48,500)	18,875	38,375	5,875	54,375
Transfers to Capital	2,069	-	-	-	-	-
Wages & Benefits	67,139	33,800	28,125	28,125	28,125	(5,675)
	<u>1,014,947</u>	<u>1,082,000</u>	<u>1,360,300</u>	<u>1,401,400</u>	<u>1,444,900</u>	<u>362,900</u>
Total Recycling Services	7,933	-	-	-	-	-

Analysis of Changes from 2008 to 2011

Increased contractual costs for branch chipping program	Note 1	101,000
Composter truck load sale	Note 2	53,000
Increased contractual costs for recycling depots	Note 3	40,000
Addition of yard waste sites to base budget	Note 4	150,000
Other		18,900
Revenue increase	Note 5	(362,900)
Total Change		<u><u>-</u></u>

Note 1: The branch chipping program has seen a significant increase in contractual costs. Costs have increased from \$110/tonne in 2004 to \$250/tonne in 2008. Continued increases are expected.

Note 2: Backyard composters are promoted as a means of managing kitchen and yard organics at your residence. To support this method, the City sells backyard composters. The truck load sale creates a one time promotion event and provides the availability of composters for the next three years.

Note 3: The recycling depots are managed through a service contract, and the costs of which are expected to increase.

Note 4: The yard waste sites were an initiative in the 2006-2008 budget. A single site was set up in the spring of 2006. The success of that site led to the establishment of two additional sites in the fall of 2006. Excellent community participation resulted in 110 tonnes being diverted from the Landfill in 2006; 320 tonnes in 2007; and an estimate of 1000 tonnes for 2008.

Note 5: Increased expenses are offset by revenue increases. These increases result from (1) a change in billing structure to ensure that all residential customers who are receiving a commercial waste collection service, pay for recycling programs; (2) increased electronic waste stewardship program revenue; and (3) by increasing rates by \$0.40/mo in 2009 to \$3.40/mo. There is no increase in 2010 or 2011.

OPERATING BUDGET SUMMARY

Utility Supported

Infrastructure Services Landfill Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Other Revenues	-	-	65,000	-	-	-
Sales of Goods & Services	6,270,950	5,529,600	7,818,900	8,406,500	8,851,100	3,321,500
	<u>6,270,950</u>	<u>5,529,600</u>	<u>7,883,900</u>	<u>8,406,500</u>	<u>8,851,100</u>	<u>3,321,500</u>
Expenses						
Asset Purchases	98,915	1,000	1,000	1,000	1,000	-
Debt Payments	2,410,301	2,490,300	3,011,800	3,808,400	3,911,200	1,420,900
Financial Charges	2,563	2,300	2,300	2,300	2,300	-
General Services	2,340,024	2,168,300	3,258,800	3,108,100	3,185,500	1,017,200
Interdepartmental Transfers	441,815	194,300	726,800	750,500	776,700	582,400
Materials & Supplies	12,684	18,600	26,100	26,100	26,100	7,500
Other Personnel	5,204	7,300	-	-	-	(7,300)
Reserve Transfers	769	61,800	900	18,400	215,400	153,600
ROI to General Fund	511,100	434,800	636,200	691,700	732,900	298,100
Transfers to Capital	50,500	-	220,000	-	-	-
Utilities	5,178	-	-	-	-	-
Wages & Benefits	147,891	150,900	-	-	-	(150,900)
	<u>6,026,944</u>	<u>5,529,600</u>	<u>7,883,900</u>	<u>8,406,500</u>	<u>8,851,100</u>	<u>3,321,500</u>
Total Landfill	(244,006)	-	-	-	-	-

Analysis of Changes from 2008 to 2011

Increase in contractual services	Note 1	720,000
Increased debt servicing	Note 2	1,420,900
Increased allocation to closure fund	Note 3	215,000
Environmental management projects	Note 4	50,000
Increase in return on investment to taxation	Note 5	298,100
Overhead allocations	Note 6	325,000
Other		182,500
Revenue increase	Note 7	(3,321,500)
N-26 Composting Pad Construction		10,000
N-27 Waste and Recycling Engineer		100,000
Total Change		<u><u>-</u></u>

Note 1: All major services at the landfill are provided by contractors, who are increasing their rates. This includes site operations, scaling operations and engineering support.

Note 2: In addition to the original debt to purchase the landfill, additional debt load has been added. New debt includes: compliance approval project for \$3.0M in 2008; construction of a three year waste cell in 2011 (cost of \$3.2M in 2008 and \$3.7M in 2011); master plan of \$350K in 2008; surface water management for \$570K in 2009; landfill gas management for \$450K in 2010.

Note 3: Funds are allocated for the closure of the landfill, due to the end of its lifecycle, and for ongoing site management after the site is closed. This fund also covers costs associated to the two closed landfills.

Note 4: Environmental management is an important ongoing management aspect of the landfill in order to meet regulatory approval. New projects include: landfill gas management (\$100K in 2009); surface water management system design (\$100K in 2009); approval for site expansion to ensure long term capacity (\$100K in 2009, \$150K in 2010); Class 3 closure design (\$65K in 2010). Offset funding is provided from the accumulated surplus for some of these projects.

Note 5: By policy, 10% of landfill revenues are transferred annually to the General Fund.

Note 6: The business unit has changed the way that overheads are allocated. The new allocation model has increased overhead costs for the landfill, which reduce the overhead costs for waste & recycling. This allocation is a better representation of costs associated to the businesses units.

Note 7: Increased expenses are offset by revenue increases. Volumes of waste coming into the landfill continue to increase, which increases revenues. Volumes increased by 13% from 2006 to 2007, and we anticipate this trend to continue. The base includes increased tipping fees that increase revenues: \$3.00/tonne to \$44.00/tonne in 2009, then by \$3.50/tonne to \$47.50/tonne in 2010, and then by \$2.00/tonne to \$49.50/tonne in 2011. With the approval of Landfill's initiatives (N-25 to N-27) an additional rate increase will be \$0.50/tonne in each year to \$44.50/tonne (2009), \$48.00/tonne (2010) and \$50.00/tonne (2011).

OPERATING BUDGET SUMMARY

Utility Supported

Infrastructure Services Wastewater Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Other Revenues	6,913	-	-	-	-	-
Sales of Goods & Services	12,382,658	12,609,000	13,398,030	14,233,980	15,123,830	2,514,830
	<u>12,389,571</u>	<u>12,609,000</u>	<u>13,398,030</u>	<u>14,233,980</u>	<u>15,123,830</u>	<u>2,514,830</u>
Expenses						
Asset Purchases	68,275	22,600	22,600	22,600	22,600	-
Contingencies	-	3,000	3,000	3,000	3,000	-
Debt Payments	3,374,627	2,583,900	2,458,200	3,002,000	3,274,800	690,900
Financial Charges	(1,493)	17,300	17,300	17,300	17,300	0
General Services	1,058,242	1,275,500	1,952,800	1,798,800	1,948,800	673,300
Interdepartmental Transfers	2,114,986	2,950,600	3,570,100	3,616,500	3,694,600	744,000
Materials & Supplies	393,424	415,500	520,119	520,119	520,119	104,619
Other Personnel	56,087	68,500	74,272	74,272	74,272	5,772
Reserve Transfers	190,435	-	-	-	-	-
Transfers to Capital	1,076,418	2,363,600	1,536,782	1,768,817	1,811,029	(552,571)
Utilities	1,152,755	1,181,000	985,400	1,011,200	1,182,000	1,000
Wages & Benefits	2,562,543	1,727,500	2,257,457	2,399,372	2,575,310	847,810
	<u>12,046,299</u>	<u>12,609,000</u>	<u>13,398,030</u>	<u>14,233,980</u>	<u>15,123,830</u>	<u>2,514,830</u>
Total Wastewater	(343,272)	-	-	-	-	-

Analysis of Changes from 2008 to 2011

Maintaining Wastewater Plant Effluent Quality	Note 1	745,000
Asset Management	Note 2	247,000
Sewer main replacement and rehabilitation	Note 3	(763,000)
Wastewater collection system maintenance	Note 4	20,000
Debt Servicing	Note 5	831,600
Internal Transfers	Note 6	1,212,330
Revenue	Note 7	(2,514,830)
N-29 Public Operations Training Programmer		83,600
N-30 Truck Driver/Machine Operator		56,300
N-31 Lift Station Coordinator		82,000
Total Change		<u><u>-</u></u>

Note 1: Budget pressures at the wastewater treatment plant associated with maintaining effluent quality and process service levels include an increase in energy efficiency over 2007 due to the fine-bubble aeration project; the bio-solids handling (sludge haul) budget is increased by \$450,000; Chemical cost increases of \$84,000; increases for parts and consumable tools, wages increased by \$200,000 for two transitional operator positions (succession planning) to allow for training and certification in anticipation of retirements.

Note 2: Asset Management enhancing the program in the wastewater utility includes \$50,000 per year dedicated to assessing the condition of the wastewater collection system; \$100,000 added for replacement of roofs at the wastewater treatment plant. A new FTE for maintenance scheduling also appears as \$97,000, though it was funded by 2009 rates.

Note 3: There will be a reduction in annual sewer main rehab program of \$763,000 by 2011.

Note 4: There are no significant cost pressures on the collection system maintenance; an additional \$20,000 was budgeted to fuel the fleet.

Note 5: Debt servicing is the cost of financing large capital projects as approved in the Capital Improvement Program (CIP).

Note 6: Internal transfers include an increase of \$202,000 in costs associated with meter data management managed by Utility Services; corporate overheads have increased by \$366,000; Infrastructure Services, purchasing services, and building services costs allocated to the wastewater utility have increased by \$146,000.

Note 7: The base includes wastewater rate increases of 5.50% in each of 2009, 2010, and 2011. With the approval of all wastewater initiatives (N-29 to N-31) these rates will increase by an additional 0.25% to 5.75% in each of 2009, 2010, and 2011.

OPERATING BUDGET SUMMARY

Utility Supported

Infrastructure Services Water Budget Summary

	2007 <i>Actual</i>	2008 <i>Budget</i>	2009 <i>Request</i>	2010 <i>Request</i>	2011 <i>Request</i>	2008-2011 <i>Change</i>
Revenues						
Grants	11,770	-	-	-	-	-
Other Revenues	1,811	-	-	-	-	-
Recovery from Capital Projects	484,782	333,500	545,500	554,800	564,500	231,000
Sales of Goods & Services	16,012,493	14,872,400	16,739,000	17,912,400	19,166,700	4,294,300
	<u>16,510,856</u>	<u>15,205,900</u>	<u>17,284,500</u>	<u>18,467,200</u>	<u>19,731,200</u>	<u>4,525,300</u>
Expenses						
Asset Purchases	517,606	268,500	143,500	143,500	143,500	(125,000)
Contingencies	-	100,800	100,800	100,800	100,800	-
Debt Payments	2,443,913	2,310,600	2,262,400	2,712,700	3,010,100	699,500
Financial Charges	-	4,500	4,500	4,500	4,500	-
General Services	2,090,167	2,364,900	2,083,542	1,852,969	1,789,379	(575,521)
Interdepartmental Transfers	2,538,866	1,415,600	2,488,200	2,557,000	2,643,600	1,228,000
Materials & Supplies	1,308,686	1,185,900	1,471,319	1,484,419	1,497,619	311,719
Other Personnel	77,960	87,000	107,900	107,900	107,900	20,900
Reserve Transfers	(252,819)	(60,000)	-	-	-	60,000
ROI to General Fund	1,278,000	1,189,400	1,336,000	1,430,000	1,530,000	340,600
Transfers to Capital	586,635	410,500	-	510,000	750,000	339,500
Utilities	1,741,096	1,431,000	1,723,900	1,809,800	2,201,700	770,700
Wages & Benefits	3,689,111	4,497,200	5,562,439	5,753,612	5,952,102	1,454,902
	<u>16,019,221</u>	<u>15,205,900</u>	<u>17,284,500</u>	<u>18,467,200</u>	<u>19,731,200</u>	<u>4,525,300</u>
Total Water	(491,635)	-	-	-	-	-

Analysis of Changes from 2008 to 2011

Maintaining Water Production and Quality energy, chemicals and wages	Note 1	1,210,000
Asset Management	Note 2	309,800
Water main renewals	Note 3	340,000
Water distribution system Maintenance	Note 4	375,100
Debt Servicing	Note 5	699,500
Interdepartmental Transfers	Note 6	1,235,000
Revenue	Note 7	(4,414,300)
ROI to General Fund	Note 8	340,600
N-32 Purchase of a 2-ton Van		12,000
N-33 Vehicle Replacement		3,300
N-70 Parks Unmetered Water		(111,000)
Total Change		<u><u>-</u></u>

Note 1: Budget pressures at the water treatment plant associated with maintaining water quality and production service levels include an increase in energy costs of \$770,000; chemical cost increases of \$136,000; additional wages reflecting the reinstatement of three FTE positions that were vacant in 2005 and were omitted from the 2008 budget, totalling \$304,000.

Note 2: Asset Management is enhancing the program in the water utility which includes \$50,000 per year dedicated to assessing the condition of the water distribution system; \$159,000 added for replacement of roofs, pumps, and equipment in the water treatment plant; a new FTE for maintenance scheduling also appears as \$100,800, though it was funded by 2009 rates.

Note 3: An increase in the annual water main renewal program of \$340,000 by 2011 will offset increased material costs.

Note 4: The most significant cost pressure on the distribution system maintenance is an additional \$375,100 budgeted to fuel the fleet.

Note 5: Debt servicing is the cost of financing large capital projects as approved in the Capital Improvement Program (CIP).

Note 6: Interdepartmental transfers include an increase of \$182,000 in costs associated with data management applications developed and maintained by Utility Services; corporate overheads increased by \$244,300; infrastructure administration, purchasing services, and building services allocated to the water utility have increased by \$163,000; transfer of funds from water revenue to general operating (taxation) increased by \$335,000.

Note 7: The base includes water rate increases of 5.60% in 2009 and 6.25% in each of 2010, and 2011. With the approval of our water initiatives, (N29, 30, 32, 33) these rates will increase by an additional 0.50% in 2009 and by an additional 0.25% in each of 2010 and 2011 to 6.10% (2009) and 6.50% (2010 and 2011).

Note 8: By policy, the Water utility transfers 8% of water revenues annually to the General fund.



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Galt Museum Business Unit Overview

Mission Statement

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

Core Business Activities

Archives - The role of Archives is to collect, preserve and make available to our customers, information relevant to the study of the human history of Lethbridge and southwestern Alberta.

Curatorial: Collections and Exhibits - The role of the Curatorial department is to oversee the development of collections and engaging exhibits at the Galt. We preserve and store artifacts/information held in trust by the Galt, and ensure that present and future generations have access.

Interpretive and Educational Programming - The role of this department is to impart knowledge and information, facilitate the visitor's search for meaning and relevance in relation to the collection and exhibits and assist visitors in making a personal connection with the Galt.

Most Significant Accomplishments During the Last Budget Cycle

- Moved the entire museum back into our new facilities
- Attracted 36,255 visitors in 2007, our first full year of operation in our new facility
- Increased our profile, attendance and revenues through:
 - Development and installation of four major themed exhibitions: The Eva Brewster Story, Vanishing Landscapes; E.F. Hagell and Smile, Capturing Our Lives with Cameras, For You the War is Over. (Three of these exhibits have traveled or will travel to other museums.)
 - Innovative education and visitor programming
 - Building facility rental business from 1554 visitors (2003 - previous full year of operations) to 13,072 visitors in 2007
 - Provided leadership in several key community partnerships such as Historic Lethbridge Week and National Historical Fair
- Continued building Archives Online, adding 17,336 digitized photos last year alone
- Increased volunteer program participation to approximately 150 volunteers contributing 6,617 hours in 2007, after restarting the program in 2006 in the new building
- Won a number of awards, including:
 - 2007 Alberta Museums Awards of Excellence in Exhibitions for The Eva Brewster exhibit
 - 2007 Alberta Museums Association Award for Excellence for Collections Management
 - 2007 Change and Innovation Award from the Lethbridge Chamber of Commerce
 - 2007 Marketing Excellence Award for Eva Brewster; Chinook Country
 - A number of staff received service award nominations

Goals for the Next Budget Cycle

- Develop and sustain its resource base to meet its mission and vision
- Develop relevant and accessible exhibitions, programs, and collections that meet the needs of our targeted audiences and customers
- Determine the right balance in the selection of target audiences and customers and how to best build repeat attendance of those
- Develop a communications and marketing strategy to build our audience and customer base within a wider community
- Determine how we can best use our existing infrastructure and plan our future infrastructure to support our mission and vision and tie in with our relationships, networks, and neighbourhoods

Galt Museum Business Unit Overview

Pressures and Challenges

- Continue building and refining the core businesses of exhibitions, programming, collections and archives to serve our visitors and citizens. Include programming for seniors, families, students; refine the permanent exhibit; collections planning. Refine the systems that support our core businesses
- Develop our value-added businesses of museum store, facility rentals, and special events, as well as donated income
- Engage our publics through communications, including seniors, families and post-secondary students

Performance Measurement

- Community pride – we will continue to measure donations, local visitation, visitor satisfaction, annual passes sold, volunteer hours donated and facility bookings
- Financial stability – continue to diversify sources, measure earned revenues and gifts
- Visitor attendance – measure tourist numbers and persons attending various programs



Lethbridge Regional Police Services Business Unit Overview

Mission Statement

“Providing safe communities”

Core Business Activities

Developing Organizational Capacity – Maintaining sufficient human resources, training and expertise to provide ethical and professional responses to the communities we serve.

Providing Emergency Intervention – Identifying, prioritizing and maintaining an appropriate level of response to situations requiring timely police intervention.

Developing Community Capacity – Building community partnerships to help achieve the organizational goals of the Service by enhancing joint involvement.

Advancing Community Policy – Advancing the philosophy that as a community we are mutually accountable to work toward preserving the peace, preventing crime and disorder and enhancing community safety.

Promoting Public Safety and Awareness – Promoting a safer community through public education, community programming and enforcement.

Most Significant Accomplishments During the Last Budget Cycle

- Fourth CALEA re-accreditation; full compliance with 173 Provincial Policing Standards.
- Implementation of NICHE, a new records management system in 2006.
- Successfully remaining at authorized strength by retaining a high percentage of our senior members and recruiting and training 21 new officers in 2006, five in 2007 and eight in 2008.
- Implementation of a competency-based promotional system and performance planning and feedback system for all members.
- Integration of a three year training plan to address the expectations placed upon the service for mandatory training. The plan also facilitates the development of subject matter experts within the service through annual professional development opportunities.
- A partnership with the Province that resulted in the creation of two new investigation positions in Major Crimes – Integrated Child Exploitation and the Alberta Relationship and Threat Assessment Management Initiative.
- The Organized Crime Section expanded its partnerships with the addition of an RCMP officer to the Lethbridge Integrated Intelligence Unit.

Goals for the Next Budget Cycle

- Build relationships with citizen groups, new immigrants and youth for the purposes of enhancing communication and sharing information
- Decrease the occurrence of crime
- Reduce motor vehicle collisions
- Encourage safe driving habits
- Exert a greater presence within the community
- Educate the community regarding the roles of the LRPS, crime prevention/awareness, and personal safety measures
- Increase involvement in the community
- Strengthen relationships with City of Lethbridge business units, Town of Coaldale, LRPS co-workers and the Police Commission
- Develop a human resources plan that addresses current challenges in the areas of recruitment, retention, and training
- Create an economic climate that allows for Service sustainability

Lethbridge Regional Police Services Business Unit Overview

Pressures and Challenges

- The primary challenge to frontline policing will arise from growth in the population and geographic footprint of the policing region; adequate staffing levels must be maintained to serve all regions.
- Advances in criminal enterprise will require more resources and enhanced skills and technology to infiltrate organized crime.
- Recruitment and retention of officers.
- Evolution of economic crimes and technology – crimes involving the Internet such as identity theft, fraud, counterfeiting, luring, child pornography, hate crimes and harassment.
- More offenders in the community including those on pre-trial release and individuals serving conditional sentences. Many of these offenders re-offend with new crimes or fail to obey conditions. In 2007, there were nearly 700 persons convicted of offences and released on probation within our community, 900 on undertakings and on average 34 serving conditional sentences.
- The Lethbridge region continues to be fertile ground for organized crime groups to move into. As our communities continue to grow so will the drug trade and the potential for gang violence.
- For the past ten years, domestic violence has been increasing. In 1996 there were 160 cases while 2006 and 2007 reached an all-time high of more than 1,100 cases.
- Rapid advancement of IT-based technology and trying to stay current with applications.

Performance Measurement

There are four strategic areas to achieving the vision of the Lethbridge Regional Police Service.

- 1) **Traffic Safety** – Education, engineering and enforcement are the cornerstones from which we work to reduce collisions, injuries and fatalities and promote safer driving habits. Initiatives include Select Traffic Enforcement Programs, Check Stops and random traffic enforcement projects.
- 2) **Crime and Disorder** – Criminal enterprises encompass a number of areas such as economic crimes, drug trafficking and property crimes. Other crimes such as minor thefts, vandalism and graffiti touch the lives of every day citizens and while we prioritize them as low due to the absence of a perpetrator or minimal evidence available, creative strategies are necessary to provide a more timely response to these calls. By building relationships with citizen groups, we encourage information sharing and communication with police to reduce crime rates, increase solve rates and help citizens feel safe in their community.
- 3) **Community Involvement** – “The police are the public and the public are the police.” The police must develop strong community partnerships, provide information to citizens about what is happening, crime trends, education and tips on how to prevent crime and victimization. Community feedback about what we do well and where we need improvement is critical. A greater police presence, as well as community education and engaging partners, will help encourage community involvement and maintain public confidence and trust.
- 4) **Healthy Organization** – Recruitment and retention continue to be a challenge, and strategies to maintain a professional, well-trained police service must be included in succession planning. Opportunities for career development, such as specialized training, will help recruit qualified applicants and retain these officers through to retirement. Strong communication between the Police Commission, Executive, Association and Staff is also key to maintain clear and consistent messaging at all levels, and both internally and externally.

Library Business Unit Overview

Mission Statement

Lethbridge Public Library exists to provide residents and guests connections to a universe of ideas, resources, information, entertainment and experience in a vibrant setting. It is the community's gateway to literacy and to life-long educational and learning opportunities.

Core Business Activities

The Lethbridge Public Library serves all residents of the City of Lethbridge, as well as customers from outlying communities. As a resource centre of the Chinook Arch Regional Library System, the Library also recognizes that libraries in towns and municipalities throughout southwest Alberta rely heavily on its resources. Users include people of all ages and levels of library experience, from infants to seniors, new users to regular customers. Clients access the library in person or digitally to borrow materials, attend programs, gather for meetings or socialize, use the Internet or study. The Library provides remote access to information, programs and services to the "rushed and focused" and independent users 24/7.

Most Significant Accomplishments During the Last Budget Cycle

- Continued excellence in customer satisfaction. The City of Lethbridge 2008 Community Values and Citizen Satisfaction Survey indicated a 93% service satisfaction rating with the library ranking in the top two of city services.
- Utilizing the results of the 2005 Needs Assessment Study the Board adopted a 25 year strategic plan that will see the Lethbridge Public Library grow into a multi-branch library system with a main library branch, one community library branch (*West Lethbridge*) under construction and two proposed neighbourhood branches (*North and South Lethbridge*).
- A partnership was developed with the City of Lethbridge, Lethbridge School District No. 51, Holy Spirit Roman Catholic Separate Regional Division No. 4 and the Lethbridge Public Library Board to build the West Lethbridge Centre which will house the Chinook High School, a community branch of the Lethbridge Public Library, a campus of Catholic Central High School and recreational fields and parkland to serve all residents of Lethbridge. September 2010 is the scheduled opening of the West Lethbridge Centre.
- The South Wing of the main Library was re-designed to emulate "Your Downtown Community Branch" moving the library closer to its service delivery model of providing vibrant library services where people live and gather. The redesign featured new areas and services including:
 - YSpace - a new place for teens
 - Wireless services throughout the main Library
 - The Page!Break Café
 - Roving DVD/CD players for customers to use anywhere in the Library
 - A combined circulation and information services desk emulating the West Lethbridge Branch Library service delivery model
- In partnership with the Chinook Arch Regional Library System, Lethbridge Public Library now provides Bookmobile customers with a wireless network service which allows access in real time to the online catalogue, check out and in items, search other electronic databases on the Internet, browse our website and perform the same online functions as the Main Library offers.
- A Teen Advisory Group (TAG) was formed inviting young adults between 13 and 17 to share planning for teen programs and the new YSpace development.
- Friends of the Library began operating the Booktique, an ongoing used books sale.
- A larger screen (*funding augmented by the Lethbridge Photography Club*) and a new multi-media projection system (*funding provided by the Friends of the Lethbridge Public Library*) was installed in the Theatre Gallery.
- A colourful children's literacy computer and new jigsaw puzzle computer desks were purchased for use by children.
- In 2007, the Library began providing Bookmobile library services to the town of Coalhurst, every other Friday.

Library Business Unit Overview

Goals for the Next Budget Cycle

- The Library becomes a recognized source for events, discourse and resource sharing in the community
- Create an online and self serve approach to facilities and library services use
- Develop programs and services to engage hard to service groups and groups that do not traditionally use library facilities
- Develop the Library's online and IT resources to enhance communication and discourse through electronic means

Pressures and Challenges

- Developing into a multi-branch library system with the increased complexity of providing staffing levels, scheduling and sharing resources in multiple locations.
- Implementing the recommended strategies identified in the Needs Assessment, Services and Facilities Strategic Plan Study, including operating a new West Side Library Branch within a multi-use facility.
- Responding to increased information demands of a growing urban city.
- The acquisition and maintenance of state-of-the-art technology is critical in today's digital information age.
- Training staff in new technologies and formats is essential to maintaining effective library services in an ever changing information environment.
- Retaining and hiring appropriately skilled staff.
- Responding to external factors within the library sector, other levels of government and the private sector which affect the Library's ability to determine what is best for its community.

Performance Measurement

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

LPL 2007 Ranking With Other Comparable Canadian Urban Public Libraries*			
Reference Questions	#1	Electronic Visits Via Internet	#2
Circulation Per Registered Borrower	#1	Circulation Per Capita	#4
Holdings Per Capita	#1	Visits Per Capita	#6

*2007 Canadian Public Libraries Statistics, a Project of the Canadian Urban library Council



Community & Social Development

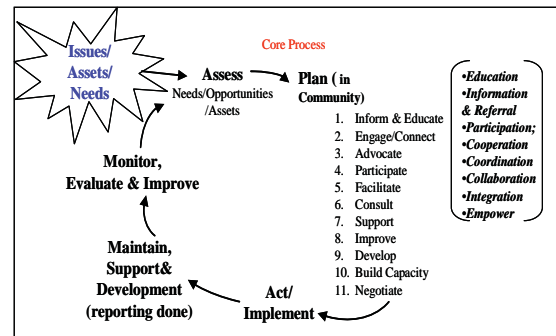
Business Unit Overview

Mission Statement

We envision a city in which all individuals, families and communities have opportunities for healthy development leading to social well-being. The role of the Community & Social Development Group is to identify emerging and current social issues, strengthen community assets, facilitate and support initiatives for the social well-being of the community through the implementation of social policy.

Core Business Activities

- Community & Social Development
- Organization Development and Planning for agencies and community groups
- Research & Information Sharing
- Social Planning & Consultation
- Contract Administration Performance Indicators & Outcome Evaluation
- Building Community & Agency Capacity
- Advocacy
- Emergency Social Services



Most Significant Accomplishments During the Last Budget Cycle

- FCSS 40th Anniversary Celebration
- Regional, Provincial & Federal representation (Elder Abuse Network, 7 Cities on Housing & Homelessness, FCSSAA Board of Directors, National Working Group on Homelessness)
- Community education initiatives on housing, parenting, community development and outreach services
- Seniors Research and Community Plan
- Seniors “Go Friendly” pilot transportation project
- Strengthened relationships in community including Aboriginal Council of Lethbridge
- Youth Summit, development and implementation of the Youth Advisory Council
- Coalition of Municipalities Against Racism & Discrimination and community leadership team
- Emergency Social Services & Preparedness programs
- Facilitation of the community to work in collaboration, leadership, innovation and emphasis on effective practice
- Outcome Evaluation demonstrates CSD is “making a difference”
- “Bringing Lethbridge Home” strategic plan to end homelessness
- Rent Supplement Program and Waste Management program for charities
- Round Street Project
- Outcomes of the Community & Social Development Committee of Council to oversee Social Policy, FCSS funding allocation process & lobbying and advocacy initiatives

Goals for the Next Budget Cycle

Guided by the Social Policy and the Community & Social Development Committee of Council, the CSD Group will:

- Support the implementation of the Social Policy and related priorities areas:
 - Affordable Housing and implementation of “Bringing Lethbridge Home”
 - Building a Welcoming & Inclusive Community
 - Implementation of the Youth Action Plan
 - Increasing Child Care opportunities
- Build strong viable services and agencies
- Be aware of and respond to emerging trends and issues
- Implement a social marketing campaign to focus on community assets, needs, activities and outcomes
- Strengthen the existing social assets through facilitation, leadership and support to further community partnerships, funding, advocacy efforts, collaboration, build and community capacity to address priorities
- Engage in, support and facilitate the development of collaborative projects

Community & Social Development

Business Unit Overview

Pressures and Challenges

- Urban growth resulting in increasing complexity of social needs such as the lack of affordable housing, accessibility, impact of poverty, youth, aging population, diversity, urbanization of Aboriginal people and the immigration of New Canadians
- Changing faces and increased cultural diversity results in dynamic needs and challenges for effective planning, programming and advocacy. Opportunities for cultural competency and awareness is essential
- Current labor market results in challenges for the recruitment and retention of skilled, qualified staff in the human service sector
- Coordination, education and training for effective Emergency Social Services and Emergency Preparedness
- Lack of commitment by federal and provincial government for predictable and sustainable funding for housing and homelessness initiatives will negatively impact local programs and projects to end homelessness
- Increasing needs of diverse community initiatives exceeds current capacity of staffing resources such as inclusion, implementation of the Seniors Community Plan, and Youth Advisory Council
- Impact and value of prevention and early intervention to the overall health and a well-being of the community is often not fully understood or accepted
- Emerging awareness of the impact of sustainable social systems on the economic, cultural and environmental sustainability of the community

Performance Measurement

- Volume, outcome and quality of interactions within community - collaborative partnerships and initiatives
- Outcome evaluation of FCSS & other funded social programs/activities
- Outcome evaluation of Community & Social Development Group including impact of core process to achieve goals
- Self-assessment & development of best practices
- Continuous quality improvement based on achievement of outcomes



Family & Community Support Services (FCSS)

Business Unit Overview

Mission Statement

Family & Community Support Services is a partnership between the Province, Municipalities and Metis Settlements that develops locally driven preventive social initiatives to enhance the well-being of individuals, families and communities. In Lethbridge, FCSS is a function of the Community & Social Development Group.

Provincial Mandate

Provincially, the FCSS Program receives its mandate from the Family and Community Support Services Act and the Regulations pursuant to that Act. The City of Lethbridge chose to establish an FCSS program and entered into an agreement with the Province to jointly fund the program.

Core Business Activities

- Preventive social services: program planning and development
- Contract administration and organizational support
- Organizational Development, Planning and Building the capacity of funded agencies and voluntary sector in the community
- Coordination of preventive social services, outcome evaluation and reporting
- Research and information sharing

Most Significant Accomplishments During the Last Budget Cycle

- 40th Anniversary Celebration of FCSS with Premier Stelmach, the Government of Alberta, City Council, Community & Social Development Committee of Council and funded agencies
- Community education initiatives
- Prevention of Family Violence and Sexual Abuse initiatives and social marketing campaigns
- Continuous improvement of the FCSS funding allocation process and contract administration
- Participation in the Elder Abuse Network initiatives at the local, provincial and federal levels
- Outcome evaluation is a model at the provincial level

Pressures and Challenges

- Increasing demands for preventive social services based on identified needs, assets and increasing complexities of a growing urban community
- Current labor market results in challenges for the recruitment and retention of skilled, qualified staff in the human service sector. This places additional pressures on the agencies ability to effectively deliver services
- Impact and value of prevention and early intervention to the overall health and well being of the community which is often not fully understood or accepted as an economic and social benefit.

Performance Measurement

In 2006-2008, FCSS supported 22 organizations to provide preventive social services in Lethbridge. Outcome evaluation is ongoing and the FCSS funded preventive social programs/activities resulted in an annual report "Making a Difference".

The 2007 highlights indicate that:

- 90% of the 40,000 people who participated in FCSS funded programs reported they were able to develop independence, strengthen their coping skills and have become more resistant to life's crisis as a result of increased preventive and early intervention skills. In addition, they have increased group and partnership skills and enhanced relationships.
- 91% of participants also reported they have increased knowledge of local social issues and needs.
- 31,000 people participated in 1,225 educational prevention and early intervention programs, workshops and conferences focused on individual and family support, coping skills, enhanced relationships and community building initiatives.

Planning & Development Services

Business Unit Overview

Mission Statement

To work effectively with citizens in order to facilitate growth and change that is orderly, efficient, and responsive to the needs of the entire community.

Core Business Activities

- Planning for growth in new areas and planning for change in existing neighbourhoods
- Determining the suitability of subdivision proposals
- Reviewing development proposals to ensure compliance with the Land Use Bylaw

Most Significant Accomplishments During the Last Budget Cycle

- Provided the coordinating function for the review and adoption of approximately seven Outline Plans
- Coordinated the completion of the Heart of the City Plan for downtown
- Completed a major amendment of the Municipal Development Plan through the study of growth management issues
- Continued with the significant public consultation process associated with the Central Neighbourhood Study
- Facilitated the creation of approximately 3,000 new lots in the community
- Reviewed the feasibility of on-site wind generation facilities
- Prepared approximately 90 bylaws for Council's consideration with respect to community planning matters
- Reorganized the planning section to provide better service to the community
- Approved approximately 3,800 development applications to support community growth and change
- Reviewed approximately 4,300 real property reports to assist in the due diligence associated with the mortgage industry
- The Prospero permit system became operational in March 2008

Pressures and Challenges

- High growth rates, growing income disparity, and reduced access to attainable housing will require a review of planning policies to ensure that inclusive and accessible neighbourhoods continue to develop
- A review of community values is required to ensure that community planning is reflective of community aspirations
- Changing community expectations associated with increased complexity and technical issues creates a need for well-trained, sensitive and resourceful staff members supported by up-to-date systems and technology

Performance Measurement

The amount and effectiveness of community consultation will be measured by the number of letters mailed to neighbours, by the number of open houses and neighbourhood consultations attended, by community attendance at open houses and by focus group response to the information provided by letter and at open houses.

Appropriate staff recommendations are measured by their consistency with Council decisions and by information provided in the Community Satisfaction Survey.

The effectiveness of compliance with the Land Use Bylaw will be measured by the number of compliance complaints investigated, by the level of resolution of these complaints and by the amount of staff time spent in their resolution.

Building Safety and Inspection Services

Business Unit Overview

Mission Statement

To provide inspection, plan examination and administrative services quickly and efficiently in order to ensure a safe and healthy community in which to live and work.

Core Business Activities

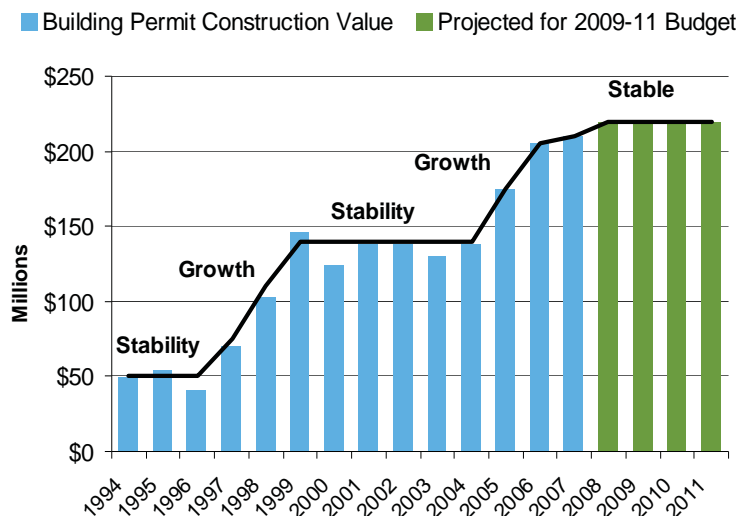
- Examine plans and carry out inspections to ensure all buildings are constructed in compliance with the provincial Safety Codes Act, the Building Code, the Plumbing Code, the Gas Code, the Electrical Code and the City of Lethbridge building, plumbing and electrical bylaws
- Ensure compliance with the Quality Management Plan (QMP) for each construction discipline. These QMPs are prepared by the City and approved by the Alberta Safety Codes Council and are required in order to maintain accreditation as a permit-issuing and inspection agency

Most Significant Accomplishments During the Last Budget Cycle

- Streamlined and coordinated processes for added efficiency
- Co-implemented Prospero work management system with a go-live date of March 17, 2008
- Implemented Field Pro software system used with Blackberries; inspectors are now “live in the field”
- Increased inspection capabilities
- Passed Safety Codes Audit
- Higher code compliance at plan examination stage
- Reorganized Inspection Services and clarified roles
- Established a policy/procedure reference guide for staff
- Developed a stronger relationship with the Province and ACBOA
- 11 SCOs upgraded their levels
- Implemented a new Quality Management Plan

Pressures and Challenges

- Extremely high work load
- City and Regional Growth (manpower and service provision)
- Legislative (increased regulations from the Province)
- Technical (staff skill upgrading and education)



Performance Measurement

Investment and reorganizing will allow better performance. It is intended to measure and increase the average number of inspections/permits, the average amount of inspection time per inspector, and the average number of inspections/inspector.

Regulatory Services Business Unit Overview

Mission Statement

To provide consistent application, enforcement, and prosecution of bylaws in support of community values.

Core Business Activities

- Business Licensing
- Parking Violations
- Unsightly Premises
- Snow Removal
- Animal Control
- Weeds

Most Significant Accomplishments During the Last Budget Cycle

- Upgrades to our department's computer systems and work tools, namely:
 - New business licensing system
 - New dog information system
 - New bylaw ticketing system
 - New bylaw complaint system
- Implementation of a field management system (*in progress*)
- Expansion of our services (without budgetary impact) to include:
 - Smoking Bylaw
 - Taxi inspections
 - Rattle snake relocation program
- Increased rate of animal adoptions
- Growth of business licensing revenues

Goals for the Next Budget Cycle

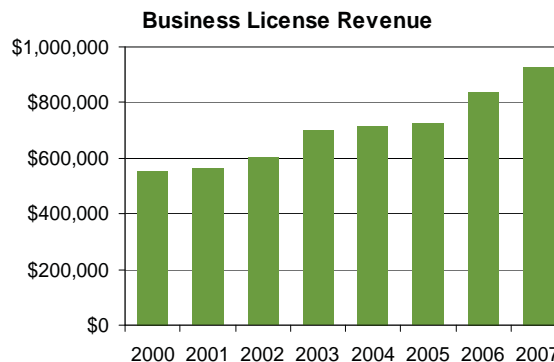
- Adjust service levels to:
 - Keep pace with footprint growth
 - Better meet the expectations of both internal departments and the community
- Improve public perception

Pressures and Challenges

- Bylaw complaints increasing across all areas of business activity due to footprint growth
- Increased expectations and pressures to expand bylaw services coming from residents, City departments and provincial initiatives
- Service providers experiencing challenges to offer competitive wages and to keep pace with other inflationary pressures
- Consolidation of additional enforcement services will need to be balanced with adequate staff resources
- Due to nature of the job employment structuring and training programs must be utilized to deal with work-related stresses

Performance Measurement

- Business license revenues
- Volume of parking tickets
- Number of calls for service



ENMAX Centre Business Unit Overview

Mission Statement

The City of Lethbridge ENMAX Centre is a multi-purpose facility that provides entertainment and events to our community through a variety of diverse and positive experiences.

Core Business Activities

- Event coordination and management – consults with event planners and partners to determine and provide the needs of an event
- Marketing – attracts events and customers to the building and sells venue and event sponsorship
- Operations – provides building maintenance, event requirements and building enhancement
- Food & Beverage – provides quality food and beverage service both in-house and at seven satellite locations
- Ticket Centre – provides a computerized ticket selling service both in-house and at a satellite location
- Alliances – maintains mutually beneficial relationships and the development of new business alliances

Most Significant Accomplishments During the Last Budget Cycle

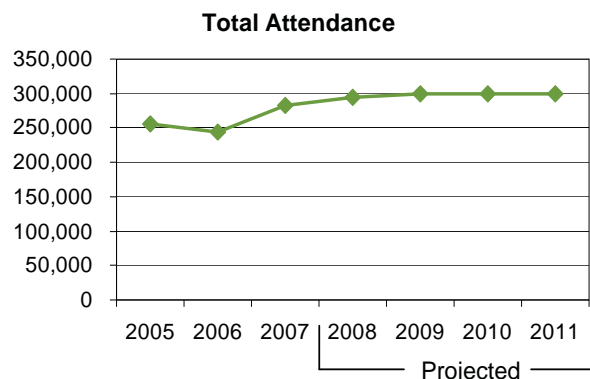
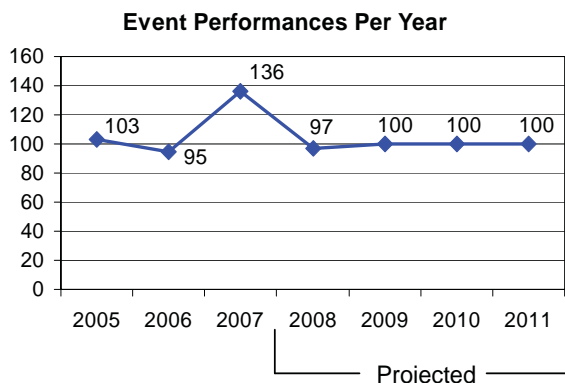
- Installed a fully integrated food and beverage Point of Sale System
- Created a modern and enhanced website to improve our ability to promote events and the facility
- Hosted the 2007 Scotties Tournament of Hearts (ladies national curling championship)
- Secured venue name sponsorship with ENMAX Energy
- Increased event activity and decreased operational tax support
- Replaced and modernized the lighting system above the ice surface

Pressures and Challenges

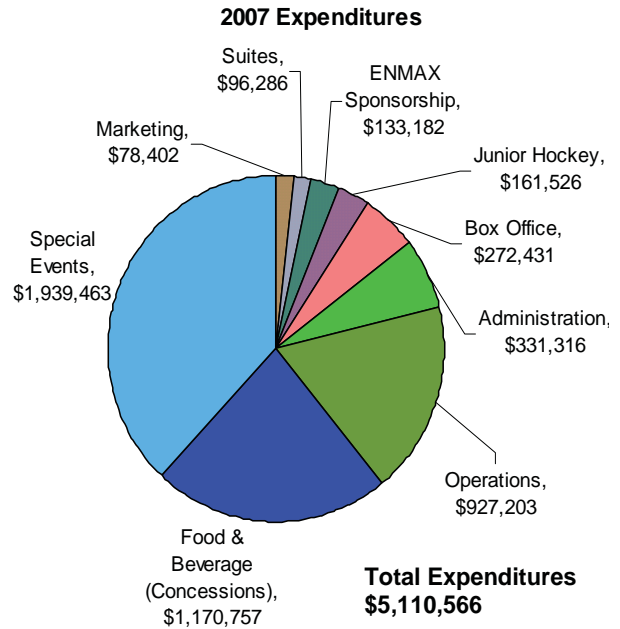
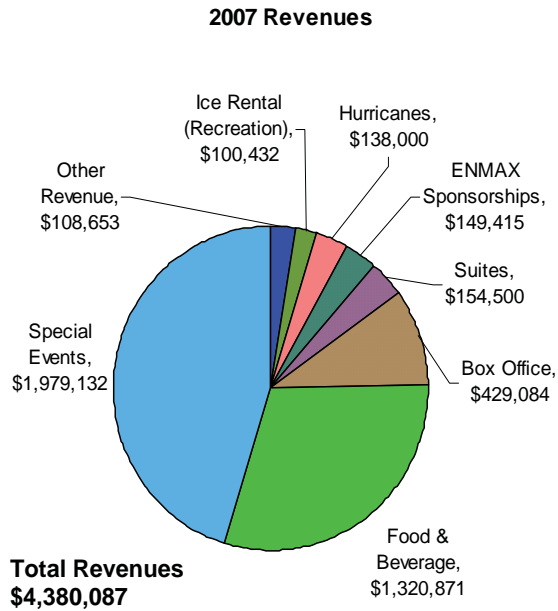
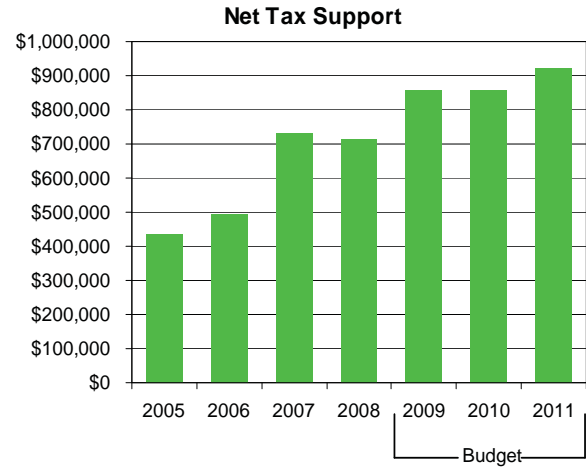
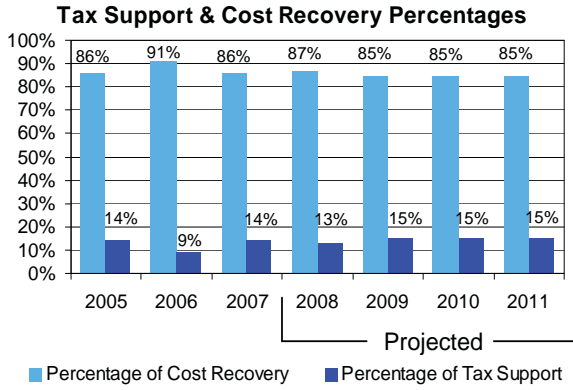
- Salary increases to stay competitive within the market related to non-union positions has created a base budget pressure; our challenge is to recover this cost through event activity
- High dependence on a part-time workforce that is difficult to retain creates customer care issues; our challenge is to develop strategies to retain staff
- The importance of the Hurricane Hockey Club to our financial success cannot be overstated; our challenge is to ensure the continued viability of the Hurricanes
- Continue to operate and provide expected services during the facility upgrade and expansion project; our challenge will be to host events effectively plus provide a safe and enjoyable facility to those attending
- Market competition for entertainment at the local and regional level; our challenge is to provide quality entertainment for a good value

Performance Measurement

- Our performance measures are designed to provide a mechanism for continuous improvement in areas pertaining to customer service, learning and growth, internal process and financial sustainability
- To achieve continuous improvement, we measure the performance of the following: major events, Hurricane events, attendance, marketing revenues, food and beverage revenues, ticket centre revenues, monthly utility consumption and venue usage.



ENMAX Centre Business Unit Overview



Facility Services Business Unit Overview

Mission Statement

The Mission of Facility Services is to provide a quality environment for City staff and all citizens of Lethbridge. This is accomplished by: providing good project management and improving construction and project delivery, meeting mandated service levels through strategic asset management practices, advising and supporting corporate clients and community partners in the design and maintenance of City facilities, and by protecting the City's interests through sound maintenance management.

Core Business Activities

- **Strategic Facility Management** including facility audits, site maintenance and renewals planning
- **Project management and support** including major and minor capital projects to meet all corporate and community partner requirements
- **Maintenance management** in order to provide optimal operational capacity and energy efficiency given the allocated budget
- **Internal Corporate Consulting** provides the corporation with building science expertise and additional engineering capacity with respect to master planning, functional planning, risk assessment and mitigation strategies and management plans

Most Significant Accomplishments During the Last Budget Cycle

- Led the Corporation in asset management, implemented the Lifecycle database, pilot program for Community Asset Management Program, completed a comprehensive Facility Audit, improved building automation, implemented industry accepted Choosing By Advantages (CBA) methodology, institution of JDE Software for Asset Management
- **Planning:** Public Operations Master Plan; Fire Master Plan; Parks, Recreation and Culture Master Plan
- **Capital Projects:** Galt Museum addition, Lethbridge Soup Kitchen
- **Minor Capital:** Fire Storage Shed, Indian Battle Park Stairs, Galt Gardens water feature and washrooms, Japanese Gardens kiosk, Mountain View Cemetery office building, City Hall renovations floors one, two and four, fire tower renovations, Library renovations, Electric Ops renovations, Stan Siwik pool modernization.

Pressures and Challenges

- Continuing pressures of aging fleet, and proper lifecycle maintenance and renewals
- Heightened service level requirements due to increased usage schedules of facilities
- Limited contractor availability and consultant availability
- Increased cost of materials and labour
- Increasing age of the work force, and demanding a strong succession plan for apprenticeship
- Supporting Aboriginal trades programs assisting in the development of a sustainable community
- Additional raining to ensure facility team leads the corporation in the asset management field
- Increasing budget for capital projects impacting directly on ability of the facility team to deliver lifecycle program while delivering the capital program

Goals for the Next Budget Cycle

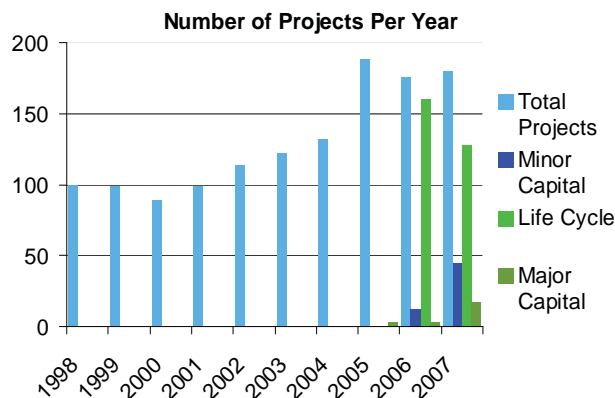
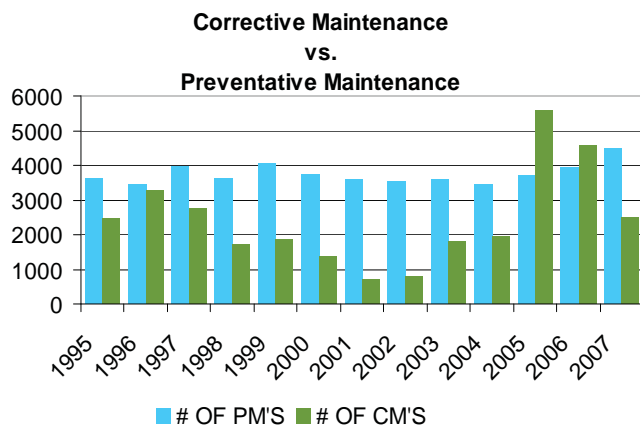
- Ensure safety in the workplace and on the worksite
- Develop necessary staff competencies
- Implement a succession plan
- Improve coordination and cooperation with other city business units
- Improve processes and procedures related to project management
- Maximize our efficiencies in the delivery of maintenance services
- Improve efficiencies in the delivery of custodial services
- Develop a 15-30 year Long-Term Capital Plan
- Access Provincial and Federal infrastructure funding
- Improve our ability to attract contractors and reduce mark-ups
- Institute standards/guidelines with respect to new construction, major modernizations and upgrades
- Improve energy efficiencies and reduce environmental impact

Facility Services Business Unit Overview

Performance Measurement

- The following areas will provide performance measurement for 2009-2011 fiscal years;
 - Strategic Facilities Management:** Total backlog, total square footage occupied by usage, key performance indicators (electric, water, gas and maintenance costs) these will be benchmarked to similar sized municipalities
 - Project Management:** variances in budget, schedules, and scope
 - Maintenance Management:** number of service level impacts, number of work orders, ratio of corrective maintenance work orders to preventative maintenance work orders
 - Internal Consulting:** number of projects and number of hours to support corporate projects

During the previous budget cycle, performance measures included improvements in health and safety, an increase in projects performed per year, and a decrease in the ratio of corrective vs. preventative work orders.



A. Health and Safety (Facility Services Annual Health Audit Report Standings)

AUDIT SCORES	2004	2007
A.		
Organizational Commitment	90%	100%
B.		
Hazard Identification	83%	92%
C.		
Hazard Control	79%	97%
D.		
Inspections	69%	97%
E.		
Training & Orientation	78%	93%
F.		
Emergency Response Planning	82%	96%
G.		
Incident Investigation	96%	91%
H.		
Program Administration	87%	100%
I.		
Audit Score	83%	96%

Fire & Emergency Services

Business Unit Overview

Mission Statement

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

Core Business Activities

Fire Suppression

- Suppression and safe control of structural, vehicular, and wild land fires

Emergency Medical Services

- Providing a prompt professional response to medical emergencies

Rescue

- Motor vehicle collisions, water incidents, high angle, and confined space emergencies

Prevention and Inspection

- Public education and the provision/enforcement of risk management strategies

Emergency Preparedness

- Planning for major emergencies

Training

- Maintaining skills necessary for safe and effective delivery of service
- Expanding competencies, as required by legislation

Most Significant Accomplishments During the Last Budget Cycle

- Developed a Growth Response Strategy to deal with increasing call volume and expanding footprint
- Increased staffing levels in Operations through the recruitment and training of 16 personnel
- Increased core training - implemented EMS shift trainers and completed GAP training
- Established an employee health and wellness program
- Negotiated a contractual agreements for emergency services with the County of Lethbridge and Coalhurst
- Implemented Patient Care Reporting to Alberta Health and Wellness
- Developed a ten year fleet plan, which was adopted by Council
- Completed construction of a Training Lab at #2 Station (west side)
- Implemented new medical protocols (revised care/treatment guidelines)
- Partnered with Police, Fire Prevention and Chinook Health to improve inspection of businesses (Public Safety Unit)

Goals for the Next Budget Cycle

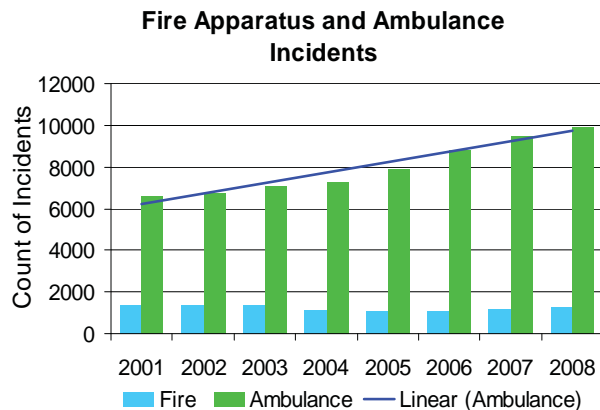
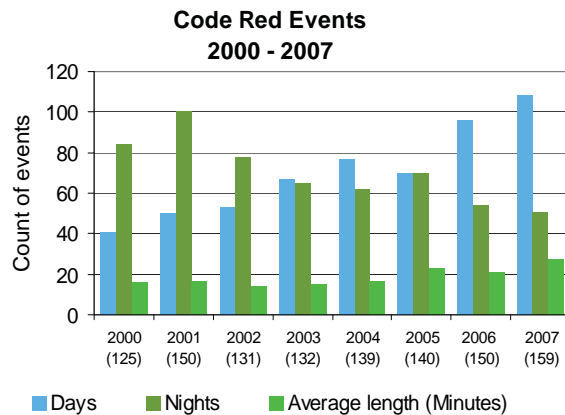
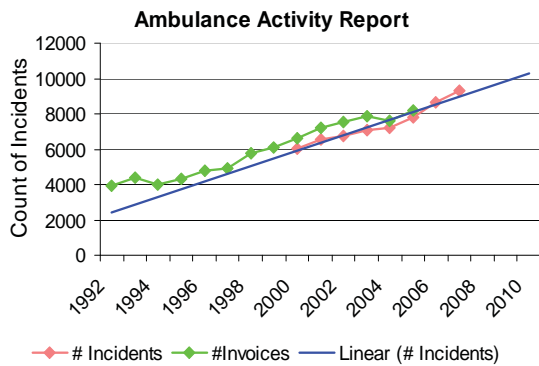
- Develop a comprehensive Human Resources Development Plan that encompasses all roles within the Department
- Validate and implement a Council-endorsed level of service
- Provide a Level 1 Hazardous Materials response (Rescue and Containment)
- Define current and future human resource requirements in the area of Information Technology
- Improve internal and external communications

Fire & Emergency Services Business Unit Overview

Pressures and Challenges

- Defining a level of service for emergency response and fire prevention
- Creating shared understanding throughout the organization concerning the Fire Department's current limitations in the area of hazardous materials response
- Attracting and retaining Operations and Fire Prevention personnel
- Developing a comprehensive Human Resource Development Plan that incorporates all roles within the Department

Performance Measurement



Emergency Response Time

Public Safety Communications Centre

Business Unit Overview

Mission Statement

The Lethbridge Public Safety Communications Centre and its dedicated professionals are committed to preserving the life, property, and environment of all citizens and visitors throughout the communities we serve. We demonstrate this commitment daily by effectively managing both emergent and non-emergent calls, deploying necessary resources in a timely and safe manner, and ensuring the supporting technological infrastructure meets all necessary requirements.

Core Business Activities

- Call Management
 - Call taking
 - Obtaining and analyzing information, clarifying details, conducting database inquiries
 - Prioritizing calls, alerting responders and deploying resources
 - Providing callers with pre-arrival instructions
- Information Management
 - Managing records
 - Operational support
 - Monitoring
 - Processing Canadian Police Information Centre (CPIC) transactions
- Technological Infrastructure Maintenance
 - Maintaining 911 phones
 - Maintaining the radio system

Most Significant Accomplishments During the Last Budget Cycle

- Additional support in the areas of operations, training and quality assurance
- Developed and implemented a training plan to address the training needs of new employees
- Additional training in the areas of Police, Fire and Medical Dispatch, Emergency Management, Incident Command systems and other industry related training
- Software upgrades and improvements within the PSCC
- Provision for back-up workstations at the Old Courthouse

Goals for the Next Budget Cycle

- Achieve an industry acceptable level of call-taking and dispatching compliance in police, fire and emergency medical dispatch
- Review the organization and governance structure model of the PSCC
- Increase employee satisfaction
- Achieve an integrated system
- Carry out a successful, seamless move to the new Fire HQ

Pressures and Challenges

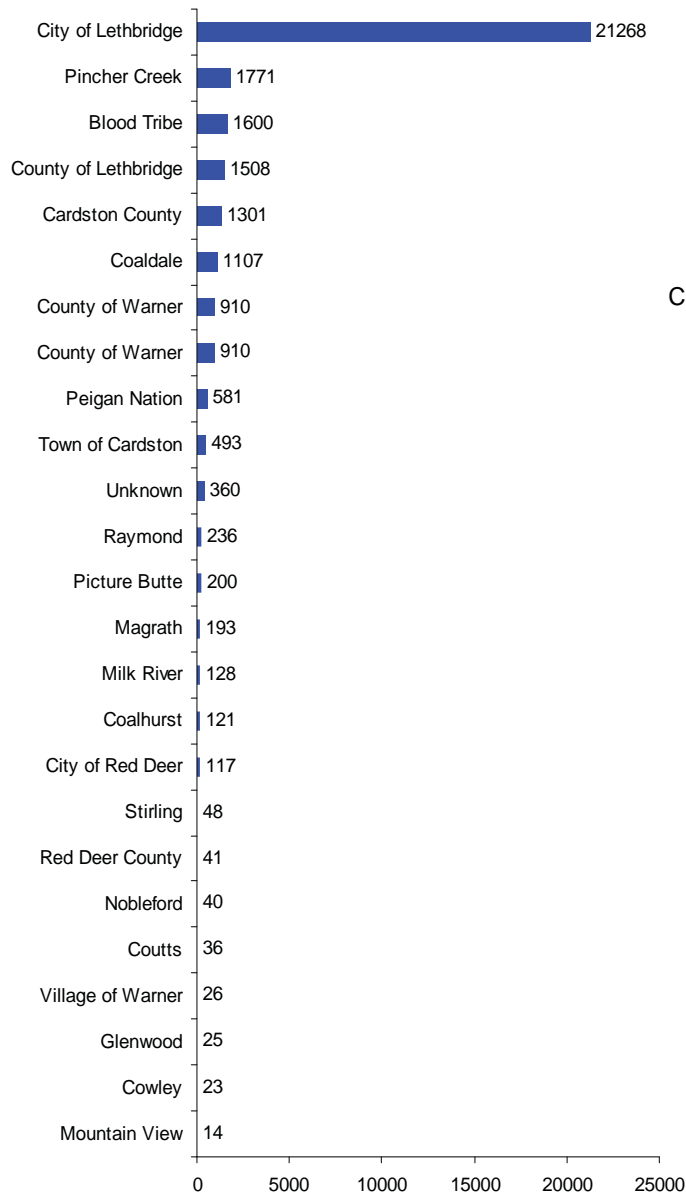
- Personnel shortages due to training requirements, sick time and short and long term disabilities
- Changing technology and rate of advancement
- Declining land line revenues and increased cellular usage with no accompanying revenue
- Provincial initiatives which impact PSCC – i.e. Alberta Health consolidation of Health Regions, Solicitor General's Police Records Management initiative and the Provincial Radio Project

Performance Measurement

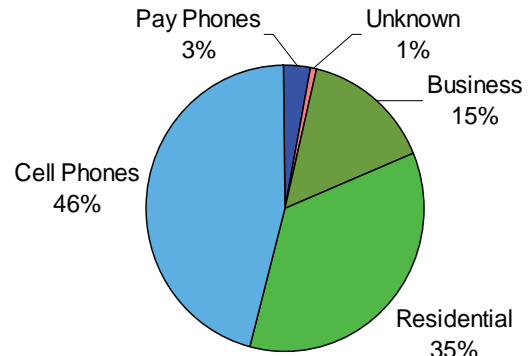
- Number of total calls to centre, allocated by type of service request
- Number of Seconds to answer E 9-1-1
- Quality Assurance compliance scores

Public Safety Communications Centre Business Unit Overview

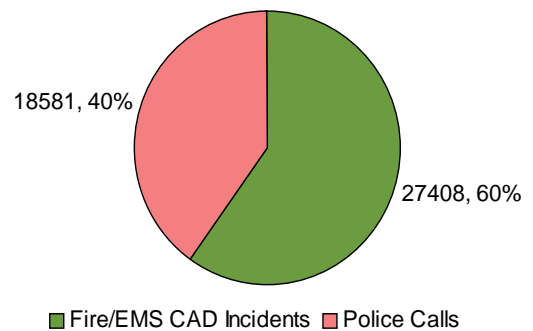
PSCC - 911 Calls by Location (2007)



PSCC - 911 Calls in 2007



2007 Fire/EMS Incidents vs. Police Calls



Recreation & Culture

Business Unit Overview

Mission Statement

Recreation & Culture Services contribute to personal well being and quality of life through the provision of recreational and cultural facilities and opportunities.

Core Business Activities

- Booking and billing for rentals in ice centres, theatres, sports fields, picnic shelters, City Hall, Fritz Sick gymnasiums, school gymnasiums and special events
- Planning and coordination of all recreation and culture activities
- Marketing services, web site management and Leisure Guide production
- Community planning and visioning for future recreation and cultural services & facilities
- Contract, lease and agreement management for a variety of organizations and facilities
- Recreation & Culture organizational support & development and provision of recreation and culture information
- Community liaison with facility user groups
- Special maintenance and financial planning and coordination and policy development
- Best practices research and information collection from other communities
- Software support and billings for Transit, ENMAX Centre and Galt Museum
- Capital projects agreements
- Sport Council/ Games /Allied Arts Council support
- Gifting Grant Management (Hosting Grant, Community Capital Development Grant)
- Community groups business and strategic planning facilitation

Most Significant Accomplishments During the Last Budget Cycle

Accomplishments fall into five major categories:

Major Projects:

- Lethbridge Soccer Association Facility entered into a ten year sponsorship agreement with Community Savings
- Lethbridge Sports Park opened in 2006 with six sport fields accommodating both soccer and rugby
- University of Lethbridge Wellness Centre opened in 2007 with the City providing a financial component ensuring public access to the facility
- Football & Track Stadium housed at the University of Lethbridge is a joint project with the City of Lethbridge and will be home to football and the Lethbridge Track & Field Club

Facility Enhancements:

- Ongoing enhancements completed at Henderson Ice Centre, Henderson Stadium, Labour Club Ice centre, and the West Side Gymnasium project were confirmed

Plans, Policies, and Grants:

- Implementation of new Arts Policy and initial work on Sport Policy completed
- Public Art Acquisition Policy
- Community Capital Project Grant & Special Event Grant in place

Events:

- Supported 2006 Canadian National Outdoor 3D Archery Championship, 2006 Canadian Junior/Juvenile Judo Championship, Southern Alberta Summer Games (held annually), National Slo-Pitch Championships 2006, and working on the 2009 55+ Winter Games

Community Development:

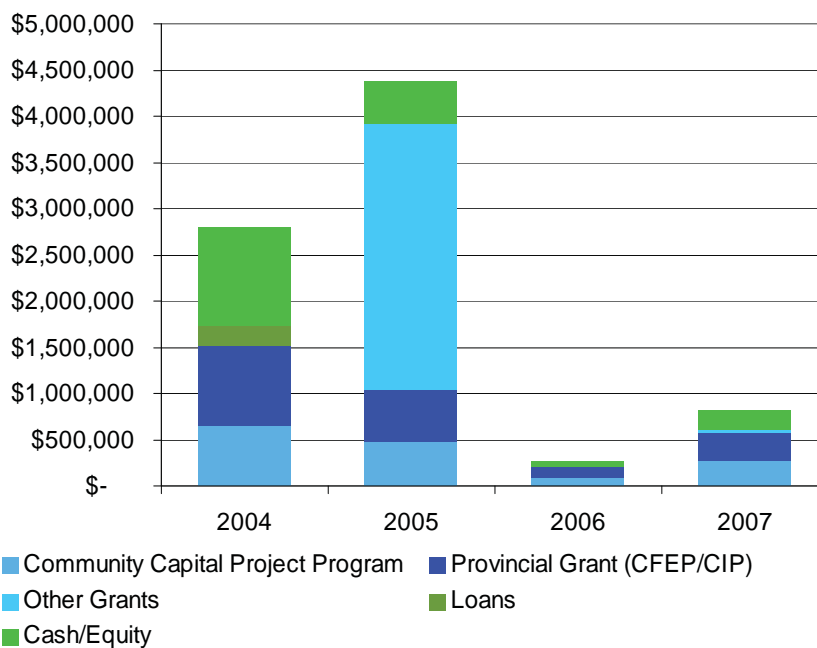
- Fundraising support for community groups including Southern Alberta Art Gallery, Allied Arts Council, Lethbridge Sports Park and others
- Community planning support for Southern Alberta Ethnic Association, Lethbridge Soccer Association, Lethbridge Seniors Centre, Communities In Bloom, LA Swim Club, Shooting Society, and others

Recreation & Culture Business Unit Overview

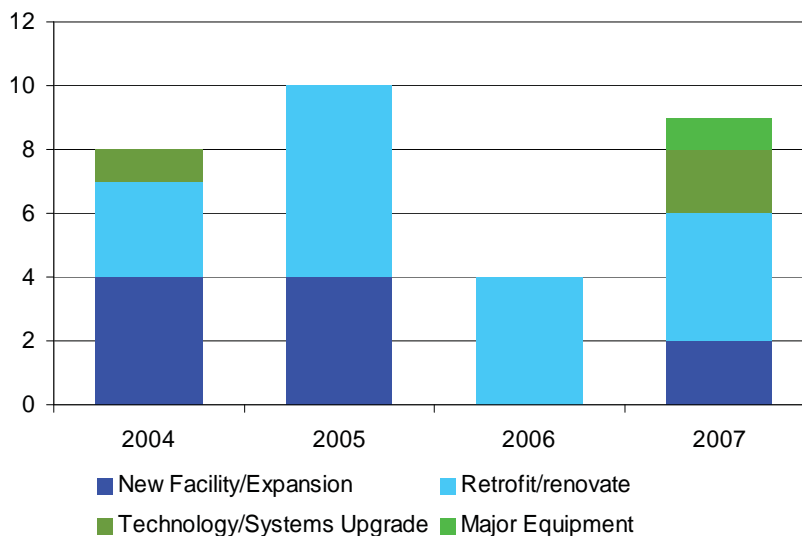
Pressures and Challenges

- Balancing maintenance of existing infrastructure with new facility development in order to best meet community needs through facility master planning
- Demand for multi-purpose facilities and increased public expectations and city growth
- Implementation of the results of the Facility Master Plan through Capital Improvement Program initiatives
- Community organizations at risk Maintaining communication with numerous partners through community meetings and partnering processes
- Aligning contracts and projects within the three-year budget cycle in negotiations
- Equitable distribution of funds for community organization assistance through policy development

Performance Measurement



Community Capital Grant Project Types



Aquatics Business Unit Overview

Mission Statement

Management of service agreement to ensure provision of aquatics services for access by all citizens of Lethbridge.

Core Business Activities

- Manage service agreements for five swimming pools (three indoor and two outdoor)
- Maintaining the building envelope and facility maintenance inspections
- Monitoring public participation and service delivery

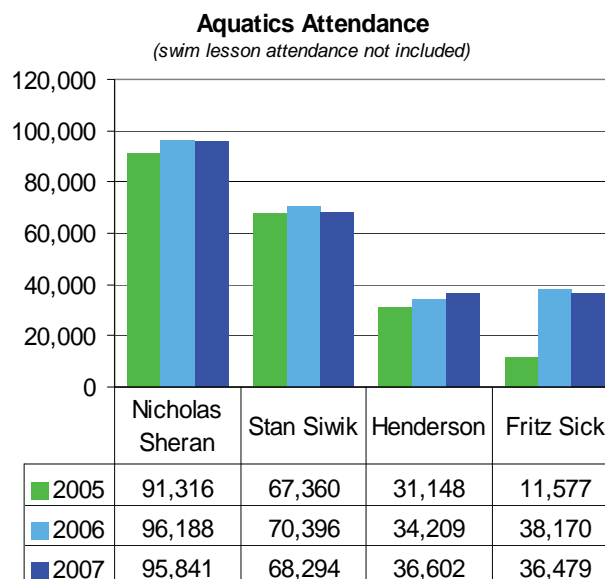
Most Significant Accomplishments During the Last Budget Cycle

- Replacement of high board at Stan Siwik Pool
- All pools switched to new chlorination system
- Ongoing evaluation and review of operations and maintenance of municipal aquatic facilities
- Renewed contract agreement with consolidated aquatic service delivery
- Currently undergoing substantial renovation to Stan Siwik Pool including new tiles, lockers, and washrooms

Pressures and Challenges

- Dealing with aging infrastructure as part of facility master planning
- Implementation of a new delivery model contract by adding maintenance functions and office operations
- Increasing public interest in aquatic services by involving key stakeholders and the public
- Maintaining a healthy relationship with the contractor through a program maintenance committee

Performance Measurement



Arenas Business Unit Overview

Mission Statement

Providing ice-related opportunities to user groups and citizens of Lethbridge.

Core Business Activities

- Operate and maintain five indoor ice facilities
- Offer public programs for all ages
- Facility booking & space allocation

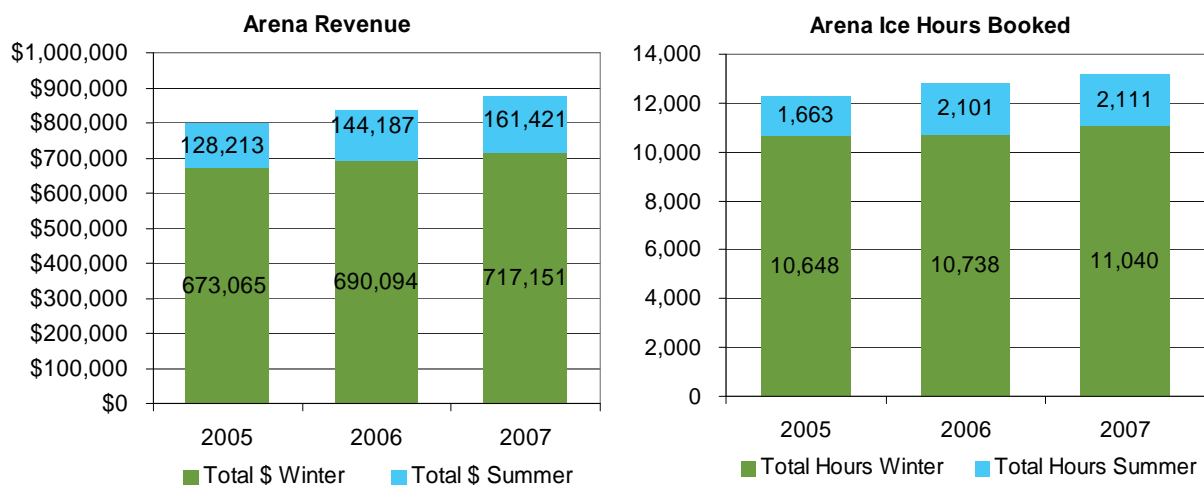
Most Significant Accomplishments During the Last Budget Cycle

- Increased rentals by expanding shoulder seasons
- Increased off-season usage
- Upgrades to Henderson Ice Centre included boards and glass, snow melt pit, public washrooms, sound system & storage areas
- Upgrade to snow melt pit at Civic Ice Centre with new boards
- Installed AED's in all arena facilities
- Labour Club Ice Centre upgrade of boards and glass

Pressures and Challenges

- Dealing with aging infrastructure – not meeting current functional needs. e.g. size of dressing rooms, storage, meeting areas, requirements for separate areas for females as part of facility master planning process
- Remains a significant pressure for additional ice surfaces and a lack of twin ice facilities for hosting major tournaments
- Staffing – retention of qualified staff for casual positions by increasing educational opportunities
- Balancing high demand for prime time hours and lowering demand in non-prime time hours

Performance Measurement



Fritz Sick Memorial Centre

Business Unit Overview

Mission Statement

Successfully coordinate multiple aspects of the Fritz Sick Gymnasium and ensure efficiency in operations.

Core Business Activities

- Manage the relationship with the Lethbridge Senior Citizens Organization (LSCO), key tenant of the facility
- Building maintenance, caretaking and supervision for facility
- Facility booking, billing and space allocation for large gym on evenings and weekends

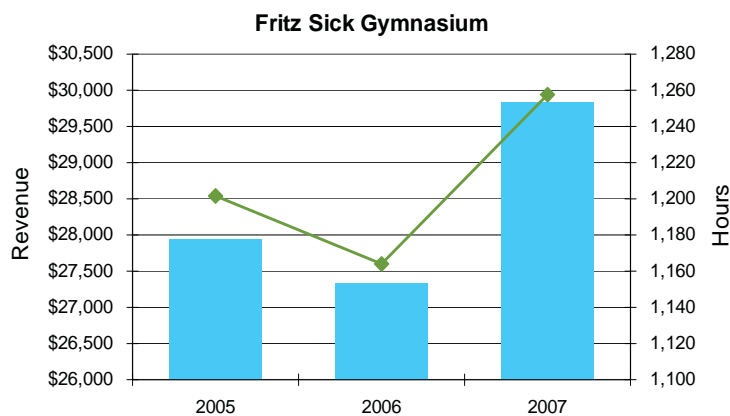
Most Significant Accomplishments During the Last Budget Cycle

- Work alongside the Facility Management Committee in partnership with LSCO
- New ED in place at LSCO; working hand in hand in strategic planning for future vision of facility use by LSCO
- Increased use of the facility by community bookings (i.e. rec floor hockey, volleyball leagues increasing in size and demand)

Pressures and Challenges

- Aging infrastructure and functional requirements – lobby space, washroom facilities
- Limited parking continues to be a concern to patrons during the day
- Increased use of the facility for large-scale events by LSCO resulting in potential rental conflict

Performance Measurement



Yates Memorial Centre

Business Unit Overview

Mission Statement

Providing access and encouraging community arts opportunities for user groups and spectators in Lethbridge

Core Business Activities

- Maintenance, operation and coordination of activities in the Yates Memorial Centre and Sterndale Bennett Theatre
- Facility booking and space allocation
- Technical support provided to user groups

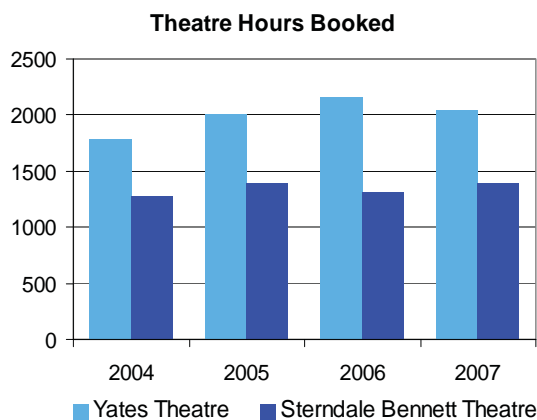
Most Significant Accomplishments During the Last Budget Cycle

- Purchased wireless communication system
- Technical upgrades includes new soundboard

Pressures and Challenges

- Monitor limited revenue potential and financial stability of community user groups as part of user group meetings
- Aging facilities and design constraints require increased life cycle maintenance to be identified in facility master planning process
- Facility no longer meeting needs of the music community, addressed in 2008-2017 CIP

Performance Measurement



Helen Schuler Nature Centre Business Unit Overview

Mission Statement

We are an urban nature centre delivering diverse and dynamic nature interpretive programs in our community through a team of volunteers, staff and partners.

Core Business Activities

- Nature Interpretation (Programming and Exhibits)
- Collections (Working Collection, Information Services, Nature Reserves and Parkland)
- Volunteers
- Partnerships

Most Significant Accomplishments During the Last Budget Cycle

- Interpretive signage program for Elizabeth Hall Wetlands
- Completion of Nature Centre promotional video
- 25th Anniversary Celebrated! Over 1000 individuals in attendance
- Increased river valley accessibility (Wheels to Wilderness – 500 riders in 2007, 650 riders in 2008)
- Significant growth in programming outreach (Parkland Interpretation, Creature Theatre, Weston Foundation funded regional field trips)
- Implementation of stewardship program (1st Annual Coulee Clean-up) with 350 volunteer participants and three corporate sponsors
- Successful staffing transitions (retirement, staff changeover)

Goals for the Next Budget Cycle

- Identify and target granting opportunities
- Confirm building design and identify “green” technologies
- Identify potential partners and secure partnerships

Pressures and Challenges

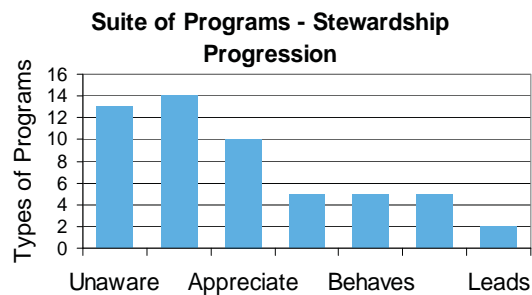
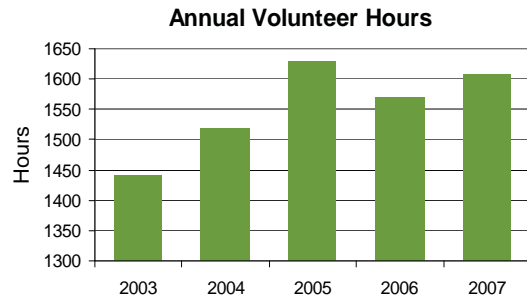
- Space within the facility is extremely limited and not functionally efficient
- Increased demand for project-based volunteer opportunities will result in more resources being required for volunteer management
- Increased demand of Nature Centre staff to participate in a growing number of community based initiatives and committees has resulted in prioritization
- Increased demand for staff to provide information and expertise in the following areas: resource management, wildlife management and school environmental projects

Performance Measurement

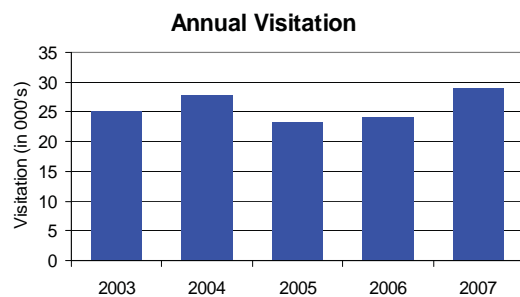
The Helen Schuler Coulee Centre is currently focusing on using performance measurements to track the following three goals for 2009 – 2011:

- Enhancing program opportunities for visitors and patrons
- Diversifying volunteer opportunities
- Increasing educational and interpretational capacity at the facility without negative impact on the nature reserve (Building Expansion)

Helen Schuler Nature Centre Business Unit Overview



The Stewardship Model attempts to describe the learning progression that occurs in environmental stewardship (from unaware through to leadership). The Nature Centre programs have been developed to move individuals and groups along this continuum. The Suite of Programs is an evaluation tool that is used to measure the number of programs and services offered for audiences at each of the learning levels.



Parkland Management Business Unit Overview

Mission Statement

To enhance our community's quality of life by planning, building and caring for our parks system

Core Business Activities

Planning and Design

- Participating in all planning activities to ensure that open space standards are adhered to (activities includes reviewing, commenting on, and approving plans)
- Master planning and incorporating the input of stakeholders and users in order to assess whether parks are adequately meeting current and future wants and needs
- Conducting reviews to ensure that practices comply with standards, guidelines and provincial/federal legislation
- Supporting projects that involve open space
- Promoting sustainability and environmental stewardship

Development

- Managing projects such as:
 - Enhancements to existing parkland
 - Construction of new parkland
 - Landscaping on new arterial roadways
- Providing input into road right of way landscaping projects
- Working with community groups on special projects

Asset Management

- Functional assessment
- Planning and re-design
- Construction or replacement

Most Significant Accomplishments During the Last Budget Cycle

- Henderson lake Rip Rap completion
- Henderson Lake Dock addition
- Kodiak, Mildred Dobbs, Elma Groves, West Highlands parks commissioning
- Nicholas Sheran Park disc golf course upgrade
- Treated effluent water used for irrigation in Softball Valley
- Parks and Bikeways & Pathways master plans completed
- Nikka Yuka Japanese Gardens 40th anniversary
- Nikka Yuka Japanese Gardens kiosk completion
- Parks asset inventory and condition audit
- Indian Battle Park stairs
- Lethbridge Sports Park (Rugby / Soccer complex) development
- Lethbridge Rotary Centennial Plaza development in Galt Gardens

Goals for the Next Budget Cycle

- To meet the needs and understand expectations to provide quality outcomes for our community through education and engagement
- To attract, develop and retain talented, motivated and dedicated colleagues
- To efficiently and effectively manage internal and external resources and cultivate opportunities
- To implement and manage best practices and strategies enhancing our sustainable park system
- To manage our environment through preservation, mitigation and education, to enhance a sustainable future

Parkland Management Business Unit Overview

Pressures and Challenges

Attention will be directed toward increasing demands required to plan, build and monitor the parkland as growth accelerates which is anticipated to be 27 hectares over the next three year cycle. Additional resources will also be allocated to assist in construction and development projects resulting from more aggressive application of grant opportunities. Attention will be given to developing and implementing a formal Asset Management System in the parks and the development of more formalized standards for the development and maintenance of our parks and pathways system. Efforts will continue to implement recommendations from both the Parks Master Plan and the Bikeways & Pathways Master Plan.

Performance Measurement

A number of performance measures have been identified to assist managing the objectives and outcomes identified for parks and open space. Although it is not possible to directly measure the effect of our services on the community. The indicators measure our work and our efforts to achieve our vision for each of six strategic focus areas: community, employees, functional team, resource management, business management, and environmental management. This is the first time performance measurement has been used in Parks Management.



Cemeteries Business Unit Overview

Mission Statement

We provide an atmosphere to commemorate those who lived and their contributions to our community.

Core Business Activities

Cemetery Services functions as a City business unit but is also an integral component within the death care industry. The cemetery has similar customers to other city business units, but with very different and unique needs which are influenced by religious beliefs, culture and intense emotions. Core Business activities include:

1. Memorialization
2. Customer service
3. Interments
4. Record keeping, documenting & management
5. Maintaining relationships with our customers
6. Ground design, planning & maintenance

Most Significant Accomplishments During the Last Budget Cycle

- Opened new cemetery office
- Resurfaced over 4,800 graves
- Formulated a better definition of the lifespan of Mountain View Cemetery
- Developed and implemented succession planning
- Developed and filled new position of Cemetery Manager
- Partnered with Parks Operations to maintain trees and shrubs
- Purchased equipment to improve interment services

Goals for the Next Budget Cycle

- Enhance customer service
- Enhance and expand technologies
- Plan and develop a new cemetery
- Improve financial sustainability
- Expand and strengthen relationships with both internal & external stakeholders
- Promote the cemetery as a community space
- Create a positive branding plan for Archmount Cemetery

Pressures and Challenges

Adjustments are being made to accommodate the increasing trend towards cremation as a preferred option. This trend impacts our revenue, land use and longevity of the existing land base currently used by the cemetery. We are enhancing and expanding customer service and technologies so that we may continue to provide the utmost care for our customers and provide appropriate space for interments. We have started the process of planning for the addition of another cemetery location so that we may continue to provide these services and an appropriate range of interment options in accordance with emerging trends in the industry so we can improve financial sustainability. We will expand and strengthen our relationships with all our stakeholders and continuously improve general grounds care and plot restoration.

Cemeteries Business Unit Overview

Performance Measurement

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

SERVICES BY YEAR 2003-2011

	2003	2004	2005	2006	2007	2008 Projection	2009 Projection	2010 Projection	2011 Projection
Traditional Interments	271	272	270	261	234	255	258	265	268
Cremation Interments	148	145	207	223	234	232	252	265	277
TOTALS	440	435	477	484	468	487	510	530	544



Transit Business Unit Overview

Mission Statement

To provide sustainable, accessible, customer-focused transportation alternatives that support a livable community.

Core Business Activities

Transit Operations, Fleet and Facility Maintenance, Accessible Transportation Service (Access-A-Ride), Business Support, Planning and Route Design and Scheduling, Customer Services

Most Significant Accomplishments During the Last Budget Cycle

- Developed community-based service standards upon which to build transit into the future and to grow with a growing community
- Designed new customer-focused transit services to better serve existing customers and attract new customers.
- Renewed the transit fleet such that all scheduled services are fully accessible
- Assumed full responsibility for Access-A-Ride services
- Developed a long-term fare strategy, which supports Transit's business objectives

Goals for the Next Budget Cycle

- Introduce automated transit information systems, including web-based trip planning, and real time schedule information
- Develop and implement "travel training" and "transit awareness" programs to introduce potential new customers, especially seniors and persons with disabilities, to transit as a viable, friendly alternative way to travel
- Develop "Smart Card" fare media technology to encourage more travel by transit and to support marketing initiatives
- Build accessible bus stops and improved amenities
- The installation of upgraded seating in the community buses, which will be forward facing and more comfortable (at \$5,000 per bus)
- The installation of rear facing wheelchair positions, which are more customer friendly than the forward-facing restraint system (at a cost of \$1,200 per bus)
- Continue to fully participate in the deliberations of the Development Review Committee
- Assume an integral role in the updating process for the Municipal Development and Municipal Sustainability Plans
- Implement the recommendations relating to public transit in the Heart of Our City Master Plan
- Promote sustainability in LA Transit's marketing programs

Pressures and Challenges

- Maintaining Transit and Access-A-Ride service standards by accommodating city growth AND ridership growth
- Determining the level to which the service standards are fully implemented
- Developing meaningful performance measures
- Giving due consideration to customer requests to improve service beyond the established levels of service
- Investigating and implementing new technologies to improve customer services and service efficiencies
- Fully participating in the Municipal Development Plan, particularly as it pertains to Transit's support of community sustainability objectives

Performance Measurement

- Determining the extent to which the services meet the established service standards
- Ridership and revenues
- Fleet and operations safety

Assessment & Taxation Business Unit Overview

Mission Statement

To annually complete, within legislated guidelines, a defensible and equitable market value based assessment for all property within the city and to collect taxes in an efficient and courteous manner.

Core Business Activities

- Collection and management of data required to determine market value of property
- Preparation of assessment
- Communication of the assessment and taxes (annual tax notice)
- Defending the assessment (appeal process)
- Collection of taxes
- Provide tax and assessment information to interested parties for a fee

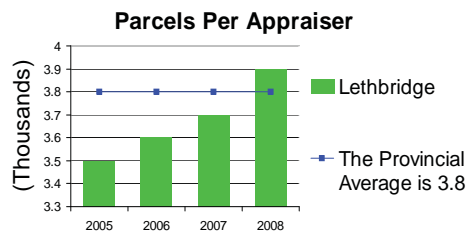
Most Significant Accomplishments During the Last Budget Cycle

- Attracted qualified staff in a competitive environment to meet workload demands and assist in succession planning
- Provided electronic payment options to meet customer expectations
- Complied with requirements of the Provincial Assessment Shared Services Environment (ASSET)
- Improved the information provided to customers on their tax notice and the website

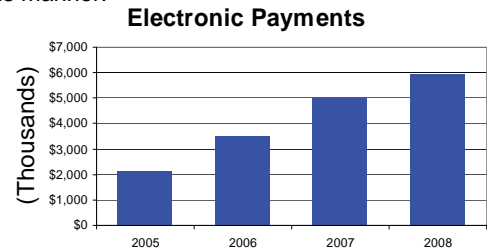
Pressures and Challenges

- Growth in the assessment base (new development and renovations) resulting in increased work load to keep information updated and meet industry standards (every property inspected within a five year window)
- Meeting Provincial ASSET requirements for shared data base information
- Increasing payment options to meet customer demands (online)
- Marketing Tax Installment Payment Plan (TIPP) program to increase participation

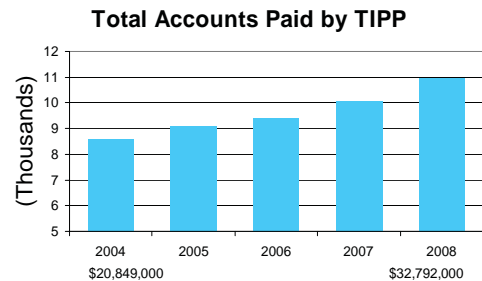
Performance Measurement



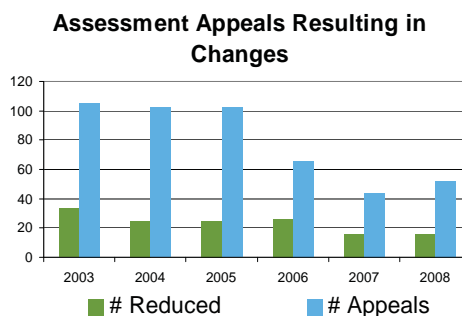
"The addition of appraisal staff approved in the 2006 – 2008 operating budget has brought the appraisal workload in line with other municipalities."



"Electronic payments which allows a customer to pay taxes at their financial institution is a newly promoted service which is gaining favor in the community."



"Effective promotion of the Tax Installment Payment Plan (TIPP) has resulted in a steady increase in customer use of this service. We will continue in our efforts to promote TIPP as a preferred method of tax payment."



"A steady reduction in the percentage of assessment appeals resulting in changes reflects the quality of assessments performed by our staff."

Financial Services Business Unit Overview

Mission Statement

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

Core Business Activities

- **Stewardship** - manage the financial resources of the City through prudent investing, regular reporting and maintaining strong internal controls to safeguard City funds.
- **Financial Systems / Business Unit Support** - support business units by providing effective and efficient financial tools and processes for payroll, budgeting, payments, financial information, receivables, procurement, and managerial information.
- **Long Range Financial Planning and Policy Making** - assist decision-makers in allocating limited resources by providing relevant information on long-term needs through the development of operational and capital budgets, long-term financial forecasting and maintaining financial policies.

Most Significant Accomplishments During the Last Budget Cycle

- Implementation of Cascading Management Letter
- Received Distinguished Budget Presentation Award as presented by the Government Finance Officer's Association (GFOA) of the United States and Canada
- Certification of Investment Policy by the Municipal Treasurers Association
- Development and/or updating of financial policies
- Transition to new procurement card program
- Provision of financial expertise and analytical support to major City initiatives
- Continued improvements to the Annual Report – 11th consecutive year for Canadian Award for Financial Reporting from the Government Finance Officer's Association (GFOA)
- Automated the invoice matching process
- Implementation of key financial software (including new financial/work order system and budget software)

Pressures and Challenges

- Increasing demand for financial support and services by business units and stakeholders
- Increasing difficulty in retaining staff due to market demand
- Legislation and regulatory changes
- Changing business practices and technology
- Recent world events and continued high energy prices have caused volatility with respect to the supply chain and the cost of critical commodities
- The construction industry is reaching capacity due to the shortage of skilled labor

Performance Measurement

Stewardship

- Investments % of time meeting benchmark
- Internal controls # of internal control reviews per year
- Financial reporting timeliness of reports provided to council

Financial Planning and Policy

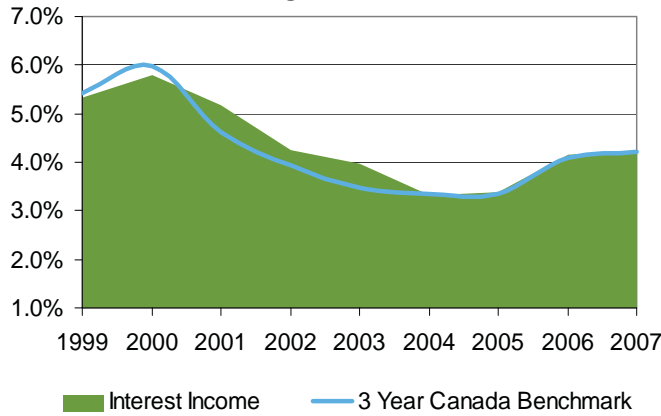
- Education # of sessions held and # attending

Financial Systems / Business Unit Support

- Procurement total dollars and # of tenders per year
- Fleet management % of time fleet replacement meets approved targets

Financial Services Business Unit Overview

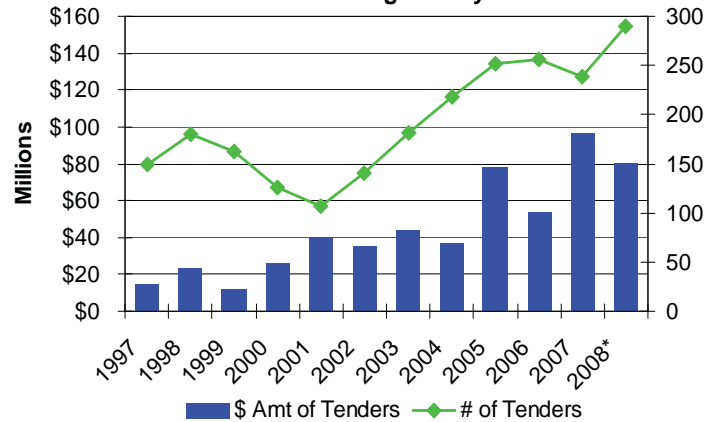
Average Portfolio Yield



The City maintains a significant investment portfolio due to reserves and cash balances on hand. As a measure of the City's portfolio yield, we compare to the average Government of Canada three-Year Benchmark yield.

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

Total Tendering Activity



Total number of competitions and sole source transactions processed by the Purchasing Department and the total dollars awarded annually.

* 2008 is a projection based on actual tenders from January to August.

Human Resources Business Unit Overview

Mission Statement

Human Resources will effectively contribute to the strategic direction of our organization by building relationships, being values-based and planning for results.

Core Business Activities

Attraction, Retention, Total Compensation, Training & Development, HR Information Systems

Most Significant Accomplishments During the Last Budget Cycle

- Implemented HR Consultant model to work in partnership with business units
- CUPE job evaluation project fully implemented
- Development of on-line employee orientation module
- Established a Leadership Skills for Supervisors program
- Development/implementation of performance feedback process for union staff
- Implemented WCB Occupational Injury Service program
- Negotiation and implementation of nine collective agreements without labour disruption
- Created an employment branding message supporting our recruitment efforts
- Updated our employee recognition program

Goals for the Next Budget Cycle

- To hire qualified individuals who fit the City of Lethbridge's organizational culture and add value
- To brand City of Lethbridge as an employer of choice
- To compete in the labour market
- To influence culture, values and work/life balance (people management strategies)
- To provide tools and support for our customers
- To build and maintain relationships
- To be innovative and competitive
- To align job design, internal equity and market awareness
- To ensure the organization's compensation philosophy stays connected to the business strategy
- To grow careers
- To develop and provide tools and support for our customers
- To foster a learning environment
- To implement a people development strategy
- To maximize use of HR Systems
- To record maintain and provide accurate and timely information

Pressures and Challenges

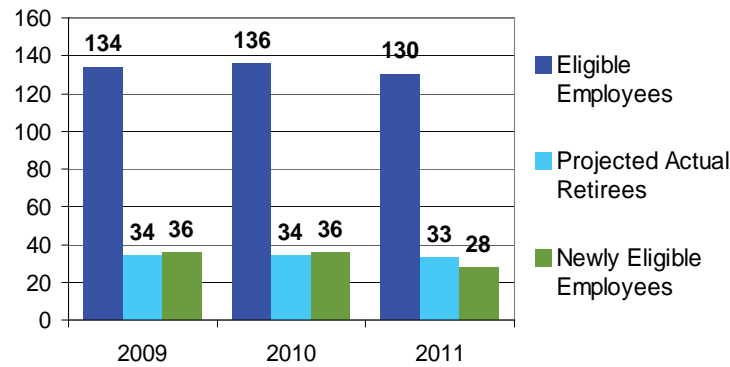
- Aging & renewal of workforce/loss of corporate knowledge
- Higher benefit & leave costs
- Awareness of proactive and innovative best practices
- Increased recruitment costs in a competitive labour market
- Greater competition for professional, managerial and skilled workers
- Increased expectations regarding wages & flexible working conditions
- Generational and cultural differences in the workplace
- Increased focus on recruitment and retention of a diverse workforce
- Greater emphasis on training and development for all employees
- Potential for disruption in labour-management relations
- Increased pace & complexity of issues
- Focus on organizational capacity (people and systems)

Human Resources Business Unit Overview

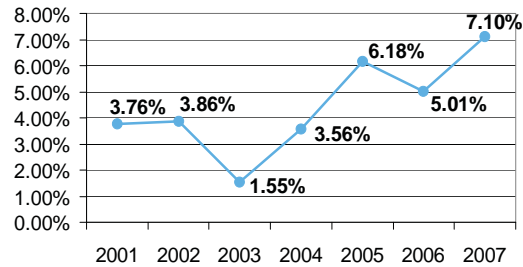
Performance Measurement

- Permanent employee turnover
- Percentage of employees who report satisfaction with their employment
- Percentage of employees who agree they receive the support, performance feedback and training & development they need to provide high quality service
- Average number of days of employee absence

2009-2011 Permanent Employees Eligible for Unreduced Pension



2001 - 2007 Permanent Employee Turnover Rates



Information Technology Business Unit Overview

Mission Statement

To assist City of Lethbridge Business Units evaluate and implement technologies that enable the achievement of their strategic and operational objectives while also providing a reliable, secure and sustainable information technology environment.

Core Business Activities

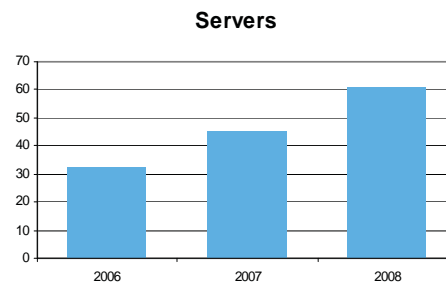
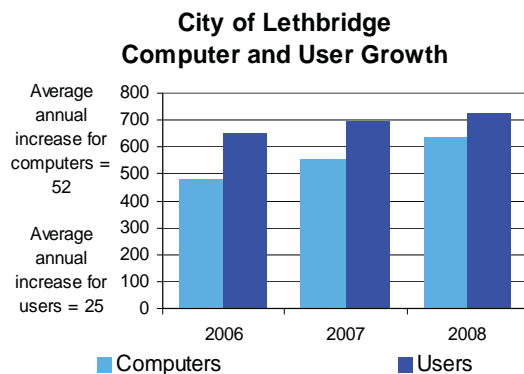
- Infrastructure Management (network, computers, telephones, hardware replacement, security and support)
- Applications (GIS, software, support, development, implementation, updating, upgrading, licensing)
- Information Access (GIS, FOIP, website, records centre hard/soft copy, corporate archives)

Most Significant Accomplishments During the Last Budget Cycle

- Mainframe decommissioning
- Central storage (SAN)
- Completion of Intranet templates and testing
- Recipient of ESRI Canada Award of Excellence, GIS
- Provincial compliance for Tax Assessment (Milenet)
- Management Information System (MIS), Tempest, CAM implementation
- Utilities Call Center Technology setup
- Public access to GIS
- Server virtualization
- Increased percentage of users of the website by 15% (according to Ipsos survey, results are now higher than other municipalities in Canada)

Pressures and Challenges

- Creating strategic partnerships with Business Units
- Organizational technology growth and capacity for change
- Retaining skilled staff
- Prioritizing projects



The total number of servers has doubled from 32 in 2005 to 61 in 2008. This increase is due to an increase in the number of technology applications implemented (e.g. MIS, Utilities)

Performance Measurement

- For all technology projects/initiatives we will define metrics that are used to measure:
 - Customer satisfaction
 - Return on investment
 - Hardware and software maintenance life cycle requirements
 - Compliance with data security standards
 - Compliance with Provincial/Federal audit requirements

Information Technology Business Unit Overview

- Increase percentage of users of the Website from 55% to 60-75%: through the creation, adoption and implementation of a communication plan. Results will be measured through a Citizen Satisfaction Survey
- Achieve the legislated mandate of processing FOIP requests within 30 calendar days

2009-2011 Project List - excerpt			2009				2010				2011			
* This excerpt represents 50% of the projects scheduled for completion from 2009-2011														
Project Title:	BU Sponsor	PM/IT contact	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Peoplesoft / Oracle Database Upgrade	IT	Cliff Shigemi												
Agenda / Meeting Management Implementation	City Clerk	Diane Nemeth												
IP Telephone Migration	IT	Brian Bertschi												
MS Office 2007 Implementation	IT	Brian Bertschi												
MS Vista Operating System and Windows Server 2008 Evaluation	IT	Brian Bertschi												
E-mail Server Exchange 2007 Upgrade	IT	Brian Bertschi												
Thin Client Evaluation and Implementation	IT	Brian Bertschi												
Enmax Centre Renovations	Enmax/Facilities	Brian Bertschi												
Public Operations Renovations	Public Ops/Facilities	Brian Bertschi												
Westside Library Technology	IT	Brian Bertschi												
New Firehall Headquarters Technology	IT	Brian Bertschi												
Off Site Remote Access and Corporate Wireless Implementation	IT	Brian Bertschi												
Business Continuity and Disaster Recovery Planning	IT	Sabina Visser												
Automated Database Process Monitoring	IT	Jill Quirk												
Interactive Web Map Application for Cemetery	Community Services	Trudy Nelson												
Arc IMS to Arc GIS Server Migration	IT	Rick Andrews												
Arc GIS Software upgrade	IT	Rick Andrews												
Irrigation Data Conversion	Open Space	Dave Mitchell												
Community Services Spatial Data Conversion	Community Services	Dave Mitchell												
JD Edwards tools and Database Upgrade	IT	Cliff Shigemi												
Oracle Database Upgrade for Imagenow	IT	Cliff Shigemi												
E-Recruit for Human Resources	HR	Jason Elliott												
Transit Teledriver Interfaces	IT	Cliff Shigemi												
ERP Application Automated Testing Tools	IT	Cliff Shigemi												
HRS Claims Tracking Migration from MAPPER	IT	Cliff Shigemi												
Car Allowance Migration from MAPPER	IT	Cliff Shigemi												
Technology Service Delivery Enhancement	IT	Sabina Visser												
JD Edwards Business Intelligence	Finance	Darrell Mathews												
Deployment of SharePoint - document management migration	Corporate Services	Kathy Wolansky												
Corporate Intranet Deployment	Corporate Services	Kathy Wolansky												
e-Government (Pending Approval)	Corporate Services	Kathy Wolansky												
Archival Review Project (Pending Approval)	Corporate Services	Kathy Wolansky												

Number of IT Staff Required:



Risk Management Business Unit Overview

Mission Statement

To provide Integrated Risk Management strategies, tools and advice that will enable the corporation and its Business Units to identify, manage and mitigate risk, as it relates to people, property and the environment.

Core Business Activities

Strategic Risk Management

- Identify corporate priorities respecting implementation of integrated risk management techniques within Business Unit operations
- Evaluate corporate risk management processes, develop and implement risk-reduction strategies
- Develop a corporate response plan in the event of a crisis or emergency and implement strategies for improvement

Proactive Risk Management

- Ensure adequate insurance coverage, limits and deductibles for the corporation and all Business Units
- Identify and assess risk exposures throughout the corporation and develop cost-effective strategies to eliminate or mitigate identified risks
- Provide risk management and insurance advice
- Assess training needs and provide or facilitate training programs, such as Employee Roles and Responsibilities, Defensive Driving, Substance Release Management and Site Assessment
- Conduct audits regarding occupational health & safety, driver/fleet safety, environmental and facility security
- Implement, test and evaluate response plans for crises and emergencies

Reactive Risk Management

- Report, investigate and analyze incidents and near misses to avoid future occurrences
- Administer claims involving the corporation's property and employees, and third party liability claims resulting in bodily injury, personal injury and damage to the property of others
- Re-evaluate the effectiveness of prevention, preparedness, response and recovery following a crisis or emergency

Most Significant Accomplishments During the Last Budget Cycle

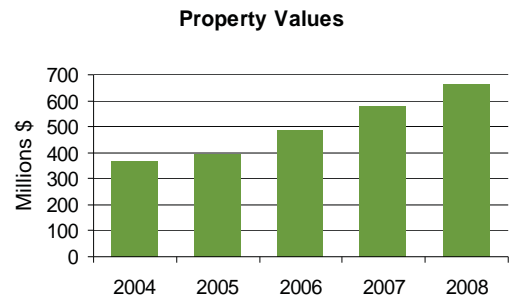
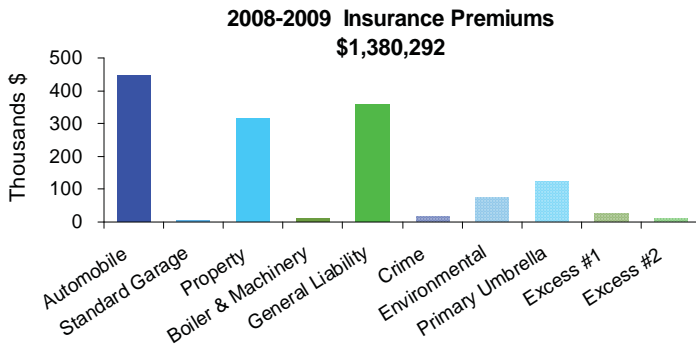
- Opened a new Field Risk and Safety office to improve internal administrative efficiencies and provide optimal resources for employees seeking occupational health and safety coaching and advice
- Conducted a Risk Retention Study to establish liability limits and deductible levels for the corporation
- Conducted a Fleet/Driver Safety Program Audit to identify risks; implemented innovative strategies to reduce vehicle and equipment incidents and developed a new Driver Safety Handbook
- Developed "Integrated" Risk Management tools and provided training for Business Units, such as Safe Work Practices, Hazard Assessments, Workplace Inspections and Tailgate Meetings
- Developed templates to assist Business Units in ensuring that adequate indemnification and insurance requirements are included in all contracts
- Achieved annual WCB premium rebates of \$30,000 to \$150,000 since 1996, due to the City's participation in the "Partners in Injury Reduction Program," which are reinvested in health and safety prevention programs
- Conducted a customer survey to identify Business Unit needs and create strategies to improve our focus, level and delivery of services

Pressures and Challenges

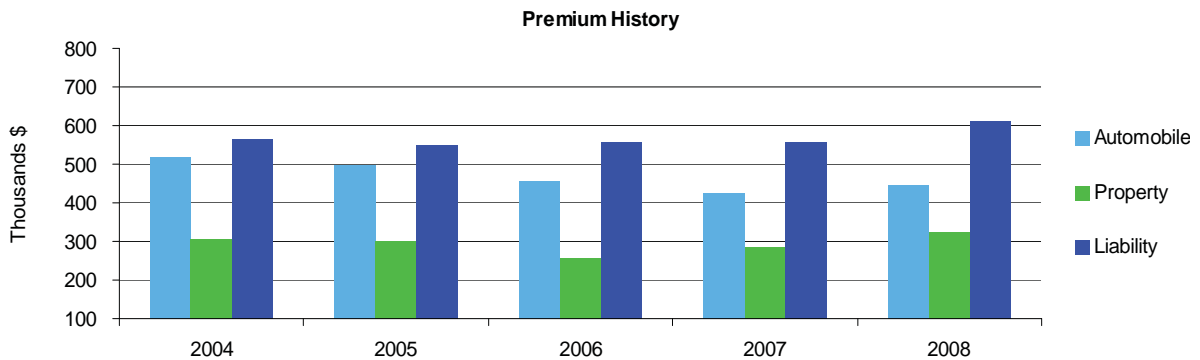
- Succession planning for retirement of key team members
- Keeping abreast of changing government regulations and compliance levels
- Creating and maintaining a proactive emphasis on risk management throughout the corporation
- Meeting customer expectations toward improved levels and quality of service

Risk Management Business Unit Overview

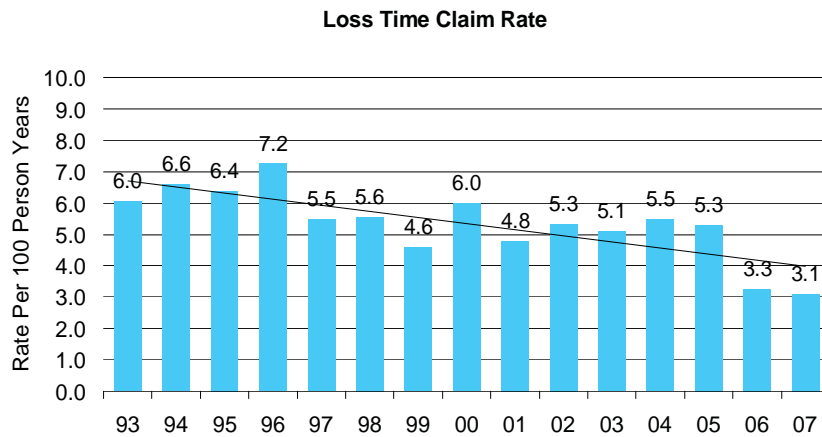
Performance Measurement



Property values increased 81% in the last five years, notably due to construction industry inflation. Values include buildings and contents, facilities, bridges, construction equipment, fine arts, archives and artifacts, buses >5 yrs., bookmobile, transportation ROW houses, explosive disposal and photo radar equipment.



Property premiums include Property and Boiler & Machinery; Liability premiums include Garage Liability, General Liability, Crime, Environmental, Umbrella, Excess, Public Officials and Medical Malpractice.



Loss Time Claim Rate = Loss Time Claims per 100 Person Years
 Person Years = Total Hours / 2000
 Loss Time Claim Rate = # LT Claims x 100 divided by person years

Mayor Business Unit Overview

Mission Statement

To serve as a public portal to the highest elected office, and to provide the support necessary for the Mayor to perform the duties of the office in the most effective manner.

Core Business Activities

- Managing the Mayor's correspondence, emails and telephone calls
- Managing the Mayor's invitations and calendar
- Managing City Council's public events

Most Significant Accomplishments During the Last Budget Cycle

- Managed approximately 1400 invitations and appointments annually
- Presented annual appreciation nights for volunteers of City Council Boards, Commissions and Committees.
- Hosted the 39-41st annual citizen exchanges with Saint-Laurent, Quebec
- Assisted with the designation of Ammolite as Lethbridge's Gemstone
- Coordinated the annual presentation of Keys to City at the annual Canada Day Celebrations
- Coordinated the dedication and official opening of Rotary Centennial Park
- Assisted with the search for a new City Manager
- Hosted the Mayor of Havre at Whoop-Up days in appreciation for his support of Alberta's beef industry
- Assisted in hosting the 2008 National Symposium for Communities in Bloom
- Facilitated contact between the City of Lethbridge and other governments
- Wrote monthly editorials for the *Lethbridge Herald* and the *Experts*
- Assisted in the launch of City Council's newsletter entitled *City Voices*, one of Council's top initiatives
- Received citizen inquiries and complaints and assisted with their resolution
- Provided numerous messages and letters of welcome for special events held in our city

Pressures and Challenges

- Volume of information to be managed
- Changes to schedules necessitated by breaking events
- Fitting new initiatives into workflow

Performance Measurement

- That the mayor receives the support necessary to function at his highest level
- Attendance of the Mayor at scheduled public events, with proper preparation
- Satisfaction of those seeking time with the Mayor
- Special events presented in a manner befitting the City of Lethbridge
- Honoured guests feel honoured
- Responsible management of budgets

City Council Business Unit Overview

Mission Statement

To serve our residents and guests, provide leadership, and to assist the community in achieving the vision: “To be a healthy, attractive and economically viable city”.

Core Business Activities

- Civic Leadership
- Good governance
- Adherence to legislated processes
- Transparency in decision making

Most Significant Accomplishments During the Last Budget Cycle

- Achieved successfully the goals set out in City Council's document “Working Together for Tomorrow”
- Developed a vision and planning framework for the Downtown Revitalization Plan and developed the Heart of Our City Master Plan
- Addressed social problems in the downtown, formed a Downtown Issues Committee to implement recommendations of the Round Street Building a Better Neighbourhood Report
- Implemented strategies to improve transit ridership - development of transit service standards, a Fare Policy, assuming direct delivery of ParaTransit Services and completion of the north side terminal
- Created a Social Policy, identified key areas for improvement and revised the Family and Community Support Services (FCSS) Grant Policy
- Approved an Arts Policy and defined the Allied Arts Council liaison role relative to the arts community
- Increased the number of affordable housing units
- Approved a Growth Management Strategy and outline plans for areas in West Lethbridge
- Approved a Sports and Recreation Policy
- Ongoing Water quality and quantity initiative continued
- Identified Infrastructure deficit, created inventory and established priorities through CIP
- Successfully lobbied senior governments for sustainable funding

Pressures and Challenges

- Increased demand for affordable housing units and need to leverage funding support
- Community interest and costs involved in reducing negative impact on the environment
- Approval of a three-year budget that minimizes tax increases while maximizing levels of service
- Pressure to communicate with the community and encourage two-way communications
- Developing plans to influence other levels of government to advocate for our community
- Limited resources and manpower to support strategies
- Addressing social issues associated with implementation of the Heart of Our City Master Plan
- Development of an Inter-municipal planning strategy suitable for all parties
- Obtaining community agreement on development processes
- Increased time commitment due to new committees, task forces and strategic plan initiatives

Performance Measurement

- Increased level of community support for Council and the corporation
- Achievement of the nine strategic priorities set out in “Toward a Sustainable Future”
- Increased business brought to Lethbridge and population growth
- Efficient and effective use of organizational resources
- Identified as an employer of choice, viewed as providing a healthy workplace and respect for all
- Transparent, timely, informed and complete governance
- Implementation of environmental support, mentoring and methods for the community

City Clerk Business Unit Overview

Mission Statement

To develop, facilitate and administer the process of democratic governance in the City of Lethbridge.

Core Business Activities

- Legislated Governance
- City Council, Public and Corporate Services
- Census and Elections
- Facilities & Equipment for City Council

Most Significant Accomplishments During the Last Budget Cycle

- Developed and implemented the census on-line system
- Developed and implemented the election address system, "Where Do I Vote"
- Successful organization and operation of the 2007 Municipal and School Board Election
- Developed a comprehensive Orientation Program for City Council
- Review and revision of Procedure Bylaw
- Completed phase one of the upgrades to City Council Chambers
- Facilitated a review of processes for evaluating performance of members of City Council Committees
- Successfully advertised and recruited for vacant City Council Committee and Board members
- Streamlined the agenda process
- Implementation of LCD information panels in the lobby of City Hall
- Revamped the website information to provide more City Council information
- Developed and delivered governance portion of Manager's Orientation training
- Maximized staff development opportunities and provided cross training opportunities for staff
- Increased the focus on health and safety and implemented a secure environment in the reception area
- Assumed responsibility for corporate policy administration and coordination and updated City Council Policies as required

Goals for the Next Budget Cycle

- Improvement of governance processes through the implementation of new systems and education
- Investigate existing addressing software and opportunities for a corporate addressing system by determining the value and cost effectiveness
- Investigate the feasibility and benefits of a regional census count
- Review of practices, processes, facility locations and legislation in order to identify potential improvements for the 2010 municipal and school board elections
- Investigate online services which would permit citizens to complete documents on the City website
- Implement a meeting management system to streamline processes improving efficiency and effectiveness throughout the corporation

City Clerk Business Unit Overview

Pressures and Challenges

- Public Apathy toward census and election
- Locating appropriate facilities for voting stations
- Loss of corporate history due to retirements
- Increased demand for access to elected officials
- Managing and dealing with generational traits
- Transfer of historical documents from current system to a new system

Performance Measurement

- Legislative process managed in accordance with provincial legislation
- Consistent Legislative process and open and transparent governance
- Citizen access to democratic processes
- Increased grant funding as a result of Census
- Timely and effective responses to public requests
- City Council and Administration satisfaction with interaction with City Clerk's Office
- Candidate satisfaction with the election process
- Efficiencies in work flow processes and implementation of an automated agenda/minutes/record storage system



City Manager Business Unit Overview

Mission Statement

The mandate of the Office of City Manager is to provide information, support and advice to City Council and to implement policies and programs of City Council. The Office provides executive direction, strategic guidance and governance support to the Corporation.

Core Business Activities

- Policy Development
- Policy Implementation
- Resource Allocation
- Customer Listening
- Monitoring the System
- Evaluating Performance

Most Significant Accomplishments During the Last Budget Cycle

- Design and implementation of 2007-2010 City Council Orientation Program
- Design and assist facilitation of 2007-2010 City Council Strategic Planning Session resulting in "Towards a Sustainable Future"
- Implementation of Leader's Team Strategic Plan (2003-2008) "Building a Better Place"
- Continuation of performance measures and reporting mechanism into business planning process

Highlights from an Employee Survey Conducted in 2007

- Employees take pride in working for the City, feel like they make a contribution to the City and are optimistic about the future
- City employees feel that there is a strong focus on safety and training and development
- Most employees feel that their Business Unit is well run and that their job makes good use of their skills
- Areas identified for improvement include focusing on supervisory skills, developing better communication channels especially from/to senior management and greater emphasis on attraction and retention strategies.

Pressures and Challenges

- Aging workforce driving need for succession planning
- Aging population leading to changing customer needs
- Changing technology driving customer expectations
- Public expectation of meaningful involvement in decision-making
- Growth driving the need for a sustainability strategy
- Acquiring human resources and contracting capacity to take advantage of increased Provincial and Federal funding

Performance Measurement

City staff are courteous, helpful and knowledgeable
City staff are easy to get a hold of when needed
City of Lethbridge responds quickly to requests and concerns

2008 Citizen Satisfaction Survey

90%
79%
74%

=====

Timely responses are provided to Mayor and Aldermanic inquiries

*Reviewed through
annual performance
evaluation*

City Solicitor Business Unit Overview

Mission Statement

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

Core Business Activities

- Documentation of City Agreements
- Maintenance of City Bylaws
- Process, control, and management
- Governance advice and support
- Corporate interface with legal community
- Provide land conveyance services for the City
- Management of litigation demands

Most Significant Accomplishments During the Last Budget Cycle

- Renewal of Landfill Operating Permit
- Acquisition of Village Hotel for Fire Headquarters
- Acquisition of Land Bank Lands in West Lethbridge (College Farms)
- Consolidation of lands for Crossings Subdivision
- Participation on Copperwood Management Committee
- Documentation of First Pro (Wal-Mart) initiative in Sherring Park
- Organization of Litigation Seminar for staff

Pressures and Challenges

Providing timely advice and documentation services is very difficult given the size of the department. In addition, minimizing the succession risks identified in the department business plan has culminated in the plan to increase administrative assistance by one additional FTE. The goal is to enhance the department's ability to meet customer expectations for timely documentation and to minimize the risk to the corporation of loss of knowledge and the ability to maintain departmental functions in the absence of a key member of the team.

Performance Measurement

Activity levels continue to expand.

	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
Land Conveyancing	121	132	107	148	202
Tenders	71	114	125	99	87
Bylaw Preparation	57	64	59	62	70
Third Party Service Agreements	72	71	130	140	110

It is believed that the costs to outsource these activities are more expensive than the present system based upon our experience with private retainers. Conveyance charges to the Land Department are also less than tariffs currently charged in the private sector.

It is projected that the City will have a similar conveyance demand in the 2009 – 2011 budget cycle, similar to that of the previous cycle. Given the Senior Government Grant announcements, the City will significantly increase its reliance on the tender/contract process to complete its capital project obligations.

Economic Development & Tourism

Business Unit Overview

Mission Statement

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

Core Business Activities

- Oversees contracts and facilitates communication between the City of Lethbridge and the agencies providing economic development and tourism services
- Coordinates the City of Lethbridge's resources in response to inquiries
- Maintains a collaborative working relationship with local and regional economic development agencies
- Liaison with tourism agencies to develop and implement the promotion of Lethbridge as a tourism destination

Most Significant Accomplishments During the Last Budget Cycle

- Successful relationships with external organizations providing economic development and tourism services
- Successful grant applications for tourism marketing from Alberta South Tourism Destination Region
- Actively participated in a broad based communications and public consultation process for the Heart of Our City Master Plan
- Ammolite – one of nature's rarest gems – declared to be Lethbridge's Official Gemstone

Pressures and Challenges

- Changing community priorities and expectations
- Increasing funding requirements for agencies
- Politically sensitive environment
- Ensuring awareness of liaison role both internally and externally

Performance Measurement

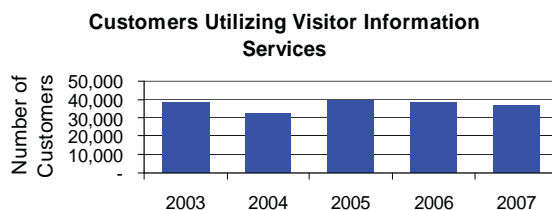
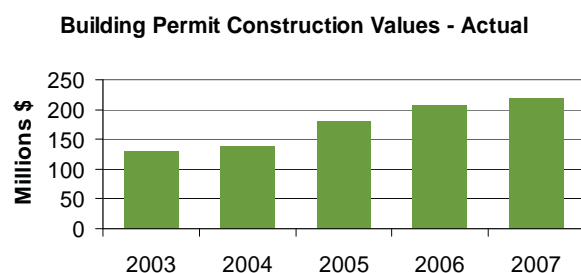
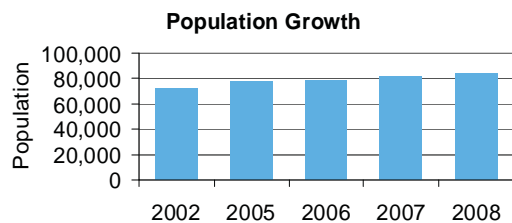
By supporting economic development and tourism, the City of Lethbridge assists the community in achieving the vision "to be a healthy, attractive and economically viable city". Lethbridge has, and continues to have, strong, steady economic growth.

2008 Citizen Satisfaction Survey

Lethbridge is a community with a bright future 94%
Lethbridge has a vibrant and healthy local economy 90%

Spring 2008 – Ranked in top ten "Best to Invest" in Canada by Site Selection Magazine.

June 2008 – AlbertaVenture Magazine compared 25 municipalities across Alberta on costs, taxes, regulations and bureaucracy, market access, labour pool and special considerations that included economic indicators, economic diversity and research institutes. Lethbridge was ranked No. 2 with a total of 18 points, just behind Red Deer which ranked No. 1 with 18.5 points.



Numbers of Customers fluctuate depending upon tourism trends and world events.

Corporate Communications

Business Unit Overview

Mission Statement

The overarching goal of City Council's program initiative in communications is to "... build and maintain good two-way relationships among citizens, elected officials, administrators, employees and other important publics for everyone's mutual benefit."

Core Business Activities

- Full service strategic communications consulting including issues and media management, and emergency communications
- Communications support to Mayor and Council and Business Units
- Project Management associated with implementing communications strategies for Council initiatives, capital projects and operations service delivery

Most Significant Accomplishments During the Last Budget Cycle

Communications Support For Major Projects – Communications is a component of many City Council decision processes, and program/project delivery provided by the City. As internal consultants, communications staff work with more than thirty Business Units, City Council, community groups and other organizations to develop and implement strategic communications strategies. These strategies ensure Council's vision, values and decision processes are incorporated into messaging, and that the messaging meets the information needs of the public and the media. Some of these projects include Council initiatives in communications, the municipal development plan, Heart of the City, affordable housing, E-Business, phase one of automated waste collection, the replacement of the Spring Clean-Up program, West Lethbridge Centre Steering Committee, transit, environmental protection and emergency management. Internally, communications staff provided support for the implementation of the new MIS system and upgrades to public operations facilities.

Increasing Positive Coverage – A proactive communications program has generated steadily increasing positive coverage for City work in all media. Communications staff provide support to the Mayor and Council in developing strategic and timely responses to media requests, ensuring that appropriate spokespersons are briefed by knowledgeable members of the administration, ensuring that all members of Council are aware of media issues, opportunities and messaging. Business Units recognize how a pro-active approach to issues management assists them in responding to rising community concerns, managing messaging to create positive outcomes, and increasing participation in programs.

Communications Training and Coaching For Over 100 Staff – working in a decentralized communications environment, it is essential to provide Business Unit and Project/Program Managers with the basic skills necessary to recognize issues and create messaging that includes City Council's direction, vision and values; provide information that creates public understanding and manage interactions with the media to create successful outcomes.

Pressures and Challenges

As the city grows, so does the number and complexity of City Council and corporate initiatives, increasing the importance of applying an overarching corporate context to issues and opportunities. This has meant steadily increasing pressure on the two communications staff providing service to more than thirty Business Units each with multiple projects and partners. In addition, starting in 2009 through to 2011, there will be a need for communications support for nine new Council priorities, and for a range of new Business Unit initiatives. Demand for communications services from Business Units also shows a steady increase as staff experience greater success in communicating with the public about program and project delivery. It should also be noted that the work of the communications staff is always strategic in nature, and rarely routine, as ongoing projects are interrupted by the need to manage rising issues on a daily basis.

Performance Measurement

Initially, Corporate Communications measured results for communications initiatives through positive, negative and balanced stories in all mediums, and public response to invitations to participate in City events. Over the last five years, it has become apparent that proactive City communications invariably generates positive stories in all media. As the future role of communications within the corporation is further defined, new performance measures will be applied.

Real Estate and Land Development

Business Unit Overview

Mission Statement

To provide the corporation and the community with an efficient and effective real estate management and land development service, and, in doing so, optimize economic and public benefit.

Core Business Activities

Land Development

- Managing the conversion of the municipality's raw lands (residential and industrial) to serviced lots
- Managing the redevelopment of existing City properties to achieve specific Council goals (downtown properties)

Marketing

- Completing market studies/analysis for purposes of identifying target markets for residential, commercial, industrial and related uses
- Marketing and promoting City residential and industrial properties

Financial Monitoring and Reporting

- Assessing financial feasibility of proposed projects
- Reporting to City Council on major land purchases, sales and land development projects

Land Sales

- Negotiating sale of listed, surplus and non-listed properties and completing offers to purchase

Land/Property Management and Acquisition

- Ensuring timely renewal of lease agreements
- Negotiating purchases of land
- Managing land bank and transition lands

Most Significant Accomplishments During the Last Budget Cycle

- Substantial completion servicing of Sherring Business and Industrial Park with a number of sales including a major sale of approximately 25 acres to Triple M Housing Ltd
- Phases 1A, 1B, and 2 within the SunRidge subdivision are completely sold out totaling 224 residential lots with 80% of these lots having houses constructed or under construction
- RiverStone has developed and sold out Phases 9, 10 and 12. Phase 15 has been serviced and will be sold in the late fall of 2008
- Initiated the planning and servicing of the City's newest subdivision called "The Crossings". This area is the West Lethbridge core, which will feature two high schools, a public library, over 50 acres of sports/recreational fields, 30 acres of commercial property, mixed lands and low-density residential.

Pressures and Challenges

- Continue to monitor the general economy
- Continue succession planning; one that retains existing staff and attracts new staff
- The rate of development of City lands warrants a fresh, long-term review of its land banking strategy
- Specialized training needs, relating to the real estate and land development industry, must be strengthened
- Maintaining and developing relationships within the industry

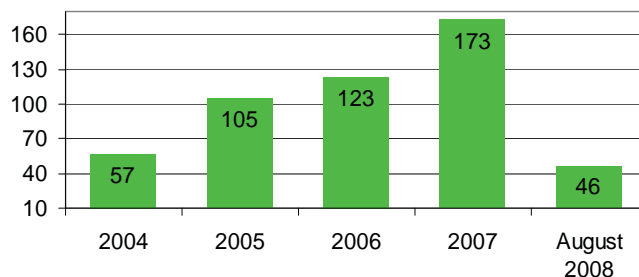
Real Estate and Land Development Business Unit Overview

Performance Measurement

- Residential Lot Sales:

Residential sales have been very strong over the past three years. We are expecting the total amount of single family residential building starts to slow down. A new opportunity is emerging with the average prices of new homes increasing there will greater demand for multi-family product.

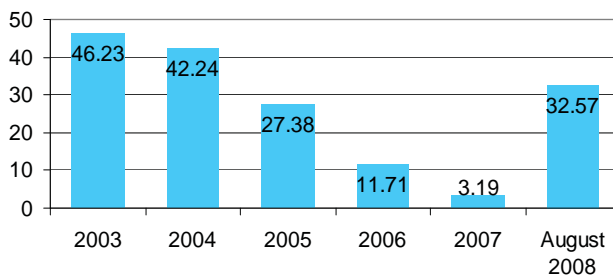
Residential Lot Sales



- Industrial Lot Sales

The City has serviced the new Sherring Business and Industrial park. This has allowed for a new inventory of business, general and heavy industrial properties.

Industrial Sales by Acreage



Corporate Initiatives Business Unit Overview

Mission Statement

Assist City Council and the Corporation in the identification and implementation of corporate strategies that align with corporate and community goals.

Core Business Activities

Planning: Supporting processes that ensure integrated strategic planning with sound action plans and consider corporate resources and capacity.

Operational Plans: Supporting business unit planning through development and delivery of tools, techniques and processes that align to strategic direction.

Research and Analysis: Providing leadership in systems, tools, processes and innovative management practices.

Special Projects: Supporting the organization in project management as required

Most Significant Accomplishments During the Last Budget Cycle

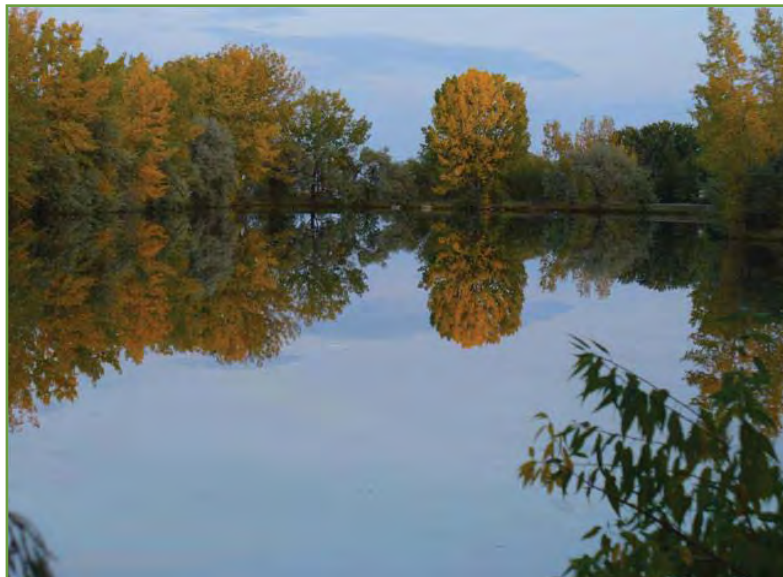
- Provided capacity to the organization through the leadership of a variety of projects including West Lethbridge Corridor, Public Operations Facility and ENMAX Centre building plan
- Provided support and leadership to Council initiatives (Growth Management, Communication, E-Business)
- Assisted in the development and delivery of Council orientation materials
- Supported the development of the Heart of our City Master Plan including mapping strategies to implement Council priorities
- Developed a plan and policy for Heritage Management
- Supported implementation of MIS through change management
- Led and coordinated the business planning process ensuring that all business units incorporated performance measures and performance reporting

Pressures and Challenges

- Adapting to the needs of a variety of business units and individual projects
- Assisting the organization in managing capacity and the workload
- Supporting the organization in project management

Performance Measurement

- Timeliness of deliverables on projects
- Business units that completed planning
- Effectiveness of process improved and strategies/tools introduced through feedback from business units



Infrastructure Administration Business Unit Overview

Mission Statement

To provide administrative support to the various business units within Infrastructure Services as well as ensuring that the City's financial policies and procedures are correctly followed at the Business Unit level.

Core Business Activities

The business unit of Infrastructure Administration is responsible for providing the business units and utilities that function within the Infrastructure Services family with both financial and administrative support that is required to effectively run their respective areas of business. Infrastructure Administration also includes three other business areas that are critical toward supporting these business units that function under Infrastructure Services. These units include:

- Urban Development
- Asset Management
- Surveying and Mapping

Core business activities within the financial and administrative area include:

- Accounting and Reporting
- Financial Planning and Budget
- Payroll: Input and Analysis

Core business activities within Urban Development include:

- Administering of Servicing Agreements between the City of Lethbridge and Private Developers
- Growth Management
- Right-of-Way Management

Most Significant Accomplishments During the Last Budget Cycle

Infrastructure Administration and Finance – Responsible for both the application and financial reporting requirements pertaining to provincial and federal municipal infrastructure grant programs.

Urban Development – Completed a formal review of the City's offsite levy bylaw. This process involved input and collaboration from a wide array of developers, regulatory agencies and other pertinent stakeholders to the City's urban development process.

Asset Management – Played a critical role in leading numerous City of Lethbridge business units to adopt and integrate asset management best practices into their work processes. This effort also involved the process of having business units adopt the use of work orders as a way of better tracking their business unit expenses.

Pressures and Challenges

Infrastructure Administration and Finance - Aiding business unit managers in the analysis of their monthly accounts to enable them to make better future business decisions.

Urban Development – To provide leadership, direction and support to the development community, internal and external regulatory agencies and all other significant stakeholder groups as the community continues to face growth challenges and pressures.

Asset Management – Leading business units towards the continued use of asset management practices and ensuring that these practices are seamlessly integrated into their business processes.

Performance Measurement

Infrastructure Administration and Finance - Timely and accurate financial reporting from the various Infrastructure Services business units to City Council.

Urban Development – To provide the citizens of Lethbridge with safe, aesthetically pleasing urban development within our community with minimal delays to developers and all other external stakeholders.

Asset Management – Business units will feel that the business analysis decisions they have made will increase the lifecycle of their assets.

Community Lighting Business Unit Overview

Mission Statement

To provide lighting for the City of Lethbridge on roadways, major pedestrian facilities and community parks to contribute to a safe environment.

Core Business Activities

- Design and installation of new street lighting
- Maintain all roadway and community park lighting in the City of Lethbridge
- Recommend lighting levels for new installations
- Review Police requests for security lighting in roads/lanes/parks
- Review customer requests for dusk to dawn lighting in lanes

Most Significant Accomplishments During the Last Budget Cycle

- Initiate a street light inspection program in 2008
- Continue street light painting program to maintain condition of street lights, 2006 - 210 painted, 2007 – 292 painted and 2008 plan to paint 254 poles
- Replace numerous older street light davits with new street lights as part of capital improvements

Pressures and Challenges

- Extending the life cycle of existing street lighting system (e.g. Galvanized poles)
- The desire to increase/decrease the amount of lighting along roads, pathways and parks (competing interests)
- Requests for non-standard decorative/specialty lighting in residential/commercial areas
- Accessories added to street light davits (banners, signs, posters, etc)
- Reducing electrical consumption due to increasing power costs

Performance Measurement

- Decreased time to respond and resolve outages and repairs of the lighting system
- Life cycle planning of street light davits



Fleet Services Business Unit Overview

Mission Statement

Provide appropriate, safe and reliable equipment for Business Units to perform their tasks.

Core Business Activities

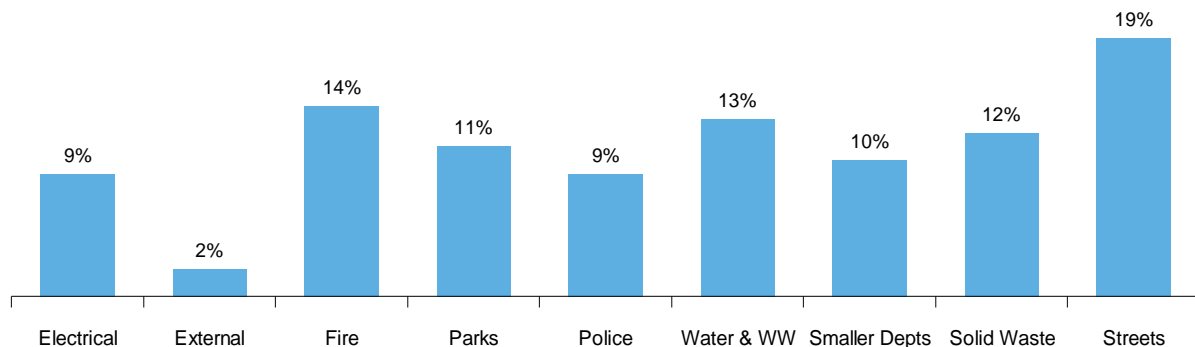
Provide the following services both at the Fleet Services garage and at remote sites through mobile services trucks.

- Vehicle/Equipment maintenance and repair
- Small Tools maintenance and repair
- Parts Department
- Vehicle wash facility
- Equipment, consulting, advice, estimating
- Welding, fabrication, and machining
- Tire service and repairs
- Fuelling facilities
- Data/Record keeping
- Outside rental of equipment

Internal Customers: Most City Operating Departments

External Customers :Society for Christian Education, Holy Spirit School District, Senior Citizens Groups, Towns of Coalhurst and Nobelford, Handibus, Chinook Arch Library, and Fire Departments from surrounding areas.

Revenue by Customer



Most Significant Accomplishments During the Last Budget Cycle

- Responding and following up in a timely manner to customer service requests
- Increasing our commitment to environmental stewardship
- Fleet Operations overall study
- Proceeding with planning for a new fleet building

Pressures and Challenges

- New technology: rapid changes in the equipment business is making it difficult to keep employees current
- Parts availability: suppliers are limiting their inventory and parts are coming from factories
- Government regulations: changes in the CMVIP has increased workload
- Environmental issues: trying to be Green has increased workloads
- Summer use fleet: summer use program has expanded, making it difficult to supply/maintain equipment
- Resource quality technician training
- Employee absenteeism: WCB, AV, Medical, Aging work force
- Challenges associated with transitioning to a new building

Performance Measurement

- Fleet availability: monitor equipment down time
- Customer satisfaction: customers surveys, attend users meetings, verbal discussions with operators
- Cost monitoring: constantly reviewing work orders ,costs and turnover time
- Cost comparison: obtain pricing from the outside on repairs and fabrication

Parking Business Unit Overview

Mission Statement

Provide the City of Lethbridge with on-street and off-street parking management to meet customers needs and expectations.

Core Business Activities

- Develop parking policy
- Initiate parking improvements
- Maintain on-street parking inventory
- Maintain off-street parking inventory
- Manage parking meter operation
- Collect parking revenue
- Provide customer service to parking patrons
- Manage residential parking permit programs
- Manage recreational vehicle parking facility operation
- Provide parking expertise to other City departments

Most Significant Accomplishments During the Last Budget Cycle

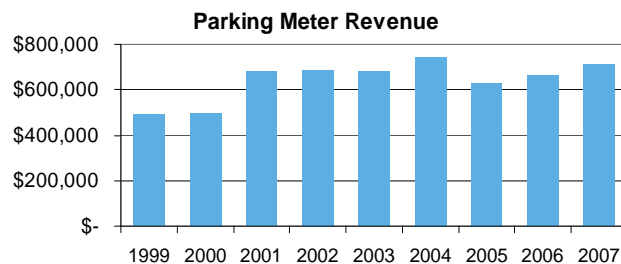
- Expansion of Residential Parking Permit Zones adjacent to Lethbridge Regional Hospital and Downtown
- Parking meter questions resolved for Downtown Lethbridge
- Continuation of parking meter audits and coin count
- Introduced new parking meter permits (Daily & 10 Hour)
- Modifications to parking meter hooding program
- New parking stall lines in Downtown

Pressures and Challenges

- High user expectations
- Parking meter coin discrimination
- Long term plan for Downtown parking
- Safety issues related to angle parking on high volume roadways
- Employee parking needs in Downtown
- Parking at Lethbridge Regional Hospital during future parkade construction
- Security of older parking meter housings
- Alternate payment methods for parking meters

Performance Measurement

- Track customer concerns (future)
- Parking revenue (attached graph)
- Parking meter "out-of-service" calls (future)
- Parking utilization (future update)



Note: 2005, 2006 & 2007 Parking Meter Revenue does not include adjustment for hooded meters during the Parking Meter Evaluation Project or loss of parking meter revenue for Christmas Parking Program.

Infrastructure Services Parks Management

Business Unit Overview

Mission Statement

To provide valued, healthy infrastructure services to our customers. Our motto is “green, clean and dependable”.

Core Business Activities

- Maintenance of centralized automated irrigation systems City-wide
- Maintenance of Urban Forest, approximately 30,000 city owned trees
- Planting of 250 - 300 new trees each year
- Maintenance of 600+ hectares of irrigated turf grass, including mowing, fertilizing, aerating, top dressing and sweeping
- Maintenance of approximately 1500 hectares of dry land and natural park land
- Maintenance of feature parks and coordination of special events
- Repair and renovation of boulevards
- Maintenance of more than 1000 shrub beds
- Sidewalk snow removal at all City owned buildings, land and facilities
- Operate an integrated pest management program and accelerated turf maintenance program

Most Significant Accomplishments During the Last Budget Cycle

- Continued chemical pesticide reduction strategies and continued researching alternatives
- Increased service levels to satisfy public expectations and bylaw requirements for sidewalk snow removal
- Instituted and ran graffiti removal program successfully
- Increased opportunities for staff training
- Improved cooperation with parks planning section

Pressures and Challenges

- Continued community growth; expected increase of approximately 189 hectares of park land over the next three years
- Tendency of developers to include high maintenance entrance features in new communities
- Addition of eight community lakes increasing total number to ten
- Community expectations for high level environmental stewardship

Performance Measurement

- New customer service request case tracking software system will provide accurate data on CSR responses and closures
- Front line staff receives direct feedback from citizens
- Ability to complete regular maintenance schedules
- Satisfaction in overall appearance of City from a maintenance perspective

Storm Sewer Maintenance

Business Unit Overview

Mission Statement

The City of Lethbridge Storm Sewer Business Unit mission is to protect the community and the watershed from damage through effective management of surface run-off.

Core Business Activities

Engineering and Planning:

- Establishing and managing flood protection and water quality programs
- Collecting and maintaining system data
- Overseeing capital construction projects and system expansion
- Creating and maintaining design standards and construction specifications

Operations:

- Maintaining all aspects of the storm water system (monitoring, inspecting, troubleshooting)
- Responding to “wet weather events”
- Responding to hazardous spills (along with the Fire Department)
- Ensuring public and employee safety

Most Significant Accomplishments During the Last Budget Cycle

- Compliance with legislated standards for water quality
- Improved capacity for long range planning for growth
- Enhanced access to records and data
- Participation in the development of a spill response plan
- Increased levels of public awareness (e.g. yellow fish program)

Goals for the Next Budget Cycle

- Engineering and Planning
 - Deliver CIP projects as approved
 - Develop a Stormwater Master Plan
- Stormwater Operations
 - Explore the feasibility of creating a "Utility" to fund stormwater operations
 - Explore opportunities to access grant money
 - Ensure ongoing reliability of the asset

Pressures and Challenges

- Lack information on the condition of existing assets
- Protection of investment in assets based on life-cycle cost approach
- Develop and implement a sustainable financial model and service levels

Performance Measurement

Public Education and Awareness Survey

Percentage of Lethbridge Residents who understand that Storm Water is not treated at the Wastewater Treatment Plant	
Runoff is not treated	38%
Runoff is treated	24%
Not sure or don't know	38%

2010 Target to increase public understanding to 55%

Yellow Fish Road program painted 187 catchbasins in the 2007 campaign.

Measures under development: Consolidation of measures using the Logic Model



Transportation Business Unit Overview

Mission Statement

Our mission is to effectively support economic growth and community well-being by providing a safe, efficient transportation system, which includes; pathways/sidewalks, roadways and laneways, bridges (road and parks), rail (spurs and crossings) and parking lots.

Core Business Activities

Plan, design, construct, operate and maintain our transportation system

- Short and long range transportation planning
- Maintain, rehabilitate and upgrade the City's transportation infrastructure consisting of public roadways & laneways, sidewalks & pathways, bridges & road culverts, rail spur lines/crossings and traffic signals/signs
- Seasonal operations such as winter sanding, snow plowing & removal, street sweeping and road repairs
- Traffic Operations for efficient traffic flow through the City
- Parking operations for on and off-street parking

Most Significant Accomplishments During the Last Budget Cycle

- Maintained our service levels during an extremely high rate of growth
- Hired a Traffic Engineer for additional resources in Traffic Operations
- Initiated plans and studies to accommodate the high rate of growth, examples are: Circulation Road Study, Functional study - Benton Drive, Garry Drive, Preliminary design – Benton Drive, North Scenic Drive
- Completion of the following roadway upgrades projects: University Drive, 28 Street & 26 Avenue North, Mayor Magrath Drive, 5 Ave. South (Galt Museum)
- Rehabilitated and upgraded numerous City roadways, sidewalks and pathways to maintain and even improve our historic standard within the City of Lethbridge
- Council's adoption of snow removal policy
- Development of a rail program and community lighting program to conduct inspections and maintain condition
- Completion of annual maintenance program for roads, sidewalks and pathways
- Re-initiated a crack sealing program
- Installation of new signals at the following locations; 26 Ave & 28 St North, Bridge Dr/University Dr
- Traffic Impact Assessment (TIA) – developed guidelines to clarify the requirements for developers

Goals for the Next Budget Cycle

- Deal with the lack of capacity within the consulting industry by completing small projects in-house (i.e. intersection improvements, local improvements and projects under 500K)
- Be more proactive in meeting the needs of growth by providing better technical service in the area of Traffic Operations
- Define a service level pertaining to the maintenance of currently paved lanes and develop a strategy to reconstruct failed paved lanes New Initiative (infrastructure deficit issue)
- Provide pedestrian connections between transit and work locations within industrial areas
- Deal with outstanding right-of-way issues in the interest of maintaining safe roads and lanes
- Maintain infrastructure lifecycle

Pressures and Challenges

- Maintaining the existing conditions of our Transportation Infrastructure over the long term, life cycle costs
- Provide operational and maintenance services for an ever increasing transportation network as a result of significant City growth
- To recruit, retain and train a skilled flexible workforce for the future
- Public expectation to maintain travel times with ever increasing vehicle traffic volumes

Transportation Business Unit Overview

Performance Measurement

- Maintain or exceed current Pavement Condition Index ratings: Arterials 7/10, Collectors 6/10, Locals 5/10
- Maintain or exceed current sidewalk conditions with reduced tripping hazards from previous years
- Determine Level of Service (LOS) for signalized intersections and capacity analysis for roadways
- *Spring / Summer / Fall:*
 - Customer Service Requests
 - Public satisfaction with the overall appearance, function and condition of Transportation Infrastructure
- *Winter:*
 - Our ability to complete sanding, plowing, and snow removal within established time parameters for each priority level



University of Lethbridge

Utility Services Business Unit Overview

Mission Statement

Provide accurate billing, quality customer care and timely collections for utility billing stakeholders.

Core Business Activities

- Billing for water, sewer, waste services, recycling and regulated electric services
- Customer care through call centre and counter operation, including customer enrollments and account enquiries
- Credit and collections
- Coordinate meter reading, meter data management, and load settlement
- Utility related system design, development and support

Most Significant Accomplishments During the Last Budget Cycle

- Created of an in-house Customer Care and Collections department
- Implemented meter reading, meter data management and billing functionality that is completed by external partners and coordinated by City staff
- Developed and implemented utility related systems (Water meter management, transaction processing, meter reading and interfaces between City and partner systems)
- Implemented internal and external processes necessary to bill for utility services and provide quality customer care

Goals for the Next Budget Cycle

- Improve customer access to utilities information
- Provide more convenient ways for external customers to contact the City of Lethbridge
- Improve our level of control over costs, functions, processes and data
- Meet the IT system requirements of internal partners (Water Utility, Wastewater Utility, Waste and Recycling, and Electric Utility)
- Cultivate a competent, well-trained and cohesive workforce

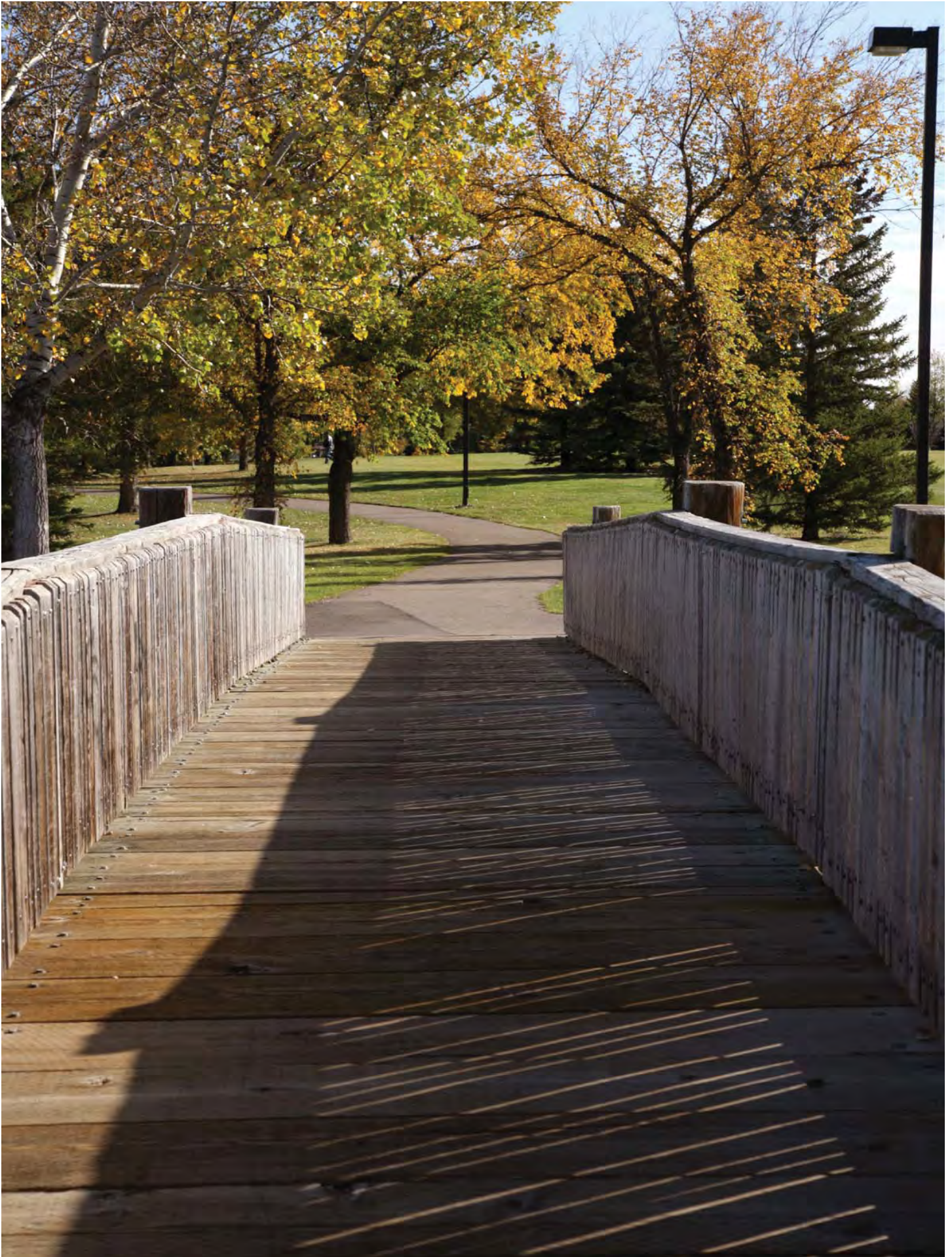
Pressures and Challenges

- Anticipating and meeting requirements of frequent changes to electric deregulation legislation
- Managing costs and performance related to services provided by external partners
- Providing comprehensive, timely and accurate billing related information to utility departments
- Ensuring fair and equitable collection of overdue accounts, minimizing bad debt write offs

Performance Measurement

Utility Services has established performance measures to monitor the effectiveness of:

- Customer Care % of calls answered in less than 30 seconds
- Billing % of bills produced accurately and on time
- Collections % of revenue collected vs. revenue billed
- Systems Support % of transactions processed successfully



Electric Business Unit Overview

Mission Statement

Dependability! The City of Lethbridge Electric Utility provides the community access to electric energy through a well-managed, dependable system.

Core Business Activities

- Provide wire services in the City of Lethbridge electric service area as defined and required by the regulatory requirements of the Province of Alberta
- Plan (Design and Engineering) electrical substations, the transmission system and electric distribution system
- Construct, Operate and Maintain substations, transmission and distribution lines, and customer electric services
- Value-added activities including maintenance of the street lighting system, installation and maintenance of fiber optic communication systems, regional contracts (street lighting) and community events and activities

Most Significant Accomplishments During the Last Budget Cycle

- Rebuilding of west side transmission lines was completed without interruption to customers. 138 kV relay upgrades significantly enhance the reliability of the Lethbridge electric system.
- New partnerships (four party trenching system) efficiently provide approximately 750 lots/year with electricity, gas, telephone and cable services.
- A significant enhancement to the distribution system in the Chinook Regional Hospital area increases reliability.
- The AM/FM (Automated Mapping/Facilities Management) IT project was successful and phase 2 of this project has begun; the final project will materially benefit design, engineering, operating and maintenance processes.
- Metering services were re-integrated into the electric system successfully. New partnerships with meter reading, meter data management, load settlement, wholesale and retail billing agents were implemented.

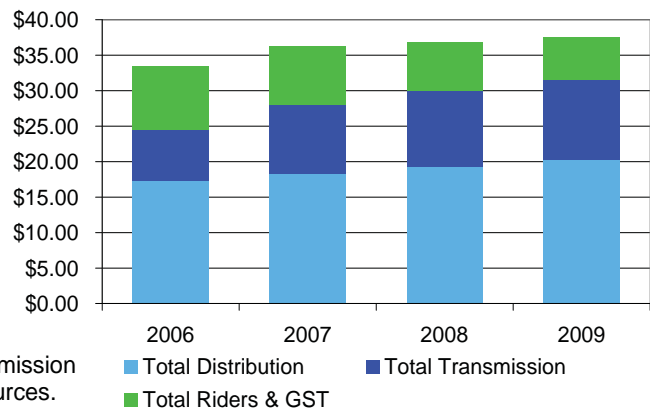
Goals for the Next Budget Cycle

- Ensure an adequate and competent workforce
- Utilize available technology to its maximum potential, including: JDE, Asset Management, Automated Mapping (Arc/FM), & SCADA
- Manage the workload in the area of Capital Construction, given current resource levels
- Ensure the future security and data integrity of the fibre network

Pressures and Challenges

- An aging workforce, combined with a shortage of qualified utility employees in the industry is challenging our abilities to manage the electric system. Recruitment and retention of qualified employees is becoming increasingly difficult.
- A proposed new provincial metering strategy will result in increased complexity, new systems, and increased costs to all customers.
- RRO (Regulated Rate) – The RRO regulation continues to prescribe pricing resulting in increased volatility and difficulties in accommodating this regulation.
- New regulatory requirements (especially in transmission filing and reporting) are challenging current resources.
- Life cycle and community growth issues will continue to influence the management of the electric system, including the achievement of acceptable customer satisfaction performance measures.
- Increased requirements for quality control, monitoring, reporting and managing provincial interfaces will require additional resources. In general, compliance with new regulations will be more complex and difficult.

RRO Rate Comparison



Electric Business Unit Overview

Performance Measurement

- Reliability and efficiency – outages, customer impacts, work orders, system tests, costs to service customers
- System balance – load switching, system planning, design standards, risk management
- Regulatory compliance – information management, data integrity, billing, tariffs, wire owner impacts
- Equitable cost recovery – system design standards, tariffs
- Customer satisfaction – outages, power quality, customer impacts, billing accuracy, tariffs, information



Waste Services Business Unit Overview

Mission Statement

Provide the community with an integrated and sustainable waste management system so as to maintain a clean, healthy urban environment.

Core Business Activities

- Provide waste collection services to city residents
- Provide waste collection services to city businesses
- Provide various cleanup campaigns such as Large Item Service, Free Landfill Disposal, and Clean City programs

Most Significant Accomplishments During the Last Budget Cycle

- Implemented automated cart collection for 15,000 residents
- Reduced risk exposure through education and collection design which has resulted in a significant decrease in workplace injuries
- Introduce the Large Item Service to replace the traditional Spring Clean Up Program
- Introduced year round free disposal Saturdays for residents to replace the spring and fall free disposal program
- Instituted a formal process to advance the Clean Lanes Campaign
- Completion and implementation of the billing review for residential waste collection & recycling services, to ensure billing equity and consistency for all residential customers

Goals for the Next Budget Cycle

- Citizens take ownership for, and share in the responsibility of, ensuring a clean community
- A safe and healthy work environment
- Implement sustainable waste management practices through:
 - Development of educational and technical support programs
 - Development of infrastructure to support collection and processing of waste
 - Development of economic instruments and regulatory tools to support sustainable waste management practices

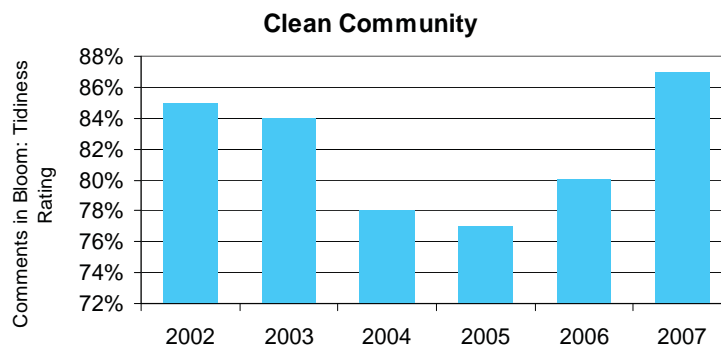
Pressures and Challenges

- Creating a safe and healthy work environment
- Increased residential and business participation in Clean City programs
- Challenges in dealing with waste stored in lanes, construction litter and illegal dumping

Performance Measurement



The year's performance goal is to show improvement from the previous year.



Recycling Services

Business Unit Overview

Mission Statement

Provide the community with an integrated and sustainable waste management system so as to maintain a clean, healthy urban environment. The focus of Recycling Services is to provide Waste Prevention and Waste Diversion programs that meet the objective of sustainability.

Core Business Activities

- Design and manage waste diversion programs – residential recycling, household hazardous waste, paint, electronic waste, brush chipping and yard waste collection.
- Design and manage waste prevention programs – backyard composting, grass cycling
- Create program communication and customer education targeted at customer participation

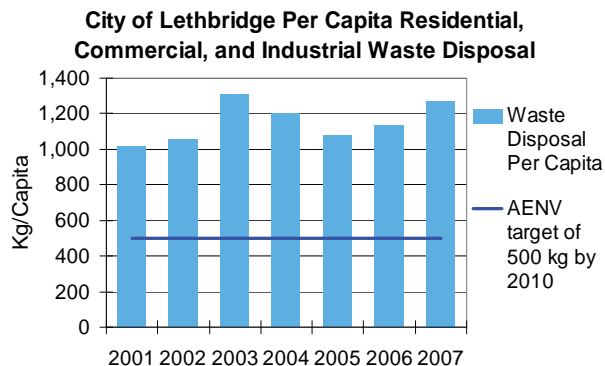
Most Significant Accomplishments During the Last Budget Cycle

- Expanded the recycling stream to include #1 to #7 plastics and plastic bags
- Implemented three yard waste drop-off sites. High participation has resulted in volumes increasing five-fold from 2006 to 2008
- Replaced Toxic Waste/Electronic Waste Round-Ups with an expanded year round program in the landfill recycling area
- Participated in the new provincial stewardship program to recycle paint
- Developed a comprehensive Waste Reduction Master Plan to guide future residential and business programs

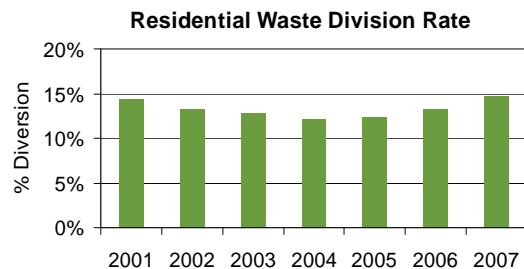
Pressures and Challenges

- Green waste diversion
- Recycling programs targeted at the business and commercial sector
- Achieving full community participation in waste prevention and diversion programs through effective program design, education & marketing
- Public perception regarding recycling program costs

Performance Measurement



Alberta Environment has established a waste reduction target for Alberta: to reduce municipal solid waste disposed of at landfills to 500 kg per person by 2010. Our goal is to achieve this target established.



Our goal is to increase diversion rates. In the future, we will benchmark our performance against the performance of similar communities.

Landfill Business Unit Overview

Mission Statement

Provide the community with an integrated and sustainable waste management system so as to maintain a clean, healthy, urban environment. The focus of the Regional Landfill is to provide a long term, environmentally sound disposal site for end-of-life waste materials.

Core Business Activities

- Providing safe, cost-effective, environmentally sustainable disposal services to the community and region
- Managing regulatory environmental compliance
- Managing stakeholder relationships

Most Significant Accomplishments During the Last Budget Cycle

- Received a ten-year operating approval from Alberta Environment
- Enhanced litter management strategies to minimize release of litter and to eliminate closure during high wind events
- Improved relationships with neighbours
- Enhanced residential customer service through development of a separate waste drop-off site and improved recycling areas

Pressures and Challenges

- Limited scaling capacity and increase site usage creates scale house wait times
- Litter management being aggravated by our windy climate and wind-related site closures
- Increasing operating costs
- Competition from lower cost landfills
- Increasing regulatory pressures
- Unknown future landfill ownership costs

Performance Measurement

- Data will be collected through an annual survey to assess the satisfaction of neighbours that are impacted by landfill operations
- We will monitor regulatory compliance by tracking the number of contravention notices issued by Alberta Environment to performance measures described in the operating approval. The goal is zero contraventions.



William Pearce Park

Wastewater Utility Business Unit Overview

Mission Statement

The City of Lethbridge Wastewater Utility's mission is to collect, treat and dispose of wastewater and to ensure that water is made available for future use.

Core Business Activities

Engineering and Planning: *creation and growth of the asset*

- Planning, engineering, flow modeling and maintaining system data
- Provide technical support to system operations/maintenance staff
- Project management of capital construction projects and overseeing system expansion
- Creating and maintaining design standards and construction specifications

Collection: *underground network of pipes*

- Construction of new service connections
- Operations and troubleshooting
- Maintaining the collection system function

Treatment: *cleansing the wastewater*

- Asset maintenance and lifecycle management
- Plant operations
- Monitoring and maintaining lift stations
- Laboratory analysis

Most Significant Accomplishments During the Last Budget Cycle

- Compliance with legislated standards for effluent quality
- Improved capacity for long range planning for growth
- Enhanced access to records and data
- Completion of approved CIP projects

Goals for the Next Budget Cycle

- Engineering and Planning
 - Deliver CIP projects as approved
- Wastewater Collection Operations
 - Meet Alberta Environment certification levels by 2010
- Wastewater Treatment Plant
 - Develop a long-term sustainable strategy to deal with sludge disposal (by 2009)
 - Ensure ongoing reliability of equipment and facilities

Pressures and Challenges

- Maintaining aging and growing underground and treatment plant assets
- Increased workload to review and approve new development
- Recruit and retain qualified staff with anticipated growth and attrition pressures
- Not meeting the regulated staff certification requirements in collection operations

Performance Measurement

Effluent Quality:

TSS	4 mg/l actual	vs.	20 mg/l regulated
BOD	5 mg/l actual	vs.	20 mg/l regulated
Ammonia	1.5 mg/l actual	vs.	5 mg/l regulated
Phosphorus	0.4 mg/l actual	vs.	1.0 mg/l regulated
Disinfection	23 counts/100 ml fecal coliforms actual	vs.	200 counts/100 ml regulated
	117 counts/100 ml total coliforms actual	vs.	1000 counts/100 ml regulated

Measures under development: Consolidation of measures using the Logic Model

Water Utility Business Unit Overview

Mission Statement

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

Core Business Activities

Engineering and Planning: *creation and growth of the asset*

- Planning, engineering, flow modeling and maintaining system data
- Provide technical support to system operations/maintenance staff
- Project management of capital construction projects and overseeing system expansion.
- Creating and maintaining design standards and construction specifications.

Treatment: *cleansing the water*

- Asset maintenance and lifecycle management
- Plant operations
- Monitoring and maintaining pump stations
- Monitoring water quality

Distribution: *underground network of pipes*

- Construction of new service connections
- Operations and troubleshooting
- Maintaining the distribution system function

Most Significant Accomplishments During the Last Budget Cycle

- Compliance with legislated standards for water quality
- Improved capacity for long range planning for growth
- Enhanced access to records and data
- Completion of the SE reservoir and pump station

Goals for the Next Budget Cycle

Engineering and Planning

- Deliver CIP projects as approved

Water Treatment

- Ensure adequate people to accomplish the work (consider attrition, vacation time, sick time, facility growth)
- Enhance facility security (by the end of 2011)
- Ensure reliability of facility operations (beginning now and ongoing)

Water Distribution Operations

- Meet Alberta Environment certification levels by 2010

Pressures and Challenges

- Maintaining aging and growing underground and treatment plant assets
- Increased workload to review and approve new development
- Recruit and retain qualified staff with anticipated growth and attrition pressures
- Not meeting the regulated staff certification requirements in distribution operations

Water Utility Business Unit Overview

Performance Measurement

Water Quality: Meeting internal targets 95% of the time:

Turbidity < 0.1 NTU

Virus Reduction of 6-Log (i.e. 1,000,000 to 1)

Giardia & Cryptosporidium Reduction of 6-Log (i.e. 1,000,000 to 1)

Surpassing regulated requirements 100% of the time:

Turbidity < 0.3 NTU

Virus Reduction of 4-Log (i.e. 10,000 to 1)

Giardia & Cryptosporidium Reduction of 4-Log (i.e. 10,000 to 1)

Measures under development: Consolidation of measures using the Logic Model



William Pearce Park







Ipsos Reid Public Affairs



CITY OF
Lethbridge

2008 Community Values and Citizen Satisfaction Survey

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KEY FINDINGS

Overall Context of 2008 Results

Overall, the survey results should be viewed in the context of a positive and satisfied community. Citizens' overall perceptions towards the community and City are positive, pointing to an overall sense of general satisfaction with life in Lethbridge. For example, the majority of citizens:

- Use positive words or phrases (clean, friendly) to describe Lethbridge as a city overall;
- Rate their quality of life favourably;
- Demonstrate positive and optimistic impressions of Lethbridge as a city, including being a great place to raise a family, being proud to live in Lethbridge, believing Lethbridge has a bright future, agreeing Lethbridge has a vibrant and healthy local economy, and feeling safe and secure in Lethbridge;
- Are satisfied with City services and programs;
- Are satisfied with the City's performance in meeting key Council priorities; and,
- Feel they receive good value for their municipal tax dollars.

Quality of Life

While overall perceptions of quality of life in Lethbridge remain high, there has been a slowing in positive momentum. Virtually all citizens rate the quality of life in the City of Lethbridge favourably, and quality of life ratings have not significantly changed from 2005. However, yearly comparisons showing how citizens feel the quality of life has changed over the past three years find there has been a decline in positive momentum to the direction quality of life is taking. Specifically, while there was a strong sense that the quality of life was improving in 2005, this year's results show a much more tempered view with quality of life simply seen as remaining steady rather than improving. It is not unusual to see a plateau in quality of life once it reaches a certain level in the community, and while this may not yet be a cause for concern given that momentum has plateaued at a very high level, it is something the City may want to monitor over the next few years to ensure that momentum does not turn negative, thereby indicating a deteriorating quality of life.

Most Important Issues

Concerns around taxation/municipal government spending sit high on the public issue agenda.

Furthermore, residents' concerns in this area have increased significantly since 2005, indicating this is a growing concern for the community. Closer analysis of the data shows that citizens' concerns in this area primarily centre around the taxes they pay, although a few also express concern for the level of government spending.

Residents' tax-related concerns are also evident when looking at the perceived value for taxes, which, while

high, have dropped significantly this year as compared to 2005. This decline in perceived value for taxes may in part explain why concerns around taxation/ municipal government spending have increased this year. The consistency of these findings suggests this is one area in need of greater attention from local leaders.

Social issues are also a very topical issue in Lethbridge this year. Concerns over social issues are a consistent theme throughout the survey. For example:

- Social concerns (particularly around housing and the affordability of housing) are tied with taxation/municipal government spending as the most important top-of-mind issue facing the City of Lethbridge this year. Social-related concerns have also significantly increased since 2005.
- A lack of housing/affordable housing is cited as one of the main reasons why some citizens think the quality of life in Lethbridge has worsened over the past three years.
- Of all the services tested, citizens are the least satisfied with the City's social housing.
- While the vast majority of citizens believe it is important for the City to increase the number of affordable housing units in Lethbridge, much fewer say they are satisfied with the City's performance in this area. In fact, this is identified as a primary weakness of the City.

Addressing these social-related concerns, particularly around affordable housing, will be important and should be a key priority for the City.

Growth is not yet a top-of-mind concern, but has had an impact on the community. While very few residents mention growth as the most important local issue facing their community on a top-of-mind basis, the vast majority think it is important for the City to develop a growth management strategy for the community. The fact that growth does not surface as a higher concern on a top-of-mind basis may in part be because residents are generally satisfied with the City's growth management strategy to-date, and thus do not see it as an area in need of immediate attention.

That said, closer analysis of the survey results suggests that growth is nonetheless a topical issue in the community, and one that has had both positive and negative consequences for residents. For example, analysis of the reasons why quality of life has improved or worsened suggests that Lethbridge's growth has divided the community into two camps: those who feel they have benefited from growth and those who feel that growth has detracted from their quality of life. Furthermore, while overall perceptions of growth and development in Lethbridge are positive, comparisons of this year's results to those reported in 2005 suggests that residents are becoming less confident about growth and development prospects for the City, with fewer residents this year agreeing it is possible for the City to grow while maintaining the quality of life residents have come to enjoy and that the City is doing a good job managing the level of development and growth in the City. Residents this year are also more critical of the City's land use and community planning, further supporting the suggestion that the public has some concerns about the growth that is happening in Lethbridge. Overall, these findings suggest that while growth currently sits lower on the public issue agenda, there is the potential for this to change.

To ensure that concerns about growth do not increase, the City may want to set this as another priority and regularly consult with/monitor the community's growth-related concerns. Furthermore, the City may also want to look at more ways to allow for development in both existing urban areas and new land surrounding

urban areas in Lethbridge. This was by far citizens' most preferred growth management strategy tested in the research.

Satisfaction with City Services

Overall satisfaction with the City's services and programs is high but down from last year. As mentioned earlier, the vast majority of citizens are satisfied with the overall level and quality of City services and programs this year. Despite this overall favourable assessment, there has been a significant drop in satisfaction with City services this year. While not yet a cause for concern given that the vast majority of citizens are still satisfied with the City's performance in this area, it is something the City may want to keep an eye on to ensure that satisfaction levels do not continue to drop in future years.

When it comes to the delivery of services, the City of Lethbridge has four primary strengths and four primary weaknesses this year. The City's primary strengths (rated high in both performance and importance) are fire and ambulance services, parks and open spaces, police services, and garbage collection. The City should strive to maintain positive perceptions in these areas given their importance to citizens. Conversely, the City also has four primary weaknesses (rated high in importance but relatively lower in performance), including recreational facilities, maintenance, cleaning and upgrading of streets and sidewalks, land use and community planning, and recycling. The City should make a concerted effort to markedly improve its performance in these areas. These also represent the best opportunities for improving overall satisfaction with City programs and services.

City Performance

Overall perceptions of the City's operations are favourable. However, the amount of City-provided information could be increased. Citizens demonstrate the most favourable impressions of City staff's courteousness, helpfulness, and knowledge. Relatively lower scores are seen for accessibility and response time, suggesting these could be possible areas for improvement.

One area of City performance that could also be improved is the amount of information provided to residents, with nearly one-third of citizens saying they receive "too little" information from the City. This is consistent with other survey findings showing that two-way communication between City Council and the community is a weakness of the City and could be improved. In terms of what specific types of information citizens are most interested in receiving from the City, the survey finds there is greatest demand for information related to leisure/recreation and budget/tax spending.

Support for Council Priorities

When it comes to Council priorities, the City has two primary strengths and two primary weaknesses. Of the priorities tested, the City's two primary strengths (rated high in both performance and importance) are its growth management strategy and efforts to contain or reduce the community's

environmental impact. The City should strive to maintain positive perceptions in these areas given their importance to citizens. The City's two primary weaknesses (rated high in importance but relatively lower in performance) are communication with citizens and the number of affordable housing units. The City should make a concerted effort to markedly improve its performance in these areas. These also represent good opportunities for improving overall perceptions of the City.

Perceptions about the Environment

While there is near universal agreement among residents that the state of Lethbridge's environment today is good, impressions of the City's environmental programs and services are only moderately favourable. Virtually all residents rate the overall state of Lethbridge's environment today as "very good" or "good", which may in part explain why the environment does not rate higher on a top-of-mind basis despite other survey findings showing that it is important to citizens that the City contain or reduce the community's total impact on the environment. In comparison, fewer (but still the majority) citizens are satisfied with the City's programs and services aimed at helping residents reduce their environmental impact. While most residents are nonetheless satisfied with the City's performance in this area, this is one area the City may also want to keep an eye on to ensure its environmental initiatives are meeting citizens' needs and expectations.

Citizens and the Web

The City website is another good way of communicating with citizens. Overall, the City website is the third most preferred way of receiving information from the City, placing behind direct mail and the newspaper. The survey suggests that many citizens are already accessing the website for information, with more than half saying they have been to the City's website in the last 12 months. Of these citizens, the vast majority found the content of information and online services helpful, indicating the website is meeting the needs of most users.

Citizens are moderately likely to use online services if they were available in the future. The likelihood of using online payment options varies. The online services tested in the research (personal property tax information, assessment information, online registration for recreation, and electronic utility bill) garner the interest of approximately two-thirds of citizens, indicating there is a demand for these types of services. In comparison, the likelihood of using online payment options varies. While most citizens would likely use online payment options for utility bills, parking tickets, and registration, there is mixed reaction towards using the City's website to pay things such as bylaw fines, permits, maps, real property report, and dog licenses. Citizens demonstrate little interest in using the City's website for bus passes and business licenses. The limited appeal of some of these services and options suggests this is not something the City should invest too heavily in, or at the very least primarily focus activities on those that citizens are most likely to use.

Financial Planning

Perceived value for user fees varies. Overall, citizens are most likely to say they receive good value for the user fees they pay for drinking water. Other services receiving high value for user fee ratings include wastewater treatment, garbage pick-up, swimming, and skating. In comparison, citizens are more tempered in their perceptions regarding user fees for City transit and recycling, indicating these may be two areas in need of improvement to ensure that citizens feel they receive good value for the user fees they pay. These findings are consistent with other survey results showing that transit and recycling are weaknesses of the City.

While citizens prefer tax increases over service cuts, their tolerance for tax increases has gone down since 2005. To deal with the increased cost of maintaining current service levels and infrastructure, more citizens say they would prefer to see the City increase taxes than cut services, indicating that residents would prefer to pay out of their own pockets to maintain current service levels. While citizens have consistently opted for tax increases over service cuts, this year's results show a much lower tolerance for tax increases. Citizens' greater reluctance to pay increased taxes this year may in part reflect the drop in perceived value for taxes also noted in this year's results. In other words, citizens may be less willing to pay more in taxes if they already feel they don't receive as good value as in the past.

Downtown

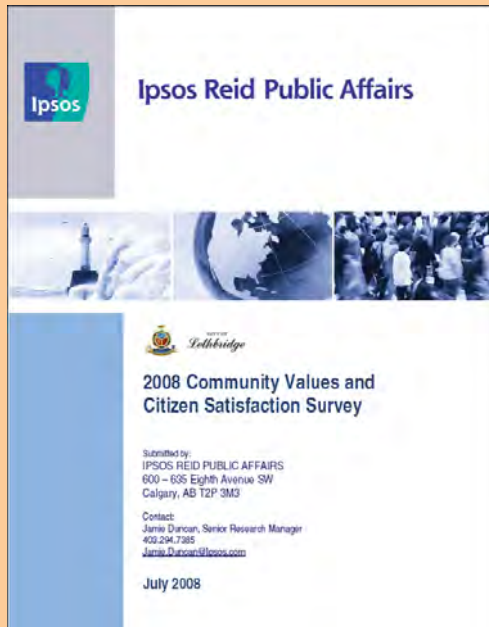
Lethbridge's downtown is important to residents, although citizens demonstrated mixed perceptions of the downtown in other areas. The vast majority of citizens agree that the downtown is important to the community as a whole, indicating that citizens value Lethbridge's downtown area. Fewer, but still the majority, agree the downtown offers a range of arts, culture, and entertainment opportunities. However, citizens demonstrate more mixed impressions of the downtown in other areas, particularly when it comes to being vibrant and active, attractive to business, and safe. Given the importance of the downtown to citizens, the City may want to focus efforts on improving perceptions of its downtown in these areas.

Methodology

In total, 400 telephone interviews were conducted with a randomly selected representative sample of Lethbridge residents aged 18 years or older. All interviews were conducted between the dates of May 21 and 28, 2008. Overall results are accurate to ± 4.9 percentage points, nineteen times out of twenty.

Community Survey

2009-2011 Operating Budget Overview



- **94%** are proud to live in Lethbridge.
- **94%** believe Lethbridge is a community with a bright future.
- **98%** believe Lethbridge is a great community to raise a family.
- **90%** believe Lethbridge has a vibrant and healthy local economy.
- **87%** indicate Lethbridge is a place where residents feel safe and secure.

Source: Ipsos Reid (See the handout below to learn more about the Community Values and Satisfaction Survey, or go online www.lethbridge.ca)

Community Survey

2009-2011 Operating Budget Overview

Background to the Budget

“Quality of life in Lethbridge is very good - higher than most municipalities.” – 98% rated quality of life as good or very good



“Most residents are satisfied with the level and quality of City services” – 95% were satisfied or very satisfied with the overall level and quality of services and programs

“Most residents feel they receive good value for their taxes – on par with norm.” – 85% indicate good or very good value

“Attitudes towards current and future growth are positive - ” – 94% believe it is possible to grow while maintaining quality of life

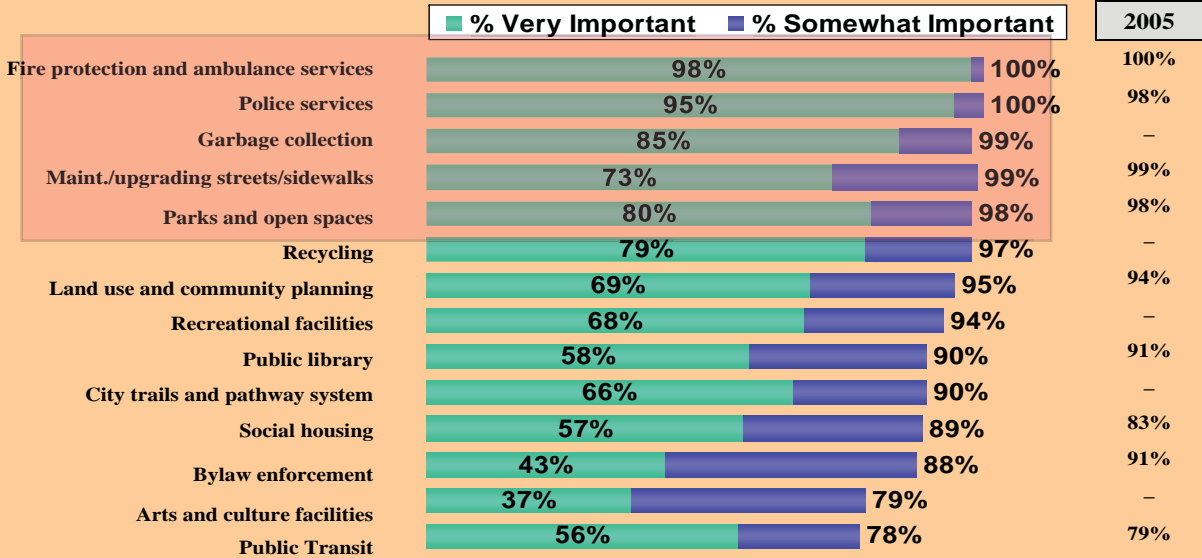
Source: Ipsos Reid

Community Survey

2009-2011 Operating Budget Overview

Background to the Budget

IMPORTANCE of City Services



Source: Ipsos Reid

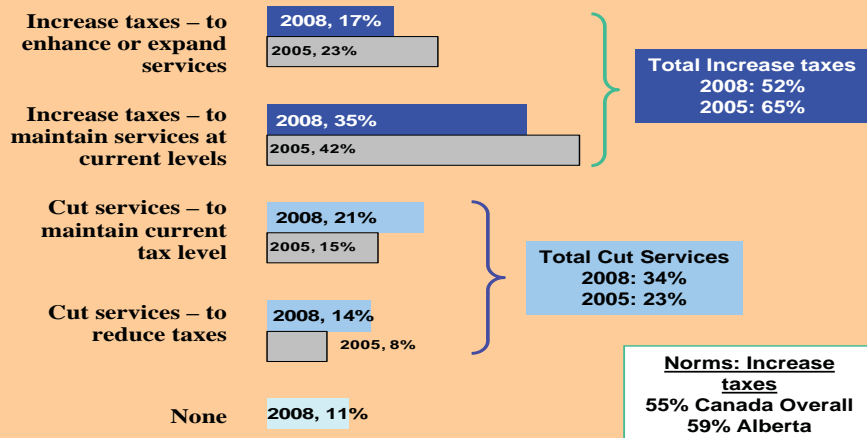
Community Survey

2009-2011 Operating Budget Overview

Background to the Budget

A majority of Residents prefer a tax increase to maintain existing service levels

There has been an increase in the percentage of residents who would prefer to limit tax increases even if it means services levels are reduced



Source: Ipsos Reid



Helen Schuler Coulee Centre



Mayor's Message

I am pleased to introduce *Towards a Sustainable Future*, Lethbridge City Council's three-year strategic plan for 2007 through 2010. The last City Council achieved some important goals: the elimination of the City's tax-supported debt, the commencement of the energy efficient SunRidge subdivision, and the construction start for the West Lethbridge Centre. This Council has not wasted any time in developing its own plan for the future of Lethbridge. It has worked quickly to put the finishing touches on *Towards a Sustainable Future* because it recognizes there is a great deal to be done before the end of its 36 month term. City Council has also included measures of success so that it can be held accountable for results.



Towards a Sustainable Future reflects City Council's commitment to engaging citizens in important decisions about the future of our community. In drafting this plan, City Council drew on feedback received on November 7, 2007 during a Community Engagement Meeting held in City Hall. This public consultation process brought together a number of Lethbridge citizens representing a cross-section of the community in terms of age, cultural backgrounds, and occupations. It was particularly gratifying that young people, sometimes described as the silent members of our community, were not only present, but were actively engaged in the discussions.

Another feature of *Towards a Sustainable Future* is the attempt to link it to deeply-held community values. Lethbridge citizens like the size of our community: large enough to offer a wide range of services and retail and cultural experiences, and small enough to preserve a small-town sense of community. They value our wide range of recreational and leisure opportunities, believe in the power of volunteerism, the virtue of social inclusiveness, and the importance of environmental stewardship.

There is one other characteristic that defines Lethbridge, that sets it apart from many other communities. Lethbridge citizens are proud of our reputation as a "smart community." They recognize that the Lethbridge College, the University of Lethbridge, and the two agricultural research facilities on our doorstep have changed the nature of our city. We are still a small prairie city, but at the same time we are also a centre of learning and research that has captured the attention and admiration of communities around the world.

Towards a Sustainable Future sets out a strategic direction for City Council's three-year term that is firmly grounded in the values and aspirations that define Lethbridge. With the adoption of this document, City Council will begin the task of making our imagined future a reality.

Robert D Tarleck

Robert D. (Bob) Tarleck, M.A., M.Ed.
Mayor

City Council's Priorities 2007-2010

Affordable Housing

Desired Outcome:

Action:

In collaboration with Social Housing in Action (SHIA), the Affordable Housing Committee of Council will:

- In the first quarter of 2008, provide input and advice on an appropriate target for the number of new units to be provided over the next three years
- Engage stakeholders in the planning, development and occupancy of affordable housing projects
- Design and implement a plan that ensures the affordable housing stock is secure in its purpose and mandate
- Leverage the effective use of the City's regulatory service and land development role in support of increased affordable housing

Other possible actions:

- *Develop relationships with the housing industry*
- *Explore how the City could build and leverage capacity in the housing fund*
- *Develop allocation plan for affordable housing*
- *Facilitate more student housing on campus using tax incentives*
- *Undertake a review of current tax and land use policies that impact affordable housing*
- *Increase the number of transitional housing units*
- *Create an integrated housing strategy*

Environmental Policy and Plan

Desired Outcome:

To contain or reduce the community's total impact on the environment.

Action:

- Complete an assessment including cost/benefit analysis of the current state and the total impact of the community on the environment
- Identify the opportunities to contain or reduce the community's total impact
- Develop an environmental policy and implementation plan in consultation with stakeholders and the community at large that addresses:
 - o Water*
 - o Energy
 - o Waste*
 - o Air
 - o Soil

*All five areas must be addressed, but City Council's (and the community's) priorities are water and waste. Energy is a key area of opportunity for the City to provide leadership

- Define the role and responsibilities of the City

City Council's Priorities Continued

Financial Stewardship

Desired Outcome:

To approve a three-year budget that demonstrates fiscal constraint, recognizing the impact on levels of service.

Action:

- Building a three-year budget
- Review relevant financial policies
- Develop the Capital Improvement Plan for 2011 – 2020
- Develop the Municipal Sustainability Initiative Allocation Plan: part one at the beginning of the term, and part two, at the end of term

Communications Strategy and Plan

Desired Outcome:

Effective and regular two-way communication between City Council and the community.

Enhanced level of community engagement.

Action:

- Develop a comprehensive communications strategy and plan
- Implement the plan



City Council's Priorities Continued

Advocacy on Behalf of the Community

Desired Outcome:

Increased, permanent operating fund transfers from provincial and federal government sources.

Continued support from other orders of government for programs and services provided within the city region (military, housing, air services, businesses, non-governmental organizations, etc.).

Greater influence on shaping regulations that affect the City.

Action:

- Continue regular and focused communication and meetings with local MLA's, Cabinet Ministers, MPs, and the Premier to make sure the Lethbridge message is heard
- Identify the issues that will be the focus for advocacy
- Regularly develop key messages and briefing notes, and review frequently prior to meetings with officials

Strategy for E-Business

Desired Outcome:

Greater public access to services and information through appropriate technology.

Infrastructure and the capacity for e-business are in place.

Selected stand-alone business transactions are in place.

Action:

- Develop a high order e-business plan that would contain options, phasing, and investment information
- Develop each phase in a business case format

City Council's Priorities Continued

Downtown Revitalization

Desired Outcome:

The downtown will strive to enhance quality of life for all Lethbridge citizens. The City's vibrancy is rooted in its diverse population and accordingly it will strive to be an open, safe, affordable, accessible and welcoming place to people of all walks of life. This social diversity will be embraced and celebrated through urban design, architecture, and the day-to-day function and role of Downtown Lethbridge.

Action:

- Implement City Council approved priorities from the Heart of our City Master Plan
- Address social issues

Inter-municipal Planning

Desired Outcome:

Agreement on orderly development on the perimeter of the City that is mutually beneficial to neighbouring municipalities.

Action:

- Develop City Council's principles for inter-municipal planning
- Determine City Council's growth strategy (Municipal Development Plan)
- Continue City Council's plans to develop relationships along the Highway 3 to Coalhurst corridor, while developing new relationships

Growth Management Strategy

Municipal Development Plan and Sustainability Plan

Desired Outcome:

Community agreement on the orderly, sustainable development of the community up to the perimeter.

Approved Municipal Development Plan that includes a sustainability plan.

Action:

- Develop and implement a comprehensive community engagement process
- Ensure the Municipal Development Plan is approved by December 31, 2009

ENVIRONMENTAL POLICY AND PLAN

Desired Outcome: To contain or reduce the community's total impact on the environment.

ENMAX Centre

1. Lighting – all ice lighting was switched over to energy efficient bulbs and now use less power to produce the same amount of light
2. Parking Lot Lighting – lighting will be changed – better lighting at less cost
3. Building Renovations – goal is to see the entire project built to a LEEDS Silver standard
4. Water conservation – all dressing rooms and washrooms will have sensor faucets and low flow toilets installed
5. Researching the installation of solar panels
6. Storm water drainage system versus gravity flow system in the parking lots
7. All cardboard, bottles and cooking grease is recycled
8. During the renovation all 34-year old fixtures will be replaced throughout the building
9. Recovered heat from the ice plant melts snow in the snow melt pit and heats the under floor slab to prevent frost penetration

Arenas

1. Changed the ice paint in the arenas – it's more expensive but much less is used and when removed changes to a chalk-like material
2. Ice used to be left in the parking lot to melt and wash through the storm sewer. It is now hauled away to a field and turned into the soil
3. Green chemicals are used for cleaning floors, lockers and showers
4. Replaced score clock at Henderson Arena to LED lights for energy savings
5. Two propane Zamboni's remaining which when replaced (2008 and 2009) will use cleaner burning natural gas

Regulatory Services

1. Emission from vehicles – new vehicles must be fuel efficient. A hybrid SUV vehicle for driving back allies may be a possibility

Fire/EMS

1. Training Tower – new initiative to install a manually controlled artificial smoke generation machine and other fixed props in the tower. Currently whatever comes out of the tower i.e. carbon and soot is washed through the storm catch basin to the river
2. Hazard Materials Response – new initiative to provide containment control, mitigation of the release of hazardous material into the environment and decontamination shower
3. Newer fleet is more efficient
4. New HQ will be built to LEEDS Silver standard

Parks and Cemetery

1. Water management – more efficient use of irrigation, storm water run-off, irrigation canal water is more controlled
2. Design – use of different materials and planting trees that require less water
3. Recycle materials
4. Installed solar powered pathway lights in SunRidge

Transit

1. Fewer emissions into the environment with newer buses however, it costs 2% more in fuel to meet emission standards

Facility Services

1. Waste streaming which will recycle a minimum of 50% of construction debris thus reducing the load on our local landfill and provide recycle product for use elsewhere in the construction industry.
 - Deconstruction of the Public Operations Volker Steven Building to make way for the Public Operations CIP development.
 - Deconstruction of the Lethbridge Village Inn to make way for the New Fire Hall CIP development.

2. Stan Siwik Pool boiler replacement (complete)
3. Lighting Replacements at Henderson Ice, Labor Club Ice, and Civic Ice Centre (complete)
4. Building Automation System installations at Nicholas Sheran Pool, Nicholas Sheran Ice Centre, and Stan Siwik Pool (complete)
5. Lighting Replacement at the Helen Schuler Coulee Centre (complete)
6. Furnace and water heater replacement at Adams Ice Centre (complete)
7. Boiler Replacement at Nicholas Sheran Pool (50% complete)
8. Small solar panel installation at Civic Ice Centre (August 2008)
9. Condensing unit replacements at the Galt Museum (complete)

Public Operations Environmental Impact Statement

Public Operations continues efforts to reduce our environmental footprint in all departments through recycling, reducing, maximizing efficiencies, researching new technology and by using biodegradable products.

Some examples of our innovative programs are as follows:

1. Fleet Operations – recycling of all mechanically related substances; researching fuel saving technology; using biodegradable shop products
2. Parks Operations – reducing usage of chemical pesticides; using biodegradable disposal bags and composting programs
3. Transportation Operations – reducing possibility of substance releases through training and education; increasing salt/sand application efficiency for snow maintenance program
4. Waste and Recycling Operations – recycling of organic waste and metal waste; increasing efficiency of pick up through automation
5. Water and Wastewater Operations – reducing chlorine content of storm water; emergency spill response trailer for City wide use; researching recycling technologies for construction materials
6. Public Operations – continuous education and training of staff in environmental stewardship





Pavan Park



BUDGET INITIATIVES

N - 1	One-time funding (MRSR)	Approved	Corporate Initiatives - Festive Lighting
N - 2	One-time funding (MRSR)	Approved	Infrastructure Services Parks Management - Private Tree Inventory
N - 3	One-time funding (MRSR)	Approved	Transportation - Welcome to Lethbridge Signage
N - 4	One-time funding (MRSR)	Approved	Southern Alberta Art Gallery - Fund Development
N - 5	One-time funding (MRSR)	Approved	Library - Plan of Service - Online Services Enhancement and Development
N - 6	One-time funding (MRSR)	Approved	Library - Plan of Service - Outreach
N - 7	One-time funding (MRSR)	Approved	Library - Scheduling Software
N - 8	One-time funding (MRSR)	Approved	Economic Development - Labour Force Initiative Continuation
N - 9	One-time funding (MRSR)	Approved	Economic Development - Technology Transition Facility (Technology Incubator)
N - 10	One-time funding (MRSR)	Approved	Economic Development - Business Cluster Directory & Online Industrial Park Mapping
N - 11	One-time funding (MRSR)	Not Approved	Economic Development - Assessment and Proactive Solicitation of Niche Hotel Partner
N - 12	One-time funding (MRSR)	Approved	Economic Development - Lethbridge Awareness Campaign
N - 13	Other Funding (one-time and ongoing)	Approved	ENMAX Centre - Event Marketing and Sales Coordinator
N - 14	Other Funding (one-time and ongoing)	Approved	Fire & Emergency Services - Hazardous Material and Environmental Release Mitigation
N - 15	Other Funding (one-time and ongoing)	Approved	Fire & Emergency Services - Sustaining Live Fire Training
N - 16	Other Funding (one-time and ongoing)	Approved	Fleet Services - Programmer / Scheduler
N - 17	Other Funding (one-time and ongoing)	Approved	Fleet Services - Utility II worker (10 month term)
N - 18	Other Funding (one-time and ongoing)	Approved	Transportation - Community Lighting - Power Reduction
N - 19	Other Funding (one-time and ongoing)	Approved	Electric - AM/FM Support Employee
N - 20	Other Funding (one-time and ongoing)	Approved	Electric - Data Technician
N - 21	Other Funding (one-time and ongoing)	Approved	Electric - Safety / Trades Trainer
N - 22	Other Funding (one-time and ongoing)	Approved	Electric - System Patroller / Maintenance Planner
N - 23	Other Funding (one-time and ongoing)	Approved	Utility Services - Utility Systems and Billing Manager Position
N - 24	Other Funding (one-time and ongoing)	Approved	Utility Services - Customer Care and Collections Additional Staff
N - 25	Other Funding (one-time and ongoing)	Approved	Landfill - Landfill footprint expansion approval process
N - 26	Other Funding (one-time and ongoing)	Approved	Landfill - Composting Pad Construction
N - 27	Other Funding (one-time and ongoing)	Approved	Landfill - Waste & Recycling Engineer
N - 28	Other Funding (one-time and ongoing)	Not Approved	Recycling - Expand Grasscycling Through Social Marketing Techniques
N - 29	Other Funding (one-time and ongoing)	Approved	Wastewater - Public Operations Training Programmer
N - 30	Other Funding (one-time and ongoing)	Approved	Wastewater - Truck Driver/Machine Operator
N - 31	Other Funding (one-time and ongoing)	Approved	Wastewater - Lift Station Coordinator
N - 32	Other Funding (one-time and ongoing)	Approved	Water - Purchase of a 2-ton Van
N - 33	Other Funding (one-time and ongoing)	Approved	Water - Vehicle Replacement
N - 34	Other Funding (one-time and ongoing)	Approved	Downtown BRZ - Building Rehabilitation-Mainstreet Program Replacement Funds
N - 35	Other Funding (one-time and ongoing)	Approved	Downtown BRZ - Downtown Business Revitalization Zone Coordinator
N - 36	Taxation Funding	Approved	Infrastructure Services Parks Management - Ongoing Graffiti Abatement Program
N - 37	Taxation Funding	Approved	Infrastructure Services Parks Management - Rotating Park Security
N - 38	Taxation Funding	Approved	Infrastructure Services Parks Management - Enhanced Tree Planting
N - 39	Taxation Funding	Approved	Transportation - Funding of Parking Administration
N - 40	Taxation Funding	Approved	Transit - Seniors Transportation "Go Friendly Shuttle"
N - 41	Taxation Funding	Approved	Transit - Service Standard Implementation
N - 42	Taxation Funding	Approved	Transit - ACCESS-A-Ride Service Expansion
N - 43	Taxation Funding	Approved	Recreation and Culture - Sport Council
N - 44	Taxation Funding	Approved	Economic Development - Convention & Event Coordinator Position
N - 45	One-time funding (MRSR)	Approved	Library - Communications & Fund Development Coordinator
N - 46	Taxation Funding	Not Approved	Library - Financial Technician
N - 47	Taxation Funding	Approved	Library - IT Coordinator
N - 48	Taxation Funding	Approved	Galt Museum - Administrative Assistant
N - 49	Taxation Funding	Approved	Galt Museum - Programmer - Education
N - 50	Taxation Funding	Not Approved	Galt Museum - Marketing - IT Assistant
N - 51	Taxation Funding	Approved	Allied Arts Council - Communications Manager Position
N - 52	One-time funding (MRSR)	Approved	Kiwanis - Music and Speech Arts Festival Support
N - 53	Taxation Funding	Lump Sum	Lethbridge Regional Police Services - Administrative Analyst
N - 54	Taxation Funding	Lump Sum	Lethbridge Regional Police Services - Domestic Violence Constables
N - 55	Taxation Funding	Lump Sum	Lethbridge Regional Police Services - Financial Technician
N - 56	Taxation Funding	Lump Sum	Lethbridge Regional Police Services - High Risk Offender Constables
N - 57	Taxation Funding	Lump Sum	Lethbridge Regional Police Services - Increase Supervisory Ranks
N - 58	Taxation Funding	Lump Sum	Lethbridge Regional Police Services - Information Technology Members
N - 59	Taxation Funding	Lump Sum	Lethbridge Regional Police Services - Online Police Reporting
N - 60	Taxation Funding	Lump Sum	Lethbridge Regional Police Services - Proceeds Of Crime Constables
N - 61	Taxation Funding	Lump Sum	Lethbridge Regional Police Services - Recruiting - Chief of Police
N - 62	Taxation Funding	Lump Sum	Lethbridge Regional Police Services - School Resource Officer
N - 63	Taxation Funding	Lump Sum	Lethbridge Regional Police Services - Special Operations Constables
N - 64	Other Funding (one-time and ongoing)	Approved	Facility Services - Corporate Security Program
N - 65	One-time funding (MRSR)	Approved	Support to Seniors Operations
N - 66	Other Funding (one-time and ongoing)	Approved	Transit - Shelter & Bench Sanitation
N - 67	Other Funding (one-time and ongoing)	Approved	Parking - Upgrade Parking Meters
N - 68	Taxation Funding	Not Approved	Affordable Housing - Rental Units Taxed at Single Family Mill Rates
N - 69	Taxation Funding	Not Approved	Affordable Housing - Tax Exemption for Student Residences
N - 70	Taxation Funding	Approved	Parks Unmetered Water
N - 71	One-time funding (MRSR)	Not Approved	Infrastructure Services Parks Management - Crow Control Program
N - 72	One-time funding (MRSR)	Not Approved	Infrastructure Services Parks Management - Aggressive Birds Nesting Control Program
N - 73	Other Funding (one-time and ongoing)	Approved	CIP - 2008-2017 Capital Budget Amendments
N - 74	One-time funding (MRSR)	Approved	2010 Olympics Torch Relay

BUDGET INITIATIVES

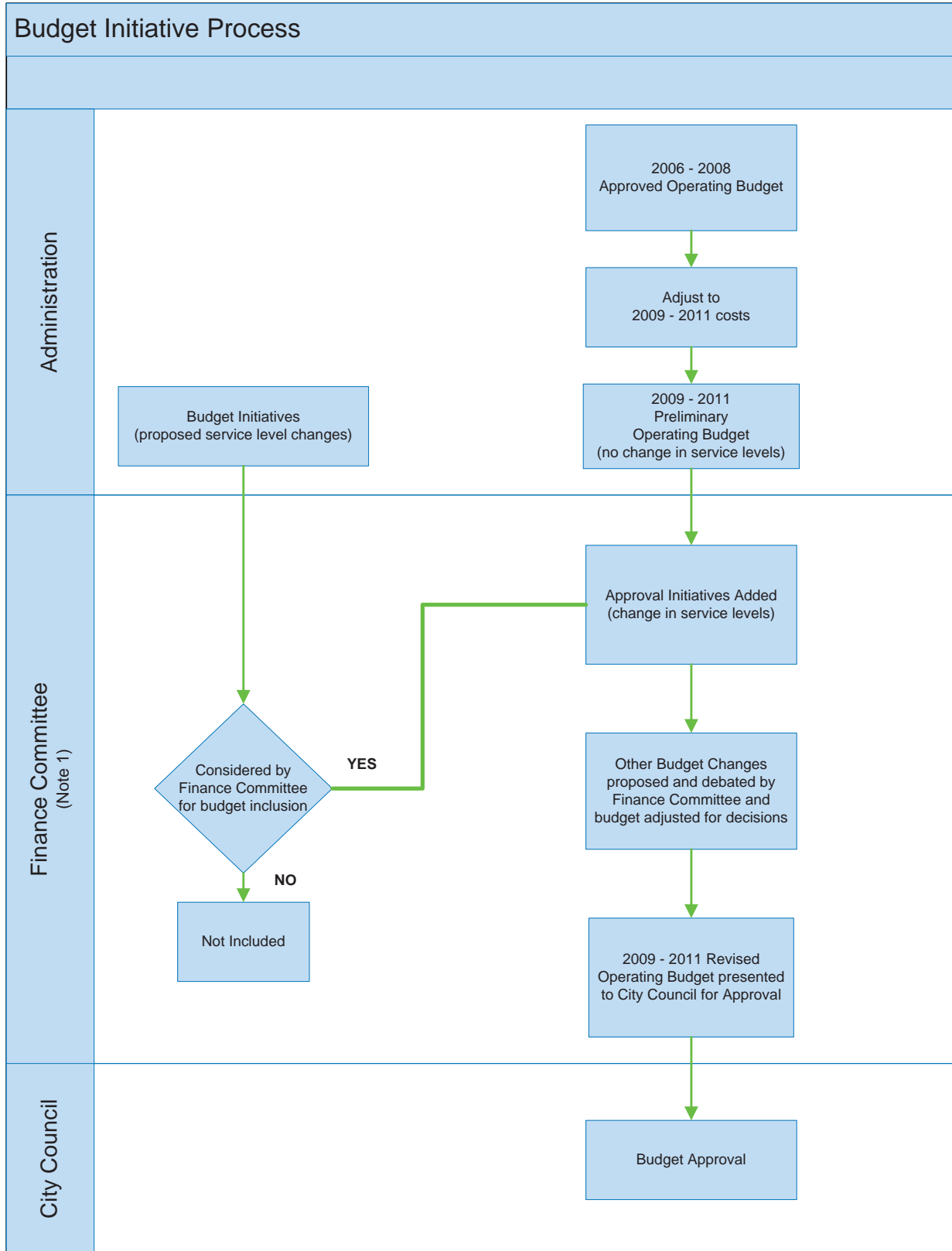
The 2009 to 2011 Operating Budget was prepared by administration on the basis of providing 2008 levels of service adjusted to 2009 - 2011 costs. Changes to levels of service were not initially included in the operating budget, but were provided to City Council in the form of initiatives. Budget initiatives come from the Business Unit Managers and are reviewed by the City Manager and the City Treasurer for validity. Each new initiative must be aligned with City Council's "Towards a Sustainable Future", the Leader's "Building A Better Place" and/or the business plans of the various Business Units. The ongoing operating costs as well as an indication of how performance of the initiative will be measured is provided. The initiatives are then debated and only included in the operating budget when approved by City Council.

The following pages (222 to 295) include all of the initiatives presented to City Council along with their decision on the initiative. All initiatives marked as approved have now been included in the operating budget.

Coalbanks Crossing Pedestrian Bridge

Pedestrians and Cyclists enjoy safe access across the Oldman River, while enjoying a 360° panoramic view of the river valley.





Note 1: Finance Committee is consists of all members of City Council with the Deputy Mayor as Chair.

N-1

City Council Decision:
Approved

Department: **Community Lighting**

Program: **Festive Lighting**

	2009	2010	2011
Expenditure increase (decrease)	50,000	50,000	50,000
Net Expenditure (Savings)	50,000	50,000	50,000
Funding Source:			
MRSR One-time Allocation	50,000	50,000	35,000
Taxation	0	0	15,000
	50,000	50,000	50,000

Objective(s):

To replace and lifecycle festive lighting for the Community

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

Although not specifically stated in any plan, festive lighting in the community contributes to the overall quality of life in Lethbridge.

Background:

The current inventory of festive lighting is over 20 years old. In 2007, approximately 30% of the inventory had failed and/or was deemed unsafe to mount and was replaced through surplus funding. In order to continue to have festive lighting, it is required that we replace the remaining aging lights. Electric Operations staff will continue to install and store at no additional costs.

Proposed Implementation Strategy:

We intend to replace 30% of lights each year (2009, 2010) to complete a cycle of replacement. Funds in 2011 will be used to expand the festive lighting to the City, possibly West Lethbridge.

Performance Measurement & Reporting:

The sense of community pride in having festive lighting.

N-2

City Council Decision:
Approved

Department: **Infrastructure Services Parks Management**

Program: **Private Tree Inventory**

	2009	2010	2011
Expenditure increase (decrease)	0	35,000	35,000
Net Expenditure (Savings)	0	35,000	35,000

Funding Source:			
MRSR One-time Allocation	0	35,000	35,000
	0	35,000	35,000

Effect on person years	Permanent		0.5	0.5
	Non-Permanent			

Objective(s):

To hire one non-permanent arborist/GPS operator in 2010 and 2011 to conduct an inventory of private Elm and Cottonwood trees.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

The goal of this initiative is to provide the City's urban forestry department with information about trees that are located on private property but that, if left unchecked, could pose a health risk to adjacent trees located on city property.

Background:

The project would provide the city's urban parks department with an inventory and location of both Elm and Cottonwood trees that are located on private city property. An inventory of this type is necessary to deal with potential Dutch Elm Disease cases and excessive cotton production cases.

In the case of Dutch Elm Disease, a single infected tree in a backyard could provide a hosting site for disease-carrying beetles which could in turn lead to major losses of Elm trees City wide. A current inventory database of private Elm trees will provide our urban forestry department with accurate information that will allow them to incorporate this information to be used as part of their regular tree monitoring program. This private tree inventory knowledge will serve to significantly reduce the city's risk to the potentially devastating long term effects of dutch elm disease.

Female Cottonwoods produce excessive amounts of cotton and cause complaints from neighbors. An inventory of these trees would allow monitoring of the most serious cases and would aid in determination of an action plan (pruning or removal).

Proposed Implementation Strategy:

Hire one non-permanent arborist trained in the use of hand held GPS units in 2010 and 2011 at a cost of \$28,000 per season. Equipment rental for a summer use truck would be a cost of approximately \$7,000 per year.

Performance Measurement & Reporting:

Healthy elm and cottonwood trees.
Accurate inventory numbers for better program management.
Lethbridge remains Dutch Elm Disease free.

BUDGET INITIATIVES

N-3

City Council Decision:
Approved

Department: **Transportation**

Program: **Welcome to Lethbridge Signage**

	2009	2010	2011
Expenditure increase (decrease)	160,000	4,000	4,000
Net Expenditure (Savings)	160,000	4,000	4,000

Funding Source:			
MRSR One-time Allocation	160,000	0	0
Taxation	0	4,000	4,000
	160,000	4,000	4,000

Objective(s):

This initiative was created at Council's request and referral of April 28, 2008. The objective is to construct and install two "Welcome to Lethbridge" information signs within Lethbridge and the maintenance funding required for the Parks Department to maintain the structures.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

Referral from City Council
Towards a Sustainable Future
- be a welcoming Community

Background:

The City presently has three "Welcome to Lethbridge" signs with a fourth being installed this year along Hwy 5 south of City limits. The intent of this initiative is to install similar signs at two other major entrances to the city: 1) University Drive/Hwy 25 south of Hwy 3 and 2) along Hwy 4 on the Southeast end of the city.

Proposed Implementation Strategy:

The intention is to design and construct two signs at the selected locations during the same year thereby potentially reducing the supply costs of the structure and tendering both out at the same time.

Annual maintenance costs of \$1,000 to 2,000 have been estimated by Parks Operations staff per each new installation. Therefore a \$4,000 estimate has been provided for the Parks Operations area if this initiative is successful.

Performance Measurement & Reporting:

If these two additional "Welcome to Lethbridge" signs are approved it would complete each major entrance to the City (for Welcome to Lethbridge signs) and assist in the City of Lethbridge being a welcoming city.

N-4

City Council Decision:
Approved

Department: **Southern Alberta Art Gallery**

Program: **Fund Development**

	2009	2010	2011
Expenditure increase (decrease)	55,000	58,000	61,000
Net Expenditure (Savings)	55,000	58,000	61,000
Funding Source:			
MRSR One-time Allocation	55,000	58,000	61,000
	55,000	58,000	61,000

Objective(s):

To increase sustainable revenue generation for the Southern Alberta Art Gallery.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

- Civic Arts Policy
- Recreation and Culture business plan goals to improve community service provider financial sustainability

Background:

The Southern Alberta Art Gallery currently engages in numerous fundraising projects, including special events such as the House Tours and Tea, the Art Auction and the Holiday Artisan Market. Membership and program registrations, exhibition touring fees, bingos and casinos, sponsorships and donations and revenues generated in the gallery gift shop are all part of the revenue generation strategy.

In 2005, a comprehensive fundraising strategy was developed as part of the gallery's re-branding initiative. Further research last summer resulted in a cost benefit analysis of current fundraisers and a membership drive which would serve as the basis for further donor/sponsorship growth. The plan is in place, but the gallery does not have the staffing capacity to carry it out.

City Council has supported the upgrading and expansion of the SAAG facility. This creates an unprecedented window of opportunity to increase audience, sponsorship and donor growth.

Proposed Implementation Strategy:

To hire a three-year term employee to fill the position of Manager of Fund Development. At the end of the term, it is anticipated that the position would be self-sustaining.

Performance Measurement & Reporting:

1. Sponsorships
2. Donor activity

N-5

City Council Decision:
Approved

Department: **Library**

Program: **Plan of Service - Online Services Enhancement and Development**

	2009	2010	2011
Expenditure increase (decrease)	38,300	40,100	0
Net Expenditure (Savings)	38,300	40,100	0

Funding Source:			
MRSR One-time Allocation	38,300	40,100	0
	38,300	40,100	0

Effect on person years	Permanent	0.2	0.2
	Non-Permanent		

Objective(s):

A key element of the Library's 5 year Plan of Service is to develop our online presence and push the library's resources out to the residents and businesses through our online services. The library has an incredible array of services available that could be utilized by families and businesses, but the limited nature of our online services makes this difficult to do. In 2008, the first year of the plan of service, the library is developing a new website to be implemented early in 2009.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

This initiative impacts several of Council's strategic priorities including: communications strategy; strategy for E-business; and when completed will assist the city with growth management and advocacy communications. This is a key element of the Library Board's 5 year Plan of Service service response goals comprising: Community Commons/Development Centre; Lifelong Learning; and Basic Literacy.

Background:

As Lethbridge continues to grow and develop its businesses and communities, the library must grow and develop in support. Businesses are becoming more sophisticated, the needs of the community are becoming more complex and online services are growing fast. The result of this is a need for the library to create and develop online resources and services that fulfill the information needs of an urban culture. The library as a building is changing into the library as an information and communication resource.

Proposed Implementation Strategy:

Using a combination of in-house assigned project staff and third party contractors the Library will:
In 2009 research and develop the website to include community information needs and resources, market the Library's resources to businesses and non-profit organizations, develop E-business and e-commerce strategies, develop online payment systems and modify literacy programs to include a computer literacy component.

In 2010, the goals will be to implement e-commerce and E-business initiatives and further develop services to businesses and non-profits including developing a portal concept to assist the community in finding services and information, develop an independent learning portal to assist residents in enhancing their skills, and to implement an online booking and program registration capacity. As the projects are completed, the projects' outcomes will be shifted into the regular work stream to ensure ongoing revision and support.

Performance Measurement & Reporting:

Standard library output measures will be used to track the success of these initiatives:

1. increased memberships
2. increased use of online resources (including web hits, database use, and third party linking to the website)
3. Increased use of Library meeting room facilities

In addition it is expected that these increased services will positively impact the general use of Library facilities, increase referrals by non-profits to library services and increase the use by businesses of the Library's reference collection.

N-6

City Council Decision:
Approved

Department: **Library**

Program: **Plan of Service - Outreach**

	2009	2010	2011
Expenditure increase (decrease)	45,000	65,000	0
Net Expenditure (Savings)	45,000	65,000	0

Funding Source:			
MRSR One-time Allocation	45,000	65,000	0
	45,000	65,000	0

Effect on person years	Permanent		0.3	0.5
	Non-Permanent			

Objective(s):

One of the strongest messages the Library Board has heard from the public through the 2005 Needs Assessment and public feedback through surveys and focus groups, is that the citizens of Lethbridge are not generally aware of the Library and its services. Strategies for raising the Library's profile include taking Library services into the community and ensuring that the "LPL experience" in all Library facilities meets expectations.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

This initiative supports Council's goal to revitalize the downtown and touches on elements of all of the five service response goals identified in the Library Board's 5 year Plan of Service, namely: Community Commons/Development Centre; Lifelong Learning; Popular Materials; Basic Literacy and Preschool/Children's Door to Learning.

Background:

The goals and objectives outlined in the 2008-2012 Plan of Service reflect the direction indicated by Lethbridge residents in the 2005 Needs Assessment with respect to the need to deliver Library services to the community in less traditional ways outside the confines of the Library's existing facilities, while maintaining a strong downtown presence. These strategies have been developed with a view to raising the Library's profile within the community to allow Library services, both existing and new, to be more effectively used by the residents of Lethbridge, keeping in mind the predominance of a younger population - children, young adults and young families.

Proposed Implementation Strategy:

Using additional funding for supplies, marketing materials and replacement staff: in 2009 the Library will increase the level of Young Adult services by setting up project teams to develop program templates and tools and then developing, promoting and implementing additional programs and encouraging membership in the TAG (Teen Advisory Group). In 2010, the library will expand the level of adult programming by developing programming templates and use the templates to allow for increased timeliness on programming that responds to current events; build on 2009 achievements by promoting Children's and Young Adult services to schools and professionals working with youth and increasing level of Children's programming in the community; purchase replacement and additional equipment for listening and viewing to ensure access to library formats and resources; facilitate self-serve access to all Library facilities through easily understood signage and additional display opportunities; develop and implement a homework help program; and do a polite project that provides additional enrollment incentives for Read On adult literacy students to encourage ongoing use of library services.

Performance Measurement & Reporting:

Standard library output measures will be used to track the success of these initiatives:

- 1) Increased use of LPL facilities in less traditional ways.
- 2) Increased use of the YA collection and program attendance
- 3) Increased memberships
- 4) Increased use of children's collections and program attendance
- 5) Increased use of library facility and services by school age children
- 6) Increased Read On volunteers and students

N-7

City Council Decision:
Approved

Department: **Library**

Program: **Scheduling Software**

	2009	2010	2011
Expenditure increase (decrease)	42,600	4,000	4,000
Net Expenditure (Savings)	42,600	4,000	4,000

Funding Source:			
MRSR One-time Allocation	42,600	0	0
Taxation	0	4,000	4,000
	42,600	4,000	4,000

Objective(s):

With multiple service desks in three physical locations, much staff time is spent on manually creating work schedules and then transferring the work hours into the PeopleSoft timesheet process. By purchasing an add-on scheduling software package to automate the scheduling process and streamline the duplication of data entry that is occurring at the Library as well as the City's payroll department, many staff members time would be freed up to take on other service delivery duties.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

This initiative impacts several of Council's strategic priorities including: accountability; organizational environment; good decisions; good relations and partnerships. It is the Library's intent to explore the software the City's Transit department has purchased to see if this software would also work for the Library's purposes. The Library Board values the creation of innovative ideas that would free up employee's time to work on priority items.

Background:

The Library will employ over 60 FTES by 2011 which would equate to over 85 individual staff working in three separate physical locations and seven separate departments. With its current 69 hour a week schedule of operating hours developing a work schedule that meets the staff's and public's need for consistent levels of service is time consuming. The use of automated software will no doubt cut out a lot of time that staff at all levels put in to making sure a work and desk schedule are created on a pay period basis and as far in the future a possible.

Proposed Implementation Strategy:

Investigate City Transit's Sched21 scheduling software to see if it meets the Library's needs and if so proceed to either purchase the product or work with City Transit to become an add on licensor to Transit's existing license. Utilize City Payroll's expertise, gained through Transit's efforts to customize a downloading their schedules to PeopleSoft.

Performance Measurement & Reporting:

1. Schedules that are timely and accurate that minimize staff interruptions due to scheduling errors
2. Staff Resources utilized in a more productive and effective manner
3. Quicker payroll processing eliminating as many steps as possible
4. Same level of staff employed but doing other things than scheduling.

N-8

City Council Decision:
Approved

Department: **Economic Development**

Program: **Labour Force Initiative Continuation**

	2009	2010	2011
Expenditure increase (decrease)	30,000	30,000	30,000
Net Expenditure (Savings)	30,000	30,000	30,000
Funding Source:			
MRSR One-time Allocation	30,000	30,000	30,000
	30,000	30,000	30,000

Objective(s):

Labour Force shortages continue to be one of the most significant challenges for business expansion and development. Provincial government projections and demographers throughout North America predict continued pressure on qualified labour in nearly every sector and every role. EDL has included Labour Force Development as a continuing priority in the 2009 - 2011 Business Plan and the requested funds would act as seed funding which would be leveraged with other partners to continue the 'You Belong Here' initiatives and add new projects as identified in partnership with industry. The objectives remain to ensure Lethbridge and area has a profile in key target markets so prospective employees are aware this region as an option to the major centres and oil patch.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

Financial Stewardship - Corporations and organizations provide the employment that ensures a strong tax base. Without access to qualified labour, there may be a slowing of the local economy, which is one of the most stable in the province. The labour force initiatives support employers in finding employees and developing strong organizations; thereby keeping Lethbridge strong and viable.

Advocacy on Behalf of the Community - Labour force development remains a priority of the provincial government and working with the province on these initiatives helps build reputation and respect with the provincial decision-makers. Our proactive approach has been considered a leadership example; resulting in new and enhanced partnerships with a variety of provincial government departments.

Background:

Since the inception of the initiative in Fall 2005, EDL has partnered with businesses and public sector institutions, the Alberta government, the SouthGrow Regional Initiative, the Taber Labour Force Committee and Select Recruiting to attract qualified workers from the larger Alberta markets and regions of southern Ontario. The collaborative efforts of all initiative partners has successfully leveraged more than \$200,000 in cash (\$85,000 of which was from City of Lethbridge new initiative funding) into a multiplied cost savings and promotional value of \$750,000.

This initiative will change and adapt as the market changes, requiring flexibility in strategies and plans.

Proposed Implementation Strategy:

A review of the 'You Belong Here' initiative would be undertaken in early 2009 with new directions and strategies established in spring 2009 and implementation throughout the balance of the three year business plan.

Performance Measurement & Reporting:

It has been difficult to measure actual employment as a result of the collaborative initiative as many of the industry partners are not interested or able to collect data on hires that are directly associated with the strategies. However, our partner testimonials are very supportive of the process and we did see unemployment raise increase in the spring of 2009, demonstrating some balance in the employment situation.

In total, the \$85,000 the City of Lethbridge invested in the 2006 - 2008 EDL Business Plan specific to Labour Force Development was leveraged into more than \$750,000 in other sector investment, promotional impact and cost savings to those who participated. This stimulated far greater return than any organization would be able to generate by undertaking this on their own.

N-9

City Council Decision:
Approved

Department: **Economic Development**

Program: **Technology Transition Facility (Technology Incubator)**

	2009	2010	2011
Expenditure increase (decrease)	30,000	30,000	30,000
Net Expenditure (Savings)	30,000	30,000	30,000
Funding Source:			
MRSR One-time Allocation	30,000	30,000	30,000
	30,000	30,000	30,000

Objective(s):

The diversification of the Lethbridge economy into advanced technology fields requires a committed effort of collaboration and concentration. With our two post-secondary institutions, two research centres, established technology companies and well-educated population, we have an excellent environment for adding to the technology transfer and incubation systems in the province. In particular, there is likely some niche technology development that would meet provincial and federal needs while serving as an opportunity for entrepreneurs to develop innovative businesses for the next generation economy.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

Strategy for E-business - While Lethbridge already has stable infrastructure to support technology business investment, it also needs a system that cultivates the creation and development of these businesses. Growing those businesses from within -- through our existing educational and business capacity -- would be beneficial, but a strong incubator can also draw new businesses from elsewhere that find a 'common culture' from which to expand their opportunities. A Technology Transition Centre would reinforce our city's ability to meet the needs of e-business and expand our capacity to do so.

Advocacy on Behalf of the Community - One of the most significant initiatives of the provincial government in the past year is the establishment of the Technology Action Plan. There is a clear and articulated emphasis by the Government of Alberta to increase technology commercialization and expand Alberta's role as a leader in technology development. The City of Lethbridge, through this collaboration, has an opportunity to partner with the province and further position Lethbridge as a 'smart' city for the future.

Growth Management - Technology-based businesses tend to be considered 'cleaner' than other types of industry. Regardless of that perception, it is the diversity of industry in Lethbridge and the surrounding area that allows Lethbridge to maintain a steady, reasonable growth rate. Further diversification by adding well-paying, knowledge-industry jobs would serve Lethbridge well in continuing its economic strategy of balanced growth for the prosperity of the community.

Background:

For many years community leaders have been looking for an opportunity to diversify the Lethbridge economy into more 'next generation' technology clusters. In 2008, the provincial government came out with a Technology Action Plan that is an exceptional fit with the current environment in Lethbridge for leveraging their support along with private sector investment into a Technology Transition Centre and related activity. Initial business case work is underway but ongoing cultivation of this opportunity will be needed to complete the process. This request is an estimation of the support funding that would be required to continue facilitation of a full service centre in our city.

Proposed Implementation Strategy:

A business case for a Technology Transition Centre is being developed in the Fall of 2008. Further to the outcome of that business case, cooperative initiatives with private sector industry, our research and educational institutions and the government will be necessary in order to complete the development of an effective centre. To that end, the proposed funds would be dedicated to supporting the establishment of a facility that serves these objectives. Unfortunately, it is difficult to foresee at this time the specific next steps but plans would be created at each stage of the process and communicated back to City Council.

Performance Measurement & Reporting:

According to the National Business Incubator Association (NBIA), approximately 80% of businesses that are established through an incubator stay in the community in which they are incubated. Ultimately, this opportunity could create a diversification of the Lethbridge economy, keeping technology and next generation workers and entrepreneurs in our community and providing Lethbridge with another pillar to its economic strength.

N-10

City Council Decision:
Approved

Department: **Economic Development**

Program: **Business Cluster Directory & Online Industrial Park Mapping**

	2009	2010	2011
Expenditure increase (decrease)	10,000	60,000	20,000
Net Expenditure (Savings)	10,000	60,000	20,000
Funding Source:			
MRSR One-time Allocation	10,000	40,000	0
Taxation	0	12,300	12,300
Utilities, Fleet & Land (Overhead Charges)	0	7,700	7,700
	10,000	60,000	20,000

Objective(s):

When looking at best practices in business development, one of the most beneficial tools is a comprehensive business directory by industry sector with a corresponding interactive online map -- allowing existing and prospective business decision-makers easy access to information on suppliers, distributors, services and related industries. This also provides EDL with current, relevant data supporting economic impact analysis and expanding understanding of market drivers and imperatives. This is a necessary next step in the evolution of the information tools we have been building as an organization since our inception in 2003. We continue to expand our knowledge of the local market as well as interpreting our economic indicators accurately for opportunity identification.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

Strategy for E-business - This information will significantly increase public access to economic information and demonstrate a capacity for e-services that will enhance our city's reputation as capable of these levels of online data management.

Advocacy on Behalf of the Community - This online service will connect with the provincial government as it moves toward more effective data management itself. Industry decision-makers will also view this as a valuable tool in understanding our local market and it will enhance the quality and quantity of data to support our economic development objectives.

Growth Management - Balanced growth is the objective of our economic development strategy but we have limited data, a perpetual challenge for smaller cities. Increasing our understanding of our existing mix of businesses is important in being able to determine effective targets and areas for change as well as attracting new opportunities.

Inter-municipal Planning - Effective mapping of business locations helps identify cluster development and is useful when industrial park growth is overlapping between municipalities. It can also help distinguish business drivers, helping municipalities make decisions in conjunction with industry needs.

Background:

Since its inception in 2003, EDL has worked extensively on creating relevant data sets that support effective decision-making. This business cluster directory and online mapping will further that effort and continue to move Lethbridge forward as an innovator and leader of economic information for our size of city.

Proposed Implementation Strategy:

- Year One - Identify relevant data sets and prepare an effective methodology for gathering the relevant information.
- Year Two - Complete the necessary polling and studies to create the data sets; design the online map tool; populate the system with the data and test with target markets and users. Determine any automated methods for ongoing updates to minimize manpower requirements in maintenance mode.
- Year Three - Convert to a live system, track usage and begin benchmarking of data; incorporate data into other business development tools like Business Investment Profiles.

Performance Measurement & Reporting:

As this is an information management and distribution tool, the important measurements will be related to useage and effectiveness of data. These would be tracked with online mechanisms as well as ongoing communication with users and industry.

N-11

City Council Decision:
Not Approved

Department: **Economic Development**

Program: **Assessment and Proactive Solicitation of Niche Hotel Partner**

	2009	2010	2011
Expenditure increase (decrease)	0	50,000	20,000
Net Expenditure (Savings)	0	50,000	20,000
Funding Source:			
MRSR One-time Allocation	0	50,000	20,000
	0	50,000	20,000

Objective(s):

There appears to be growing interest from the business community in the establishment of new convention facilities in conjunction with a quality hotel property. While there have been measurable increases in convention, meeting and event activity in Lethbridge over the past three years, EDL believes a more thorough needs assessment needs to be completed, similar to the one undertaken 10 years ago by the City of Lethbridge, but with the additional perspective on the potential for four-star hotel accommodations. Following completion of the needs assessment and assuming a strong business case for expanded facilities, EDL would then design a proactive, targeted campaign to attract a four-star hotel property and the related funding necessary for new facilities.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

Financial Stewardship - This approach may allow for private sector investment into a convention facility, reducing (but not necessarily eliminating) the traditional demand for convention facility funding placed on municipalities.

Advocacy on Behalf of the Community - Any facility expansion would likely involve funding from other levels of government as well so the engagement of political leadership in solutions and opportunities would be included.

Downtown Revitalization - Assuming the needs assessment demonstrates a strong case, there may be an opportunity for new facilities to be located downtown, increasing the dynamic environment in development in this central core. However, that would be subject to available land, client suitability and feasibility.

Background:

A number of established facilities are re-investing in their properties and either expanding or considering expansion of their meeting space. That is why an assessment will be timely in 2010, allowing us to encompass those changes as part of the consideration for market capacity.

The formation of convention and event specific marketing initiatives originated with the completion of the first study by the City of Lethbridge in 1998. This update would allow us to continue benchmarking our competitive situation and analyze how to proceed with further development of this economic driver.

Proposed Implementation Strategy:

The needs assessment would be completed by a consultant in 2010 and, based on the outcomes, any proactive attraction of hotel and/or convention properties would be undertaken in 2011.

Performance Measurement & Reporting:

Success will be determined by the completion of the needs assessment and the determination of next steps by the EDL Board of Directors based on that outcome and the Convention & Event Development portfolio priorities. Ultimately, the existence of appropriate, market-standard meeting facilities will be the desired outcome.

In the past three years, we have seen Convention & Event activity increase significantly. In 2008, there has been more than \$9.8 million of investment announced for Lethbridge conferences and accommodation facilities.

N-12

City Council Decision:
Approved

Department: **Economic Development**

Program: **Lethbridge Awareness Campaign**

	2009	2010	2011
Expenditure increase (decrease)	150,000	0	0
Net Expenditure (Savings)	150,000	0	0
Funding Source:			
MRSR One-time Allocation	150,000	0	0
	150,000	0	0

Objective(s):

The purpose of this campaign would be to proactively elevate the assets, strengths and attributes of Lethbridge to key stakeholders throughout the province. In particular, it would use a variety of media to increase awareness of and interest in Lethbridge by qualified workers, post-secondary students, business investors and corporations and government officials. It has been EDL's observation that awareness-raising changes perceptions about Lethbridge as a small, rural city with little to offer. Simply communicating our key messages increases appreciation of Lethbridge; and doing so can help us mitigate our labour shortages and enhance the success of our businesses, organizations and institutions.

City Council's investment of \$150,000 would be the catalyst for generating investment of approximately \$75,000 from other partners to make the total for the campaign in excess of \$225,000.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

Advocacy on Behalf of the Community -- proactively raising awareness of our city's value may result in an increase in the inclusion of Lethbridge in the decision-making processes at the provincial level. Ideally, it will build awareness of strengths to political leaders beyond the standard acknowledgement that "it's windy there, isn't it?" With greater awareness and relationship-building, there should be greater understanding and investment to meet our community's needs.

Strategy for E-Business & Downtown Revitalization -- one of the target markets would be e-business firms who would be attracted to set-up the companies in Lethbridge, preferably in the downtown to complement the Downtown Revitalization strategy.

Background:

As part of the core business of 'Respect and Reputation' at Economic Development Lethbridge, our goal is to ensure that Lethbridge is recognized and respected as a vital player in the provincial and national marketplace. To this end, EDL has initiated a political relationship-building strategy that involved a series of meetings in Edmonton in October 2008. The Lethbridge Awareness Campaign would build on that launch by broadening the message to more stakeholders and reinforcing the key messages to our government leaders. This would be built on the collective influence of Lethbridge organizations through a high-impact and high-profile promotional campaign.

Proposed Implementation Strategy:

The campaign strategy would be finalized in spring 2009 and implemented through the fall and winter of 2009-2010.

Performance Measurement & Reporting:

Returns on this kind of awareness campaign are not easily identifiable nor prompt. It is expected that inquiries by students, qualified workers, prospective businesses and others would increase as tracked by EDL and partners website activity, calls and benchmarks. If funded in addition to the campaign, there could be pre and post-perception benchmark studies to gauge whether there is an increase in understanding by a random sample, but that would be an additional cost.

N-13

City Council Decision:
Approved

Department: **ENMAX Centre**

Program: **Event Marketing and Sales Coordinator**

	2009	2010	2011
Expenditure increase (decrease)	0	0	78,200
Net Expenditure (Savings)	0	0	78,200

Funding Source:			
Additional Revenues Generated	0	0	78,200
	0	0	78,200

Effect on person years	Permanent	1.0
	Non-Permanent	

Objective(s):

To increase new revenue opportunities made available through the ENMAX Centre capital upgrade.
Provide increased opportunities for local businesses to advertise.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

This program initiative is aligned with the following Business Unit goals:

- Ensure that the ENMAX Centre continues to be a viable, multi-purpose events and entertainment centre.
- Define and manage a level of service that is sustainable for the long term.
- Meet the rising expectations and changing needs of our customers.

This initiative supports City Council's goal of demonstrating fiscal responsibility through creating an alternative revenue source to taxation.

Background:

A marketing manager position was added to the ENMAX Centre as a pilot project in 2004, and proved to be successful in revenue generation and public exposure for local businesses. During this time, the event activity has increased from 67 events in 2003 to 136 events in 2007. This suggests that there has been a doubling of the marketing opportunities and sales. It is anticipated that this event trend will continue to grow upon completion of the building expansion and upgrade project. In addition, the ENMAX Centre sees the new scoreclock, the external messaging marquee, and its event promotion website as additional media to attract advertisers.

Proposed Implementation Strategy:

The building expansion and upgrade project is planned to be completed by December 2011. Therefore, the hiring of this full time employee would commence January 2011, in conjunction with programming of the first year of operations of the expanded facility.

Performance Measurement & Reporting:

This initiative will be measured through the tracking and reporting of the following:

1. Marketing Activity Report - all marketing will be tracked in terms of activity:
 - a. Event Sponsorship
 - b. Electronic message sales - video sign advertising and sponsorship
 - c. Video Scoreboard sponsorship
 - d. Promotion of the lounge - banquet room for private rentals

N-14

City Council Decision:
Approved

Department: **Fire & Emergency Services**

Program: **Hazardous Material and Environmental Release Mitigation**

	2009	2010	2011
Expenditure increase (decrease)	250,000	55,000	55,000
Net Expenditure (Savings)	250,000	55,000	55,000

Funding Source:			
Taxation	0	55,000	55,000
Municipal Sustainability Initiative (MSI) Grant	250,000	0	0
	250,000	55,000	55,000

Objective(s):

1. Manage, contain and control hazardous materials with the goal of protecting life and preventing further environmental damage.
2. Respond to substance release incidents in the City in a manner which reduces this risk to the public and operational personnel.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

This initiative aligns with:

- City Council's goal "to contain or reduce the community's total impact on the environment" with a specific priority placed on waste, water and air quality issues.
- Leader's and the City Manager's focus to "promoting environmental sustainability through the modeling of sound environmental practices" also aligns the initiative.
- Reduce health risks to employees working with hazardous materials.

Background:

Historically, the Department provided limited functional control and reclamation of incidents involving releases of hazardous materials. Currently, the ability to manage this risk is restricted to the identification of the material and limited confinement of the product. The Department staff lack adequate training and the required personal protective equipment to safely manage incidents of even low to moderate severity. This project will involve spill response training for emergency services and Public Operations team members and the equipment to support mitigation and decontamination.

Proposed Implementation Strategy:

The strategy to address this issue includes the following:

1. Purchase and life cycling of a response trailer, decontamination unit and appropriate tow vehicle.
2. Initial and ongoing training for Department team members.

Performance Measurement & Reporting:

Annual reporting of response incidents as well as follow-up post incident reviews on all major events. This program will be monitored through post incident exposure reporting and cooperation with Integrated Risk Management.

N-15

City Council Decision:
Approved

Department: **Fire & Emergency Services**

Program: **Sustaining Live Fire Training**

	2009	2010	2011
Expenditure increase (decrease)	600,000	1,700	1,700
Net Expenditure (Savings)	600,000	1,700	1,700

Funding Source:			
Municipal Sustainability Initiative (MSI) Grant	600,000	0	0
Taxation	0	1,700	1,700
	600,000	1,700	1,700

Objective(s):

1. Ensure the competency and safety of all operational personnel through live fire training experiences.
2. Reduce environmental impacts to air quality and ground water from burning class A materials (wood and straw).

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

This initiative aligns with:

- City Council's goal to "to contain or reduce the community's total impact on the environment" with a specific priority placed on waste, water and air quality.
- Leader's and the City Manager's focus to "promoting environmental sustainability through the modeling of sound environmental practices" also aligns the initiative.
- Safe training environment.
- The City is committed to providing a safe and healthy working environment.

Background:

Live fire training is conducted at the fire training tower located at 2825 - 5 Ave North. Significant repairs to this tower in 2007 has extended its useful life for approximately 20 years. The typical training session involves the live burning of fuels to simulate structural fire conditions. This allows fire crews to maintain competence in fire control and smoke ventilation practice. This exercise produces contaminated air and water run off that is in conflict with our neighboring businesses and the Alberta Environmental Enhancement Act. By transferring live fire training over to propane gas fueled fire training props, artificial smoke systems, and re-direction of run off water, the training facility will be able to see higher compliance with environmental legislation. In addition, the equipment being purchased will provide graduated training experiences and ensure safety for all staff.

Proposed Implementation Strategy:

1. Purchase and install two interchangeable fire props into the training tower.
2. Installation of a water recovery catch basin to re-direct water to treatment facilities.

Performance Measurement & Reporting:

This objective will be tracked through training tower utilization and reduced environmental impact. This will be accomplished through the measuring of water quality & quantity from training exercises. Overall air quality will be monitored in cooperation with Alberta Environment and local environmental resources.

N-16

City Council Decision:
Approved

Department: **Fleet Services**

Program: **Programmer / Scheduler**

	2009	2010	2011
Expenditure increase (decrease)	91,200	91,200	91,200
Net Expenditure (Savings)	91,200	91,200	91,200

Funding Source:			
Fleet Services	91,200	91,200	91,200
	91,200	91,200	91,200

Effect on person years	Permanent	1.0	1.0	1.0
	Non-Permanent			

Objective(s):

To hire a Programmer/Scheduler position in the Fleet Operations business unit. The addition of this position will enable fleet operations to greatly improve the scheduling of both preventative and corrective maintenance schedules for the city's equipment fleet. Additionally, this position will create an opportunity for succession planning for the Public Operations Fleet Manager position.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

Public Operations Game Plan (Fleet Department)

Mission: Provide appropriate, safe and reliable equipment for business units to perform their tasks.

Values: Provide prompt service, be cost effective and improve quality workmanship employee safety.

Background:

Upon the recent Capital Improvement Plan approval of a new Public Operations Building (CIP D-22), a Fleet Operations study has been conducted by a consulting firm who specializes in the analysis of operational efficiencies in the business area of municipal public operations. This study analyzed many aspects of the City's Fleet Operations, including current practices and procedures, staffing, core business and value added business. One of the the primary findings from this consultant was that the cost effective utilization of in-house maintenance resources should minimize maintenance, repair turn around time and equipment downtime. However, in order to accomplish this, processes need to be in place for scheduling, documentation, report writing, estimating, warranty recovery, recalls, tracking legislated requirements and customer follow-up. A recommendation that has come from this study is the implementation of a Fleet Operations Programmer/Scheduler position.

The above mentioned duties are presently split between the Public Operations Fleet Manager and the Shop Foreman. As the work load in the fleet garage has increased over time, it is becoming more difficult to keep these responsibilities current. In the best interest of ensuring that these critical business processes are followed as well as to prepare the fleet operations department for succession planning of the Public Operations Fleet Managers position, the addition of a Programmer / Scheduler to the Fleet Operations staff is requested.

Proposed Implementation Strategy:

Hire one permanent full time Fleet Operations Planner/ Scheduler to the existing staff complement during 2009.

Performance Measurement & Reporting:

- Fleet Operations work load completed and kept on schedule
- Equipment availability time
- Safe reliable equipment
- Succession planning
- Warranty Control

BUDGET INITIATIVES

N-17

City Council Decision:
Approved

Department: **Fleet Services**

Program: **Utility II worker (10 month term)**

	2009	2010	2011
Expenditure increase (decrease)	49,600	49,600	49,600
Net Expenditure (Savings)	49,600	49,600	49,600

Funding Source:			
Fleet Services	49,600	49,600	49,600
	49,600	49,600	49,600

Effect on person years	Permanent		
	Non-Permanent		
	0.8	0.8	0.8

Objective(s):

Hire a 10 month term Utility Worker II to maintain and improve the current level of service performed by Fleet Operations to both internal and external customers.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

Public Operations Game Plan (Fleet Department)

Mission: Provide appropriate, safe and reliable equipment for business units to perform their tasks.

Vision: To be recognized as an essential internal service provider that adds value to the City business units.

Values: Provide prompt service, be cost effective and import quality workmanship employee safety.

Background:

Due to continued community growth, the City of Lethbridge's Operating Fleet has also continued to grow. This growth, coupled with increased legislated requirements pertaining to the City's responsibility of maintaining this fleet, has placed a strain in our fleet's garage operations to perform their maintenance related duties in the same timely manner as performed in past years. In the past couple of years, this has become considerably noticeable during periods where full-time staff have taken their annual vacation. The addition of a ten month term position will alleviate this staffing shortage during both vacation seasons and peak maintenance periods.

This employee will also be utilized in the parts department to aid our partsmen during busy periods.

Proposed Implementation Strategy:

Ten month term position to be scheduled and placed on regular shift rotation.

Performance Measurement & Reporting:

Utility II Workers task completed and kept on schedule

Fleet Garage Operations Preventative Maintenance schedules maintained and kept current

Equipment availability time

Safe reliable equipment

N-18

City Council Decision:
Approved

Department: **Transportation**

Program: **Community Lighting - Power Reduction**

	2009	2010	2011
Expenditure increase (decrease)	150,000	0	0
Net Expenditure (Savings)	150,000	0	0
Funding Source:			
Community Lighting Reserve	150,000	0	0
	150,000	0	0

Objective(s):

The primary objective is to instigate methods of reducing power consumption within our Community Street Light System.

The first task is to investigate alternative technologies for our existing street lights that may save power costs without sacrificing current lighting levels. The second task is to conduct a review of our lighting design levels with the intention of lowering power costs without sacrificing community safety.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

2007-2010 Towards a Sustainable Future

- 1) Environmental Policy and Plan
- 2) Financial Stewardship

Maintain Infrastructure - establish (and lower) life cycle costs (Transportation Business Plan)

Background:

Electric Operations has implemented some power consumption reductions during the bulb change out program in which 100/150 Watt bulbs were replaced with 70 Watt bulbs. Also, some 400 Watt bulbs were replaced with 250 Watt bulbs in an effort to reduce power consumption without sacrificing our design standards. At the time, approximately five years ago, LED street lights were determined not to be economical from a life cycle perspective.

Our current design criteria come from the Illuminating Engineering Society (IES) which is an established North American standard for both roadway and pathway lighting levels. We currently design our street lights to the medium level with high and low also being options within the criteria. There are also a number of other design criteria used by various municipalities.

Proposed Implementation Strategy:

The first task is to retain a consultant to investigate new technologies in the market for implementation with our current and future street light system. Technologies such as LED bulbs and "smart" street lights that power on and off and control lighting levels will be investigated. The key outcome is to establish the life cycle costs of implementing this new technology and determining the payback (in number of years) compared to what we are doing presently with our street light system.

The second task is to investigate the design criteria for other North American municipalities, review our own design criteria, hold public meetings with residents to establish "safe" lighting levels, and ultimately recommend a design criteria that balances the need for vehicle safety, pedestrian safety, corporate risk mitigation, environmental conservation, and power costs.

Performance Measurement & Reporting:

A successful outcome would be to reduce power consumption, to some degree, without negatively impacting life cycle costs and to establish a clear design criteria for our street lights approved by City Council.

BUDGET INITIATIVES

N-19

City Council Decision:
Approved

Department: **Electric**

Program: **AM/FM Support Employee**

	2009	2010	2011
Expenditure increase (decrease)	63,600	65,800	69,700
Net Expenditure (Savings)	63,600	65,800	69,700
Funding Source:			
Electric Utility Charges	63,600	65,800	69,700
	63,600	65,800	69,700
Effect on person years			
Permanent	1.0	1.0	1.0
Non-Permanent			

Objective(s):

The technical support group is utilizing this initiative to provide support to Design and System Control Groups. This position would validate and update data within our current data systems.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

This initiative is aligned with the Financial Asset Management goals. The development of accurate asset information will provide the mechanism to do proactive maintenance and system value. This knowledge will also ensure a high level of public and employee safety is maintained. The plan is a proactive action allowing the City of Lethbridge to be an industry leader in the electric field.

Background:

With the development of the GIS system, there was a need to use the best information available. This information was dated and incomplete. The use of the data allowed the project to be completed in a reasonable amount of time. This update can now be completed at a pace set by the department. Without this position, we would require the use of highly skilled individuals to the detriment of required development projects.

Proposed Implementation Strategy:

I propose to set up one new term position (three years) to start immediately. The position would ideally be filled by an individual with utility experience, but based on the current job market this is unlikely. By hiring someone immediately we have some additional flexibility to train someone with no utility experience. This new employee would be trained by senior staff.

Performance Measurement & Reporting:

The performance of this initiative would be measured by the electric technical groups ability to successfully update the data with minimal drop-off in work order production and quality.

N-20

City Council Decision:
Approved

Department: **Electric**

Program: **Data Technician**

	2009	2010	2011
Expenditure increase (decrease)	109,500	115,500	124,200
Net Expenditure (Savings)	109,500	115,500	124,200

Funding Source:			
Electric Utility Charges	109,500	115,500	124,200
	109,500	115,500	124,200

Effect on person years	Permanent	1.0	1.0	1.0
	Non-Permanent			

Objective(s):

The Electric Operations department is putting forward this new initiative as a result of increasing reliance upon data systems to run the electric utility. Metering databases and work order systems, GIS mapping, SCADA applications, digital relaying and protection systems, and the communication systems required to move data to where it is required have all grown at an extremely high rate over the past 5 years.

Although we have been successful in implementing and operating many significant data initiatives over the past five years, this has been accomplished with the skills of a single individual from the operations side of the electric utility. Because our essential service is required 365 days of the year, we must ensure we have a second technician in place as back up.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

This initiative is aligned with the business unit goal of system reliability. Without the appropriate data technician skills in place, Electric Operations will be at risk of not being able to respond in a timely fashion to electric system outages.

Background:

Although the electric utility has been using a variety of electronic systems for many years, the activities have been mainly focused in the Design and SCADA areas, where only a few employees were impacted by the advancing technologies. By providing these employees with the appropriate training, they were able to work well with the technology.

With the addition of metering functionality in 2006 and the transition of our distribution mapping system from paper to digital GIS nearing completion, we will be introducing a step change in how all of our staff interact with the electric system. It is critical that these new systems and our current staff are well supported to enable them to find and assess system information in a timely fashion.

In addition, transmission substations are an area where technology advancements have been very rapid over the past five years. This trend will continue as 20 to 30 year old protection and control systems are upgraded during the next ten year capital program with new digital systems.

Today, Electric Operations has one employee who is responsible for supporting all data systems in the field. We would be at great risk today if this employee was to become unavailable for significant periods of time.

Proposed Implementation Strategy:

The hiring of this position can proceed as soon as possible. It is recognized that there are limited people with the combined skill sets that are being recruited here. There will be significant training required of any candidate to round out their skills to support the systems we currently operate.

Performance Measurement & Reporting:

Success will be measured by the ability to support existing systems and operations staff as new digital technologies become fully integrated into the workplace.

BUDGET INITIATIVES

N-21

**City Council Decision:
Approved**

Department: **Electric**

Program: **Safety / Trades Trainer**

	2009	2010	2011
Expenditure increase (decrease)	114,700	121,000	130,100
Net Expenditure (Savings)	114,700	121,000	130,100
Funding Source:			
Electric Utility Charges	114,700	121,000	130,100
	114,700	121,000	130,100
Effect on person years	Permanent	1.0	1.0
	Non-Permanent		1.0

Objective(s):

The objectives of this new position are to:

Provide new apprentices, new employees and existing employees with a defined resource to assist them in verifying and advancing their competencies in power line work.

Ensure that industry best practices are being employed in the construction, maintenance, and operation of the Electric Utility in order to increase safety and efficiencies.

Provide timely safety codes inspections of electric utility construction to meet the requirements of the Safety Codes Act of Alberta.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

This initiative is aligned with the business unit goals of safety and efficiency. A well trained staff with verified competencies is the only way we can work safely and efficiently within the high voltage energized system.

Background:

We need to increase our abilities to bring on new staff and train them to a competent level as retirements will result in 30% to 50% of the current Electric Operations staff leaving over the next five years. Although we are actively recruiting Journeyman level employees, it is recognized that we will also need to hire a significant number of apprentices and train them to meet our manpower requirements over the next ten years. The Safety / Trades Trainer will be a defined resource who will facilitate specialized training sessions and work alongside crews to ensure they have a resource to receive ongoing training.

Electric Operations has not had consistent "best practices" upgrade training in the past for trades personnel. As a result, the department has not kept up with many of the advancements in work and safety methods which are now considered industry standard. Budget has been requested to provide best practice educational material and training by an accredited high voltage training specialist. Beyond the formalized training, it will take consistent re-enforcement from the Safety / Trades Trainer for the newly trained skills to become the good habits of both new and existing staff.

Proposed Implementation Strategy:

The Safety / Trades Trainer will spend significant time in the field working with crews to verify and improve their skills. In addition, crew observations will define where further training or new methods are required to keep crews working at high efficiencies. The trainer will also require time in the office interacting with the high voltage training specialist, putting training materials together, and specifying / purchasing new tools and equipment.

Performance Measurement & Reporting:

The success of this initiative will be measured by the establishment of programs to verify and upgrade trade competencies for both new and existing employees working within the electric utility.

N-22

City Council Decision:
Approved

Department: **Electric**

Program: **System Patroller / Maintenance Planner**

	2009	2010	2011
Expenditure increase (decrease)	114,700	121,000	130,100
Net Expenditure (Savings)	114,700	121,000	130,100
Funding Source:			
Electric Utility Charges	114,700	121,000	130,100
	114,700	121,000	130,100
Effect on person years	Permanent 1.0	1.0	1.0
	Non-Permanent		

Objective(s):

The Electric Operations department is putting forward this new initiative in order to ensure that an accurate assessment of the condition of existing electric utility assets is captured in a timely fashion. With the assessment data captured, the patroller will become the maintenance planner. Based on the proven field competencies of the Patroller / Maintenance Planner, a list of prioritized projects that will maintain and / or enhance the reliability and safety of the electric utility will be generated. The prioritized list will then be communicated to the Electric Design department to define work orders to effectively address the issues on the maintenance list.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

This initiative is aligned with the Financial Stewardship and Safe Community goals. By providing accurate and thorough patrol data, the electric utility can ensure the public safety of existing assets and focus maintenance and upgrade project funding in required areas based on the knowledge of a senior field foreman.

Background:

To date, patrol data has come into the electric utility as a result of staff observations while actively working on the system. Because there has never been a formalized process to capture these observations, only the issues related to imminent public safety have been dealt with in a timely fashion. Given the age of the electric system infrastructure (the majority of the system installed between 1960 and 1980), it is becoming increasingly important to take a proactive role in patrolling and planning maintenance activities to ensure continued reliability and safety.

Proposed Implementation Strategy:

In order to pursue this initiative we must be successful at attracting new journeyman Power Line Technicians to our system. During the last operating budget cycle (2006-2008) we attempted to have a full time patroller, but due to capital work load within the system and a shortage of qualified Power Line Technicians, we have only been able to keep a staff member in a patrol roll for three months out of the year.

Performance Measurement & Reporting:

Success of this initiative will be measured in our ability to complete timely patrols and generate a prioritized maintenance plan for electric design. Drive by patrols will be completed every two years and detailed patrols every five years.

N-23

City Council Decision:
Approved

Department: **Utility Services**

Program: **Utility Systems and Billing Manager Position**

	2009	2010	2011
Expenditure increase (decrease)	102,300	102,300	102,300
Net Expenditure (Savings)	102,300	102,300	102,300

Funding Source:			
Recovery from Utilities	76,725	76,725	76,725
Administration Fee	25,575	25,575	25,575
	102,300	102,300	102,300

Effect on person years	Permanent	1.0	1.0	1.0
	Non-Permanent			

Objective(s):

Results in a \$0.10 increase to monthly administration fee in 2009.
The Utility Services Manager has assumed the role of managing the operational details of the systems and billing functions for Utility Services. This responsibility takes a significant effort and time, which makes it difficult for the Manager to focus on steering the operation and staying up-to-date on changes in the utility industry that may have significant impact on how we operate (e.g., the introduction of micro-generation and widespread interval meter use for electric, changes in billing practices, innovative customer care and collections techniques and the trends in new technology).
Also, Utility Services has little capacity to manage new systems and billing initiatives requested by the Utility departments.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

Provides opportunity to enhance our ability to support Council's strategy for E-business
Supports Utility Services goals of:
Meeting IT requirements of internal partners
Improving access to billing related data by internal partners and customers

Background:

Utility Services was established in 2005 to provide customer care and collections operations, design processes and coordinate activity of City partners to bill for utility service and create and manage systems that integrate the information from systems of all stakeholders. On the systems side, the initial challenge was to create a transaction exchange (UTX) that processed/directed all utility related transactions received by or sent from the City (5 million records processed per month). These transactions are critical to our ability to accurately bill for utilities and meet legislated requirements related to electric deregulation. The existing system is stable but requires periodic modifications to meet changing needs.
Utility services coordinates system interfaces with partner systems to ensure information flows effectively between them. Changing user needs often result in a series of modifications to several systems which requires detailed analysis to ensure the appropriate action is taken.
Utility Services provides system development and support to the Water and Waste departments to help them manage their assets (e.g., meters) and support their billing needs related to changing programs (e.g., create links that help communicate information between Customer Care and operational areas).
Support the third party meter reading system to ensure reads are available and we can trust the data received.

We face an ongoing challenge to maintain existing systems and develop new systems and processes required by water and waste utilities and support links to electric systems. For example, providing consumption data through GIS, providing ad hoc access to meter and billing data and analyse stand-alone billing systems (landfill billing) to identify opportunities for improvement.

Much of the design, coordination and direction for this development has been done by the BU Manager. This leaves little time for higher level planning to steer the department.

Proposed Implementation Strategy:

Define role of manager and related departmental structure in 2008. Fill the position in Q1 of 2009.

Performance Measurement & Reporting:

Measure of our ability to meet changing need in a timely and effective manner.

N-24

City Council Decision:
Approved

Department: **Utility Services**

Program: **Customer Care and Collections Additional Staff**

	2009	2010	2011
Expenditure increase (decrease)	74,000	74,000	74,000
Net Expenditure (Savings)	74,000	74,000	74,000

Funding Source:			
Late Payment Penalty	74,000	74,000	74,000
	74,000	74,000	74,000

Effect on person years	Permanent	1.0	1.0	1.0
	Non-Permanent			

Objective(s):

Results in a 0.5% increase to the late payment penalty rate from 2.5% to 3%.
To provide an increase in service level and business improvement in the following areas:

Collections: Develop processes and provide additional collection activities for inactive services, returned mail, commercial accounts, collection agency monitoring, reconciliation and liaison with the Finance Department.

Increase Service Levels: Provide increased billing and customer care service levels for Business Units. e.g. Waste billing, water meter installation coordination. Maintain E-Services initiatives. Provide public education/information programs.

Work load reallocation: Provide billing support services at CSR level for work previously done by the SME and Utility Analyst positions. Provide payment processing (work currently being done by Cognera).

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

It supports the Utility Services Mission: "Our mission is to provide accurate billing, quality customer care and timely collections for utility billing stakeholders."

It supports City Council Strategic Plan "Working Together for Tomorrow" and the Corporate Plan "Building a Better Place".

Supports Council priority of fiscal stewardship through more effective collections.

Background:

Some E-Services have been started and require part time maintenance. Billing support that can be provided at the CSR level will be moved from the Utility Analyst position to provide capacity in that position. Liaise with Finance to process transaction (e.g., write offs, collection agency payments) as they impact Unify and JDE.

Proposed Implementation Strategy:

It is proposed that this staff member would be added early 2009.

Performance Measurement & Reporting:

The performance will be measured using existing PMI's. (e.g. Call answering, AR reporting, Write off.)

N-25

City Council Decision:
Approved

Department: **Landfill**

Program: **Landfill Footprint Expansion Approval Process**

	2009	2010	2011
Expenditure increase (decrease)	100,000	150,000	0
Net Expenditure (Savings)	100,000	150,000	0
Funding Source:			
Landfill Accumulated Surplus	100,000	150,000	0
	100,000	150,000	0

Objective(s):

To increase waste disposal capacity at the Lethbridge Regional Landfill. This will ensure the availability of long-term cost effective waste disposal services for the City of Lethbridge and surrounding communities.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

This initiative is aligned with the desired outcomes of several City of Lethbridge planning documents. The initiative supports the vision of the leaders group to "promote environmental sustainability through the modeling of sound environmental practices", and the provision of "financial stewardship - focusing on the long term while maintaining a responsible policy framework", Building a Better Place. The initiative also supports Waste & Recycling Services mission "to provide the community with an integrated and sustainable waste management system so as to maintain a clean, healthy urban environment", Waste & Recycling business Plan 2009 - 2011 and the 2009 City of Lethbridge Landfill Masterplan to be undertaken prior to commencing this project.

Background:

The City of Lethbridge owns and operates the Lethbridge Regional Landfill. The landfill provides safe, environmentally sound waste disposal for over 140,000 people in 14 communities. Waste disposal in the landfill has been steadily increasing in recent years, and in 2007 over 170,000 tonnes of waste and recyclables were processed in the facility, including 140,000 tonnes that was disposed of in the class II landfill. Based on recent rates of growth the current permitted class II landfill will be at capacity in between 12 and 15 years. During 2009, Waste & Recycling Services will undertake a landfill Masterplan to address the communities short and long term disposal needs. Subsequent to that, application will be made to Alberta Environment for expansion of the landfill. Expansion applications tend to expose community sensitivities and it is expected that there may be some local opposition to this plan. There will be significant emphasis on community engagement, consultation, and negotiation if required. These activities may extend the duration of the process.

Proposed Implementation Strategy:

1. Complete landfill Masterplan - 2008, 2009
2. Select consultant for the approval application - 2009
3. Functional design review and selection - 2009
4. Make application with Alberta Environment - 2009
5. Public consultation - 2009, 2010
6. Regulatory review - 2010
7. Obtain approval - 2011

Performance Measurement & Reporting:

1. Future disposal capacity
2. Disposal costs
3. Maintaining good working relationships with the regulatory
4. Maintaining good working relationships with neighbours

N-26

City Council Decision:
Approved

Department: **Landfill**

Program: **Composting Pad Construction**

	2009	2010	2011
Expenditure increase (decrease)	160,000	10,000	10,000
Net Expenditure (Savings)	160,000	10,000	10,000
Funding Source:			
Landfill Operations	10,000	10,000	10,000
Landfill Accumulated Surplus	150,000	0	0
	160,000	10,000	10,000

Objective(s):

Reduce organic disposed of in the landfill through the provision of sustainable composting capacity to process material collected through the residential yard waste program.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

This initiative is aligned with the desired outcomes of several City of Lethbridge planning documents. By increasing compost processing capacity, additional opportunities are realized to "contain and reduce the communities total impact on the environment", 2007 - 2010 Towards a Sustainable Future. The project also supports Waste & Recycling Services mission "to provide the community with an integrated and sustainable waste management system so as to maintain a clean, healthy urban environment", Waste & Recycling Business Plan 2009 - 2011 and the 2008 City of Lethbridge Comprehensive Waste Prevention/Waste Reduction Masterplan.

Background:

In the 2006 - 2008 Operating Budget, initiative N-28 was approved for a three year pilot to investigate alternative processing techniques for grass clippings and leaves. In the spring of 2006 a single grass drop-off site was piloted to collect grass clippings. The pilot was well received by the community and was expanded in the fall of 2006 to include two additional drop-off sites, and the sites began accepting other yard waste including leaves. Waste & Recycling Services worked with Parks Operations to have the material passively composted at their soil storage site. The pilot has had very good participation:

2006 - 109,000 kg	2009 - *1,000,000 kg	*denotes projected weight
2007 - 314,000 kg	2010 - *1,100,000 kg	
2008 - *500,000 kg	2011 - *1,200,000 kg	

A significant increase in weight in 2009 is projected due to the final phase of implementation of the automated waste cart collection program. The carts create the equivalent of a bag limit. Growth should level off starting in 2010. The Parks Operations soil storage facility is insufficient to meet processing requirements on an ongoing basis.

The proposed composting pad is not intended to accept feedstock from large business, agricultural process, or any food waste. Inclusion of these materials may require additional capacity and/or regulatory approval. There would be a one time cost of \$150K for design & construction, then an annual operating cost of \$10K.

Proposed Implementation Strategy:

1. Select process technology - 2009
2. Obtain regulatory approval - 2009
3. Design composting pad - 2009
4. Construct composting pad - 2009

Performance Measurement & Reporting:

1. Tonnes of organic waste diverted from the landfill
2. Operating costs

BUDGET INITIATIVES

N-27

City Council Decision:
Approved

Department: **Landfill**

Program: **Waste & Recycling Engineer**

	2009	2010	2011
Expenditure increase (decrease)	100,000	100,000	100,000
Net Expenditure (Savings)	100,000	100,000	100,000
Funding Source:			
Landfill Operations	100,000	100,000	100,000
	100,000	100,000	100,000
Effect on person years	Permanent	1.0	1.0
	Non-Permanent	1.0	1.0

Objective(s):

Hire a Waste & Recycling Engineer to maintain and improve the current levels of service related to administration, operation, planning and development of waste processing infrastructure. This new position is in response to community growth, increased regulatory requirements, and to provide necessary resources to reach short and long term strategic capital improvement goals.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

This initiative is aligned with a number of City of Lethbridge planning documents. The City of Lethbridge leaders group "recognizes that change is disruptive and that transition requires significant support in order to ensure the results are as planned", Building a Better Place. The initiative is in support of Waste & Recycling Services business objective, to "develop infrastructure to support collection and processing of waste and ... to secure future disposal capacity" for the community, Waste & Recycling Business Plan 2009 -2011.

Background:

Waste & Recycling Services currently has one permanent full-time staff associated with waste processing infrastructure planning and development. The most significant piece of waste processing infrastructure the City currently owns is the landfill. Landfill disposal growth and an increasingly onerous regulatory framework has placed increasing demand on existing staff. The current staff complement has made it difficult to proactively approach safe and efficient management and development of processing infrastructure. Some critical work assignments that are being considered for development during the next three years include: a comprehensive landfill master plan, application to expand the landfill, installation of construction and demolition collection infrastructure, landfill gas baseline study, scalehouse improvements, development of surface water management infrastructure, cell development, class III landfill closure design and the installation of a composting pad.

Proposed Implementation Strategy:

Add one permanent full-time Waste & Recycling Engineer to the existing staff complement during 2009. Approval of this initiative would result in tipping fee increases of \$0.50/tonne in 2009 (to \$44.50/tonne) and an additional \$0.50/tonne in 2010 (to \$48.00/tonne).

Performance Measurement & Reporting:

1. Regulatory compliance
2. Maintain current level of service

N-28

City Council Decision:
Not Approved

Department: **Recycling Services**

Program: **Expand Grasscycling Through Social Marketing Techniques**

	2009	2010	2011
Expenditure increase (decrease)	80,000	175,000	125,000
Net Expenditure (Savings)	80,000	175,000	125,000
Funding Source:			
Recycling Operations	80,000	175,000	125,000
	80,000	175,000	125,000

Objective(s):

Implement an enhanced program that promotes and educates the resident on grass cycling, utilizing social marketing tools.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

Aligns with City Council's initiative of an "Environmental Policy and Plan" as described in their document "Towards a Sustainable Future". This initiative also aligns with the business unit goal of "Implementing sustainable waste management practices through development of educational and technical support programs" This goal is presented in the 2009-2011 business plan for Waste & Recycling Services. The initiative also aligns with "Our focus is to promote environmental sustainability through the modelling of sound environmental practices" as stated in "Building a Better Place". This initiative was also described as part of the Waste Reduction Master Plan presented to City Council in February 2008.

Background:

Yard Waste is 30% of the residential waste stream. The largest single component of this waste stream is grass. A desired option is to mulch the grass back into the lawn. The City has been promoting grass cycling for a number of years. The promotion has been through the use of standard education and communication tools. Even with our promotion efforts, there is still a significant amount of grass that is collected and deposited into the landfill. Organics in the landfill are the largest contributor to the generation of methane gas in the landfill. Methane gas contributes to the generation of green house gases. One unit of methane is equal to 24 units of carbon dioxide. Municipalities largest single source reduction of green house gases can result from reducing (by diverting organics) or collecting the methane gas produced at the landfill.

The intent of this initiative is to design and launch an aggressive social marketing campaign, that will result in a change in attitude and behaviour toward grass cycling.

Proposed Implementation Strategy:

Approval of this initiative would result in rate increases of \$0.20/mo in 2009 (to \$3.60/mo) and an additional \$0.20/mo in 2010 (to \$3.80/mo).

1. Review external funding options - 2009
2. Select a consultant to develop program - 2009
3. Design a social marketing program and implementation plan, based on industry best practices - 2009
4. Design and develop strategy and tools to support education and promotion - 2009
5. Create tools to monitor participation and waste prevention - 2009
6. Create a baseline for participation at the start of the program - 2009
7. Implement social marketing tools - 2010

Performance Measurement & Reporting:

Performance monitoring and reporting will consist of:

1. Monitoring customer acceptance (including barriers)
2. Monitoring and report on participation
3. Monitor and report waste prevented
4. Monitor the the effectiveness of the different social marketing tools for our community's demographics

N-29

City Council Decision:
Approved

Department: **Wastewater**

Program: **Public Operations Training Programmer**

	2009	2010	2011
Expenditure increase (decrease)	83,600	83,600	83,600
Net Expenditure (Savings)	83,600	83,600	83,600

Funding Source:			
Water Operations	20,900	20,900	20,900
Wastewater Operations	20,900	20,900	20,900
Waste & Recycling Operations	20,900	20,900	20,900
Fleet Services	20,900	20,900	20,900
	83,600	83,600	83,600

Effect on person years	Permanent	1.0	1.0	1.0
	Non-Permanent			

Objective(s):

To hire one (1) full time employee as a Public Operations Training Programmer.
The \$83,670.00 consists of a wage of \$56,650.00, 22% for benefits of \$12,020.00 and an additional \$15,000.00 for computer, cell phone, car allowance etc.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

Growth and Public Operations Game Plan

Background:

In the past, Fleet Services had a training coordinator who was in charge of facilitating, training and testing staff from various departments on equipment such as loaders, tandems and driver training courses. The position was discontinued in 2000 and the training functions became the responsibility of each department.
Prior to 2000, the Employee Resource Centre offered training courses such as first aid, WHMIS and numerous safety courses and maintained records in PeopleSoft. Since it has become the individual department's responsibility to set up this training and monitor training records.
Public Operations departments are responsible for the training of equipment, personal development, job related safety and operating procedures. Parks and Water & Wastewater are required to have trained operators that are certified in accordance with government legislation, such as Pesticide Applicators and Water Distribution & Wastewater Collection Certification.
In 2007, the number of training sessions/courses/equipment in Public Operations is as follows:
Parks = 443 Water & Wastewater = 124
Transportation = 92 Waste & Recycling = 30 Fleet Services = 10
Total of 798 sessions/courses/equipment training.
This total does not include the staff orientations that are required every year for all casual employees.

Proposed Implementation Strategy:

Hire a Training Programmer in 2009. This position will be closely monitored by the Public Operations managers to meet the needs of the various departments which include Water & Wastewater, Transportation, Parks, Waste & Recycling Services and Fleet Services. The job duties and responsibilities for the position will include setting up all training (equipment, safety, certification) for the various departments in Public Operations; document and submit the content of in-house training for certification recognition; monitor and notify departments when employees need to be recertified; maintain PeopleSoft records; register all employees into training courses/seminars; standardize and administer equipment training forms; photo copying drivers licenses; be involved with employee orientations; have trainers trained and on hand for equipment training; arrange for contract trainers when required; and be able to produce training reports upon request by foreman/coordinators/managers. This position will also be a liaison to Integrated Risk Management.

Performance Measurement & Reporting:

- One source for training needs.
- Consistent record keeping throughout Public Operations.
- Improved monitoring of training records of employees.
- Improved notification when employees require training refresher courses i.e. first aid every three years.
- Number of people set up to be trained on equipment, for personnel development, and in job specifics.
- Consistent levels of competency.
- Improved course availability.

N-30

City Council Decision:
Approved

Department: **Wastewater**

Program: **Truck Driver/Machine Operator**

	2009	2010	2011
Expenditure increase (decrease)	56,300	56,300	56,300
Net Expenditure (Savings)	56,300	56,300	56,300

Funding Source:			
Wastewater Operations	28,100	28,100	28,100
Water Operations	28,200	28,200	28,200
	56,300	56,300	56,300

Effect on person years	Permanent	1.0	1.0	1.0
	Non-Permanent			

Objective(s):

To hire a full time truck driver/machine operator.
To be able to fully operate existing equipment.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

Growth
Restructuring of Water & Wastewater Operations

Background:

In early 2007, a permanent truck driver position (FTE) was converted into a new Water Meter Shop Coordinator position created as part of a restructuring of Water & Wastewater operations. The truck driver role has been filled with the existing staff, either reducing the amount of work completed, or at an increased cost when backfilled by casual staff. Adding this FTE and changing the truck driver position to a combination truck driver/machine operator, the department secures the ability to man the equipment and enhances our operation with a permanent employee that is trained on various pieces of equipment for peak annual vacation times and as part of our succession planning.

Proposed Implementation Strategy:

Change the Truck Driver III position to a Truck Driver/Machine Operator.
Hire one new position

Performance Measurement & Reporting:

- improved utilization of staff
- improved succession planning
- improved morale and confidence
- improved quality of trained staff
- ability to maintain the current level of service
- increased utilization of equipment

BUDGET INITIATIVES

N-31

City Council Decision:

Approved

Department: **Wastewater**

Program: **Lift Station Coordinator**

	2009	2010	2011
Expenditure increase (decrease)	112,000	82,000	82,000
Net Expenditure (Savings)	112,000	82,000	82,000
Funding Source:			
Wastewater Operations	112,000	82,000	82,000
	112,000	82,000	82,000
Effect on person years	Permanent	1.0	1.0
	Non-Permanent	1.0	1.0

Objective(s):

Dedicate one FTE to monitor and maintain the wastewater lift stations, bar screens and stormwater pumping stations. This position also encompasses the planning and scheduling of plant staff and contractors performing lift station maintenance. A dedicated truck is required for these duties and included in the costing.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

Maintain the same level of service with a growing city.

Background:

Growth of new areas in the city often require the addition of new pumping facilities to lift wastewater or stormwater into existing trunk systems. In 1990, there were 16 wastewater and stormwater pump stations in the city. This number has doubled to 32 in 2008, and continues to grow by one or two new facilities each year. Pump station operation and maintenance is the responsibility of wastewater treatment plant staff because of their mechanical and control system knowledge. The Lift Station Coordinator will be dedicated to managing the growing pump station assets. This will include managing renewal projects delivered by contractors and working with the Planner/Scheduler to insure that all preventative and corrective maintenance is performed.

Proposed Implementation Strategy:

Hire the new Lift Station Coordinator in the first quarter of 2009.

Performance Measurement & Reporting:

N-32

City Council Decision:
Approved

Department: **Water**

Program: **Purchase of a 2-ton Van**

	2009	2010	2011
Expenditure increase (decrease)	87,000	12,000	12,000
Net Expenditure (Savings)	87,000	12,000	12,000
Funding Source:			
Water Operations	87,000	12,000	12,000
	87,000	12,000	12,000

Objective(s):

Purchase a 2-ton van
The first year includes the purchase price of \$75,000.00 and operating/rental costs of \$12,000.00 for each year.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

Growth and maintaining current service levels.

Background:

In 2004, we requested that Fleet Services not dispose of unit #92205 and keep it in service as a summer vehicle for the functions of temporary water, purging and valve operations. This unit has eventually come to be used on a year-round basis without a replacement plan. A growing work load and longer construction season makes this unit essential to our operations.

The operating/rental costs paid on 92205 since 2004 were:

- 2004 = \$13,455
- 2005 = \$ 9,449
- 2006 = \$ 7,642
- 2007 = \$11,160

This initiative is to purchase a comparable unit within the fleet replacement program that funds perpetual replacement through the appropriate rental rates.

Proposed Implementation Strategy:

Purchase a new 2-ton van and add it to our fleet so that it can be replaced through the replacement program. This will provide us with a dependable unit and unit #92205 can then be taken out of service by Fleet Services as intended.

Performance Measurement & Reporting:

The cost to maintain a new unit will be less because of its age, modern technology, and warranties.

- dependable equipment.
- right equipment for the function.
- less down time.

BUDGET INITIATIVES

N-33

City Council Decision:

Approved

Department: **Water**

Program: **Vehicle Replacement**

	2009	2010	2011
Expenditure increase (decrease)	0	32,500	3,300
Net Expenditure (Savings)	0	32,500	3,300
Funding Source:			
Water Operations	0	32,500	3,300
	0	32,500	3,300

Objective(s):

Replacement of vehicle identified under Fleet's updating program.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

Asset Management, Fleet updating program.

Background:

The existing 1993 unit has been flagged by Fleet Services for replacement. This unit is not presently in the replacement program with fleet. The existing unit has been a rental at the plant for the past year and provides day to day transportation for maintenance, and operations staff, as well as weekly sample collection. The new Plant Coordinator role also requires transportation for both field review of jobs and projects, and arranging/acquiring of supplies, repairs and services.

Proposed Implementation Strategy:

Continue with present rental unit and replace unit under the fleet rental/replacement program in the first quarter of 2010.

Performance Measurement & Reporting:

- Increased reliability.
- Maintained vehicle availability.
- Scheduled vehicle replacement in the future funded from fleet rates.

N-34

City Council Decision:
Approved

Department: **Downtown BRZ**

Program: **Building Rehabilitation-Mainstreet Program Replacement Funds**

	2009	2010	2011
Expenditure increase (decrease)	37,500	75,000	75,000
Net Expenditure (Savings)	37,500	75,000	75,000
Funding Source:			
Downtown Redevelopment Fund (3 yrs.)	37,500	75,000	75,000
	37,500	75,000	75,000

Objective(s):

To contribute financial resources to assist the Downtown Business Revitalization Zone to continue to undertake mainstreet building rehabilitation projects.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

'Towards a Sustainable Future' goal of continued Downtown Revitalization.

Background:

The Province of Alberta will stop funding the Mainstreet program in August 2009. The Mainstreet Project is integral to the successful revitalization of downtown and ongoing restoration, enhancement and maintenance of buildings in the downtown core.

Proposed Implementation Strategy:

The requested financial resources will allow 'business as usual' to continue. City funds will replace Provincial funds that are going to be discontinued. It is recommended that the program be continued for three years. Continuance beyond three years would be subject to review and recommendation by the Downtown Revitalization Steering Committee.

Performance Measurement & Reporting:

- The downtown BRZ submits annual budget and financial reports which include the following performance measures:
- The number of completed projects
- Value of additional private investment
- Downtown Vacancy rate

BUDGET INITIATIVES

N-35

City Council Decision:

Approved

Department: **Downtown BRZ**

Program: **Downtown Business Revitalization Zone Coordinator**

	2009	2010	2011
Expenditure increase (decrease)	12,000	24,000	0
Net Expenditure (Savings)	12,000	24,000	0
Funding Source:			
Downtown Redevelopment Fund	12,000	24,000	0
	12,000	24,000	0

Objective(s):

To contribute financial resources to assist the Downtown Business Revitalization Zone Board to continue efforts to promote Downtown Revitalization.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

Downtown Revitalization is one City Council's goals in their "Towards a Sustainable Future" 2007 - 2010 Strategic Plan.

Background:

The province funds a portion of the coordinator's position through the Mainstreet Project. The Province will stop funding the Mainstreet project in August 2009. The Coordinator's position is integral to the successful revitalization of the downtown and ongoing restoration, enhancement and maintenance of buildings in our downtown core.

Proposed Implementation Strategy:

The requested financial resources will allow 'business as usual' to continue. The City of Lethbridge currently contributes \$34,000 towards the Mainstreet project. Additional funds would be supplied by the City of Lethbridge and come from the current allocation for Downtown Revitalization Redevelopment Fund. Without additional funding from the City or from the BRZ, the coordinator's position would be discontinued or become part-time affecting the ability of the BRZ to revitalize downtown.

Performance Measurement & Reporting:

The downtown BRZ submits annual budget and financial reports which include the following performance measures:

- The number of completed projects.
- Value of additional private investment.
- Downtown Vacancy rate.

BUDGET INITIATIVES

N-36

City Council Decision:
Approved

Department: **Infrastructure Services Parks Management**

Program: **Ongoing Graffiti Abatement Program**

	2009	2010	2011
Expenditure increase (decrease)	60,000	60,000	60,000
Net Expenditure (Savings)	60,000	60,000	60,000
Funding Source:			
Taxation	60,000	60,000	60,000
	60,000	60,000	60,000
Effect on person years			
Permanent			
Non-Permanent	1.0	1.0	1.0

Objective(s):

To hire two laborers to conduct an ongoing seasonal city-wide graffiti abatement program.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

In the spring of 2008, City Council passed a resolution that directed the City's parks department to pilot a graffiti abatement program to effectively combat the City's rising graffiti problem. This initiative will expand upon the success of this pilot project.

Background:

In 2008, a blitz program was implemented at Council's request as a measure to remove graffiti from City property. This pilot program consisted of three crews of two at a cost of \$50,000 per crew for five months. This program was a success, resulting in the removal of thousands of graffiti "tags" and causing a marked decrease in the amount of new graffiti vandalism.

Proposed Implementation Strategy:

Hire two laborers in the spring of 2009 at a cost of \$50,000.00.
To add a summer use vehicle for these positions in the spring of 2009 at a cost of \$7,000.00 yearly.
Purchase of supplies at approximately \$3,000.00 per year.

Performance Measurement & Reporting:

- Reduced amount of graffiti present in the City.
- Response time to remove new incidents of graffiti.

N-37

City Council Decision:
Approved

Department: **Facility Services**

Program: **Rotating Park Security**

	2009	2010	2011
Expenditure increase (decrease)	52,400	52,400	52,400
Net Expenditure (Savings)	52,400	52,400	52,400

Funding Source:			
Taxation	25,000	25,000	25,000
Downtown Redevelopment Fund	27,400	27,400	27,400
	52,400	52,400	52,400

Objective(s):

To hire a qualified security company to provide an enhanced level of security services to Galt Gardens, feature City parks and block parks.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

This initiative aligns with the Heart of Our City Master Plan Campaign and City Council's desire to revitalize Downtown Lethbridge as well as to help create safer, more open and welcoming environments for block and feature city parks.

Background:

1. Safety and a sense of security are of paramount importance to downtown revitalization efforts. If people do not feel safe, they will avoid coming to Galt Gardens and Downtown. In addition, as more investment in amenities is expended in downtown, it becomes increasingly important to protect those assets.
2. Late night mischief and vandalism have increased dramatically. The increased level of security downtown has caused undesirable behaviour to spread outwards to feature parks and block parks city-wide. These areas have become popular for late night vandalism and partying at different times of the year. As well, the river valley parks are locked by gate in the evening and as a result, provide "police free" party areas for foot traffic the remainder of the night.

The enhanced security would patrol the locked areas after midnight as necessary to discourage this activity.

This initiative would allow security services to focus on the areas that are becoming sites for such behaviour while enhancing the safety and security of Galt Gardens and its growing collection of assets.

Proposed Implementation Strategy:

1. To deploy a security in Galt Gardens from 10:00 p.m. to 2:00 a.m. daily, year-round.
2. To schedule a rotating park security system which would attempt to reduce levels of undesirable activity throughout the summer season. The proposed program hours would be midnight to 4:00 a.m. daily from May 1 to September 30.
 - The particular locations of operation will include various parks as required including: Henderson Park, Lethbridge Tennis Club, Fairmont Park and area, Nicholas Sheran Park, Gyro Park, schools playgrounds and the river valley parks.
3. This additional security coverage would allow the City to focus on the "hot zones to reduce vandalism and increase levels of public safety.

Performance Measurement & Reporting:

- Enhanced sense of safety and security in Downtown at night.
- Safer park environment at night.
- Reduced vandalism.
- Reduced reliance on police.
- Reduced undesirable behavior in parks.

N-38

City Council Decision:

Department: **Infrastructure Services Parks Management**

Program: **Enhanced Tree Planting**

	2009	2010	2011
Expenditure increase (decrease)	30,000	60,000	90,000
Net Expenditure (Savings)	30,000	60,000	90,000
Funding Source:			
Taxation	30,000	60,000	90,000
	30,000	60,000	90,000

Objective(s):

To rehabilitate the City of Lethbridge's Urban Forest by increasing the annual planting program.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

This initiative is driven by the City's parks operations department's goal of maintaining a healthy, attractive, and sustainable urban forest.

Background:

The Urban Forestry program currently plants approximately 350 trees per year, including replacements, at a cost of approximately \$200.00 per tree. This initiative would promote a phased in increase of an additional 800 trees to be planted over the next three years. Increasing the program would rehabilitate the Urban Forest in mature areas including Henderson Lake Park, Nicholas Sheran Park, Gyro Park, Galt Gardens, Brewery Hill and Indian Battle Park where the trees are in a state of decline.

Some of the many benefits of trees to a municipality:

- provide character, beauty and increased property values
- temperature moderation, shade in summer, shelter in winter
- carbon dioxide absorption (reduction in greenhouse gases)
- oxygen production (1 acre of trees produces enough oxygen to keep 18 people alive)
- noise reduction (100' width of trees absorbs 6 -8 decibels of noise)
- historical value
- pollution absorption

Proposed Implementation Strategy:

In the spring of 2009, an enhanced tree planting program would be implemented using both City forces and contractors.

Performance Measurement & Reporting:

- Increased citizen satisfaction as per surveys.
- Increased tree canopy percentage to City specifications.
- Aesthetically pleasing parkland into the future.
- Lessened impact in case of disease or insect outbreak.

N-39

City Council Decision:

Approved

Amended Dec 8, 2008

Department: **Transportation**

Program: **Funding of Parking Administration**

	2009	2010	2011
Expenditure increase (decrease)	114,000	114,000	114,000
Net Expenditure (Savings)	114,000	114,000	114,000
Funding Source:			
Taxation	114,000	114,000	114,000
	114,000	114,000	114,000

Objective(s):

Address April 28, 2008 recommendation from the Downtown Redevelopment Steering Committee with respect to allocation of administrative functions to parking operations and the resulting funding from parking revenues.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

2007-2010 Towards a Sustainable Future, Financial Stewardship.

Background:

On April 28, 2008, a report was received from the Downtown Redevelopment Steering Committee and City Council was asked to consider several recommendations. One of their recommendations, was " that the current practice of assigning the full costs of the two Traffic and Operations senior administrative positions to the Off-Street Parking Reserve be reviewed." Their argument for making this change was. "As noted in the previous recommendation, it is important to delineate the costs that can appropriately be attributed to Downtown parking. Clearly, the duties carried out by the senior administrative personnel in the Traffic and Operations Department are not solely related to parking. It should be possible to pro-rate those responsibilities, and fund that portion applicable to parking from the parking meter reserve."

Presently there are two Traffic Operations salaries funded from the Parking Meter Revenue; Traffic Operations Manager and Traffic Technician due to their involvement with parking in the downtown. This has been consistent with the last three year budget. Due to growth the 2009-2011 budget includes one additional traffic technician. This additional position has been funded from taxation in the 2009-2011 budget.

The Transportation Department has assessed the percent of time spent by these three individuals on Parking Operations, primarily in the downtown to be approximately 33% per year.

Resolution brought forth by Council to debate on December 8, 2008.

T.H. WICKERSHAM:

AND FURTHER BE IT RESOLVED THAT the 2009-2011 Operating Budget be amended to reflect a change to Initiative N-39 (Funding of Parking Administration) so that effective January 2009, two-thirds (2/3) of Traffic Administration costs continue to be funded from the Off-Street Parking Reserve and the \$114,000 be allocated to the corporate contingencies budget.

-----CARRIED

Proposed Implementation Strategy:

City Council consider shifting the funding of these three positions to be 33% funded from parking revenues and 67% from taxation.

Performance Measurement & Reporting:

BUDGET INITIATIVES

N-40

City Council Decision:

Approved

Department: **Transit**

Program: **Seniors Transportation "Go Friendly Shuttle"**

	2009	2010	2011
Revenue decrease (increase)	(8,000)	(8,000)	(8,000)
Expenditure increase (decrease)	90,000	90,000	90,000
Net Expenditure (Savings)	82,000	82,000	82,000

Funding Source:			
Taxation			
	82,000	82,000	82,000
	82,000	82,000	82,000

Effect on person years	Permanent	1.0	1.0	1.0
	Non-Permanent			

Objective(s):

To facilitate access to senior citizen programs for seniors who cannot use the regular public transit system

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

"Affordable means of transportation continues to be a major concern for older adults in Lethbridge. Although there have been significant improvements, many older people still feel that limited capacity to move around the city contributes to isolation and an overall inability to participate in community and access services." (A Framework for Social Policy July 21,2008)

Background:

LA Transit and Community and Social Development worked with a Seniors Transportation Advisory group in 2006 and 2007 to address seniors transportation issues in the community. As a result of these deliberations, the City of Lethbridge and Nord- Bridge Senior Citizens Association initiated a senior citizens transportation pilot project in 2008. As part of the project, named "Go Friendly Shuttle", Nord-Bridge provided the vehicle and scheduling services (approximately 20 hours per week), while LA Transit Access-A-Ride provided dispatching, operating and maintenance services. The service is a door-to-door service transporting seniors from home to Nord-Bridge and home again, in order to participate in Nord-Bridge programs and to improve quality of life for senior citizens in the community.

In a monitoring report to City Council on August 5, 2008, it was reported that the pilot project had been a success to date, and would continue until the end of the calendar year. Ridership had increased from 200 monthly rides in February to 450 in June. Council resolved, "That LA Transit include the continuation of the special seniors' transportation service, "Go Friendly" as a new initiative for consideration in the upcoming 2009-2011 Operating Budget deliberations".

In preliminary discussions with Lethbridge Senior Citizens Organization, it is anticipated that LSCO will apply to join the program, resulting in system expansion to approximately 40 hours per week at approximately \$70 per hour.

Proposed Implementation Strategy:

Continue service for Nord-Bridge as per the pilot project beginning January, 2009. LSCO will be added to the program when it acquires a vehicle of its own.

Performance Measurement & Reporting:

- Ridership
- Operating costs

BUDGET INITIATIVES

N-41

City Council Decision:
Approved

Department: **Transit**

Program: **Service Standard Implementation**

	2009	2010	2011
Expenditure increase (decrease)	113,000	349,000	416,000
Net Expenditure (Savings)	113,000	349,000	416,000
Funding Source:			
Taxation	113,000	349,000	416,000
	113,000	349,000	416,000
Effect on person years	Permanent 0.3	4.0	4.0
	Non-Permanent		

Objective(s):

To meet the Transit Service Standard of 30 minute service up to 10:00 pm in the evening and on Saturday mornings.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

Transit Service Standards

Background:

As per Transit Service Standards, adopted by City Council in 2007, LA Transit will provide service every 30 minutes during "core" hours, defined as: 6:00 am - 10:00 pm weekdays, 7:00 am - 7:00 pm Saturdays and 8:00 am - 7:00 pm Sundays. Currently, 30-minute service is provided from 6:00 am to 7:00 pm on weekdays, and 10:00 am to 7:00 pm on Saturdays. In order to continue to build transit services and provide the level of transit service as defined by the community, it is recommended that full implementation of the 30-minute service be staged as follows:

1. September 1, 2009: Introduce 30-minute service, 7:00 pm to 10:00 pm, Monday to Friday (annual cost \$355,000)
2. January 1, 2011: Introduce 30-minute service, 7:00 am to 10:00 am, Saturdays (annual cost \$71,000)
3. January 1, 2012: Consider, as part of 2012-2014 Operating Budget deliberations: implementing 30-minute service on Sundays (annual cost \$320,000)

It is noted that revenue increases resulting from these service level increases will be minimal, as most transit customers who will travel during these time periods will likely already be monthly pass purchasers. Therefore, ridership will increase with the increased service, but there will only be a slight increase in revenues. However, with the exception of Sundays, transit services will have met full service levels, as defined by the community, by the end of the 2009-2011 Operating Budget cycle.

Proposed Implementation Strategy:

1. Implement 30-minute transit service from 7:00 pm - 10:00 pm Monday to Friday in September, 2009 at a net cost of \$113,000
2. Implement 30-minute transit service from 7:00 am to 10:00 am Saturdays in January 2011, at a net cost of \$71,000

Performance Measurement & Reporting:

Regular passenger counts and reporting.

BUDGET INITIATIVES

N-42

City Council Decision:
Approved

Department: **Transit**

Program: **ACCESS-A-Ride Service Expansion**

	2009	2010	2011
Revenue decrease (increase)	(7,500)	(7,500)	(7,500)
Expenditure increase (decrease)	75,000	75,000	75,000
Net Expenditure (Savings)	67,500	67,500	67,500

Funding Source:			
Taxation	67,500	67,500	67,500
	67,500	67,500	67,500

Effect on person years	Permanent	0.5	0.5	0.5
	Non-Permanent			

Objective(s):

To improve access to community services/work/school for members of the community with disabilities.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

Transit Service Standards, approved May 14, 2007. The standards recommend that "No more than 85% of service capacity will be dedicated to permanent trips during peak hours".

Background:

In August 2007, LA Transit assumed operating responsibilities for paratransit services. One of the key objectives was to increase the capacity of "demand", or spontaneous requests for service. Since August 2007, total system ridership has increased by 2%, while the percentage of demand trips on the system has increased from 20% to 25% of trips. However, during Access-A-Ride peak hours of service 0700 – 0930, and 1430 – 1700 there is little or no capacity for demand calls as the system is almost completely booked with subscription trips.

The additional hours of service will increase service available for demand calls and reduce wait times during weekday peak periods.

Proposed Implementation Strategy:

The budget request would provide additional service five hours per day, five days per week for 42 weeks of the year. Subscription travel drops during the summer with school use and work vacation interruptions. The service would be initiated in January 2009.

Performance Measurement & Reporting:

The percentage of demand trips vs subscription trips in weekday peak hours will be recorded and reported.

N-43

City Council Decision:
Approved

Department: **Recreation and Culture**

Program: **Sport Council**

	2009	2010	2011
Expenditure increase (decrease)	85,000	105,000	110,000
Net Expenditure (Savings)	85,000	105,000	110,000
Funding Source:			
Taxation	85,000	105,000	110,000
	85,000	105,000	110,000

Objective(s):

To provide coordination and leadership in the advancement of sport in Lethbridge. This will be done through consultation with the sport community and in collaboration with Community Services Culture and Recreation Department. The Sport Council will provide advice and make recommendations to City Council on sport issues and initiatives. This initiative was identified through community consultation leading to the development of the City's Sport and Recreation Policy.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

- City Council adopted the Sport and Recreation Policy on October 1, 2007.
- Policy implementation recommended the formation of the Lethbridge Sport Council to provide leadership and community coordination.

Background:

In October 2007, City Council adopted the Sport and Recreation Policy which recognizes the City's role in supporting and maintaining a healthy and sustainable sport and recreation delivery system. The supporting document "In Pursuit of a Preferred Future", developed by a consultant, led the steering committee through extensive consultation with community sports groups and an experts panel, recommended supporting the establishment of the Lethbridge Sport Council to assist in the development and implementation of the recommendations put forward in the policy.

Proposed Implementation Strategy:

1. Develop a fee for a service agreement with the Sport Council to provide clear expectations, outcomes and responsibilities of this leadership role.
2. Implement a staffing model to manage the Sport and Recreation Policy.
3. Acquire downtown office space, equipment and furnishings (which may be shared space with a provincially funded Sport Development Centre).
4. Implement the Organizational Strategic Plan (2008).

Performance Measurement & Reporting:

1. Satisfaction within the sport community and support for the Sport Council.
2. Community awareness and support of sports.
3. Level of community participation in sport programs.

N-44

City Council Decision:
Approved

Department: **Economic Development**

Program: **Convention & Event Coordinator Position**

	2009	2010	2011
Expenditure increase (decrease)	45,000	47,300	49,600
Net Expenditure (Savings)	45,000	47,300	49,600
Funding Source:			
Taxation	27,700	29,100	30,500
Utilities, Fleet & Land (Overhead Charges)	17,300	18,200	19,100
	45,000	47,300	49,600

Objective(s):

The position is being requested in order to further advance the successes of the development of Convention & Event activity in Lethbridge. Since the current focus was established in 2005, we have seen a significant increase in interest, activity and economic benefit to our city. This is currently managed by one person, the Director of Convention & Event Development, with ad-hoc support from the other EDL team members as needed. However, client contact volumes have grown by approximately 230% and the opportunity to continue to expand this area of Lethbridge visitor spending is reaching its threshold without additional resources. There has also been an increase in the number of community partners and this increase in marketing capacity needs to be supported with the resources to execute the marketing plans.

The core objective is to continue to capture as much of the business traveller market that fits the Lethbridge market as possible.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

Financial Stewardship - Convention, meeting and event delegates spend money (upwards of \$400 per day) in our community without drawing significant resources from it. This generates revenues for local businesses, keeping them viable and vibrant. It supports our tax base and ensure ongoing maintenance and expansion of local facilities.

Background:

Here are some of the statistics demonstrating growth in activity and results in this portfolio: 43 planners visited our booth at three shows in 2006, with 26 of them indicating they would or may consider Lethbridge. At the same three shows this year, 141 planners visited the booth and 117 of them indicated they would or may consider Lethbridge. Each of these 'qualified leads' are personally contacted for follow-up. Also, with the approximately \$10 million in accommodation and meeting upgrades being undertaken by our hotel partners, there is even more opportunity to market our facilities for conferences, meetings and events.

Proposed Implementation Strategy:

This position would support the objectives outlined in the 2009 - 2011 EDL Business Plan under the core business of Convention & Event Development.

Performance Measurement & Reporting:

Success of this portfolio continues to be measured by the increase in the number of convention, meeting and event bookings and the related spending multipliers. The number of area partners investing in convention and event marketing has grown, which expands the marketing capacity in this area. Private investment in existing and new convention and meeting facilities is also an indicator of success in expanding the market and projections indicate nearly \$10 million in renovations is expected over the next 18 to 24 months.

N-45

City Council Decision:
Approved

Department: **Library**

Program: **Communications & Fund Development Coordinator**

	2009	2010	2011
Expenditure increase (decrease)	0	45,000	45,000
Net Expenditure (Savings)	0	45,000	45,000
Funding Source:			
MRSR One-time Allocation	0	45,000	45,000
	0	45,000	45,000

Objective(s):

To continue and build on the planned success of the Library's fundraising plans related to the West Lethbridge Centre and overall system fund development during the 2008 to 2010 period.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

This initiative is related to Council's goals of community engagement and financial stewardship. The Library Board, at a May 15, 2008 special meeting, called to review budget considerations and selected this initiative as a high priority for 2011.

Background:

The library received seed funding to begin a fundraising program. In 2008, a consultant was hired to develop the plans for the library to implement the program. This seed funding will take the library through the 2009 and 2010 budget years, however the program will end in 2011 without additional resources.

The West Lethbridge project gives the library a huge opportunity to kick start an ongoing fund development program. This initiative will provide the necessary resources to ensure the one time project successes are not lost going forward.

Proposed Implementation Strategy:

Over the next 2.5 years, the library will implement a 2008 Consultants Fundraising Plan using contractors and internal resources. In 2011 the library intends to continue to develop the contacts and resources identified during the initial fundraising program. With this position, fund development will become a regular part of library operations and be integrated into program and service development.

Performance Measurement & Reporting:

Performance will be measured against the targets established by the Lethbridge Public Library Board after the current Fund Development Project is completed in 2010.

N-46

City Council Decision:
Not Approved

Department: **Library**

Program: **Financial Technician**

	2009	2010	2011
Expenditure increase (decrease)	58,600	58,600	58,600
Net Expenditure (Savings)	58,600	58,600	58,600
Funding Source:			
Taxation	58,600	58,600	58,600
	58,600	58,600	58,600
Effect on person years			
	Permanent	1.0	1.0
	Non-Permanent		1.0

Objective(s):

To fully participate and take advantage of the City's new JDE system and assist the Business Coordinator (ie: office manager) in performing the requisite data entry, requisitioning, data analysis and general financial and payroll related clerical functions, the library requires a full time Financial Technician.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

This initiative impacts several of Council's strategic priorities including: accountability; organizational environment; good decisions; good relations and partnerships. It is the Library's intent to implant an administrative cadre that matches as much as possible the City's and other special purpose bodies staffing in this regard, thus enhancing the Library's ability to fully participate in the City's financial, payroll, risk management, and other computer functions.

Background:

The Library is currently in the process of establishing an administrative support team that matches as much as possible the work duties of a typical City business unit or special purpose body such as the Police Commission. The Business Coordinator will emulate the duties of an Office Manager, and the Executive Secretary will provide secretarial services to the Director's Office and the Board. With increased budgets and staffing brought on by the administration and planning for a new 20,000 sq ft Branch and the various goals and objectives identified in the Library's new plan of service, there is a need for one additional administrative clerical support position that would assist the Business Coordinator with financial data entry, report generation and other financial/payroll tasks.

Proposed Implementation Strategy:

Complete the third and final phase of the Library's Office Manager reorganization which so far has resulted in the reclassification of the two office manger positions to one Business Coordinator and one Executive Secretary. The final phase would entail hiring a Financial Technician to assist the Business Coordinator and others in finance-related support tasks.

Performance Measurement & Reporting:

1. Timely financial and payroll data
2. Better financial accounting which enhances accuracy of financial reports
3. Better response time line to City for financial data
4. Succession planning, improving cross training opportunities.

N-47

City Council Decision:
Approved

Department: **Library**

Program: **IT Coordinator**

	2009	2010	2011
Expenditure increase (decrease)	90,000	90,000	90,000
Net Expenditure (Savings)	90,000	90,000	90,000

Funding Source:			
Taxation	90,000	90,000	90,000
	90,000	90,000	90,000

Effect on person years	Permanent	1.0	1.0	1.0
	Non-Permanent			

Objective(s):

The Library is an information technology heavy organization and with each year technology is becoming more integral to being able to provide the level of service expected by a large urban population. The Chinook Region has been providing these services to LPL but as the needs of the Lethbridge community grow and the IT infrastructure develops, the library needs to build on the services and resources provided by the Chinook Region to meet the needs of the Library and the residents of Lethbridge. The addition of one full time IT Coordinator to the Library's staff complement would address many of the Library's IT issues that will only increase as we move to a multi-branch library system.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

This initiative will allow the library to respond to Council's strategic priorities in communications strategy and strategy for E-business. The Library Board's Five Year Plan of Service is focused on IT and online services and this position will greatly assist the library in moving forward on these goals.

Background:

The library has three different information technology infrastructure systems or inputs (Chinook Arch, City of Lethbridge and internal), and each system is required to maintain integrated operations. As needs have grown, our service providers have increased expectations of the library's ability to communicate its needs at a higher level than is currently available within the organization. The Library has increased its basic level IT support internally creating an additional 1 FTE in 2008, bringing the organization to 1.5 FTE. This level of support is still inadequate to maintain our systems and to communicate our needs to the Chinook Region and the City at a level that provides the support required. This complexity is expected to grow with the implementation of the West Lethbridge Centre Library.

According to a Gartner Workforce Study, the Library should have 2.6 FTE to support the current level of information technology, with the addition of the West Lethbridge IT resources even this level of coverage will be insufficient unless Chinook Arch can provide additional resources. (http://www.gartner.com/4_decision_tools/measurement/where_you_stand/staff_survey2.html)

Proposed Implementation Strategy:

Using a recent review of IT support available and discussions with the City and Chinook Arch, the library will create and post a position at the management coordinator level. This position will be posted early in 2009 to ensure the manager is in place and skilled in the library's systems for the final planning of the West Lethbridge Centre Branch Library IT systems and ensure appropriate integration with the Main Library, the City, and Chinook Region.

Performance Measurement & Reporting:

A more stable IT infrastructure with less downtime for systems and better communication with the Chinook Region on the library's needs and resources. Ongoing increases in the Library's ability to provide enhanced services to the public both from physical locations but also virtually 24/7.

N-48

City Council Decision:
Approved

Department: **Galt Museum**

Program: **Administrative Assistant**

	2009	2010	2011
Expenditure increase (decrease)	57,000	57,000	57,000
Net Expenditure (Savings)	57,000	57,000	57,000

Funding Source:			
Taxation	57,000	57,000	57,000
	57,000	57,000	57,000

Effect on person years	Permanent	1.0	1.0	1.0
	Non-Permanent			

Objective(s):

To Increase productivity for museum staff and board. A large amount of time is spent by the CEO, Curator, Chair of the Board, Marketing Coordinator, Special Events/Volunteer Coordinator, etc. producing documents, booking meetings and preparing mail. Volunteers are attempting to help with filing. A skilled Administrative Assistant would increase the productivity and appropriate presentation of the organization. The assistant would also support on-going database accuracy.

We intend to build community support through a direct mail campaign. The first mailing will be to three to four thousand people. We need support in administration of this on-going campaign.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

The Galt is committed to Council's outcomes of "fiscal constraint", as well as "enhanced quality of life" by access to cultural institutions. We intend to develop three centres for revenue. Administrative support to fundraising is essential for two of the areas for development, annual campaigns and special events.

Background:

The two assumptions are that:

- An expert in administrative support would increase the effectiveness and efficiency of a number of staff
- After our database is set up and cleaned up through the use of a grant, we will need a staff person to sustain the quality of our community communications.

Proposed Implementation Strategy:

In 2008, the Galt will have merged five to six databases and tested the information through communicating to these publics. We would hire an administrative assistant to maintain our database and assist a number of staff with administrative tasks.

Performance Measurement & Reporting:

- Increased accuracy and timeliness of materials used by staff and volunteers.
- Staff members report increased time spent in areas of expertise.
- Ability to maintain the database of our community supporters.

BUDGET INITIATIVES

N-49

City Council Decision:

Approved

Department: **Galt Museum**

Program: **Programmer - Education**

	2009	2010	2011
Expenditure increase (decrease)	67,000	67,000	67,000
Net Expenditure (Savings)	67,000	67,000	67,000
Funding Source:			
Taxation	67,000	67,000	67,000
	67,000	67,000	67,000
Effect on person years			
Permanent	1.0	1.0	1.0
Non-Permanent			

Objective(s):

By splitting our education and public programming into the care of two different staff people, we would be better equipped to continue serving the growing kindergarten to grade 12 curriculum, as well as the target groups of seniors and families.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

We are committed to Council's outcomes of enhanced levels of community engagement and quality of life. The seven-year strategic plan directs the Galt to target our services to seniors, families, and post-secondary students. We wish to increase the attendance numbers.

Background:

Programming brings target markets into the museum. We wish to continue serving the over 8000 school children and add the seniors groups, families and post-secondary students in larger numbers. To do so requires programming and focused efforts.

Proposed Implementation Strategy:

We have applied for a seniors' program development grant to assess and pilot programming. We would continue this process for our seniors. Parents and children would be supported in using the museum for family learning. Programs of interest to post-secondary students would be developed and delivered.

Performance Measurement & Reporting:

- Increased attendance at the museum
- Increased community engagement of seniors, families, and post-secondary students through programming

BUDGET INITIATIVES

N-50

**City Council Decision:
Not Approved**

Department: **Galt Museum**

Program: **Marketing - IT Assistant**

	2009	2010	2011
Expenditure increase (decrease)	67,000	67,000	67,000
Net Expenditure (Savings)	67,000	67,000	67,000
Funding Source:			
Taxation	67,000	67,000	67,000
	67,000	67,000	67,000
Effect on person years			
Permanent	1.0	1.0	1.0
Non-Permanent			

Objective(s):

To translate marketing strategies, concepts and requirements into beautiful and user-friendly web designs, animations and interactive Flash experiences. Work includes developing new educational games, activities for kids and creating designs and Flash elements for new exhibit microsities.

To assist with the visual creative process from discovery to deployment across multiple Museum web projects, interactive mediums and devices.

To work closely with other Museum departments in developing visual designs and interactive applications for exhibits, archives and programming.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

The Galt is committed to Council's outcomes of 'fiscal constraint', as well as 'enhanced quality of life' through a vibrant downtown. Web-delivered access to collections is environmentally sustainable as well as an enhanced level of engagement. Our strategic plan calls for attention to new markets such as post-secondary students. Tourism is increasingly dependent on the web information available. Increased access to archives is an on-going commitment.

Background:

The strategic plan calls for an increased effort in marketing and communications. We must increase our commitment to resources.

Proposed Implementation Strategy:

We are currently undertaking some new developments in web-delivered programming. Podcasts and digitalization is being done through grant requests and community support. We would continue these processes with added time and talent through this position.

Performance Measurement & Reporting:

Increased use of new media in our marketing mix.
Increase use of new media in our programming, archives and exhibitions.

BUDGET INITIATIVES

N-51

City Council Decision:

Approved

Department: **Allied Arts Council**

Program: **Communications Manager Position**

	2009	2010	2011
Expenditure increase (decrease)	35,000	35,000	35,000
Net Expenditure (Savings)	35,000	35,000	35,000
Funding Source:			
Taxation	35,000	35,000	35,000
	35,000	35,000	35,000

Objective(s):

To support the Allied Arts Council to build and maintain good communication with the community and with the Council's member organizations.

To ensure that audiences are informed on arts programs and services provided by member organizations.

To enhance the city's reputation as a creative and culturally vibrant community.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

2005 Civic Arts Policy identifying the AAC as an "arms length coordinating body for arts organizations" as:

- Arts liaison and advisor to City Council.
- Coordination and communication agency for the arts.

Background:

The Civic Arts Policy was presented to City Council in Fall 2005, identifying the AAC as the coordinating body for arts in Lethbridge. In the 2006 - 2008 budget cycle, City Council approved New Initiative N-42 with the objective to provide a coordinated "Focus on the Arts". As a result, the AAC has successfully transitioned their prior role in operating the Bowman Arts Centre to one of leadership in the implementation of the Arts Policy. Communication has been identified as a major strategic priority for the Allied Arts Council to be successful in fulfilling its new role.

Proposed Implementation Strategy:

The Communications Manager will be responsible for the development and implementation of the AAC Communications Action Plan. Elements of the plan include promotion of arts events, coordinating media contacts to improve arts awareness (interviews, press releases, TV and radio scripts) and coordinating website content.

Performance Measurement & Reporting:

1. Participation at events.
2. Website activity.

N-52

City Council Decision:
Approved

Department: **Kiwanis**

Program: **Music and Speech Arts Festival Support**

	2009	2010	2011
Expenditure increase (decrease)	5,000	5,000	5,000
Net Expenditure (Savings)	5,000	5,000	5,000
Funding Source:			
MRSR One-time Allocation	5,000	5,000	5,000
	5,000	5,000	5,000

Objective(s):

Funding for contingencies for in-kind services for the Kiwanis Music and Speech Arts Festival to address recent funding deficits.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

Aligns with the Recreation and Culture Business Goal of Organizational Support (Business Plan 2009 - 2011) to Community Groups to ensure a viable operation.

Background:

Since 2004, the Kiwanis Club of Lethbridge has faced a deficit in operations. Three years ago, the Club established an Endowment Fund which, when capitalized, would fund the Festival shortfall. In the interim, however, the committee continues to be challenged with the cost of renting facilities, primarily the Yates Memorial Centre. At the March 17, 2008 City Council meeting the following resolution was passed:

B.A. Lacey:

BE IT RESOLVED THAT the letter from Keith Robin, Past President, Kiwanis Club of Lethbridge, requesting an annual grant to offset some or all of the City facility rental costs for the annual Kiwanis Music and Speech Arts Festival, be received as information and filed

AND FURTHER THAT a one-time grant of \$5,000 be given for 2008 from contingencies for in-kind services

AND FURTHER THAT the request be referred to the budget deliberations of 2009 - 2011 for consideration as a "New Initiative".

Proposed Implementation Strategy:

As the grant will be for "in-kind" services, fees for City services/rentals will be offset to a maximum of \$5,000 each year.

Performance Measurement & Reporting:

The Kiwanis Music Festival continues to operate successfully and without an annual deficit until their Endowment Fund fulfills their financial need.

BUDGET INITIATIVES

N-53

City Council Decision:
Lump Sum

Department: **Lethbridge Regional Police Services**

Program: **Administrative Analyst**

	2009	2010	2011
Expenditure increase (decrease)	90,300	73,300	73,300
Net Expenditure (Savings)	90,300	73,300	73,300

Funding Source:			
Taxation	76,300	73,300	73,300
MRSR One-time Allocation	14,000	0	0
	90,300	73,300	73,300

Effect on person years	Permanent	1.0	1.0	1.0
	Non-Permanent			

Objective(s):

To have timely statistical information available for decision making, analysis of call loads, response times, officer directed activity and resource allocation.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

Community Involvement - "The Police are the Community and the Community are the Police". The Police must provide information to the community about what is happening in our communities, the crime trends, education and tips on how to prevent crime and victimization.

Background:

In the past, Administrative Analysts requests have been directed to either to the Crime Analyst or Intelligence Analyst. Both of these positions are now solely involved in operational analysis and are no longer available to provide analysis of data required by the Lethbridge Regional Police Executive for their decision making process.

Proposed Implementation Strategy:

Identify a candidate that will fulfill the duties of the Administrative Analyst as soon as possible in 2009.

Performance Measurement & Reporting:

The Analyst will be required to provide the Lethbridge Regional Police Service Executive with information such as calls for service and response times that will assist in the decision making process for allocation of resources. Public response through an annual public survey will be a measurement tool.

N-54

City Council Decision:
Lump Sum

Department: **Lethbridge Regional Police Services**

Program: **Domestic Violence Constables**

	2009	2010	2011
Expenditure increase (decrease)	171,500	157,900	167,500
Net Expenditure (Savings)	171,500	157,900	167,500

Funding Source:			
Taxation	107,700	157,900	167,500
MRSR One-time Allocation	63,800	0	0
	171,500	157,900	167,500

Effect on person years	Permanent	2.0	2.0	2.0
	Non-Permanent			

Objective(s):

Provide and appropriate level of investigative capacity, file review and threat assessment to enhance the safety of victims of domestic violence.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

Crime and Disorder - Target Criminal Activity to lessen the impact upon the community.

Background:

The Domestic Violence Sergeant has been a part of the police service in Lethbridge since the early 1990s with a mandate to oversee the implementation and application of the Alberta Domestic Violence Initiative and the offence sections of the criminal code when a domestic relationship becomes a mitigating factor in the fear and abuse suffered by spouses and children in their home. There has been one Sergeant managing these cases as the initiative and laws have evolved over the fifteen years since the birth of the domestic violence initiatives. The Sergeant becomes involved with file review to ensure consistency in application of the law and policy, follow up investigation for timely intervention, participation with community response teams and organizations devoted to domestic violence, safety planning, domestic violence court consultations and monitoring of offenders both pre-trial and post-conviction. With the evolution of provincial statutes, the definition of domestic violence and public awareness, the number of cases investigated by this lone officer have risen from slightly over 400 in 2004 to a high of over 1100 in 2006 and again in 2007.

Every year there are serious crimes perpetrated against women from assault and sexual assault to murder. This past year, 2007 was no exception, with a city woman in an abusive relationship dying at the hand of her husband. These are special cases that are volatile and explosive at the best of times and require special police attention. It is proposed that we create capacity by separating the Domestic Violence Sergeant from the Violent Crimes Unit and creating a separate Domestic Violence Unit under the Major Crimes Section. This unit would be enhanced with two new constables to manage the nearly triple workload created by the legislation changes and revelation of the horrendous crimes perpetrated against primarily women and children every day in our community.

Proposed Implementation Strategy:

The two constables would be selected through an internal posting of more senior Constables and fill the positions in 2009.

Performance Measurement & Reporting:

While the number of domestic violence cases would not necessarily be reduced, the awareness of domestic violence by these officers working in the community may bring more "silent" victims to come forward before they fall victim to serious assault and murder. There is expected to be a reduction in repeat offences by offenders on conditions against there estranged spouses, earlier intervention and continuous case management to avert serious injuries and death of victims.

BUDGET INITIATIVES

N-55

City Council Decision:
Lump Sum

Department: **Lethbridge Regional Police Services**

Program: **Financial Technician**

	2009	2010	2011
Expenditure increase (decrease)	0	70,600	61,600
Net Expenditure (Savings)	0	70,600	61,600

Funding Source:			
Taxation	0	61,600	61,600
MRSR One-time Allocation	0	9,000	0
	0	70,600	61,600

Effect on person years	Permanent	1.0	1.0
	Non-Permanent		

Objective(s):

Provide assistance and backup for the Police Quarter Master and the Police Business Manager and to prepare for succession planning of the Quarter Master.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

Financial Stewardship - will provide skills required to participate in future budgets and monitor current budgets.

Background:

The Police Quartermaster has given advance notice of her intention to retire within the next 3 - 5 years. The volume of financial documents and processes, Purchase Orders, Invoices, buying etc., that requires the efforts of the Quarter Master has increased dramatically, creating the need for assistance.

Proposed Implementation Strategy:

Fill the position in 2010, initially providing training and assistance for Quartermaster Stores in the role as a Financial Technician. Develop skills through education and experience providing the opportunity to fulfill the role of Quartermaster.

Performance Measurement & Reporting:

Bi-annual employee performance reviews.

N-56

City Council Decision:
Lump Sum

Department: **Lethbridge Regional Police Services**

Program: **High Risk Offender Constables**

	2009	2010	2011
Expenditure increase (decrease)	0	161,800	154,400
Net Expenditure (Savings)	0	161,800	154,400

Funding Source:			
Taxation	0	98,000	154,400
MRSR One-time Allocation	0	63,800	0
	0	161,800	154,400

Effect on person years	Permanent	2.0	2.0
	Non-Permanent		

Objective(s):

Pre-trial released offenders and offenders serving sentences in the community committing crimes while on release.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

Crime and Disorder - Target Criminal Activity to lessen impact on the community.

Background:

The Property Crime/High Risk Offender Unit is currently staffed by one Sergeant and three Constables who are tasked to investigate various property related offences including residential/commercial break-ins, auto theft, theft from autos and arson within our city. Further duties within the property portfolio include stolen property investigations, high profile mischief files as well as any assistance other units require, such as Major Crimes.

The secondary responsibility for this unit is the management of high risk offenders in the community. These offenders include parolees, persons on conditional sentence orders and probation offenders with specific conditions that require follow up. When offenders are released into the community either pre-trial or post-conviction, they are released with a number of conditions which must be adhered to. In 2007, there were nearly 700 persons convicted of offences and released on probation with conditions, over 900 persons released awaiting trial with undertakings articulating specific conditions of release and an average of 34 offenders serving sentences in the community. Unfortunately, there are not enough resources to manage the number of persons at large with conditions in place in the community, and to physically check compliance with conditions and re-arrest those offenders who re-offend. As a result there are many who are at large, not complying with court imposed conditions, and many more who commit new offences while bound by these conditions.

These new officers would be assigned to determine the offenders who pose the greatest threat to offend while bound by court imposed conditions and have them face new charges for violations so they remain incarcerated and incapable of creating further harm in the community.

Proposed Implementation Strategy:

Both members to be brought on strength through internal postings for more senior Constables in 2010. Both would be replaced by new recruits.

Performance Measurement & Reporting:

Fewer incidents of reported property crimes, increase number of charges laid for non-compliance with imposed conditions through the judicial interim release provisions of the Criminal Code and court imposed community sentence orders.

N-57

City Council Decision:
Lump Sum

Department: **Lethbridge Regional Police Services**

Program: **Increase Supervisory Ranks**

	2009	2010	2011
Expenditure increase (decrease)	0	131,300	70,200
Net Expenditure (Savings)	0	131,300	70,200
Funding Source:			
Taxation	0	69,500	70,200
MRSR One-time Allocation	0	61,800	0
	0	131,300	70,200

Objective(s):

To provide effective leadership, guidance and support to front line members in Patrol Operations.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

Healthy Organization - Employees who are mentored and supported are more productive.

Background:

The LRPS uses a 4-team deployment strategy where each team has one Sergeant (supervisor) on the street to provide guidance, advice, leadership, direction and support to the Constables on the team. Each team has as many as 14 Constables assigned. The teams are expected to grow by as many as 2-3 Constables per team during the next budget cycle. The increasing Span of Control together with the call volume, complexity of many calls for service and officer inexperience are impacting the quality of decision making, investigative results and this reduces times for the supervisors to spend with their members. Much greater support can be provided by adding another supervisor to each team and subdividing the teams into 2.

Proposed Implementation Strategy:

Members holding Sergeant positions in other areas of the Service would be substituted with Constables and the Sergeants would be transferred to Patrol Operations.

Performance Measurement & Reporting:

- Community surveys.
- Solve rates.
- Managed risk through better decision-making.

BUDGET INITIATIVES

N-58

**City Council Decision:
Lump Sum**

Department: **Lethbridge Regional Police Services**

Program: **Information Technology Members**

	2009	2010	2011
Expenditure increase (decrease)	169,300	151,300	151,300
Net Expenditure (Savings)	169,300	151,300	151,300

Funding Source:			
Taxation	151,300	151,300	151,300
MRSR One-time Allocation	18,000	0	0
	169,300	151,300	151,300

Effect on person years	Permanent	2.0	2.0	2.0
	Non-Permanent			

Objective(s):

A recent audit conducted by KPMG has shown that our IT department requires two additional resources. One resource that has been identified is a network specialist and an additional staff member is required to enable the department to maintain and move ahead with technology within the police service. The ever increasing complexity of crime and crime detection requires more resources from IT and more support for technology within the police service.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

This initiative will work towards a sustainable future working within the strategy for E-business.

Background:

Supporting document: the recent KPMG audit.

Proposed Implementation Strategy:

The two new positions would be hired on as new staff members.

Performance Measurement & Reporting:

Both positions would be supervised by the current IT Manager.

BUDGET INITIATIVES

N-59

City Council Decision:
Lump Sum

Department: **Lethbridge Regional Police Services**

Program: **Online Police Reporting**

	2009	2010	2011
Expenditure increase (decrease)	62,800	116,700	170,500
Net Expenditure (Savings)	62,800	116,700	170,500

Funding Source:			
Taxation	53,800	107,700	161,500
MRSR One-time Allocation	9,000	9,000	9,000
	62,800	116,700	170,500

Effect on person years	Permanent	1.0	2.0	3.0
	Non-Permanent			

Objective(s):

The objective of this initiative is to create capacity within the Record Management Unit to create a new function that will allow the public to report crimes and occurrences more effectively and with less disruption to their daily routines. The function would allow the public to report crimes that did not require a police member to respond by using telephone and internet reporting practices.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

Strategy for E-Business, providing public access to services and information through appropriate technology.

Background:

The current method of reporting this type of incident is that the public has to attend the police station to report in person. This is an inconvenience to members of the public as well as not allowing the police service to collect all data from our community on crime trends as people tend not to report when it is inconvenient.

This should also enable the uniform members an increased amount of time to do proactive policing initiatives and increase the amount of undirected time.

Proposed Implementation Strategy:

The reporting of incidents that did not require police attendance would be conducted by telephone and over the internet which would allow the public to report when it was convenient for them and by using technology; a call back system would be put into place to ensure quality control. A member of the public would call into a dedicated phone number and speak with a civilian staff that would take the incident report over the phone a directly input into the record management system. If a staff member was not available, a message could be left and a call back to the public would be conducted to obtain the information as required. The same type of system would be used for the internet report practice through the LRPS web page.

Performance Measurement & Reporting:

These positions would be assigned within the Record Management Unit and would be the responsibility of the manager in that unit.

N-60

City Council Decision:
Lump Sum

Department: **Lethbridge Regional Police Services**

Program: **Proceeds Of Crime Constables**

	2009	2010	2011
Expenditure increase (decrease)	0	177,800	161,200
Net Expenditure (Savings)	0	177,800	161,200

Funding Source:			
Taxation	0	108,000	161,200
MRSR One-time Allocation	0	69,800	0
	0	177,800	161,200

Effect on person years	Permanent	2.0	2.0
	Non-Permanent		

Objective(s):

Deter criminal activity by actively seeking to identify, locate and seize assets obtained through criminal enterprize with the creation of a Proceeds of Crime Unit.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

Crime and Disorder - Target Criminal Activity to lessen the impact upon the community.

Background:

The Economic Crimes Unit has historically been the unit designated to the investigation of proceeds of crime and money laundering investigations. These investigations are very daunting and time consuming. The last two proceeds of crime investigations that had been conducted in this unit have taken the investigators approximately three months to complete without taking on new investigations or working on current files. This was obviously very taxing on the resources of the Economic Crimes Unit. For this reason, Proceeds of crime and money laundering investigations have either not been investigated in depth, or investigated proactively through Suspicious Transaction Reports (STR's) forwarded by financial institutions or Integrated Proceeds of Crime Units. There exists a lack of capacity and expertise to allow for the efficient investigation of cases from this perspective, and as a result criminals are completing whatever sentence the courts met out and then returning to their criminal enterprize and lifestyle where they left off. This leaves fertile ground for organized crime groups to settle in our area as they know that the police do not have the capacity to seize and dispose of their proceeds of criminal activities. The creation of a Proceeds of Crime would allow the investigator to focus their attention to investigating organized crime groups, with a view of seizing, restraining and forfeiting assets gained through criminal activities.

Proposed Implementation Strategy:

Investigators be identified through internal competition to start the Proceeds of Crime Unit in 2010 and 2011. The members of this unit will be part of the Economic Crimes Unit reporting to the Sergeant in charge.

Performance Measurement & Reporting:

Criminals involved in enterprises such as drug trafficking, fraud and theft and property fencing would find that not only do they face sanctions upon conviction from the courts, but the police actively move to seize assets gained from their criminal enterprize and they are able to apply for funding of other projects from the residual money realized from the government disposal of forfeited assets. Criminal who are inclined to continue in this lifestyle would have to start all over, rather than simply continue their enterprize when released from custody.

N-61

City Council Decision:
Lump Sum

Department: **Lethbridge Regional Police Services**

Program: **Recruiting - Chief of Police**

	2009	2010	2011
Expenditure increase (decrease)	27,000	27,000	27,000
Net Expenditure (Savings)	27,000	27,000	27,000
Funding Source:			
Taxation	27,000	27,000	27,000
	27,000	27,000	27,000

Objective(s):

Provide funding for recruiting of a Chief of Police at the end of the contract life of the current Chief of Police

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

LRPS Strategic Plan 2009 - 2011; Providing a Healthy Organization

Background:

The last three Chiefs of Police were employed as a result of an extensive recruiting process at a cost absorbed within the Lethbridge Regional Police Service budget. The current Chief of Police's contract expires December 31, 2010 and a search will need to be conducted should either party choose not to extend the contract.

Proposed Implementation Strategy:

Should either party express an interest to terminate the contract at the end of 2010, recruiting of a replacement would commence as soon as is possible.

Performance Measurement & Reporting:

Successful employment of a Chief of Police

BUDGET INITIATIVES

N-62

City Council Decision:
Lump Sum

Department: **Lethbridge Regional Police Services**

Program: **School Resource Officer**

	2009	2010	2011
Expenditure increase (decrease)	0	87,800	80,400
Net Expenditure (Savings)	0	87,800	80,400

Funding Source:			
Taxation	0	50,900	80,400
MRSR One-time Allocation	0	36,900	0
	0	87,800	80,400

Effect on person years	Permanent	1.0	1.0
	Non-Permanent		

Objective(s):

To maintain effective and efficient policing within the public and separate school division and to continue to deliver programs directed at students in those divisions.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

Community Involvement - Supports the partnership initiatives established through the School Resource Officer (SRO) program.
Crime and Disorder - Build relationships, address crime trends, maintain order.

Background:

The LRPS has participated in an SRO program since 1979. The program began with one officer supporting two high schools, but there was no curriculum delivered. Since 1997, six Constables began delivering four various programs as part of the curriculum and their interests expanded to 30 schools across the city. Currently six Constables deliver seven programs and conduct investigations in 37 schools in Lethbridge and Coaldale. Since 1997, the student population has risen from almost 11,000 to over 13,000 students. Two new high schools will open in West Lethbridge in 2010. Its student base and their geographic location requires that another SRO be added to the program.

Proposed Implementation Strategy:

Another Constable would be added to the SRO program to support the new high schools when they are expected to be open in 2010.

Performance Measurement & Reporting:

- Community and partner confidence and satisfaction in delivery of police service in the SRO program.
- Calls for service in respect of the new high schools.
- Police Officer to student ratio.
- Police Officer to schools ratio.

N-63

City Council Decision:
Lump Sum

Department: **Lethbridge Regional Police Services**

Program: **Special Operations Constables**

	2009	2010	2011
Expenditure increase (decrease)	0	94,000	280,200
Net Expenditure (Savings)	0	94,000	280,200

Funding Source:			
Taxation	0	63,600	217,900
MRSR One-time Allocation	0	30,400	62,300
	0	94,000	280,200

Effect on person years	Permanent	1.0	3.0
	Non-Permanent		

Objective(s):

Enhance the capacity of the Special Operation Unit by three persons in order to increase capacity and multi task in the investigation of organized crimes groups who pose significant harm to the communities.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

Crime and Disorder -Target Criminal Activity to lessen impact upon the community.

Background:

Lethbridge is fertile ground for organized crime groups to continue to move into. As our city continues to grow, so do the drug trade and the attractiveness to other organized crime groups from other areas in the province and country. With this brings the potential for gang violence similar to what we have seen in other cities such as Calgary. Drugs are big business to these groups and they can be very protective of their business.

Gang violence is a very real threat in the larger cities in the province. This violence is typically related to the drug trade and escalates at an alarming rate. These gangs are operating in the City of Lethbridge but as of yet we have not seen the level of violence that is present in other centers such as Calgary. A proactive stance against these groups, letting them know that their business is not welcome in Lethbridge will assist curbing these groups from coming to Lethbridge.

One of the most noticeable groups operating in this province as listed in the "2007 Threat Assessment On Organized Crime" is the Crazy Dragons based out of Edmonton. This group is now firmly entrenched in Lethbridge and has a very fluid operation making it difficult for police throughout the province to effectively and efficiently suppress. Since the Crazy Dragons have moved to Lethbridge other groups have been noticed operating in a similar fashion. These criminal organizations are becoming more and more aware of police tactics through court disclosure and police are constantly forced to adapt and find new ways to combat what are typically drug crimes. It is a realistic expectation based on what we have seen in the past three years that the drug trade and organized crime groups will continue to grow in Lethbridge. These organized gangs are not based in Lethbridge but are run at arms length by leaders in other cities. It is important to get the message to these leaders that their business is not welcome in Lethbridge. Police throughout the province are seizing larger amounts of cocaine from suppliers than has been seized in the past five years. It is logical that the supply of cocaine and other drugs will continue to grow to our city as the demand for drugs continue to grow.

Over the past three years the SOU has made n effort to improve the relationship between SOU and other units and sections such as Major Crimes. By improving this relationship we have increased the workload on the SOU. It is almost a given now that any major file that Major Crimes calls the SOU for assistance on any major file that they work and the SOU has obliged. This has greatly affected the files that SOU is working on, as they must wait. I expect that these requests for assistance will continue to grow, placing more pressure on the current resources of SOU.

Proposed Implementation Strategy:

One constable to come on in 2010 and two more in 2011. These officers will be selected from an internal posting of more senior Constables.

Performance Measurement & Reporting:

More targets who present higher harms to the community will be investigated simultaneously. Increase in the number of street and mid-level drug charges laid, reduced availability of harmful illicit drugs and a spin off is a lowered volume of violent crime to support drug habits and collect money due to limited supply and incarceration of more drug traffickers.

N-64

City Council Decision:
Approved

Department: **Facility Services**

Program: **Corporate Security Program**

	2009	2010	2011
Expenditure increase (decrease)	70,000	80,000	80,000
Net Expenditure (Savings)	70,000	80,000	80,000
Funding Source:			
WCB Special Dividends	70,000	80,000	80,000
	70,000	80,000	80,000
Effect on person years	Permanent Non-Permanent	1.0 1.0	1.0 1.0

Objective(s):

To develop, implement and monitor an overall proactive Corporate Security Program to address safety and risk management related to both personnel and property in all City of Lethbridge facilities.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

The City of Lethbridge has an ongoing commitment to the safety and security of it's staff. It is one of the ongoing strategies addressed in Building a Better Place - Leaders Strategic Plan.

Background:

In the fall of 2008, a report was submitted to a steering committee responsible for reviewing and developing a plan for Risk Assessment and Security Planning for City Hall. The report included several recommendations to reduce risk within City Hall. It is recognized that City Hall is not the only building that presents risks and it is recommended that a corporate approach be taken to address security in all of our facilities where staff and visitors attend.

Proposed Implementation Strategy:

It is recommended that one management person be hired in 2009 to develop, implement and manage a Corporate Security Strategy and Implementation Plan, and monitor and report out on progress. This position will report to the Facility Services Manager.

Performance Measurement & Reporting:

Corporate Security Plan is developed, implemented and monitored. Corporate Security Policies Relating to the Plan are implemented. Results of implementation be reported.

N-65

City Council Decision:
Approved

Department: **Senior Support**

Program: **Support to Seniors Operations**

	2009	2010	2011
Expenditure increase (decrease)	100,000	100,000	0
Net Expenditure (Savings)	100,000	100,000	0
Funding Source:			
MRSR One-time Allocation	100,000	100,000	0
	100,000	100,000	0

Objective(s):

Resolution brought forth by Finance Committee to debate on November 19, 2008

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

Background:

COMMUNITY SERVICES
R.K. PARKER:

WHEREAS Lethbridge Seniors represent 24% (20,252) of the community population

AND WHEREAS 5,250 of these seniors are registered as members of either or both the Lethbridge Seniors Citizens Organization and Nord-Bridge Seniors Organization

AND WHEREAS activity and a sense of community contribute to the health and well being of seniors

AND WHEREAS both these organizations report an annual loss of revenue associated with bingos and casinos averaging 45% per organization (\$65,000 - \$90,000)

AND WHEREAS the organizations have requested long term core funding support from the Province of Alberta

AND WHEREAS the MLA from Lethbridge West has suggested that this support is not likely to occur until 2011

AND WHEREAS this contribution will allow both organizations sustainable funding pending Provincial program support

THEREFORE BE IT RESOLVED THAT the 2009 – 2011 Operating Budget include support to seniors operations on a one-time basis of \$100,000 in each of 2009 and 2010 from the Municipal Revenue Stabilization Reserve (MRSR) to be allocated equally to each organization

AND FURTHER BE IT RESOLVED THAT the funding is on the understanding that the City's commitment is for two years only 2009 and 2010.

Opposed: M.A. Simmons
K.E. Tratch
S.G. Ward

-----CARRIED

Proposed Implementation Strategy:

Performance Measurement & Reporting:

N-66

City Council Decision:
Approved

Department: **Transit**

Program: **Shelter & Bench Sanitation**

	2009	2010	2011
Expenditure increase (decrease)	21,900	21,900	21,900
Net Expenditure (Savings)	21,900	21,900	21,900
Funding Source:			
Downtown Redevelopment Fund	21,900	21,900	21,900
	21,900	21,900	21,900

Objective(s):

To hire a qualified sanitation company to provide an enhanced level of cleaning and sanitation services to for Downtown bus shelters and benches.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

This initiative aligns with the Heart of Our City Master Plan Campaign and City Council's desire to revitalize Downtown Lethbridge.

Background:

A major goal of the Heart of Our City Master Plan is to create a quality public realm that is attractive to pedestrians. Transit riders are pedestrians both before accessing and after exiting the transit system. Cleanliness of infrastructure intended for the comfort of these riders/pedestrians is therefore of great importance to downtown revitalization efforts. If the impression people are left with is that of unclean facilities, the system will be used out of necessity rather than choice. Additionally, the Downtown will be labelled as dirty and will be avoided by instead of being attractive to the public.

Proposed Implementation Strategy:

Increased cleaning of transit benches and shelters will be scheduled through a private sector provider. The frequency of increased sanitation will be applied to benches and shelters throughout the downtown. Service may include daily cleaning of some shelters and would be contingent on favourable weather conditions during the winter.

Performance Measurement & Reporting:

Enhanced cleanliness of essential City infrastructure Downtown.
Enhanced levels of comfort for transit users.
Enhanced use of transit system.
Reduced vandalism.

N-67

City Council Decision:
Approved

Department: **Parking**

Program: **Upgrade Parking Meters**

	2009	2010	2011
Expenditure increase (decrease)	90,000	0	0
Net Expenditure (Savings)	90,000	0	0
Funding Source:			
Off-Street Parking Reserve	90,000	0	0
	90,000	0	0

Objective(s):

Resolution brought forth by Finance Committee to debate on November 20, 2008

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

Background:

TRANSPORTATION

R.D. TARLECK:

WHEREAS in April 2008, the Downtown Development Steering Committee requested City Council to consider a number of recommendations
 AND WHEREAS Administration has reviewed these recommendations and has reported to the Finance Committee thereon
 THEREFORE BE IT RESOLVED THAT the following actions be approved by the Finance Committee:

1. upgrade approximately 1,600 parking meters in the downtown at an estimated cost of \$90,000 with funding from the Off-Street Parking Reserve
2. increase the parking rates as follows:
 - a. 10 hour meters from \$0.20 to \$0.35 per hour
 - b. Monthly 10 hour parking meter permits from \$40.00 to \$56.00 per permit
 - c. Short stay meters (38 minutes, 1 hour, 2 hours and 3 hours) from \$0.70 to \$0.80 per hour
 - d. Daily parking meter permits from \$5.60 to \$6.40 per permit
 - e. Monthly off-street parking rates increase by \$5.00 per month
3. increase Schedule A and B parking tickets by \$5.00 (see amending resolution below)
4. request Administration to investigate other means of paying for parking and report back to City Council
5. effective January 2009, that 50% of the parking ticket revenue generated from the downtown be allocated to the Off-Street Parking Reserve (with the other 50% remaining in the MRSR) (see amending resolution below)
6. the \$250,000 designated from the Off-Street Parking Reserve on page D20 in the 2008-2017 Capital Improvement Program for planning for a downtown parkade be advanced from 2011 to 2009.

-----CARRIED

Council meeting on December 8, 2008 City Council passed a resolution to amend above. An exert of that resolution follows.

AND FURTHER BE IT RESOLVED THAT in order to address the concerns identified, the 2009-2011 Operating Budget be amended to eliminate the proposed \$5.00 increase in parking ticket fines
 AND FURTHER BE IT RESOLVED THAT the 2009-2011 Operating Budget be amended to reflect a change to Initiative N-67 (Transportation) so that effective January 2009 - 100% of the parking ticket revenue generated from the Downtown remains in the Municipal Revenue Stabilization Reserve

Proposed Implementation Strategy:

Performance Measurement & Reporting:

N-68

City Council Decision:
Not Approved

Department: **Affordable Housing**

Program: **Rental Units Taxed at Single Family Mill Rates**

	2009	2010	2011
Net Expenditure (Savings)			
Funding Source:			
Taxation	0	0	0
	0	0	0

Objective(s):

Resolution brought forth by Finance Committee to debate on November 20, 2008

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

Background:

S.G. WARD:

WHEREAS City Council has placed affordable housing/accommodations as one of the major priorities
 AND WHEREAS Lethbridge has a rental vacancy rate of approaching zero
 AND WHEREAS the private sector is slow to respond to the rental situation due to the availability of a better return on investment from other types of housing
 AND WHEREAS in 2008 Lethbridge experienced a large scale conversion of rental units to condominiums
 AND WHEREAS multi-family projects pay twice the single family/condominium municipal mill rate
 AND WHEREAS when the private sector does not address the need for rental accommodation the public sector is forced to respond with capital grants; rent supplements; homeless eviction prevention and such programs
 AND WHEREAS the involvement of the private sector is essential for the provision of an adequate number of new rental units
 AND WHEREAS City Council may remove or amend some of the legislation and taxation barriers which inhibit the provision of rental accommodations
 BE IT RESOLVED THAT new rental units with a construction permit dated December 31, 2008 or later will be taxed at the single family mill rate for municipal taxation purposes
 AND FURTHER BE IT RESOLVED THAT existing rental units currently being taxed at the multi-family rate shall be phased into the single family rate over the next five years (2009 – 2013) (having an annual impact equating to approximately 0.74% increase in single family property taxes).

PRIOR TO A VOTE BEING CALLED, THE RESOLUTION WAS SPLIT INTO TWO PARTS

Part 1

BE IT RESOLVED THAT new rental units with a construction permit dated December 31, 2008 or later will be taxed at the single family mill rate for municipal taxation purposes

Part 2

AND FURTHER BE IT RESOLVED THAT existing rental units currently being taxed at the multi-family rate shall be phased into the single family rate over the next five years (2009 – 2013) (having an annual impact equating to approximately 0.74% increase in single family property taxes).

Vote on Part 1:

Opposed: R.D. Tarleck R. Dodic B.A. Lacey R.K. Parker M.A. Simmons K.E. Tratch T.H. Wickersham
 -----DEFEATED

Vote on Part 2:

Opposed: R.D. Tarleck R. Dodic B.A. Lacey R.K. Parker M.A. Simmons K.E. Tratch T.H. Wickersham
 -----DEFEATED

Proposed Implementation Strategy:

Performance Measurement & Reporting:

BUDGET INITIATIVES

N-69

**City Council Decision:
Not Approved**

Department: **Affordable Housing**

Program: **Tax Exemption for Student Residences**

	2009	2010	2011
Net Expenditure (Savings)			
Funding Source:			
Taxation	(223,000)	(223,000)	(223,000)
	(223,000)	(223,000)	(223,000)

Objective(s):
Resolution brought forth by Finance Committee to debate on November 20, 2008

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

Background:
S.G. WARD:
WHEREAS Lethbridge is the site of two, growing, post-secondary institutions each surpassing an enrolment of 8,000 students
AND WHEREAS Lethbridge Housing Authority reports 30% or more of its social housing units are occupied by students and/or student families
AND WHEREAS City Council has established affordable housing/accommodation as one of its major priorities
AND WHEREAS more residences on campus will relieve the pressure on social housing units elsewhere
THREFORE BE IT RESOLVED THAT Bylaw 5423 be repealed for 2009 and student residences at Lethbridge College and the University of Lethbridge be exempt from municipal taxation (at an annual revenue loss to taxation of \$223,000).

Opposed: R.D. Tarleck
B.A. Lacey
R.K. Parker
M.A. Simmons
K.E. Tratch
T.H. Wickersham

-----DEFEATED

Proposed Implementation Strategy:

Performance Measurement & Reporting:

N-70

City Council Decision:
Approved

Department: **Infrastructure Services Parks Management**

Program: **Parks Unmetered Water**

	2009	2010	2011
Revenue decrease (increase)	111,000	111,000	111,000
Net Expenditure (Savings)	111,000	111,000	111,000
Funding Source:			
Taxation	111,000	111,000	111,000
	111,000	111,000	111,000

Objective(s):

Resolution brought forth by Finance Committee to debate on November 20, 2008

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

Background:

BASE BUDGET
T.H. WICKERSHAM:

WHEREAS a representative of the Industrial Association of Southern Alberta made a presentation to City Council on the proposed water and sewer rate increases

AND WHEREAS they identified the impact the proposed water and sewer rate increases would have on the viability and competitiveness of their businesses

THEREFORE BE IT RESOLVED THAT an additional parks unmetered water expense of \$111,000 be funded from Taxation and that a corresponding \$111,000 increase in revenue be made to the water operations budget and that the Water Rates Bylaw be amended accordingly prior to second and third reading.

-----CARRIED

Proposed Implementation Strategy:

Performance Measurement & Reporting:

N-71

City Council Decision:
Not Approved

Department: **Infrastructure Services Parks Management**

Program: **Crow Control Program**

	2009	2010	2011
Expenditure increase (decrease)	10,000	10,000	10,000
Net Expenditure (Savings)	10,000	10,000	10,000
Funding Source:			
MRSR One-time Allocation	10,000	10,000	10,000
	10,000	10,000	10,000

Objective(s):

Resolution brought forth by Council to debate on November 20, 2008.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

Background:

S.G. WARD:

WHEREAS THE City of Lethbridge previously had a successful crow control program

AND WHEREAS the crow population has revived and multiplied in the years since the program ended

AND WHEREAS aggressive and noisy crows are having a negative impact on citizen's enjoyment and use of parks, trails, patios and back gardens

THEREFORE BE IT RESOLVED THAT \$30,000 be approved, commencing in 2009 with an annual allocation of \$10,000 to the Parks budget from MRSR one-time allocation, for the culling of nuisance/aggressive birds.

Opposed R.D. Tarleck
J.H. Carlson
R. Dodic
B.A. Lacey
R.K. Parker
M.A. Simmons
K.E. Tratch
T.H. Wickersham

-----DEFEATED

Proposed Implementation Strategy:

Performance Measurement & Reporting:

N-72

City Council Decision:
Not Approved

Department: **Infrastructure Services Parks Management**

Program: **Agressive Birds Nesting Control Program**

	2009	2010	2011
Expenditure increase (decrease)	10,000	10,000	10,000
Net Expenditure (Savings)	10,000	10,000	10,000
Funding Source:			
MRSR One-time Allocation	10,000	10,000	10,000
	10,000	10,000	10,000

Objective(s):

Resolution brought forth by Council to debate on November 20, 2008.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

Background:

R.D. TARLECK:

WHEREAS the City of Lethbridge presently has in place a program to remove the nests of aggressive bird nesting in City property

THEREFORE BE IT RESOLVED THAT the nest removal program be expanded to include private property with the approval of the property owner and in circumstances that permit reasonable City access to the nests

AND FURTHER BE IT RESOLVED THAT this expansion of service be approved on a three-year pilot basis

AND FURTHER BE IT RESOLVED THAT \$10,000 in each of 2009, 2010 and 2011 be allocated on a one-time basis from the MRSR for this pilot project.

Opposed: J.H. Carlson
R. Dodic
B.A. Lacey
R.K. Parker
M.A. Simmons
K.E. Tratch
T.H. Wickersham

-----DEFEATED

Proposed Implementation Strategy:

Performance Measurement & Reporting:

BUDGET INITIATIVES

N-73

City Council Decision:
Approved

Department: **Capital Improvement Program**

Program: **2008-2017 Capital Budget Amendments**

	2009	2010	2011
Net Expenditure (Savings)			
Funding Source:			
Municipal Sustainability Initiative (MSI) Grant	0	0	0
	0	0	0

Objective(s):

Resolution brought forth by Council to debate on November 20, 2008.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

Background:

T.H. WICKERSHAM:

WHEREAS the operating budget includes the use of grants on capital projects for utility rate mitigation

AND WHEREAS certain capital projects approved in the 2008-2017 Capital Improvement Program are funded from multiple sources including grants

AND WHEREAS minimizing the number of grants used for each project streamlines the administrative functions of grant applications and reporting

THEREFORE BE IT RESOLVED THAT the 2008-2017 capital budget be amended as follows:

- E-8 Wastewater Headworks Facility - \$6,500,000 funding changed from external borrowing to New Deal for Cities and Communities (NDCC) grant
- E-11 Wastewater Clarifier Upgrades - \$1,100,000 funding changed from external borrowing to Alberta Municipal Infrastructure Program (AMIP) grant
- D-22 Public Operations Building (Waste & Recycling portion) - \$7,211,000 funding changed from external borrowing to Municipal Sustainability Initiative (MSI) grant
- D-3 West Lethbridge Centre, D-6 ENMAX Centre, and D-9 Station No. 1 be amended as attached (see Appendix J)
- D-20 Downtown Parkade – Advance planning funds of \$250,000 from 2011 to 2009.

-----CARRIED

Proposed Implementation Strategy:

Performance Measurement & Reporting:

N-74

City Council Decision:
Approved

Department: **Community Services**

Program: **2010 Olympic Torch Relay**

	2009	2010	2011
Expenditure increase (decrease)	70,000	0	0
Net Expenditure (Savings)	70,000	0	0
Funding Source:			
MRSR One-time Allocation	70,000	0	0
	70,000	0	0

Objective(s):

Resolution brought forth by Council to debate on November 24, 2008.

Which City Council, Leaders, and or Business Unit Goals is this initiative aligned with:

Background:

The following resolution was presented:

B.A. LACEY:

WHEREAS the Finance Committee has been deliberating the budget over the past week

AND WHEREAS there are some items to be addressed before budget approval

BE IT RESOLVED THAT:

- a one-time allocation up to a maximum of \$70,000 with funding from the Municipal Revenue Stabilization Reserve (MRSR) be made available to the Host Community Committee for the 2010 Olympic Torch Relay to ensure a successful event

- the Built Green Alberta Rebate Program will continue in the SunRidge subdivision and not be extended outside of this subdivision

AND FURTHER BE IT RESOLVED THAT the 2009-2017 Capital Improvement Program (CIP) as amended by the Finance Committee be approved

AND FURTHER BE IT RESOLVED THAT the 2009-2011 Operating Budget as prepared and amended by the Finance Committee be approved.

-----CARRIED

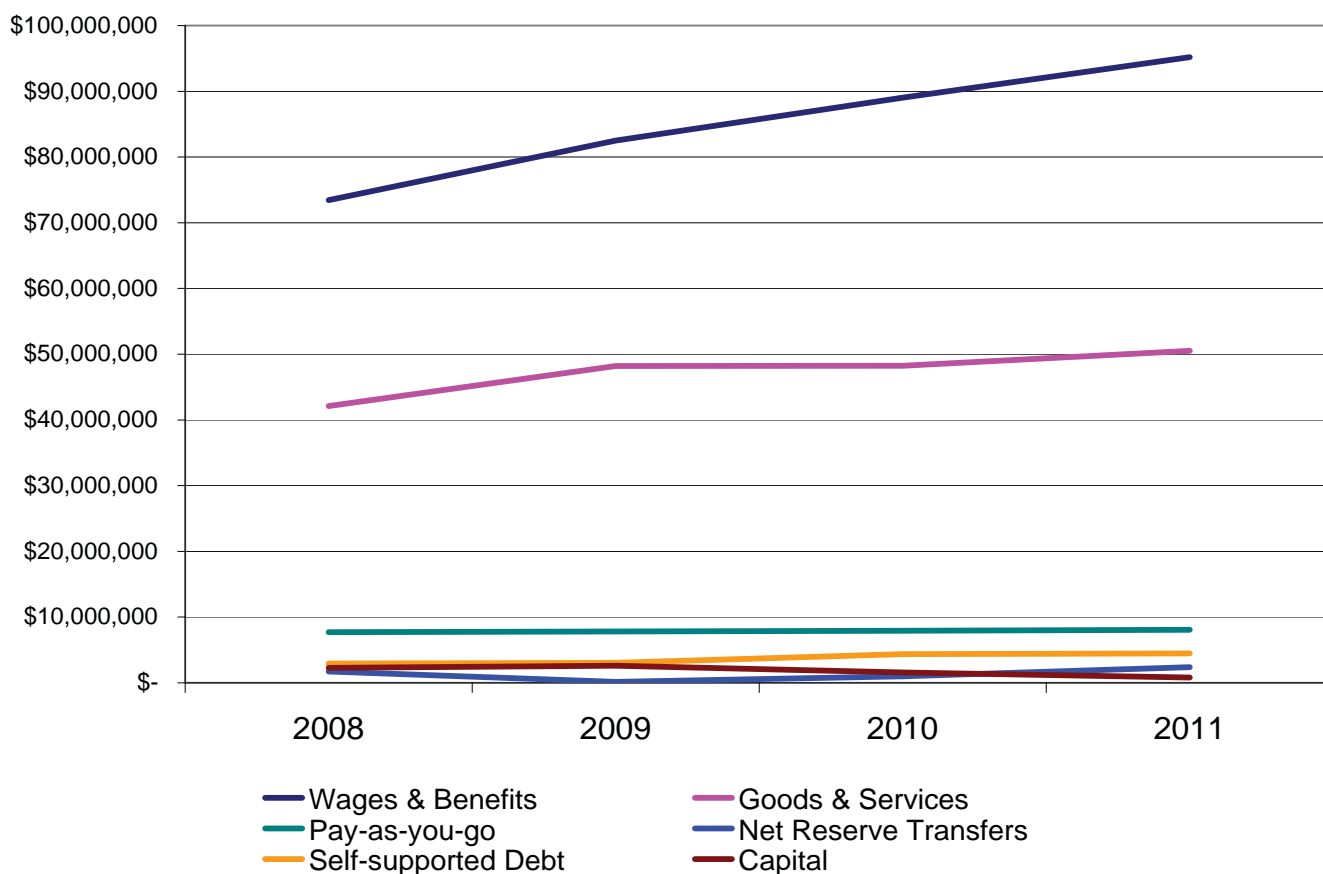
Proposed Implementation Strategy:

Performance Measurement & Reporting:





GENERAL FUND EXPENDITURE TRENDS



Wages & Benefits

Since the primary responsibility of the City of Lethbridge is to provide services to its citizens, the majority of its expenditures consist of wages and benefits of the employees who provide those services. Wages include negotiated contract increases in pay rates. The 2009 to 2011 budget also includes new positions to address the issues of community growth discussed elsewhere in this document. Payroll costs such as pension, employment insurance, health etc. are also included here as benefits. These benefit costs have remained at 22% of payroll by 2011.

Goods & Services

These represent a variety of goods and services required by the City of Lethbridge to provide services to the community. The increase in these costs is expected to be slightly higher than inflation due to community growth.

Pay-as-you-go

The pay-as-you-go plan was introduced in 1990 and fully funded by 1994. It provides for a fixed amount (\$7,686,000 by 2011) to be applied to taxation supported debt payments and funding of capital projects.

Net Reserve Transfers

The City of Lethbridge maintains several different reserves that have been created for a variety of purposes (see appendix L, page 435). 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.

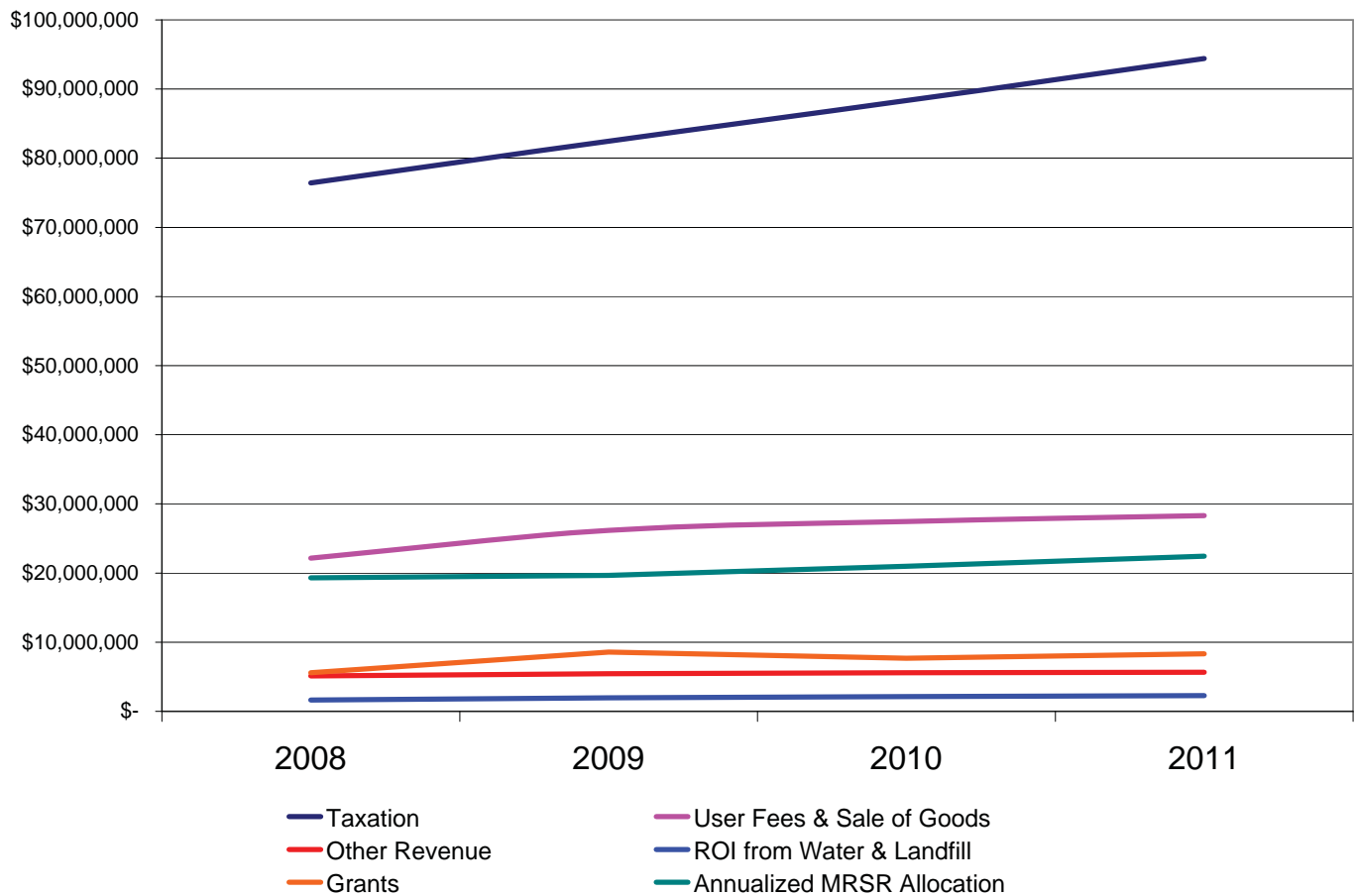
Self-Supported Debt

This is annual debt payments which are funded from sources other than taxation such as offsite levies, local improvements, land development etc.

Capital

Capital includes purchases or construction of equipment and assets having a life longer than one year. Examples would include vehicles, buildings, utility pipes, roadways etc..

GENERAL FUND REVENUE TRENDS



Taxation

Taxation includes all revenue generated from property taxes. Property taxes are assessed to residential, commercial, and industrial properties based on an assessment of value of the property multiplied by a mill rate approved by City Council. Increases shown in the above chart indicate an increase in assessed value due to additional property construction and increased market value as well as an increased mill rate required to fund City services. Since many other forms of revenue are reaching or have reached their practical limits, City Council has had few other options than increased property taxes to fund City operations.

User Fees & Sales of Goods

This category includes all fees that are charged to customers based on usage. Examples include fees for transit, recreation facilities, development permits, subdivision fees, dog licenses, cemetery fees, etc.. The City of Lethbridge has adopted a “user pay philosophy” whereby the users of optional services are expected to pay a significant portion of the costs of providing that service. This portion varies depending on the perceived proportion of benefit the user receives in relation to the benefit the community receives.

The fees in this category have been increased over recent years to ensure that users are paying a fair share of the cost of the services they consume. Approved fee increases for 2009 to 2011 can be found in Appendix F, page 301.

ROI from Water & Landfill

In accordance with policy, the Water Utility and the Landfill contribute 8% and 10% of revenues respectively to the general fund as a return on investment. These transfers are a “dividend” to City of Lethbridge taxpayers for the investment in the utilities.

GENERAL FUND REVENUE TRENDS

Grants

The City of Lethbridge receives both conditional and unconditional grants from other level of government. Conditional grants must be used as directed by the granting body, while unconditional grants can be used to fund general operations at the discretion of City Council. The City of Lethbridge experienced significant reductions in provincial grants in the early 1990's which placed stress on other revenue sources. Operating grants have remained relatively constant since that time and no significant changes in operating grants are expected during the budget period.

Annualized MRSR Allocation

The Municipal Revenue Stabilization Reserve (MRSR) is used by the City of Lethbridge to mitigate the effects of certain revenue fluctuations on the operating budget. Actual amounts for police fines, investment revenues, franchise fees, and electric utility transfers are deposited into the reserve. A fixed annual amount which estimates the long term average of these revenues is transferred from the MRSR to the general fund. In this manner, the City of Lethbridge buffers the effect of fluctuations in these volatile revenue sources on the operating budget.





Nikka Yuko Japanese Gardens



Recreation & Culture Services Increases for 2009 to 2011 Budget

Aquatics

	Current	2009	2010	2011
(New rates effective in September each year)				
<u>Public Swim Admission:</u>				
Rec Swim: Adult	\$ 4.00	\$ 4.25	\$ 4.25	\$ 4.50
Rec Swim: Senior	\$ 2.50	\$ 2.75	\$ 2.75	\$ 3.00
Rec Swim: Student	\$ 2.50	\$ 2.75	\$ 2.75	\$ 3.00
Rec Swim: Child	\$ 2.50	\$ 2.75	\$ 2.75	\$ 3.00
Rec Swim: Family	\$ 12.00	\$ 13.00	\$ 13.00	\$ 14.00
Fitness Adv: Adult	\$ 5.00	\$ 5.25	\$ 5.25	\$ 5.50
Fitness Adv: Senior	\$ 4.00	\$ 4.25	\$ 4.25	\$ 4.50
Fitness Adv: Youth	\$ 4.00	\$ 4.25	\$ 4.25	\$ 4.50

	Current	2009	2010	2011
(New rates effective in September each year)				
<u>Recreation Swim Passes:</u>				
3 month: Adult	\$ 71.00	\$ 73.00	\$ 75.25	\$ 77.50
3 month: Senior	\$ 53.50	\$ 55.00	\$ 56.75	\$ 58.50
3 month: Youth	\$ 48.00	\$ 49.50	\$ 51.00	\$ 52.50
3 month: Family	\$ 131.00	\$ 135.00	\$ 139.00	\$ 143.25
3 month: One Parent	\$ 97.25	\$ 100.25	\$ 103.25	\$ 106.25

	Current	2009	2010	2011
(New rates effective in September each year)				
<u>Fitness Advantage Swim Passes:</u>				
3 month: Adult	\$ 91.75	\$ 94.50	\$ 97.25	\$ 100.25
3 month: Senior	\$ 82.00	\$ 84.50	\$ 87.00	\$ 89.50
3 month: Youth	\$ 63.25	\$ 65.25	\$ 67.25	\$ 69.25
3 month: Family	\$ 202.25	\$ 208.25	\$ 214.25	\$ 221.00

	Current	2009	2010	2011
(New rates effective in September each year)				
<u>Swim Lessons:</u>				
Parent & Tot	\$ 36.50	\$ 37.50	\$ 38.75	\$ 40.00
Preschool	\$ 36.50	\$ 37.50	\$ 38.75	\$ 40.00
Stroke Improvement	\$ 36.50	\$ 37.50	\$ 38.75	\$ 40.00
Adult Lessons	\$ 38.75	\$ 40.00	\$ 41.25	\$ 42.50

Sportsfields & Special Events

Rates increase an average of 5% each year. Actual costs for special services will be charged

RATE AND USER FEE INCREASES

Recreation & Culture Services Increases for 2009 to 2011 Budget

Ice Centres

	Current	2009	2010	2011
Public Skating Admission Rates: (New rates effective in September each year)				
Youth	\$ 2.00	\$ 2.50	\$ 2.50	\$ 3.00
Adult	\$ 3.25	\$ 3.50	\$ 3.50	\$ 4.00
Family	\$ 8.50	\$ 9.00	\$ 9.00	\$ 10.00
Ice Rentals Per Hr. (Prime-time): (New rates effective in September each year)				
Community Youth	\$ 76.00	\$ 79.00	\$ 82.00	\$ 85.00
Community Adult	\$ 114.75	\$ 117.75	\$ 120.75	\$ 123.75
Community Youth Tournament	\$ 81.50	\$ 84.50	\$ 87.50	\$ 90.50

Yates Theatre

	Current	2009	2010	2011
Community Groups: (New rates effective in September each year)				
Weekday Evening (6 - 11 p.m.):				
No/low ticket charge	\$ 397.00	\$ 417.00	\$ 438.00	\$ 460.00
Ticket charge > \$8.00	\$ 1,010.00	\$ 1,060.00	\$ 1,113.00	\$ 1,169.00
Weekend Evening (6 - 11 p.m.):				
No/low ticket charge	\$ 563.00	\$ 590.00	\$ 620.00	\$ 650.00
Ticket charge > \$8.00	\$ 1,375.00	\$ 1,445.00	\$ 1,517.00	\$ 1,592.00
Commercial Programs:				
Weekday evening	\$ 1,350.00	\$ 1,417.00	\$ 1,488.00	\$ 1,563.00
Weekend evenings	\$ 1,650.00	\$ 1,732.00	\$ 1,819.00	\$ 1,910.00

Picnic Shelters

	Current	2009	2010	2011
Elks / John Martin Shelters: (New rates effective in January each year)				
Full day Youth	\$ 95.00	\$ 110.00	\$ 110.00	\$ 110.00
Full day Family/Adult	\$ 140.00	\$ 185.00	\$ 185.00	\$ 185.00
Evening Youth	\$ 65.00	\$ 70.00	\$ 70.00	\$ 70.00
Evening Family/Adult	\$ 125.00	\$ 160.00	\$ 160.00	\$ 160.00
Henderson Horseshoes:				
Full day	\$ 95.00	\$ 120.00	\$ 120.00	\$ 120.00
Evening	\$ 85.00	\$ 110.00	\$ 110.00	\$ 110.00
Baroness & Kiwanis (per booking)	\$ 25.00	\$ 30.00	\$ 30.00	\$ 30.00
\$30.00 for first two hours and then, \$5.00 per additional hour				

RATE AND USER FEE INCREASES

Assessment & Tax Fees for 2009 to 2011 Budget

	Current	2009	2010	2011
Tax certificate fees	\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00
General property assessment and taxation fees	\$ 20.00	\$ 25.00	\$ 25.00	\$ 25.00
Electronic mortgage list fees (per account)	\$ 13.00	\$ 20.00	\$ 20.00	\$ 20.00
Hard copy mortgage list fees	\$ 13.00	\$ 20.00	\$ 20.00	\$ 20.00
Residential assessment appeal fee	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00
Assessed value: 0 to \$500,000	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00
Assessed value: \$500,001 to \$4,000,000	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00
Assessed value: over \$4,000,000	\$ 800.00	\$ 800.00	\$ 800.00	\$ 800.00

Business Licence Increases for 2009 to 2011 Budget

Some Examples of License Increases

	Current	2009	2010	2011
General License Resident	\$ 70.00	\$ 80.00	\$ 80.00	\$ 80.00
General License Non Resident	\$ 595.00	\$ 670.00	\$ 670.00	\$ 670.00
Carnivals (per day)	\$ 75.00	\$ 85.00	\$ 85.00	\$ 85.00
Itinerant carnivals (per day)	\$ 135.00	\$ 150.00	\$ 150.00	\$ 150.00
Circus (per day)	\$ 135.00	\$ 150.00	\$ 150.00	\$ 150.00
Hawker, Pedlars & Hucksters Resident	\$ 50.00	\$ 55.00	\$ 55.00	\$ 55.00
Hawker, Pedlars & Hucksters Non Resident	\$ 150.00	\$ 170.00	\$ 170.00	\$ 170.00
Home Occupation -Desk, Phone, Vehicle	\$ 265.00	\$ 295.00	\$ 295.00	\$ 295.00
Home Occupation -Music Teacher	\$ 180.00	\$ 200.00	\$ 200.00	\$ 200.00
Home Occupation- Workshop	\$ 345.00	\$ 385.00	\$ 385.00	\$ 385.00
Home Occupation- Customers, Employees	\$ 440.00	\$ 495.00	\$ 495.00	\$ 495.00
Itinerant Shows (per Location)	\$ 210.00	\$ 235.00	\$ 235.00	\$ 235.00
Itinerant Shows (per show)	\$ 50.00	\$ 55.00	\$ 55.00	\$ 55.00
Market Organizer Resident	\$ 75.00	\$ 85.00	\$ 85.00	\$ 85.00
Market Organizer Non Resident	\$ 390.00	\$ 440.00	\$ 440.00	\$ 440.00
Market Organizer Non Resident Operator	\$ 430.00	\$ 485.00	\$ 485.00	\$ 485.00
Market Organizer Non Resident Operator (per day)	\$ 120.00	\$ 135.00	\$ 135.00	\$ 135.00
Transient Business	\$ 1,190.00	\$ 1,340.00	\$ 1,340.00	\$ 1,340.00
Transient Business (per day)	\$ 300.00	\$ 340.00	\$ 340.00	\$ 340.00
Transient Business (per location)	\$ 990.00	\$ 1,115.00	\$ 1,115.00	\$ 1,115.00
Christmas Tree Vendor (per yr per site)	\$ 50.00	\$ 55.00	\$ 55.00	\$ 55.00
Christmas Tree Vendor (per yr per site) Rel/comm	\$ 30.00	\$ 35.00	\$ 35.00	\$ 35.00
Videotape Store	\$ 70.00	\$ 80.00	\$ 80.00	\$ 80.00
Adult Video Tape Store	\$ 1,190.00	\$ 1,340.00	\$ 1,340.00	\$ 1,340.00
Deliver/Courier Parking Permit First Vehicle	\$ 200.00	\$ 225.00	\$ 225.00	\$ 225.00
Escorts	\$ 2,375.00	\$ 2,670.00	\$ 2,670.00	\$ 2,670.00

RATE AND USER FEE INCREASES

Lethbridge Transit Fare Increases for 2009 to 2011 Budget

Cash Fares						
	Current	2009	2010	2011		
Adult	\$ 2.25	\$ 2.25	\$ 2.25	\$ 2.50		
Senior/student	\$ 1.75	\$ 2.00	\$ 2.25	\$ 2.50		
Tickets						
	Current	2009	2010	2011		
Adult	\$ 1.82	\$ 1.90	\$ 1.90	\$ 2.15		
Senior/student	\$ 1.36	\$ 1.70	\$ 1.80	\$ 2.00		
Passes						
	Current	2009	2010	2011		
CitiPass	\$ 58.50	\$ 62.75	\$ 66.50	\$ 75.00		
Semester	\$ 220.00	\$ 240.00	\$ 250.00	\$ 285.00		
Youth CitiPass	\$ 49.00	\$ 52.50	\$ 55.50	\$ 60.00		
Senior Monthly	\$ 20.00	\$ 22.00	\$ 25.00	\$ 26.00		
Senior Yearly	\$ 200.00	\$ 220.00	\$ 250.00	\$ 260.00		
Day Pass	\$ 6.75	\$ 6.75	\$ 6.75	\$ 7.50		

Access-A-Ride Fare Increases for 2009 to 2011 Budget

	Current	2009	2010	2011		
Cash/Token	\$ 2.25	\$ 2.25	\$ 2.25	\$ 2.50		
Program Rate	\$ 80.00	\$ 90.00	\$ 90.00	\$ 100.00		

RATE AND USER FEE INCREASES

Cemetery Increases for 2009 - 2011 Budget

Fee Increases

RIGHTS TO INTERMENT FEES (BURIAL RIGHTS FEES)

	<u>Current</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
<u>In Ground Interments:</u>				
Single depth plot with continuous foundation	\$1,000.00	\$1,250.00	\$1,360.00	\$1,470.00
Double depth plot with continuous foundation	\$1,250.00	\$1,450.00	\$1,610.00	\$1,770.00
Single cremation plot	\$475.00	\$625.00	\$680.00	\$740.00
Double cremation plot	\$650.00	\$800.00	\$900.00	\$1,000.00
<u>Columbarium Niches:</u>				
Units C5 & C6 - 12" x 12" x 18"	\$2,050.00	\$2,250.00	\$2,475.00	\$2,720.00
Unit C7 - 12" x 12" x 12"	\$1,300.00	\$1,430.00	\$1,570.00	\$1,720.00
<u>Ossuary</u>	N/C			
<u>Monument Permit Fee</u> - (GST exempt)	\$30.00	\$40.00	\$45.00	\$50.00
A permit to erect a monument fee is required at time of sale on all rights to interment space & right to memorialize on City owned monuments				

INTERMENT FEES

<u>Interment Services</u> - per interment				
6 foot depth	\$500.00	\$625.00	\$685.00	\$750.00
9 foot depth	\$650.00	\$800.00	\$880.00	\$965.00
Cremation - in ground - per ashes - per interment	\$250.00	\$280.00	\$310.00	\$350.00
Niche - first interment service - first set of ashes (C3, C4, C5, C6, C7)	\$75.00	\$90.00	\$100.00	\$110.00
Niche - subsequent interment service (C1 - C7)	\$100.00	\$110.00	\$120.00	\$130.00
Multiple sets of ashes - at same time & location - per additional set		\$60.00	\$70.00	\$80.00
Ossuary - per ashes	\$50.00	\$60.00	\$70.00	\$80.00
<u>Greens and Lowering Device</u> - Adult casket interments only	\$75.00	\$90.00	\$100.00	\$110.00
<u>Permanent Outer Liner/Vault/Box</u> - Storage, Handling, Installation				
Concrete Box	\$250.00	\$275.00	\$300.00	\$330.00
Fibreglass		\$150.00	\$175.00	\$200.00

OTHER FEES

<u>Transfer of Rights to Interment Space</u>	\$80.00	\$88.00	\$95.00	\$105.00
<u>Rights to memorialize on City owned monument</u> - 2" x 10" space	\$150.00	\$165.00	\$175.00	\$190.00

Development Permit and Subdivision Fee Increases for 2009-2011 Budget

Some Examples Of Fee Increase

	Current	2009	2010	2011
2 Unit dwelling requiring waivers	\$350.00	\$400.00	\$400.00	\$400.00
Single detached dwelling that complies with land Use Bylaw	\$42.00	\$48.00	\$48.00	\$48.00
164 unit multi-family (eg. River Ridge)	\$6,974.00	\$7,968.00	\$7,968.00	\$7,968.00
Home Occupation with waivers	\$375.00	\$400.00	\$400.00	\$400.00
Soccer Building	\$2,310.00	\$2,656.00	\$2,656.00	\$2,656.00
Gas Station, Car Wash, Convenience Store	\$860.00	\$990.00	\$990.00	\$990.00
Portable Sign	\$90.00	\$104.00	\$104.00	\$104.00
Subdivision application/Lot	\$100.00	\$115.00	\$115.00	\$115.00

Planning Service Increases for 2009 to 2011 Budget

Service	Current	2009	2010	2011
Outline Plan Application/Amendment	\$ 2,000.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00
Subdivision Application	\$ 100.00	\$ 115.00	\$ 115.00	\$ 115.00
Final Endorsement Fee/Lot	\$ 150.00	\$ 175.00	\$ 175.00	\$ 175.00
Condominium Certificate (fee schedule set by Province)	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00
Statutory Plan Application/Amendment	\$ 4,200.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
Road & Lane Closure	\$ 4,200.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
Municipal Reserve Disposal	\$ 4,200.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00

Dog License Fee for 2009 to 2011 Budget

	Current	2009	2010	2011
Altered and marked for identification	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00
Altered but not marked for identification	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00
Not altered but is marked for identification	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00
Not altered and not marked for identification	\$ 45.00	\$ 45.00	\$ 45.00	\$ 45.00







PERSONNEL - WAGES & BENEFITS

	2009		2010		2011	
Taxation Supported						
Galt Museum	\$	937,852	\$	937,852	\$	998,630
Lethbridge Regional Police Service		18,492,680		19,505,043		20,362,898
Library		2,656,200		2,911,860		3,140,942
Community Services Support		535,701		535,701		535,701
Community and Social Development		111,746		115,546		119,446
Family and Community Services Support		289,452		304,252		319,652
Planning and Development		1,608,640		1,608,640		1,608,640
Downtown Revitalization		100,655		100,655		100,655
Building Safety & Inspection Services		1,739,562		1,752,377		1,796,977
Regulatory Services		488,216		488,216		488,216
Environmental Services		153,170		153,170		153,170
ENMAX Centre		1,667,385		1,662,749		1,735,716
Facility Services		1,885,857		1,911,024		1,963,062
Fire & Emergency Services		15,825,184		16,134,123		16,239,969
Public Safety Communications Centre		3,125,995		3,153,650		3,196,074
Recreation and Culture		1,340,628		1,340,628		1,340,628
Aquatics		21,716		21,716		21,716
Arenas		1,354,772		1,354,772		1,354,772
Yates Memorial Centre		210,942		210,942		210,942
Helen Schuler Nature Centre		396,064		396,064		396,064
Parkland Management		740,984		740,984		740,984
Cemeteries		514,475		514,475		514,475
Transit		6,391,507		6,780,114		6,995,511
Accessible Transportation		1,310,312		1,333,799		1,347,145
School Bus		622,459		622,459		622,459
Assessment & Taxation		1,316,657		1,332,757		1,294,857
Financial Services		2,839,027		2,861,527		2,887,827
Human Resources		1,608,251		1,625,551		1,638,451
Information Technology		2,575,160		2,575,160		2,575,160
Risk Management		435,467		435,467		435,467
Mayor		214,555		214,555		214,555
City Council		212,555		212,555		212,555
City Clerk		517,486		517,486		517,486
City Manager		356,976		363,976		370,953
City Solicitor		278,580		281,080		286,080
Economic Development		81,571		81,571		81,571
Corporate Communications		177,780		177,780		177,780
Real Estate and Land Development		787,694		787,694		787,694
Corporate Initiatives		354,915		357,815		360,215
Infrastructure Administration		1,622,406		1,645,206		1,669,406
Fleet Services		1,937,836		1,937,836		1,937,836
Parking		185,076		185,076		185,076
Infrastructure Services Parks Management		3,330,555		3,382,220		3,432,220
Transportation		4,060,021		4,246,773		4,373,511
		<u>85,414,722</u>		<u>87,812,896</u>		<u>89,743,144</u>
Utility Supported						
Utility Services		1,174,126		1,174,226		1,174,026
Electric		7,642,081		8,436,847		9,480,696
Waste Services		2,233,646		2,366,846		2,506,646
Recycling Services		28,125		28,125		28,125
Wastewater		2,257,457		2,399,372		2,575,310
Water		5,562,439		5,753,612		5,952,102
		<u>18,897,874</u>		<u>20,159,028</u>		<u>21,716,905</u>
	\$	<u>104,312,596</u>	\$	<u>107,971,924</u>	\$	<u>111,460,049</u>
Full-time equivalents (FTE)						
Opening Balance (Note 1)	Perm	Non-Perm	Perm	Non-Perm	Perm	Non-Perm
	1,068.0	185.1	1,115.1	191.7	1,145.1	193.8
Additions	47.1	6.5	30.0	2.1	18.7	0.8
Closing Balance	<u>1,115.1</u>	<u>191.7</u>	<u>1,145.1</u>	<u>193.8</u>	<u>1,163.8</u>	<u>194.5</u>

Note 1: The opening FTE balance is higher than previously reported for 2008 since it now includes FTE's used in capital projects.

From 2008 Approved to 2011 Approved

Description	Full Time Equivalents (FTE)					\$
	Previously Approved Decisions	External or One Time Funding	Life Cycle	Succession	Growth	2011 Wages
Utility Fund						
Wastewater Treatment Plant Operators				2.0		104,100
Utility Services Systems Support Technician					1.0	48,800
Electric Transmission Engineer					1.0	94,200
Electric Distribution Technologist					1.0	66,800
Electric Operations Clerk					1.0	40,900
Electric Apprentice					1.0	93,300
Electric Control Centre Operator					1.0	108,900
Electric Journeyman Metering					1.0	103,700
N-19 Electric AM/FM System Administrator					1.0	67,500
N-20 Electric OPS Data Technician					1.0	108,900
N-21 Electric Safety/Trades Trainer					1.0	114,000
N-22 Electric System Patroller/Maintenance Planner					1.0	114,000
N-23 Utility Services Systems & Billing Manager					1.0	82,500
N-24 Utility Services Customer Care & Collections					1.0	57,800
N-27 Landfill Waste & Recycling Engineer					1.0	78,000
N-29 Wastewater Pub. Ops. Training Programmer					1.0	56,700
N-30 Wastewater Machine Operator V					1.0	46,100
N-31 Wastewater Lift Station Coordinator					1.0	62,400
	-	-	-	2.0	17.0	1,448,600
General Fund						
Firefighters / EMS	4.0					261,900
E-Government Web Developer	1.0					64,000
Helen Schuler Nature Centre Events Coordinator (term)		1.0			N/P	45,500
Social Policy Program Development		1.0				43,200
Facilities Buyer			1.0			57,800
Facilities Engineer Planner			1.0			95,800
Facilities Project Managers			2.0			80,300
Infrastructure Public Operations Clerks			1.0			38,300
City Solicitor Admin Assistant				0.3		15,500
New Police Constables					9.0	496,100
Cemetery Maintenance					0.8 N/P	30,800
Development Officer					1.0	66,800
Development Permit Technician					1.0	58,700
Development Systems Tech					1.0	66,800
Regulatory Bylaw Officer					0.5	26,000
Fire Prevention Safety Code Officer					1.0	88,500
Fire Deputy Chief					1.0	101,800
PAC Rover					1.0	59,400
Transit Inventory Clerk					1.0	44,600
Transit Operators					6.5	296,900
Network Technician					1.0	55,100
Human Resources Consultant					1.0	70,200
Procurement and Contract Specialist					1.0	69,500
Warehouse Attendant					1.0	43,600
Urban Forestry Inventory Technician					1.0	58,700
Community Parks Maintenance Laborers					0.8	34,600
Infrastructure Parks Maintenance Labor					1.0 N/P	39,200
Transportation Sign Truck Helper					0.4 N/P	15,900
Transportation Stop and Yield Signs					1.3 N/P	47,700
Transportation Maintenance Staff					3.0	148,800
Transportation Road Infrastructure Designer					1.0	66,800
Traffic Sign Technician					1.0	66,800
Traffic Signal Electrician					1.0	103,700
Street Sweepers					1.2 N/P	75,700

From 2008 Approved to 2011 Approved

Description	Full Time Equivalents (FTE)					\$ 2011 Wages
	Previously Approved Decisions	External or One Time Funding	Life Cycle	Succession	Growth	
Infrastructure Senior Accounting Technician					1.0	51,200
N-2 Parks Arborist II					0.4 N/P	21,900
N-13 ENMAX Event Marketing & Sales Coordinator					1.0	55,000
N-16 Fleet Programmer / Scheduler					1.0	70,100
N-17 Fleet Utility II worker (10 month term)					0.8 N/P	36,900
N-36 Parks 2 Laborers for Graffiti Abatement Program					1.0 N/P	39,800
N-40 Transit Operator for Go Friendly Shuttle					1.3	42,000
N-40 Service person					0.1	4,500
N-41 Transit Operator					4.0	184,500
N-41 Service Person					1.0	44,600
N-42 Transit Operator for ACCESS-A-Ride Expansion					0.3	9,900
N-42 Transit Operator for ACCESS-A-Ride Expansion					1.5 N/P	49,700
N-47 Library IT Coordinator					1.0	66,300
N-48 Museum Administrative Assistant					1.0	43,200
N-49 Museum Program Administrator					1.0	51,200
N-53 LAPS Crime Analyst					1.0	55,100
N-54 LAPS Domestic Violence Constable					2.0	108,900
N-55 LAPS Financial Technician					1.0	48,800
N-56 LAPS High Risk Offender Constables					2.0	100,100
N-58 LAPS Network Systems Admin					2.0	121,400
N-59 LAPS Police Administrative Support					3.0	129,700
N-60 LAPS Proceeds of Crime Constables					2.0	100,100
N-62 LAPS School Resource Officer					1.0	50,000
N-63 LAPS Special Operations Constable					3.0	115,900
N-64 Facility Services Corporate Security Manager					1.0	57,400
	5.0	2.0	5.0	0.3	73.9	4,593,200
	5.0	2.0	5.0	2.3	90.9	6,041,800
Total Increase Over 3 Years					105.2	
Average FTE Increase per Year					35.1	
Average Percentage Increase per Year					2.8%	
(including service increases through budget initiatives)						





Canyon Crest Park





GRANT AND FEE FOR SERVICE SUMMARY

GRANT & FEE FOR SERVICE SUMMARY

Budget 2009-2011

"G" = GRANT TAX SUPPORTED – To off set their total costs, not related to operating expenses. Amendment only by Council resolution.
 "F" = FEE FOR SERVICE – Increase of 5% - 5% - 5% for inflation, usages and operations, utilities etc. In this category, the organizations deliver programs and maintains facilities on behalf of the City. Pressures include inflation, impact of minimum wage increases and utility pressures.

"O" = Support Organization, but not tied to specific services

"S" = Subsidy for specific services based on client usage

FCSS (based on 80% FCSS support, 20% tax support shown in 100% dollars)

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 20% contribution and may, if they wish, establish a volunteer Board to administer the program. The City of Lethbridge has chosen to administer the program through the Community Services Department. City Council acts as the FCSS Board and makes policy and funding decisions.

DESCRIPTION	TYPE	2008	2009	2010	2011
External					
Funding and Contract Admin - Voluntary Board Development		1,000	1,000	1,000	1,000
Sexual Assault & Family Violence Prevention Education & Awareness	F	18,000	18,000	18,000	18,000
Prevention of Child Neglect and Abuse Education & Awareness	F	4,600			
Community LINKS	O	32,900	34,000	35,100	36,300
One Time Funding Allocation:					
- Leth. School District: Enhancement of Making Connections Program		7,500			
- Aboriginal Council of Lethbridge		60,000			
- YWCA Girls Club		40,000			
- Opokaasin Early Intervention Society		60,000			
Family Life Education	F	5,000	5,000	5,000	5,000
Teen Naturalist Program	O	5,500	5,700	6,000	6,100
Leth. Housing Authority: Case Mngt & Outreach Support	F	81,200	109,500	113,200	117,200
Lethbridge Society for Meals on Wheels	O	44,700	46,300	47,700	50,000
Lethbridge Senior Citizens' Organization	O	212,600	220,000	227,500	235,300
Home Support Seniors and Families	S	53,600	60,000	60,000	60,000
Nord-Bridge Senior Citizens' Organization	O	174,400	180,500	186,600	193,000
Seniors Transportation	O		50,000	50,000	50,000
Family Centre	O	297,300	370,700	381,800	393,300
Volunteer Lethbridge Association	O	100,500	103,000	106,500	110,000
Community Kitchen Coalition	O	2,000	2,000	2,000	2,000
Big Brothers & Big Sisters	O	34,500	35,600	37,000	38,400
Boys' & Girls' Club of Lethbridge	O	65,700	62,000	64,100	66,300
Lethbridge Emergency Youth Shelter & Outreach	O	54,800	56,300	58,300	60,000
Youth Centre	O		75,000	75,000	75,000
YWCA: "Girl's Club" Young Women's Peer Support Program	O	26,400	13,000	13,400	14,000
School Caretaker Support	O	23,000	23,300	24,000	25,000
Out-of-School Program Subsidies	S	309,200			
Counselling					
- Subsidies/Continuum of Service	S	230,300			
Associates Counselling Services	S		51,000	53,400	65,900
Crossroads Counselling Services	S		53,600	60,300	66,200
Lethbridge Family Services	S		168,000	180,000	192,000
UNALLOCATED FUNDS			81,300	18,400	(92,000)
TOTAL FCSS (EXTERNAL)		1,944,700	1,824,800	1,824,300	1,788,000
Internal					
Community Development Planning & Contract Administration		396,200	438,200	453,700	505,000
Leisure Guide Advertising		15,900	15,900	15,900	15,900
Publications		13,000	13,000	13,000	13,000
BAU		(125,300)			
TOTAL FCSS (INTERNAL)		299,800	467,100	482,600	533,900
BALANCE OF FCSS BUDGET		2,244,500	2,291,900	2,306,900	2,321,900

GRANT AND FEE FOR SERVICE SUMMARY

"G" = GRANT TAX SUPPORTED — To off set their total costs, not related to operating expenses. Amendment only by Council resolution.
 "F" = FEE FOR SERVICE — Increase of 5% - 5% - 5% for inflation, usages and operations, utilities etc. In this category, the organizations deliver programs and maintains facilities on behalf of the City. Pressures include inflation, impact of minimum wage increases and utility pressures.
 "O" = Support Organization, but not tied to specific services
 "S" = Subsidy for specific services based on client usage
OTHER EXTERNAL SUPPORT (NON FCSS)

DESCRIPTION	TYPE	2008	2009	2010	2011
Category One: Grants					
Lethbridge and District Exhibition - Parade Float	G	6,500	6,500	6,500	6,500
Lethbridge & District Exhibition	G	63,500	63,500	63,500	63,500
Lethbridge Soup Kitchen (utilities)	G	6,500	6,500	6,500	6,500
Interfaith Food Bank	G	11,300	11,300	11,300	11,300
Lethbridge Food Bank	G	11,300	11,300	11,300	11,300
Clothing Charities Tipping (1/2 funded from landfill)	G	29,000	20,000	20,000	20,000
Downtown LA Main Street Program	G	99,000	136,500	75,000	75,000
Lethbridge Main Street Pgm. Coordinator	G	34,000	46,000	58,000	34,000
Mobile Urban Street Team Program Support	G	20,500	20,500	20,500	20,500
Shock Trauma Air Rescue	G	8,600	8,600	8,600	8,600
Lethbridge Habitat for Humanity	G	20,000	20,000	20,000	20,000
Canadian Red Cross - Disaster Social Services Reception	G	15,000	15,000	15,000	15,000
Sport Development Centre	G		80,000	80,000	80,000
Communities in Bloom	G	16,400	19,000	20,900	23,000
NOKA Spay/Neuter Program	G	29,000	29,000	29,000	29,000
Civic Hosting Policy	G	17,500	17,500	17,500	17,500
Community Special Event Support Program	G	55,000	55,000	55,000	55,000
St. John's Ambulance	G	12,500	12,500	12,500	12,500
Children's Festival Society	G	9,300	0	0	0
U of L Stadium	G		30,000	30,000	30,000
Lethbridge Symphony Association	G	46,700	49,000	51,400	53,900
Southern Alberta Art Gallery - Manager Fund Development	G		55,000	58,000	61,000
Kiwanis - Music and Speech Arts Festival	G		5,000	5,000	5,000
LSCO - Support for Seniors	G		50,000	50,000	
Nord Bridge - Support for Seniors	G		50,000	50,000	
Housing Rent Supplement Program	G	252,000	252,000	252,000	252,000
Category Two: Fee For Service					
Westminster Community Centre - Westminster Pool	F	26,000	27,300	28,600	30,000
Henderson Stadium Society - Spitz Stadium	F	30,700	32,200	33,800	35,400
Outdoor Soccer/Rugby Complex	F	39,000	0	0	0
Economic Development Lethbridge Administration	F	361,200	493,500	554,600	590,000
Economic Development Lethbridge Business Directory Online Mapping	F		0	20,000	20,000
Economic Development Lethbridge Convention & Event Coordinator	F		45,000	47,300	49,600
Chinook Country Tourist Association - Visitor Information Service	F	167,600	247,600	256,700	268,100
Lethbridge Convention & Visitors Bureau	F	120,000	139,700	147,200	150,500
Lethbridge and District Japanese Garden Society Grounds Maint.	F	92,200	96,700	101,500	106,500
Lethbridge and District Japanese Garden Society Bldng Maint. Tree/Shrubs	F	33,100	27,000	27,000	27,000
YWCA - Neighborhood Play Program	F	56,000	58,800	61,700	64,700
Southern Alberta Art Gallery	F	123,700	129,800	136,200	142,900
Southern Alberta Ethnic Association	F	20,800	21,800	22,800	23,900
Fort Whoop-Up Interpretive Society	F	137,700	144,500	151,700	159,200
Community Groups - City Clean Up	F	16,000	16,000	16,000	16,000
Bowman Arts Centre / Allied Arts Council	F	115,200	120,900	126,900	133,200
Allied Arts Council - Leadership of the Arts	F	119,000	124,900	131,100	137,600
Allied Arts Council - Communication Manager	F		35,000	35,000	35,000
City Parks Maintenance Agreements					
- Lethbridge Lawn Bowling	F	9,000	9,400	9,800	10,200
- Community Gardens	F	5,600	5,600	5,600	5,600
- Westminster Pool Association - Grounds	F	7,100	7,400	7,700	8,000
- Lethbridge Softball Association - Peenaquim Park	F	42,100	44,200	46,400	48,700
- Lethbridge North Little League	F	11,900	12,400	13,000	13,600
- Lethbridge Southwest Little League	F	15,000	15,700	16,400	17,200
- Prairie Baseball Academy	F	28,200	29,600	31,000	32,500
- District One Little League, Canola	F	2,000	2,100	2,200	2,300
Sport Council	F	0	85,000	105,000	110,000
Other:					
Contingencies: Transfer to Other Agencies by Council Resolution		5,000	5,000	5,000	5,000
BALANCE OF OTHER EXTERNAL SUPPORT		\$2,347,700	\$3,046,800	\$3,167,700	\$3,153,800



Bull Trail



2009 FLEET REPLACEMENT

2009 Vehicle and Equipment Replacement List

Dept Name	Qty	Unit Description	Budget
Building Maintenance	3	1/2 Ton Truck	\$85,000
Building Maintenance	1	Full Size Van	\$33,000
Cemetery	2	Hydraulic Compactor (14')	\$15,000
Cemetery	1	Turf Truckster & Attachments	\$25,000
Community Services	1	Ice Resurfer	\$99,000
Electric Operations	1	Loader Backhoe 14'	\$90,000
Electric Operations	1	Vehicles and Equipment (CIP)	\$400,000
Electric Operations	1	Full Size Van	\$33,000
Fire	1	Aerial Platform (2010 delivery)	\$1,490,000
Fire	3	Ambulance	\$450,000
Fire	1	Pumper (2010 delivery)	\$482,000
Fire	1	Quint - 75' (2010 delivery)	\$965,000
Fire	2	Rescue Tools	\$80,000
Fire	1	Hazardous Material Equipment (N-14)	\$123,000
Fleet Services	1	1/2 Ton Truck	\$25,000
Police	2	1/4 Ton Van (Passenger-Used) (N-54 added 1 van)	\$43,000
Police	9	Car - Full Size	\$364,000
Police	1	Full Size Van	\$34,000
Parks	2	1 Ton Dump Truck	\$120,000
Parks	1	1 Ton Truck (Crew Cab)	\$40,000
Parks	3	1/2 Ton Truck	\$81,000
Parks	3	1/4 Ton Truck	\$76,000
Parks	1	3/4 Ton Truck	\$45,000
Parks	1	Mower Rotary 16'	\$90,000
Parks	1	Sprayer - Skid Mount	\$8,000
Parks	1	Tractor and Front End Loader	\$55,000
Parks	1	Turf Truckster Cab & Blade	\$40,000
Parks	1	Turf Sweeper	\$25,000
Parks	1	Trailer - T/A Utility	\$10,500
Streets	1	1 Ton Detour Truck	\$53,000
Streets	1	3 Ton Dump w/ Crane	\$115,000
Streets	1	Pneumatic Tired Roller	\$95,000
Streets	1	Rubber Tired Packer	\$29,000
Streets	2	Street Sweeper	\$450,000
Streets	1	Trailer Mounted Crack Sealer	\$91,000
Waste & Recycling	2	1/2 Ton Truck	\$45,000
Waste & Recycling	5	Auto Side Loader	\$1,100,000
Waste & Recycling	1	Rear Loader	\$150,000
Wastewater	1	1/4 Ton Truck	\$28,000
Wastewater	1	1/4 Ton Van	\$27,000
Wastewater	2	Full Size Van	\$60,000
Wastewater	1	1/2 Ton Truck	\$35,000
Wastewater	1	2 Ton Van (N-32)	\$75,000
Purchasing	1	1/4 Ton Van	\$25,000
Regulatory Services	2	1/4 Ton Utility (4 X 4)	\$56,000
Treatment Plants	1	1/2 Ton Truck (N-31)	\$30,000
			<u>\$7,890,500</u>

2010 FLEET REPLACEMENT

2010 Vehicle and Equipment Replacement List

Dept Name	Qty	Unit Description	Budget
Building Maintenance	1	1/4 Ton Truck	\$27,000
Cemetery	1	Turf Truckster	\$26,000
Electric Operations	1	1/4 Ton Truck	\$28,000
Electric Operations	1	Full Size Van	\$37,000
Electric Operations	1	Loader Backhoe 14'	\$93,000
Electric Operations	1	Vehicles and Equipment (CIP)	\$400,000
Fire	1	Rescue Deck c/w Trailer	\$42,000
Parks Mgr	1	3/4 Ton Truck	\$40,000
Police	1	1/2 Ton Utility (4 X 4)	\$37,000
Police	3	1/4 Ton Van (Passenger)	\$66,000
Police	8	Car - Full Size (N-57 added 1 car)	\$308,000
Police	7	Car - Mid Size (Used) (N-56, 60 & 62 added 3 cars)	\$134,000
Police	1	Full Size Van	\$34,000
Parks	1	Aerial Bucket Truck	\$150,000
Parks	1	1/2 Ton Truck	\$40,000
Parks	1	16' Rotary Mower	\$95,000
Parks	1	2 Ton CC Dump Truck	\$70,000
Parks	4	60" Broom Attachment	\$23,000
Parks	4	72" Mower - 4wd	\$123,000
Parks	1	Mower Rotary 16'	\$93,000
Streets	1	1/2 Ton Truck	\$30,000
Streets	1	Front Mounted Snow Plow	\$22,000
Streets	1	GPS Base c/w 2 Hand Held Units	\$88,000
Streets	1	Paver / Spreader	\$400,000
Streets	2	Sander	\$46,000
Streets	1	Tandem Dump	\$160,000
Streets	1	Traffic Line Marker	\$266,000
Waste & Recycling	1	Overhead Loader	\$270,000
Wastewater	1	Hydraulic Compactor (18')	\$16,000
Wastewater	1	Loader Backhoe 18'	\$211,000
Treatment Plants	1	3/4 Ton Truck	\$43,000
Treatment Plants	1	1/2 Ton Utility (N-33)	\$29,000
			<u>\$3,447,000</u>

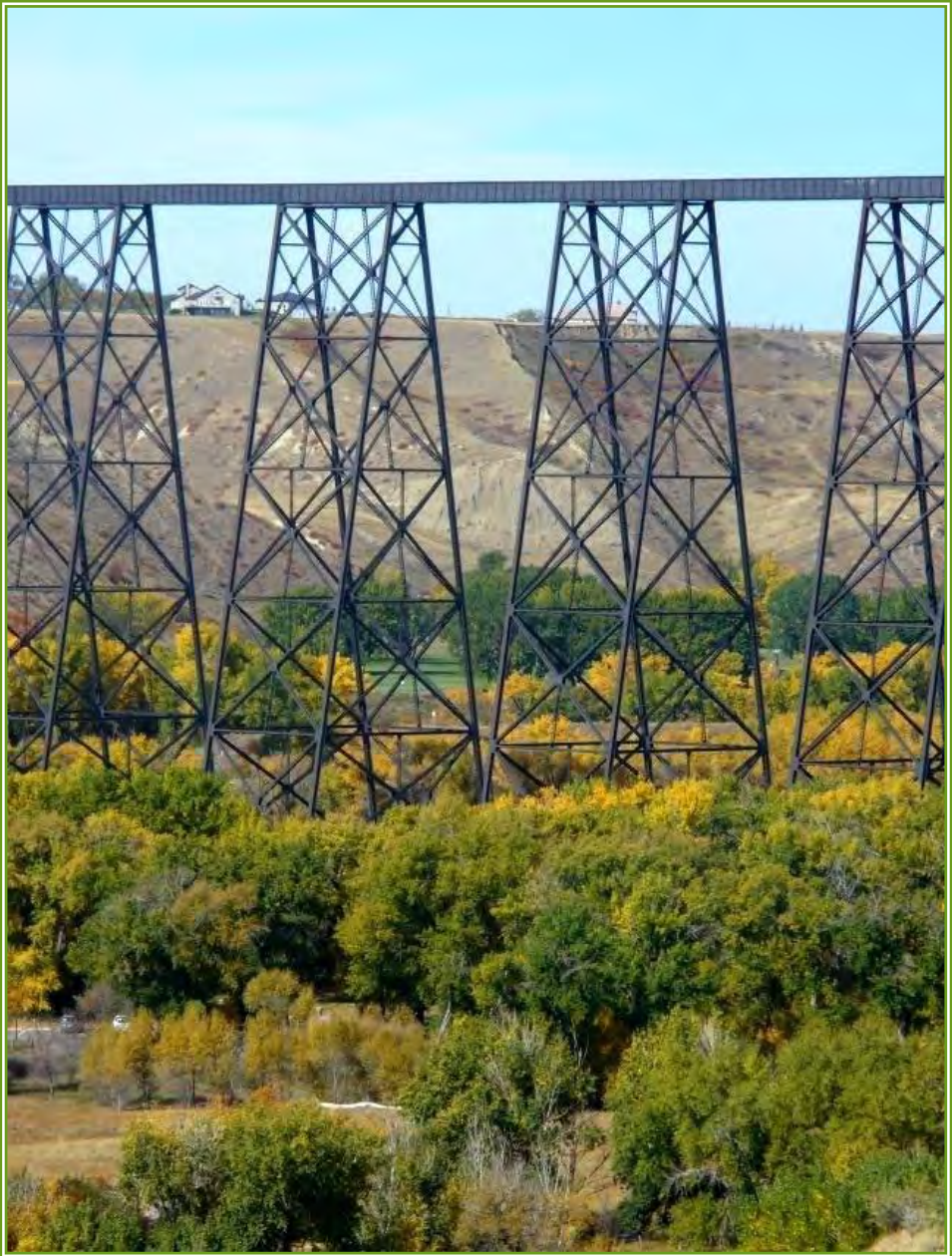
2011 FLEET REPLACEMENT

2011 Vehicle and Equipment Replacement List

Dept Name	Qty	Unit Description	Budget
Building Maintenance	1	Manlift - 20' Elec-Selfprop	\$23,000
Building Maintenance	1	Trailer - S/A Tiltbed	\$5,000
Cemetery	2	1 Ton Dump	\$113,000
Cemetery	2	72" Mower - 2wd	\$42,000
Electric Operations	2	Full Size Van	\$65,000
Fire	1	1/4 Ton Van	\$35,000
Fire	1	3/4 Ton Truck	\$44,000
Police	1	1/2 Ton Utility (4 X 4)	\$65,000
Police	1	1/4 Ton Van (Passenger)	\$22,000
Police	1	Car - 1/4 Ton Van (Used)	\$22,000
Police	4	Car - Full Size	\$170,000
Police	7	Car - Mid Size (Used)	\$144,000
Parks	2	72" Mower - 2wd	\$42,000
Parks	1	Mower - Walk Behind	\$9,000
Parks	1	Trailer - Tandem Axle	\$10,000
Parks	1	Turf Truckster Cab & Blade	\$40,000
Streets	1	1/2 Ton Truck 4x4	\$33,000
Streets	1	Front Mounted Snow Plow	\$22,000
Streets	1	Rubber Tired Packer	\$29,000
Streets	1	Street Sweeper	\$260,000
Streets	1	Tandem Dump	\$160,000
Wastewater	1	Flusher Eductor Truck	\$433,000
Wastewater	1	Full Size Van	\$35,000
Regulatory Services	2	1/4 Ton Utility (4 X 4)	\$60,000
Transit	3	1/4 Ton Van	\$80,000
			<u>\$1,963,000</u>







2009 What's In The Works

<http://www.lethbridge.ca>

★ New Subdivisions

1. Legacy Ridge Development
2. Coulee Creek Development
3. Riverstone Development
4. Sunridge
5. Copperwood Development
6. The Crossings Development

Contact: Byron Buzunis 403 320-3975

Electric Distribution System Improvements

- 1 New Feeder Line to the West Side
- 2 New Circuit to University of Lethbridge

Contact: Brent Smith 403 320-4073

Transmission Projects

- 3 Uplands Substation Upgrade
- 4 New/Upgrade 138kV Line Construction
- 5 138 kV Breaker Bay
- 6 6745 Bowrun Capacity Upgrade at Substation

Contact: Stew Purkis 403 320-4166

Open Space & Parks Development Projects

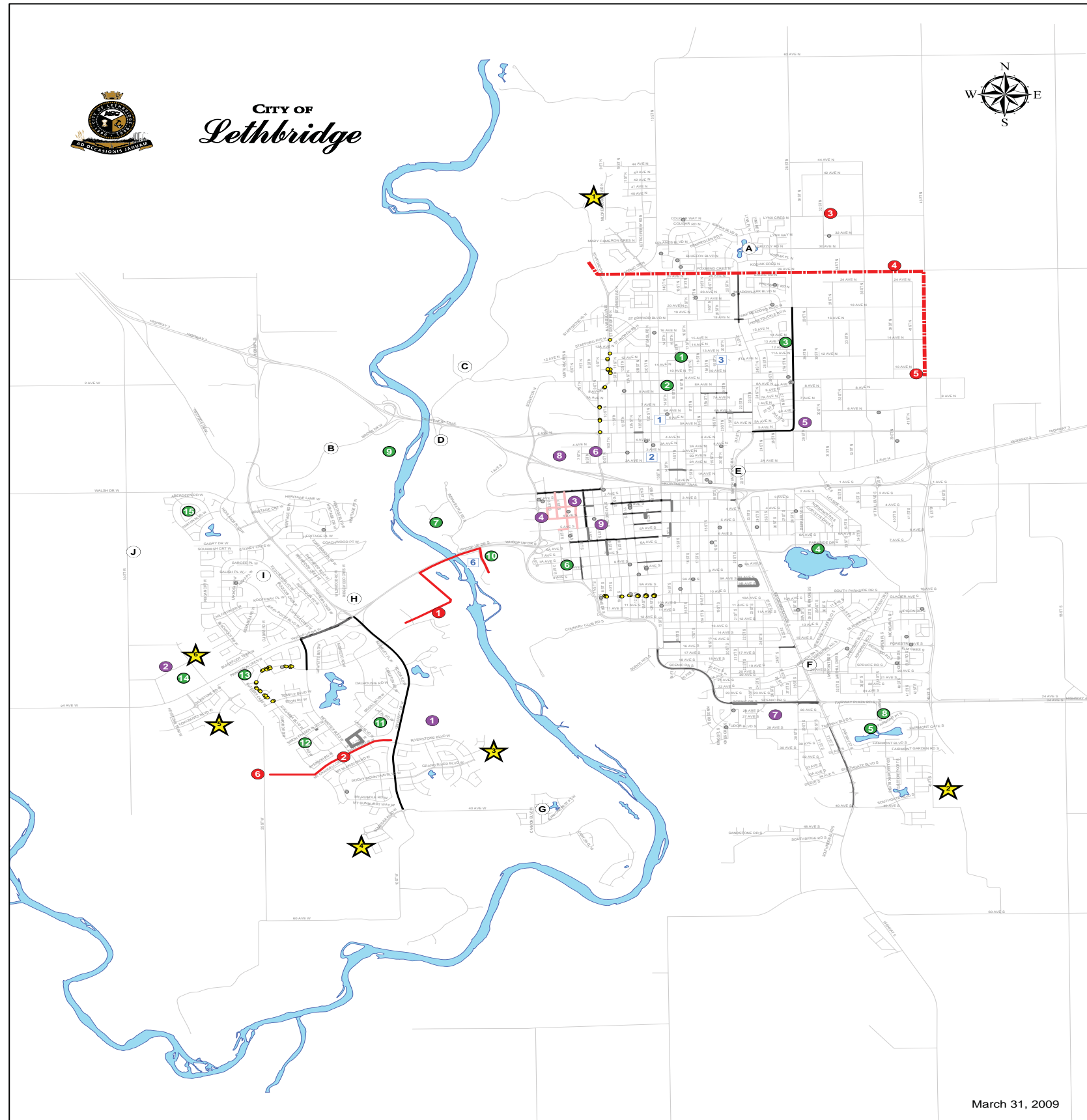
- 1 Norbridge Park Playground Replacement
- 2 Adams Park Playground Replacement
- 3 Labour Club Park Playground Replacement
- 4 Henderson Lake 3 Playgrounds Replacement
- 5 Fairmont Lake Park New Playground
- 6 Fairmont Blvd. Buffer Park
- 7 Kiwanis Park Playground Replacement
- 8 Indian Battle Park Playground Replacement
- 9 Elizabeth Hall Wetland Boardwalk
- 10 Mountain Bike Skills Park
- 11 Sheridan Park Playground Replacement
- 12 Laval Park Playground Replacement
- 13 Princeton Park Playground Replacement
- 14 The Crossings School Park Development
- 15 Tarten Circle Park Development

Contact : Dave Ellis 403 320-3848

Facility Services Capital Projects

- 1 Community Stadium
- 2 West Lethbridge Centre
- 3 SAAG Gallery Renovation
- 4 New Downtown Fire HQ
- 5 Renovations at Old Fire HQ
- 6 City Hall Annex
- 7 Enmax Centre Renovations
- 8 Public Operations Renovations
- 9 Community Arts Centre

Contact : Conrad Westerson 403 320-3828



March 31, 2009

Transportation

Arterial Roadway Overlays

- Scenic Dr. S. - Mayor Magrath Dr. to 16 Ave. S.
- 3 Ave. S. - 10 St. S. to 12B St. S.
- 6 Ave. S. - 5 St. S. to 13 St. S.
- Scenic Sr. S. - 28 St. S. to Mayor Magrath Dr. S.
- 23 St. N. - 18 Ave. N. to 26 Ave. N.
- 1 Ave. S. - Scenic Dr. S. to Intersection
- 3 Ave S. - Mayor Magrath Dr. S. to Intersection
- 6 Ave. S. - 13 St. S. to Intersection

Local Roadway Overlays

- 9A Ave. & 9B Ave. - 21 St. S. to 21 St. S.
- 15 Ave. S. - 13 St. S. to 15 St. S.
- 5 Ave. S. - 12 St. S. to 13 St. S.
- 6 St. S. - 7 Ave. S. to 9 Ave. S.
- 8 Ave. N. - 18 St. N. to 20 St. N.
- 6 A Ave. N. - 19 St. N. to 23 St. N.

Collector Roadway Overlays

- 7 St. S. - 1 Ave. S. to 5 Ave. S.
- McMaster Blvd. W. - Whoop-up Drive to Columbia Blvd. W.
- 16 Ave. S. - 26 St. S. to Mayor Magrath Dr. S.
- 4 Ave. S. - 13 St. S. to 11 St. S.

Contact: Al Covey 403 320-3993

Transportation Projects

- 28 St. N. - 18 Ave. N. to Mayor Magrath Dr. N.
- Landscaping Project University Dr. W. - Whoop-up Dr. W. to Sunridge Blvd. W.
- Whoop-up Dr. W - McMaster Blvd. Intersection.

Contact: Richard Brummund 403 329-7337

Water Distribution System Improvements

Watermain Renewals

- 1 13 St. N. 5 Ave. N. to 9 Ave. N.
- 2 12 C St. 2A Ave. N. to 3 Ave. N.
- 3 12 Ave. N. 19 St. N. to 20 St. N.

Contact: Darcy Fritz 403 320-3097

Sidewalk & Pathway Renewals

Please note locations on map.

- Sidewalk Renewal
- - Wheelchair Ramp
- Paving Stone Restoration
- - Sidewalk Request

Contact: Al Covey 403 320-3993

Water & Wastewater System Improvements

- (A) Storm Pond Improvements
- (B) Bridge Drive Utility Corridor
- (C) Waste Water Treatment Plant Upgrades
- (D) South Syphon Upgrade
- (E) 2 Ave N Lift Station Odour Control
- (F) Mayor Magrath Lift Station
- (G) Storm Pond Inlet Improvements
- (H) Ridgewood Syphon Screen Upgrade
- (I) Niska PI Sanitary Upgrade
- (J) Garry Dr. Water Reservoir

Contact: Darcy Fritz 403 320-3097



CAPITAL PROJECTS

The City of Lethbridge approves a three-year capital budget within a ten-year capital planning context. The following pages include capital budget summaries for the ten-year timeframe (2008-2017) and more detailed capital project overviews for all projects that are within the three-year approved timeframe (2009-2011).



The approval of the capital budget (2006-2008) precedes the approval of the operating budget (2009-2011) by one year. Many capital projects have operating budget impacts in the years following the project completion. Approving the capital budget in advance of the operating budget allows us to ensure operating budget impacts resulting from capital projects are properly considered when compiling the operating budget.

See the Website at www.lethbridge.ca for a complete capital budget.

C - 2

City of Lethbridge

Infrastructure - Transportation Capital Improvement Program 2008 - 2017

Project Costs	Page	Project Costs										Total
		2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
All amounts below are in thousands												
Infrastructure - Transportation												
<u>Transportation</u>												
1 Maintain Safety												
Intersection Improvements - Growth	C - 3	2,032	655	741	759	778	798	817	838	859	880	9,157
Gravelled Roadway Upgrading	C - 4	645	655	679	710	735	770	800	800	800	800	7,394
Intersection & Community Traffic Safety Improvements	C - 5	419	687	504	516	529	542	555	569	584	598	5,503
New Traffic Signals	C - 6	226	255	288	296	303	310	318	326	334	342	2,998
Traffic and Pedestrian Safety Controls	C - 7	226	255	288	296	303	310	318	326	334	342	2,998
Sidewalk Mobility Ramps	C - 8	200	200									400
2 Preserve Existing Infrastructure												
Arterial Rehab Program	C - 9	1,190	1,345	1,519	1,557	1,596	1,636	1,677	1,719	1,762	1,806	15,807
Bridge Rehab Program	C - 10	800	800	800	258	320	376	4,120	433	490	546	8,943
Major Sidewalk Rehab Program	C - 11	144	162	183	188	193	197	202	207	213	218	1,907
Bikeways/Pathways along Roadways	C - 12		100	500	500	500	500	500	500	500	500	4,100
West Side Snow Site	C - 13			250	750							1,000
3 Upgrade Existing System												
26th Ave North (28th Street to 31st North)	C - 14	2,800										2,800
28th Street North (MMD to 26 Ave N)	C - 15	800	10,000									10,800
Transportation Master Plan Update	C - 16		510						1,000			1,510
North Scenic Dr (9th Ave N to Stafford Dr N)	C - 17			1,000	9,500	9,500						20,000
26th Ave North (Scenic Dr to 28th Street)	C - 18			500		5,000						5,500
Mayor Magrath Dr. (40th Ave S to City Limit)	C - 19			300		700	9,000					10,000
University Dr (Sunridge to Community Stadium)	C - 20							5,400				5,400
Whoop Up Dr (McMaster to Benton Drive)	C - 21								4,000			4,000
26th Ave North (31st to 43st North)	C - 22									4,000		4,000
4 Provide Access for Growth (Offsite Levy)												
University Dr (Sunridge to Riverbend)	C - 23	2,500										2,500
Whoop Up Dr (Coalbanks gate to 30th street)	C - 24		2,000									2,000
Benton Dr (Simon Fraser to N of Blackfoot)	C - 25			6,000								6,000
Garry Dr (to 400m West of Benton)	C - 26			2,200								2,200
Jerry Potts Blvd (West of Red Crow Blvd to Benton Dr)	C - 27										640	640
5 Ring Road (Special Grant Funding)												
43rd St S (Hwy 4 to Hwy 5)	C - 28			825		3,200					3,200	7,225
North Scenic Dr (Uplands Dr N to 44th Ave N)	C - 29			200		3,800						4,000
43rd St N (Hwy 3 to 5th Ave N)	C - 30				2,800							2,800
44th Ave N (13th St N to 43rd St N)	C - 31					412						412
Chinook River Crossing (West Lethbridge to Hwy)	C - 32						500					500
Chinook Trail (University Dr to Benton Dr)	C - 33							3,500				3,500
Benton Dr (N of School to Walsh)	C - 34										4,000	4,000
Benton Dr (Simon Fraser Blvd to Chinook)	C - 35										500	500
		11,982	17,624	16,777	18,130	27,869	14,939	18,207	10,718	9,876	14,372	160,494
TOTAL PROJECTS		11,982	17,624	16,777	18,130	27,869	14,939	18,207	10,718	9,876	14,372	160,494
Project Funding												
Developer Levies											150	150
Grant - AMIP				1,000	9,500	9,500						20,000
Grant - Basic Capital		4,601	7,270	3,697	3,010	5,275	6,636	8,102	5,669	5,043	4,012	53,315
Grant - Special					2,800	7,412	500	3,500			7,700	21,912
Offsite Levy		5,429	7,456	10,140	528	3,391	5,054	3,268	2,582	2,597	611	41,056
Operating Budget		450	487	500	518	532	548	564	585	607	630	5,421
PAYG - Transportation		1,502	2,411	1,441	1,774	1,759	2,201	2,773	1,882	1,629	1,269	18,641
		11,982	17,624	16,777	18,130	27,869	14,939	18,207	10,718	9,876	14,372	160,494
TOTAL FUNDING		11,982	17,624	16,777	18,130	27,869	14,939	18,207	10,718	9,876	14,372	160,494

CAPITAL PROJECTS

D - 2

City of Lethbridge
Community Services
Capital Improvement Program 2008-2017

		Project Costs											
Page		2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total	
Project Costs		All amounts below are in thousands											
<u>Previously Approved Projects</u>													
	West Lethbridge Centre	D - 3	22,312	6,240	425							28,977	
	Community Stadium (additional funding required)	D - 4	750									750	
			23,062	6,240	425	-	-	-	-	-	-	29,727	
<u>Maintenance/Renewal of Existing Assets</u>													
	SAAG Building Rehabilitation and Upgrade	D - 5	1,000	2,400								3,400	
	ENMAX Centre	D - 6	1,243	7,661	12,466	12,352						33,722	
	Transit Fleet Replacement	D - 7		798	-	1,308	436	1,850	1,963			6,355	
	Henderson Outdoor Pool	D - 8	226									226	
			2,469	10,859	12,466	13,660	436	1,850	-	1,963	-	43,703	
<u>Maintaining Level of Service</u>													
	Station No. 1 (Downtown) & Current North Station	D - 9	4,489	6,661	6,736	1,938						19,824	
	Henderson Lake Water Quality Improvement	D - 10	10	1,080	800							1,890	
	Transit Fleet Expansion	D - 11			1,300	450	900	465	980	984	1,072	6,151	
	Para-Transit (Handi-bus) Fleet Replacement	D - 12	233	290		209	102	209			838	1,881	
	North Regional Park	D - 13		950	960	1,240	1,271	1,303	1,336	1,369	1,403	11,270	
	Community Arts Centre	D - 14	200		4,600	4,400						9,200	
	Twin Ice Centre	D - 15		300		10,800	15,200					26,300	
	Performing Arts Centre	D - 16			500							500	
	Pathway System	D - 17				300	310	320	320	330	340	2,270	
			4,932	9,281	14,896	19,337	17,783	2,297	2,636	2,683	1,743	3,698	
												79,286	
<u>Heart of Our City</u>													
	Transit Customer Service Upgrades	D - 18	105	105	105							315	
	Roadway Reconstruction and Streetscaping	D - 19			5,000							5,000	
	Downtown Parkade	D - 20		250				9,750				10,000	
	Downtown Gateways &/or Roadway & Streetscape	D - 21					1,000		1,000			2,000	
			105	355	5,105	-	-	1,000	9,750	-	1,000	17,315	
<u>Other</u>													
	Public Operations Building	D - 22	5,814	16,192	10,629	1,810						34,445	
	Public Art	D - 23		119	591	182	263	100				1,255	
			5,814	16,311	11,220	1,992	263	-	100	-	-	35,700	
Total Projects			36,382	43,046	44,112	34,989	18,482	5,147	12,486	4,646	2,743	3,698	205,731
Project Funding													
	Community Services Pay-As-You-Go		200	2,769	1,551	1,722	1,844	1,623	1,756	1,699	1,743	1,788	16,695
	Borrowing - Utility Funded		2,962	4,894	5,586	980							14,422
	Borrowing - Community Arts Centre					4,400							4,400
	Borrowing - ENMAX Centre revenue funded				5,392	2,508							7,900
	Borrowing - Twin Ice Centre					5,000	5,200						10,200
	Borrowing - Downtown Parkade								9,750				9,750
	Downtown Redevelopment Fund				1,200			650		650			2,500
	Grant - AMIP		12,333	8,951	7,082	1,940							30,306
	Grant - CAMRIF		6,000										6,000
	Grant - NDCC		338	2,625	1,491	1,967	1,438	2,524	980	2,947	1,910		16,220
	Grant - Major Community Facilities Program			3,683									3,683
	Grant - MSI		4,699	10,148	16,136	14,046	10,000						55,029
	Acquisition of Local Art							350		350			700
	Reserves - MRSR (Electric Capital)		1,371	2,853	1,818	338							6,380
	Reserves - Major Capital Projects		750	500	500								1,750
	Reserves - Offstreet Parking			250									250
	Reserves - Urban Parks		10	1,080	800								1,890
	Reserves - Community Reserve		2,587										2,587
	Subdivision Surplus		1,550	3,550									5,100
	GST Rebate		1,606										1,606
	Operating Budget		1,776	1,030	2,556	2,088							7,450
	Capital Allocation			213									213
	Prior year funding		200										200
	Fundraising			500									500
Total Funding			36,382	43,046	44,112	34,989	18,482	5,147	12,486	4,646	2,743	3,698	205,731

City of Lethbridge
Environmental Utilities Capital
Improvement Program 2008 - 2017

Project Costs	Page	Project Costs									Total
		2008	2009	2010	2011	2012	2013	2014	2015	2016	
All amounts below are in thousands											
Environmental Utilities											
<u>Waste & Recycling Services</u>											
Solid Waste Utility											
Approval Compliance Project	E - 3	3,000	722								3,722
Landfill Master Plan	E - 4	350									350
Surface Water Management System	E - 5	30	570								600
Automated Collection - Phase II	E - 6		1,975								1,975
		<u>3,380</u>	<u>3,267</u>								<u>6,647</u>
<u>Wastewater</u>											
Wastewater Utility											
Sanitary Sewer Relief	E - 7	1,000	1,000	1,000	1,000	1,000					5,000
Headworks Facility	E - 8		2,000	2,500	2,000						6,500
Plant Outfall Twinning	E - 9	1,500									1,500
2nd Avenue North Odour Control	E - 10	1,000	1,000								2,000
Clarifier Upgrades	E - 11	700	400			1,000	1,000				3,100
Digester Conversion and Upgrade	E - 12		700				1,400	1,400			3,500
Lagoon Upgrades	E - 13	500	500	500	500						2,000
Wastewater Utility (Offsite Levy)											
South Syphon Upgrade	E - 14	1,500	1,500								3,000
SE Regional Lift Station	E - 15				1,000	9,000	8,000				18,000
		<u>6,200</u>	<u>7,100</u>	<u>4,000</u>	<u>4,500</u>	<u>11,000</u>	<u>10,400</u>	<u>1,400</u>			<u>44,600</u>
<u>Water</u>											
Water Utility											
Treatment Plant Discharges	E - 16		600				2,000	4,500	3,000		10,100
Treatment Process Redundancy	E - 17	100	900	2,000	2,000						5,000
Water Utility (Offsite Levy)											
Benton Reservoir	E - 18	4,000	5,500								9,500
Distribution System Looping	E - 19	500	1,500	500							2,500
Bridge Drive Utility Corridor	E - 20	500	500	3,500	7,500	7,500					19,500
		<u>5,100</u>	<u>9,000</u>	<u>6,000</u>	<u>9,500</u>	<u>7,500</u>	<u>2,000</u>	<u>4,500</u>	<u>3,000</u>		<u>46,600</u>
TOTAL PROJECTS		14,680	19,367	10,000	14,000	18,500	12,400	5,900	3,000		97,847
Project Funding											
Accumulated Surplus			722								722
External Borrowing		7,450	7,020	3,500	3,500	2,000	4,400	5,900	3,000		36,770
Grant - AMIP		700	400								1,100
Grant - NDCC			2,000	2,500	2,000						6,500
Offsite Levy		6,500	9,000	4,000	8,500	16,500	8,000				52,500
Operating Budget		30	225								255
TOTAL FUNDING		14,680	19,367	10,000	14,000	18,500	12,400	5,900	3,000		97,847

City of Lethbridge
Infrastructure - Electric Utility Capital
Improvement Program 2008 - 2017

Project Costs	Page	Project Costs										Total
		2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
All amounts below are in thousands												
Infrastructure - Electric Utility												
<u>Electric - Transmission</u>												
Substations												
Additional Capacity - West Lethbridge	F - 3	2,800										2,800
Transmission Relay Upgrading	F - 4	500	500					1,000				2,000
Substation Infrastructure Upgrading	F - 5	130	660	710	260	200	200	200	200	200	200	2,960
Substation Infrastructure Upgrading	F - 6	50	400									450
POD Metering Replacements	F - 7	40		45			250	45				380
Substation Infrastructure Upgrading	F - 8		1,500									1,500
Transformation Upgrade	F - 9		150									150
Transmission Lines												
138 kV Transmission Lines Capital Program	F - 10	175			250							425
Transmission Lines 734L & 813L	F - 11		3,500									3,500
		<u>3,695</u>	<u>6,710</u>	<u>755</u>	<u>510</u>	<u>200</u>	<u>450</u>	<u>1,245</u>	<u>200</u>	<u>200</u>	<u>200</u>	<u>14,165</u>
<u>Electric - Distribution</u>												
Primary Lines												
Primary Line Extension Annual Program	F - 12	3,825	4,200	4,550	4,850	5,200	5,400	5,600	5,850	6,100	6,300	51,875
Secondary Lines												
Secondary Line Extension Annual Program	F - 13	2,150	2,350	2,600	2,800	3,000	3,200	3,500	3,700	4,000	4,200	31,500
Repurchase Secondary Metering	F - 14	740	340	340	340	340	200	175	300			2,775
Lighting Secondary Annual Program	F - 15	280	325	360	375	400	450	450	450	475	500	4,065
Transformation												
Shared/Dedicated Trans. Annual Program	F - 16	1,200	1,230	1,280	1,330	1,380	1,420	1,420	1,430	1,440	1,450	13,580
		<u>8,195</u>	<u>8,445</u>	<u>9,130</u>	<u>9,695</u>	<u>10,320</u>	<u>10,670</u>	<u>11,145</u>	<u>11,730</u>	<u>12,015</u>	<u>12,450</u>	<u>103,795</u>
<u>Electric - Support</u>												
Communications												
Electric Systems Communications	F - 17	350	25	125	25	25	25	25				600
Dark Fibre Communications Systems	F - 18	235	245	270	280	305	315	315				1,965
Other												
Facilities & Furnishings Annual Program	F - 19	3,230		3,810								7,040
Fleet Annual Program	F - 20	500	400	400								1,300
Facilities Management	F - 21	345	185	235	415	140						1,320
Work and Financial Management	F - 22	200	130	200		275						805
Electric System Environmental Mgmt.	F - 23	150	160	180	190	220	240	240	240	240	250	2,110
Major Tools Annual Program	F - 24	150	150	250	150	150	150	150	150	150	150	1,600
System Control (SCADA)												
Electric System Control	F - 25	105	105	105	90	530	115	115				1,165
		<u>5,265</u>	<u>1,400</u>	<u>5,575</u>	<u>1,150</u>	<u>1,645</u>	<u>845</u>	<u>845</u>	<u>390</u>	<u>390</u>	<u>400</u>	<u>17,905</u>
TOTAL PROJECTS		<u>17,155</u>	<u>16,555</u>	<u>15,460</u>	<u>11,355</u>	<u>12,165</u>	<u>11,965</u>	<u>13,235</u>	<u>12,320</u>	<u>12,605</u>	<u>13,050</u>	<u>135,865</u>
Project Funding												
Customer Charges		960	925	1,035	1,070	1,110	1,140	1,145	1,075	1,120	1,150	10,730
Reserve - MRSR		16,195	15,630	14,425	10,285	11,055	10,825	12,090	11,245	11,485	11,900	125,135
TOTAL FUNDING		<u>17,155</u>	<u>16,555</u>	<u>15,460</u>	<u>11,355</u>	<u>12,165</u>	<u>11,965</u>	<u>13,235</u>	<u>12,320</u>	<u>12,605</u>	<u>13,050</u>	<u>135,865</u>

CAPITAL PROJECTS

C - 3

Major Program: **1 Maintain Safety**

Project Title: **Intersection Improvements - Growth**

Dept - Project #: **32**

Start Year: **2008**

End Year: **Ongoing**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>This program is to upgrade specific intersections on a case by case basis, based on internal and external requests and is subject to warrant calculations. The program focuses on area where development has occurred recently.</p>	<p>These improvements are proposed to ensure safety and restore acceptable traffic flow at intersections and neighbourhood streets.</p> <p>These types of improvements typically provide the highest benefit-cost ratio of all capital roadway improvements.</p> <p>These improvements will ensure safety is maintained and acceptable levels of service are restored. Also, they typically reduce traffic congestion, traffic delays, road user costs, travel times, vehicle emissions and driver/neighbourhood frustration.</p> <p>Segments of the full program are shown in Project 3,6,7 and 5 to show the anticipated funding sources and allocations. Improvements will be prioritized and constructed based upon operational and safety warrants, as well as available funding.</p> <p>Project 3 are intersection capacity improvements on arterial roadways. The investment and number of improvements are based upon available funds considering the existing Provincial per Capita Grant and the recommended Offsite Levy for Arterial Roads.</p> <p>Project 5 are safety improvements which are required for arterial intersections; or safety/capacity improvements on collector and local roadways. The investment and number of improvements are based upon available funds considering the existing Provincial per Capita Grant.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction	730	1,672	548	630	644	658	674	693	714	735	756	8,454
Other	27											27
	<u>757</u>	<u>1,672</u>	<u>548</u>	<u>630</u>	<u>644</u>	<u>658</u>	<u>674</u>	<u>693</u>	<u>714</u>	<u>735</u>	<u>756</u>	<u>8,481</u>
Costs - Non-Shareable												
GST		60	17	17	18	19	19	19	19	19	19	226
Other	163	300	90	94	97	101	105	105	105	105	105	1,370
	<u>163</u>	<u>360</u>	<u>107</u>	<u>111</u>	<u>115</u>	<u>120</u>	<u>124</u>	<u>124</u>	<u>124</u>	<u>124</u>	<u>124</u>	<u>1,596</u>
Total Costs	920	2,032	655	741	759	778	798	817	838	859	880	10,077
Funding												
Grant - Basic Capital	345	762	246	278	285	292	299	307	314	323	330	3,781
Offsite Levies	460	1,016	328	371	380	389	399	409	419	430	440	5,041
PAYG - Transportation	115	254	81	92	94	97	100	101	105	106	110	1,255
	<u>920</u>	<u>2,032</u>	<u>655</u>	<u>741</u>	<u>759</u>	<u>778</u>	<u>798</u>	<u>817</u>	<u>838</u>	<u>859</u>	<u>880</u>	<u>10,077</u>
Total Funding	920	2,032	655	741	759	778	798	817	838	859	880	10,077

Estimated Debt Charges

Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

C - 4

Major Program: **1 Maintain Safety**

Project Title: **Gravelled Roadway Upgrading**

Dept - Project #: **1**

Start Year: **2008**

End Year: **Ongoing**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>Reconstruction (raise grade, widen and improve drainage) and surfacing of outer access gravel roads such as Walsh Drive, 24th Ave West and 43rd Street North.</p> <p>Phase 1: Detail design and construct gravel road with improved profiles, site lines, width and ditches.</p> <p>Phase 2 (if required): Surfacing will be considered on a case by case basis based on traffic volumes and maintenance costs.</p> <p>Note: The attached map shows the entire gravelled roadway network.</p>	<p>Traffic volumes on some sections have increased to levels which warrant wider roadways and/or surfacing structures. The warrants are based on recognised operational and safety standards.</p> <p>Reconstruction and surfacing improvements will improve safety and restore levels of service. There will be reductions in road user costs, travel times, driver anxiety, public complaints and maintenance costs.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction	1,069	586	592	616	641	665	694	718	718	718	718	7,735
Other	34											34
	<u>1,103</u>	<u>586</u>	<u>592</u>	<u>616</u>	<u>641</u>	<u>665</u>	<u>694</u>	<u>718</u>	<u>718</u>	<u>718</u>	<u>718</u>	<u>7,769</u>
Costs - Non-Shareable												
GST		19	19	20	21	21	22	23	23	23	23	214
Other	70	40	44	43	48	49	54	59	59	59	59	584
	<u>70</u>	<u>59</u>	<u>63</u>	<u>63</u>	<u>69</u>	<u>70</u>	<u>76</u>	<u>82</u>	<u>82</u>	<u>82</u>	<u>82</u>	<u>798</u>
Total Costs	<u>1,173</u>	<u>645</u>	<u>655</u>	<u>679</u>	<u>710</u>	<u>735</u>	<u>770</u>	<u>800</u>	<u>800</u>	<u>800</u>	<u>800</u>	<u>8,567</u>
Funding												
Grant - Basic Capital	828	439	444	462	481	499	521	539	539	539	539	5,830
PAYG - Transportation	345	206	211	217	229	236	249	261	261	261	261	2,737
	<u>1,173</u>	<u>645</u>	<u>655</u>	<u>679</u>	<u>710</u>	<u>735</u>	<u>770</u>	<u>800</u>	<u>800</u>	<u>800</u>	<u>800</u>	<u>8,567</u>
Total Funding	<u>1,173</u>	<u>645</u>	<u>655</u>	<u>679</u>	<u>710</u>	<u>735</u>	<u>770</u>	<u>800</u>	<u>800</u>	<u>800</u>	<u>800</u>	<u>8,567</u>

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

C - 5

Major Program: **1 Maintain Safety**

Project Title: **Intersection & Community Traffic Safety Improvements**

Dept - Project #: **6**

Start Year: **2008**

End Year: **2017**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>This project is intended to upgrade intersections to improve traffic and pedestrian flow and safety.</p>	<p>These improvements are proposed to ensure safety and restore acceptable traffic flow at intersections and neighbourhood streets.</p> <p>These types of improvements typically provide the highest benefit-cost ratio of all capital roadway improvements.</p> <p>These improvements will ensure safety is maintained and acceptable levels of service are restored. Also, they typically reduce traffic congestion, traffic delays, road user costs, travel times, vehicle emissions and driver/neighbourhood frustration.</p> <p>Segments of the full program are shown in C-3, C-4, C-7 and C-8 to show the anticipated funding sources and allocations. Improvements will be prioritized and constructed based upon operational and safety warrants, as well as available funding.</p> <p>C-4 are intersection capacity improvements on arterial roadways. The investment and number of improvements are based upon available funds considering the existing Provincial per Capita Grant and the recommended Offsite Levy for Arterial Roads.</p> <p>C-8 are safety improvements which are required for arterial intersections; or safety/capacity improvements on collector and local roadways. The investment and number of improvements are based upon available funds considering the existing Provincial per Capita Grant.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction	600	207	462	276	277	280	282	290	299	308	322	3,603
Other	27											27
	<u>627</u>	<u>207</u>	<u>462</u>	<u>276</u>	<u>277</u>	<u>280</u>	<u>282</u>	<u>290</u>	<u>299</u>	<u>308</u>	<u>322</u>	<u>3,630</u>
Costs - Non-Shareable												
GST		12	20	13	14	14	15	15	15	16	16	150
Other	315	200	205	215	225	235	245	250	255	260	260	2,665
	<u>315</u>	<u>212</u>	<u>225</u>	<u>228</u>	<u>239</u>	<u>249</u>	<u>260</u>	<u>265</u>	<u>270</u>	<u>276</u>	<u>276</u>	<u>2,815</u>
Total Costs	<u>942</u>	<u>419</u>	<u>687</u>	<u>504</u>	<u>516</u>	<u>529</u>	<u>542</u>	<u>555</u>	<u>569</u>	<u>584</u>	<u>598</u>	<u>6,445</u>
Funding												
Grant - Basic Capital	471	155	347	207	208	210	212	218	224	231	242	2,725
PAYG - Transportation	471	264	340	297	308	319	330	337	345	353	356	3,720
	<u>942</u>	<u>419</u>	<u>687</u>	<u>504</u>	<u>516</u>	<u>529</u>	<u>542</u>	<u>555</u>	<u>569</u>	<u>584</u>	<u>598</u>	<u>6,445</u>
Total Funding	<u>942</u>	<u>419</u>	<u>687</u>	<u>504</u>	<u>516</u>	<u>529</u>	<u>542</u>	<u>555</u>	<u>569</u>	<u>584</u>	<u>598</u>	<u>6,445</u>

Estimated Debt Charges

Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

C - 6

Major Program: **1 Maintain Safety**
 Project Title: **New Traffic Signals**
 Dept - Project #: **31**
 Start Year: **2008**



End Year: **Ongoing**

Capital Improvement Program
 2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
Install traffic signals at arterial intersections in the City where warranted. This program focuses on growth areas where recent development is occurring.	This initiative will provide traffic signals at arterial intersections where warranted by traffic and pedestrian volumes. This will improve traffic flow and maintain safety, as well as reduce public complaints.

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction	466	175	203	234	239	244	249	255	262	269	277	2,873
Other	18											18
	484	175	203	234	239	244	249	255	262	269	277	2,891
Costs - Non-Shareable												
GST		7	7	7	8	8	8	8	9	9	9	80
Other	120	44	45	47	49	51	53	55	55	56	56	631
	120	51	52	54	57	59	61	63	64	65	65	711
Total Costs	604	226	255	288	296	303	310	318	326	334	342	3,602
Funding												
Grant - Basic Capital	226	85	96	108	111	114	116	119	122	125	128	1,350
Offsite Levies	302	113	128	144	148	152	155	159	163	167	171	1,802
PAYG - Transportation	76	28	31	36	37	37	39	40	41	42	43	450
	604	226	255	288	296	303	310	318	326	334	342	3,602
Total Funding	604	226	255	288	296	303	310	318	326	334	342	3,602

Estimated Debt Charges
 Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

C - 7

Major Program: **1 Maintain Safety**

Project Title: **Traffic and Pedestrian Safety Controls**

Dept - Project #: **5**

Start Year: **2008**

End Year: **2017**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>Involves the installation of traffic and/or pedestrian controls at intersections in the City where warranted by recognized traffic safety standards. This program focuses on existing communities that are at or near completion of development.</p>	<p>This initiative will provide traffic and pedestrian controls at intersections where warranted by recognized National Traffic Safety Standards.</p> <p>The warrants consider traffic and pedestrian volumes and patterns, collisions, speed and distance to other controlled intersections.</p> <p>This will maintain safety for pedestrians and vehicles, as well as reduce public concerns.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction	466	175	203	234	239	244	249	255	261	267	273	2,866
Other	18											18
	<u>484</u>	<u>175</u>	<u>203</u>	<u>234</u>	<u>239</u>	<u>244</u>	<u>249</u>	<u>255</u>	<u>261</u>	<u>267</u>	<u>273</u>	<u>2,884</u>
Costs - Non-Shareable												
GST		7	7	7	8	8	8	8	8	9	9	79
Other	120	44	45	47	49	51	53	55	57	58	60	639
	<u>120</u>	<u>51</u>	<u>52</u>	<u>54</u>	<u>57</u>	<u>59</u>	<u>61</u>	<u>63</u>	<u>65</u>	<u>67</u>	<u>69</u>	<u>718</u>
Total Costs	<u>604</u>	<u>226</u>	<u>255</u>	<u>288</u>	<u>296</u>	<u>303</u>	<u>310</u>	<u>318</u>	<u>326</u>	<u>334</u>	<u>342</u>	<u>3,602</u>
Funding												
Grant - Basic Capital	364	132	152	176	179	183	187	191	196	200	205	2,165
PAYG - Transportation	240	94	103	112	117	120	123	127	130	134	137	1,437
	<u>604</u>	<u>226</u>	<u>255</u>	<u>288</u>	<u>296</u>	<u>303</u>	<u>310</u>	<u>318</u>	<u>326</u>	<u>334</u>	<u>342</u>	<u>3,602</u>
Total Funding	<u>604</u>	<u>226</u>	<u>255</u>	<u>288</u>	<u>296</u>	<u>303</u>	<u>310</u>	<u>318</u>	<u>326</u>	<u>334</u>	<u>342</u>	<u>3,602</u>

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

C - 8

Major Program: **1 Maintain Safety**
 Project Title: **Sidewalk Mobility Ramps**
 Dept - Project #: **4**
 Start Year: **2008**



Capital Improvement Program
2008 to 2017

End Year: **2009**

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>This program involves construction of mobility ramps at all intersections which are not currently constructed to this standard. This would involve reconstruction of approximately 160 intersections per year for 3 years.</p>	<p>There are approximately 480 existing intersections (corners) which were constructed prior to the current standards of accessibility being implemented. Upgrading of these intersections to comply with the existing standards will enhance accessibility and safety for people requiring the use of wheel chairs, walkers, strollers and carts. Accessibility ramps also increase safety for aging populations who are at risk of "trip and fall".</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction	200	194	194									588
	200	194	194									588
Costs - Non-Shareable												
GST		6	6									12
		6	6									12
Total Costs	200	200	200									600
Funding												
Grant - Basic Capital	150	150	150									450
PAYG - Transportation	50	50	50									150
	200	200	200									600
Total Funding	200	200	200									600

Estimated Debt Charges
 Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

C - 9

Major Program: **2 Preserve Existing Infrastructure**

Project Title: **Arterial Rehab Program**

Dept - Project #: **9**

Start Year: **2008**

End Year: **Ongoing**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>This program targets rehabilitation of Arterial Roadways throughout the City of Lethbridge transportation network. Locations are targeted using the Municipal Pavement Management Application (MPMA). This system relies on a data base of condition assessments to determine roadway sections that require further evaluation by technical professions. Currently the analysis done by MPMA indicates that the arterial road system is in relatively good condition and that regular investments as indicated in this project should protect that investment. This "hands on" approach results in achieving the best value for our arterial rehabilitation budget.</p> <p>The work typically involves milling a portion of the existing asphalt and replacing it with new or recycled asphalt. This typically extends the life of the pavement another 15 years.</p> <p>Note: Attached map shows entire arterial network.</p>	<p>Council's direction is to protect the investment the City has made in our assets. In order to protect a very large capital investment and provide safe roadway conditions to City residents, it is necessary to maintain the backbone of our transportation network; the arterial roadway system.</p> <p>Investing in the correct maintenance activity at the right time prevents further deterioration of the infrastructure - thus reducing the total life cycle costs (cost of building and maintaining over the life of an asset) of the asset. The City of Lethbridge's maintenance program includes crack sealing, applying "skin coats", and pot hole patching. This project funds a major rehabilitation of the pavement surface. For each \$1.00 invested at the optimal time in the pavement structures life cycle will result in future savings of \$3.00 to \$4.00. Operating expenses are 15% lower for vehicles driven on roads in good condition over those of vehicles operated on poorly maintained roadways.</p> <p>There are presently 244 lane kilometers of arterial roads with an asset replacement value of \$267 million. Industry best practices indicate that on average, these roadways should be overlaid every 15 years and our proposed investment strategy with projects #9 will allow this. Project #9 projects are based on available funds considering the existing per Capita Grant.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction	2,747	1,125	1,278	1,450	1,484	1,521	1,558	1,595	1,635	1,675	1,716	17,784
Other	85											85
	2,832	1,125	1,278	1,450	1,484	1,521	1,558	1,595	1,635	1,675	1,716	17,869
Costs - Non-Shareable												
GST		31	32	33	35	36	37	39	40	42	44	369
Other	93	34	35	36	38	39	41	43	44	45	46	494
	93	65	67	69	73	75	78	82	84	87	90	863
Total Costs	2,925	1,190	1,345	1,519	1,557	1,596	1,636	1,677	1,719	1,762	1,806	18,732
Funding												
Grant - Basic Capital	2,124	844	959	1,088	1,113	1,141	1,169	1,196	1,226	1,256	1,287	13,403
Operating Budget Existing	1,070	289	324	337	351	364	378	394	411	431	451	4,800
Operating Budget Pressure	-269											(269)
PAYG - Transportation		57	62	94	93	91	89	87	82	75	68	798
	2,925	1,190	1,345	1,519	1,557	1,596	1,636	1,677	1,719	1,762	1,806	18,732
Total Funding	2,925	1,190	1,345	1,519	1,557	1,596	1,636	1,677	1,719	1,762	1,806	18,732

Estimated Debt Charges

Projected Net Operating Costs

<u>Comments</u>

C - 10

Major Program: **2 Preserve Existing Infrastructure**

Project Title: **Bridge Rehab Program**

Dept - Project #: **13**

Start Year: **2008**

End Year: **Ongoing**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>This program targets rehabilitation of bridge and overpasses throughout the City of Lethbridge transportation network and urban parks systems. Locations are targeted using the Municipal Bridge Management System. This system relies on a data base of condition assessments to determine bridge structures that require further evaluation by technical professions.</p> <p>There are a total of 45 structures with a capital asset values worth over \$70 million. The average age of all bridge structures is 25 years and the average life span is 50 years.</p> <p>Note: The attached map shows all bridge and culvert structures.</p>	<p>Council's direction is to protect the investment the City has made in our assets. In order to protect a very large capital investment and provide safe conditions to City residents, it is necessary to maintain the bridges in our Transportation Network. Major/Minor Rehabilitation work has been identified, analyzed and prioritized based on condition/severity index using the Bridge Management System Software.</p> <p>Work programs generated from the software consist of a 10-year work plan for rehabilitation activities. This activity will ensure that rehabilitation work is done at the appropriate time to minimize life cycle costs and ensure the structural integrity of the structures. Currently the analysis done by the software and inspections indicate that the bridges and structures are in good condition and that identified investments as indicated in this project should protect our investment. Rehabilitation needs for 2008 to 2017 will be confirmed based on a condition assessment in 2007 an ongoing years.</p> <p>Rehabilitation work performed at the right time reduces costly rehabilitation or replacement costs on a very large capital investment. It also significantly reduces the risk of catastrophic structural failures.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction	1,098	650	650	650	150	200	250	3,500	300	350	400	8,198
Consultive Services		127	127	127	100	110	115	500	120	125	130	1,581
Other	36											36
	1,134	777	777	777	250	310	365	4,000	420	475	530	9,815
Costs - Non-Shareable												
GST		23	23	23	8	10	11	120	13	15	16	262
Other	106											106
	106	23	23	23	8	10	11	120	13	15	16	368
Total Costs	1,240	800	800	800	258	320	376	4,120	433	490	546	10,183
Funding												
Grant - AMIP	392											392
Grant - Basic Capital	557	583	583	583	136	198	254	3,000	311	356	397	6,958
Operating Budget Existing	332	122	122	122	122	122	122	122	122	122	122	1,552
Operating Budget Pressure	-41											(41)
PAYG - Transportation		95	95	95				998		12	27	1,322
	1,240	800	800	800	258	320	376	4,120	433	490	546	10,183
Total Funding	1,240	800	800	800	258	320	376	4,120	433	490	546	10,183

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

C - 11

Major Program: **2 Preserve Existing Infrastructure**

Project Title: **Major Sidewalk Rehab Program**

Dept - Project #: **14**

Start Year: **2008**

End Year: **Ongoing**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>This program targets major rehabilitation of sidewalks throughout the City of Lethbridge transportation network. Locations are targeted by the Sidewalk Inventory System. This system relies on condition assessments to determine replacement sections. The program will provide for approximately two 1-block sections to be rehabilitated annually.</p>	<p>In order to protect a very large capital investment and provide a safe environment for City residents, it is necessary to maintain a safe sidewalk network particularly due to the high population of seniors in the city.</p> <p>There are presently 980 kilometers of sidewalks with an asset replacement value of \$141 million. On average sidewalks should be replaced every 25 years.</p> <p>Most sidewalk rehabilitation is funded by the operating budget. However, major rehabilitation projects which are about one block or more in size, are eligible to be cost-shared from the Basic Capital Grant Program.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction	330	134	152	173	177	181	185	190	193	199	202	2,116
Other	10											10
	340	134	152	173	177	181	185	190	193	199	202	2,126
Costs - Non-Shareable												
GST		4	4	4	5	5	5	5	6	6	7	51
Other	15	6	6	6	6	7	7	7	8	8	9	85
	15	10	10	10	11	12	12	12	14	14	16	136
Total Costs	355	144	162	183	188	193	197	202	207	213	218	2,262
Funding												
Grant - Basic Capital	256	101	114	130	133	136	139	143	145	149	152	1,598
Operating Budget Existing	99	39	41	41	45	46	48	48	52	54	57	570
PAYG - Transportation		4	7	12	10	11	10	11	10	10	9	94
	355	144	162	183	188	193	197	202	207	213	218	2,262
Total Funding	355	144	162	183	188	193	197	202	207	213	218	2,262
Estimated Debt Charges												
Projected Net Operating Costs												

Comments

CAPITAL PROJECTS

C - 12

Major Program: **2 Preserve Existing Infrastructure**

Project Title: **Bikeways/Pathways along Roadways**

Dept - Project #: **111**

Start Year: **2009**

End Year: **Ongoing**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>The Parks Bikeways and Pathways Master Plan was recently endorsed by council.</p> <p>The intent of this project is to study the design standards for Bikeways/Pathways along roadways and start an implementation strategy for the both Bikeways and Pathways within Public Road rights-of-ways.</p> <p>Phase 1 (2009) study the design standards and update our design and construction manual. Phase 2 (2010 - 2017) Implement new route along selected corridors as funding permits.</p>	<p>There are a number of cycling/pedestrian corridors that are needed to complete existing corridors along roadways, as identified in the Parks Bikeway/Pathway master plan. This project will complete missing links and develop new routes along existing roadways for both bikeways and pathways along roadways.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction				450	450	450	450	450	450	450	450	3,600
Consultive Services			97	35	35	35	35	35	35	35	35	377
			<u>97</u>	<u>485</u>	<u>485</u>	<u>485</u>	<u>485</u>	<u>485</u>	<u>485</u>	<u>485</u>	<u>485</u>	<u>3,977</u>
Costs - Non-Shareable												
GST			3	15	15	15	15	15	15	15	15	123
			<u>3</u>	<u>15</u>	<u>15</u>	<u>15</u>	<u>15</u>	<u>15</u>	<u>15</u>	<u>15</u>	<u>15</u>	<u>123</u>
Total Costs			100	600	600	600	600	600	600	600	600	7,100
Funding												
Grant - Basic Capital			73	364	364	364	364	364	364	364	364	2,985
PAYG - Transportation			27	136	136	136	136	136	136	136	136	1,115
			<u>100</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>4,100</u>
Total Funding			100	600	600	600	600	600	600	600	600	7,100

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

C - 13

Major Program: **2 Preserve Existing Infrastructure**

Project Title: **West Side Snow Site**

Dept - Project #: **20**

Start Year: **2010**

End Year: **2011**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>Involves the design and construction of a new snow dump site in West Lethbridge on City owned land.</p>	<p>The City of Lethbridge currently has only one snow dump site. This site is located on the east end of Lethbridge.</p> <p>The construction of an additional snow dump site in West Lethbridge will result:</p> <ul style="list-style-type: none"> - in reduced operating costs due to reduced haul distances. - improved snow clearing operations due to more efficient operations. - increased safety by improved snow clearing

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction					727							727
Consultive Services				242								242
				242	727							969
Costs - Non-Shareable												
GST				8	23							31
Other												
				8	23							31
Total Costs				260	460							1,000
Funding												
PAYG - Transportation				250	750							1,000
				250	750							1,000
Total Funding				260	460							1,000

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

C - 14

Major Program: **3 Upgrade Existing System**

Project Title: **25th Ave North (28th Street to 31st North)**

Dept - Project #: **109**

Start Year: **2008**

End Year: **2008**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>26th Avenue North construction from a 2 lane to a 4 lane arterial roadway from west of 28th street to 31st street north, including the intersection of 28 St.</p> <p>2008: Complete detailed design and construction of a 4 lane arterial roadway.</p>	<p>The construction of these additional lanes and intersection improvements will provide needed access for the commercial development and reduce traffic congestion and vehicle emissions and driver frustration.</p> <p>This project has been endorsed by the City's Urban Development Dept where 50% of the project is borne by Offsite levies, the remaining 50% must be funded by the City. The project may be completed prior to 2008.</p>

All amounts below are in thousands of dollars

	<u>Prior</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>Total</u>
Costs - Shareable												
Construction		2,165										2,165
Consultive Services		400										400
		2,565										2,565
Costs - Non-Shareable												
GST		85										85
Landscaping		150										150
		235										235
Total Costs		2,800										2,800
Funding												
Grant - Basic Capital		1,050										1,050
Offsite Levies		1,400										1,400
PAYG - Transportation		350										350
		2,800										2,800
Total Funding		2,800										2,800

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

C - 15

Major Program: **3 Upgrade Existing System**

Project Title: **28th Street North (MMD to 25 Ave N)**

Dept - Project #: **38**

Start Year: **2008**

End Year: **2009**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>28th Street North - Upgrade from 2 lane to 4 lane arterial from MMD to 5th Avenue North to 26th Avenue North. Includes; intersection upgrades on 28th Street (excluding 26 Ave N), major intersection upgrades at MMD and 5th Ave North (dual free flow lanes from northbound MMD to eastbound 5th Ave, 5th Ave North and 28th street (dual left turn lanes from eastbound 5th to northbound 28th street, property acquisition, sound attenuation (if required), and landscaping.</p> <p>2008: Complete detailed design.</p> <p>2009: Complete construction of a 4 lane arterial road way from MMD to 26th ave.</p>	<p>28th Street North is planned as an Arterial roadway carrying major north\south arterial traffic. The intent of this project is to plan, design and construct a route which will handle increased volumes of traffic generated by Sherring commercial and industrial development.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction			7,500									7,500
Consultive Services		776	500									1,276
Property Acquisition			1,200									1,200
		776	9,200									9,976
Costs - Non-Shareable												
GST		24	300									324
Landscaping			500									500
		24	800									824
Total Costs		800	10,000									10,800
Funding												
Grant - Basic Capital		300	3,750									4,050
Offsite Levies		400	5,000									5,400
PAYG - Transportation		100	1,250									1,350
		800	10,000									10,800
Total Funding		800	10,000									10,800

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

C - 16

Major Program: **3 Upgrade Existing System**

Project Title: **Transportation Master Plan Update**

Dept - Project #: **15**

Start Year: **2009**

End Year: **2009**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>Retain planning and transportation consultants to update the 2004 Transportation Master Plan in 2009 and 2015.</p>	<p>The City is required by Legislation (Cities Transportation Act) to have a Transportation Master Plan. It is also a requirement to obtain provincial transportation grants.</p> <p>There is a need to regularly update the Transportation Master Plan (TMP) to confirm the long-term vision of the City's major roadway network and confirm future transportation needs and improvements. The TMP is a key component to establishing and revising the Capital Improvement Programs. Updates to the Master Plan will ensure the City's roadway network remains efficient and cost effective, and community funds are invested to ensure the greatest return.</p> <p>There is a need in the updates to expand the Transportation Master Plan to look beyond roads. An intergraded plan for all modes (roads, rail, pedestrian facilities & transit) of transportation will ensure an efficient and cost effective multi-modal transportation system.</p>

All amounts below are in thousands of dollars

		Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable													
Consultive Services				475						970			1,445
Other													
				475						970			1,445
Costs - Non-Shareable													
GST				15						30			45
Other				20									20
				35						30			65
Total Costs				610						1,000			1,610
Funding													
Grant - Basic Capital				356						728			1,084
PAYG - Transportation				154						272			426
				510						1,000			1,510
Total Funding				610						1,000			1,610

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

C - 17

Major Program: **3 Upgrade Existing System**

Project Title: **North Scenic Dr (9th Ave N to Stafford Dr N)**

Dept - Project #: **71**

Start Year: **2009**

End Year: **2012**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>Scenic Drive North - construct 2 and 4 lane arterial roadways from 9th Avenue North to Stafford Drive North. This link will complete the arterial loop around East Lethbridge.</p> <p>2010: Complete detailed Design</p> <p>2011-2012: Construction of 2 to 4 lanes of ultimate lanes divided roadway.</p> <p>The preliminary design was completed in 2007 and the construction of 2 lanes of the ultimate 4 lane arterial will maintain/restore acceptable levels of service for adjacent roadways and complete the planned arterial loop around East Lethbridge. The construction of this arterial will restore levels of service, enhance safety, reduce traffic congestion, traffic delays, and road user costs.</p>	<p>Increased traffic volumes have resulted from significant general community growth and commercial and residential development in North Lethbridge. Significant development is anticipated to continue.</p> <p>Traffic volumes on 9th Avenue North west of Stafford Drive are increasing at rates which suggest capacity improvements are required. In addition, 9th Avenue North is a residential collector street and was never intended to carry significant truck volumes. It was only designated to be a truck route connection between Scenic Drive and Stafford Drive on a temporary basis until Scenic Drive was linked to 26th Avenue North. The section from Stafford Drive to 26th Avenue / 13th Street was constructed in 2000.</p> <p>Upland/Legacy Ridge/Hardieville Area Structure Plan has identified significant residential and commercial development potential north of 26th Avenue North, which will generate additional traffic on 9th Avenue North.</p> <p>When Scenic Drive is completed, 9th Avenue North west of Stafford Drive will revert to a local/collector road and the levels of service will be improved to the level originally intended.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction	291				9,300	9,000						18,591
Consultive Services				850								850
Other	9			100	100	100						309
	<u>300</u>			<u>950</u>	<u>9,400</u>	<u>9,100</u>						<u>19,750</u>
Costs - Non-Shareable												
Landscaping						300						300
Other				50	100	100						250
				<u>50</u>	<u>100</u>	<u>400</u>						<u>550</u>
Total Costs	300			1,000	9,600	9,600						20,300
Funding												
Grant - AMIP				1,000	9,500	9,500						20,000
Grant - Basic Capital	113											113
Grant - Special Provincial												
Offsite Levies	150											150
PAYG - Transportation	37											37
	<u>300</u>			<u>1,000</u>	<u>9,500</u>	<u>9,500</u>						<u>20,300</u>
Total Funding	300			1,000	9,600	9,600						20,300

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

C - 18

Major Program: **3 Upgrade Existing System**

Project Title: **25th Ave North (Scenic Dr to 28th Street)**

Dept - Project #: **110**

Start Year: **2010**

End Year: **2012**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>26th Avenue North construction from a 2 lane to a 4 lane arterial roadway from Stafford Drive to 28th Street North.</p> <p>2010: Complete detailed design</p> <p>2012: Complete construction of a 4 lane arterial roadway.</p>	<p>26th Avenue is a major east/west arterial roadway in north Lethbridge and increased traffic volumes have resulted from significant general community growth in and commercial and residential development in North Lethbridge. Significant commercial development is anticipated to continue in Sherring attracting increased traffic volumes.</p> <p>The construction of these additional lanes and intersection improvements will restore levels of service, enhance safety and reduce traffic congestion, traffic delays, vehicle emissions and driver frustration.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction						3,850						3,850
Consultive Services				485		750						1,235
				485		4,600						5,085
Costs - Non-Shareable												
GST				15		150						165
Landscaping						250						250
				15		400						415
Total Costs				600		6,000						6,600
Funding												
Grant - Basic Capital				188		1,875						2,063
Offsite Levies				250		2,500						2,750
PAYG - Transportation				63		625						688
				500		5,000						5,500
Total Funding				600		6,000						6,600

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

C - 19

Major Program: **3 Upgrade Existing System**

Project Title: **Mayor Magrath Dr. (70th Ave S to City Limit)**

Dept - Project #: **29**

Start Year: **2010**

End Year: **2017**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>Mayor Magrath Drive construction from 2 lane to 4 lane arterial roadway from 40th Ave South to the South City limits.</p> <p>2010: Functional Design</p> <p>2012 : Detailed Design</p> <p>2013: Engineering and construction of 4 lanes of the ultimate 6 lane cross section.</p>	<p>As commercial and residential development occurs in Southeast Lethbridge and industrial and passenger traffic generated from the Lethbridge County Airport continue to increase, roadway capacity improvements are anticipated to be required.</p> <p>Providing alternate access is an important traffic management strategy to relieve future pressures on Mayor Magrath Drive and University Drive, as well as provide improved emergency service routes. The construction of 43rd Street South is a planned alternate access and this improvement to Mayor Magrath Drive will be required to provide a connection of sufficient capacity for vehicles to enter and exit Southeast Lethbridge.</p> <p>This improvement of Mayor Magrath Drive will also be required to provide a connection of sufficient capacity for vehicles to enter and exit Southeast Lethbridge in the event the Chinook River Crossing is relocated to a more southerly alignment.</p> <p>The reconstruction of this road will provide needed Ring Road access, enhance levels of service, reduce traffic congestion, road user costs, travel times, vehicle emissions and driver frustration.</p>

All amounts below are in thousands of dollars

		Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable													
Construction								7,600					7,600
Consultive Services					290		680	630					1,600
Other													
					290		680	8,230					9,200
Costs - Non-Shareable													
GST					10		20	270					300
Landscaping								500					500
Other													
					10		20	770					800
Total Costs					300		400	9,000					10,000
Funding													
Grant - Basic Capital					113		263	3,375					3,751
Offsite Levies					150		350	4,500					5,000
PAYG - Transportation					37		87	1,125					1,249
					300		700	9,000					10,000
Total Funding					300		400	9,000					10,000

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

C - 20

Major Program: **3 Upgrade Existing System**

Project Title: **University Dr (Sunridge to Community Stadium)**

Dept - Project #: **105**

Start Year: **2017**

End Year: **2017**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>University Drive construction from a 2 lane to 4 lane arterial roadway from Sunridge to the Community Stadium.</p> <p>2014: Complete detailed design and construction of a 4 lane arterial</p>	<p>University Drive is a major north/south arterial roadway in West Lethbridge and increased traffic volumes have resulted from significant general community growth in Riverstone, Mountain Heights, Sunridge and Riverbend.</p> <p>The construction of these additional lanes and intersection improvements will restore levels of service, enhance safety and reduce traffic congestion, traffic delays, vehicle emissions and driver frustration.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction								4,180				4,180
Consultive Services								805				805
								4,985				4,985
Costs - Non-Shareable												
GST								165				165
Landscaping								250				250
								415				415
Total Costs								6,700				6,700
Funding												
Grant - Basic Capital								2,025				2,025
Offsite Levies								2,700				2,700
PAYG - Transportation								675				675
								5,400				5,400
Total Funding								6,700				6,700

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

C - 21

Major Program: **3 Upgrade Existing System**

Project Title: **Whoop Up Dr (McMaster to Benton Drive)**

Dept - Project #: **104**

Start Year: **2016**

End Year: **2016**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>Whoop Up Drive construction from 2 lane to 4 lane arterial roadway from McMaster Blvd. to Benton Drive.</p> <p>2015: Complete detailed design and construction of a 4 lane arterial roadway.</p>	<p>Whoop Up Drive is a major east/west arterial roadway connecting West Lethbridge to South Lethbridge and this roadway upgrade to 4 lanes will provide necessary capacity to developments like The Crossing, Copperwood and new developments in the west. These sites include both Public and Separate High Schools, a Public Library, Sports Facilities and Community Health facilities along with significant residential development.</p> <p>Growth in West Lethbridge is reaching buildout with respect to the arterial roadway network. This will allow new growth areas to be established West of Benton Drive. Opening commercial and business growth areas in West Lethbridge will delay the need for the construction a third river crossing.</p> <p>The construction of this road will provide needed access and restore levels of service. There will be reductions in traffic congestion, road user costs, travel times, vehicle emissions and driver frustration.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction									2,980			2,980
Consultive Services									600			600
									3,580			3,580
Costs - Non-Shareable												
GST									120			120
Landscaping									300			300
									420			420
Total Costs									7,000			7,000
Funding												
Grant - Basic Capital									1,500			1,500
Offsite Levies									2,000			2,000
PAYG - Transportation									500			500
									4,000			4,000
Total Funding									7,000			7,000
Estimated Debt Charges												
Projected Net Operating Costs												

Comments

CAPITAL PROJECTS

C - 22

Major Program: **3 Upgrade Existing System**

Project Title: **25th Ave North (31st to 73st North)**

Dept - Project #: **108**

Start Year: **2015**

End Year: **2015**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>26th Avenue North construction from 2 lane to 4 lane arterial roadway from 31st Street to 43rd street North.</p> <p>2016: Complete detailed design and construction of a 4 lane arterial roadway.</p>	<p>26th Avenue is a major east/west arterial roadway in north Lethbridge and increased traffic volumes have resulted from significant general community growth and commercial and residential development in North Lethbridge. Significant commercial development is anticipated to continue in Sherring and along 26 Ave attracting increased traffic volumes.</p> <p>The construction of these additional lanes and intersection improvements will restore levels of service, enhance safety and reduce traffic congestion, traffic delays, vehicle emissions and driver frustration.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction										2,980		2,980
Consultive Services										600		600
										3,580		3,580
Costs - Non-Shareable												
GST										120		120
Landscaping										300		300
										420		420
Total Costs										7,000		7,000
Funding												
Grant - Basic Capital										1,500		1,500
Offsite Levies										2,000		2,000
PAYG - Transportation										500		500
										4,000		4,000
Total Funding										7,000		7,000

Estimated Debt Charges
Projected Net Operating Costs

Comments

CAPITAL PROJECTS

C - 23

Major Program: **7 Provide Access for Growth (Offsite Levy)**

Project Title: **University Dr (Sunridge to Riverbend)**

Dept - Project #: **37**

Start Year: **2008**

End Year: **2008**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>University Drive extension from Sunridge to Riverbend.</p> <p>2008: Complete detailed design and construct the first 2 lanes of a ultimate 4 lane arterial.</p>	<p>University Drive is a major north/south arterial roadway and as the Riverstone, Mountain Heights, Sunridge and Riverbend communities continue to develop further expansion is required. This roadway will provide the first two lanes into Riverbend to provide the necessary access for development which is 100% Offsite Levy funded.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction	1,625	1,955										3,580
Consultive Services	175	350										525
Other	60											60
	1,860	2,305										4,165
Costs - Non-Shareable												
GST		75										75
Landscaping	170	120										290
Other	20											20
	190	195										385
Total Costs	2,060	2,600										7,660
Funding												
Offsite Levies	2,050	2,500										4,550
	2,050	2,500										4,550
Total Funding	2,060	2,600										7,660

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

C - 25

Major Program: **7 Provide Access for Growth (Offsite Levy)**

Project Title: **Benton Dr (Simon Fraser to N of Blackfoot)**

Dept - Project #: **106**

Start Year: **2010**

End Year: **2010**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>Construct Benton Drive from Simon Fraser to North of Blackfoot Blvd.</p> <p>2010 : Detail design and construct the first 2 lanes of the ultimate 4-lane arterial.</p>	<p>Benton Drive will become a major north\south arterial roadway and will provide the necessary access to the proposed developments west of Benton Drive as well as assisting with traffic calming in existing West Lethbridge neighbourhoods and reduce traffic demands on University Drive.</p> <p>The construction of this road will provide needed access to Copperwood and the Benton Crossing subdivision and restore levels of service. It will reduce traffic congestion, road user costs, travel times, vehicle emissions and driver frustration.</p>

All amounts below are in thousands of dollars

		Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable													
Construction					4,620								4,620
Consultive Services					900								900
					5,520								5,520
Costs - Non-Shareable													
GST					180								180
Landscaping					300								300
					480								480
Total Costs					5,000								5,000
Funding													
Offsite Levies					6,000								6,000
					6,000								6,000
Total Funding					5,000								5,000

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

C - 26

Major Program: **7 Provide Access for Growth (Offsite Levy)**

Project Title: **Garry Dr (to 700m West of Benton)**

Dept - Project #: **34**

Start Year: **2010**

End Year: **2010**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>Garry Drive extension from existing to 400m west of Benton Drive</p> <p>2010: Complete detail design and construct the first 2 lanes of the ultimate 4 lane arterial roadway.</p>	<p>Development west of Benton has began and further development is anticipated. This arterial will provide the access required for these developments to start and continue to grow as required by development which is 100% offsite levy funded. This project does not have an ASP in place so the construction would be development driven after an ASP is endorsed by City Council. The construction of the roadway is also dependant on establishing water and sewer servicing in the area.</p>

All amounts below are in thousands of dollars

		Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable													
Construction					1,980								1,980
Other													
					1,980								1,980
Costs - Non-Shareable													
GST					70								70
Landscaping					150								150
Other													
					220								220
Total Costs					2,200								2,200
Funding													
Offsite Levies					2,200								2,200
					2,200								2,200
Total Funding					2,200								2,200

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

C - 27

Major Program: **7 Provide Access for Growth (Offsite Levy)**

Project Title: **Jerry Potts Blvd (West of Red Crow Blvd to Benton Dr)**

Dept - Project #: **39**

Start Year: **2009**

End Year: **2009**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>Jerry Potts Blvd extension from Red Crow Blvd to Benton Drive.</p> <p>2017 - Complete detailed design and construct a collector roadway.</p>	<p>Jerry Potts Blvd connects Red Crow Blvd to Benton Drive. The construction of this roadway was deferred within the development agreements since there was no need or value to constructing the road during development. It only begins to serve its function when Benton Drive is connected. Therefore the construction has been timed to coincide with the construction of Benton Drive.</p> <p>This will allow new growth areas to be established West of Benton Drive, assist with traffic calming within neighbourhoods in West Lethbridge and reduce traffic demands on University Drive. The construction of this arterial, as well as Garry Drive, was part of the recommended long term solution to improve levels of service on Squamish Blvd.</p> <p>The construction of this roadway, as well as Benton Drive between Jerry Potts Blvd and Garry Drive was part of the recommended long term solution to address traffic issues on Squamish Blvd.</p>

All amounts below are in thousands of dollars

		Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable													
Construction												601	601
Other												19	19
												620	620
Costs - Non-Shareable													
Other												20	20
												20	20
Total Costs												570	570
Funding													
Developer Levies												150	150
Grant - Basic Capital												368	368
PAYG - Transportation												122	122
												640	640
Total Funding												570	570
Estimated Debt Charges													
Projected Net Operating Costs													

Comments

CAPITAL PROJECTS

C - 28

Major Program: **6 Ring Road (Special Grant Funding)**

Project Title: **73rd St S (Hwy 7 to Hwy 6)**

Dept - Project #: **74**

Start Year: **2010**

End Year: **2014**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>43rd Street South as development requires from Highway No. 4 to Highway No. 5.</p> <p>2010: Preliminary design from Highway No. 4 (24th Ave S) to Highway No. 5</p> <p>2012: 24th Ave to 34th Ave South - Complete detailed design and construct the first 2 lanes of the ultimate 4 lane arterial.</p> <p>2017: 34th Ave to 40th Ave South - Complete detailed design and construct the first 2 lanes of the ultimate 4 lane arterial.</p>	<p>This arterial roadway link was identified in the Southeast Urbanization Plan adopted by Council. The development contemplated in the Southeast Lethbridge Urbanization Plan will require preliminary and detailed design for construction of 43rd Street South which will provide the future build-out access needed for new growth areas.</p> <p>Providing this alternate access is an important traffic management strategy to relieve future pressures on Mayor Magrath Drive and improved emergency service routes. The construction of this road will provide needed access and restore levels of service. There will be a reduction in traffic congestion, road user costs, travel times, vehicle emissions and driver frustration.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction						2,500					2,500	5,000
Consultive Services				800		455					455	1,710
Other												
				800		2,955					2,955	6,710
Costs - Non-Shareable												
GST				25		95					95	215
Landscaping						150					150	300
Other												
				25		245					245	515
Total Costs				826		3,200					3,200	4,226
Funding												
Grant - Special Provincial						3,200					3,200	6,400
Offsite Levies				825								825
				825		3,200					3,200	7,225
Total Funding				826		3,200					3,200	4,226

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

C - 29

Major Program: **6 Ring Road (Special Grant Funding)**

Project Title: **North Scenic Dr (Uplands Dr N to 77th Ave N)**

Dept - Project #: **60**

Start Year: **2010**

End Year: **2012**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>North Scenic Drive extension from Uplands Blvd to 44th Ave North</p> <p>2010: Complete preliminary design from Uplands to 62nd Ave North</p> <p>2012: Uplands to 44th ave North - Complete detailed design and construct 2 lanes of the ultimate 4 lane arterial.</p>	<p>Upland/Legacy Ridge/Hardieville Area Structure Plan has identified significant residential and commercial development potential north of 26th Avenue North.</p> <p>Construction of North Scenic Drive will provide access needed for new growth areas as well as access to the future realigned Trade/National Highway north of the City.</p> <p>Preliminary design information is needed to allow planning of developments to proceed in a timely manner.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction						2,900						2,900
Consultive Services	375			200		600						1,175
Other	13											13
	388			200		3,500						4,088
Costs - Non-Shareable												
GST						115						115
Landscaping						185						185
Other	30											30
	30					300						330
Total Costs	718			200		3,800						7,718
Funding												
Grant - Special Provincial	310					3,800						4,110
Offsite Levies	108			200								308
	418			200		3,800						4,418
Total Funding	718			200		3,800						7,718

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

C - 30

Major Program: **6 Ring Road (Special Grant Funding)**

Project Title: **73rd St N (Hwy 3 to 6th Ave N)**

Dept - Project #: **78**

Start Year: **2010**

End Year: **2011**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>43rd Street North construction from 2 lane to 4 lane arterial roadway from Highway 3 to 5th Ave North.</p> <p>2011: Complete detailed design and construction of a 4 lane arterial roadway.</p>	<p>43rd Street North serves not only as a truck route arterial roadway but a major commuter route as well. This project will include new turn lanes, signalization and construction of two additional lanes on 43rd Street North to develop the full 4- lane divided cross section for this arterial roadway.</p> <p>This project is linked to a Provincial improvement at the intersection of 43rd Street North and Highway No. 3.</p> <p>This busy industrial arterial has seen a significant increase in traffic, in particular trucks, due to continuing industrial and commercial growth in the northeast.</p> <p>Specific improvements will:</p> <ul style="list-style-type: none"> - Accommodate peak hour volumes of both transport trucks and people employed in the industrial park. - Channel the various users to accommodate the type of vehicle and destination. - Provide better site lines. - Accommodate large truck turning volumes. - Reduce queuing of vehicles near the CPR track crossing. <p>These improvements will restore levels of service and improve safety on this major arterial. Traffic congestion and delays will be reduced. There will be a reduction in road user costs, travel times, vehicle emissions, driver frustration and vehicle conflicts.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction					2,225							2,225
Consultive Services					290							290
Other												
					2,515							2,515
Costs - Non-Shareable												
GST					85							85
Landscaping					200							200
Other												
					285							285
Total Costs					2,800							2,800
Funding												
Grant - Special Provincial					2,800							2,800
Offsite Levies												
PAYG - Transportation												
					2,800							2,800
Total Funding					2,800							2,800

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

C - 31

Major Program: **6 Ring Road (Special Grant Funding)**

Project Title: **77th Ave N (13th St N to 73rd St N)**

Dept - Project #: **79**

Start Year: **2012**

End Year: **2012**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>44th Avenue North preliminary design from 13th Street North (Scenic Drive) to 43rd Street North.</p> <p>2012: Preliminary Design from 13th to 43rd street north.</p>	<p>Upland/Legacy Ridge/Hardieville Area Structure Plan has identified significant residential and commercial development potential north of 26th Avenue North. Industrial and Commercial Development is also identified in the impending Sherring Area Structure Plan.</p> <p>Construction of 44th Avenue North will provide access needed for new growth areas.</p> <p>Functional and preliminary design information is needed to allow planning of developments to proceed.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction						400						778
Consultive Services		378										778
Other		12										12
		<u>390</u>				<u>400</u>						<u>790</u>
Costs - Non-Shareable												
GST						12						12
Other		10										10
		<u>10</u>				<u>12</u>						<u>22</u>
Total Costs		<u>700</u>				<u>712</u>						<u>812</u>
Funding												
Grant - Special Provincial		390				412						802
Offsite Levies		10										10
		<u>400</u>				<u>412</u>						<u>812</u>
Total Funding		<u>700</u>				<u>712</u>						<u>812</u>

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>
Missing landscaping and review funding

CAPITAL PROJECTS

C - 32

Major Program: **6 Ring Road (Special Grant Funding)**

Project Title: **Chinook River Crossing (West Lethbridge to Hwy 6/MMD)**

Dept - Project #: **75**

Start Year: **2013**

End Year: **2013**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>Third river crossing spanning the Old Man River, location will be confirmed in the Circulation Road Study completed in 2007-2008.</p> <p>2013: Preliminary Design</p>	<p>As all areas of the City continue to grow, an additional river crossing will be needed to provide capacity for traffic:</p> <ul style="list-style-type: none"> - intending to cross the Old Man River, - access/egress the University and the south end of West Lethbridge, and - access/egress South Lethbridge (south of Scenic). <p>Providing alternate accesses is an important traffic management strategy to relieve future pressures on Mayor Magrath Drive and University Drive, as well as provide improved emergency service routes. The construction of this road will provide needed access and restore levels of service. It will reduce traffic congestion, road user costs, travel times, vehicle emissions and driver frustration.</p> <p>A third river crossing could also improve safety by providing an alternative route across the river for traffic and emergency vehicles in the event that one of the existing crossings is closed due to a serious collision or construction related activity.</p> <p>The number of potential river crossing locations is limited by topographic, geo-technical and environmental considerations. Due to ongoing development pressures in west and south Lethbridge and the existing and proposed commercial developments in south Lethbridge, it is imperative that design be undertaken well in advance of construction to confirm and protect the right-of-way for a third river crossing.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction												
Consultive Services							485					485
Other												
							485					485
Costs - Non-Shareable												
GST							15					15
Other												
							15					15
Total Costs							600					600
Funding												
Grant - Special Provincial							500					500
Offsite Levies												
							500					500
Total Funding							600					600

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

C - 33

Major Program: **6 Ring Road (Special Grant Funding)**

Project Title: **Chinook Trail (University Dr to Benton Dr)**

Dept - Project #: **76**

Start Year: **2017**

End Year: **2017**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>Chinook Trail construction from University Drive to Benton Drive.</p> <p>2014: Complete detailed design and construct 2 lanes of the ultimate 6 lane arterial roadway.</p>	<p>Growth in West Lethbridge is reaching buildout with respect to the arterial roadway network. This arterial will provide the access required for new developments, start construction of the arterial loop around West Lethbridge and provide a connection to the third River crossing. This will allow new growth areas to be established West of Benton Drive, assist with traffic calming in West Lethbridge neighbourhoods and reduce traffic demands on University Drive.</p> <p>The construction of this road will provide needed access and restore levels of service. It will reduce traffic congestion, road user costs, travel times, vehicle emissions and driver frustration.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction								2,700				2,700
Consultive Services		97						500				597
Other		3										3
		100						3,200				3,300
Costs - Non-Shareable												
GST								105				105
Landscaping								195				195
Other		10										10
		10						300				310
Total Costs		110						3,600				3,510
Funding												
Grant - Special Provincial								3,500				3,500
Offsite Levies		110										110
		110						3,500				3,610
Total Funding		110						3,600				3,510

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

C - 34

Major Program: **6 Ring Road (Special Grant Funding)**

Project Title: **Benton Dr (N of School to Walsh)**

Dept - Project #: **77**

Start Year: **2014**

End Year: **2014**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>Benton Drive construction from North of the Schools access to Walsh Drive.</p> <p>2017: Complete detailed design and construct the first 2 lanes of the ultimate 4 lane arterial.</p>	<p>Growth in West Lethbridge is reaching build-out with respect to the arterial roadway network. This arterial will provide the access required for new developments west of Benton Drive and assist with traffic calming in existing West Lethbridge neighbourhoods and reduce traffic demands on University Drive.</p> <p>The construction of this road will provide needed access and restore levels of service. It will reduce traffic congestion, road user costs, travel times, vehicle emissions and driver frustration.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction											3,130	3,130
Consultive Services		445									600	1,045
Other		15										15
		460									3,730	4,190
Costs - Non-Shareable												
Landscaping											120	120
Other		40									150	190
		40									270	310
Total Costs		600									7,000	7,600
Funding												
Grant - Basic Capital		250										250
Grant - Special Provincial											4,000	4,000
Offsite Levies		250										250
		500									4,000	4,500
Total Funding		600									7,000	7,600

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>
funding??

CAPITAL PROJECTS

C - 35

Major Program: **6 Ring Road (Special Grant Funding)**

Project Title: **Benton Dr (Simon Fraser Blvd to Chinook)**

Dept - Project #: **73**

Start Year: **2014**

End Year: **2014**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>Benton Drive construction from Simon Fraser Blvd to Chinook Trail</p> <p>2017: Complete preliminary design of the first 2 lanes of a 4 lane arterial.</p>	<p>Growth in West Lethbridge is reaching build-out with respect to the arterial roadway network. This arterial will provide the access required for new developments west of Benton Drive and assist with traffic calming in existing West Lethbridge neighbourhoods and reduce traffic demands on University Drive.</p> <p>The detailed design of this road will confirm the timing and costs for construction which will provide needed access and restore levels of service. It will reduce traffic congestion, road user costs, travel times, vehicle emissions and driver frustration.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction												
Consultive Services		194									485	679
		194									485	679
Costs - Non-Shareable												
GST											15	15
Landscaping												
Other												
											15	15
Total Costs		197									600	597
Funding												
Grant - Basic Capital		100										100
Grant - Special Provincial											500	500
Offsite Levies		100										100
		200									500	700
Total Funding		200									600	400

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

Major Program: **1 Previously Approved Projects**

Project Title: **West Lethbridge Centre**

Dept - Project #: **165**

Start Year: **2007**

End Year: **2010**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>The West Lethbridge Core Facilities Project is a joint effort of the City of Lethbridge, School District 51 and Holy Spirit Roman Catholic Separate Regional Division, the Lethbridge Public Library and various community stakeholders. Upon completion, the complex will bring together a public and separate high school joined by a public library. The site has been designed to integrate the storm water management requirements of the surrounding area with outdoor recreation facilities to be used by the schools and community. Unique technologies will be applied to this project including LEEDS Silver designation for all of the building structure, a common mechanical plant, treated storm water, integrated parks, and recreation and storm management facilities.</p>	<p>An integrated approach to storm water and community/school recreation reduces the required municipal reserve allocation from 80 to 60 acres. The proforma for the development of the neighbourhood is now cost neutral and therefore is considered by City Council to be a viable undertaking.</p> <p>School District No. 51 and the Holy Spirit Board initiated requests to the Province for two new high schools in west Lethbridge. Community demographic growth forecasts and current capacity issues in the existing high schools supported this decision. Subsequently, in order to increase the likelihood of success for the Districts, the City of Lethbridge offered to co-locate a library on the same site.</p> <p>The Lethbridge Public Library has completed a needs assessment that confirms that the present library space can no longer provide adequate service to the community. A branch library located in West Lethbridge was identified by the Consultants as the preferred solution.</p>

All amounts below are in thousands of dollars

		Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable													
Construction			22,312	6,240	425								28,977
			22,312	6,240	425								28,977
Total Costs			22,312	6,240	425								28,977
Funding													
Grant - AMIP			9,944	1,660									11,604
Grant - CAMRIF			6,000										6,000
GST Rebate			1,606										1,606
Operating Budget			425	1,030	425								1,880
Prior Year Funding			200										200
Reserve - Community Reserve			2,587										2,587
Subdivision Surplus			1,550	3,550									5,100
			22,312	6,240	425								28,977
Total Funding			22,312	6,240	425								28,977
Estimated Debt Charges			0	0	0	0	0	0	0	0	0	0	
Projected Net Operating Costs			0	72	74	76	78	80	82	84	86	88	

Comments

The Library Board has undertaken to fundraise in support of collections, equipment, and programs.

CAPITAL PROJECTS

D - 4

Major Program: **1 Previously Approved Projects**

Project Title: **Community Stadium**

Dept - Project #: **55**

Start Year: **2007**

End Year: **2009**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>The City of Lethbridge has negotiated an arrangement with the University of Lethbridge whereby the City will coordinate construction of a Football/Track outdoor stadium at a site designated by the University. As part of the agreement all lifecycle and operating costs will be borne by the University of Lethbridge. Funding for the project will be paid for by the University, the City and from Community fundraising. To meet the escalated costs additional funding is required.</p> <p>The facility will include:</p> <ul style="list-style-type: none"> Regulation turf field for football and related turf sports. Regulation artificial surface track Track throwing and jumping areas Lighted facility Stadium seating for 1000 with expansion opportunities Parking, washrooms, change rooms and related amenities Design suitable for IAAF standards 	<p>In September of 2003, a Lethbridge Development Sports field strategy was approved and submitted as an initiative in the 2005 – 2014 Capital Improvement Program (CIP). Phase Two of the project was the development of a community stadium.</p> <p>On October 30, 2005 Council approved that the University of Lethbridge would be the home for the stadium which would be the primary location for football and would accommodate the requirements for competitive track and field.</p> <p>The University of Lethbridge, as part of their facility master plan, has allocated significant capital and operating costs in support of the project.</p> <p>Additional funding is required to meet cost escalation. This project is currently estimated at \$7.815 million.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Non-Shareable												
Construction	2,980	750										3,730
	2,980	750										3,730
Total Costs	2,980	750										3,730
Funding												
PAYG - Transportation	2,480											2,480
Reserve - MCPR	500	750										1,250
	2,980	750										3,730
Total Funding	2,980	750										3,730

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

D - 5

Major Program: **2 Maintenance/Renewal of Existing Assets**

Project Title: **SAAG Building Rehabilitation and Upgrade**

Dept - Project #: **166**

Start Year: **2008**

End Year: **2010**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>The project will include an interior renovation and a building expansion of 205 m2. This will include functional upgrades such as a Café, larger gift shop, video viewing gallery, on-site storage, suitable loading dock, increased public educational program space, and administration space.</p> <p>This work would be planned immediately with some construction starting in 2008.</p> <p>An expanded and upgraded SAAG will strategically support the revitalization of Galt Gardens and the entire Heart of our City project.</p>	<p>The Southern Alberta Art Gallery (SAAG) was built in 1922 with an addition constructed in 1950. It was converted to an art gallery in 1976. The SAAG receives 25,000 visitors a year.</p> <p>It is known as one of Canada's top ten contemporary art galleries with an international reputation for its excellence in contemporary art programs. The SAAG displays work by local, national, and international artists. The SAAG also has comprehensive art education programs aimed at a variety of age groups from young children to seniors.</p> <p>The SAAG comprises a main art display gallery, an art making studio and a meeting room library. The lobby of the building serves as the reception area as well as the gallery gift shop.</p> <p>Due to its age and lack of investment, the functionality of the facility has declined. Accessibility is poor for the elderly and disabled. Storage and environmental controls for presentation and preservation of art works are lacking. Administrative and exhibition preparation space is poor. Public exhibition space is sub standard and limits the size and sophistication of exhibitions.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction		725	2,400									3,125
Consultive Services		275										275
		<u>1,000</u>	<u>2,400</u>									<u>3,400</u>
Total Costs		1,000	2,400									3,400
Funding												
Fundraising			500									500
Operating Budget Existing		1,000										1,000
PAYG - Community Services			1,400									1,400
Reserve - MCPR			500									500
		<u>1,000</u>	<u>2,400</u>									<u>3,400</u>
Total Funding		1,000	2,400									3,400
Estimated Debt Charges		0	0	0	0	0	0	0	0	0	0	0
Projected Net Operating Costs		0	0	22	23	23	23	24	24	25	25	

Comments

CAPITAL PROJECTS

D - 6

Major Program: **2 Maintenance/Renewal of Existing Assets**

Project Title: **ENMAX Centre**

Dept - Project #: **117**

Start Year: **2008**

End Year: **2011**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>To broaden Lethbridge's entertainment experience and increase financial benefits to the community's economy.</p> <p>Provide significantly better customer service with:</p> <ul style="list-style-type: none"> • More and better luxury suites • Improved vehicle access/egress and parking • Increased concourse and lobby space • Improved handicapped access, seating and washrooms • Enhanced food and beverage services • New lounge and banquet spaces • Improved washrooms • Enhanced dressing room and training facilities 	<p>The ENMAX Centre is the premier provider of entertainment in Lethbridge and southern Alberta, the home of the Lethbridge Hurricanes, and is used extensively for a variety of major spectator events including concerts, bull riding, arenacross and many community events.</p> <p>The ENMAX Centre was built in 1974 and while it has served the City well over the past 33 years, it requires upgrading and expansion to meet the expectations and changing needs of its customers and industry best practices.</p> <p>Remaining viable in this diverse market means having the capacity to broaden the range of experiences and services for existing patrons, and to increase the overall attendance by offering a greater variety and number of events.</p> <p>The facility now requires a major renovation and expansion to create this capacity and thus remain viable for the next 25 – 30 years.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction		113	6,895	12,115	8,926							28,049
Consultive Services		1,130	766	351	222							2,469
		<u>1,243</u>	<u>7,661</u>	<u>12,466</u>	<u>9,148</u>							<u>30,518</u>
Costs - Non-Shareable												
Construction					257							257
Equip. & Furnishings					2,947							2,947
					<u>3,204</u>							<u>3,204</u>
Total Costs		1,243	7,661	12,466	12,352							33,722
Funding												
Grant - Major Community Facilities			3,683									3,683
Grant - MSI		1,118	3,978	4,943	7,756							17,795
Internal Borrowing				5,392	2,508							7,900
Operating Budget		125		2,131	2,088							4,344
		<u>1,243</u>	<u>7,661</u>	<u>12,466</u>	<u>12,352</u>							<u>33,722</u>
Total Funding		1,243	7,661	12,466	12,352							33,722
Estimated Debt Charges		0	0	0	0	650	650	650	650	650	650	
Projected Net Operating Costs		0	0	0	0	(650)	(650)	(650)	(650)	(650)	(650)	

Comments

Debt payments financed through increased ticket surcharge, suite fees, and ENMAX naming sponsorship.

CAPITAL PROJECTS

D - 7

Major Program: **2 Maintenance/Renewal of Existing Assets**

Project Title: **Transit Fleet Replacement**

Dept - Project #: **146**

Start Year: **2008**

End Year: **Ongoing**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>Replace transit buses which have met or exceeded their useful life with accessible environmentally friendly vehicles that meet up-to-date emission standards.</p>	<p>In 2006 and 2007, LA Transit purchased 16 new transit vehicles to upgrade its very old fleet. The new vehicles were accessible for all customers, allowing LA Transit to offer accessible buses on all of its scheduled routes (one of the first transit systems in Canada to be fully accessible). In addition, these buses are more attractive to customers, and the vehicles are far more environmentally friendly, as they meet current vehicle emission standards.</p> <p>Although the fleet is now fully accessible for all scheduled service, there remain 8 high-floor buses which are not accessible. These buses are utilized as back-ups and "extra" trips (where ridership is sufficiently high that two buses are needed). The buses requiring replacement are reaching the end of their useful life (23 years, 1.5 million kilometres), and are expensive to maintain. They also emit significantly more harmful emissions than new buses, built to current environmental standards.</p> <p>In addition, the smaller community buses will begin meeting the limits of their useful life in 2011, after 8 years of service or 450,000 kilometres.</p> <p>LA Transit will present a long term bus replacement plan to Council by September 2007 based on asset management principles.</p>

All amounts below are in thousands of dollars

		Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable													
Equip. & Furnishings				798		1,308	436	1,850		1,963			6,355
				798		1,308	436	1,850		1,963			6,355
Total Costs				798		1,308	436	1,850		1,963			6,355
Funding													
Grant - NDCC				798		1,308	436	1,850		1,963			6,355
				798		1,308	436	1,850		1,963			6,355
Total Funding				798		1,308	436	1,850		1,963			6,355

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

D - 8

Major Program: **2 Maintenance/Renewal of Existing Assets**

Project Title: **Henderson Outdoor Pool**

Dept - Project #: **123**

Start Year: **2008**

End Year: **2008**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>Remove existing and build a new pool basin with an appropriate foundation to withstand freeze/thaw cycle.</p> <p>Install up-to-date purification system to improve water quality and bather health and safety.</p> <p>The administration recommends that the design and engineering be undertaken in 2008, but that construction be postponed until the current basin fails. As this facility is only used two months each year, the investment should be made when required and not prematurely.</p>	<p>Henderson Pool is the City's primary outdoor pool, and can accommodate 2,000 to 3,000 patrons per day during the summer months. Henderson Pool is an icon of outdoor recreation within our community.</p> <p>The facility includes a pool basin, bath house, concession, volleyball court and a large grass lounging area. The bath house was renovated in 1990 and is in good shape. The pool basin is in critical condition and could fail at any time. The water purification system was installed in the 1960s, uses obsolete (gas chlorine) technology and cannot treat water adequately when the pool is full of bathers. The facility has been kept in operation with mostly original equipment due to exemplary maintenance efforts.</p> <p>Lethbridge residents love to swim and love their outdoor pools. The design and location of Henderson Pool meets their needs for leisure aquatic environments that support water play, relaxation, therapy, and socialization.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Consultive Services		226										226
		226										226
Total Costs		226										226
Funding												
Operating Budget		226										226
		226										226
Total Funding		226										226

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

D - 9

Major Program: **3 Maintaining Level of Service -Response to Growth**

Project Title: **Station No. 1 (Downtown) & Current North Station Training**

Dept - Project #: **112**

Start Year: **2008**

End Year: **2011**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>•Expand Station No. 1 in a strategic location to maintain a reasonable response time to emergencies in the central core. This supports the city's objective to make downtown a more attractive area to live by providing improved fire and emergency services</p> <p>•Enhance the reliability of all other stations by providing timely reinforcement from Station No. 1 during multiple unit responses</p> <p>•Improve the coordination and efficiency of fire and emergency services by also locating the following in the expanded Station No.1:</p> <ul style="list-style-type: none"> • Fire Administration, • Fire Prevention Division, • Emergency Operations Centre and • the Public Safety Communications Centre <p>•Relocation of Fire Administration provides the opportunity to renovate part of the North Station into a modern field training facility.</p>	<p>Station No. 1 (Downtown)</p> <p>To minimize injury or fire loss, fire and emergency services must be able to respond within a reasonable time. There is a high concentration of calls for service within the central core. The downtown station is first to respond to these calls. The downtown station also provides backup support to all of the other stations in the city. This expansion is required to maintain current service levels.</p> <p>Fire Administration, Fire Prevention, the Emergency Operations Centre and the Public Safety Communications Centre would provide the most effective service if located together. These services are currently dispersed in three locations, one of which is on the edge of the city, two of which are in a substandard building (including the basement of the Old Courthouse) and the last in insufficient space in the Regional Police Services Headquarters.</p> <p>Current North Station Training Facility</p> <p>The training classroom is too small, has high usage and is often not available for training when required. The number of washroom facilities is insufficient for a training facility.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction		283		72								355
Consultive Services		452	487	289	90							1,318
Equip. & Furnishings				1,743	370							2,113
Other		424	479	1,082								1,985
Property Acquisition		2,100										2,100
		<u>3,259</u>	<u>966</u>	<u>3,186</u>	<u>460</u>							<u>7,871</u>
Costs - Non-Shareable												
Construction		1,130	5,695	3,550	1,478							11,853
Consultive Services		100										100
		<u>1,230</u>	<u>5,695</u>	<u>3,550</u>	<u>1,478</u>							<u>11,953</u>
Total Costs		<u>4,489</u>	<u>6,661</u>	<u>6,736</u>	<u>1,938</u>							<u>19,824</u>
Funding												
Grant - AMIP		2,389	6,661	6,736	1,938							17,724
Grant - MSI		2,100										2,100
		<u>4,489</u>	<u>6,661</u>	<u>6,736</u>	<u>1,938</u>							<u>19,824</u>
Total Funding		<u>4,489</u>	<u>6,661</u>	<u>6,736</u>	<u>1,938</u>							<u>19,824</u>

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

D - 10

Major Program: **3 Maintaining Level of Service -Response to Growth**

Project Title: **Henderson Lake Water Quality Improvement**

Dept - Project #: **147**

Start Year: **2008**

End Year: **2010**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>Help achieve the Community Vision by contributing to community health and wellness, facilitating community special events, addressing environmental issues, and keeping our City attractive.</p> <p>Changes to the lake could include the following:</p> <ul style="list-style-type: none"> • Creating bottom channels to improve water circulation • Relocating the water inlet • Shoreline modifications • Dredging the lake bottom to remove sediment 	<p>Henderson Lake is the most prominent feature of the most well-used park in the city. The lake's water quality with associated weeds, algae and foul odours are a result of almost 100 years of evolution, and are affecting residents' enjoyment of the water body and of the park itself. Without intervention and proper management, the evolution from man-made lake to slough will continue.</p> <p>In November 2006 City Council adopted the Henderson Lake Ecosystem Management Plan. The Plan states that corrective measures and more intensive management are required to prevent weed and algae growth and thereby restore water quality to a more acceptable level.</p> <p>City Council directed that these matters be addressed through budget recommendations.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction			972	720								1,692
Consultive Services		10										10
		10	972	720								1,702
Costs - Non-Shareable												
Contingency & Other			108	80								188
			108	80								188
Total Costs		10	1,080	800								1,890
Funding												
Reserve - Urban Parks		10	1,080	800								1,890
		10	1,080	800								1,890
Total Funding		10	1,080	800								1,890
Estimated Debt Charges		0	0	0	0	0	0	0	0	0	0	
Projected Net Operating Costs		0	0	85	102	104	107	109	111	114	116	

<u>Comments</u>

CAPITAL PROJECTS

D - 11

Major Program: **3 Maintaining Level of Service -Response to Growth**

Project Title: **Transit Fleet Expansion**

Dept - Project #: **160**

Start Year: **2008**

End Year: **2017**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>These new buses will be fully accessible, as per current standards. They will also be more customer-friendly and will support the City's environmental objectives as they are built for up-to-date emissions standards.</p> <p>Projected fleet requirements to respond to community growth and maintenance of service levels are as follows:</p> <p>2009 - 3 bus units for new West Lethbridge route (Highlands), and peak service to College.</p> <p>2010 - 2 units for growth in Uplands, Legacy Ridge, Sherring, and peak service to University.</p> <p>2011 - 1 unit for peak service in SunRidge/RiverStone.</p> <p>2012 - 2 units to respond to growth in Copperwood/Benton.</p>	<p>In 2005, City Council defined the following objective: "To increase ridership through the implementation of cost-effective strategies that meet the needs of the growing community within a defined level of service". In 2006, City Council adopted transit service standards, which specify the level of transit services, as defined by the community. As part of the standards, transit services will expand with ridership and/or community growth.</p> <p>Ridership in 2006 increased by 13% in response to service changes which mirrored the emerging service standards. Service plans in 2007 reflect the needs of the growing community, and service level increases will be provided as ridership has grown on specific routes. As the community and ridership grow, LA Transit will need new, expansion buses to respond to service level increases.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Equip. & Furnishings				1,300	450	900	465	980	984		1,072	6,151
				1,300	450	900	465	980	984		1,072	6,151
Total Costs				1,300	450	900	465	980	984		1,072	6,151
Funding												
Grant - NDCC				1,300	450	900	465	980	984		1,072	6,151
				1,300	450	900	465	980	984		1,072	6,151
Total Funding				1,300	450	900	465	980	984		1,072	6,151

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

D - 12

Major Program: **3 Maintaining Level of Service -Response to Growth**

Project Title: **Para-Transit (Handi-Bus) Fleet Replacement**

Dept - Project #: **23**

Start Year: **2008**

End Year: **Ongoing**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>The replacement vehicles for the para-transit service will be fully accessible for all customers, those with mobility needs and those more ambulatory. As a result, there will be 3 or 4 wheelchair positions, with flexible seating to accommodate those not in wheelchairs or scooters. The fleet replacement plan will ensure that reliable vehicles will be available to provide quality service to our customers.</p> <p>At the present time, LA Transit does not envision a requirement to expand the size of the fleet, until a comprehensive review of the operation is completed (2007-08).</p>	<p>The City of Lethbridge is in the process of purchasing the fleet of vehicles owned by Lethbridge Handi-Bus Association. The fleet is comprised of a series of vans and small buses, all equipped with wheelchair lifts to accommodate customers with special needs. LA Transit has conducted a life cycle analysis of the fleet and have prepared a long term fleet replacement plan.</p> <p>Para-transit vehicles, unlike large transit vehicles, have a useful life of approximately 7 years. At that point, the vehicles will have accumulated 350,000 to 400,000 kilometres.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Equip. & Furnishings	244	233	290		209	102	209				838	2,125
Other	6											6
	250	233	290		209	102	209				838	2,131
Total Costs	250	233	290		209	102	209				838	2,131
Funding												
Grant - Basic Capital	188											188
Grant - NDCC		233	290		209	102	209				838	1,881
Handi-Bus Association	62											62
	250	233	290		209	102	209				838	2,131
Total Funding	250	233	290		209	102	209				838	2,131

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

D - 13

Major Program: **3 Maintaining Level of Service -Response to Growth**

Project Title: **North Regional Park Planning and Development**

Dept - Project #: **156**

Start Year: **2008**

End Year: **Ongoing**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>The proposed project assumes the development of a series of 10-15 acre distinct feature areas joined by a pathway system. Land is already part of the urban reserve and owned by the City. The funded program allows for a phased development (approximately one feature area every third year).</p>	<p>Parks offer environments for activity and social interaction that contribute to community health, wellness and the quality of life. Most residents of Lethbridge enjoy close access to a major park. One gap identified by residents is the lack of a regional park in north Lethbridge.</p> <p>The need for a north regional park was identified in the 2002 Hardieville/Legacy Ridge/Uplands area structure plan. The current Parks Master Plan process, based on considerable public and stakeholder input, affirmed the importance of the park to the comprehensive parks system the community desires.</p> <p>In addition to providing major park space for nearby neighbourhoods, the park's design should incorporate unique features and facilities to attract residents from all over the city, and thereby broaden outdoor recreational and social opportunities for everyone.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Non-Shareable												
Construction			950	960	1,240	1,271	1,303	1,336	1,369	1,403	1,438	11,270
			950	960	1,240	1,271	1,303	1,336	1,369	1,403	1,438	11,270
Total Costs			950	960	1,240	1,271	1,303	1,336	1,369	1,403	1,438	11,270
Funding												
PAYG - Community Services			950	960	1,240	1,271	1,303	1,336	1,369	1,403	1,438	11,270
			950	960	1,240	1,271	1,303	1,336	1,369	1,403	1,438	11,270
Total Funding			950	960	1,240	1,271	1,303	1,336	1,369	1,403	1,438	11,270
Estimated Debt Charges		0	0	0	0	0	0	0	0	0	0	
Projected Net Operating Costs		0	0	29	57	95	133	172	212	253	295	

Comments

CAPITAL PROJECTS

D - 14

Major Program: **3 Maintaining Level of Service -Response to Growth**

Project Title: **Community Arts Centre**

Dept - Project #: **120**

Start Year: **2008**

End Year: **2011**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>This project will create 2,500 square meters of program space in support of arts education and the provision of workshop space for arts groups. Advanced planning will begin in 2008 with construction to proceed in 2010. Upgrades will include studios, exhibit areas, and meeting rooms.</p>	<p>The Bowman Arts Centre houses a variety of community arts groups, including: the Lethbridge Sketch Club, the Jolliffe Academy of Dancing, the Oldman River Potters Guild, the Lethbridge Handicraft Guild, the Textile Surface Design Guild, and the Lethbridge Stained Glass Society. The Centre runs visual and speech arts programs for adults, children, and special needs adults throughout the year. Numerous other arts and community groups use various rooms for their meetings, education programs, and workshops.</p> <p>Originally built as a school, the building was sold to the City in 1963 and was converted to an arts centre administered by the Allied Arts Council in 1964. The City provides an annual operating grant to the Allied Arts Council. The Bowman Arts Centre was declared a Provincial Historic Resource in 1982.</p> <p>The facility is aging and in need of repair including urgent foundation work. It is also booked to capacity and many groups and organizations are forced to find alternate locations for their programs.</p> <p>User groups have a strong affinity for the historic facility and a desire to stay in the downtown.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction				1,944	3,866							5,810
Consultive Services		200		534								734
Property Acquisition				2,122								2,122
		200		4,600	3,866							8,666
Costs - Non-Shareable												
Equip. & Furnishings					534							534
					534							534
Total Costs		200		4,600	4,400							9,200
Funding												
Grant - MSI Community				4,600								4,600
Internal Borrowing					4,400							4,400
PAYG - Community Services		200										200
		200		4,600	4,400							9,200
Total Funding		200		4,600	4,400							9,200
Estimated Debt Charges		0	0	0	0	453	453	453	453	453	453	
Projected Net Operating Costs		0	0	0	0	449	457	463	471	480	486	

Comments

CAPITAL PROJECTS

D - 15

Major Program: **3 Maintaining Level of Service -Response to Growth**

Project Title: **Twin Ice Centre**

Dept - Project #: **119**

Start Year: **2008**

End Year: **2012**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>•Build a new, 5800 m2, twin ice surface facility to maintain level of service. This facility would be located on the west side.</p> <p>This budget contemplates the following features:</p> <ul style="list-style-type: none"> - 2 NHL sized ice surfaces - 750 spectator seating - Multiple change rooms - Food and beverage services 	<p>All winter and each winter, Lethbridge Athletic Association hockey, University hockey, ringette, figure skating, speed skating, skating lessons, public leisure skating and ice-based school physical education activities depend on the 5 indoor ice surfaces provided by the City. Each summer, camps and programs use some ice surfaces; non-ice activities such as lacrosse use other ice centres.</p> <p>With one ice surface per 15,700 residents, Lethbridge needs a net increase of at least one ice surface. (Lethbridge minor hockey is forced to regularly schedule games between Lethbridge teams on ice surfaces distant from the City.) This project will bring the ratio to 1:13,500 at a population of 95,000 (approx 2020).</p> <p>To attract and retain regional, provincial and national hockey tournaments, user groups suggest the City needs a twin-ice facility.</p>

All amounts below are in thousands of dollars

		Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable													
Construction						8,538	12,938						21,476
Consultive Services				300		2,262							2,562
				300		10,800	12,938						24,038
Costs - Non-Shareable													
Equip. & Furnishings							2,262						2,262
							2,262						2,262
Total Costs				300		10,800	15,200						26,300
Funding													
Grant - MSI Community						2,500	5,000						7,500
Grant - MSI Community - co-op						3,300	5,000						8,300
Internal Borrowing						5,000	5,200						10,200
PAYG - Community Services				300									300
				300		10,800	15,200						26,300
Total Funding				300		10,800	15,200						26,300
Estimated Debt Charges		0	0	0	0	515	1,050	1,050	1,050	1,050	1,050	1,050	
Projected Net Operating Costs		0	0	0	0	0	745	752	759	767	775	775	

<u>Comments</u>

CAPITAL PROJECTS

D - 16

Major Program: **3 Maintaining Level of Service -Response to Growth**

Project Title: **Performing Arts Centre**

Dept - Project #: **118**

Start Year: **2008**

End Year: **2010**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>The proposed performing arts centre will be designed to meet the performance requirements of theatre, music and dance artists and promoters. The project should be located in the downtown area as recommended in the Heart of Our City planning.</p> <p>Phase I - Functional Planning and Preliminary Design</p> <p>The scope of the work will include stakeholder input on functional requirements as well as the preliminary design of the facility. Site options will be considered. At the conclusion, the project will be positioned for detailed design and construction.</p> <p>The following resolution was approved on May 10, 2007</p> <p>BE IT RESOLVED THAT the land between 1st Avenue & 2nd Avenue and 3rd & 4th Street South be designated as the site for a Performing Arts Centre</p> <p>AND FURTHER BE IT RESOLVED THAT a Steering Committee be established for planning, design and fundraising including availability of Provincial and Federal Grants</p>	<p>The Yates Centre has been Lethbridge's premier performing arts venue for more than 40 years. Major uses include the Lethbridge Musical Theatre, New West Theatre, Lethbridge Symphony Association, Lethbridge Playgoers, Kiwanis Music Festival, school programs, dance studios, touring companies and various other shows. Some additional capacity used to be available at other venues; however the growth of their programs now limits access for the general community.</p> <p>Major entertainment and performing arts services are provided by the 4,800 seat ENMAX Centre and the 488 seat Genevieve E. Yates Memorial Centre. Enhancement of the ENMAX Centre and retention of the Yates Centre are important strategies, but there is also a gap in the 1,000 seat range that has been identified to take advantage of existing and potential artistic opportunities and spin-off benefits.</p> <p>The Yates' acoustics and lack of a fly loft are examples of deficiencies that limit the variety and sophistication of shows available to Lethbridge audiences.</p> <p>The Yates is fully booked during the prime times and some shows or groups no longer consider using a facility in the City. Additional capacity is needed to allow these shows to be available to the community.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Consultive Services				500								500
				500								500
Total Costs				500								500
Funding												
Reserve - MCPR				500								500
				500								500
Total Funding				500								500
Estimated Debt Charges		0	0	0	0	0	0	0	0	0	0	
Projected Net Operating Costs		0	0	0	0	0	0	0	0	0	0	

Comments

CAPITAL PROJECTS

D - 17

Major Program: **3 Maintaining Level of Service -Response to Growth**

Project Title: **Pathways System**

Dept - Project #: **159**

Start Year: **2008**

End Year: **Ongoing**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>Administration is recommending that the North Side Regional Parks be constructed as a series of 10-15 acre distinct feature areas. The regional pathway system capital projects in 2008-2010 will join these feature areas. 2011 onwards, the pathway capital program will address the specific pathway priorities identified in the Bikeways and Pathways Masterplan (2km/yr of pathways). This will require an ongoing capital increase of \$300,000 annually.</p>	<p>Pathways have become an important part of recreation, and increasingly, transportation systems, and their use can contribute to the health of individuals and the environment.</p> <p>Pathways are the "off road" facilities described in the study and typically are integrated with parks.</p> <p>The current pathway system has gaps that reduce the enjoyment and value of pathways as recreation and commuter routes. Some roadway crossings are hazardous. Access to destinations such as the downtown is indirect and inconvenient.</p> <p>The recently completed Bikeways and Pathways Master Plan recommends improvements and additions to create a safe comprehensive, user-friendly pathway system. Significant lead time is required to consult, plan, design and build.</p> <p>Specific priorities are identified in the Bikeways and Pathways Master Plan.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction					300	310	320	320	330	340	350	2,270
					300	310	320	320	330	340	350	2,270
Total Costs					300	310	320	320	330	340	350	2,270
Funding												
PAYG - Community Services					300	310	320	320	330	340	350	2,270
					300	310	320	320	330	340	350	2,270
Total Funding					300	310	320	320	330	340	350	2,270
Estimated Debt Charges		0	0	0	0	0	0	0	0	0	0	0
Projected Net Operating Costs		0	0	0	0	9	18	26	35	44	53	

<u>Comments</u>

CAPITAL PROJECTS

D - 18

Major Program: **6 Heart of Our City**

Project Title: **Transit Customer Service Upgrades - Downtown**

Dept - Project #: **145**

Start Year: **2008**

End Year: **2010**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>Although downtown will remain one of Transit's key destinations, the Heart of the Downtown master Plan envisions a reduced need for a downtown terminal. Instead, the plan sees transit as a "flow through" system, serving all of downtown.</p> <p>Transit customers are also pedestrians. The Heart of our City Master Plan envisions a strong pedestrian-friendly environment. Transit stops should reflect the downtown vision, and should provide customer amenities to support transit, such as shelters, benches, and service information, and will blend into the downtown streetscape plan.</p> <p>The stops will be strategically located throughout downtown to meet customer needs.</p>	<p>The Heart of the Downtown Master Plan envisions a strong, pedestrian-friendly environment. Transit customers are pedestrians as part of their journey.</p> <p>Downtown is and will be a major transit destination. A strong transit system will support downtown and a strong downtown will support a strong transit service.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Equip. & Furnishings		105	105	105								315
		105	105	105								315
Total Costs		105	105	105								315
Funding												
Grant - NDCC		105	105	105								315
		105	105	105								315
Total Funding		105	105	105								315
Estimated Debt Charges		0	0	0	0	0	0	0	0	0	0	0
Projected Net Operating Costs		5	10	15	15	15	15	15	15	15	15	15

<u>Comments</u>

CAPITAL PROJECTS

D - 19

Major Program: **6 Heart of Our City**

Project Title: **Roadway Reconstruction and Streetscaping**

Dept - Project #: **101**

Start Year: **2010**

End Year: **2010**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>The Heart of our City Master Plan is nearing completion and the study has recommended changes to several roadway in the downtown. It would involve new road cross sections, wider sidewalks, tree plantings parking reconfiguration and street furniture.</p> <p>The project would complete enhanced streetscape on 5th Street from 1st Avenue to 6 Avenue.</p>	<p>The Heart of our City Master Plan is the guiding document. However the work would be coordinated with the Utility Dept. regarding U/G repairs and replacements so that work is timed with these repairs.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction				3,500								3,500
Consultive Services				350								350
				3,850								3,850
Costs - Non-Shareable												
Construction				1,150								1,150
				1,150								1,150
Total Costs				5,000								5,000
Funding												
Downtown Redevelopment Fund				1,200								1,200
Grant - MSI Core				3,800								3,800
				5,000								5,000
Total Funding				5,000								5,000
Estimated Debt Charges		0	0	0	0	0	0	0	0	0	0	
Projected Net Operating Costs		0	0	0	50	51	53	54	55	57	58	

Comments

CAPITAL PROJECTS

D - 20

Major Program: **6 Heart of Our City**
 Project Title: **Downtown Parkade**
 Dept - Project #: **103**
 Start Year: **2011**



Capital Improvement Program
2008 to 2017

End Year: **2014**

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>The Heart of our City Master Plan is nearing completion and the study has recommended construction of several parkades in the downtown. This project is merely a placeholder for the anticipated improvements on public and private parking within the downtown. It involves a study of the need for and location of one or more parkades (2009) in the downtown core as well as construction costs for one parkade in 2014.</p> <p>This budget is based on a 5 story parking structure for 250 parking stalls with main floor retail areas. This proposal is based on a revenue neutral operating model.</p>	<p>The Heart of our City Master Plan is the guiding document. However the work would be coordinated with the Downtown enhancement committee.</p>

All amounts below are in thousands of dollars

		Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable													
Consultive Services				250									250
				250									250
Costs - Non-Shareable													
Construction									9,750				9,750
									9,750				9,750
Total Costs				250					9,750				10,000
Funding													
Internal Borrowing									9,750				9,750
Reserve - Offstreet Parking				250									250
				250					9,750				10,000
Total Funding				250					9,750				10,000

Estimated Debt Charges
 Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

D - 21

Major Program: **6 Heart of Our City**

Project Title: **Downtown Gateways &/or Roadway & Streetscape**

Dept - Project #: **102**

Start Year: **2012**

End Year: **2016**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>The Heart of our City Master Plan is nearing completion and the study has recommended changes to several entrances into the downtown. This project is merely a placeholder for the anticipated improvements on selected City Rights-of-Way primarily major entrances into the downtown. The scope of work would be to create an entrance gateway at specific entrances into the downtown via landscaping, signage and installation of artwork.</p> <p>An estimate of \$1,000,000 per site is forecasted. Each gateway will include a public art feature to be funded through the public art allocations in the appropriate three year capital cycle.</p>	<p>The Heart of our City Master Plan is the guiding document. However the work would be coordinated with the Parks Dept. and the Downtown enhancement committee.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Non-Shareable												
Construction							1,000			1,000		2,000
							1,000			1,000		2,000
Total Costs							1,000			1,000		2,000
Funding												
Acquisition of Public Art							350			350		700
Downtown Redevelopment Fund							650			650		1,300
							1,000			1,000		2,000
Total Funding							1,000			1,000		2,000
Estimated Debt Charges		0	0	0	0	0	0	0	0	0	0	
Projected Net Operating Costs		0	0	0	0	0	0	10	10	11	21	

Comments

CAPITAL PROJECTS

D - 22

Major Program: **5 Other**

Project Title: **Public Operations Building**

Dept - Project #: **162**

Start Year: **2008**

End Year: **2011**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>The Public Operation Site is located immediately north of the Crows Nest Trail and south of 5th Ave N. The site is optimally located for efficient delivery of services. Major buildings on the site include: the Fleet (vehicle repair and storage) facility, Public Ops./Electrical Ops./Stores building, Parks and Transportation building, Facility Services/ERC, and the Transit Garage and Repair facility. 450 to 650 employees (35 to 50% of all City staff) work at the site.</p> <p>The preferred option for site re-development includes;</p> <ul style="list-style-type: none"> • Construction of a new 8,160m2 Fleet Building (\$17.8M). • Renovation of the Public Ops. building (\$6.3M). • Purchasing of six modular buildings to house staff during construction (\$725,000). • Construction of a new parking lot, relocation of the police impound, and roadway modifications. • Demolition of the existing Fleet and Parks and Transportation buildings. <p>The project will extend the service life of the public operations site 25 to 50 years.</p>	<p>The following summarizes the problems with this site:</p> <ul style="list-style-type: none"> • The Fleet and Parks and Transportation building are in poor condition. • The Fleet building is partially located on a closed land fill; an extraction system removes methane gas that seeps in. Consolidation of the land fill is causing significant structural damage. • Buildings are poorly ventilated. • Enclosed vehicle storage space is limited and inadequate. • Storage space is limited and inadequate. • Office, work shops, and storage areas scattered throughout the site creates inefficient operations. • Traffic patterns are extremely dangerous. • The Police impound is not a complementary activity for the site. <p>The following are benefits implementing the site Master Plan:</p> <ul style="list-style-type: none"> • New facilities increase operational efficiencies. • Construction of a new Public Ops. building is deferred for 10 to 15 years. • Roadway modifications provide safer traffic patterns. • The modular buildings become an ongoing corporate asset.

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Non-Shareable												
Construction		3,109	13,799	9,235	1,520							27,663
Consultive Services		1,278	640	596	145							2,659
Equip. & Furnishings		340	1,243	798	145							2,526
Landscaping		241	510									751
Other		846										846
		5,814	16,192	10,629	1,810							34,445
Total Costs		5,814	16,192	10,629	1,810							34,445
Funding												
Capital Allocation			213									213
External Borrowing		2,962	4,894	5,586	980							14,422
Grant - AMIP			630	346	2							978
Grant - MSI		1,481	6,170	2,793	490							10,934
Grant - NDCC			1,432	86								1,518
Reserve - MRSR		1,371	2,853	1,818	338							6,380
		5,814	16,192	10,629	1,810							34,445
Total Funding		5,814	16,192	10,629	1,810							34,445

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

D - 23

Major Program: **5 Other**
 Project Title: **Public Art**
 Dept - Project #: **169**
 Start Year: **2008**



Capital Improvement Program
2008 to 2017

End Year: **2014**

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>The policy could be supported by funds derived from a percentage of the cost of City of Lethbridge capital projects.</p> <p>Where appropriate partnerships will be entertained in the acquisition of art.</p> <p>The policy will be supported by a designation of 1% of Community Services capital facilities projects in excess of \$500,000 to the commissioning of public arts projects.</p>	<p>The community has identified, through the Arts Policy, a desire to create a quality public realm in a vibrant and animated community. Public art should be a source of community pride and as such should be designed with an emphasis on craftsmanship, quality and permanence. The community wishes to celebrate local culture and enhance arts awareness through art acquisition.</p> <p>There needs to be a policy that creates a mechanism to commission, acquire and determine the relevance of works of art to the community. The Policy needs to include a process to manage resources the city acquires. The policy will also identify criteria for the location, maintenance standards and infrastructure.</p> <p>The Art Acquisition Program should ensure the location of public art is aligned with sites identified in the Heart of Our City Master Plan as well as other city plans or initiatives.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Non-Shareable												
Equip. & Furnishings			119	591	182	263		100				1,255
			119	591	182	263		100				1,255
Total Costs			119	591	182	263		100				1,255
Funding												
PAYG - Community Services			119	591	182	263		100				1,255
			119	591	182	263		100				1,255
Total Funding			119	591	182	263		100				1,255

Estimated Debt Charges
 Projected Net Operating Costs

<u>Comments</u>

Major Program: **Solid Waste Utility**
 Project Title: **Approval Compliance Project**
 Dept - Project #: **WRS2**
 Start Year: **2007**



Capital Improvement Program
2008 to 2017

End Year: **2008**

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>Waste & Recycling Services takes the impact of the new approval on the sustainability of the business seriously and has engaged the landfill operations contractor, and two engineering firms to define solutions to this problem of landfill closures during high wind events. The recommendation of the group was that City should develop a waste storage area that is enclosed to receive waste during periods of closure due to high wind conditions. This would facilitate continued operation of waste collection services in the City and the region, while providing a permanent safe disposal area for use of residents throughout the year. At the same time additional large secondary entrapment fencing is to be installed to prevent waste from leaving the site.</p> <p>An added benefit to this project is that the proposed waste storage area would replace existing budget initiative N-17. Council approved budget initiative N-17 through the 2006 - 2008 Operating Budget. The objective of this initiative was to construct a drop-off location for residential and light commercial landfill customers to drop-off waste as well as separate and recycle any suitable commodities. The Benefits are the provision of a safe, customer friendly disposal area for residential and light commercial customers to use, as well as to encourage use of recycling. This project includes the construction of an enclosed waste acceptance and storage area, a recycling area and additional large secondary entrapment fencing. The waste acceptance and storage area would include a tip floor, push pit and building to meet disposal requirements. Waste & Recycling Services will procure waste transfer trailers for the acceptance and storage of waste. The waste will be deposited in the landfill when weather conditions are suitable.</p> <p>To meet the requirements of our approval and provide a reasonable level of service to our customers this project should be constructed as soon as funding & required approvals can be obtained.</p>	<p>Under the terms of the approval for the landfill issued on October 25, 2006 by Alberta Environment fugitive waste (litter) is not permitted outside of the landfill beyond 220 meters east of SW 4-1-21 W4M. This requirement has forced Waste & Recycling Services to close the landfill to blowable waste numerous times since the issuance of the approval. Interruptions in service and the landfill have a ripple effect that is eventually felt by the waste generator (in our case City residents.) Waste management systems in western Canada tend to rely on a just in time disposal model. Lethbridge and the region are typical in this respect. If the landfill closes frequently and for more than one day consecutively as has been the case more often since the issuance of the new approval the problem impacts more and more of the waste management system. When the landfill closes direct haul customers are the first to feel that effect. This includes numerous independent construction and waste hauling businesses that operate in the City. In many instances these customers rely on an acceptable level of service at the landfill for their livelihood. The City's residential collection fleet falls into the category of a direct haul customer. To this point Waste & Recycling Services has developed and successfully implemented contingencies that have so far mitigated any impact on service to City residential customers. These contingencies included use of excess trucks for collection and storage prior to their decommissioning in spring 2007.</p> <p>Although, City residential customers have largely not been inconvenienced by the increased frequency and duration of landfill closure resulting from the new approval, numerous Lethbridge industrial, commercial, institutional, and regional customers have. These landfill customers have been impacted in their ability to provide services to their customers and waste accumulation in their containers, trucks, and businesses.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Non-Shareable												
Construction		2,775	722									3,497
Consultive Services		225										225
		3,000	722									3,722
Total Costs		3,000	722									3,722
Funding												
Accumulated Surplus			722									722
External Borrowing		3,000										3,000
		3,000	722									3,722
Total Funding		3,000	722									3,722
Estimated Debt Charges		153	306	306	306	306	306	306	306	306	306	
Projected Net Operating Costs		0	25	25	25	25	25	25	25	25	25	

Comments

Major Program: **Solid Waste Utility**
 Project Title: **Landfill Master Plan**
 Dept - Project #: **WRS1**
 Start Year: **2007**



End Year: **2008**

Capital Improvement Program
 2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>Waste & Recycling Services will retain a consultant for the preparation of a landfill master plan and optimization study. This study will provide a strategic analysis of the options available for development and utilization of the site. Subsequent to that a master plan is to be developed based on the recommendations of the optimization plan. The master plan is a conceptual document that will be used by the City to acquire approval to amend the landfill approval issued by Alberta Environment. The master plan will include and complete strategic plan for the best use of the site, cell designs and development staging, a closure plan, SCH staging and development, site layout and optimization.</p>	<p>The purpose of this initiative is to investigate and develop alternative construction and operating practices to maximize the life of the landfill. In the past five years operating practices have been continually evaluated and improved. Considerable gains have been made in operational efficiencies.</p> <p>However, the cost per unit of airspace to construct the landfill is considered to be high. This is primarily a result of a development plan in which large portions of waste are placed in deep hole as opposed to above grade. Through this study a master plan to better utilize the space available will be developed. It is also anticipated that the new development plan will allow for overall reductions in the costs to construct and unit of available airspace.</p> <p>The landfill is a non-renewable asset. The continued sustainability of the Business Unit depends on achieving maximum value of the asset.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Non-Shareable												
Consultive Services		350										350
		350										350
Total Costs		350										350
Funding												
External Borrowing		350										350
		350										350
Total Funding		350										350
Estimated Debt Charges		0	129	129	129	0	0	0	0	0	0	
Projected Net Operating Costs		0	0	0	0	0	0	0	0	0	0	

Comments

CAPITAL PROJECTS

E - 5

Major Program: **Solid Waste Utility**

Project Title: **Surface Water Management System**

Dept - Project #: **WRS3**

Start Year: **2008**

End Year: **2009**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>A surface water management system is required at the Lethbridge Regional Landfill to provide for the collection, classification, and release or disposal of surface water from the site. The surface water management system will be designed and constructed to meet these requirements at a minimum:</p> <p>1) a run-on control system to prevent flow onto the active landfill areas for events up to at least the peak discharge from a 1 in 25 year - 24 hour duration storm event: and</p> <p>2) a run-off control system for the landfill area to collect and control at least the run-off water volume resulting from a 1 in 25 year - 24 hour duration storm event, consisting of retention ponds and collection ditches.</p>	<p>The Standards for Landfill in Alberta were adopted by Alberta Environment in 2005. These standards require that landfills have a surface water management system to protect the environment. As a result of the approval for the landfill issued on October 25, 2006, the City is required to construct the required surface water management system by 2009.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Non-Shareable												
Construction			540									540
Consultive Services		30	30									60
		30	570									600
Total Costs		30	570									600
Funding												
External Borrowing			570									570
Operating Budget		30										30
		30	570									600
Total Funding		30	570									600
Estimated Debt Charges		0	0	77	77	77	77	77	77	77	77	
Projected Net Operating Costs		0	0	0	0	0	0	0	0	0	0	

<u>Comments</u>

CAPITAL PROJECTS

E - 6

Major Program: **Solid Waste Utility**

Project Title: **Automated Collection - Phase II**

Dept - Project #: **100**

Start Year: **2009**

End Year: **2009**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>This project involves providing automated collection services for residents of the City of Lethbridge. This is a continuation to the project in 2006 that provided automated collection to 15,000 homes.</p> <p>This phase of the project will provide automated collection services to the remaining 9000 homes. When complete all residential customers will have automated collection services.</p> <p>The same design principles and communication strategies will be used for this phase of the program, as was used for the first phase in 2006.</p> <p>The cost of the program will be funded through a one time Waste Collection Utility Rate increase of \$1.00 to \$1.25/month. This will be effective January 1, 2009.</p>	<p>The Waste & Recycling Services Business Plan identified the challenge of creating a safe, cost effective residential waste collection solution that will meet and balance the needs of the customer, employee health & safety and foster environmental stewardship. The solution is to continue the implementation of automated cart collection</p> <p>Automated cart collection is currently an accepted practice in the City of Lethbridge. The benefits of the automated collection are:</p> <ul style="list-style-type: none"> · A cleaner community · Improved employee health and safety · Support to waste reduction programs

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Non-Shareable												
Equip. & Furnishings			1,750									1,750
Operating Expense			225									225
			1,975									1,975
Total Costs			1,975									1,975
Funding												
External Borrowing			1,750									1,750
Operating Budget			225									225
			1,975									1,975
Total Funding			1,975									1,975
Estimated Debt Charges		0	0	314	314	314	314	314	120	120	120	
Projected Net Operating Costs		0	0	0	0	0	0	0	0	0	0	

Comments

CAPITAL PROJECTS

E - 7

Major Program: **Wastewater Utility**
 Project Title: **Sanitary Sewer Relief**
 Dept - Project #: **133**
 Start Year: **2008**



End Year: **2013**

Capital Improvement Program
 2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>Continuation of previous CIP project.</p> <p>This project consists of sanitary sewer upgrades and modifications to improve wet weather flow capacity. The upgrades and modifications include more interconnections, parallel trunk sewers and larger trunk sewers.</p> <p>Reduced program from \$2.2 million per year down to \$1.0 million per year as approved in Operating Budget.</p>	<p>This project will:</p> <p>Increase collection system reliability, and</p> <p>Maintain existing levels of service.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Non-Shareable												
Construction		1,000	1,000	1,000	1,000	1,000						5,000
		1,000	1,000	1,000	1,000	1,000						5,000
Total Costs		1,000	1,000	1,000	1,000	1,000						5,000
Funding												
External Borrowing		1,000	1,000	1,000	1,000	1,000						5,000
		1,000	1,000	1,000	1,000	1,000						5,000
Total Funding		1,000	1,000	1,000	1,000	1,000						5,000
Estimated Debt Charges		0	99	198	297	396	527	527	527	527	527	
Projected Net Operating Costs		0	0	0	0	0	0	0	0	0	0	

Comments

CAPITAL PROJECTS

E - 8

Major Program: **Wastewater Utility**
 Project Title: **Headworks Facility**
 Dept - Project #: **134**
 Start Year: **2009**



Capital Improvement Program
2008 to 2017

End Year: **2012**

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>Continuation of previous CIP project.</p> <p>This project will implement wastewater treatment plant improvements recommended in the 2003 Asset Condition Assessment. Improvements include new a grit removal system and screens; improvements to influent channels and a new septage receiving station, and; modern screening and grit removal technology.</p>	<p>This project will:</p> <p>Leverage use of existing plant components,</p> <p>Increase performance, improve reliability and reduce maintenance,</p> <p>Improve operator health and safety, and</p> <p>Allow continued growth and development.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Non-Shareable												
Construction	500		2,000	2,500	2,000							7,000
	500		2,000	2,500	2,000							7,000
Total Costs	500		2,000	2,500	2,000							7,000
Funding												
External Borrowing	500											500
Grant - NDCC			2,000	2,500	2,000							6,500
	500		2,000	2,500	2,000							7,000
Total Funding	500		2,000	2,500	2,000							7,000

Estimated Debt Charges
 Projected Net Operating Costs

<u>Comments</u>
Project previously approved to start in 2006.

CAPITAL PROJECTS

E - 9

Major Program: **Wastewater Utility**

Project Title: **Plant Outfall Twinning**

Dept - Project #: **138**

Start Year: **2008**

End Year: **2009**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>The need for this new CIP project was identified by the Community Asset Management Project (CAMP).</p> <p>Severe wet weather flow events overload the existing sewer that conveys treated effluent to the river. This results in flooding of the wastewater plant site. This project consists of a second large diameter sewer to convey effluent from the wastewater treatment plant to the river.</p>	<p>This project will:</p> <p>Increase wet weather flow capacity,</p> <p>Reduce potential for flooding of plant site during high flow events,</p> <p>Improve operator health and safety.</p>

All amounts below are in thousands of dollars

	<u>Prior</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>Total</u>
Costs - Shareable												
Construction		1,500										1,500
		1,500										1,500
Total Costs		1,500										1,500
Funding												
External Borrowing		1,500										1,500
		1,500										1,500
Total Funding		1,500										1,500
Estimated Debt Charges		0	163	163	163	163	163	163	163	163	163	
Projected Net Operating Costs		0	0	0	0	0	0	0	0	0	0	

<u>Comments</u>

CAPITAL PROJECTS

E - 10

Major Program: **Wastewater Utility**

Project Title: **2nd Avenue North Odour Control**

Dept - Project #: **140**

Start Year: **2008**

End Year: **2010**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>New CIP project.</p> <p>Noxious odours in the vicinity of the 2nd Avenue North sanitary lift station are a continuing source of complaints from affected businesses and residences. Chemical treatment and sealing of manhole covers have not been successful. The problem may lessen over time, but will never be completely eliminated.</p> <p>This project will implement modifications to the lift station and connecting sewers to reduce odours generated in the Mayor Magrath Drive forcemain. The modifications will include extension of the Mayor Magrath Drive forcemain, installation of vapour seals on sewer connections and upgrade of the existing odour control equipment</p>	<p>This project will:</p> <p>Reduce the severity of odour along 2nd Avenue North and sewers downstream of the 2nd Avenue North lift station.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction		1,000	1,000									2,000
		1,000	1,000									2,000
Total Costs		1,000	1,000									2,000
Funding												
External Borrowing		1,000	1,000									2,000
		1,000	1,000									2,000
Total Funding		1,000	1,000									2,000
Estimated Debt Charges		0	141	281	281	281	281	281	281	281	281	
Projected Net Operating Costs		0	0	0	0	0	0	0	0	0	0	

<u>Comments</u>

CAPITAL PROJECTS

E - 11

Major Program: **Wastewater Utility**

Project Title: **Clarifier Upgrades**

Dept - Project #: **136**

Start Year: **2008**

End Year: **2014**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>Continuation of previous CIP projects.</p> <p>This project will implement recommendations made in the 2003 Asset Condition Assessment. The project consists of the replacement of mechanical components of the existing primary and secondary clarifiers that are operating past their intended service life.</p>	<p>This project will:</p> <p>Improve process performance,</p> <p>Increase reliability and reduce maintenance,</p> <p>Allow continued growth and development.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction		700	400			1,000	1,000					3,100
		700	400			1,000	1,000					3,100
Total Costs		700	400			1,000	1,000					3,100
Funding												
External Borrowing		700	400			1,000	1,000					3,100
		700	400			1,000	1,000					3,100
Total Funding		700	400			1,000	1,000					3,100
Estimated Debt Charges		0	100	144	144	144	286	428	428	428	428	
Projected Net Operating Costs		0	0	0	0	0	0	0	0	0	0	

Comments

CAPITAL PROJECTS

E - 12

Major Program: **Wastewater Utility**

Project Title: **Digester Conversion and Upgrade**

Dept - Project #: **135**

Start Year: **2009**

End Year: **2014**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>Continuation of previous CIP project.</p> <p>This project will implement recommendations made in the 2003 Asset Condition Assessment. The project consists of various improvements that will increase anaerobic digestion capacity and sludge thickening capability.</p>	<p>This project will:</p> <ul style="list-style-type: none"> Leverage use of existing plant components, Reduce the potential for digester overloading and process upsets, Increase treatment process reliability, Increase solids handling capability, and Allow continued growth and development.

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Non-Shareable												
Construction			700				1,400	1,400				3,500
			700				1,400	1,400				3,500
Total Costs			700				1,400	1,400				3,500
Funding												
External Borrowing			700				1,400	1,400				3,500
			700				1,400	1,400				3,500
Total Funding			700				1,400	1,400				3,500
Estimated Debt Charges		0	0	100	100	100	100	299	498	498	498	
Projected Net Operating Costs		0	0	0	0	0	0	0	0	0	0	

<u>Comments</u>

CAPITAL PROJECTS

E - 13

Major Program: **Wastewater Utility**

Project Title: **Lagoon Upgrades**

Dept - Project #: **139**

Start Year: **2008**

End Year: **2012**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>New CIP project.</p> <p>This project will implement various improvements to the existing wastewater treatment plant lagoons. Improvements include upgraded power supply, a permanent supernatant pump structure, changes to berms and changes configuration.</p>	<p>This project will:</p> <ul style="list-style-type: none"> Improve operator health and safety, Increase treatment performance, and Increase reliability and reduced maintenance.

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction		500	500	500	500							2,000
		500	500	500	500							2,000
Total Costs		500	500	500	500							2,000
Funding												
External Borrowing		500	500	500	500							2,000
		500	500	500	500							2,000
Total Funding		500	500	500	500							2,000
Estimated Debt Charges		0	70	141	211	281	281	281	281	281	281	
Projected Net Operating Costs		0	0	0	0	0	0	0	0	0	0	

<u>Comments</u>

CAPITAL PROJECTS

E - 14

Major Program: **Wastewater Utility (Offsite Levy)**

Project Title: **South Syphon Upgrade**

Dept - Project #: **137**

Start Year: **2008**

End Year: **2010**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>Continuation of previous CIP project.</p> <p>The need for upgrading syphon capacity was recognized in the 2000 UIMP. Wet weather flow has increased with growth in west and south and the existing syphon cannot handle significant wet weather flow events. The required increase in capacity may be provided by either a third large diameter syphon barrel or a wet weather flow pump station. Both alternatives will be evaluated and the best value approach will be selected.</p>	<p>This project will:</p> <ul style="list-style-type: none"> Mitigate potential environmental discharges, Increase collection system reliability, Maintain existing levels of service, and Allow continued growth and development.

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction		1,500	1,500									3,000
		1,500	1,500									3,000
Total Costs		1,500	1,500									3,000
Funding												
Offsite Levies		1,500	1,500									3,000
		1,500	1,500									3,000
Total Funding		1,500	1,500									3,000

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

E - 15

Major Program: **Wastewater Utility (Offsite Levy)**

Project Title: **SE Regional Lift Station**

Dept - Project #: **168**

Start Year: **2011**

End Year: **2013**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>New CIP project.</p> <p>The Southeast Lethbridge Urbanization Plan, completed in 2002, identified the need for a regional sanitary lift station. The lift station is required to service the area east of 43 Street S. and south of 10 Avenue S.</p> <p>This project will provide the sanitary sewer capacity required for continued growth of southeast Lethbridge. The project will consist of a wastewater lift station and forcemain that will convey wastewater from southeast Lethbridge, north and west to the wastewater treatment plant.</p>	<p>This project will:</p> <p>Extend existing levels of service, and</p> <p>Allow continued growth and development.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction					1,000	9,000	8,000					18,000
					1,000	9,000	8,000					18,000
Total Costs					1,000	9,000	8,000					18,000
Funding												
Offsite Levies					1,000	9,000	8,000					18,000
					1,000	9,000	8,000					18,000
Total Funding					1,000	9,000	8,000					18,000

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>
<p>Note: The recommendation made in the Growth Management Review would delay the need for this project from 2014 to beyond 2020.</p>

CAPITAL PROJECTS

E - 16

Major Program: **Water Utility**

Project Title: **Treatment Plant Discharges**

Dept - Project #: **130**

Start Year: **2009**

End Year: **2015**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>Continuation of previous CIP project.</p> <p>Excess sludge from the clarifiers and filter backwash water are presently discharged directly to the Oldman River. These waste streams may impact river water quality and will likely be regulated in the future. This project will implement the treatment of these waste streams before they are discharged to the river.</p>	<p>This project will:</p> <p>Demonstrate the City's commitment to environmental leadership,</p> <p>Improve water quality in Oldman River. and</p> <p>Demonstrate voluntary compliance with anticipated regulatory requirements.</p>

All amounts below are in thousands of dollars

	<u>Prior</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>Total</u>
Costs - Shareable												
Construction			600				2,000	4,500	3,000			10,100
			600				2,000	4,500	3,000			10,100
Total Costs			600				2,000	4,500	3,000			10,100
Funding												
External Borrowing			600				2,000	4,500	3,000			10,100
			600				2,000	4,500	3,000			10,100
Total Funding			600				2,000	4,500	3,000			10,100
Estimated Debt Charges		0	0	85	85	85	85	302	791	1,117	1,117	
Projected Net Operating Costs		0	0	0	0	0	0	0	0	0	0	

<u>Comments</u>

CAPITAL PROJECTS

E - 17

Major Program: **Water Utility**

Project Title: **Treatment Process Redundancy**

Dept - Project #: **128**

Start Year: **2008**

End Year: **2012**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>New CIP Project identified during the CAMP Top Down asset risk assessment.</p> <p>The existing water treatment plant (Plant No. 3 constructed in 1981) has two clarifiers. Each of these clarifiers must be periodically taken out of service for maintenance. Additionally, the existing plant cannot meet daily demand in Summer with one unit out of service.</p> <p>This project will refurbish and recommission clarifiers and filters in the old plant (Plant No. 2 constructed in 1956) and provide the required level of treatment process redundancy.</p>	<p>This project will:</p> <p>Mitigate risk of customer impact of clarifier failure,</p> <p>Maximise value of existing plant components, and</p> <p>Allow continued growth and development.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction		100	900	2,000	2,000							5,000
		100	900	2,000	2,000							5,000
Total Costs		100	900	2,000	2,000							5,000
Funding												
External Borrowing		100	900	2,000	2,000							5,000
		100	900	2,000	2,000							5,000
Total Funding		100	900	2,000	2,000							5,000
Estimated Debt Charges		0	38	164	382	562	562	562	562	562	562	
Projected Net Operating Costs		0	0	0	0	0	0	0	0	0	0	

<u>Comments</u>

Major Program: **Water Utility (Offsite Levy)**

Project Title: **Benton Reservoir**

Dept - Project #: **127**

Start Year: **2008**

End Year: **2010**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>Continuation of existing CIP Project.</p> <p>In 2000, the Underground Infrastructure Master Plan (UIMP) anticipated a shortfall in the amount of emergency (fire) storage available for west Lethbridge. Further, due to higher ground elevations in the northwest portion of west Lethbridge, the required level of service for pressure cannot be met for future development in that area. Both of these issues are best addressed by construction of a second reservoir in west Lethbridge.</p> <p>The new facility will be located north of Whoop-Up Drive and west of Benton Drive W. It have a storage capacity of between 15 and 20 million litres, pumping capacity of approximately 40 million litres per day and include stand by power.</p>	<p>This project will:</p> <p>Provide the recommended amount of emergency (fire) storage for west Lethbridge,</p> <p>Provide the same level of service to west Lethbridge as is currently provided to north and south Lethbridge, and</p> <p>Allow continued growth and development.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction		4,000	5,500									9,500
		4,000	5,500									9,500
Total Costs		4,000	5,500									9,500
Funding												
Offsite Levies		4,000	5,500									9,500
		4,000	5,500									9,500
Total Funding		4,000	5,500									9,500

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

E - 19

Major Program: **Water Utility (Offsite Levy)**

Project Title: **Distribution System Looping**

Dept - Project #: **129**

Start Year: **2008**

End Year: **2011**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>Continuation of previous CIP projects.</p> <p>This project consists of water distribution system improvements such as additional interconnections, parallel mains and upgraded mains.</p> <p>Remaining projects include 26th Avenue North, 43 Street South, and Benton Drive W.</p>	<p>This project will:</p> <p>Increase water distribution system reliability,</p> <p>Maintain existing levels of service, and</p> <p>Allow continued growth and development.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction		500	1,500	500								2,500
		500	1,500	500								2,500
Total Costs		500	1,500	500								2,500
Funding												
Offsite Levies		500	1,500	500								2,500
		500	1,500	500								2,500
Total Funding		500	1,500	500								2,500

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

Major Program: **Water Utility (Offsite Levy)**
 Project Title: **Bridge Drive Utility Corridor**
 Dept - Project #: **132**
 Start Year: **2008**



Capital Improvement Program
2008 to 2017

End Year: **2013**

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>Water and wastewater components of this project are a continuation of previous CIP projects.</p> <p>New water, wastewater and storm lines are required to maintain levels of existing service and allow continued growth in west Lethbridge. Locating these new lines along Bridge Drive offers construction and cost advantages. There are similar advantages in combining the water, wastewater and storm components into one project.</p> <p>The project will consist of new water and wastewater pipelines across the river, a second pipeline from the water treatment plant to west Lethbridge, a second wastewater syphon from west Lethbridge to the wastewater treatment plant and a stormwater trunk and outfall servicing the northern portion of west Lethbridge</p>	<p>This project will:</p> <p>Provide the increased water supply and wastewater collection capacity required for continued growth of west Lethbridge,</p> <p>Provide a stormwater trunk sewer and outfall to service the northern portion of west Lethbridge,</p> <p>Increase collection and distribution system reliability,</p> <p>Maintain and extend existing levels of service, and</p> <p>Allow continued growth and development.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Shareable												
Construction		500	500	3,500	7,500	7,500						19,500
		500	500	3,500	7,500	7,500						19,500
Total Costs		500	500	3,500	7,500	7,500						19,500
Funding												
Offsite Levies		500	500	3,500	7,500	7,500						19,500
		500	500	3,500	7,500	7,500						19,500
Total Funding		500	500	3,500	7,500	7,500						19,500

Estimated Debt Charges
 Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

F - 3

Major Program: **Substations**

Project Title: **Additional Capacity - West Lethbridge**

Dept - Project #: **TS02**

Start Year: **2005**

End Year: **2008**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>Transmission is defined in the Electric Utility Act as plant and equipment that operates at a voltage greater than 25 kV. The Electric Utility's Substation Program is a component including the transformation, switchgear, busses and supporting structure, control equipment, and generally, all equipment contained within the substation fence.</p> <p>Current Project and Program Requirements:</p> <p>2008 - Additional transformer, switchgear, upgrade 138 kV bus & transformer protections at substation 674S.</p> <p>Note: Council approval for this project was obtained in 2007.</p>	<p>Substations convert the high transmission voltage to a lower distribution voltage, which then provides power to all users within the City of Lethbridge. All transmission plants owned and operated by the City of Lethbridge are considered an integral part of the Alberta Interconnected Electric System (AIES) and as such, require AESO and AEUB approval.</p> <p>Additional capacity at 674S is required to provide reliability and accommodate growth in the south part of West Lethbridge and allow uninterrupted substation maintenance.</p> <p>Mitigate risk of outages in the west side.</p> <p>This project requires AESO and AEUB approval.</p>

All amounts below are in thousands of dollars

		Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Non-Shareable													
Line Extension		2,800	2,800										5,600
		<u>2,800</u>	<u>2,800</u>										<u>5,600</u>
Total Costs		<u>2,800</u>	<u>2,800</u>										<u>5,600</u>
Funding													
Reserve - MRSR		2,800	2,800										5,600
		<u>2,800</u>	<u>2,800</u>										<u>5,600</u>
Total Funding		<u>2,800</u>	<u>2,800</u>										<u>5,600</u>

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

Major Program: **Substations**

Project Title: **Transmission Relay Upgrading**

Dept - Project #: **TS01**

Start Year: **2005**

End Year: **2015**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>Transmission is defined in the Electric Utility Act as plant and equipment that operates at a voltage greater than 25 kV. The Electric Utility's Substation Program is a component including the transformation, switchgear, busses and supporting structure, control equipment, and generally, all equipment contained within the substation fence.</p> <p>The City of Lethbridge owns and operates 5 "Points of Delivery", or substations (falling within the 'transmission' category).</p> <p>Current Project and Program Requirements:</p> <p>2008 - 13.8 kV bus prot & 13.8 kV feeder relay upgrade 241S 2009 - 13.8 kV bus prot & 13.8 kV feeder relay upgrade 146S 2010 - 13.8 kV bus prot & 13.8 kV feeder relay upgrade 593S</p> <p>2014 - 138 kV transformer and bus protection upgrade</p>	<p>Substations convert the high transmission voltage to a lower distribution voltage, which then provides power to all users within the City of Lethbridge. All transmission plants owned and operated by the City of Lethbridge are considered an integral part of the Alberta Interconnected Electric System (AIES) and as such, requires AESO and AEUB approval.</p> <p>13.8 KV Bus differential protection and 13.8 KV feeder protection</p> <p>Relay upgrades for 2007 - 2009 at 241S, 146S, and 593S have been identified to:</p> <ol style="list-style-type: none"> 1) Replace existing feeder protections which are aging, have been prone to failure in the past, and are no longer supported by the vendor 2) Provide the functionality of fault recording on the feeders to assist staff in finding and repairing facilities after faults. <p>2014 - These protection will be 30 years old. The relays are no longer supported by manufacturer and will have reached their useful life.</p>

All amounts below are in thousands of dollars

		Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Non-Shareable													
Line Upgrading		600	500	500					1,000				2,600
		600	500	500					1,000				2,600
Total Costs		600	500	500					1,000				2,600
Funding													
Reserve - MRSR		600	500	500					1,000				2,600
		600	500	500					1,000				2,600
Total Funding		600	500	500					1,000				2,600

Estimated Debt Charges
 Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

F - 5

Major Program: **Substations**

Project Title: **Substation Infrastructure Upgrading**

Dept - Project #: **TS05**

Start Year: **2005**

End Year: **2017**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>																												
<p>Transmission is defined in the Electric Utility Act as plant and equipment that operates at a voltage greater than 25kV. The Electric Utility's Substation Program is a component including the transformation, switchgear, buses and supporting structure, control equipment, and all other equipment contained within the substation fence. This program provides for general infrastructure upgrades of existing substations.</p> <p>2008 Program Projects Upgrade road and drainage for 674S Upgrade to 111S for cable access required - safety requirements may require this funding to be expended in 2007.</p> <p>2009 Program Projects</p> <table style="width: 100%; border-collapse: collapse;"> <tr><td>Upgrade sub yard & replace gravel 674S</td><td style="text-align: right;">\$145</td></tr> <tr><td>Repair building foundation 674S</td><td style="text-align: right;">\$80</td></tr> <tr><td>Renew Building roof 674S</td><td style="text-align: right;">\$50</td></tr> <tr><td>Upgrade environmental system 674S</td><td style="text-align: right;">\$60</td></tr> <tr><td>Replace 15 kV power cables and trays 241S</td><td style="text-align: right;">\$150</td></tr> <tr><td>Upgrade yard junction boxes</td><td style="text-align: right;">\$35</td></tr> <tr><td>Repair 138 kV bus 146S</td><td style="text-align: right;">\$50</td></tr> <tr><td>Repair 138 kV bus 593S</td><td style="text-align: right;">\$50</td></tr> <tr><td>Add airbreak status at all subs</td><td style="text-align: right;">\$40</td></tr> </table> <p>2010 Program Projects</p> <table style="width: 100%; border-collapse: collapse;"> <tr><td>Upgrade substation yard/gravel 146S</td><td style="text-align: right;">\$200</td></tr> <tr><td>Upgrade substation yard/gravel 241S</td><td style="text-align: right;">\$190</td></tr> <tr><td>Upgrade substation yard/gravel 593S</td><td style="text-align: right;">\$200</td></tr> <tr><td>Upgrade environmental system 146S</td><td style="text-align: right;">\$60</td></tr> <tr><td>Upgrade environmental system 593S</td><td style="text-align: right;">\$60</td></tr> </table> <p>2010 Program Projects</p> <p>Upgrade DC lighting system at 146S, 241S, 593S, 674S \$60 Replace 15 kV power cables and trays from T1&T2 at 146S \$70 Replace 15 kV power cables and trays from T1&T2 at 593S \$70 Upgrade DC emergency lighting at al subs \$60</p>	Upgrade sub yard & replace gravel 674S	\$145	Repair building foundation 674S	\$80	Renew Building roof 674S	\$50	Upgrade environmental system 674S	\$60	Replace 15 kV power cables and trays 241S	\$150	Upgrade yard junction boxes	\$35	Repair 138 kV bus 146S	\$50	Repair 138 kV bus 593S	\$50	Add airbreak status at all subs	\$40	Upgrade substation yard/gravel 146S	\$200	Upgrade substation yard/gravel 241S	\$190	Upgrade substation yard/gravel 593S	\$200	Upgrade environmental system 146S	\$60	Upgrade environmental system 593S	\$60	<p>Substations convert the high transmission voltage to the lower distribution voltage provided to all users within the City of Lethbridge. Transmission plant owned and operated by the City of Lethbridge is considered an integral part of the Alberta Interconnected Electric System (AIES).</p> <p>This program is required to allow for smaller ongoing substation capital replacements that are beyond general and preventative maintenance. This work is required to retain the integrity of the substation infrastructure.</p> <p>The amounts shown in this program is generally calculated on a percentage of total plant depreciated value. This is a new program and a catch up stage is required which results in the amounts shown for 2009 and 2010 to be higher then what normal would be required.</p>
Upgrade sub yard & replace gravel 674S	\$145																												
Repair building foundation 674S	\$80																												
Renew Building roof 674S	\$50																												
Upgrade environmental system 674S	\$60																												
Replace 15 kV power cables and trays 241S	\$150																												
Upgrade yard junction boxes	\$35																												
Repair 138 kV bus 146S	\$50																												
Repair 138 kV bus 593S	\$50																												
Add airbreak status at all subs	\$40																												
Upgrade substation yard/gravel 146S	\$200																												
Upgrade substation yard/gravel 241S	\$190																												
Upgrade substation yard/gravel 593S	\$200																												
Upgrade environmental system 146S	\$60																												
Upgrade environmental system 593S	\$60																												

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Non-Shareable												
Line Upgrading	250	130	660	710	260	200	200	200	200	200	200	3,210
Total Costs	250	130	660	710	260	200	200	200	200	200	200	3,210
Funding												
Reserve - MRSR	250	130	660	710	260	200	200	200	200	200	200	3,210
Total Funding	250	130	660	710	260	200	200	200	200	200	200	3,210

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

Major Program: **Substations**

Project Title: **Substation Infrastructure Upgrading**

Dept - Project #: **TS07**

Start Year: **2008**

End Year: **2010**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>Transmission is defined in the Electric Utility Act as plant and equipment that operates at a voltage greater than 25kV. The Electric Utility's Substation Program is a component including the transformation, switchgear, buses and supporting structure, control equipment, and all other equipment contained within the substation fence.</p> <p>The City of Lethbridge owns and operates 5 "Points of Delivery", or substations (falling within the 'transmission' category).</p> <p>Current Project and Program Requirements:</p> <p>2007 Study required to set the baseline to upgrade Protection & Control system in all substations.</p> <p>2009 Upgrade protection & control system based on the study.</p>	<p><u>Background</u></p> <p>The technology for the electrical protection & control systems in the last 15 years went through a major transformation. A bay controller can be used as controller and protection device at the same time and vice versa. Old existing control and protection devices are being obsolete and need to be replaced. Therefore, it is the most appropriate time to upgrade the Protection & Control system simultaneously.</p> <p><u>Study to upgrade substation protection & control</u></p> <ul style="list-style-type: none"> - Will allow city to meet AESO load shedding requirements - Will allow City to better meets its obligations as described in the City 's Transmission Terms & Conditions - Will allow better control, operation and monitoring of power flow through city substation.

All amounts below are in thousands of dollars

		Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Non-Shareable													
Line Upgrading			50	400									450
			50	400									450
Total Costs			50	400									450
Funding													
Reserve - MRSR			50	400									450
			50	400									450
Total Funding			50	400									450

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

F - 7

Major Program: **Substations**

Project Title: **POD Metering Replacements**

Dept - Project #: **TS03**

Start Year: **2005**

End Year: **2014**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>Transmission is defined in the Electric Utility Act as plant and equipment that operates at a voltage greater than 25 kV. The Electric Utility's Substation Program is a component including the transformation, switchgear, buses and supporting structure, control equipment, and generally, all equipment contained within the substation fence.</p> <p>Current Project and Program Requirements:</p> <p>2008 - Allows for server and software upgrades as required. 2010 - Allows for meter replacement/testing and software upgrades as required at 111S, 146S, 241S, 593S and 674S.</p>	<p>Substations convert the high transmission voltage to a lower distribution voltage, which then provides power to all users within the City of Lethbridge. All transmission plants owned and operated by the City of Lethbridge are considered an integral part of the Alberta Interconnected Electric System (AIES).</p> <p>Substation projects are driven by overall system expansion needs, by the need to replace depreciated facilities and by deemed supporting requirements generally determined jointly with the Transmission Administrator.</p> <p>Current review of provincial POD metering standards will likely require replacement of metering in the 2013/2014 time frame. New meter types will provide metering data more efficiently and in a format that is manageable using common software applications.</p> <p>Communication requirements will be more reliable by using existing fiber system.</p> <p>Government regulations require testing and/or replacement of revenue metering every 8 years.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Non-Shareable												
Line Upgrading		40		45								85
Replacements							250	45				295
		40		45			250	45				380
Total Costs		40		45			250	45				380
Funding												
Reserve - MRSR		40		45			250	45				380
		40		45			250	45				380
Total Funding		40		45			250	45				380

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

Major Program: **Substations**

Project Title: **Substation Infrastructure Upgrading**

Dept - Project #: **TS06**

Start Year: **2009**

End Year: **2010**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>Transmission is defined in the Electric Utility Act as plant and equipment that operates at a voltage greater than 25kV. The Electric Utility's Substation Program is a component including the transformation, switchgear, buses and supporting structure, control equipment, and all other equipment contained within the substation fence.</p> <p>The City of Lethbridge owns and operates 5 "Points of Delivery", or substations (falling within the 'transmission' category).</p> <p>Current Project and Program Requirements: Upgrading 146S Macdonald substation to accommodate AIES requirements.</p> <p>2008-2009 Add a 138 KV Circuit Breaker Bay at 146S Macdonald Substation.</p> <p>Note: This project is related to TL02 - Transmission Lines 734L & 813L.</p>	<p>Substations convert the high transmission voltage to the lower distribution voltage provided to all users within the City of Lethbridge. Transmission plant owned and operated by the City of Lethbridge is considered an integral part of the Alberta Interconnected Electric System (AIES).</p> <p>Substation projects are driven by overall system expansion needs, by the need to replace depreciated facilities and by deemed supporting requirements generally determined jointly with the Transmission Administrator.</p> <p>138 KV Circuit Breaker Bay As part of the AESO SE Development Plan, this project is required to terminate a new 138KV circuit from 370S to 146S as identified in TL02. Refer to drawing.</p> <p>AESO and AEUB approval required for this work.</p>

All amounts below are in thousands of dollars

		Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Non-Shareable													
Line Upgrading				1,500									1,500
				1,500									1,500
Total Costs				1,500									1,500
Funding													
Reserve - MRSR				1,500									1,500
				1,500									1,500
Total Funding				1,500									1,500

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

F - 9

Major Program: **Substations**

Project Title: **Transformation Upgrade**

Dept - Project #: **TS04**

Start Year: **2005**

End Year: **2009**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>Transmission is defined in the Electric Utility Act as plant and equipment that operates at a voltage greater than 25 kV. The Electric Utility's Substation Program is a component including the transformation, switchgear, buses and supporting structure, control equipment and generally all equipment contained within the substation fence.</p> <p>Current Project and Program Requirements:</p> <p>The study completed in 2007 indicates replacement of the transformers at 241S will not be required within the next 10 years. Although no funding is requested for this project, the project remains active pending the results of future monitoring and results.</p> <p>2009 - Pilot Project for real time monitoring of specific transformer(s).</p>	<p>Substations convert the high transmission voltage to a lower distribution voltage, which then provides power to all users within the City of Lethbridge. All transmission is considered an integral part of the Alberta Interconnected Electric System (AIES).</p> <p>Substation projects are driven by overall system expansion needs, by the need to replace depreciated facilities and by deemed supporting requirements generally determined jointly with the Transmission Administrator.</p> <p>Ongoing studies and monitoring may require amendment of this project.</p>

All amounts below are in thousands of dollars

		Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Non-Shareable													
Line Upgrading		1,000		150									1,150
		1,000		150									1,150
Total Costs		1,000		150									1,150
Funding													
Reserve - MRSR		1,000		150									1,150
		1,000		150									1,150
Total Funding		1,000		150									1,150

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

F - 10

Major Program: **Transmission Lines**

Project Title: **138 kV Transmission Lines Capital Program**

Dept - Project #: **TL03**

Start Year: **2008**

End Year: **2011**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>Transmission is defined in the Electric Utility Act as plant and equipment that operates at a voltage greater than 25kV. The Electric Utility's Transmission Line component includes approximately 35km of overhead 138kV lines.</p> <p>Current Project and Program Requirements:</p> <p>This program provides for general infrastructure upgrades of existing 138 kV transmission lines.</p> <p>2007/2008 Program Projects: Replace sky wire brackets (line 824L) - this work is required in 2007. Repair/replace deadends (lines 734L and 813L) - this work is required in 2007.</p> <p>2011 Program Projects: Replace 138 kV polymer insulators on 734L & 813L from 26th Avenue North to 241S.</p>	<p>Transmission lines provide access to generators located throughout the province. Transmission plant owned and operated by the City of Lethbridge is considered an integral part of the Alberta Interconnected Electric System (AIES).</p> <p>Transmission line projects are driven by overall system expansion needs, by the need to replace depreciated facilities and periodically through line acquisitions to meet expansion (capacity) or to improve system operating capability.</p> <p>This program is required to allow smaller ongoing transmission line capital replacements that are beyond general and preventative maintenance. The work is required to retain the integrity of the Transmission Infrastructure.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Non-Shareable												
Line Upgrading		175			250							425
		175			250							425
Total Costs		175			250							425
Funding												
Reserve - MRSR		175			250							425
		175			250							425
Total Funding		175			250							425

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

Major Program: **Transmission Lines**

Project Title: **Transmission Lines 734L & 813L**

Dept - Project #: **TL02**

Start Year: **2007**

End Year: **2010**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>Description & Location</p> <p>Transmission is defined in the Electric Utility Act as plant and equipment that operates at a voltage greater than 25kV. The Electric Utility's Transmission Line component includes approximately 35km of overhead, 138kV transmission lines.</p> <p>Current Project and Program Requirements:</p> <p>2008 & 2009 Rebuild 734L and 813L and add a new circuit from AltaLink's 370S to the City of Lethbridge's 146S. Funding for this project has been adjusted to reflect anticipated AESO requirements. Approval from AEUB will be required prior to implementation.</p> <p>Note: TS06 is a related capital project involving the addition of a 138 kV breaker at 146S.</p> <p>Note: Prior funding approved by Council of 1.125 Million dollars for 2007 to rebuild 725 Line.</p>	<p>Transmission lines provide access to generators located throughout the province. Transmission plant owned and operated by the City of Lethbridge is considered an integral part of the Alberta Interconnected Electric System (AIES) and as such, require AESO and AEUB approval.</p> <p>Rebuild 734L & 813L</p> <ol style="list-style-type: none"> 1) Improve the reliability power flow in the Lethbridge Loop 2) Remaining section of 734L is upgraded to 100° C rating (*) 3) Allows City to upgrade those sections of 734L and 813L that were constructed in 1968 and are reaching their maximum expected life 4) Transmission line capacity of the Lethbridge Loop is increased <p>AESO has indicated in their SE Development Project that more transmission capacity is required on the Lethbridge Loop. An option that they are looking at is a second 138 KV circuit from AltaLink's 370S to the City's 146S. This work would be done in conjunction with the City's rebuild of 734L and 813L.</p> <p>The sections of 734L and 813L built in 1982 will be modified to allow the conductors to operate at 100 C. This will allow a slightly greater power carrying capacity of these line sections. A complete rebuild of these sections is not required.</p> <p>Originally, anticipated rebuilding existing line - AESO SE Development study now indicates both a rebuild and construction of a new line is likely necessary. Estimates have been updated to reflect that potential.</p> <p>Refer to the drawing.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Non-Shareable												
Line Extension			3,500									3,500
Line Upgrading		900										900
		900	3,500									4,400
Total Costs		900	3,500									4,400
Funding												
Reserve - MRSR		900	3,500									4,400
		900	3,500									4,400
Total Funding		900	3,500									4,400

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

F - 12

Major Program: **Primary Lines**

Project Title: **Primary Line Extension Annual Program**

Dept - Project #: **DP01**

Start Year: **2004**

End Year: **Ongoing**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>This program provides for the extension and improvement of the electric distribution system at voltages of 13.8 kV. It also provides for the acquisition of distribution lines within the service area of the City of Lethbridge as the City develops into those areas serviced by Fortis Canada. Currently there are 675 km of 13.8 kV Primary lines and 2,500 items of associated equipment.</p> <p>Program requires an average of 5% in new investment annually. Annual program reinvestment forecast is based on annual plant depreciation of 5.5%</p>	<p>As a wire owner under the Electric Utility Act, the City of Lethbridge is responsible to provide Electric Distribution services to the residents of Lethbridge. Primary lines are extended into newly developed areas within the City. Improvements to the system are required to ensure the integrity and reliability of the system, public safety and changes to technical or regulatory requirements and increased loading.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Non-Shareable												
Line Extension	2,730	1,800	2,000	2,150	2,250	2,400	2,500	2,600	2,750	2,900	3,000	27,080
Line Upgrading	5,500	2,025	2,200	2,400	2,600	2,800	2,900	3,000	3,100	3,200	3,300	33,025
	<u>8,230</u>	<u>3,825</u>	<u>4,200</u>	<u>4,550</u>	<u>4,850</u>	<u>5,200</u>	<u>5,400</u>	<u>5,600</u>	<u>5,850</u>	<u>6,100</u>	<u>6,300</u>	<u>60,105</u>
Total Costs	8,230	3,825	4,200	4,550	4,850	5,200	5,400	5,600	5,850	6,100	6,300	60,105
Funding												
Reserve - MRSR	8,230	3,825	4,200	4,550	4,850	5,200	5,400	5,600	5,850	6,100	6,300	60,105
	<u>8,230</u>	<u>3,825</u>	<u>4,200</u>	<u>4,550</u>	<u>4,850</u>	<u>5,200</u>	<u>5,400</u>	<u>5,600</u>	<u>5,850</u>	<u>6,100</u>	<u>6,300</u>	<u>60,105</u>
Total Funding	8,230	3,825	4,200	4,550	4,850	5,200	5,400	5,600	5,850	6,100	6,300	60,105

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

F - 13

Major Program: **Secondary Lines**

Project Title: **Secondary Line Extension Annual Program**

Dept - Project #: **DS01**

Start Year: **2004**

End Year: **Ongoing**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>This program provides for the extension and improvement of the electric distribution system at voltages of 240/120 V and 208/120 V.</p> <p>Currently there is approximately 425 km of secondary and 2000 enclosures.</p> <p>Funding for plant expansion is partially provided as contributions by the developer with the balance invested from the MRSR.</p> <p>Program requires an average of 5% in new investment annually.</p> <p>Annual program re-investment forecast is based on annual plant depreciation of 5.5%</p>	<p>As a wire owner under the Electric Utility Act, the City of Lethbridge is responsible to provide Electric Distribution services to the residents of Lethbridge. Secondary lines and enclosures are extended from shared transformers in newly developed areas to the property line.</p> <p>In residential developments the City also extends the service on property to the meter base. Improvements and replacements to the secondary system are required to ensure the integrity and reliability of the system, public safety, changes to technical requirements, and increased loading or load growth.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Non-Shareable												
Line Extension	1,400	1,075	1,175	1,300	1,400	1,500	1,600	1,750	1,850	2,000	2,100	17,150
Line Upgrading	2,010	1,075	1,175	1,300	1,400	1,500	1,600	1,750	1,850	2,000	2,100	17,760
	<u>3,410</u>	<u>2,150</u>	<u>2,350</u>	<u>2,600</u>	<u>2,800</u>	<u>3,000</u>	<u>3,200</u>	<u>3,500</u>	<u>3,700</u>	<u>4,000</u>	<u>4,200</u>	<u>34,910</u>
Total Costs	3,410	2,150	2,350	2,600	2,800	3,000	3,200	3,500	3,700	4,000	4,200	34,910
Funding												
Customer Charges	1,020	360	370	380	390	400	410	410	430	450	470	5,090
Reserve - MRSR	2,390	1,790	1,980	2,220	2,410	2,600	2,790	3,090	3,270	3,550	3,730	29,820
	<u>3,410</u>	<u>2,150</u>	<u>2,350</u>	<u>2,600</u>	<u>2,800</u>	<u>3,000</u>	<u>3,200</u>	<u>3,500</u>	<u>3,700</u>	<u>4,000</u>	<u>4,200</u>	<u>34,910</u>
Total Funding	3,410	2,150	2,350	2,600	2,800	3,000	3,200	3,500	3,700	4,000	4,200	34,910

Estimated Debt Charges
Projected Net Operating Costs

Comments

CAPITAL PROJECTS

F - 14

Major Program: **Secondary Lines**

Project Title: **Repurchase Secondary Metering**

Dept - Project #: **DS02**

Start Year: **2005**

End Year: **2015**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>This program provides for the development of Automated Meter Reading to assist the Utility in acquiring meter reads and in the development of load profiles for each rate class.</p> <p>The initial project included in this program provides for the purchase of the system to acquire meter data, software and servers required to meter approximately 2100 secondary service customers with an estimated average cost of \$560.</p> <p>The ongoing program will continue to be extended to all meters installed with an average cost of \$125 for approximately 28,000 customers over a 7 year period.</p>	<p>As a wire owner under the Electric Utility Act of Alberta, the City of Lethbridge is responsible for providing metering and meter data management services within the Lethbridge service area.</p> <p>AMR initiative for improved meter services including reduced meter reading costs, elimination of reading estimates and errors, more accurate billing and collection practices, and increased customer services. Large customers are targeted as they represent 1/3rd of the total load so there is a requirement for timely and accurate data. "Hard to read" customers have meters located in difficult to access areas which leads to significant cumulative estimates</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Non-Shareable												
Line Extension	2,800	740	340	340	340	340	200	175	300			5,575
	<u>2,800</u>	<u>740</u>	<u>340</u>	<u>340</u>	<u>340</u>	<u>340</u>	<u>200</u>	<u>175</u>	<u>300</u>			<u>5,575</u>
Total Costs	2,800	740	340	340	340	340	200	175	300			5,575
Funding												
Reserve - MRSR	2,800	740	340	340	340	340	200	175	300			5,575
	<u>2,800</u>	<u>740</u>	<u>340</u>	<u>340</u>	<u>340</u>	<u>340</u>	<u>200</u>	<u>175</u>	<u>300</u>			<u>5,575</u>
Total Funding	2,800	740	340	340	340	340	200	175	300			5,575

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

F - 15

Major Program: **Secondary Lines**

Project Title: **Lighting Secondary Annual Program**

Dept - Project #: **DL01**

Start Year: **2004**

End Year: **Ongoing**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>This program provides for the extension and improvement of the municipal and highway lighting distribution systems. Currently there is approximately 350 km of lighting secondary servicing 10,800 lights.</p> <p>Program Projects: Program requires an average of 3.5% in new investment annually. Annual program re-investment forecast is based on annual plant depreciation of 5.5%</p>	<p>As a wire owner under the Electric Utility Act of Alberta, the City of Lethbridge is responsible for providing Electric Distribution services to community lighting in Lethbridge. Lighting distribution is extended from shared/dedicated transformers into new development and highway projects.</p> <p>Lighting secondary extends to each lighting base but does not include "above ground" installation. Improvements and replacements to the lighting secondary system are required to ensure the integrity and reliability of the system, public safety and changes to technical requirements.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Non-Shareable												
Line Extension	150	80	100	110	100	100	125	125	125	125	150	1,290
Line Upgrading	120	200	225	250	275	300	325	325	325	350	350	3,045
	<u>270</u>	<u>280</u>	<u>325</u>	<u>360</u>	<u>375</u>	<u>400</u>	<u>450</u>	<u>450</u>	<u>450</u>	<u>475</u>	<u>500</u>	<u>4,335</u>
Total Costs	270	280	325	360	375	400	450	450	450	475	500	4,335
Funding												
Customer Charges	150	60	5	65	70	70	70	75	75	80	80	800
Reserve - MRSR	120	220	320	295	305	330	380	375	375	395	420	3,535
	<u>270</u>	<u>280</u>	<u>325</u>	<u>360</u>	<u>375</u>	<u>400</u>	<u>450</u>	<u>450</u>	<u>450</u>	<u>475</u>	<u>500</u>	<u>4,335</u>
Total Funding	270	280	325	360	375	400	450	450	450	475	500	4,335

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

F - 16

Major Program: **Transformation**

Project Title: **Shared/Dedicated Trans. Annual Program**

Dept - Project #: **DT01**

Start Year: **2004**

End Year: **Ongoing**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>This program provides for the installation and replacement of distribution transformers. Shared transformers include secondary voltages of 240/120 V and 208/120 V. Dedicated transformers include secondary voltages of 108/120 V, 480/277 V (existing services only) and 600/247 V.</p> <p>Currently there 3,500 shared and dedicated transformers.</p> <p>Funding for plant expansion is partially provided as contributions by the developer with the balance invested from the MRSR.</p> <p>Program Projects: Program requires an average of 3.5% in new investment annually. Annual program re-investment forecast is based on annual plant depreciation of 5.5%</p>	<p>As a wire owner under the Electric Utility Act of Alberta, the City of Lethbridge is responsible for providing Electric Distribution services to the residents of Lethbridge. Transformers are installed to the primary extensions to provide for household and commercial usages. Shares single and three phase transformers are provided to customers that can utilize common service voltage and size. Dedicated three phase transformers are provided to customers with special requirements.</p> <p>Load Growth (development) is the driver for new installations. Detail planning and construction is typically done in the same year as the development once the developer finalizes the sizing and voltage requirements. Developer input and engineering determine sizing. Improvements and replacements to transformers are driven by load growth, technical changes and replacement of deteriorated equipment. Improvements are determined by load research and testing. Improvements are typically planned 1 or 2 year prior to construction.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Non-Shareable												
Line Extension	2,080	750	770	800	830	860	890	890	890	900	900	10,560
Line Upgrading	1,250	450	460	480	500	520	530	530	540	540	550	6,350
	<u>3,330</u>	<u>1,200</u>	<u>1,230</u>	<u>1,280</u>	<u>1,330</u>	<u>1,380</u>	<u>1,420</u>	<u>1,420</u>	<u>1,430</u>	<u>1,440</u>	<u>1,450</u>	<u>16,910</u>
Total Costs	3,330	1,200	1,230	1,280	1,330	1,380	1,420	1,420	1,430	1,440	1,450	16,910
Funding												
Customer Charges	1,340	480	490	510	530	550	570	570	570	590	600	6,800
Reserve - MRSR	1,990	720	740	770	800	830	850	850	860	850	850	10,110
	<u>3,330</u>	<u>1,200</u>	<u>1,230</u>	<u>1,280</u>	<u>1,330</u>	<u>1,380</u>	<u>1,420</u>	<u>1,420</u>	<u>1,430</u>	<u>1,440</u>	<u>1,450</u>	<u>16,910</u>
Total Funding	3,330	1,200	1,230	1,280	1,330	1,380	1,420	1,420	1,430	1,440	1,450	16,910

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

F - 17

Major Program: **Communications**

Project Title: **Electric Systems Communications**

Dept - Project #: **SC01**

Start Year: **2005**

End Year: **2014**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>This program provides system communication facilities for the City of Lethbridge Electric Transmission and Distribution Systems.</p> <p>Communications for transmission operation between substations for SCADA, relaying data, metering and security systems.</p> <p>Communications for distribution operation, monitoring and protection downstream of substations.</p> <p>Current Program and Identified Projects:</p> <p>2008 - Transmission - System Upgrades, OC12 upgrade and addition of a new node.</p> <p>2008 - Transmission/Distribution GPS Clocks in substations</p> <p>2010 - Transmission - System Replacements</p>	<p>This program provides the communications for system operation, system control, data accumulation and security monitoring.</p> <p>Communications is required to retain an operating linkage between system control, city substations, AltaLink and the Transmission Administrator (AESO).</p> <p>Communication for the electric transmission system requires upgrading to reduce fibre system capacity use and to move to a industry standard protocol for data transfer.</p> <p>The existing communication system between substations for SCADA, Relaying Data, and Metering Data requires upgrading. There is also a requirement to reduce the fibre count and move to an industry standard protocol for data transfer and to coordinate these substations with AltaLink substation communications and AESO. Equipment must match existing SONET multiplexing systems at 111S an 674S.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Non-Shareable												
Additions	150	350	25	125	25	25	25	25				750
	150	350	25	125	25	25	25	25				750
Total Costs	150	350	25	125	25	25	25	25				750
Funding												
Reserve - MRSR	150	350	25	125	25	25	25	25				750
	150	350	25	125	25	25	25	25				750
Total Funding	150	350	25	125	25	25	25	25				750

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

F - 18

Major Program: **Communications**

Project Title: **Dark Fibre Communications Systems**

Dept - Project #: **SC02**

Start Year: **2005**

End Year: **2014**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>This program provides dark fiber communication facilities for the City of Lethbridge and includes new installations and upgrading of fiber optic facilities interconnecting electric substations the electric utility and AltaLink, and between city owned buildings.</p> <p>Current Program and Identified Projects: Annual reinvestment forecast is based on annual depreciation rate of 4%</p> <p>2006 additional funding required for rivercrossing from 674S to 618s.</p>	<p>Program provides system control communication for the Electric Utility and provides dark fiber services corporately and through the Information Technology group, to LANET consortium members.</p> <p>Dark fiber optics provides the communications backbone for reliable interconnection of electric substations and facilities.</p> <p>The electric utility currently requires an extension to create a loop in the fiber facilities to create a fully redundant system. Upgrades to the existing fiber system are required to increase needed capacity.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Non-Shareable												
Additions	575	125	125	150	150	175	175	175				1,650
Replacements	300	110	120	120	130	130	140	140				1,190
	<u>875</u>	<u>235</u>	<u>245</u>	<u>270</u>	<u>280</u>	<u>305</u>	<u>315</u>	<u>315</u>				<u>2,840</u>
Total Costs	875	235	245	270	280	305	315	315				2,840
Funding												
Customer Charges	160	60	60	80	80	90	90	90				710
Reserve - MRSR	715	175	185	190	200	215	225	225				2,130
	<u>875</u>	<u>235</u>	<u>245</u>	<u>270</u>	<u>280</u>	<u>305</u>	<u>315</u>	<u>315</u>				<u>2,840</u>
Total Funding	875	235	245	270	280	305	315	315				2,840

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

F - 19

Major Program: **Other**

Project Title: **Facilities & Furnishings Annual Program**

Dept - Project #: **SF02**

Start Year: **2008**

End Year: **2011**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>This program includes the construction or purchase of non-operational facilities (storage buildings), and general office furnishings required for direct utility operations including desks, computers, etc.</p> <p>Current Program and Identified Projects Program requires an average of 2.5% in new investment annually. Annual reinvestment forecast is based on annual depreciation of 7.2%. Some of tools identified to date include:</p> <p>2008 Lineshop</p> <p>Add new diesel truck storage / trailer storage / wo material handling area Upgrade yard to facilitate truck / trailer / materials storage PCB handling building 146S storage building redevelopment</p> <p>2010 Lineshop</p> <p>Upgrade to Lineshop building as proposed by Quinn Young Architects master plan</p>	<p>Facilities are required in support of other capital programs as well as ongoing maintenance and system operation.</p>

All amounts below are in thousands of dollars

		Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Non-Shareable													
Additions			3,230		3,810								7,040
			3,230		3,810								7,040
Total Costs			3,230		3,810								7,040
Funding													
Reserve - MRSR			3,230		3,810								7,040
			3,230		3,810								7,040
Total Funding			3,230		3,810								7,040

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

F - 20

Major Program: **Other**

Project Title: **Fleet Annual Program**

Dept - Project #: **SF03**

Start Year: **2008**

End Year: **2011**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>This program includes the purchase of operational fleet vehicles required for direct utility operations. Current Program and Identified Projects Program requires an average of 2.5% in new investment annually. Annual reinvestment forecast is based on annual depreciation of 7.2%. Some of tools identified to date include:</p> <p>2007 Add mobile storage of hotline tools (Auxiliary Arms, rollers, hotsticks, hoses, hoods, blankets, etc. etc.) Add mobile storage of safety equipment (confined space, ventilation, tents, barricades, safety signs) Add three reel trailers.</p> <p>2008 Add 3/4 ton to Hotline Crew Add 3/4 ton to Services Crew Upgrade Street Light 3/4 ton Upgrade L20 Line Truck Add 3/4 ton to L20 Add minivan for patrol function Add a new van for metering department Add Construction Trailers (2) - crew capable including integrated office / eating area and bathroom Pole / Street Light / flat deck Add two (2) single reel self loading trailers Upgrade two (2) backhoes to front wheel assist</p> <p>2009 Add Line Truck to Hotline Crew Add OH Patrol vehicle for distribution / light duty man lift truck for Subs Add hydrovac functionality to lineshop</p>	<p>Facilities are required in support of other capital programs as well as ongoing maintenance and system operation.</p>

All amounts below are in thousands of dollars

		Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Non-Shareable													
Additions			500	400	400								1,300
			500	400	400								1,300
Total Costs			500	400	400								1,300
Funding													
Reserve - MRSR			500	400	400								1,300
			500	400	400								1,300
Total Funding			500	400	400								1,300

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

F - 21

Major Program: **Other**

Project Title: **Facilities Management**

Dept - Project #: **SI01**

Start Year: **2008**

End Year: **2012**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>This program provides for technologies to manage and analyze the electric distribution and transmission systems. Asset Management and Facilities Mapping (AM/FM) combined with Engineering Analysis applications allows the utility to efficiently operate existing systems and, more importantly, to plan system additions and upgrades for effectiveness, efficiency and safety. Load Research programs provide the means to gather point-in-time load data for statistical analysis and load profiling.</p> <p>Current Program and Projects:</p> <p>2008 ArcFM System Redundant server at the Line Shop Addition of Transmission facilities Engineering Analysis System Line Patrol to update Asset Information Connection AM/FM to Analysis System Load Research Equipment/System</p> <p>2009 Connection of FM System to Metering System Load Research Equipment Line Patrol to update Asset Information</p> <p>2010 Load Research Equipment Line Patrol to update Asset Information</p>	<p>The migration of our work processes to ArcFM for day to day use makes the system mission critical especially its use in the control center. This criticality requires the system be redundant so that it remains accurate and available at all times.</p> <p>The electric utility requires the means to undertake statistically valid load profiling for use in system planning and for System Settlement; the province wide process used to determine the energy (and losses) billed through to customers.</p> <p>This program greatly enhances design capabilities, facilitates effective and efficient transmission and distribution system development and customer class load profiling.</p> <p>Reduce labor-intensive systems. Provides the ability to meet regulatory and TA requirements. Provides the ability to acquire data for reviews by the AEUB (future) and the Transmission Administrator (TA). Allows effective and efficient system design. Provides information and capability for financial and work management systems. Provides for system specific load profiling..</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Non-Shareable												
Additions	350	345	185	185	40	40						1,145
Replacements				50	375	100						525
	350	345	185	235	415	140						1,670
Total Costs	350	345	185	235	415	140						1,670
Funding												
Reserve - MRSR	350	345	185	235	415	140						1,670
	350	345	185	235	415	140						1,670
Total Funding	350	345	185	235	415	140						1,670

Estimated Debt Charges
Projected Net Operating Costs

Comments

CAPITAL PROJECTS

F - 22

Major Program: **Other**

Project Title: **Work and Financial Management**

Dept - Project #: **SI02**

Start Year: **2005**

End Year: **2012**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>This program provides for technologies to manage the financial and work flow requirements of the Electric Utility.</p> <p>This program will provide for an automated process for the administration of work to both internal or external crews. Initial requirements allow an review of current and future needs of the utility as well as other corporate and department requirements.</p> <p>This program also provides for an Electric Industry standard work management and AM/FM integrated financial management and Cost of Service modelling system.</p> <p>Current Program and Projects Requirements:</p> <p>2008 Capital Work Management System Financial Management System</p> <p>2009 Capital Work Management System Financial Management System</p> <p>2010 Capital Work Management System Financial Management System</p>	<p>This program provides the Electric Utility the tools for effective design, construct and maintain of electric distribution and transmission systems and to meet regulatory requirements.</p> <p>The use of contracts to provide many work applications traditionally done internally has led to a need to gather data and schedule crews and materials more effectively.</p> <p>This program also provides the utility the capability to perform rigorous cost analysis; the basis to rationalize tariffs and to meet the industry standard financial reporting requirements of the AEUB.</p> <p>The inability to validate and substantiate cost information to the AEUB poses a major financial risk. Costs disallowed by the AEUB will need to be funded from alternate sources of income such as taxation.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Non-Shareable												
Additions	400	200	130	50								780
Replacements				150		275						425
	400	200	130	200		275						1,205
Total Costs	400	200	130	200		275						1,205
Funding												
Reserve - MRSR	400	200	130	200		275						1,205
	400	200	130	200		275						1,205
Total Funding	400	200	130	200		275						1,205

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

F - 23

Major Program: **Other**

Project Title: **Electric System Environmental Mgmt.**

Dept - Project #: **SE01**

Start Year: **2004**

End Year: **2017**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>This program provides for the development and implementation of an Environmental Management Plan for the Electric Utility.</p> <p>Current Program and Identified Projects:</p> <p>Develop & Implement a PCB Management Plan Legislative Compliance Work PCB Testing of all Transformers built prior to 1983 Salvaging of Transformers testing positive for PCB's</p>	<p>To ensure the Electric Utility is 1) compliant with environmental legislation and 2) moves from compliance to sustainability.</p> <p>The Environment plan's current focus is on the management of Polychlorinated Biphenyl (PCB) material. In part, this includes phasing out PCBs in sensitive locations; elimination of dispersive uses of PCBs; elimination of non-dispersive uses of high concentration PCBs; harmonized sampling and analysis, waste classification, labelling, and PCB waste storage time limits.</p> <p>Longer-term plans will provide continuous and systematic improvements to distribution and transmission facilities from an environmental prospective.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Non-Shareable												
Additions	490	90	100	110	120	140	150	150	150	150	150	1,800
Line Upgrading	100	60	60	70	70	80	90	90	90	90	100	900
	590	150	160	180	190	220	240	240	240	240	250	2,700
Total Costs	590	150	160	180	190	220	240	240	240	240	250	2,700
Funding												
Reserve - MRSR	590	150	160	180	190	220	240	240	240	240	250	2,700
	590	150	160	180	190	220	240	240	240	240	250	2,700
Total Funding	590	150	160	180	190	220	240	240	240	240	250	2,700

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

F - 24

Major Program: **Other**

Project Title: **Major Tools Annual Program**

Dept - Project #: **SF01**

Start Year: **2004**

End Year: **Ongoing**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>
<p>This program includes the purchase of major tools and equipment used in construction and testing for direct utility operations</p> <p>Current Program and Identified Projects Program requires an average of 2.5% in new investment annually. Annual reinvestment forecast is based on annual depreciation of 7.2%. Some of tools identified to date include:</p> <p>2008 Complete upgrade to DC cutters and crimpers. 1 kV glove program Upgrade tools on L1 and L26 when new units arrive Add steel tool boxes for handling WO materials</p> <p>2010 Upgrade Thermoscan system \$100,000</p>	<p>Facilities and Tools are required in support of other capital programs as well as ongoing maintenance and system operation.</p>

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Non-Shareable												
Additions	125	50	50	150	50	50	50	50	50	50	50	725
Replacements	225	100	100	100	100	100	100	100	100	100	100	1,225
	<u>350</u>	<u>150</u>	<u>150</u>	<u>250</u>	<u>150</u>	<u>150</u>	<u>150</u>	<u>150</u>	<u>150</u>	<u>150</u>	<u>150</u>	<u>1,950</u>
Total Costs	350	150	150	250	150	150	150	150	150	150	150	1,950
Funding												
Reserve - MRSR	350	150	150	250	150	150	150	150	150	150	150	1,950
	<u>350</u>	<u>150</u>	<u>150</u>	<u>250</u>	<u>150</u>	<u>150</u>	<u>150</u>	<u>150</u>	<u>150</u>	<u>150</u>	<u>150</u>	<u>1,950</u>
Total Funding	350	150	150	250	150	150	150	150	150	150	150	1,950

Estimated Debt Charges
Projected Net Operating Costs

<u>Comments</u>

CAPITAL PROJECTS

F - 25

Major Program: **System Control (SCADA)**

Project Title: **Electric System Control**

Dept - Project #: **SS01**

Start Year: **2004**

End Year: **2015**



Capital Improvement Program
2008 to 2017

<u>Description & Location</u>	<u>Purpose & Justification</u>								
<p>This program provides remote control and monitoring capabilities for electric distribution, and transmission facilities.</p> <p>The SCADA system includes master station hardware and software, substation RTU's (Remote Terminal Units), distribution RTU's and infrastructure and substation RTU's and infrastructure.</p> <p>Current Program and Identified Projects: Program provides for upgrading and addition of distribution RTU's annually based on technical studies, safety considerations reconfiguration of the distribution system.</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">2008 Distribution RTU upgrading/replacement and additions</td> <td style="text-align: right;">105</td> </tr> <tr> <td>2009 Distribution RTU upgrading/replacement and additions</td> <td style="text-align: right;">105</td> </tr> <tr> <td>2010 Distribution RTU upgrading/replacement and additions</td> <td style="text-align: right;">105</td> </tr> <tr> <td>2012 SCADA System Master Station Replacement</td> <td style="text-align: right;">500</td> </tr> </table> <p>Substation RTU's are added as required with the construction of new substations and upgraded or replaced as required.</p>	2008 Distribution RTU upgrading/replacement and additions	105	2009 Distribution RTU upgrading/replacement and additions	105	2010 Distribution RTU upgrading/replacement and additions	105	2012 SCADA System Master Station Replacement	500	<p>The SCADA system is required to meet the needs of the Electric Utility, the Power Pool of Alberta, the Transmission Administrator of Alberta, and neighbouring Transmission Facility Owners. Real time monitoring and control is necessary to meet the requirements of the Alberta Interconnected System, and to provide required reliability and control functions within the system. Distribution automation (enhance reliability) can be performed through this system.</p> <p>Distribution RTU's are monitored, inspected and maintained annually and replaced on failure. Typically units are replaced on a 7 to 9 year cycle.</p> <p>The main SCADA System (Master Station, software and hardware) is replaced periodically. Technological improvements, maintenance requirements, availability of upgrades and parts and the ability of the system to meet key requirements are the drivers in determining replacement. Typically it is expected that these systems need completed replacement every 5 to 7 years.</p> <p>Substation RTU's are considerably more powerful (and expensive) than distribution RTU's. Replacement is based on similar criteria to the master station software and hardware systems, typically lasting 8 to 12 years.</p>
2008 Distribution RTU upgrading/replacement and additions	105								
2009 Distribution RTU upgrading/replacement and additions	105								
2010 Distribution RTU upgrading/replacement and additions	105								
2012 SCADA System Master Station Replacement	500								

All amounts below are in thousands of dollars

	Prior	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Costs - Non-Shareable												
Additions	90	30	30	30	30	30	40	40				320
Replacements	2,090	75	75	75	60	500	75	75				3,025
	2,180	105	105	105	90	530	115	115				3,345
Total Costs	2,180	105	105	105	90	530	115	115				3,345
Funding												
Reserve - MRSR	2,180	105	105	105	90	530	115	115				3,345
	2,180	105	105	105	90	530	115	115				3,345
Total Funding	2,180	105	105	105	90	530	115	115				3,345

Estimated Debt Charges
Projected Net Operating Costs

Comments



General Financial Objectives

Financial Viability

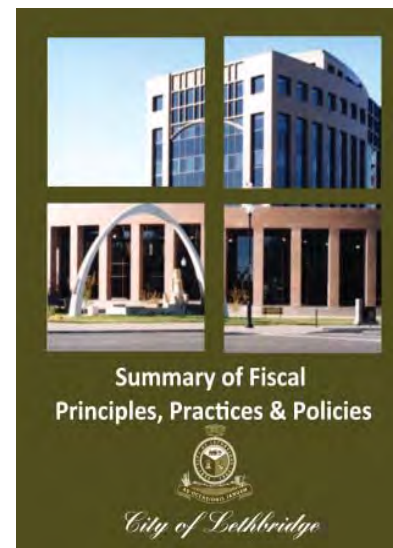
To maintain a financially viable City that can provide for an adequate level of municipal services.

Sound Fiscal Condition

To maintain and enhance the sound fiscal condition of the City.

Financial Flexibility

To maintain financial flexibility in order to be able to continually adapt to local and regional economic conditions.



Operating Budget

Budget Requirement

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

Balanced Budget

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

Multi-Year Operating Budget

The City of Lethbridge prepares a multi-year City Council approved operating budget / revenue requirement. To accommodate the multi-year budget cycle, Business Units are expected to operate within their approved multi-year budget. If there is a shortfall in the first year, Business Units are expected to overcome the deficit in the second year; 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 next 12 months.

Deficiency

The operating budget must include an expenditure to cover any deficiency resulting over the prior 3 year period.

Conservative Revenue Estimates

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

Cause & Effect

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

Operating Budget (continued)

One-time Revenues

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

Capital Maintenance Items in Operating Budget

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

Maintenance high priority

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

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

Equipment purchases

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

Contingency Amount

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



Taxation

Tax Bylaws

City Council must pass a property tax bylaw annually.

Property Tax Bylaw

The Operating and Capital budgets must be adopted by City Council prior to passing the property tax bylaw.

Maintenance Levy

The frontage maintenance levy funds costs associated with maintaining streets and sidewalks fronting businesses and dwellings where the infrastructure is 10 years or older.

Tax Prepayment

Prepayments of taxes up to a maximum of the prior year's taxes receive an incentive discount for early payment. This discount rate is set annually through City Council bylaw.

Tax Instalment Prepayment Plan

The Tax Installment Payment Plan (TIPP) is a monthly installment plan based on prior year's taxes to encourage the early payment of property taxes. An annual bylaw sets the incentive discount rate.

Tax Arrears Payment Plan

The Tax Arrears Payment Plan (TAPP) assists taxpayers who are in arrears to bring their taxes to a current basis as set by City Council bylaw.

Tax Deferral

Ratepayers experiencing tax increases in excess of 10% of the annualized prior year property tax levy are eligible to (1) defer a portion of the tax to December 1st, or (2) transfer the excess to their TIPP account without penalty.

ARB / MGB Decisions

Assessment Review Board (ARB)/Municipal Government Board (MGB) Decisions - appellants are required to pay a fee when filing their appeal with the ARB. This fee is totally refunded if either Board rules in favor of the ratepayer.

Any tax refund resulting from a Board decision will receive interest from July 1st calculated at the prepayment tax discount rate.

Tax Adjustments and Rebates

Any tax adjustments or rebates for such things as buildings destroyed by fire, buildings voluntarily demolished, and errors in fact must be approved by City Council, unless the event occurs prior to December 31st of the current year (in which case the City Assessor will issue a revised assessment/taxation notice). Where "errors in fact" relate to prior years' assessments, any resulting retroactive adjustments will be limited to a maximum of two years (i.e. to the current year plus the two prior years). Interest will not accrue to these adjustments.

Revenue

Diversified and Stable Revenue System

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

Interest / Return on Investment to MRSR

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

Municipal Consent and Access Fees

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

Police Revenues

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

User Fees

The City of Lethbridge charges user fees for services. User fees will be reviewed and adjusted annually to recover the full cost of services provided, except when City Council determines that a subsidy from the General Fund is in the public interest (example: Arenas 45% to 50% recovery, Transit 40% recovery). Examples of full cost recovery include Building Permits, School Bus, Land Administration and Parking.

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

Expenditure

Approved expenditure

An expenditure may only be made if it is included in the operating or capital budgets or otherwise authorized by City Council; for an emergency; or legally required to be paid. No director, agent or employee of the City of Lethbridge is authorized to avoid the Purchasing Policies for the procurement of goods and supplies. Emergency expenditures would cover unforeseen catastrophic costs not covered under the operating budget. In addition, the City Manager may approve expenditures of up to \$5,000 from various sources.

One-Time Allocations

Fifty percent of the prior year operating surplus (to maximum of \$500,000) can be allocated from the Municipal Rate Stabilization Reserve (MRSR) to cover one-time expenditures.

Cheques Greater than \$10,000

Cheques \$10,000 and over will be hand signed by the Mayor or City Manager and by the City Treasurer or his designate.

Expenditure (continued)

Competitive Procurement Process

All goods and services must be procured using a competitive process that is open and transparent except where the purchase meets sole source justification as defined in Purchasing Policy #2. The City utilizes the following recognized competitive methods:

- Invitation to Tender (ITT)
- Request for Quotation (RFQ)
- Request for Proposal (RFP)

Business Unit Managers may authorize expenditures up to \$10,000 if a documented competitive process has occurred. All expenditures greater than \$10,000 require the approval of the Purchasing Manager. The Purchasing Manager can approve up to \$50,000 for Professional Engineering and Architectural Services and \$75,000 for all other expenditures 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 \$150,000 for Professional Engineering and Architectural Services and \$500,000 for all other expenditures if a competitive process has been utilized. All expenditures exceeding the City Manager authorization limits must be submitted to City Council for consideration.

Sole Source Process

Goods and services can be procured without a competitive process if a single source 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
2. One-of-a-Kind
3. Compatibility
4. Replacement part/item
5. Delivery Date
6. Continuity
7. Unique Design
8. Emergency

Business Unit Managers may authorize sole source expenditures up to \$5,000. All sole source expenditures greater than \$5,000 require the approval of the Purchasing Manager. All expenditures greater than \$15,000 also require the approval of the City Manager. The City Manager can approve a sole source up to \$50,000. All sole source expenditures exceeding the City Manager authorization limits must be submitted to City Council for consideration.

Leasing Equipment

Lease arrangements are strictly prohibited unless otherwise authorized by City Council through by-law or resolution.

Employee Health Costs

Where applicable, self-insurance funds will be maintained at a level, which, together with purchased insurance policies, adequately protects the City and its employees.

Travel Advance and Expense Claims

It is the policy of the City of Lethbridge to reimburse business expenses necessarily incurred by employees, City Council, Board and Commission members in the performance of their duties, including approved per diems for City Council.

Car Expenses reimbursement Policy

Employees who are required to use their vehicles for authorized City business will be reimbursed for the use of their vehicle.

Utility Financial Policy

Utilities Self Balancing

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

Utility Rates

Customers will be given 90 days notice prior to implementation of utility rate changes (except electric distribution). The City prepares a three-year water and waste water rate forecast that will be updated annually.

Electric Utility - Accrual Basis

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

Electric Utility Operating Surplus/Deficit

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

Water and Wastewater Accumulated Surplus

The accumulated surplus balance of the Water and Wastewater utilities is limited to 5% of current year revenues. 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.

Water Relief of Taxation

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

Landfill Relief of Taxation

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

Electric Rate of Return

That Electric Utility's annual contribution to the Municipal Rate Stabilization Reserve shall be calculated according to the following formula:

Rate Base × Weighted Average Cost of Capital (WACC)
utilizing deemed capital structure for the utility of 65%
debt and 35% equity.

Utility Financial Policy (continued)

Granting Exclusive Franchise Rights

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

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

Determining Municipal Consent and Access Fee

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

Capital Improvement Program (CIP)

Integration of CIP and Operating Budget

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

Ten Year Capital Budget

The City develops an annual ten-year plan for capital improvements to provide for adequate design prior to construction season. The Capital Improvement Program (CIP) include design, development, implementation, operating, and maintenance costs and well as associated funding sources. The first year of this ten year plan is approved annually (by June 30th of the preceding year).

Pay-As-You-Go

Under the City's Pay-As-You-Go plan, the annual operating budget includes the costs of capital projects that are recurring, are of relatively small scale, or are for short-lived improvements. A fixed amount is included in the operating budget (2008 - \$7,686,000 increasing annually by 0.15% of the Municipal Tax Levy) to fund tax supported debt payments and projects mentioned above. The Major Capital Projects Reserve is used to buffer the effects of short-term fluctuations in debt payments and capital expenditures.



Capital Improvement Program (CIP) (continued)

Capital Expenditures

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

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

For capital expenditures, approved contracts may be amended (with City Manager approval) by 10% to a maximum of \$50,000 provided the project can be completed within the total project funds approved. If changes will result in expenditures exceeding the total approved project budget, City Council approval is required (note: the City Manager may approve requests that include recommended funding sources of up to \$5,000).

Transportation Grants

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

Electric Utility Capital Investment Funding

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

Short-Term Debt

Approval of Short Term Borrowing

The City may use short-term debt to cover temporary or emergency cash flow shortages. All short-term borrowing will be subject to City Council approval by by-law or resolution. The current maximum short-term borrowing permitted by Council resolution is through a \$3,500,000 line of credit.

Borrowing for Operating Expenditures

Borrowing for operating expenditures must not exceed municipal tax revenues.



Long-Term Debt

Borrowing Bylaw

A by-law must be authorized by City Council prior to any external borrowing. A borrowing by-law must be approved prior to commencing construction on any project that is to be financed by external borrowings. Proceeds from long term debt will not be used in support of ongoing operations.

Borrowing term

Borrowing terms are to be limited to 5 years on small projects and 15 years on large projects.

Internal Borrowing

Where possible, the City will utilize internal loans rather than external borrowing to meet its capital funding requirements. Internal loans will be permitted only if an analysis of the affected fund indicates excess funds are available and the use of these funds will not impact the fund's current operations. The prevailing interest rate in effect from the Alberta Capital Finance Authority will be paid on these loans.

Local Improvement

Where applicable, the City will use a local improvement levy to fund payments on long-term debt incurred to finance local improvements.

Other Borrowings

Where City Council authorizes a borrowing by-law on behalf of others (except for local improvements), a 1/4% administrative charge may be added to the then prevailing Alberta Capital Finance Authority rates.

Reserves

Acquire Off Street Parking

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

Cemeteries Perpetual Care

The purpose of the Cemeteries Perpetual Care Reserve is to provide for and make provision of the improvement, maintenance, management, control and operation of certain public cemeteries.

Central Business District Land Acquisition

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

Reserves (continued)

Community Lighting

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

Community Reserve Fund

The purpose of the Community Reserve Fund is to provide open space for the general public's use, such as parks and recreation areas.

Fleet Services

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

Insurance

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

The City maintains insurance coverage through self-insurance and/or purchased insurance to protect the City. These insurance levels are reviewed annually to ensure that the City is adequately protected.

Major Capital Projects

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

Mayor Magrath Drive

The purpose of the Mayor Magrath Drive Beautification Reserve is to provide funds to allow for a minimum standard of maintenance for Mayor Magrath Drive.

Municipal Revenue Stabilization

The purpose of the Municipal Revenue Stabilization Reserve is to stabilize the effects of fluctuating interest revenues and General Fund operating surpluses and deficits on annual taxation requirements. The annual allocation from the Municipal Revenue Stabilization Reserve to relief of taxation will equal normalized return on investments, (including CentreSite and the Electric Utility), Municipal Consent and Access Fees (MCAF) and Police fines and penalty revenues.

Real Estate Holdings

The purpose of the Real Estate Holdings Reserve is to provide a source of funding for land acquisitions within the City.

School Bus

The School Bus Reserve is to provide funds for the purchase of school buses and equipment.

Reserves (continued)

Transit Bus

The purpose of the Transit Bus Reserve is to provide funding for the City portion of new transit equipment. Buses are purchased through the Fleet Reserve.

Urban Parks Reserve

The purpose of the Urban Parks reserve is to provide for a self-sufficient pool of funds to allow for the ongoing operation and maintenance of the urban parks system in preparation for the Provincial Government's announced discontinuation of the Urban Parks grants in 2012.

Budget Appropriation Unexpended (BAU)

Where, in a given year's budget, the City provides for specified expenditures which at year end are not expended/received, the department may carry over the unexpended funds into the following year's budget provided City Manager's approval is obtained. Such carryovers are recorded in a reserve for budget appropriations unexpended.

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.

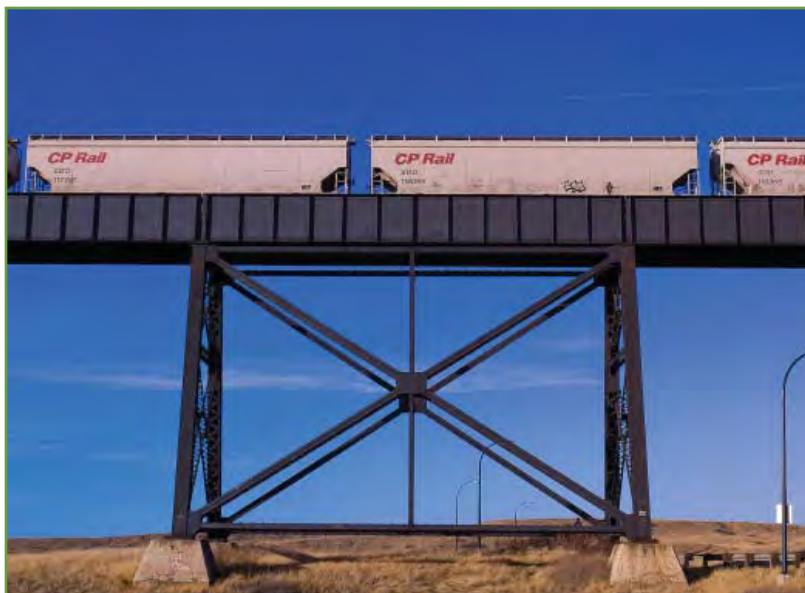
Subdivision Surplus Accounts

Revenues and expenditures from land development activity are recorded in the subdivision surplus accounts.

Investment

Investment Policy

The City will invest public funds in accordance with the City Council approved investment policy. The policy is designed to invest public funds in a manner which will maintain the safety of investment principal, meet daily cash flow requirements, and provide competitive investment returns. The City investment policy & practices conform to all provincial statutes and regulations governing the investment of public funds.



Accounting, Auditing & Financial Reporting

Annual Financial Statements

The City of Lethbridge must prepare annual financial statements by May 1st for the immediately preceding year in accordance with the generally accepted accounting principles for municipal governments recommended from time to time by the Canadian Institute of Chartered Accountants.

Auditor's Report

The City's auditor must report to City Council on the Annual Financial Statements and the Financial Information Return each year.

Interim Financial Reporting

The City will review its revenues and expenditures for the current year and report to City Council three times annually.

Capitalization Policy (under review for 2009)

The City follows a policy of capitalizing the acquisition cost of physical assets at cost. Capital expenditures greater than \$5,000 are capitalized, whereas capital expenditures less than \$5,000 are expensed as either supplies or maintenance.

Physical assets for government purposes are not amortized, with the exception of Electric capital assets.

US Exchange

The rate of exchange paid by the City will be reviewed and adjusted, if necessary, on a weekly basis. It will be the responsibility of the Finance Department to forward any revised rates to the Community Services Office Manager who will then have the responsibility of informing all the various community facilities and parks of the revisions.





STATEMENT OF RESERVES

	December 31 2008	December 31 2007
OPERATING		
Cemeteries	\$ 672,620	\$ 589,616
Insurance	1,916,263	1,372,459
Mayor Magrath Drive Beautification	102,627	96,632
Municipal Revenue Stabilization	6,502,665	1,157,516
Snow Removal	0	29,767
Urban Parks	1,190,950	1,359,329
TOTAL OPERATING RESERVES	10,385,125	4,605,318
CAPITAL		
Acquire Off Street Parking	1,505,715	1,220,574
Central Business District Land Acquisition	278,562	277,645
Community Lighting	2,145,299	1,939,199
Community Reserve Fund	2,197,054	687,630
Fleet Services	12,256,580	11,352,322
Major Capital Projects	4,826,310	3,845,176
Real Estate Holdings	1,640,326	1,634,820
School Bus	0	63,978
Transit Bus	929,938	947,654
TOTAL CAPITAL RESERVES	25,779,784	21,968,998
TOTAL RESERVES	\$ 36,164,909	\$ 26,574,317
TOTAL COMMITTED FUNDS	\$ 8,246,657	\$ 7,266,794
FUTURE INTERNAL FUNDING REQUIREMENTS:		
Residential Subdivisions	11,414,001	13,590,497
ENMAX Centre	7,900,000	7,900,000
Community Arts Centre	4,400,000	4,400,000
Land Purchase	3,042,280	3,042,280
Waste Water Treatment Plant	500,000	500,000
Archmount Cemetery - Drainage	100,000	100,000
Mountain View Cemetery Office	0	62,410
Cemetery Gravesite Resoration	0	30,055
	\$ 27,356,281	\$ 29,625,242

RESERVES

RESERVE ANALYSIS FOR THE YEAR ENDED DECEMBER 31, 2008

OPERATING RESERVES

CEMETERIES

Balance as at January 1, 2008		\$	589,616.13
Add: Allocations from Operations	\$	58,177.78	
Interest earnings		24,825.78	83,003.56
			<u>83,003.56</u>
Balance as at December 31, 2008		\$	<u><u>672,619.69</u></u>

INSURANCE

Balance as at January 1, 2008		\$	1,372,458.91
Add: Allocations from Operations			<u>543,803.80</u>
Balance as at December 31, 2008		\$	<u><u>1,916,262.71</u></u>

MAYOR MAGRATH DRIVE BEAUTIFICATION

Balance as at January 1, 2008		\$	96,631.98
Add: Contributions from			
- Travel Lodge	\$	7,488.00	
- Thrift Lodge		314.00	7,802.00
			<u>104,433.98</u>
Less: Land Lease Taxes			<u>1,806.78</u>
Balance as at December 31, 2008		\$	<u><u>102,627.20</u></u>

**RESERVE ANALYSIS
FOR THE YEAR ENDED DECEMBER 31, 2008**

MUNICIPAL REVENUE STABILIZATION

Balance as at January 1, 2008	\$	1,157,515.92
Add: Municipal Consent and Access Fee (electric)	\$	6,280,957.85
Investment and Interest Income (net of Trust Allocations)		2,774,236.11
Return on Investment (electric)		3,664,641.39
2007 Electric & wire services Operating		1,520,081.00
2007 General Operating Surplus		1,440,976.93
Allocation from electric capital (depreciation)		5,482,145.70
ATCO Franchise Fee surplus (vs. annual budget of \$2.4M)		627,328.80
By-law enforcement revenue Surplus (vs. annual budget of \$3.9M)		230,174.74
CentreSite distribution allocation		244,765.58
Transfer from Snow Removal Reserve		29,766.69
		<u>22,295,074.79</u>
Internal financing recoveries (Year of final payment):		
- City Hall (2015)	2,149,600.00	
- Landfill cell development (2008)	532,300.00	
- Police station (2011)	588,800.00	
- Sherring Industrial Park (2020)	555,691.00	
-Transportation (2011)	506,200.00	
- Wellness centre (2016)	425,200.00	
- Police technology (2013)	399,500.00	
- Wastewater operations (2008)	287,000.00	
- Tertiary treatment (2012)	180,700.00	
- Museum expansion (2016)	203,300.00	
- ICAP-East Lethbridge sewer expansion (2013)	197,900.00	
- Radio trunking system (2013)	187,100.00	
- Local improvements prior years	180,196.24	
- MIS System	173,500.00	
- Industrial wastewater facility local improvement (2016)	137,630.00	
- Museum expansion- fundraising/front-end financing	129,854.71	
- Cemetery gravesite restoration (2015)	34,500.00	
- Mountain View Cemetery-office (2017)	26,000.00	
- Lethbridge Soup Kitchen (2016)	31,600.00	
	<u>6,926,571.95</u>	<u>29,221,646.74</u>
		30,379,162.66
Less: Electric wire service-allocation to General Operations	8,200,000.00	
Allocation to electric distribution capital projects	6,560,420.15	
Allocation to General Operations	4,120,989.00	
Allocation to Snow Removal	957,780.36	
Allocation for TIPP discounts	521,798.71	
Allocation for Fleet Services	258,830.57	
Allocation for cashiering	127,200.00	
Allocation for parking ticket data entry	26,400.00	
	<u>20,773,418.79</u>	
One Time Allocations:		
- Control of Graffiti	126,831.80	
- 2009 55 Plus Winter Games	99,405.60	
- Land Purchase	93,279.67	
- Lethbridge Public Library fund development (N1)	33,899.17	
- Economic Development Lethbridge-labour (N7)	22,500.00	
- Municipal Heritage program (N4)	7,075.43	
	<u>382,991.67</u>	
Internal Financing:		
- Residential subdivisions	1,917,325.26	
- Police technology	410,253.03	
- Local improvements lane paving	188,042.20	
- Local improvements 17th Street & 3rd Avenue	112,002.43	
- Cemetery gravesite restoration (10 year loan)	62,409.76	
- Mountain View Cemetery-office (N35) (10 year loan)	30,054.56	
	<u>2,720,087.24</u>	<u>23,876,497.70</u>
Balance as at December 31, 2008	\$	<u><u>6,502,664.96</u></u>

**RESERVE ANALYSIS
FOR THE YEAR ENDED DECEMBER 31, 2008**

MUNICIPAL REVENUE STABILIZATION (continued)

Committed Funds:

One Time Allocations:

2006:		
- Peenaquim Park gun range safety (N8)		89,365.00
2007:		
- West Side Gymnasium upsizing	1,000,000.00	
- Lethbridge Public Library fund development (N1)	39,000.82	
- Red light camera traffic study	5,000.00	
2008:		
- Lethbridge Public Library fund development (N1)	73,200.00	
- Three sidewalk sanders	18,000.00	
2009:		
- Welcome to Lethbridge Signage (N3)	160,000.00	
- Economic Development Leth-Awareness (N12)	150,000.00	
- 2009 55 Plus Winter Games	40,594.40	
- Lethbridge regional Police - (N53.1)	104,800.00	
- Senior Centre Support (N65)	100,000.00	
- 2010 Olympic Torch Relay	70,000.00	
- Southern Alberta Art Gallery (N4)	55,000.00	
- Lifecycle Festive Lighting (N1)	50,000.00	
- Library - Outreach (N6)	45,000.00	
- Library - Scheduling (N7)	42,600.00	
- Library - Online services (N5)	38,300.00	
- Economic Development Leth-Labour (N8)	30,000.00	
- Technology Transition Facility (N9)	30,000.00	
- Economic Development Leth-Mapping (N10)	10,000.00	
- Kiwanis Music & Speech Festival (N52)	5,000.00	
2010:		
- Lethbridge regional Police - (N53.1)	280,700.00	
- Senior Centre Support (N65)	100,000.00	
- Library - Outreach (N6)	65,000.00	
- Southern Alberta Art Gallery (N4)	58,000.00	
- Lifecycle Festive Lighting (N1)	50,000.00	
- Library - Online services (N5)	40,100.00	
- Economic Development Leth-Mapping (N10)	40,000.00	
- Parks - Tree Inventory (N2)	35,000.00	
- Economic Development Leth-Labour (N8)	30,000.00	
- Library - Coordinator (N45)	45,000.00	
- Technology Transition Facility (N9)	30,000.00	
- Kiwanis Music & Speech Festival (N52)	5,000.00	
2011:		
- Lethbridge regional Police - (N53.1)	71,300.00	
- Southern Alberta Art Gallery (N4)	61,000.00	
- Lifecycle Festive Lighting (N1)	35,000.00	
- Parks - Tree Inventory (N2)	35,000.00	
- Economic Development Leth-Labour (N8)	30,000.00	
- Technology Transition Facility (N9)	30,000.00	
- Library - Coordinator (N45)	45,000.00	
- Kiwanis Music & Speech Festival (N52)	5,000.00	
	\$	3,246,960.22

Internal Loan Requirements :

Residential subdivisions (5-7 years)	11,414,001.24
Note: Not to exceed \$21,200,000	
ENMAX Centre (CIP D6)	7,900,000.00
Community Arts Centre (CIP D14)	4,400,000.00
Land purchase	3,042,280.00
Waste water treatment plant (5 year Loan)	500,000.00
Archmount Cemetery- drainage (N36) (10 year loan)	100,000.00
	\$
	27,356,281.24

As at December 31, 2008 internal advances amounting to approximately \$43,000,000 were outstanding from this reserve. These amounts will be recovered, with interest, in future years.

In addition, interest free loans to the following community groups remain committed against this reserve. These amounts have been recorded as receivables by the City as at December 31, 2008.

	Year of Loan	Maturity of Loan	Balance as at December 31, 2008	Annual Payment
Prairie Baseball Club	1999	2019	110,000.00	10,000.00
Nordbridge Seniors	2000	2012	82,973.68	20,743.42
Lethbridge Softball Association	2005	2013	125,000.00	25,000.00
Japanese Gardens	2005	2015	12,600.00	1,800.00

RESERVE ANALYSIS FOR THE YEAR ENDED DECEMBER 31, 2008

SNOW REMOVAL

Balance as at January 1, 2008	\$	29,766.69
Less: Transfer to close to MRSR		29,766.69
Balance as at December 31, 2008	\$	0.00

URBAN PARKS

Balance as at January 1, 2008	\$	1,359,328.69
Add: Allocation from operations		837,600.00
		2,196,928.69
Less: Parks special maintenance projects	\$	584,700.00
Indian Battle Park-play units		320,000.00
Legion playground in Henderson Park		81,039.00
Indian Battle Park hazardous tree abatement		15,300.00
Parks equipment		4,939.63
		1,005,978.63
Balance as at December 31, 2008	\$	1,190,950.06

Committed Funds:

- Parks equipment		84,090.31
- Henderson Lake mitigation strategies		25,758.00
- Helen Schuler building maintenance		21,100.00
- Alexander Park shale reclamation		12,847.00
- Elks & Helen Schuler roofs		10,000.00
	\$	153,795.31

TOTAL OPERATING RESERVES as at December 31, 2008 \$ **10,385,124.62**



Nicholas Sheran Park

**RESERVE ANALYSIS
FOR THE YEAR ENDED DECEMBER 31, 2008
CAPITAL RESERVES**

ACQUIRE OFF STREET PARKING

Balance as at January 1, 2008		\$ 1,220,574.24
Add: Parking Revenues		
- Parking Meters	\$ 869,712.88	
- Parking Lots	177,808.38	
- Sale proceeds portion of 316 Stafford Drive Lots	<u>78,570.00</u>	<u>1,126,091.26</u>
		2,346,665.50
Less: Parking enforcement	202,436.76	
Administration	265,037.45	
Enhance downtown maintenance (Snow clearing, street sweeping etc.)	135,000.00	
Parking meter operations	100,669.57	
Parking lot operations	<u>137,806.40</u>	<u>840,950.18</u>
Balance as at December 31, 2008		<u>\$ 1,505,715.32</u>
Committed funds:		
Downtown Parkade (N67 - D20)	\$ 250,000.00	
Upgrade Parking Meters (N67)	<u>90,000.00</u>	
		<u>340,000.00</u>

CENTRAL BUSINESS DISTRICT LAND ACQUISITION

Balance as at January 1, 2008		\$ 277,645.14
Add: Parking rent (514-3 Ave S)		<u>917.16</u>
Balance as at December 31, 2008		<u>\$ 278,562.30</u>
Committed Funds:		
- Consulting 1 Ave S - redevelopment	\$ <u>18,676.00</u>	

As at December 31, 2008 an internal advance amounting to \$1,500,000 has been made to this reserve. This amount is to be repaid in future years.

COMMUNITY LIGHTING

Balance as at January 1, 2008		\$ 1,939,198.92
Add: Allocation from operations		<u>206,100.00</u>
Balance as at December 31, 2008		<u>\$ 2,145,298.92</u>
Committed Funds:		
- Power Reduction (N18)	\$ <u>150,000.00</u>	

COMMUNITY RESERVE FUND

Balance as at January 1, 2008		\$ 687,630.33
Add: Sale of Fairmont land	\$ 1,462,500.00	
Plan 0811142 Block 15 Lot 51		
Interest Earnings	<u>46,924.07</u>	<u>1,509,424.07</u>
Balance as at December 31, 2008		<u>\$ 2,197,054.40</u>

RESERVES

RESERVE ANALYSIS FOR THE YEAR ENDED DECEMBER 31, 2008

FLEET SERVICES

Balance as at January 1, 2008		\$	11,352,322.11
Add: Allocation from fleet operations	\$		2,877,493.76
Sale of equipment			43,224.00
Recoveries:			
- Water debt paydown (principal)(2009)		<u>45,200.00</u>	<u>2,965,917.76</u>
			14,318,239.87
Less: Purchase of equipment		1,440,757.54	
Fleet management		<u>171,237.11</u>	
			1,611,994.65
Internal Financing:			
- School bus purchase		<u>449,665.00</u>	<u>2,061,659.65</u>
Balance as at December 31, 2008		\$	<u><u>12,256,580.22</u></u>

As at December 31, 2008 internal advances amounting to about \$499,000 are owing to this reserve. These amounts are to be recovered in future years.

Committed funds:

Equipment replacements	\$		1,425,463.00
Automated Side Loader Refuse Truck			1,017,119.25
72" Mower & Debris Blower & Trailer			70,361.00
AWD Cargo Van		<u>28,634.00</u>	
	\$		<u><u>2,541,577.25</u></u>

MAJOR CAPITAL PROJECTS

Balance as at January 1, 2008		\$	3,845,175.92
Add: Pay-As-You-Go balancing	\$		1,782,000.00
Interest Earnings			168,911.86
Allocation from operations			44,900.00
Repayment of salt & sand storage facility		<u>50,000.00</u>	<u>2,045,811.86</u>
			5,890,987.78
Less: Community Stadium	\$	749,941.05	
Phase-in building maintenance 2006/2008		<u>314,737.15</u>	<u>1,064,678.20</u>
Balance as at December 31, 2008		\$	<u><u>4,826,309.58</u></u>

Committed funds:

- Phase-in building maintenance 2006/2008	\$		435,262.85
- Performing Arts Centre (2010)			500,000.00
- Southern Alberta Art Gallery			500,000.00
	\$		<u><u>1,435,262.85</u></u>

**RESERVE ANALYSIS
FOR THE YEAR ENDED DECEMBER 31, 2008**

REAL ESTATE HOLDINGS

Balance as at January 1, 2008		\$ 1,634,819.62
Add: Cash to close sale of Lot 23 Blk 7 Pln 0812488 2303 - 6 Ave S	\$ 40,500.00	
Cash to close sale of Lot 18 PUL Blk 26 Pln 8610676 - 23 Ridgewood Cres W	6,450.00	
Cash to close sale of lane way 221 - 16 St N	4,259.50	
Deposit on Closed Lane 1264 & 1266 6 Av S	2,000.00	
Rental Income		
- 3038 & 3040 13 Street North	7,529.45	
- Water Tower Parking Lot	6,000.00	
- ROW 3521 - 1 Avenue South	14,250.00	80,988.95
		<u>1,715,808.57</u>
Less: Maintenance and operating costs	68,663.94	
Land Lease Taxes	6,818.92	75,482.86
		<u>1,640,325.71</u>
Balance as at December 31, 2008		\$ 1,640,325.71

As at December 31, 2008 an internal advance amounting to about \$1,500,000 has been made from this reserve. This amount is to be recovered in future years.

SCHOOL BUS

Balance as at January 1, 2008		\$ 63,977.53
Add: Allocation from operations	\$ 120,000.00	
Sale Proceeds	4,503.00	124,503.00
		<u>188,480.53</u>
Less: Bus purchase		<u>188,480.53</u>
Balance as at December 31, 2008		\$ 0.00

TRANSIT BUS

Balance as at January 1, 2008		\$ 947,654.21
Add: Allocation from operations for transit scheduling technology	\$ 15,000.00	
Allocation from operations	23,000.00	38,000.00
		<u>985,654.21</u>
Less: Transit scheduling software	42,612.00	
Fare study II	13,104.16	55,716.16
		<u>929,938.05</u>
Balance as at December 31, 2008		\$ 929,938.05

Committed funds:

Technology initiatives & system improvements	\$ 245,385.12
Replacement transit scheduling technology for Access-a-ride	115,000.00
	<u>\$ 360,385.12</u>

TOTAL CAPITAL RESERVES as at December 31, 2008	\$ 25,779,784.50
TOTAL OPERATING RESERVES as at December 31, 2008	<u>10,385,124.62</u>
TOTAL RESERVES as at December 31, 2008	\$ <u>36,164,909.12</u>
TOTAL COMMITTED FUNDS	\$ 8,246,656.75
TOTAL INTERNAL LOAN REQUIREMENTS	<u>27,356,281.24</u>
TOTAL FUNDING REQUIREMENTS	\$ <u>35,602,937.99</u>
EXCESS OF RESERVES OVER FUNDING REQUIREMENTS	\$ <u>561,971.13</u>

Affordable Housing Program

Municipal Block Funding

	2008	2009	2010	2011
Opening Balance	-	3,000,840	4,811,499	7,187,838
Grants				
Municipal Sustainability Housing Initiative (MSHI)	2,970,424	3,838,409	2,376,339	
Capital Enhancement funding Initiative (CEF)	2,030,416	-	-	
	<u>5,000,840</u>	<u>6,839,249</u>	<u>7,187,838</u>	<u>7,187,838</u>
Allocations				
Castle Apartments	2,000,000	27,750	-	
Lethbridge College Residence Housing		2,000,000		
Total Capital Allocated	<u>2,000,000</u>	<u>2,027,750</u>	<u>-</u>	<u>-</u>
Closing Balance	<u>3,000,840</u>	<u>4,811,499</u>	<u>7,187,838</u>	<u>7,187,838</u>

Affordable Housing Fund

	2007	2008	2009	2010	2011
Opening Balance	565,568	693,952	843,952	993,952	1,143,952
Funding approved in operating budget	150,000	150,000	150,000	150,000	150,000
	<u>715,568</u>	<u>843,952</u>	<u>993,952</u>	<u>1,143,952</u>	<u>1,293,952</u>
Allocations					
Architect design for Affordable Housing Housing needs assessment	21,616				
Total Capital Allocated	<u>21,616</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Closing Balance	<u>693,952</u>	<u>843,952*</u>	<u>993,952</u>	<u>1,143,952</u>	<u>1,293,952</u>

* \$712,600 of this amount remains in Residential Subdivision Surplus

Alberta Municipal Infrastructure Program (AMIP)

	Ref.	2008	2009	2010	2011	2012	2013
Opening balance		34,490,672	35,781,419	36,507,167	27,105,167	14,827,167	5,327,167
Grant		14,932,747	14,932,748	-	-	-	-
		49,423,419	50,714,167	36,507,167	27,105,167	14,827,167	5,327,167
Capital Allocated							
Capital Asset Plan and Register		-	4,018,000	-	-	-	-
Fire & EMS fleet reconfiguration plan		609,000	-	-	-	-	-
Station No. 1 (Downtown)	D - 9	2,389,000	6,661,000	6,736,000	1,938,000	-	-
West Lethbridge Centre	D - 3	9,944,000	1,660,000	-	-	-	-
North Scenic Dr	C - 17	-	-	1,000,000	9,500,000	9,500,000	-
Public Operations Building	D - 22	-	630,000	346,000	2,000	-	-
Storm Sewer Rehab		-	838,000	838,000	838,000	-	-
Fire Pumper vehicle	2009 base	-	-	482,000	-	-	-
Utility rate mitigation - WWTP Clarifier Upgrades	E - 11	700,000	400,000	-	-	-	-
Total Capital Allocated		13,642,000	14,207,000	9,402,000	12,278,000	9,500,000	-
Closing Balance		35,781,419	36,507,167	27,105,167	14,827,167	5,327,167	5,327,167

Downtown Redevelopment Fund

	Ref.	2008	2009	2010	2011
Opening Balance		712,913	865,981	732,195	928,295
Funding approved in operating budget		500,000	500,000	500,000	500,000
		1,212,913	1,365,981	1,232,195	1,428,295
Allocations					
Alberta Mainstreet program		35,000	35,000	35,000	35,000
Bridge Inn Historic Fabric Recovery		-	23,035	-	-
Bright Lights festival		6,399	-	-	-
Bulletin Kiosk/Lampost sign collars		6,984	14,162	-	-
Gregoire Clock - operating costs		121	-	-	-
Hanging Baskets-Community in Bloom		-	2,500	-	-
Highway Signage		-	6,000	1,000	1,000
Planning wages for downtown		106,060	118,740	119,600	124,600
2008 Downtown Enhancement Projects		192,368	-	-	-
2009 Downtown Enhancement Projects		-	335,549	-	-
Initiatives					
Mainstreet Program	N-34	-	37,500	75,000	75,000
BRZ Coordinator	N-35	-	12,000	24,000	-
Rotating Parks Security	N-37	-	27,400	27,400	27,400
Shelter & Bench Sanitation	N-66	-	21,900	21,900	21,900
		346,932	633,786	303,900	284,900
Closing Balance		865,981	732,195	928,295	1,143,395

New Deal for Cities & Communities (NDCC)

Ref.	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Opening Balance	221,285	1,845,098	726,921	466,469	430,017	3,162,565	4,809,113	7,999,661	9,223,209	13,393,757
Grant (New Deal for Cities & Communities)	2,336,813	4,670,548	4,670,548	4,670,548	4,670,548	4,670,548	4,670,548	4,670,548	4,670,548	4,670,548
	2,558,098	6,515,646	5,397,469	5,137,017	5,100,565	7,833,113	9,479,661	12,670,209	13,893,757	18,064,305
Capital Allocated										
Strategic Building Asset Management	-	348,725	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Transit Fleet Replacement	-	798,000	-	1,308,000	436,000	1,850,000	-	1,963,000	-	-
Transit Fleet Expansion	-	-	1,300,000	450,000	900,000	465,000	980,000	984,000	-	1,072,000
Transit Customer Service upgrade	105,000	105,000	105,000	-	-	-	-	-	-	-
Para-Transit (Handi-Bus)	233,000	290,000	-	209,000	102,000	209,000	-	-	-	838,000
Public Operations Building	-	1,432,000	86,000	-	-	-	-	-	-	-
MDP/Integrated Community Sustainability Plan	168,000	375,000	-	-	-	-	-	-	-	-
Envision Sustainability Tools (part of above)	207,000	-	-	-	-	-	-	-	-	-
Transit Hoists	-	240,000	240,000	-	-	-	-	-	-	-
Utility rate mitigation - WWTP headworks	-	2,000,000	2,500,000	2,000,000	-	-	-	-	-	-
Transit Bus Stops - Accessibility Standards	-	200,000	200,000	-	-	-	-	-	-	-
Total Capital Allocated	713,000	5,788,725	4,931,000	4,707,000	1,938,000	3,024,000	1,480,000	3,447,000	500,000	2,410,000
Closing Balance	1,845,098	726,921	466,469	430,017	3,162,565	4,809,113	7,999,661	9,223,209	13,393,757	15,654,305

Municipal Sustainability Initiative - Capital

Ref.	2008	2009	2010	2011	2012	2013	2014	2015	2016
Opening Balance	3,833,496	11,362,349	2,124,748	8,261,316	18,784,884	33,166,452	55,459,020	79,985,588	104,495,156
Capital	8,077,431	9,973,224	25,042,568	25,042,568	25,042,568	25,042,568	25,042,568	25,042,568	25,042,568
Allocated from Operating to Capital	1,820,776	605,000	605,000	-	-	-	-	-	-
Trust Interest	250,217	-	-	-	-	-	-	-	-
	13,981,920	21,940,573	27,772,316	33,303,884	43,827,452	58,209,020	80,501,588	105,028,156	129,537,724
Capital Allocated									
Mayor Magrath Dr. (40 Ave S to City Limit)	-	-	-	-	175,000	2,250,000	-	-	-
Roadway Reconstruction	-	-	3,800,000	-	-	-	-	-	-
Station No. 1 (Downtown)	2,100,000	-	-	-	-	-	-	-	-
Twin Ice Centre	-	-	-	5,800,000	10,000,000	-	-	-	-
Community Arts Centre	-	-	4,600,000	-	-	-	-	-	-
Public Operations Building	-	7,651,000	2,793,000	490,000	-	-	-	-	-
PSCC Radio upgrade	519,571	1,298,274	-	-	-	-	-	-	-
Digital Voice Logger Recorder	-	158,551	-	-	-	-	-	-	-
ENMAX in CIP	-	5,096,000	4,943,000	7,756,000	-	-	-	-	-
Archive Relocation and Administrative Space Expansion Project	-	2,916,000	2,916,000	-	-	-	-	-	-
Smart Card Technology	-	1,400,000	-	-	-	-	-	-	-
	-	-	337,000	351,000	364,000	378,000	394,000	411,000	431,000
Base Budget Inclusions	-	324,000	122,000	122,000	122,000	122,000	122,000	122,000	122,000
Basic Capital matching for Arterial Roadways	-	-	-	-	-	-	-	-	-
Basic Capital matching for Bridges	-	-	-	-	-	-	-	-	-
Initiatives Approved									
Hazardous Material & Enviro. Release Mitigation	-	250,000	-	-	-	-	-	-	-
Sustaining Live Fire Training	-	600,000	-	-	-	-	-	-	-
	2,619,571	19,815,825	19,511,000	14,519,000	10,661,000	2,750,000	516,000	533,000	553,000
Total Capital Allocated									
Closing Balance	11,362,349	2,124,748	8,261,316	18,784,884	33,166,452	55,459,020	79,985,588	104,495,156	128,984,724

Municipal Sustainability Initiative - Operating

	2008	2009	2010	2011	2012	2013	2014	2015	2016
Opening Balance	-	-	-	-	-	-	-	-	-
Operating	1,183,923	1,180,000	1,180,000	1,180,000	1,180,000	1,180,000	1,180,000	1,180,000	1,180,000
	1,183,923	1,180,000	1,180,000	1,180,000	1,180,000	1,180,000	1,180,000	1,180,000	1,180,000
Capital Allocated									
Transferred to MSI Capital Allocated to Operating Budget	1,183,923	605,000	605,000	-	-	-	-	-	-
To offset Electric cost on City Facilities	-	575,000	575,000	-	-	-	-	-	-
	-	-	-	1,180,000	1,180,000	1,180,000	1,180,000	1,180,000	1,180,000
Total Capital Allocated	1,183,923	1,180,000	1,180,000	1,180,000	1,180,000	1,180,000	1,180,000	1,180,000	1,180,000
Closing Balance	-	-	-	-	-	-	-	-	-

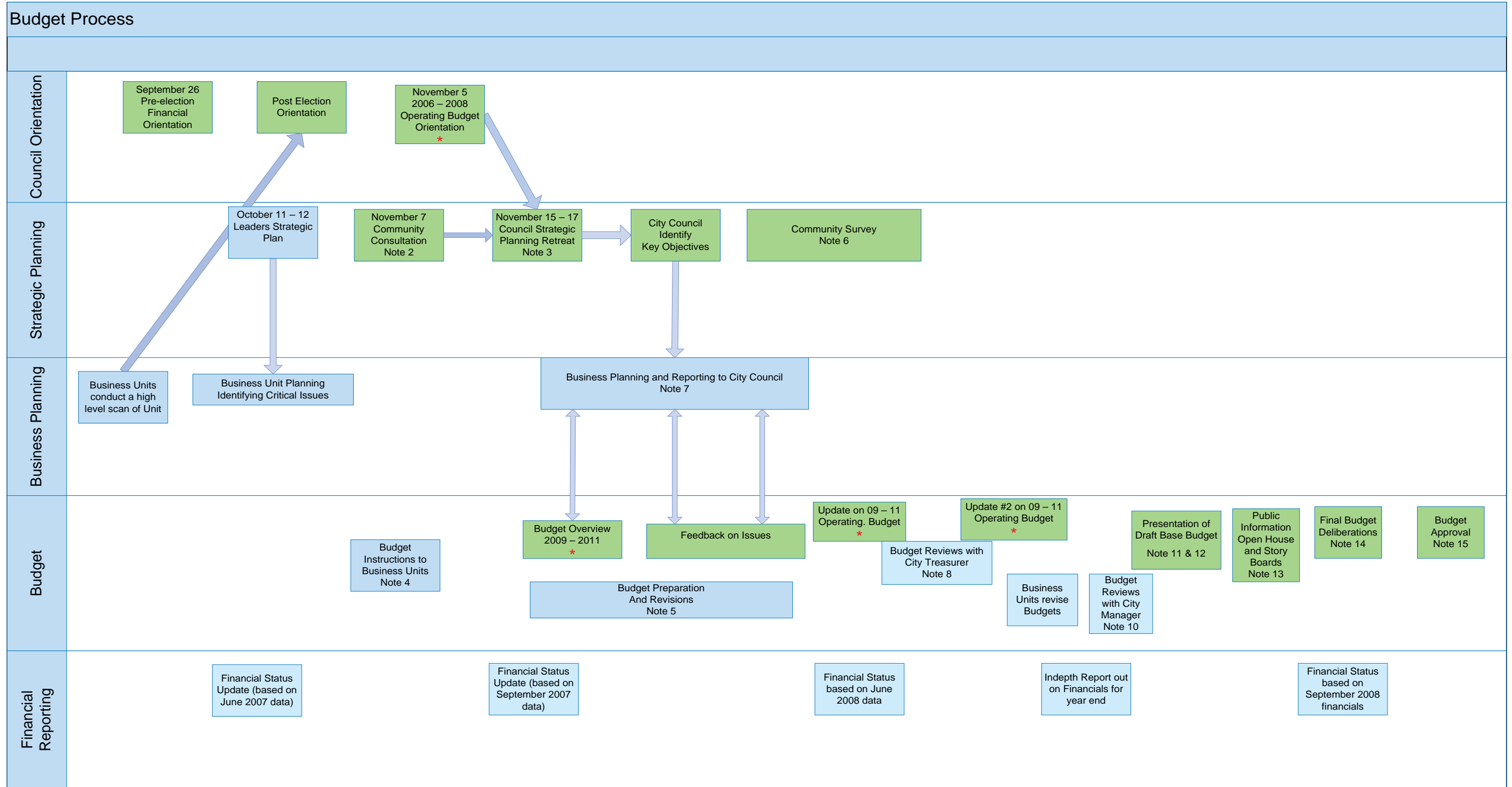
GST Rebates

	2008	2009	2010	2011
Opening Balance	1,046,833	1,304,042	1,363,742	1,413,142
GST rebates	1,266,100	1,000,000	1,000,000	1,000,000
	<u>2,312,933</u>	<u>2,304,042</u>	<u>2,363,742</u>	<u>2,413,142</u>
Allocations				
Community Capital Grant Program	450,000	450,000	450,000	450,000
Capital Asset Plan & Register	147,000	240,300	250,600	261,000
Strategic Building Asset Management	250,000	250,000	250,000	250,000
Capital Asset Management maintenance fees	17,299	-	-	-
West Lethbridge Centre Sportsfield	67,360	-	-	-
West Lethbridge Centre Library	77,232	-	-	-
Total Capital Allocated	<u>1,008,891</u>	<u>940,300</u>	<u>950,600</u>	<u>961,000</u>
Closing Balance	<u>1,304,042</u>	<u>1,363,742</u>	<u>1,413,142</u>	<u>1,452,142</u>

*SunRidge*



BUDGET PROCESS



In-Camera *

Administration

Significant Council Involvement



BUDGET PROCESS

Building a 3 year budget is a very long and extensive process. The goal is to provide City Council with the best information available for their decision making, planning and communicating with our residents and businesses.

- | | |
|-------------------------|--|
| July 9, 2007 | 1. City Council approved 2008-2010 three year capital plan within the 2008-17 ten year Capital Improvement Program (CIP). This allows planning and design to proceed in a more timely fashion and all operating costs that flow from the Capital Plan to be incorporated into the 2009-2011 Operating Budget. |
| November 2007 | 2. City Council hosted a Community Consultation Forum to listen to feedback that assists in planning priorities for the community
3. City Council met to set Strategic Priorities and communicates with the public "2007-2010 Towards A Sustainable Future." |
| December 2007 | 4. City Treasurer distributed 3 year Operating Budget guidelines and schedule to business units. |
| January 2008 | 5. Preliminary Budget sessions were held with Business Unit Managers/Leaders. |
| May 2008 | 6. IPSOS Reid conducted a Community Survey to collect information on city services. |
| February - October 2008 | 7. Preliminary discussions with City Council regarding various aspects of individual business unit operating budgets relating to current issues and future challenges/opportunities. Specific attention was focused on incorporated City Council's priorities "Towards a Sustainable Future" into the budget. |
| May - June 2008 | 8. City Treasurer reviewed business unit budgets and new initiatives for presentation to City Manager. |
| July 2008 | 9. IPSOS-Reid presents City Council with results of the "community survey". The results generally reflect a high level of satisfaction with services. |

BUDGET PROCESS

- | | |
|------------------------|---|
| September 2008 | 10. City Manager completed reviews of the preliminary operating budgets and new initiatives from all the business units ensuring alignment with results of Citizens Satisfaction Survey and City Council's "Towards a Sustainable Future". |
| October 2008 | 11. Utility operations presented budget overviews to City Council. Consistent with Council policy, this gives citizens and businesses three months notice of any anticipated rate increases. |
| November 3, 2008 | 12. City Manager presented preliminary 2009 to 2011 operating budget to City Council. Presentations were also made by Lethbridge regional Police Commission, Lethbridge Public Library Board, and Sir Alexander Galt Museum Board. |
| November 4- 6, 2008 | 13. City Council hosted "Open House" for the residents and business leaders to receive feedback on the preliminary 3 year budget. Open Houses were held in three locations: 1) City Hall 2) North Lethbridge and 3) West Lethbridge. |
| November 17 – 21, 2008 | 14. The Finance Committee reviewed preliminary budget related presentations, including new initiatives, then presents and debated budget resolutions, and recommended to City Council approval of the amended budget. |
| November 24, 2008 | 15. At a regular meeting of City Council the 2009-2011 Operating Budget was approved. |



FINANCE COMMITTEE MINUTES

MINUTES of a Finance Committee Meeting held on **Monday, November 3, 2008 at 10:00 A.M.** in Council Chambers with the following in attendance:

CHAIRMAN: Acting Mayor R. Dodic

ALDERMEN: J.H. Carlson
R. K. Parker
M. A. Simmons
K. E. Tratch
S. G. Ward
T. H. Wickersham

OTHERS: City Clerk, D. Nemeth
Legislative Coordinator, B. Burke
City Manager, G. Sherwin
City Solicitor, D. Hudson
City Treasurer, C. Wight
Director of Community Services, K. Hopkins
Director of Infrastructure Services, D. Hawkins
Corporate Initiatives Director, B. Beck

ABSENT: R. D. Tarleck
B.A. Lacey

- **Presentation of 2009 – 2011 Operating Budget**

Garth Sherwin, City Manager, provided an overview of the budget process and highlighted the results of the Community Survey. He identified the underlying budget principles as being:

- Maintain the 2008 service levels and programs (adjusted to 2009, 2010 and 2011 cost base)
- Infrastructure maintenance remains a high priority
- To follow the City's long term financial policies including
 - Capital Improvement Program and Pay-As-You-Go
 - User Pay and Cost Recovery

Mr. Sherwin reported on the budget pressures which included: community growth, lifecycle, external drivers and structural budget changes, previously approved decisions and inflation. He identified areas of additional revenue generation.

Mr. Sherwin identified the additional revenue requirements over the three years of the budget and provided the variance between the 2008 and 2011 property tax by business unit and cost category.

A question period followed with respect to:

- The inclusion of additional staff in the budget and when City Council will have an opportunity to address this
- Opportunity for City Council and the public to know the consequences of staff reductions
- Additional staff being approved with a positive resolution
- Provincial announcement of additional three additional police officers providing an opportunity for budget relief
- Basis on which the \$3.1 million tax relief from the Municipal Revenue Stabilization Reserve (MRSR) was determined and the percentage of relief this provides
- Activity within the MRSR – how much actually comes out and sources of revenue
- Rationale for not using more of the MRSR and the consequence to changes in current policies governing the MRSR
- Potential uses of the GST surplus and criteria for expenditures
- Tax increases not exceeding inflation and the dollar value of a 1% tax increase
- Amounts of the Education and Green Acres tax for 2009
- Development of the base budget based on no changes to existing services carried over the next three years
- Restricting parkland growth in new areas
- Interest charges on internal borrowing for tax supported projects
- Interest rate charges on internal borrowing
- Amount of the Urban Parks Grant and what it is used for
- Ability to prepare a budget with significantly lower tax increases compared to other Alberta communities
- Possibility of jeopardizing future citizens by using grants now and keeping tax increases so low
- Ramifications of including items based upon expectation of money from other levels of government that do not materialize
- Revenue requirement for Utility Fund and the impact on rates of the base budget and new initiatives

Mr. Sherwin provided an overview of the Utility Fund including Water, Wastewater, Recycling, Waste Collection, Electric and Utility Services.

Mr. Sherwin identified the new initiatives and the impact to the taxpayers in terms of service and cost. He reported that the tax increase to support the base budget is calculated to be 3.88% for each of 2009, 2010 and 2011, and the New Initiatives, if fully approved, would increase the budget to approximately 5.1% per year.

In summary, Mr. Sherwin advised:

- the budget, business plans and City Council's term of office are aligned
- priorities from City Council's "Towards A Sustainable Future" have been addressed
- services and programs have been maintained at 2008 level
- community has been engaged throughout the process

Mr. Sherwin advised that the 2009 – 2011 operating Budget would be submitted to City Council for approval on November 24, 2008.

A question period followed with respect to:

- Annual increase to the taxpayers, taxes and utilities, resulting from the approval of the base budget and all initiatives

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- **2009 – 2011 Budget Presentation – Lethbridge Regional Police Service**

Police Chief Tom McKenzie outlined the trends, drivers and challenges presently facing the Police Department. Demographics, society, economy, science and technology, government and legislation all create challenges for the Police Service as the department seeks to be effective, responsive and proactive in providing service to the community.

Chief McKenzie advised that members of the Police Commission and the Police Executive participated in a strategic planning session to develop strategic vision for the Service over the next three years. External trends, internal factors impacting the Service and community expectations were evaluated. The areas identified as requiring continuous focus are traffic safety, organized crime and disorder (family violence, bar fights, etc). He reported that the base budget is projected to increase over the next three years due to inflation and increases in wages and police vehicle fleet charges.

The new budget initiatives are as a direct result of the strategies identified in the Strategic and Business Plan for the Police Service:

- Administrative Analyst
- Two Domestic Violence Constables
- Financial Technician
- Two High Risk Offender Constables
- Increase Supervisory Ranks
- Two Information Technology Members
- Three Civilians for on-line police reporting
- Two Proceeds of Crime Constables 10
- Recruiting for the Chief of Police
- School Resource Officer
- Three Special Operations Constables

Chief McKenzie reported the new budget initiatives will increase the Police Service person years by 6 in 2009, 14 in 2010 and 17 in 2011 resulting in the following staff compliments:

- 2009 – 150 sworn members and 44 civilian
- 2010 – 159 sworn members and 46 civilian
- 2011 – 164 sworn members and 47 civilian

Chief McKenzie concluded by stating the base budget results in a 4.38% increase and the new initiatives result in an additional 2.2% increase to the budget.

A question period followed with respect to:

- Provincial funding for three new front-line Police Officers and the anticipated tax relief
- Conditions on provincial funding relative to appropriate level of policing to protect community
- One-time costs associated with new initiatives
- Percentage of the total budget spent on fuel and thoughts given to fuel efficiency
- Base budget increases and budget increases for new initiatives
- Impact of increase to supervisory ranks and the number of people on a team
- Number of police officers, per shift, on average and how many available front-line officers per shift
- Downtown policing
- Standard ratio of Sergeant to Constables in the industry
- Possibility of having sworn officers trained in civilian duties and the rationale for not going in this direction

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- **2009 – 2011 Budget Presentation – Lethbridge Public Library**

Caryl Nelson-Fitzpatrick, Vice-Chair, Lethbridge Public Library Board, introduced Bev Shimazaki, Acting Director and Todd Gnissios, Associate Director: Branches and Outreach Services, Lethbridge Public Library.

Ms. Nelson-Fitzpatrick outlined the successes of the Lethbridge Public Library as indicated in the 2008 Citizen Satisfaction Survey. She advised that 93% of citizens were satisfied with the services, 90% deemed the services important and that Library Services were ranked in the top two city services residents were most satisfied with. She advised that the Lethbridge Public Library Board has approved a 25 year long term service delivery model which would see the development of a multi-branch system to meet the diverse needs of all communities in Lethbridge. The first phase of the model, the West Lethbridge Community Branch is scheduled for opening in September 2010 and two smaller neighbourhood branches are proposed for north and south Lethbridge in 2030.

Ms. Nelson-Fitzpatrick reported on the Lethbridge Public Library ranking with other comparable Canadian Urban Public Libraries and the Library 2007 activity and output measures. She identified the operating funding sources and the budget pressures. She advised that they are lobbying the province for an increase to the per capita grant which has remained the same since 1993. Ms. Nelson-Fitzpatrick advised that the Five Year Business Plan for the Library focuses on five key service delivery response areas:

- Community Commons/Development Centre
- Life-long learning
- Popular Materials Collection
- Basic Literacy
- Preschoolers'/Children's' Door to Learning

The new budget initiatives identified are:

- Online Service Enhancement and Development
- Outreach
- Communications and Fund Development Coordinator
- Scheduling Software
- Financial Technician
- Information Technology Coordinator

Ms. Nelson-Fitzpatrick concluded by identifying the cost of buying versus borrowing and the projected Lethbridge Public Library return on investment.

A question period followed with respect to:

- Possibility of integrating the present financial system with the City's system
- Priority of new initiatives
- On-line services being provided free and wireless access
- Opportunity to combine room booking and staff scheduling with City systems
- Discussions on sharing of software or approaches to E-commerce booking and scheduling
- Chinook Arch Regional Library reimbursing for bookmobile wear and tear expenses
- Community Fund Development Coordinator generating sufficient funds that the position would become self-supporting
- Estimated funds that could be generated in Lethbridge
- Salary identified for fundraising position at market
- Examples of how outreach programs could be developed
- Source of statistics concerning the number of residents using the Library

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- **2009 – 2011 Budget Presentation – Galt Museum & Archives**

Lola Major, Member, Galt Museum & Archives Board, introduced Fred Baskerville, Treasurer, Galt Museum & Archives Board and Susan Burrows-Johnson, CEO/Executive Director, Galt Museum & Archives. Ms. Major reported on the number of visitors to the Museum and the programs delivered. She advised that there have been 5,000 more visitors this year by end of September.

Fred Baskerville, Treasurer, Galt Museum & Archives Board, advised that the Museum has been in the new building one full year and that they have taken over the store previously operated by the Friends of the Galt Museum. He reported on grants obtained for special projects and donations received in support of special events. He advised that they have been working to increase store sales, visitors and programming. Mr. Baskerville reported on costs of purchasing two compact storage units to safeguard the City's collection, succession planning and expenses associated with bussing, marketing and furniture.

Susan Burrows-Johnson, CEO/Executive Director, advised that they have peaked and can only increase service by increasing the staff compliment. She outlined the new initiatives and the desired outcomes:

- Administrative Assistant
- Programmer/Educator
- Marketing/IT Assistant

Ms. Burrows-Johnson advised City Council that landscaping of the building will cost approximately \$750,000 to complete and will be funded through grants and community groups.

A question period followed with respect to:

- Increase to the base budget for same level of service
- Function of Marketing/IT Assistant
- Expansion of photo archives
- Breakdown of revenue from facility rental versus the store
- Possibility of re-writing the job description to combine the Programmer and IT designer
- Museum being wireless

R.K. PARKER:

THAT this meeting of the Finance Committee be adjourned.

-----CARRIED

FINANCE COMMITTEE MINUTES

MINUTES of a Finance Committee Meeting held on **Monday, November 17, 2008 at 10:00 A.M.** in Council Chambers with the following in attendance:

CHAIRMAN: Deputy Mayor B.A. Lacey

ALDERMEN: Mayor R.D. Tarleck
J.H. Carlson
R. Dodic
R. K. Parker
M. A. Simmons
K. E. Tratch
S. G. Ward
T. H. Wickersham

OTHERS: City Clerk, D. Nemeth
Deputy City Clerk, A. Neufeld
City Manager, G. Sherwin
City Solicitor, D. Hudson
City Treasurer, C. Wight
Director of Community Services, K. Hopkins
Director of Infrastructure Services, D. Hawkins
Corporate Initiatives Director, B. Beck

Deputy Mayor Lacey, Chairman of the Finance Committee called the meeting to order and welcomed the members of the public in the audience.

She advised that this is the first meeting of the Finance Committee starting a week long deliberation on the City's Budget for 2009, 2010 and 2011.

This is the third time that a three year budget has been set. The process started a year ago when the City Treasurer distributed the three year budget guidelines and schedules to all the business units. Over the last six or seven months they produced their Administrative business plans which were all presented to City Council.

The budget is in three sections:

- a. General Fund used to support all City operations except for the Utilities and funded mainly from property taxes, user fees and grants
- b. Utility Fund used to support Waste Management, Water and Wastewater and Electric services –on a user pay basis
- c. New Initiatives proposed enhancements to service funded from three main sources: one-time allocations, non-tax sources and property tax.

General Fund

There will be additional revenue generated from growth in the assessment base, increase in permit and user fees and additional funding from the Municipal Revenue Stabilization Reserve (MRSR) for tax relief. To maintain present service level, costs will have to rise to about \$8.5 million/year.

The projected budget shortfall is around \$3 million/year or a 3.88% average yearly increase for the next three years.

Utilities

In order to maintain the same level of service, an average yearly increase of around 3.3% is required.

New Initiatives

Sixty-three new initiatives, funded from various sources, could result in a further property tax increase of 1.2%.

Deputy Mayor Lacey outlined the Finance Committee Agenda for the week and stated that the budget is built on three principles:

- To maintain services at 2008 levels
 - To comply with City Council’s fiscal policies such as Pay-as-you-go and the Capital Improvement Project
 - Infrastructure maintenance remains a high priority
-

“BASE BUDGET” DISCUSSIONS

City Manager, Garth Sherwin provided an overview of the budget process. Mr. Sherwin highlighted the results of the community forum and community survey which identified the expectations of the community. In addition, City Council developed the three year strategic plan setting out City Council’s strategic direction.

A question period followed with respect to:

- Budget requirements of the Library Board, Galt Museum Board and Lethbridge Regional Police Commission
 - Anticipated opening of Westside Library and the current status of the library budget
 - Resolution Process
 - Anticipated tax increase
 - Impact of reducing services
 - Process to remove personnel cost and positions from the base budget
 - Personnel increases included in the base budget to maintain level of service compared to personnel increases in the new initiatives
 - Percentage of wages and benefits in City’s expenditures and the impact personnel reduction would have on the base budget
 - Feasibility of a hiring freeze
 - Desire of citizens to maintain existing services; advantages and disadvantages of closing swimming pools (i.e. Fritz Sick Pool) and statistical information on the usage and costs of operating these facilities
 - City Council’s responsibility in choosing the level of service
 - Economic situation in Alberta today versus a year ago and recognition that the country may be facing difficult economic times
 - Opportunity to adjust mill rate in 2010
 - Impact of leaving the total amount of funding in the budget for Emergency & Medical Services
 - Increases to utility services, recycling services, landfill and wastewater Reduction in costs and ways to reduce standards for community lighting
 - Current standards for park maintenance
-

“NEW INITIATIVES” DISCUSSIONS

A review of New Initiatives N-1 to N-29 took place.

R.K. PARKER:

THAT this meeting of the Finance Committee be adjourned.

-----CARRIED

FINANCE COMMITTEE MINUTES

MINUTES of a Finance Committee Meeting held on **Tuesday, November 18, 2008 at 10:00 A.M.** in Council Chambers with the following in attendance:

CHAIRMAN: Deputy Mayor B.A. Lacey
Mayor R.D. Tarleck

ALDERMEN: J.H. Carlson
R. Dodic
R. K. Parker
M. A. Simmons
K. E. Tratch
S. G. Ward
T. H. Wickersham

OTHERS: City Clerk, D. Nemeth
Deputy City Clerk, A. Neufeld
City Manager, G. Sherwin
City Solicitor, D. Hudson
City Treasurer, C. Wight
Director of Community Services, K. Hopkins
Director of Infrastructure Services, D. Hawkins
Corporate Initiatives Director, B. Beck

A.M. Session

Review of the remaining Initiatives

P.M. Session

Doug Kaupp, General Manager, Water, Wastewater and Stormwater, addressed the presentation made by Chris Spearman of the Industrial Association of Southern Alberta. Mr. Kaupp identified the five concerns of the Industrial Association of Southern Alberta as being:

- Economic Development
 - Competitiveness - rates compared to other municipalities
 - Rate design – increase on consumption
 - Wastewater
- Relief of Taxation and Overheads
- Energy costs
- Unmetered Parks Watering
- Effects of Grant funding of Capital Projects

Mr. Kaupp demonstrated a hypothetical bill for both industrial and residential consumption and compared Lethbridge rates to other communities. He stated that the City rate design is based on two components: fixed charges and consumption (declining blocks). It has been the policy of the City since 2000 to apply rate increases to only the consumption portion for two reasons:

- Maintain fixed charges
- Prevents price difference between blocks from expanding

He summarized the remaining four areas of concern as follows:

- Relief of taxation from the water utility is a formula driven expense set at 8% of water revenue
- Increase in electricity costs for water utility is based on a new power supply contract covering 2011 to 2013
- Fixed amount of unmetered water was reduced by \$111,000 in the base budget to reduce pressure on taxation
- Application of grant funding to capital projects

A question period followed with respect to:

- Declining block rate design being used in other municipalities
- Maintaining the fixed charges by grant funding and if the grants are applied to the fixed charges of both residential and commercial customers
- Total number of unmetered parks
- Percentage increases of 12%, 10.9% and 10.4% on industrial and what the percentage increases are related to

.....

John King, Transit Manager, advised that the 2009-2011 Transit New Initiatives are as follows:

- Transit Service Standards Implementation (N-41)
- Access-A-Ride Service Expansion (N-42)
- Seniors Transportation “Go Friendly Shuttle” (N-40)

Mr. King provided background information on the service standards adopted by City Council in 2007. They stated that Lethbridge Transit would provide service every 30 minutes during “core” hours. In order to build transit services and provide the level of service as defined by the community, the following implementation plan is recommended:

- September 2009- Monday to Friday from 7:00 pm to 10:00 pm
- January 2011 – Saturdays from 7:00 am to 10:00 am
- 30 minute service standard for Sunday from 8:00 am to 7:00 pm (as part of the 2012-2014 operating budget deliberations)

Mr. King provided history on the Access-A-Ride operations and briefly reviewed the service standards that were developed as a result of community consultation. The key objective for paratransit services is to increase capacity of demand for service by 15%. To meet this service standard, Access-A-Ride needs to add five hours of service per day Monday-Friday, September to June at an annual cost of \$75,000.

Mr. King briefly outlined the pilot project for seniors at the Nord-bridge Centre. It is anticipated that LSCO will apply to join the program resulting in a system expansion to approximately 40 hours per week. The implementation strategy would be to:

- Continue service for Nord-bridge as per the current pilot project
- Add LSCO when they are able to provide a vehicle
- Funding - \$50,000 from FCSS and \$82,000 from Access-A-ride Operating Budget

A question period followed with respect to:

- Increase of ridership from 200 – 450 on a weekly or monthly basis
- Increased service standards, increasing ridership that will, in turn, increase revenue
- Extending transit hours of operation
- Transit - types of riders, peak hours of operations, operating at capacity
- Cost of individual rides for “Go Friendly Shuttle” in comparison to transit fares
- Various funding for Access-A-Ride
- Expanding services to LSCO adding additional costs to Lethbridge Transit
- Unlimited use of Lethbridge Transit for seniors with a bus pass and the impact this may have on revenue and the current fare for a senior

FINANCE COMMITTEE MINUTES

- Efficiency of the “Go Friendly Shuttle” compared “Access-a-ride”
- Cost in comparison to hiring a taxi
- Criteria of those individuals who qualify to uses the services and how do we define a senior
- Adjusting program times at Nord-Bridge so they do not conflict with peak hours of operation
- Service standards for Access-a-ride and how they were created
- Areas not serviced by Transit in the City of Lethbridge
- New initiatives not requiring new vehicles
- Uniqueness of the two programs, Access-a-ride and “Go Friendly Shuttle”
- “Go Friendly” contributing to the programs at Nord-Bridge, profile of riders and the greatest successes of the service
- Fees charged to offset the service
- Partnership with Nord-Bridge and how the revenue and expenses are shared

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FINANCE COMMITTEE MINUTES

MINUTES of a Finance Committee Meeting held on **Wednesday, November 19, 2008 at 2:00 P.M.** in Council Chambers with the following in attendance:

- CHAIRMAN:** Deputy Mayor B.A. Lacey
Mayor R.D. Tarleck
- ALDERMEN:** J.H. Carlson
R. Dodic
R. K. Parker
M. A. Simmons
K. E. Tratch
S. G. Ward
T. H. Wickersham
- OTHERS:** City Clerk, D. Nemeth
Deputy City Clerk, A. Neufeld
City Manager, G. Sherwin
City Solicitor, D. Hudson
City Treasurer, C. Wight
Director of Community Services, K. Hopkins
Director of Infrastructure Services, D. Hawkins
Corporate Initiatives Director, B. Beck

The following resolutions were presented:

**N-1
COMMUNITY SERVICES**

M.A. SIMMONS:

BE IT RESOLVED THAT the Community Services Initiative *to Replace and Lifecycle Festive Lighting for the Community* be approved with a one-time allocation in the amount of \$135,000 from the MRSR and ongoing maintenance of \$15,000 from Taxation commencing in 2011.

-----CARRIED

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**N-2
INFRASTRUCTURE SERVICES**

M.A. SIMMONS:

BE IT RESOLVED THAT the Infrastructure Services Parks Management Initiative *to conduct Private Tree Inventory* be approved with a one-time allocation in the amount of \$70,000 from the MRSR.

-----CARRIED

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**N-3
TRANSPORTATION**

T.H. WICKERSHAM:

BE IT RESOLVED THAT the Transportation Initiative for *Welcome to Lethbridge Signage* be approved with a one-time allocation in the amount of \$160,000 from the MRSR in 2009 and ongoing maintenance of \$4,000 per year from Taxation commencing in 2010.

Opposed R.D. Tarleck
J.H. Carlson
R. Dodic
R.K. Parker

-----CARRIED

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N-4
SOUTHERN ALBERTA ART GALLERY

R. DODIC:

BE IT RESOLVED THAT the Southern Alberta Art Gallery Initiative for *Fund Development* be approved with a one-time allocation in the amount of \$174,000 from the MRSR.

Opposed: R.K. Parker
M.A. Simmons

-----CARRIED

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N-5
LETHBRIDGE PUBLIC LIBRARY

M.A. SIMMONS:

BE IT RESOLVED THAT the Library Initiative for *On-line Services Enhancement and Development* be approved with a one-time allocation in the amount of \$78,400 from the MRSR.

-----CARRIED

.....

N-6
LETHBRIDGE PUBLIC LIBRARY

M.A. SIMMONS:

BE IT RESOLVED THAT the Library Initiative for *Plan of Service Outreach* be approved with a one-time allocation in the amount of \$110,000 from the MRSR.

-----CARRIED

.....

N-7
LETHBRIDGE PUBLIC LIBRARY

M.A. SIMMONS:

BE IT RESOLVED THAT the Library Initiative for *Scheduling Software* be approved with a one-time allocation in the amount of \$42,600 from the MRSR in 2009 and ongoing maintenance of \$4,000 from Taxation commencing in 2010.

-----CARRIED

.....

N-8
ECONOMIC DEVELOPMENT LETHBRIDGE

R.D. TARLECK:

BE IT RESOLVED THAT the Economic Development Lethbridge Initiative for *Labour Force Initiative Continuation* be approved with a one-time allocation in the amount of \$90,000 from the MRSR.

-----CARRIED

.....

N-9
ECONOMIC DEVELOPMENT LETHBRIDGE

R.D. TARLECK:

BE IT RESOLVED THAT the Economic Development Lethbridge Initiative for *Technology Transition Facility (Technology Incubator)* be approved with a one-time allocation in the amount of \$90,000 from the MRSR.

-----CARRIED

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N-10

ECONOMIC DEVELOPMENT LETHBRIDGE

K.E. TRATCH:

BE IT RESOLVED THAT the Economic Development Lethbridge Initiative for *Business Cluster Directory and Online Industrial Park Mapping* be approved with a one-time allocation in the amount of \$50,000 from the MRSR, and ongoing funding of \$12,300 from Taxation and \$7,700 from Utilities, Fleet & Land commencing in 2010.

Opposed: B.A. Lacey
M.A. Simmons

-----CARRIED

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N-11

ECONOMIC DEVELOPMENT LETHBRIDGE

K.E. TRATCH:

BE IT RESOLVED THAT the Economic Development Lethbridge Initiative for *Assessment and Proactive Solicitation of Niche Hotel Partner* be approved with a one-time allocation in the amount of \$70,000 from the MRSR.

Opposed: R. Dodic
R.K. Parker
M.A. Simmons
S.G. Ward
T.H. Wickersham

-----DEFEATED

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N-12

ECONOMIC DEVELOPMENT LETHBRIDGE

K.E. TRATCH:

BE IT RESOLVED THAT the Economic Development Lethbridge Initiative for *Lethbridge Awareness Campaign* be approved with a one-time allocation in the amount of \$150,000 from the MRSR in 2009.

Opposed: M.A. Simmons

-----CARRIED

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N-65

COMMUNITY SERVICES

R.K. PARKER:

WHEREAS Lethbridge Seniors represent 24% (20,252) of the community population

AND WHEREAS 5,250 of these seniors are registered as members of either or both the Lethbridge Seniors Citizens Organization and Nord-Bridge Seniors Organization

AND WHEREAS activity and a sense of community contribute to the health and well being of seniors

AND WHEREAS both these organizations report an annual loss of revenue associated with bingos and casinos averaging 45% per organization (\$65,000 - \$90,000)

FINANCE COMMITTEE MINUTES

AND WHEREAS the organizations have requested long term core funding support from the Province of Alberta

AND WHEREAS the MLA from Lethbridge West has suggested that this support is not likely to occur until 2011

AND WHEREAS this contribution will allow both organizations sustainable funding pending Provincial program support

THEREFORE BE IT RESOLVED THAT the 2009 – 2011 Operating Budget include support to seniors operations on a one-time basis of \$100,000 in each of 2009 and 2010 from the Municipal Revenue Stabilization Reserve (MRSR) to be allocated equally to each organization

AND FURTHER BE IT RESOLVED THAT the funding is on the understanding that the City's commitment is for two years only 2009 and 2010.

PRIOR TO A VOTE ON THE FOREGOING RESOLUTION THE FOLLOWING AMENDMENT WAS PRESENTED:

J.H. CARLSON:

THAT the Operating Budget include support to Seniors Operations on a one-time basis of \$100,000 in 2009 and \$80,000 in 2010 with funding from the Municipal Revenue Stabilization Reserve (MRSR).

Vote on the Amendment:

For: J.H. Carlson

Opposed: R.D. Tarleck
R. Dodic
B.A. Lacey
R.K. Parker
M.A. Simmons
K.E. Tratch
S.G. Ward
T.H. Wickersham

-----DEFEATED

Vote on the original motion:

Opposed: M.A. Simmons
K.E. Tratch
S.G. Ward

-----CARRIED

.....

**N-13
ENMAX CENTRE**

J.H. CARLSON:

BE IT RESOLVED THAT the ENMAX Centre Initiative for *Event Marketing and Sales Coordinator* be approved for 2011 with funding from additional revenue generated.

-----CARRIED

.....

N-14
FIRE & EMERGENCY SERVICES

T.H. WICKERSHAM:

BE IT RESOLVED THAT the Fire & Emergency Services Initiative for *Hazardous Material and Environmental Release Mitigation* be approved with funding of \$250,000 in 2009 from the Municipal Sustainability Initiative (MSI) Grant and ongoing taxation support of \$55,000 commencing in 2010.

-----CARRIED

.....

N-15
FIRE & EMERGENCY SERVICES

T.H. WICKERSHAM:

BE IT RESOLVED THAT the Fire & Emergency Services Initiative for *Sustaining Live Fire Training* be approved with funding of \$600,000 in 2009 from the Municipal Sustainability Initiative (MSI) Grant and ongoing taxation support of \$1,700 commencing in 2010.

-----CARRIED

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N-16
FLEET SERVICES

S.G. WARD:

BE IT RESOLVED THAT the Fleet Services Initiative for a *Programmer/Scheduler* be approved commencing in 2009 with annual funding of \$91,200 from Fleet Services.

-----CARRIED

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N-17
FLEET SERVICES

S.G. WARD:

BE IT RESOLVED THAT the Fleet Services Initiative for a *Utility Worker* be approved commencing in 2009 with annual funding of \$49,600 from Fleet Services.

-----CARRIED

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N-18
TRANSPORTATION

M.A. SIMMONS:

BE IT RESOLVED THAT the Transportation Services Initiative for *Community Lighting – Power Reduction* be approved for 2009 with funding of \$150,000 from the Community Lighting Reserve.

-----CARRIED

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FINANCE COMMITTEE MINUTES

MINUTES of a Finance Committee Meeting held on **Thursday, November 20, 2008 1:02 P.M. to 4:20 P.M.** in Council Chambers with the following in attendance:

- CHAIRMAN:** Deputy Mayor B.A. Lacey
Mayor R.D. Tarleck
- ALDERMEN:** J.H. Carlson
R. Dodic
R. K. Parker
M. A. Simmons
K. E. Tratch
S. G. Ward
T. H. Wickersham
- OTHERS:** City Clerk, D. Nemeth
City Manager, G. Sherwin
City Treasurer, C. Wight
Director of Community Services, K. Hopkins
Director of Infrastructure Services, D. Hawkins
Corporate Initiatives Director, B. Beck

The following resolutions were presented:

**N-70
BASE BUDGET**

T.H. WICKERSHAM:

WHEREAS a representative of the Industrial Association of Southern Alberta made a presentation to City Council on the proposed water and sewer rate increases

AND WHEREAS they identified the impact the proposed water and sewer rate increases would have on the viability and competitiveness of their businesses

THEREFORE BE IT RESOLVED THAT an additional parks unmetered water expense of \$111,000 be funded from Taxation and that a corresponding \$111,000 increase in revenue be made to the water operations budget and that the Water Rates Bylaw be amended accordingly prior to second and third reading.

-----**CARRIED**

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**N-36
INFRASTRUCTURE SERVICES PARKS MANAGEMENT**

T.H. WICKERSHAM:

BE IT RESOLVED THAT the Infrastructure Services Parks Management Initiative Ongoing Graffiti Abatement Program be approved commencing in 2009 with annual funding of \$60,000 from Taxation.

-----**CARRIED**

.....

**N-37
INFRASTRUCTURE SERVICES PARKS MANAGEMENT**

K.E. TRATCH:

BE IT RESOLVED THAT the Infrastructure Services Parks Management Initiative Rotating Parks Security be approved commencing in 2009 with annual funding of \$25,000 from taxation and \$27,400 from the Downtown Redevelopment Fund.

-----**CARRIED**

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INFRASTRUCTURE SERVICES PARKS MANAGEMENT

J.H. CARLSON:

BE IT RESOLVED THAT the Infrastructure Services Parks Management Initiative Enhanced Tree Planting be approved commencing in 2009 with annual funding from Taxation increasing from \$30,000 in 2009 to \$90,000 by 2011.

-----CARRIED

.....

INFRASTRUCTURE SERVICES PARKS MANAGEMENT

K.E. TRATCH:

BE IT RESOLVED THAT the New Initiative to transfer 67% of the annual cost of Parking Administration (\$114,000) from the Offstreet Parking Reserve to Taxation be approved commencing in 2009.

Opposed: M.A. Simmons

-----CARRIED

.....

TRANSPORTATION

R.D. TARLECK:

WHEREAS in April 2008, the Downtown Development Steering Committee requested City Council to consider a number of recommendations

AND WHEREAS Administration has reviewed these recommendations and has reported to the Finance Committee thereon

THEREFORE BE IT RESOLVED THAT the following actions be approved by the Finance Committee:

1. upgrade approximately 1,600 parking meters in the downtown at an estimated cost of \$90,000 with funding from the Off-Street Parking Reserve
2. increase the parking rates as follows:
 - a. 10 hour meters from \$0.20 to \$0.35 per hour
 - b. Monthly 10 hour parking meter permits from \$40.00 to \$56.00 per permit
 - c. Short stay meters (38 minutes, 1 hour, 2 hours and 3 hours) from \$0.70 to \$0.80 per hour
 - d. Daily parking meter permits from \$5.60 to \$6.40 per permit
 - e. Monthly off-street parking rates increase by \$5.00 per month
3. increase Schedule A and B parking tickets by \$5.00
4. request Administration to investigate other means of paying for parking and report back to City Council
5. effective January 2009, that 50% of the parking ticket revenue generated from the downtown be allocated to the Off-Street Parking Reserve (with the other 50% remaining in the MRSR)
6. the \$250,000 designated from the Off-Street Parking Reserve on page D20 in the 2008-2017 Capital Improvement Program for planning for a downtown parkade be advanced from 2011 to 2009.

-----CARRIED

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N-41
TRANSIT

J.H. CARLSON:

BE IT RESOLVED THAT the Transit Initiative *Service Standard Implementation* be approved commencing in 2009 with annual funding from Taxation increasing from \$113,000 in 2009 to \$416,000 by 2011.

-----CARRIED

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N-42
TRANSIT

R.K. PARKER:

BE IT RESOLVED THAT the Transit Initiative Access-A-Ride Service Expansion be approved commencing in 2009 with annual funding of \$67,500 from Taxation.

-----CARRIED

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N-43
RECREATION AND CULTURE

S.G. WARD:

BE IT RESOLVED THAT the Recreation and Culture Initiative Sports Council be approved commencing in 2009 with annual funding from Taxation increasing from \$85,000 in 2009 to \$110,000 by 2011.

Opposed: M.A. Simmons

-----CARRIED

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N-44
ECONOMIC DEVELOPMENT LETHBRIDGE

T.H. WICKERSHAM:

BE IT RESOLVED THAT the Economic Development Lethbridge Initiative for a Convention & Event Coordinator be approved commencing in 2009 with annual funding from Taxation and Utilities, Fleet and Land.

Opposed: M.A. Simmons

-----CARRIED

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N-46
LETHBRIDGE PUBLIC LIBRARY

R.D. TARLECK:

BE IT RESOLVED THAT the Lethbridge Public Library Initiative for a Financial Technician be approved commencing in 2009 with annual funding of \$58,600 from Taxation.

Opposed: R. Dodic
R.K. Parker
M.A. Simmons
K.E. Tratch
S.G. Ward
T.H. Wickersham

-----DEFEATED

.....

N-47
LETHBRIDGE PUBLIC LIBRARY

R.D. TARLECK:

BE IT RESOLVED THAT the Lethbridge Public Library Initiative for an IT Coordinator be approved commencing in 2009 with annual funding of \$90,000 from Taxation.

Opposed: R.K. Parker
M.A. Simmons
T.H. Wickersham

-----CARRIED

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N-48
GALT MUSEUM & ARCHIVES

R.K. PARKER:

BE IT RESOLVED THAT the Galt Museum & Archives Initiative for an Administrative Assistant be approved commencing in 2009 with annual funding of \$57,000 from Taxation.

-----CARRIED

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N-49
GALT MUSEUM & ARCHIVES

R.K. PARKER:

BE IT RESOLVED THAT the Galt Museum & Archives Initiative for an IT Programmer-Educator be approved commencing in 2009 with annual funding of \$67,000 from Taxation.

Opposed: M.A. Simmons
K.E. Tratch
S.G. Ward
T.H. Wickersham

-----CARRIED

.....

N-50
GALT MUSEUM & ARCHIVES

J.H. CARLSON:

BE IT RESOLVED THAT the Galt Museum & Archives Initiative for a Marketing – IT Assistant be approved commencing in 2009 with annual funding of \$67,000 from Taxation.

Opposed: R.D. Tarleck
R. Dodic
B.A. Lacey
M.A. Simmons
K.E. Tratch
S.G. Ward
T.H. Wickersham

-----DEFEATED

.....

N-51
ALLIED ARTS COUNCIL

R. DODIC:

BE IT RESOLVED THAT the Allied Arts Council Initiative for a Communications Manager be approved commencing in 2009 with annual funding of \$35,000 from Taxation.

-----CARRIED

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N-52
KIWANIS MUSIC & SPEECH FESTIVAL

T.H. WICKERSHAM:

BE IT RESOLVED THAT the Kiwanis Music & Speech Festival Initiative for a In-Kind Support for the Kiwanis Music & Speech Festival be approved commencing in 2009 with annual funding of \$5,000 from Taxation.

PRIOR TO A VOTE BEING CALLED ON THE FOREGOING RESOLUTION THE FOLLOWING AMENDMENT WAS PRESENTED:

R.K. PARKER/R. DODIC:

BE IT RESOLVED THAT the Kiwanis Music & Speech Festival Initiative for *In-kind Support for the Kiwanis Music & Speech Festival* be approved with funding of \$5,000 per year 2009, 2010 and 2011 from the MRSR.

Vote on the resolution as amended was then called

Opposed S.G. Ward T.H. Wickersham

-----CARRIED

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N-53.1
LETHBRIDGE REGIONAL POLICE

R. DODIC:

BE IT RESOLVED THAT the annual allocation from Taxation to the Lethbridge Regional Police Service be increased by \$389,000 for 2009; \$941,800 for 2010 and \$1,299,300 for 2011

AND FURTHER BE IT RESOLVED THAT the following amounts be allocated from the MRSR on a one time basis: \$104,800 for 2009; \$280,700 for 2010 and \$71,300 for 2011.

PRIOR TO A VOTE BEING CALLED ON THE FOREGOING RESOLUTION THE FOLLOWING AMENDMENT WAS PRESENTED:

K.E. TRATCH:

BE IT RESOLVED THAT the annual allocation from Taxation to the Lethbridge Regional Police Service be amended to \$200,000 for 2009; \$470,000 for 2010 and \$650,000 for 2011.

AND FURTHER BE IT RESOLVED THAT the following amounts be allocated from the MRSR on a one time basis: \$104,800 for 2009; \$280,700 for 2010 and \$71,300 for 2011.

Vote on the Amendment:

Opposed: R.D. Tarleck J.H. Carlson
 R. Dodic R.K. Parker
 S.G. Ward T.H. Wickersham

-----DEFEATED

Vote on the Original Resolution:

Opposed: B.A. Lacey M.A. Simmons K.E. Tratch

-----CARRIED

S.G. WARD:

WHEREAS City Council has placed affordable housing/accommodations as one of the major priorities

AND WHEREAS Lethbridge has a rental vacancy rate of approaching zero

AND WHEREAS the private sector is slow to respond to the rental situation due to the availability of a better return on investment from other types of housing

AND WHEREAS in 2008 Lethbridge experienced a large scale conversion of rental units to condominiums

AND WHEREAS multi-family projects pay twice the single family/condominium municipal mill rate

AND WHEREAS when the private sector does not address the need for rental accommodation the public sector is forced to respond with capital grants; rent supplements; homeless eviction prevention and such programs

AND WHEREAS the involvement of the private sector is essential for the provision of an adequate number of new rental units

AND WHEREAS City Council may remove or amend some of the legislation and taxation barriers which inhibit the provision of rental accommodations

BE IT RESOLVED THAT new rental units with a construction permit dated December 31, 2008 or later will be taxed at the single family mill rate for municipal taxation purposes

AND FURTHER BE IT RESOLVED THAT existing rental units currently being taxed at the multi-family rate shall be phased into the single family rate over the next five years (2009 – 2013) (having an annual impact equating to approximately 0.74% increase in single family property taxes).

PRIOR TO A VOTE BEING CALLED, THE RESOLUTION WAS SPLIT INTO TWO PARTS

Part 1

BE IT RESOLVED THAT new rental units with a construction permit dated December 31, 2008 or later will be taxed at the single family mill rate for municipal taxation purposes

Part 2

AND FURTHER BE IT RESOLVED THAT existing rental units currently being taxed at the multi-family rate shall be phased into the single family rate over the next five years (2009 – 2013) (having an annual impact equating to approximately 0.74% increase in single family property taxes).

Vote on Part 1:

Opposed: R.D. Tarleck R. Dodic B.A. Lacey R.K. Parker M.A. Simmons K.E. Tratch
T.H. Wickersham

-----DEFEATED

Vote on Part 2:

Opposed: R.D. Tarleck R. Dodic B.A. Lacey R.K. Parker M.A. Simmons K.E. Tratch
T.H. Wickersham

-----DEFEATED

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FINANCE COMMITTEE MINUTES

MINUTES of a Finance Committee Meeting held on **Friday, November 21, 2008 9:03 A.M. to 9:04 A.M. and 10:29 A.M. to 12:00 P.M.** in Council Chambers with the following in attendance:

- CHAIRMAN:** Deputy Mayor B.A. Lacey
Mayor R.D. Tarleck
- ALDERMEN:** J.H. Carlson
R. Dodic
R. K. Parker
M. A. Simmons
K. E. Tratch
S. G. Ward
T. H. Wickersham
- OTHERS:** City Clerk, D. Nemeth
City Manager, G. Sherwin
City Treasurer, C. Wight
Director of Community Services, K. Hopkins
Director of Infrastructure Services, D. Hawkins
Corporate Initiatives Director, B. Beck

S.G. WARD:

That the Finance Committee adjourn to Incamera

-----**CARRIED**

R.K. PARKER:

That the Finance Committee resume deliberations

-----**CARRIED**

The following resolutions were presented:

**N-69
COMMUNITY SERVICES**

S.G. WARD:

WHEREAS Lethbridge is the site of two, growing, post-secondary institutions each surpassing an enrolment of 8,000 students

AND WHEREAS Lethbridge Housing Authority reports 30% or more of its social housing units are occupied by students and/or student families

AND WHEREAS City Council has established affordable housing/accommodation as one of its major priorities

AND WHEREAS more residences on campus will relieve the pressure on social housing units elsewhere

THREFORE BE IT RESOLVED THAT Bylaw 5423 be repealed for 2009 and student residences at Lethbridge College and the University of Lethbridge be exempt from municipal taxation (at an annual revenue loss to taxation of \$223,000).

Opposed: R.D. Tarleck
B.A. Lacey
R.K. Parker
M.A. Simmons
K.E. Tratch
T.H. Wickersham

-----**DEFEATED**

FINANCE COMMITTEE MINUTES

DIRECTIONAL 1 FINANCIAL POLICIES

.....
R.K. PARKER:

WHEREAS OVER THE YEARS, City Council has implemented several long-term financial policies

AND WHEREAS City Council wants to ensure that these policies remain effective and up-to-date

THEREFORE BE IT RESOLVED THAT Administration be requested to review the significant financial policies such as Pay-As-You-Go, Internal borrowing, one-time allocations, etc. and report back to Finance Committee over the next six months.

-----CARRIED

.....
N-73

T.H. WICKERSHAM:

WHEREAS the operating budget includes the use of grants on capital projects for utility rate mitigation

AND WHEREAS certain capital projects approved in the 2008-2017 Capital Improvement Program are funded from multiple sources including grants

AND WHEREAS minimizing the number of grants used for each project streamlines the administrative functions of grant applications and reporting

THEREFORE BE IT RESOLVED THAT the 2008-2017 capital budget be amended as follows:

- E-8 Wastewater Headworks Facility - \$6,500,000 funding changed from external borrowing to New Deal for Cities and Communities (NDCC) grant
- E-11 Wastewater Clarifier Upgrades - \$1,100,000 funding changed from external borrowing to Alberta Municipal Infrastructure Program (AMIP) grant
- D-22 Public Operations Building (Waste & Recycling portion) - \$7,211,000 funding changed from external borrowing to Municipal Sustainability Initiative (MSI) grant
- D-3 West Lethbridge Centre, D-6 ENMAX Centre, and D-9 Station No. 1 be amended as attached
- D-20 Downtown Parkade – Advance planning funds of \$250,000 from 2011 to 2009.

-----CARRIED

.....
R.D. TARLECK:

BE IT RESOLVED THAT 2009-2011 Operating Budget and the 2008-2017 Capital Improvement Program, as amended, be approved by Finance Committee and forwarded to City Council for its consideration and approval.

Opposed: M.A. Simmons

-----CARRIED



William Pearce Park



A

ACBOA - Alliance of Canadian Building Officials Association - The Alliance of Canadian Building Officials Association was founded in 1996 to provide Building Officials with a national body devoted to developing nationally recognized education and certification standards and programs.

Accounts Payable - A liability account reflecting amounts on open account owing to private persons or organizations for goods and services received by a government (but not including amounts due to other funds of the same government or to other governments).

Accounts Receivable - An asset account reflecting amounts owing to open accounts from private persons or organizations for goods and services furnished by a government.

AENV – Alberta Environment

AHP – Affordable Housing Program - Affordable housing means housing that is available at a cost that does not compromise the attainment and satisfaction of an individual's other basic needs of life, including needs for food, clothing, and access to education and the ability to actively participate in community life (Affordable Housing: Strategies for our Community, 2005). During budget proceedings (2006-2008), City Council approved an Affordable Housing Fund for the initiation of projects as well as funding a Rent Supplement program through the Lethbridge Housing Authority. Building inclusive, sustainable and liveable neighbourhoods is a priority.

AM/FM – Automated Mapping/Facilities Management System

AMIP – Alberta Municipal Infrastructure Program - This program provides financial assistance to municipalities to develop capital municipal infrastructure to maintain or enhance economic, social and cultural opportunity and well being, while protecting and improving the quality of our environment upon which people and economies in Alberta depend. Funding under this program supports the development, enhancement and rehabilitation of core capital infrastructure projects, such as municipal roads, bridges, public transit vehicles and facilities, water and wastewater systems and facilities, storm drainage systems and facilities, emergency service vehicles and facilities and infrastructure management system software.

Appropriation - A legal authorization granted by a legislative body (City Council) to make expenditures and incur obligations for designated purposes.

Assessed Valuation - A valuation set upon real estate or other property by a government as a basis for levying taxes.

ASSET – Assessment Shared Services Environment -The Assessment Shared Services Environment system is used for annual reporting of property assessment information to the province of Alberta.

AV – Annual Vacation

B

Budget - A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

BOD - Biochemical Oxygen Demand -The oxygen required by microbes for the biochemical degradation of organic matter under aerobic conditions. Biochemical Oxygen Demand is therefore an indirect measure of organic matter. BOD5 signifies that the test was conducted over a 5-day period

C

CALEA - Commission on Accreditation for Law Enforcement Agencies - The purpose of CALEA's Accreditation Programs is to improve the delivery of public safety services, primarily by: maintaining a body of standards, developed by public safety practitioners, covering a wide range of up-to-date public safety initiatives; establishing and administering an accreditation process; and recognizing professional excellence

CBA – Choosing By Advantages - CBA includes a wide variety of decision making tools, techniques, and methods that are unified by just one set of definitions, principles, and models. Because CBA is a system (not a disjointed collection of methods), it simplifies and clarifies the art of decision making.

CFEP - Community Facility Enhancement Program - The Alberta Government Community Facility Enhancement Program provides financial assistance to build, repair, renovate or otherwise improve Alberta extensive network of community-use facilities.

CIP – Capital Improvement Program - The ten year Capital Improvement Program was developed to provide a consistent evaluation process and to establish predictable capital spending and debt limits. An evaluation matrix was created to assist in the process of prioritizing various capital projects. Because of their nature, projects pertaining to ongoing maintenance, such as street and recreation facility upgrading, are considered as high priority projects and are therefore excluded from the evaluation process.

CMVIP - Commercial Motor Vehicle Inspection Program - The Commercial Motor Vehicle Inspection Program is legislated by the Alberta Government to ensure all licensed vehicles over 11,000 lb GVW (gross vehicle weight) receives a mechanical inspection and necessary repairs at least once a year.

Contractual Services - The costs related to services performed for the City by individuals, business, or utilities.

Cost - The amount of money or other consideration exchanged for property or services. Costs may be incurred even before money is paid; that is, as soon as liability is incurred. Ultimately, however, money or other consideration must be given in exchange.

CSR – Customer Service Request

CUPE – Canadian Union of Public Employees - The Canadian Union of Public Employees is Canada's largest union.

D

Debenture Debt - Loans repayable to the Alberta Municipal Financing Corporation. The Province of Alberta rebates part of the interest paid on qualifying debentures. Debenture debt is issued on the credit and security of the City of Lethbridge at large.

Delinquent Taxes - Taxes remaining unpaid on or after the date on which a penalty for nonpayment is attached.

Downtown Revitalization - The Master Plan is a comprehensive document that defines a vision for Downtown and provides a "road map" to align and guide the efforts of both the public and private sectors to bring that vision to fruition. Successful downtowns accommodate a range of commercial, cultural, residential and recreational activities; they are vibrant and prestigious destinations, attracting businesses, residents, and tourists and they provide a high level of amenity and economic opportunity for the community at large. Some of the acronyms related to downtown revitalization include:

- BRZ – Business Revitalization Zone
- DRSC - Downtown Revitalization Steering Committee

E

Emergency Services Gap Training - A program designed to ensure that registered practitioners who completed the Provincial Registration Exam prior to February 2004 meet the required competencies outlined in the Alberta Occupational Competency Profiles (AOCP). Training received prior to February 2004 does not meet the broadened scope of practice introduced with AOCP. The Gap Training modules address each area in which additional training is required.

Encumbrances - Commitments related to unperformed contracts for goods or services used in budgeting. Encumbrances are not expenditures or liabilities, but represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed.

Exempt - Personnel not eligible to receive overtime pay and who are expected to put in whatever hours are necessary to complete their job assignments. Compensatory time off, as partial compensation for overtime hours worked, may be allowed by the respective department head.

Expenditures - Decreases in net financial resources. Expenditures include current operating expenses which require the current or future use of net current assets, debt service, and capital outlays.

F

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.

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.

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.

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.

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.

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.

General Ledger - A book, file, or other device which contains the accounts needed to reflect the financial position and the results of operations of an entity. In double entry bookkeeping, the debits and credits in the general ledger are equal; therefore, the debit balances equal the credit balances.

GLOSSARY OF TERMS

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).

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

H

HR – Human Resources

I

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.

IT - Information Technology

L

LA Transit – Lethbridge Transit

LOS – Level of Service

LPL – Lethbridge Public Library

LRPS – Lethbridge Regional Police Service

LSCO - Lethbridge Senior Citizens Organization - The Lethbridge Senior Citizens Organization offers programming opportunities, support services and activities for seniors.

M

Maintenance - The upkeep of physical properties in condition for use or occupancy. Examples are the inspection of equipment to detect defects and the making of repairs.

MIS – Management Information System

MSI - Municipal Sustainability Initiative - The Municipal Sustainability Initiative (MSI) is the Province of Alberta's ten year funding commitment (2007/08 - 2016/17) to assist municipalities in meeting growth-related challenges and enhancing long-term sustainability. MSI funding is provided in addition to other provincial grant programs.

MRSR – Municipal Revenue Stabilization Reserve - The purpose of the Municipal Revenue Stabilization Reserve is to stabilize effect on the operating budget of fluctuations in revenues which are beyond the City's control (for example, Interest Income)

Municipal Revenue Stabilization Reserve (MRSR) - Reserve set up to stabilize the effects of fluctuating interest revenues and General Fund operating surpluses and deficits on annual taxation requirements.

N

Non-exempt - Personnel eligible to receive overtime pay when overtime work has been authorized or requested by the supervisor.

NDCC – New Deal for Cities & Communities - The New Deal for Cities and Communities is a new program commencing in 2005 to assist municipalities in addressing their sustainable municipal capital infrastructure needs. The program is supported through the allocation to Alberta Municipalities of a portion of the federal gasoline tax.

GLOSSARY OF TERMS

O

P

Pay-As-You-Go (PAYG)- 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.

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

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.

PSCC – Public Safety Communications Centre - The Lethbridge Public Safety Communications Centre and its dedicated professionals are committed to preserving the life, property, and environment of all citizens and visitors throughout the communities we serve. We demonstrate this commitment daily by effectively managing both emergent and non-emergent calls, deploying necessary resources in a timely and safe manner, and ensuring the supporting technological infrastructure meets all necessary requirements.

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.

R

RCMP - Royal Canadian Mounted Police

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.

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 co-ordination of ROW use is becoming difficult due to increased congestion and complexity of buried utilities

S

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.

Supplies - A cost category for minor items (individually priced at less than \$1,000) required by departments to conduct their operations.

T

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.

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.

GLOSSARY OF TERMS

TSS - Total Suspended Solids - Runoff from log yard areas may contain high Total Suspended Solids, which may increase turbidity and influence colour or ionic composition of the receiving water body.

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.

Whoop Up Days – Held annually, Whoop-Up Days is one fun week that the entire City can enjoy! You get access to daily concerts, a bull riding, a rodeo, an indoor and outdoor trade show, entertainment on the free stage, Hobby World, and lots more!

X

Y

Z

