

# 2010

***ANNUAL REPORT December 31, 2010***



*City of Lethbridge*

**ALBERTA, CANADA**

# VISION

## For City Council:

WE HAVE A CULTURE OF PUBLIC SERVICE, WHICH HAS EARNED THE TRUST, RESPECT AND CONFIDENCE OF OUR COMMUNITY

## For Community:

WE ARE RECOGNIZED AS BEING SAFE, HEALTHY, VIBRANT, WELCOMING, PROSPEROUS, ECONOMICALLY VIABLE AND A PLACE WHERE ALL PEOPLE CAN FULLY PARTICIPATE IN COMMUNITY LIFE



Cam Woo

# MISSION

TO LEAD, TO SERVE AND TO INSPIRE

The City of Lethbridge Acknowledges:

City Staff  
for their contributions  
to this report



<http://www.lethbridge.ca>

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December 31, 2010

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This Annual Report has been prepared  
and compiled by the  
City of Lethbridge  
Financial Services Department.

## MAYOR'S MESSAGE

The Annual Report is meant to provide a snapshot of the services the City of Lethbridge delivers to its' citizens. It includes a host of projects and accomplishments that have occurred over the last year both in written form and pictorially. Last year, one of the largest capital projects undertaken in the City of Lethbridge was officially opened. That was the West Lethbridge Centre, an almost \$100 Million project which included a collaborative effort by the City, the Library, the Lethbridge School District No. 51 and the Holy Spirit Roman Catholic Separate Regional Division No. 4. This massive project encompassed a library located between two school campuses all surrounded by sports fields and green spaces. Soon, the site will also be home to a twin ice centre that was an approved project in the latest Capital Improvement Program.

One of the other major accomplishments that took place in 2010 was the passage of the Integrated Community Sustainability Plan/Municipal Development Plan which is a comprehensive document that provides a framework for Council and the community over the next 40 years.

There were numerous other projects undertaken during the year but I will let the business units and departments highlight these projects in the pages to come.

The Annual Report also contains the Audited Consolidated Financial Statements of the City for 2010 as well as the Independent Auditors' Report, prepared by our independent auditors, KPMG<sub>LLP</sub>. These Statements provide an overview of the financial position of the City in terms of Revenues and Expenses.

The final section of the Report provides interesting statistics regarding Lethbridge including such things as population growth, details regarding building permits issued, the breakdown of revenue and expenses by function and object, and government grants received and how they were used to name a few examples.

The 2010 Annual Report is a testimonial to why a national magazine continues to rate Lethbridge one of the best cities to live in Canada.

And it can only get better!



Rajko Dodic, B.A., LL.B.  
Mayor



*Aerial view of The Crossings, West Lethbridge Centre*



Mayor Rajko Dodic



Alderman  
Bridget Mearns



Alderman  
Tom Wickersham



Alderman  
Jeff Carlson



Alderman  
Jeff Coffman



Alderman  
Faron Ellis



Alderman  
Ryan Parker



Alderman  
Liz Iwaskiw



Alderman  
Joe Mauro

## 2010 - 2013 STRATEGIC PLAN

The newly elected Lethbridge City Council met on November 17-19, 2010 to set their priorities for 2010-2013. Their Strategic Plan was approved on March 7, 2011 and will help guide them for the next three years.

### ***VISION***

For Council:

We have a culture of public service, which has earned the trust, respect and confidence of our community

For our Community:

We are recognized as being safe, healthy, vibrant, welcoming, prosperous, economically viable and a place where all people can fully participate in community life

### ***MISSION***

To Lead, To Serve and To Inspire

## STRATEGIC PRIORITIES

### ***OPEN AND EFFECTIVE GOVERNMENT***

#### **Desired Outcomes:**

- Ensure municipal government processes are open and accessible
- Encourage public engagement
- Improve communication and share information with the public in a manner consistent with their needs.
  - Improve how we communicate with community and business leaders to engage and gain understanding of the issues facing our community
  - Improve how we communicate the policies and actions of Council
- Deliver the highest possible level of service to our citizens in a manner that endeavors to meet their needs and requirements

#### **Key Actions:**

- Review all Council committee processes to encourage openness such as Community Issues Committee (CIC), Agendas, and Incamera
- Invite community leaders to meet with Council at City Hall or their places of business
- Separate Council messages (for all Council, not just Mayor) from corporate messages
- Council members on committees report back to Council as a whole on Committee business. Or, consider having key organizations, where we have Council members on Board to report to Council as a whole twice per year
- Make our data, including Council's activities, more accessible to the public
- Consider strategies to make it easier to navigate and access services at City Hall
- Develop and implement strategies to enhance the culture of public service



## STRATEGIC PRIORITIES (Continued)

### ***FINANCIAL RESPONSIBILITY***

#### **Desired Outcomes:**

- Develop a three-year operating budget and ten-year capital improvement plan that demonstrates fiscal responsibility:
  - Recognizing the impact on levels of service
  - Recognizing social and economic impact

#### **Key Actions:**

- Review relevant financial policies
- Update the Cost of Service Study for utilities
- Develop the 2012-2014 three-year operating budget
- Develop the ten-year Capital Improvement Plan for 2014-2023
- Decide how to best utilize available grants
- Review the “new initiatives” from the last three budget cycles for effectiveness and value
- Develop service level options
- Ensure the City operates in the most efficient and effective manner
- Develop tools for better public input regarding the operating and capital budgets
- Develop ways to better communicate the City’s financial position

### ***ENVIRONMENT***

#### **Desired Outcomes:**

- Ensure that Lethbridge is a leader in environmental stewardship
- Encourage the community to contain and reduce our impact on the environment

#### **Key Actions:**

- Explore enhancements to recycling depots/stations
- Explore curbside recycling options
- Review corporate practices in such areas as pesticide, energy and water use
- Track and communicate progress
- Prepare for environmental legislation changes:
  - Align our environmental policies with other governments
  - Prepare for new conservation technologies and regulations
  - Consider models for community participation
  - Explore energy conservation strategies

***INTERGOVERNMENTAL RELATIONS***

**Desired Outcomes:**

- Foster cooperation among governments
- Ensure that other governments are aware of the City's priorities and the implications their decisions will have on Lethbridge
- Ensure that the City is aware of the priorities of other governments and the impact the City's decisions have on them

**Key Actions:**

- Identify areas of mutual interest and concern, and work with other governments to achieve beneficial and efficient development
- Build relations with other governments and agencies to support the community
- Advocate on behalf of our community to local MLAs and MP, and other representatives of federal and provincial governments

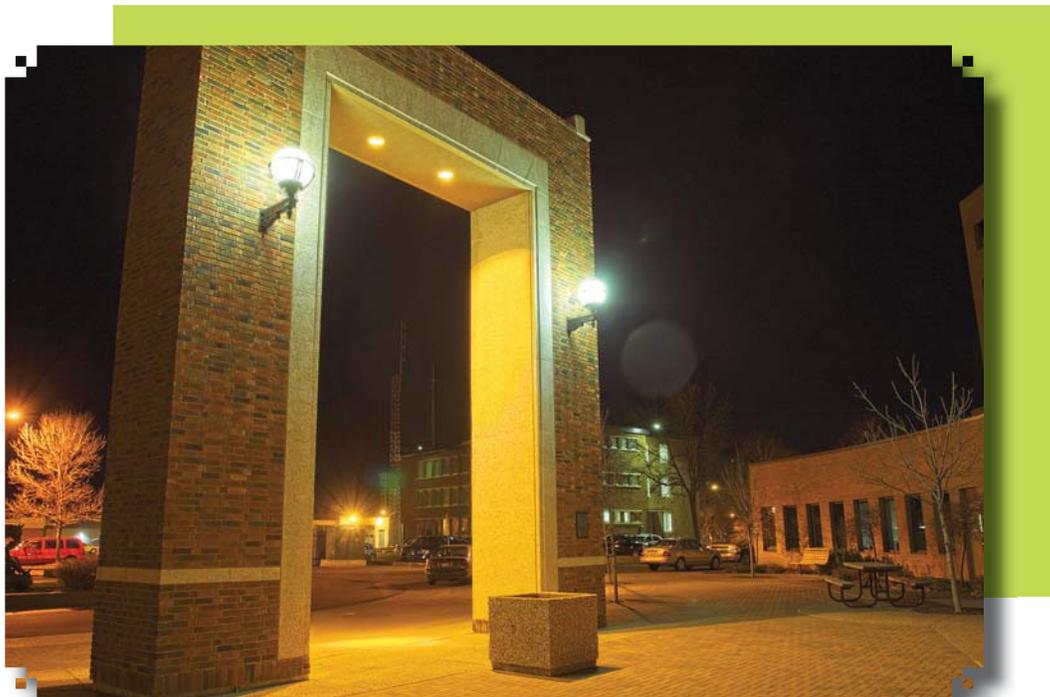
***PRIORITIES WITHIN INTEGRATED COMMUNITY SUSTAINABILITY PLAN/MUNICIPAL DEVELOPMENT PLAN (ICSP/MDP)***

**Desired Outcomes:**

- Initiate action on Council's priorities within the Integrated Community Sustainability Plan/Municipal Development Plan (ICSP/MDP)

**Key Actions:**

- Council and Administration will establish a process to prioritize policies and implementation of action plans within the guiding framework of the Integrated Community Sustainability Plan/Municipal Development Plan (ICSP/MDP)



# CITY ORGANIZATION



## Legislative and Administrative ORGANIZATION CHART



### CITIZENS

### CITY COUNCIL

Mayor Rajko Dodic  
 Alderman Ryan Parker      Alderman Liz Iwaskiw  
 Alderman Jeff Coffman      Alderman Jeff Carlson  
 Alderman Bridget Mearns      Alderman Tom Wickersham  
 Alderman Faron Ellis      Alderman Joe Mauro

### CITY MANAGER Garth Sherwin

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

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

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

#### Land Development/ Real Estate Michael Kelly

#### City Solicitor Doug Hudson

#### City Clerk Dianne Nemeth

#### Director of Corporate Services Corey Wight

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

#### Director of Community Services Bary Beck

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

#### Director of Infrastructure Services Doug Hawkins

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

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

Intermunicipal Planning  
 Community Planning  
 Downtown Revitalization  
 Development Services  
 Building Inspection



*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*

## CITY COUNCIL'S ACCOMPLISHMENTS 2007 - 2010

### **AFFORDABLE HOUSING**

Introduced the Secondary Suites Safety Upgrade Program

Entered new housing partnerships with:

- Lethbridge Housing Authority/Canadian Mental Health Association
- Lethbridge College
- Lethbridge Native Women's Transition Society
- Alec Arms
- Habitat for Humanity
- University of Lethbridge

The total new units of affordable rental housing developed through partnerships, incentive grants and regulatory change was 421.

### **ENVIRONMENTAL POLICY AND PLAN**

#### **Supporting Policy Development**

In the City of Lethbridge Integrated Sustainability Plan/Municipal Development Plan (ICSP/MDP) two critical areas of policy emerged in the context of environment sustainability. The first centred on the importance of the Oldman River Valley as the cornerstone of Lethbridge's open space system. The second area of policy commits the City to taking a leadership role in the efficient use of resources and land.

#### **Oldman River Valley**

The intent of these policies is to conserve and enhance the unique character of the Oldman River valley. For example, this policy area commits to:

- Strive to conserve, enhance and where possible restore the biological diversity of the river valley
- Incorporate compatible land uses in the river valley that enhance the river valley experience
- Restrict development on or near the hazardous lands in the river valley

#### **Conservation of Resources**

The intent of these policies is to minimize Lethbridge's ecological footprint by using resources efficiently. Policy initiatives were identified for:

- Water quality
- Air quality
- Waste management
- Energy use and conservation

Specific policy statements are found in Section 6.5 of the ICSP/MDP.



## **ENVIRONMENTAL INITIATIVES/INVESTMENTS**

### **Waste and Recycling**

- Waste Reduction Master Plan (2007)
- Improvements to the Waste and Recycling Centre – new services including indoor tipping area and baling area to reduce fugitive waste, compost pad for yard organics and on site provisions for year round diversion of paint, electronic waste and household hazardous waste.
- Completion of the automation of residential waste collection
- Fall leaf collection program
- Yard waste recycling site to collect grass, leaves, garden waste and branches
- Large item collection service

### **Water/Waste water/Stormwater Management**

- Henderson Lake water management strategy – weed control, and solar bee circulation
- Constructed wetlands in SunRidge subdivision for stormwater collection and treatment
- Irrigation automation renewal program
- Treated waste water irrigation at Peenaquim Softball Facility
- Investment in response trailer and decontamination unit

### **Alternate Transportation**

- Pathway rehabilitation – over 30 km of asphalt and shale trails in 2007 – 2010
- Completion of Bikeways and Pathways Master Plan identifying critical links, connections, and additions to the pathway system funding of \$4.31M for pathway system expansion to high priority gaps in the trail system was allocated in the 2011 – 2013 Capital Improvement Program
- Transit initiatives include expansion of Access – A – Ride hours of service, operational support for the Senior Go Friendly service, additional route in West Lethbridge, and increased frequency to key routes

### **Energy and Environmental Design**

- Completion of West Lethbridge Centre complex at LEED Silver. (designation pending)
- LEED shadowing as standard for facility design of new building and retrofit projects, including:
  - Southern Alberta Art Gallery, Downtown Firehall, ENMAX Renovation, Stafford Centre
- Energy audits completed for all City facilities and strategy for investment in energy conservation initiated
- Living Home Project
- Waste streaming on demolition projects has resulted in greater than 90% of material being diverted from landfill
- Funding of \$150,000 to investigate options for the reduction of energy use in the community lighting network

## **FINANCIAL STEWARDSHIP**

### **Strategies for Long Term Fiscal Planning**

#### **Asset Management / Lifecycle Costing**

- Introduction of full lifecycle management and costing for all City assets to maximize the value of the initial capital investment
- Support for investments in maximizing the lifecycle of an asset include:
  - Southern Alberta Art Gallery Rehabilitation and Upgrade (\$3.4M)
  - Enmax Centre Facility Renewal (\$33.7M)
  - Firehall #1 Renewal and Upgrade to Training Centre (estimated \$14.4M)
  - Henderson Outdoor Pool Basin Study (\$200,000)
  - Underground electric line replacement program (\$6.7M annually)

#### **Maximize access to Provincial and Federal Grant programs**

- It is the practice of the City to compete for all available grant programs that are announced and that may assist the City in its operating or capital development goals

## City Council's Accomplishments 2007-2010 (Continued)

### **FINANCIAL STEWARDSHIP (Continued)**

#### **Strategies for Long Term Fiscal Planning**

- \$23 million in successful applications awarded, including:
  - Build Canada Fund (BCF)- Federal
    - Community Arts Centre (\$6M)
    - North Scenic Drive Extension (\$6M)
  - Recreation Infrastructure Canada Program (RIInC) – Federal Stimulus fund
    - Nicholas Sheran Rink Renewal and Expansion (\$500K )
  - Community Adjustment Fund (CAF)– Federal Stimulus Fund
    - Lethbridge Sports Park Picnic Shelter (\$500K)
    - Technology Commercialization Centre – Economic Development Lethbridge (EDL) (\$4.2M)
  - Major Community Facilities Program (MCFP)– Province of Alberta
    - ENMAX Renewal and Expansion (\$3.683M)
    - Community Stadium (\$2M)

#### **Financial Planning and Oversight**

- In December 2008, City Council approved the 2009-2011 Operating Budget
- In July 2010, City Council approved the 2011-2013 Capital Improvement Program
- The Audit Committee of City Council reviews the Investment Policy on an annual basis. In June 2010 City Council adopted an amended Investment Policy

### **COMMUNICATION STRATEGY AND PLAN**

- A new Communications Plan calls for effective and regular two way communication between the City and its citizens. Specific goals within the Plan include:
  - Providing timely and relevant information
  - Informing citizens on services delivered and benefits received
  - Listening and understanding issues, opportunities and concerns
  - Building relationships in and with the community
  - Enhancing employee awareness and citizen connections
- Introduced the City Newsletter, City Excellence
- Introduced City Voices, a monthly advertorial

### **ADVOCACY ON BEHALF OF THE COMMUNITY**

#### **Supporting Partnerships in Project Advocacy:**

- West Lethbridge Centre
- Community Stadium
- Nicholas Sheran Ice Centre

#### **Community Advocacy Initiatives:**

- Working with other municipalities utilizing integrated Fire/EMS services succeeded in developing a framework for the contracting of Emergency Medical Services to Alberta Health Services
- Team Lethbridge, a coordinated effort to promote Lethbridge with the provincial government on behalf of the whole community
- Founding member of the Regional Economic Development Alliance – Southgrow
- Regaining of the port of entry status at the County of Lethbridge Airport
- Development, funding and participation in the Airport Enhancement Marketing Initiative with the County of Lethbridge

### ***STRATEGY FOR E-BUSINESS***

#### **Website Renewal**

- The website renewal and long range master plan provides the foundation for future improvements to online services
- Introduction of the Citizen Online Police Reporting System
- In 2008, the City of Lethbridge introduced on-line Utility e-services

### ***DOWNTOWN REVITALIZATION***

#### **Governance**

- Established the Heart of our City Revitalization Committee

#### **Planning and Regulatory Environment**

- Initiation of the Downtown Area Redevelopment Plan (DARP)
- Initiation of the Public Realm and Transportation Study

#### **Infrastructure and Capital Projects**

- Southern Alberta Art Gallery expansion and renewal (\$3.7M)
- New Fire Headquarters and Station located at Scenic Drive and 3rd Avenue (\$10M)
- New Community Arts Centre (\$20M)

### ***GROWTH MANAGEMENT STRATEGY***

#### **ACTIONS:**

Approved a new Integrated Community Sustainability Plan/ Municipal Development Plan (ICSP/MDP).

### ***INTER-MUNICIPAL PLANNING***

Policies contained in the new ICSP/MDP create the foundation for future inter-municipal planning

The intent of these policies is to coordinate regional efforts in the overall development of southwestern Alberta to the benefit of the people of Lethbridge and the region as a whole.

1. Recognize the Oldman River Watershed as the foundation for all regional land use planning
2. Encouraging regional partnerships in economic development, municipal services and land use planning
3. Participate in sub-regional planning with the County of Lethbridge, Coalhurst and Coaldale
4. Engage the County of Lethbridge in discussions to guide future urbanization goals
5. Engage in the ongoing development of a strong regional transportation network by:
  - a. Partnering with the County of Lethbridge to ensure access to air services and the viability of the County of Lethbridge Airport
  - b. Advocating ongoing and enhanced east-west and north-south highway corridors



## CITY MANAGER'S MESSAGE

I am proud to highlight our accomplishments for 2010. As I reflect on all of the activities throughout the past year, I am optimistic and also excited for the future!

To begin the year with some excitement, the Olympic Torch made its history-making arrival in Lethbridge aboard an antique railway handcar, powered by four CP rail-men across the High Level Bridge. At the east end of the bridge, the CP torchbearers handed the flame off and delighted more than 5,000 spectators along Lethbridge streets on the way to the celebration site at Henderson Lake Park. It was a fun day for all!

The Southern Alberta Art Gallery renovation and expansion was completed in 2010, with grand opening celebrations in mid September. This collaboration between the Allied Arts Council and the City of Lethbridge was the architectural creation of Ferrari Westwood Babits and Savill Group Architecture who joined forces to re-imagine the Southern Alberta Art Gallery and how great it can be for the community.

Many of our greatest success stories have come from partnerships within the community. Our largest partnership was the West Lethbridge Centre (WLC) project, which was a collaboration of the City of Lethbridge, Lethbridge Public Library Board, School District #51, and Holy Spirit School Division #4. Together we saw the construction of two high schools, a public library and a community park including three ball diamonds, four soccer fields, eight tennis courts, four basketball courts, more than 1,140 trees and 4,430 meters of pathway. The WLC opened in September 2010 and will proactively meet the increased demand for services and growth in west Lethbridge.

As part of WLC, The Crossings Branch Library opened its doors on August 30th, 2010. This distinct building, with its striking glass design, quickly became a focal point between our two new high schools.

On the evening of October 5th, 2010, a seventh annual Homeless Census was conducted. The purpose was to provide a snapshot in time to determine the extent of homelessness in Lethbridge. The Census was undertaken, not only to document the existence of this issue, but also to create community awareness and provide necessary information to plan and develop policy and actions for future community responses. Lethbridge is experiencing approximately 53% reduction in street homelessness and 25% decrease in shelter rates. Since the implementation of Outreach Support Services and the Housing First model, over 350 individuals have been successfully housed and have retained their housing.

Also in 2010, the final touches were completed on the University Drive widening project, landscaping of the medians, boulevards and a roundabout were also included in the list of enhancements.

Our Parks Bylaw was completed after reviewing similar bylaws from other municipalities, interviewing stakeholders and consulting with the general public. The Parks bylaw replaces the previous bylaw, which was over 30 years old. Significant changes include the ability to stop loud or objectionable activities and parties in parks after midnight, prevent smoking in children's playgrounds, and issuing tickets where voluntarily payment can be made rather than going to court. This bylaw will benefit the general public by improving decision making and reducing negative or disruptive behaviors in our parks.

The Integrated Community Sustainability Plan/Municipal Development Plan (ICSP/MDP) was approved by City Council on July 5, 2010. Residents of Lethbridge were fully engaged in this project, with approximately 2,000 people participating in discussions, which led to its approval. The ICSP is a long range plan for the City of Lethbridge that guides all other city planning documents to the Year 2050, when Lethbridge is expected to have approximately 130,000 people living within its boundaries. It proposes a vision of a future community that is "safe, healthy, vibrant, prosperous, economically viable, and a place where all people can fully participate in community life."

Success with the continuation of Economic Stimulus Grants provided the opportunity to access additional funding at both the Federal and Provincial level. The City of Lethbridge was successful in securing approximately \$23 million in funding under various infrastructure programs, which has been applied to high priority projects. The support of senior levels of government is very much appreciated and is important in meeting the needs of our community.



## City Manager's Message (Continued)

The approval of the 2011-2020 Capital Improvement Program (CIP) ensures that as the City of Lethbridge continues to grow, we will have the infrastructure and amenities to support that growth and shape our community for years to come. Some of the projects approved in the CIP include:

- Twin Ice Centre
- Community Arts Centre
- Helen Schuler Nature Centre Renovation and Expansion

Our stable and diversified local economy, combined with a lower cost of doing business makes Lethbridge a very attractive community for business investment. Our outstanding infrastructure is one of the reasons new businesses choose Lethbridge. We have an excellent transportation system, and worry-free telecommunications capabilities that provide businesses with access to the world. We are rated as one of the top 10 most cost competitive communities in North America and home to at least 5 of Canada's 'top 50 best' companies. Lethbridge has a lot to be proud of!

October 2010 saw the election of a new Council who immediately set out their 2010-2013 vision and strategic plan. Senior administration will work with members of Council and provide the information and advice they need for effective decision making and governance and to help further their new Strategic Plan.

As City Manager, I utilize a shared leadership model which provides an opportunity for the Mayor and Aldermen to work directly with members of the Senior Administration team, as well as with me. This results in an integrated and coordinated approach to leading a large and complex organization.

In addition to assisting City Council, our role as a senior administration team is to lead the organization. We are structured into sections that we refer to as family areas. They are:

- Community Services
- Corporate Services
- Infrastructure Services
- Planning and Development Services

As a Senior Administration team, we have adopted and promote four pillars to focus the organization to be:



*Supportive* - City employees work to make a difference in the community. We provide them with the training, tools and information they need to do the best job possible.

*Solutions - Oriented* - Strive to look beyond "why we can't" to discover "how we can". We work with a can-do attitude to collaboratively find solutions.

*Customer - Focused* - We listen and seek to understand your needs and expectations.

*Financially - Accountable* - We are fiscally responsible with your dollars, ensuring that we manage with a long-term view.

As I look back to January 2010 once more, which began with a community proud to watch the torch go by, followed by a year of accomplishments in Lethbridge – it makes me excited for 2011.

  
Garth Sherwin, C.A.  
City Manager

## HIGHLIGHTS & ACHIEVEMENTS





## RECREATION AND CULTURE

### Olympic Torch Relay



On January 17, 2010, the Olympic Torch made its history-making arrival in Lethbridge aboard an antique railway handcar, powered by four CP rail-men across the High Level Bridge. At the east end of the bridge, the CP torchbearers handed the flame off to the first of thirty-three runners who delighted over 5,000 spectators along Lethbridge streets on the way to the celebration site at Henderson Lake Park. Festivities at the park started at noon with the Winter Ice-Sports Family Festival at Henderson Arena, sponsored by the Lethbridge Sport Council and culminated at the lake where an estimated 7,000 people enjoyed the evening's stage entertainment, lighting of the Olympic Cauldron and fireworks display.



### Event Hosting

Lethbridge has long been recognized as a community with the desire and ability to hold successful sport events. That desire, combined with 11 years of experience bidding for major events by the Lethbridge Sports Bid Committee, City Councils' support in assisting with funding for these events in our community, and the recent addition of such major facilities as the stadium, located at the University of Lethbridge, helped land four major events in 2010. First, was the Junior Little League Canadian Championships which were held in July of 2010 (with the option of hosting two additional years, in 2011 and 2012), second, the 2011 Football Canada Cup, third, 2012 World Women's Curling Championships and finally the 2012 Alberta Summer Games. Planning for all events has been taken on by an army of dedicated volunteers – another asset Lethbridge has long been recognized for.

## Community Services (Continued)

### Canada Day

Canada Day was a fun-filled day of varied activities for the young and old alike. The day started off with the Red Dress Run and ended with the biggest, boldest, brightest fireworks display Lethbridge has seen.



Canada Day was a huge success with new additions to the children's activity area such as the Reptile Lady, Monster Mural painting and a Kids Talent Stage. With the help of Miss Teen Lethbridge, the Kids Talent Stage hosted youth talent including the Lethbridge Irish Dance Academy, Canadian Rocky Mountain Cloggers and a line-up of karaoke participants from 3–16 years of age.



Canada Day continues to be a well attended, fun filled event for the citizens of Lethbridge.



## RECREATION AND CULTURE (Continued)

### Southern Alberta Art Gallery Opening

The renovation and expansion of the Southern Alberta Art Gallery was completed in 2010, with grand opening celebrations in mid September, coinciding with Art Walk, Alberta Arts Days and the nation-wide Culture Days.

This, the first project realized by Arts Re: Building Together, a collaborative initiative of the Allied Arts Council and the City of Lethbridge was the architectural creation of Ferrari Westwood Babits and Savill Group Architecture who joined forces to re-imagine the Southern Alberta Art Gallery, along with the local construction firm, RBG Construction.

This project was realized with funding from the City of Lethbridge, the support of the provincial Community Facility Enhancement Program (CFEP) and Human Resources and Social Skills Development Canada.



### Sports Park Picnic Shelter Nearly Complete!

Construction on Lethbridge's newest picnic shelter located inside the Northside Sports Park started in 2010. Donations from the Rotary Club of Lethbridge, Women's Soccer Association, Southern Oldtimers Football Association and a private donor helped bring forward this project. A Community Adjustment Fund Grant (CAF) was also obtained from the federal government. This facility boasts covered seating for up to 250 people with full outdoor grill, fireplace, kitchen and bathroom facilities. Inside the compound will be a playground designed for younger children with a second full playground just outside the gates for the older children. The facility is scheduled to open to the public May 1 of 2011.



### Performing Arts Centre Study

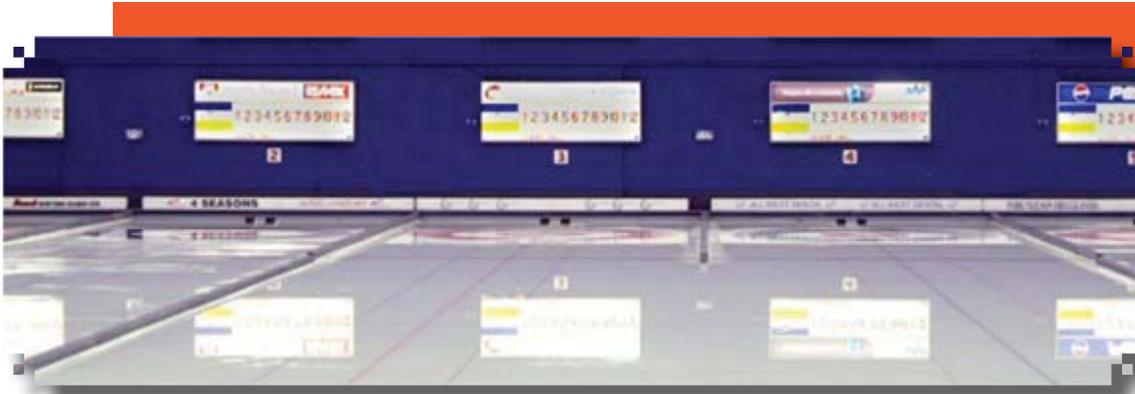
Another Arts Re: Building Together project championed by the Allied Arts Council, got a start when the Performing Arts Centre Study was presented to City Council on May 10, 2010. Prepared by a consulting team put together by the local firm, Ferrari Westwood Babits Architects, the report clarified the needs and functional requirements for theatre and musical performances in Lethbridge. With the feasibility of a single facility established, City Council asked the Performing Arts Centre Steering Committee to review the governance of the facility, further explore funding options and return with a final report on funding and governance by September 2011, for consideration in the 2012-2014 Operating Budget deliberations.

## Community Services (Continued)

### Community Capital Project Grant

The Community Capital Project Grant was established in 2004 to assist community non-profit organizations to expand and upgrade the network of community-use facilities. By leveraging other existing capital grants, and the organization's capital funds, the City's one-third matching contribution has proven to be an effective means of addressing capital project requests.

In 2010, nineteen applications were approved by City Council for a total of \$945,901 (\$450,000 from the Community Capital Project Grant with the remaining \$495,941 as a one-time allocation from GST rebates). This annual grant assists community groups with such projects as new facility construction and expansion, retrofitting or renovating existing space, facility technology upgrades, addition or replacement of equipment and planning assistance.



### Nicholas Sheran Arena Retrofit

The Nicholas Sheran Arena that serves as home to both the men's and women's Pronghorn hockey teams will be getting a little more "homey". Renovations have begun to add a dressing room for the Lady Pronghorns and a training room that will be used by both teams. On the upper floor office and meeting space has been added that will become the new home for the Lethbridge Sport Council and the Athlete Sport Development Centre. Access to the existing facilities will be enhanced by the addition of an elevator to provide access to the second floor of both the arena seating and the new office areas. This retrofit project, made possible with funding from the Recreation Infrastructure Canada (RInC) is scheduled to be completed by March 31, 2011.



### Civic Recreational Hosting Grant/Community Event Support Program

In an ongoing endeavor to recognize and support the contributions of community groups who support the enhancement of the quality of life in Lethbridge, two other grants, the City of Lethbridge Civic Hosting Grant and the Community Event Support Program helped local, not-for-profit organizations organize and host events in 2010. These added not only an economic boost, but also to the social well-being of our community. Ten events benefitted from Civic Hosting funds and another nine community events were helped out by Community Event Support funding.

# COMMUNITY SERVICES



## ENMAX Centre



The City of Lethbridge ENMAX Centre continued its renovation and expansion project funded in part by a Municipal Sustainability Initiative Grant (MSI). It was a challenging year as the facility continued construction and programming throughout the winter and was shut down for six months from Spring to Fall. Patience prevailed by both staff and patrons and we were able to complete Phase I on time and on budget and re-open the building on October 7, 2010, for the Hurricanes season opener. We now continue construction into Phase II of the project, which will continue throughout 2011 and then see another Spring through Fall shutdown.



The completion of Phase I saw a significant amount of work completed that may not have been noticeable to the public. It included: excavating, upgrading of the steel structure, major changes to the sewer and plumbing, electrical upgrades, expanded concourse and the first of newly renovated washrooms and concessions ready for this season.

The ENMAX Centre staff spent an incredible amount of time on the construction project, future planning and integration of the project through its phases, overcoming obstacles and maintaining current programming while operating during construction. This included development and execution of temporary locations for offices, box office and contract service providers, ensuring the facility was clean and safe for patrons at all times. Services were maintained throughout the construction, which included providing space and storage for construction equipment and simultaneously providing space for our operations.



Highlights of our 2010 planning and operations included the unveiling of our new suites, concessions, and development of the new lounge. The two new concessions have an open design concept and on-site cooking for better quality and delivery. We also added our Healthier Choices menu to the programming which provides alternative items to our patrons.

## Community Services (Continued)

A number of events took place at the ENMAX Centre with performances that included 50 concert/special events and 112 recreational use days. Attendance was in excess of 165,000 people, which is a positive number given the facility was closed for six months of the year. Some of our highlighted performances were Johnny Reid's return engagement, the Wizard of Oz Broadway Musical, Alan Jackson and The Wiggles.



The Hurricanes operated a full 36 game season, which is included in the 50 event season, but unfortunately did not host any play-off games. The season did begin with a strong 20 game schedule and overall attendance continued to climb with over 117,000 patrons attending games.

The ENMAX Centre looks forward to another year of construction and one that will see a large amount of work completed as it moves into its final phase and completion in April of 2012.

# COMMUNITY SERVICES



## Helen Schuler Nature Centre (HSNC)



The Helen Schuler Nature Centre (HSNC) has been delivering a wide range of nature-based interpretive programs in our community through a team of volunteers, staff and partners since 1982.

2010 was a record attendance year, with well over 31,000 visitors! What makes this statistic even more impressive is that in 2010, many of the other outdoor based attractions in the region saw significant reductions in their attendance (due to the wet spring conditions, flooding and unseasonable fall weather).

An additional 30,000 people accessed the many informational services offered through the HSNC. This usage reflects services such as the distribution of self-guided trail brochures, wildlife information through mail, phone and e-mail contacts, and lesson plan and resource guides downloaded from the website.

Several of the Nature Centre's volunteers were recognized for their outstanding dedication and commitment to our local environment and our community. A total of four volunteers, including two youth volunteers, were award winners in recognition programs coordinated by Volunteer Lethbridge, Lethbridge Chamber of Commerce and Seniors of Distinction. Many more were nominated.



Over 2,300 hours of volunteer time was donated to the delivery of nature-based programs. Close to 800 additional volunteer hours were donated by individuals and groups to conservation projects such as the Coulee Clean-up and Weed Pull. These conservation projects were made possible by generous funding from Moonlight Run, BFI Canada, Park Place Shopping Centre and Pratt & Whitney Canada.



*Urban Spirits Rotary Club at Coulee Clean Up*

## Community Services (Continued)

The HSNC hosted three different exhibits this year. An exhibit celebrating “Natural Olympians” was developed to coincide with the 2010 Olympic Games.

A “Social Insects” exhibit featured a live bumble bee hive as part of the exhibit. This was a popular addition to the exhibit program for local school groups.

An exhibit on “Water Conservation” was brought in for the fall and winter, and was designed to help raise awareness and understanding of the importance of water to our lives.



*Visitors fishing for wetland facts in Water Exhibit*

Thanks to generous funding provided by the W. Garfield Weston Foundation, the HSNC continued to expand environmental education programs even further into the Southern Alberta region. Over the past three years, nearly 1,500 students have experienced the “regional perspective” of land conservation that these unique programs explore.



*Climbing walls at Natural Olympians Exhibit*

Follow-up projects, developed by students who have participated in the programs, help students reflect on their learning while sharing their experiences with their broader school community. Projects have included waste-reduction awareness campaigns, litter-less lunch events, art projects and the implementation of in-class composting initiatives to name a few. It has been a wonderful, inspiring experience to be part of the enthusiasm of students, parents and teachers who have participated in the programs.



*Living Landscapes Program at the Waterton Park Front*

## COMMUNITY SERVICES

### Helen Schuler Nature Centre (Continued)



In the fall of 2010, the HSNc coordinated a community mapping project thanks to generous funding by the W. Garfield Weston Foundation, Shell Environmental Fund, RBC Blue Water Project, the Oldman Watershed Council and the Prairie Conservation Forum.

Over 100 individual participants shared their perspectives on our watershed and their connection to the landscape in this art meets science project.

Over 1,000 people took in the downtown Lethbridge storefront art installations that were created through this project. Maps developed by local school groups were included in the Lethbridge ArtWalk.



Thursday nights in July and August, Galt Gardens was once again a place of wild and fun family entertainment! Nearly 600 people took in the two Creature Theatre productions presented by the HSNc. This year's interactive children's theatre explored the world of "Night Creatures" and "Bird Brains".

In total, nearly 500 public drop-in programs and booked tours were delivered to our community. These audiences represent a wide range of people in our community, from pre-school children to adults interested in natural history courses.



# LETHBRIDGE PUBLIC LIBRARY



Shaping the Future - 2010 will always be a year to remember in the Lethbridge Public Library's history and in the expanding story of West Lethbridge as The Crossings Branch Library opened its doors on August 30th, 2010. Thanks to the City of Lethbridge and the School District partnership; the business community and generous donors, this distinct building, with its striking glass design quickly became a focal point for West Lethbridge Centre.

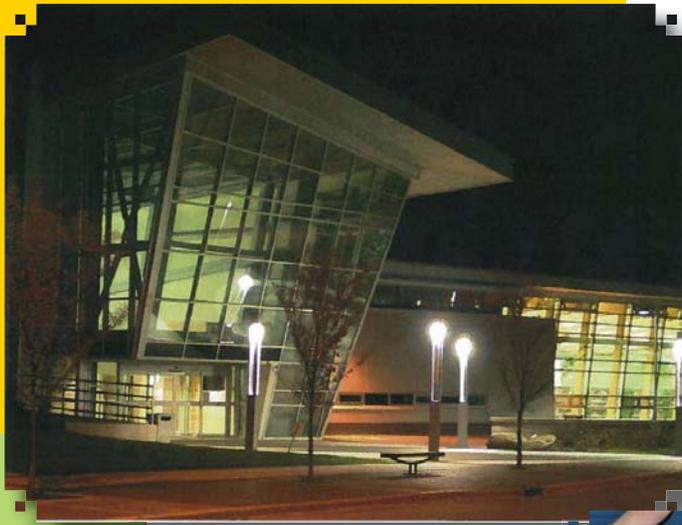


The Crossings Branch (built at a cost of approximately \$10.5 million, not including books and materials) is 20,000 square feet, with a 2,800 square foot public corridor, 2,500 square feet of expansion space (to be leased) and a 14,000 square foot library.

The West Lethbridge Centre is seeking Leadership in Energy and Environmental Design LEED® Silver Certification, however the library has some unique environmentally friendly features: a distinctive heating system supplied by hot water radiant panels; a displacement air circulation system that uses the body's warmth to pull cooled air up from the floor vents, all linked to the automatically opening and closing fresh air windows that allow the heat to be vented naturally at the ceiling.

The Library Capital Campaign target was \$967,000 to pay for 55% of the library collection, budgeted at approximately one million dollars, and to top up the furniture and equipment budget. The library reached its fundraising goal and in the process developed partnerships with the business community. A commemorative Library Card, with a photo of the new branch, was available for Library supporters to purchase.

# LETHBRIDGE PUBLIC LIBRARY



Attractions at The Crossings Branch include teen gaming stations, child-friendly computers, shelving and furniture, listening stations and high speed wireless internet both inside the building and for the outdoor amphitheatre.

Facilities for rent include a multipurpose room (seating for 100) with full HD projection and sound system, board room, digital training lab with full software suites and a community room.

The Friends of the Library have set up a Booktique (used books for sale). Three professional librarians- teen, children's and community outreach specialists liaise with the schools and the surrounding community to offer programs.



*Left to right, MLA Bridget Pastoor, Caryl Nelson-Fitzpatrick, Lethbridge Public Library Board Chair and Lea Switzer, Public School Board Trustee at the official opening of West Lethbridge Centre.*



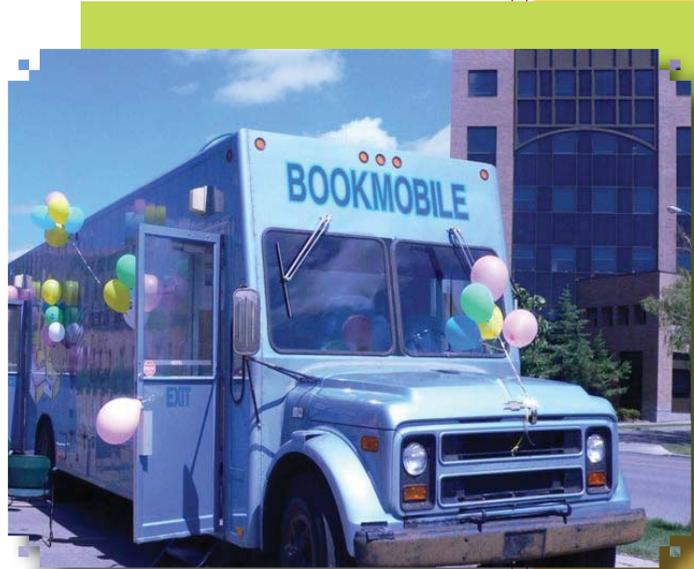
*Lethbridge Public Library Staff Member Anita Horrocks helps customers on opening day.*

## Lethbridge Public Library (Continued)

The Bookmobile, a Library outreach service celebrated its 25th birthday July 17, 2010 with a barbecue and music by the University of Lethbridge Steel Band.

A new bookmobile is on the horizon:

- \$100,000 from the 2009 Library Budget
- Director & CEO Todd Gnissios says "With the approval of the Community Facility Enhancement Program (CFEP) grant and the monies set aside by the Library Board, (Bookmobile replacement cost of about \$600,000), the Library began searching for matching funds and grants"
- In June 2010, the City of Lethbridge approved a Community Capital Project Grant of \$161,833 to assist the Library in updating the Bookmobile service
- In December 2010, MLA Greg Weadick presented a \$100,000 Community Facility Enhancement Program (CFEP) grant from the Alberta Government



*The Bookmobile has logged over 133,000 miles and had 53,666 visitors in 2010.*

Lethbridge Public Library's virtual library branch expanded in March 2010 as Overdrive made its debut and customers could check out eBooks and audiobooks online with their library card.

Other databases offered included: Books 24/7 ITPro and Office Essentials, A to Z Maps Online and POP Culture Universe. All public use computers were upgraded and enhanced internet access was provided as well as improved wireless access. Office 2007 was installed on all public use computers.

Year at a Glance:

- On February 1, Todd Gnissios became the new Director & CEO of the Library
- A travelling display: UFA: 100 Years of Enriching Rural Life was available from February to May and Adult Services linked the display with an Agricultural speaker series. Magazines and the Library's Adult Literacy Services (Read On) collection were added to items that customers can check out
- Children's Services held its first Spelling Mini-Bee in February as students in grades 1-3 participated for the trophy. The Lethbridge Public Library Board received a 2010 CLTA/Stan Heath Achievement in Literacy Award, from The Canadian Library Trustees Association, for the Mini-Bee
- Program and outreach highlights included a Whoop-Up Days parade float entry, an Aboriginal Awareness Week movie fest, a booth at the Home and Garden Show and the hugely popular Ready, Set, Read program; 80 students reading 4,000 books. The Library partnered with the BRZ and SACPA to offer two Municipal Election Forums. Lethbridge College Library and LPL launched 'One Book, 2 Libraries and You', a chance for City residents to read the same book, Into the Wild by Jon Krakauer



*CLTA award, Todd Gnissios, and Board Members: Caryl Nelson-Fitzpatrick and Donna Hunt*

In 2010, more than 619,214 people visited the Library (Main, Bookmobile and The Crossings Branch). Library items were borrowed over 1,112,423 times. As a welcoming gathering place for children, teens and adults of all ages, the Library had over 5,568 programs which attracted 23,245 people.

## GALT MUSEUM & ARCHIVES



Three major special exhibits were featured in 2010, including the community-based *Treasures & Curiosities*; followed by *Kaahsinnooniksi Ao'toksisawooyawa - Our ancestors have come to visit: Blackfoot Shirts*. This was a partnership project organized with members of the four Blackfoot communities; Pitt Rivers Museum, University of Oxford; University of Aberdeen; and Glenbow Museum.



*Galt Hospital: 100 Years* celebrated the Centennial of the historic Galt Hospital building and included a huge community celebration and Galt Babies Party.

Her Excellency Sharon Johnston arranged a visit to the *Galt Hospital: 100 Years* exhibit while she and the Governor General were in Alberta. She was thrilled to be in the hospital building her Grandmother worked in as the Superintendent of Nursing from 1920-1930. Galt staff and local historians enjoyed sharing lunch and stories with Her Excellency.



The *Flying High* exhibit in the Discovery Hall was enhanced with a Lethbridge Air Harbour hangar façade, as well as pilots in full flight gear and an airplane created by local artist Alex Pavlenko. A new display case houses artifacts for the WWII Bombing & Gunner School.

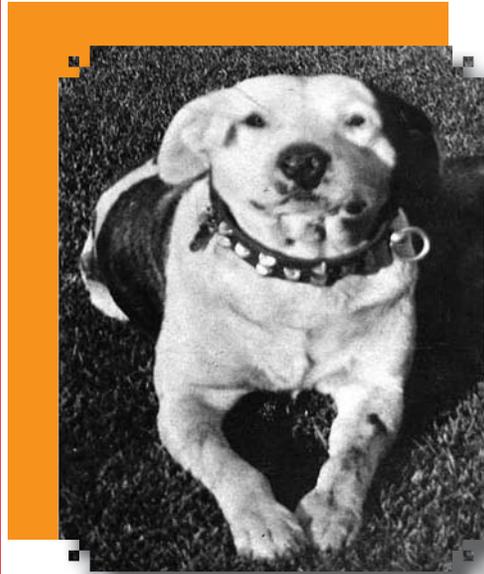
Other exhibits shown at the Galt included themed archival photographs from the Archives in *Archives exposed...*; and *The Fabric of British Home Children* – two quilts by Claresholm quilter Hazel Perrier created in recognition of the Year of the British Home Child. The travelling exhibits *For you the war is over: Second World War POW Experiences* was featured at the Esplanade in Medicine Hat, and *Vanishing Landscapes* was at the Okotoks Museum & Art Gallery. A juried sculpture exhibit was organized for the third year to coincide with the Allied Arts Council's ArtWalk and the Province's Arts Days.

Offers of artifacts to the Galt in 2010 were the highest since 2003. Artifact use in 2010 reached levels not witnessed for over seven years, and requests by the public for access to objects and information is at a record high. The collections continue to be well-used by the University of Lethbridge's Museum Studies program as an internship location and as a learning resource.

The year's work included an effort to remedy the Galt's inability to collect a handgun donated by the Lethbridge Regional Police Service in 2009. An amendment to the relevant federal firearms regulation is hoped to be forthcoming. A documentation audit of the Museum's oversized artifact collection was supported by a grant from the Alberta Museums Association, allowing for the term employment of a Collections Assistant.

Archives highlights and activities include major ongoing cataloguing projects for The Lethbridge Herald and Oldman River Regional Planning Commission Fonds. The backlog was reduced with the cataloguing of virtually all of the donations made to the end of 2005. A project with Winston Churchill High School ESL students, presentations at the new Wednesdays at the Galt seniors program and a talk at the Nord-Bridge Senior Citizens Centre Coal Miners Banquet kept the archivist hopping in his final year before retirement.

Support was provided to Lethbridge College Environmental Studies, as well as University of Lethbridge History, Sports and Education students. Access to scanning stations and technical support was provided to members of the Fortnightly Club of Fort Macleod to digitize their minutes books. The Archives in turn received the originals for its holdings.



One of the thousands of archival images in the Galt's collections, that of Old Bill the fire station mascot, was printed on 6% (38,000) of the City's doggie bags, with a link to his amazing story on the Galt website.

Archival images are also shared on Flickr The Commons – an international archival images initiative bringing attention to the world's historic photographs.

In 2010, our 220 photos received more than 105,000 views. Other online interactions are taking place on the Galt's Facebook Page (315 fans), blog (4,224 visits), Twitter (700 followers), and online photo album on Flickr (90,482 views since May 2009)

<b>Community program participants</b>	4,996	<b>Archives researchers</b>	795	<b>MUSEUM VISITORS</b>	
<b>School program participants</b>	11,652	<b>Archives gallery visitors</b>	200	<b>Lethbridge</b>	57%
<b>Buses booked for 6273 students</b>	285	<b>Archives Online visitors</b>	6,762	<b>Southern Alberta</b>	20%
<b>Special events participants</b>	5,256	<b>Scanned archival images</b>	26,870	<b>Other Alberta</b>	5%
<b>Facility rental attendees</b>	14,102	<b>Volunteers</b>	269	<b>Canada</b>	14%
<b>Unique visitors to <a href="http://www.galtmuseum.com">www.galtmuseum.com</a></b>	31,511	<b>Volunteer hours</b>	12,061	<b>International</b>	4%
		<b>TOTAL on site attendance</b>	44,955	<b>Memberships sold</b>	402

## GALT MUSEUM & ARCHIVES



The Galt provides a wide range of public programs that meet the unique interests and needs of our visitors, including hands-on activities, tours, lectures and movies. Many programs are made possible through our expanding community partnerships and volunteer support. Programs for seniors, adults and families explore topics interpreting the special and permanent gallery exhibits through lectures, music, and hands-on activities linking past, present and future and creating conversations about issues that impact our community.

A number of Community Days, including free admission and special programs, were held to celebrate the opening of exhibits and major events such as Canada Day. The visitor experience at the museum also includes on-site tours and podcasts, as well as off-site cemetery tours (with support from City Cemeteries), historic downtown Lethbridge tours, and Get Outta Town bus tours.

In 2010, the Galt had approximately 3,000 more hours donated in volunteer time than the year before, which in itself had set a record. We continue to provide volunteer opportunities for interns in the Museum Studies program at the University of Lethbridge, Applied Studies in all areas of the University of Lethbridge, and Service Learning and internships with the College. We also have participated in working with high schools and Katimavik and were the only organization in all of southern Alberta to participate in Disney's 2010 "Give a Day, Get a Day" program, which brought volunteers from as far away as Saskatchewan and Montana to volunteer a day at the Galt.



The Galt's Education programs continue to have an incredibly strong reputation in southern Alberta. Hands-on exploration with artifacts and documents, tours, story-telling, personal connections, and discovery bring our local history alive. Students develop historical thinking skills that will serve them well in a complex and changing world and mixed in with the learning, is always a good dose of fun!

Over 320 families borrowed a Galt admission pass from our partner, the Chinook Arch Regional Library system. In 2010, the Galt became the first Canadian field mission for Seek Your Own Proof, a new online game at [Discoverykids.com](http://Discoverykids.com).

## Galt Museum & Archives (Continued)

Other partnership projects included the Historic Lethbridge Festival organizing committee and Lethbridge Labour Council with a new Labour Day celebration. Our attractions partners, Nikka Yuko Japanese Garden and Fort Whoop-Up, held a successful familiarization event with us for service personnel in Lethbridge.

We worked in partnership with City Council to retrieve and distribute 100% of the waterlogged 25 Year Time Capsule envelopes to rightful owners.



2010 events again saw record and sold out numbers for our successful Scotch & Burns, Eggstravaganza, Beer Tasting and a screening of the Rocky Horror Picture Show. Proceeds from the fifth annual Whoop-Up Days Scenic Plaza Block Party organized in cooperation with our neighbours were donated to the museum and Green Acres to purchase Galt admission passes for Green Acres residents and their guests! New events included Best of the Best Wine Tasting and Macabre Museum.

The Museum Store hosted book launches for local authors and was kept busy as the central information, membership and ticket sales centre. Museum store revenue increased over 2009 and the Facility Rentals area again surpassed its revenue target set by the Board of Directors and staff. In October, we undertook our third annual mailing requesting community support through the purchase of annual passes and donations for 'extras' around the Galt. The Galt Board and staff continued meeting with the Southern Alberta Regional Network of neighbouring cultural institutions for regional collaboration.

Strides continue to be made to improve the landscape surrounding the Galt. We were pleased to see the seeding and planting of the rotunda and gardens at the east side of the building, and the Lethbridge & District Horticultural Society added signage and soil to the native plants garden. We added curbing to protect the front garden and new planters were placed to help demarcate the museum grounds for visitors.

Galt staff members were invited to be speakers at conferences and association meetings, presenters of course materials, and five of our staff were nominated for a Lethbridge Chamber of Commerce 2010 First Impression Recognition of Excellence Award. The Board and staff of the Galt Museum & Archives are most appreciative of the many community partners, supporters and volunteers who have supported their endeavours through partnerships, advice, donations and time.

# FIRE & EMERGENCY MEDICAL SERVICES



The year has proven to be a dynamic time for the team in experiencing the new contractual relationship with Alberta Health Services in ambulance operations. Many new processes and training requirements have been accomplished through the efforts of the staff. New medical control protocols were introduced from the Regional Medical Director; these included several substantial changes to our scope of practice. The roll-out of the training was accomplished through a combination of on line learning systems and classroom time with lead field trainers. This type of format for delivery has demonstrated to be a valuable resource to our department's training needs in both aspects of emergency medical care and fire training.



We were able to host a larger recruit class this year, even with the challenges of the renovations in Station #4 and the Training Centre. The recruit class consisted of ten new staff hired to maintain our staffing levels from attrition.

Our department was fortunate to secure some of the best candidates in a very competitive labour market. The primary difference in the class makeup was the introduction of several Emergency Medical Technician Ambulance (EMT-A) qualified recruits. This has been triggered by the limited number of Emergency Medical Technician Paramedic (EMT-P) candidates available for hire.



One of the new educational developments has been the introduction of the Bachelor of Applied Business Emergency Services degree through Lakeland College. We had two new graduates complete valuable projects that have been essential components to our recruiting strategy and the competency profiles for our senior leaders and Fire Prevention staff.

The development of our team's knowledge-base has been recognized by many of our peers as a solid investment to our future.

## Fire & Emergency Medical Services (Continued)

Responding to our changing role and service based contract with Alberta Health Services has taken considerable focus and energy of the administration and support team members. We have developed new policies to ensure alignment with our contractual obligations with Alberta Health Services. These, combined with process changes for tracking and managing risk reporting, have improved our overall ability to move quickly to resolve issues that could have serious negative outcomes involving safety and liability.

Our major capital projects have been an exciting addition to watch take place over the past year. The renovated north Station #4 & Training Centre was completed in June and the building saw operational staff move in shortly after. This new facility was a very positive improvement, both in functionality and environmental design. The project was funded through Alberta Municipal Infrastructure Program (AMIP).

The new Fire Headquarters facility is in a strategic location within the downtown core. This project brought together Fire Administration, Prevention Division, Operations and Public Safety Communications into one centralized location.

The project was funded through Alberta Municipal Infrastructure Program (AMIP) and Municipal Sustainability Initiative Grants (MSI). The targeted opening is the summer of 2011.



*Fire Chief for a day*

Fire Prevention and our local Lethbridge Home Builders' Association have developed a new partnership to help teach grade 5 students home fire safety. The Fire Expo program brings the students into the fire station during Fire Prevention Week and is a hands-on practical learning session. We have had very positive feedback on the program and staff are preparing plans to expand it to a larger group next year.

# FIRE & EMERGENCY MEDICAL SERVICES



The Fire Prevention team, in cooperation with the Building Inspection and Planning department, lead the program of secondary suites safety inspections. This program is designed to improve the safety of rental suites in the community by assisting owners with the inspection and understanding the fire code requirements. This includes a provincial grant from the Affordable Housing Program to help owners with some of the costs to bring suites into alignment with the code. The team has completed 122 suite inspections.

With several major weather events occurring over the year, we were able to activate the Emergency Plan and test some of our systems for responsiveness and redundancy.

A major power outage, combined with a major snowfall, created challenges for our residents and daily City operations. Due to the broad nature of the power outage covering the eastern side of our city, it was difficult to communicate with residences, schools and business as the primary local radio and television media services were also without power.



Fortunately the power was restored within several hours and we regained full communications and normal City business resumed. There were several gaps identified and solutions have been targeted and prioritized to ensure future resiliency.



## 2010 Calls For Service

### Fire & Medical Incidents

- Medical 9,856  
Apparatus Responding 13,176
- Fire 1,337  
Apparatus Responding 3,173

## Fire & Emergency Medical Services (Continued)

The dynamic environment we are experiencing has been challenging on multiple levels of our team.

However, they have continually shown their experienced ability to move through the daily task of responding to emergencies, while also adjusting to our changing environment in ambulance services and our role within this new service contract.

It is the people on this team, in the front of our community, that have, and continue to, demonstrate unwavering dedication focusing on what is best for the patient and their well being.



The dramatic crash of the CF -18 that occurred at the County of Lethbridge Airport provided a reminder of the potential dangers involved in the air show.



Although the pilot escaped with nonlife-threatening injuries, the aircraft was a complete loss and became a challenge for responders and cleanup crews due to the toxic by-products from the burning carbon aircraft components.



## PUBLIC SAFETY COMMUNICATIONS CENTRE ● ● ● ● ●



Communications for Public Safety is provided through a combination centre that is the Public Safety Answering Point (PSAP) for Lethbridge Regional Police, Lethbridge Fire and Emergency Services and twenty rural agencies in Southern Alberta. Currently located on the top floor of the Lethbridge Regional Police Service building, Lethbridge Public Safety Communications Centre (PSCC) recorded over 65,000 events, of which nearly 50,000 calls were received through 911, in 2010. Complementing the staff of 34 Communications Specialists, supervisors, and management, the PSCC business unit is also responsible for the City's trunked radio system and their two personnel.

2010 was a year of great change and growth. Primarily, dispatching rural emergency medical services fell under the purview of Alberta Health Services. While significant in scope, the effect on the PSCC business was just another blip-on-the-radar as many more projects were undertaken and realized since the last annual report was presented.

Morale building took a high priority and efforts have paid off at a time when personnel have been presented with more responsibilities through ongoing projects. The added emphasis on training and personal development such as Crisis Intervention Training, Supervisor and Leadership Training, Positive Workplace Development and teambuilding workshops benefitted the individuals and the group as a whole. It's not enough to espouse the philosophy of work/life balance without supporting the practice.

As alluded to earlier, this all comes at a time when many projects have commenced and a reliance on Communication Specialists to participate has never been greater. Numerous personnel participated in provincial discussions in Calgary and Edmonton concerning the API3 project. API3, recently renamed "TALON" is The Alberta Law Officer's Network – of which Computer Aided Dispatch is considered a part of. Supervisors have embarked on quality assurance reporting of medical calls with the goal of "catching dispatchers doing it right" and coaching, in the rare instance, when that is not the case.

A large scale project, Common CAD (computer aided dispatch), or the transitioning of two dispatch systems into one, for all of our calls for Police, Fire and Medical service, has not only occupied a great deal of resources in the form of time, budget and contributing personnel, but also encompasses the moving of the PSCC from its present locale to the new Fire Headquarters. The Common CAD project and PSCC move requires many pieces of new technology and the ability to connect and reconfigure while maintaining mission critical service.

## Public Safety Communications Centre (Continued)

The PSCC move to the new Fire Headquarters includes personnel from Corporate, Fire, and Police Information Technology departments, radios systems, Communications Specialists, PSCC managers, outside consultants, police and fire department personnel, contractors and vendors too numerous to mention. The move is scheduled for 2011. Appropriately, in 2010, the PSCC partnered with the Lethbridge Regional Police Service (LRPS) IT department to provide front line IT support for the PSCC. This arrangement has been working very well and has proved instrumental with all of the IT work being done for the PSCC.

This past year a Radio Systems Coordinator was put in place. Her functionality is to manage the maintenance, life cycling and regulatory requirements pertaining to the City's trunked radio system. The trunked radio serves the City's emergency response groups – Fire and Police as well as other City departments, i.e. Transit, Public Operations, etc.

With the new fire hall construction and the recent renovation of an older fire hall, the City of Lethbridge Fire Department determined this would be a suitable opportunity to employ a Station Alerting System. Provided by Location, this will standardize the notification of fire and medical calls for service to the selected fire halls, thereby hastening the course of action.

The PSCC governance model was restructured, resulting in regular reporting and cohesive direction and support for the PSCC management team.



Another noteworthy achievement was realized when Phase 2 Wireless 911 data was completed by the telephone service providers. This lifesaving information provides a GPS (global positioning system) location to the dispatchers from cellular callers. This location information can be passed on to responding units in the case where no street address exists or the caller is unsure of where they are.

Amongst all of these projects, training and initiatives the PSCC completed Service Level Agreements with their two largest stakeholders (LRPS and Lethbridge Fire and Emergency Services) and completely overhauled the PSCC training program for new hires.

2010 was a busy year for the PSCC and we're looking forward to settling into our new location at the Lethbridge Fire Headquarters in 2011.

# LETHBRIDGE REGIONAL POLICE



The Lethbridge Regional Police Service is committed to providing safe communities through partnerships, community participation and excellence in service delivery. We serve the citizens of Lethbridge and Coaldale with respect, honesty, integrity, excellence and commitment. Guided by the four pillars of policing – public safety, public trust, public confidence and professionalism – we will continue to develop strategies to reduce crime and disorder and ensure citizens feel safe in their neighbourhoods.

## Regional Policing Population

- Excess of 96,602

## Lethbridge Regional Police Service

- 163 sworn members
- 50 non-sworn members
- 48 volunteers

## Police To Population Ratio

- 1:574

## Operational Budget

- \$24,631,295

## Dispatched Calls For Service

- 31,829

## Total Police Actions Taken

- 55,500

## Community Policing Division

*The Community Policing Division provides a frontline response to calls for service.*



In 2010, the Community Policing Division increased the presence of police officers on the street in order to respond to an increasing number of calls for service and dedicate more time to crime prevention and other proactive policing activities. Additionally, the increase to street strength in patrols helped enhance officer visibility, which is something our citizens requested. Traffic enforcement by patrol members also increased, which helped contribute to a reduction in collisions.

Building and expanding relationships was a key theme in 2010 for the Community Resource Unit. The You and the Law course was expanded to the Newcomers Outreach Program between Immigrant Services, Child Services and Canadian Border Services to help newcomers feel safer, understand their rights and feel comfortable about approaching the police. Police officers participated in a cultural night with First Nations youth to hand-sew a tipi that was showcased during Whoop-Up Days and a Seniors Safety Calendar was produced in partnership with Family and Community Support Services, the Lethbridge Senior Citizens Organization and the Alberta Motor Association. In addition, the Community Liaison office, Traffic Response Unit and School Resource Unit participated in the first-ever bicycle/pedestrian safety rodeo which involved multiple local and provincial agencies. Other events including Free the Fuzz and the Law Enforcement Torch Run Bike Ride each raised over \$20,000 for Special Olympics.

### Community Policing Division (Continued)

Members of the Traffic Response Unit were involved in the Olympic Winter Games and worked with VANOC to provide security and a traffic escort for the olympic flame when it passed through Lethbridge and Coaldale. The Intersection Safety Device program was also completed in 2010 with the implementation of monitoring equipment at three intersections.

The Downtown Beat Unit (DBU) expanded its partnerships with local agencies including the Lethbridge Fire Department, Alberta Gaming and Liquor Commission, Regulatory Services and Alberta Health to target issues involving drinking establishments. DBU also participated in a number of small and large-scale projects to address issues facing the downtown core such as street prostitution, illegal liquor consumption and drug trafficking.

### Support Services Division

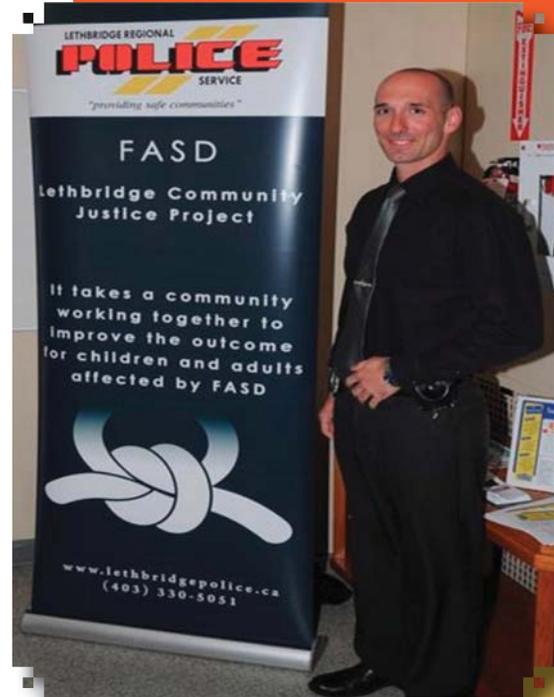
*The Support Services Division supports the Police Service in a number of areas including Information Technology (IT), records management, tactical, K9 and explosives disposal, as well as the joint management of the Public Safety Communications Centre (PSCC).*

In 2010 the PSCC processed nearly 68,000 emergency and non-emergency calls. As a result police were dispatched to nearly 32,000 calls for service.

The Police Service's use of computers and technology to manage police reports, record and store electronic information and media has progressively increased over the years and 2010 was no exception. Our IT Unit completed a number of projects inclusive of upgrading servers, increasing electronic data storage, upgrading security firewalls and ensuring we have the most current tools in which to provide service.

In 2010 the Alberta Police Integrated Information Initiative (API 3) continued to move forward with the selection of a vendor and participation in workshops by staff from all areas of the Service to develop best practices and maximize efficiencies. In addition, the IT Unit and PSCC worked together to implement a computer-aided dispatch software solution that will allow police, fire and emergency services to be dispatched from the centre and caller information to be shared between agencies to ensure the appropriate resources are dispatched to where they are needed in the proper time.

Online reporting continued to evolve and was used successfully by many citizens to report minor crimes. Our Alternative Reporting Team (ART) has also been instrumental in creating efficiencies that allow not only for online reporting, but also creating and managing reports of minor, non-criminal occurrences so police officers have additional time to attend to more serious crimes and work on crime prevention activities.



## Criminal Investigation Division

*The Criminal Investigation Division investigates ongoing complicated and major criminal investigations that require specialized and dedicated resources.*

In 2010 the Criminal Investigation Division responded to a growing demand to assign dedicated investigators to new and emerging crime trends. As a result, an additional member was added to the Economic Crimes Unit, two new members were added to the Priority Crimes Unit to manage high-risk offenders and another investigator was assigned to the Violent Crimes Unit. While challenged by the frequency and complexity of violent crime, investigators have kept pace with investigative demands resulting in offenders being brought to justice for crimes ranging from robbery to serious assault to domestic violence. Domestic crimes remain a concern because of their wide impact to family, community, victims and their children.



The Special Operations Unit demonstrated repeated success in pursuing supplier level drug dealers, many of whom are associates or members of sophisticated regional and provincial crime groups. Most drug investigations centered on cocaine trafficking activity because cocaine remains in high demand in our region. Unfortunately, many property crimes and crimes of violence are a product of the drug trade and organized crime activity. Our efforts have been relatively successful in reducing the consistent presence of gang structure in Lethbridge and Coaldale that has been seen in larger centres.

The proliferation of digital technologies and the internet have created fertile ground for financial exploitation in limitless fashion. The Economic Crimes Unit responded with significant investigative successes in a variety of cases to dismantle schemes of fraud and theft. At the same time, the unit has promoted prevention methods with retailers, financial institutions and individuals.

We continue to support integrated policing strategies advanced by the Alberta Law Enforcement Response Teams (ALERT) through our participation in regional investigations and with assignment of members to the Integrated Threat and Risk Assessment Centre (ITRAC), Internet Child Exploitation Unit (ICE) and Lethbridge Integrated Intelligence Unit (LIU).

The efforts of the Lethbridge Regional Police Service together with police agencies across Alberta are having an impact on organized and serious crime.



### Administrative Services Division

*The Administrative Services Division manages the Police Service's budget, business activities, human resources and public complaint investigations.*

During 2010 the Administrative Services Division worked closely with Corporate Facility Services to address ever-increasing spatial needs within the headquarters building. This work culminated with the presentation of a master plan to City Council. An addition to the police building has been approved and construction is scheduled to begin in 2013.

In collaboration with the Lethbridge Police Association, the Administrative Services Division worked towards a negotiated modification of the shift patterns worked by patrol teams. Once implemented, the Service will be in a position to better staff for call loads, resulting in improved services to the community.

During 2010 seven new recruits and four experienced members were recruited and trained to meet the ongoing needs of the Service.



In December of 2010 the Policy and Accreditation Unit hosted two assessors representing the Commission on Accreditation for Law Enforcement Agencies (CALEA) for the tri-annual on-site assessment. Following the assessment, the Service was recommended for its fourth re-accreditation.

# COMMUNITY SERVICES



## COMMUNITY & SOCIAL DEVELOPMENT

### Working Together in Community

Community and Social Development (CSD) is part of Community Services. It works to oversee the implementation of the Social Policy under the guidance of the Council Committee. The social well-being of Lethbridge citizens and their ability to fully participate in community life is the priority. Under the leadership of Chair Bob Campbell, CSD strives to meet the needs of people in our community through strengthening community assets and addressing identified social priorities. Over the past year, these included: access to community services, the engagement of youth, building a welcoming and inclusive community and neighborhoods, taking advantage of community opportunities to address issues such as poverty and building an age friendly community.



### Collaborative Community Partnerships

Based on a resolution by City Council and the subsequent signing of the UNESCO Declaration of Municipalities Against Racism and Discrimination (CMARD), CMARD Team's role has continued. The team has been responsible for developing and implementing a community action plan to build a welcoming and inclusive community. The CMARD team functions as the Steering Committee for our community initiative and is a sub-committee of the Community & Social Development (CSD) Committee of Council.

On October 6-8th, 2010 the CMARD Team hosted a Conference entitled Building Bridges... Finding Common Ground held in Lethbridge. This forum celebrated the diversity within Lethbridge. Through shared learning and understanding, an environment was created where everyone was welcomed and included, despite differences and commonalities. Through presentations, discussions, a "dialogue circle", and cultural entertainment, the gathering provided awareness of our strengths and opportunities that exist in Lethbridge. A Community Action Plan, Building Bridges ... A Welcoming and Inclusive Lethbridge was developed, presented and approved by Council as a result of this conference.



The CMARD Team also hosted two successful Pangea Diversity Cafés. Over 300 citizens of all ages, ethnic backgrounds, race, religion, physical and mental abilities, and sexual orientation came together to learn from each other and appreciate the diversity in our community.

### Youth Advisory Council (YAC)

The Youth Advisory Council (YAC) is comprised of nine enthusiastic youth ages 15-24. This newly appointed council provides a bridge between City Council, youth and the community by functioning as an advisory body. In 2010, members of the Youth Advisory Council provided a voice for Lethbridge youth through advocacy, awareness and consultation, which included the Municipal Sustainability Plan, opportunities for youth activities, and planning for future youth centre(s). The goal of YAC is to increase youth involvement in all aspects of community life. YAC also provided consultation and advice to other community groups related to the youth perspective in the community. Additional funding was provided to existing youth programs until the youth centre(s) are completed as part of the next Capital Improvement Program cycle.



### Covenant Health

In 2010, it was announced that Covenant Health was the successful proponent of the Homelessness Capital Grant offered by Alberta Housing and Urban Affairs. The purpose of the grant is to build a 40 bed complex for seniors with complex needs.

### Community Substance Abuse Response Team (CSART)



CSART is a community group of agencies focused on developing a community voice, community awareness and response around issues of substance use. The purpose of CSART is to coordinate initiatives and resources to reduce the harm caused by substance use and addictions in Lethbridge. The focus of the CSART Initiative is prevention, enforcement, treatment and harm reduction for people in Lethbridge.

In 2010, the CSART committee hosted a free community forum on Addressing Substance Abuse in Lethbridge: 'What's Happening in your Community?' at the Public Library. Speakers from key community agencies covered current trends and efforts being made to address substance abuse problems in the areas of:

- Prevention
- Harm Reduction
- Treatment and
- Law Enforcement

With a focus on building assets in youth, the CSART committee also hosted a free family skate night where refreshments, give-aways, and asset building information was distributed.

# COMMUNITY SERVICES

## Community Substance Abuse Response Team (CSART) (Continued)



November of 2010 marks the premiere of the CSART Safe 2 Party Campaign which was executed city-wide. Promoting the message: Safe to Party Another Day...No Regrets, CSART engaged with weekend revelers by distributing swag containing tips on how to be Safe to Party at various local drinking establishments.



The success of the Safe 2 Party Campaign was recognized by Alberta Health Services resulting in CSART receiving a grant to facilitate three more campaigns throughout 2011. Additionally, CSART is currently planning to host another family free skate this coming year and provide assistance with the 2011 Party in the Park where we will share and distribute information on asset building.

### Seniors Community Forum

The Seniors Community Forum (SCF) continued to provide a dynamic process to improve the ability for older adults to participate in community life, maintain quality of life and stay as independent as possible. Stakeholders came together with the goal to continue to create a preferred future for the older adult population in Lethbridge.



One of the key activities of the SCF was the development and circulation of Choosing the Right Housing Option for You brochure that discusses options for supportive living and outlined guidelines to consider when looking for an appropriate facility. They also partnered to publish a third annual Senior's Safety Calendar for 2011; a very popular and recognized resource.

### "Bringing Lethbridge Home"

The City of Lethbridge, through Social Housing in Action (SHIA) as the Community Advisory Board, continues to function as the Community Entity for the federal and provincial programs (Homelessness Partnering Strategy and the Alberta Housing and Urban Affairs for Housing and Homelessness). SHIA is a broad community based organization that includes over 100 community participants and 40 various organizations. As a result of the development of the five Year Plan to End Homelessness, Lethbridge is experiencing a reduced number of people experiencing homelessness or living on the street. This is accomplished through the Housing First approach, support services, and a Community Case Management model so people can be successful in permanent housing.



On the evening of October 5th, 2010 the 7th annual Homeless Census was conducted. The purpose was to provide a snapshot in time to determine the extent of homelessness in Lethbridge. The Census was undertaken, not only to document the existence of this issue, but also to create community awareness and provide necessary information to plan and develop policy and actions for future community responses. Lethbridge is experiencing approximately 53% reduction in street homelessness and 25% decrease in shelter rates.

Since the implementation of Outreach Support Services and the Housing First model, over 350 individuals in 350 households have been successfully housed and have retained their housing. Lethbridge is experiencing less than 4% recidivism rate, well below the national average of 15%. This is the direct result of the Housing First Approach, where individuals are permanently housed and provided the support services needed to retain their tenancy.

SHIA has identified two groups of people that have challenges in remaining housed in market housing, even with the appropriate support services. These include: youth and seniors with complex needs. Community based planning has resulted in supportive housing for this senior population and youth including a one stop resource specifically designed for youth with complex needs, "the Hub".

Social Housing in Action held two successful, well attended and community supported **Project Homeless Connect (PHC)** events in April and November 2010. PHC provides a trade show atmosphere of community agencies under one roof. People in the community who are experiencing the impacts of living with a low-income or homelessness can come and "get connected" in the community to housing options and an array of support service agencies as well as receive clinical and personal care, vaccinations, haircuts, new clothing, toiletries, income tax support, legal assistance and other services. Over 400 individuals participated in the most recent PHC, marking an ongoing increase in the number of participants who access these essential services.



# COMMUNITY SERVICES



## Family and Community Support Services (FCSS)



FCSS continues to be a successful partnership between the Province of Alberta and the City of Lethbridge. Through the FCSS Grant, the Community & Social Development Group supports 23 community agencies in the delivery of preventive social services. The outcome evaluation of these services clearly indicates we are truly making a difference in the lives of people in our priority areas: families with children, youth, older adults, new Canadians, people with disabilities and the Aboriginal population.

Investment in prevention, early intervention and community development continues to strengthen our commitment to build better opportunities for people in our community and have made the improvements necessary to help make Lethbridge a better place to live, work and play. "Towards a Brighter Future" outcome report provides us with information about the Lives impacted:



- 171,482 Volunteer hours were donated by 2,157 people
- 20,248 People received in depth FCSS services: including an assessment and an individual case plan designed to meet their unique needs.
- 22,055 Contacts were made to receive information and referral services. These services connect people to the appropriate programs and services.
- 12,529 People participated in 516 educational programs, workshops and other learning opportunities
- 5,162 People became involved in 3,194 community initiatives or projects

## LA TRANSIT

In 2010, Lethbridge Transit continued to make improvements to the transit service within our community. With the continued growth on the westside, the 2009–2011 Operating Budget included funds for service expansion for July 2010 and the new Route 35 was created. This route provides service to the Copperwood subdivision, the new westside high school complex and the new public library. As part of this expansion, existing routes were also re-designed to provide expanded service to the area of West Highlands.

Transit is working hard to improve the accessibility of its service. In 2005-2006, Lethbridge Transit purchased 16 new buses utilizing grants from Federal Gas Tax Fund (FGTF). These new buses allowed Lethbridge Transit to provide an increased level of service as all vehicles on the street are now 100% accessible on all routes.



Work is currently focused on making all bus stops 100% accessible. In 2010, over 100 stops were upgraded with front and rear landing pads. These landing pads provide a firm, safe foundation for passengers when embarking or disembarking the bus. With the work completed in 2010, there are now over 400 of the 573 total bus stops that have been upgraded.



The 2010 – 2013 Capital Improvement Program (CIP) that was approved in 2010 included two major projects for Transit. The first is the replacement of the current fare collection system with a new Automated Fare Collection System for 2012. This new system will feature electronic registering fare boxes and smart card technology replacing existing paper passes and tickets.

The second project that was approved is the expansion of the current Lethbridge Transit facility. This project will see the expansion of the vehicle storage and administration areas. Design work is scheduled for 2012 with construction scheduled to begin in 2013.

The maintenance division implemented a pilot project in 2010 aimed at improving fuel efficiency. One transit bus was upgraded with an electric cooling fan replacing the low-efficiency hydraulic cooling fan. This new system was projected to increase fuel efficiency by 10%. Based on successful results, Transit will look to upgrade the remaining fleet.



## LA Transit (Continued)

Thirteen new replacement school buses were purchased in 2010. Three replacement ACCESS-A-Ride (AAR) buses were purchased with assistance from Federal Gas Tax Fund (FGTF) grants. With these new buses, the average age of the school bus fleet has been reduced to five years and the average age of the AAR fleet is now 5.5 years. AAR related purchases were assisted by grants from Federal Gas Tax Fund (FGTF)



An internal study was completed in 2010 on the system efficiency of AAR. This study looked at the capacity during peak hours 7 a.m to 9 a.m and 2 p.m to 5 p.m Monday through Friday. The study looked to identify and mitigate pressures during these times and create efficiencies that would assist in meeting the AAR Service Standards of 15% availability for demand trips during peak hours, 65% of trips completed within 30 minutes and 90% of trips completed within 45 minutes. Based on the findings of the study, a number of passenger trips were adjusted to improve capacity and reduce trip times.

In 2010, Transit made application to the Alberta Transportation Green Transit Incentives Program (GreenTRIP) soliciting funding for ten conventional diesel/electric hybrid buses and five hybrid paratransit buses as replacements over the next three years. A second application was submitted for Mobile Data Terminals (MDT's) for Transit and ACCESS-A-Ride vehicles to improve schedule efficiencies and communications. A decision on funding allocation will be made at the end of March.

## HIGHLIGHTS & ACHIEVEMENTS



# INFRASTRUCTURE



## Transportation

The final touches on the 2006 University Drive widening project were finished in 2010. Landscaping of the medians, boulevards and a roundabout were completed in the Fall. More than 1,400 trees and shrubs were planted between Whoop-Up Drive and SunRidge Boulevard and nearly 1,000 sprinkler heads were installed.



Our 2010 railway program picked-up where 2009 left off and expended under \$300k for rehabilitation and ongoing maintenance. Two more road/rail crossings were reconstructed and two major turnouts received extensive rehabilitation (one under a cost-sharing plan). Targeted areas throughout our system received regulatory fixes including tie replacement, ballast filling, grading & tamping and other necessary hardware repairs.

This year, the City of Lethbridge also focused on uncontrolled road/rail crossings enlisting the help of other government and consulting agencies. Crossings were assessed and shortlisted for future full or partial signalization in an effort to maximize transportation safety” utilizing grants approved from the Provincial Rail Program

## Infrastructure (continued)

Sidewalk renewals are picked using the Sidewalk Inventory System, which rates all sidewalks within the City of Lethbridge.

This inventory system allows the City of Lethbridge to maintain safe and quality sidewalks.



*3rd Avenue South*

1,585 meters of separate sidewalks were renewed, 1,000 meters of curb, 2,000 meters of combined sidewalk, 2,400 m<sup>2</sup> of slab sidewalk and 1,500 m<sup>2</sup> of wheelchair ramps. Also included was 500 m<sup>2</sup> of paving stone maintenance in the downtown core, and sidewalk grinding covering 10,000 locations throughout the City of Lethbridge.



This pathway will ultimately provide a north south bike and pedestrian corridor along Scenic Drive.



# INFRASTRUCTURE



Overlay locations are targeted using the Municipal Pavement Management System that relies on a database of condition assessments to determine the roadway sections to be maintained. Currently, the analysis done indicates the road network within the City of Lethbridge is in excellent condition.

Matching grants have been approved from Basic Capital Program and Municipal Sustainability Initiative (MSI).



*8th Avenue South*



*9th Street South*



*18th Street South*



*Mayor Magrath Drive and 5th Avenue South*

The City of Lethbridge overlaid 87,000 m<sup>2</sup> of arterial roadways along with 60,000 m<sup>2</sup> of local roadways and 7,022 m<sup>2</sup> of collector roadways in 2010.

## Infrastructure (continued)

The Whoop-Up Drive and McMaster Boulevard West Upgrade Project construction was completed in 2010 under the Capital Improvement Program. This project upgraded two intersections, roadways, lighting, landscaping and added new pathways to the road right of way. The function and safety of the corridor was improved and a level of service residents are accustomed to has been restored.



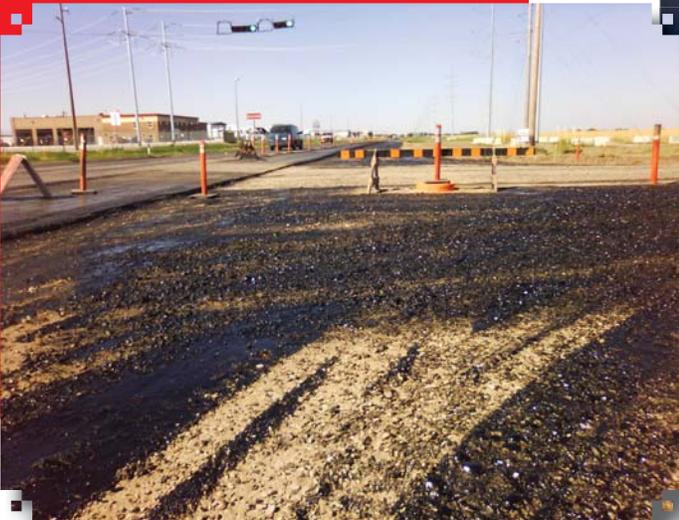
Stage one of 28th Street North Upgrade Project started in 2010 with construction of 3rd Avenue North. Funding was received from Offsite Levies and Basic Capital Grants.



*Mayor Magrath Drive and 3rd Avenue North*



*3rd Avenue North*



Construction for the 43rd Street and 9th Avenue North project was completed in 2010. This project was partnered with the roadway overlay and had traffic lights, turning lanes and storm drainage constructed to improve the function and safety of the intersection.

# INFRASTRUCTURE



This Mt. Sundance Crescent picture is typical of the drifting that residents living on the edge of the city have had to deal with this winter despite the \$100,000 of funding that was provided by Council to put in permanent snow fences this winter.

6,935 lineal metres of permanent snow fence was installed and has captured a lot of snow. Unfortunately, repeated west winds accompanied by cold temperatures have created an unusual amount of drifting snow.



Temporary snow fencing is used to protect roadways from drifting.

Each year since 2006, we have been installing more temporary snow fencing than the previous year. This is in response to the increasingly severe winters we have been experiencing.

Through the eighties and nineties, the amount of snow fence deployed annually was reduced as winter conditions had greatly improved compared to the sixties and seventies.

A comparison of total length in lineal meters of **temporary** snow fence installed annually between the winters of 2001/2002 and 2010/2011 follows:

Winter	2001/2002	2010/2011	% Increase
North	810 m	1,975 m	243.8 %
South	1,260 m	1,563 m	124.0 %
West	1,292 m	2,530 m	195.8%
<b>Total</b>	<b>3,362 m</b>	<b>6,068 m</b>	<b>180.5%</b>

## Infrastructure (continued)

Here a transportation operations grader is trying one of the new “snow gates” purchased to help grader operators avoid blocking residents driveways with snow when plowing it onto boulevards on the new snow routes and a quad team of graders clearing drifted snow.



The actual cost related to snow removal in 2010 was \$1.9 Million from operations and \$1.5 Million allocated from the Municipal Revenue Stabilization Reserve (MRSR) for a total of \$3.4 Million.



Two large hydraulic excavators moving snow dumped at the base of the pile by rented snow removal trucks up higher on the pile. This is done to pile the snow as high as possible as we have a limited site area to work within.

Surveyor capturing the quantity of snow in the 43rd Street South snow dump. On that date there was 116,410 cubic metres of snow in the pile.

There was also an additional 40,735 cubic metres in the temporary snow dump on University Drive across from Burnco in West Lethbridge.





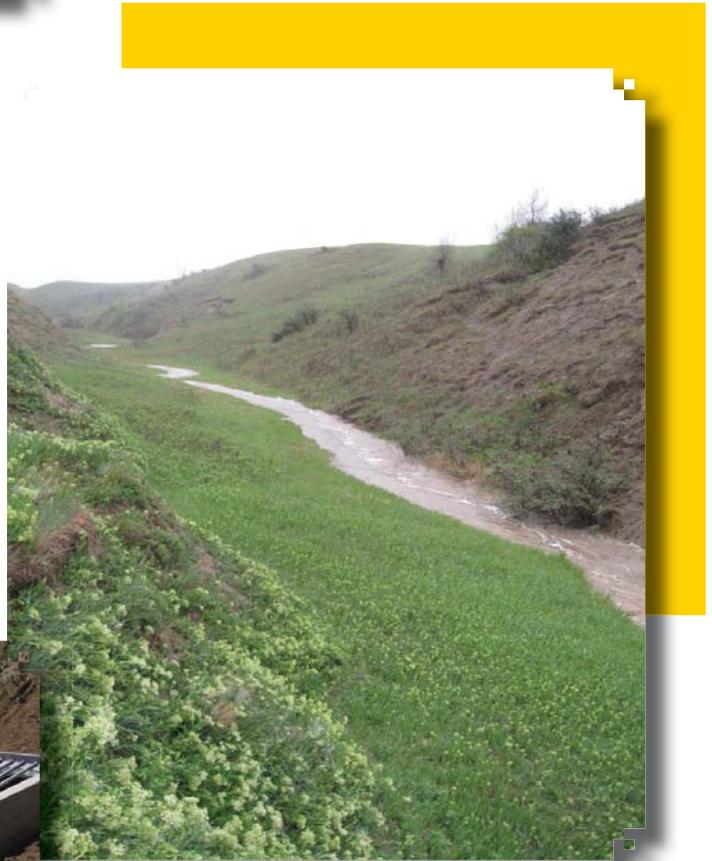
## Urban Construction



Right-of-Way (ROW) Coordination monitors the City of Lethbridge Right-of-Ways to ensure a high quality of infrastructure is installed in the city while maintaining citizen safety and convenience. In 2010 ROW Coordination generated approximately 1,500 permits including line assignment, excavation and hoarding (street use).

As in previous years, the City of Lethbridge teamed up with TELUS, Shaw, ATCO Gas and Electric Operations to review the years projects and to determine where joint party trenching was practical. This teamwork lessened the inconvenience to citizens and impact on the city as a whole.

Urban Construction managed the construction of a new storm sewer outfall into the Sixmile Coulee. This new piece of infrastructure will allow for more land development in Southeast Lethbridge adjacent to Sixmile Coulee. Funding for this project came entirely from the Offsite Levy. The Offsite Levy is a mechanism where funds are collected from land developers and then spent on infrastructure that is required for growth.



## Infrastructure (continued)

### Urban Construction (Continued)

Land development in 2010 flourished with the development of 15 separate subdivision phases. Land in all sectors of the city was turned into residential lots:

- Blackwolf Phase 1A
- Blackwolf Phase 1B
- Copperwood Phase 5B
- Copperwood Phase 5C
- Copperwood Phase 7B
- Copperwood Phase 9A
- Copperwood Phase 10
- Coulee Creek Stage 4 Phase 1B
- Legacy Ridge Stage 1 Phase 6
- Paradise Canyon Phase 7B
- Paradise Canyon Phase 8
- Prairie Arbour Estates Phase 1
- Prairie Arbour Estates Offsites
- Riverstone Phase 14
- Sunridge Phase 3D



North of the Uplands, another new community was born, Blackwolf. Two phases of Blackwolf were developed in addition to a 18,000 cubic meter storm retention pond.



One of the largest developments was Phase 1 of Prairie Arbour Estates south of Sixmile Coulee. In servicing this phase, offsite water and sewer main extensions and a sanitary lift station were constructed.





## Parks Operations

Parks Operations is responsible for the general maintenance of more than 1000 hectares of City-owned parkland. An unusually rainy 2010 proved challenging for Parks personnel.

Sixteen foot turf mowers can cut upwards of one hundred acres a day in open areas.



Small six foot mowers cut the tight spots that can't be reached by the large sixteen foot mowers, then string trimmers finish the job.



Forestry crews chip branches during the annual Park Pruning Program. The wood chips are used as organic mulch in landscaping projects throughout the City park system.



Aerial lift trucks are used to access the tree canopy for pruning of dead, diseased, crossing or interfering branches.



Parks Operations (continued)

Pond weed is always a problem at Henderson Lake. A harvester is brought in each spring to cut the weeds, which are then pushed to shore and hauled away.



The Mayor and students from General Stewart School plant new trees in Henderson Park, which were donated by the Val Matteoti Family.



All newly planted trees are watered by truck each week for the first two years.



Repairing irrigation lines damaged by frost is a regular spring time activity in the Parks Department.



## Urban Forest Management System



After years of planning and anticipation, the software to help manage our Urban Forest was installed and became operational. This software is specifically designed for tree management and allows the collective tree inventory to be managed as well as keeping service records for individual trees and customers. The software will improve the management of our Urban Forest by helping us manage customer requests, plan for lifecycle replacement, keep the inventory current, track costs of managing the urban forest, manage disease and health concerns, and track the history for each individual tree. Not including the natural trees in the river valley Lethbridge has over 38,000 trees in our parks and streets.

## Parks Bylaw

The Parks bylaw was completed after an extensive process of reviewing similar bylaws from other municipalities, interviewing stakeholders and consulting with the general public. The bylaw will assist the administration in making decisions regarding requests for non-typical use of parks. The objective of the development process was to define what activities and behaviors in parks are acceptable to the general public.

The Parks bylaw replaces the previous bylaw which was over 30 years old. Significant changes include the ability to stop loud or objectionable activities and parties in parks after midnight, prevent smoking in children's playgrounds, and issuing tickets where voluntarily payment can be made rather than going to court. This is a similar process used for parking tickets. This bylaw will benefit the general public by improving decision making and reducing negative or disruptive behaviors in our parks.

## Asset Management Program

After collecting an extensive inventory of our assets, each item was assessed a condition rating. These condition ratings measure the ability of the asset to meet the intended programming function. The replacement value of the assets is calculated to be over \$57 million dollars. Parks was able to quantify the backlog in meeting customer expectation and develop a lifecycle replacement program to address the condition backlog and quantify the required resources to keep the inventory in an acceptable condition.



This program is in line with the philosophy to maintain and care for assets rather than letting them degenerate past the point of functional service. The expected outcome is improved customer service as the use of City parks will not be limited by amenities in less than useable or acceptable condition. This investment in our infrastructure is also intended to produce efficiencies in maintenance costs. Implementation of the project begins in 2011.

## Henderson Lake Water Quality

In an ongoing effort to improve water quality in Henderson Lake, a program to use natural bacteria to reduce algae and to decompose bottom sediment was implemented in 2010 as a pilot program.

If successful, this program will eliminate the expensive alternatives of manually cleaning out the meter deep sludge that has accumulated over the 100 year history of the lake.

In partnership with Lethbridge College the management of the lake is taking on a multifaceted approach to help the ecosystems involved with water quality become more sustainable with improved results. Coupled with water circulation, weed eating Carp and weed mowing, the water quality has shown dramatic improvements over recent years.



The effects of this program will be to attract users back to the water surface of Henderson Lake. Water quality has been an impediment in using the water surface for recreation and enjoyment of the park. Recent partnership with the Henderson Lake Golf Course will help lake water quality as efforts to improve water quality on the golf course are made.



## The Crossings Park Completion

This unique park has been in various planning and construction stages since 2005 when funding for two new high schools was announced. The park was designed to meet the programming and educational needs of the schools and serve the future community as an attractive park as well as serve as storage for storm water.

The \$7.6M project includes the largest and most advanced irrigation system in Lethbridge. The 21 hectare park represents the second largest park built in Lethbridge.



Other park features include:

- 3 on site dry-ponds for storm water management
- 5 rectangular fields for major/minor soccer/football/rugby
- 1,140 trees
- 3 softball fields
- 8 tennis courts
- 4 outdoor basketball courts
- 4,430 m pathways

The cost to build the park was by and large funded by Canada-Alberta Municipal Rural Infrastructure Fund (CAMRIF) and Alberta Municipal Infrastructure Program (AMIP) grants. This project is one of two parks projects nominated for an award from the Consulting Engineers of Alberta.



*Sundial designed to be a focal point park feature*

## Xeriscape Design Guidelines

In an effort to encourage more sustainable development, a manual was developed for landscape designers to use that would help them design an attractive dry land landscape. For appropriate areas where active use is not anticipated constructing an attractive landscape treatment that requires low maintenance and no supplemental water is sustainable and cost effective. The outcome of this initiative will be to help gain acceptance in Lethbridge for non-irrigated landscaped areas.

### Irrigation Automation

For a number of years Lethbridge has enjoyed the capability of a centralized computer controlled irrigation system. This system has the ability to provide the correct amount of water applied at the right time to both conserve water and provide the optimal amount of water to keep turf and trees healthy. The system provides operational efficiency because of its ability to turn water off if a problem occurs rather than using after hour call outs. The system also detects problems and alerts operators that repairs are required, which reduces inspection time needed to keep the irrigation system operating effectively.



Although this system has been in place, not all parks have been converted to take advantage of these benefits and night watering crews have been used.



A project was undertaken to convert the following locations to a fully automated irrigation system.

- Gilbert Patterson school grounds
- Fleetwood Bawden school grounds
- Scenic Heights Park
- Rivermill Landing traffic island
- 

Reduced maintenance costs, greater water use efficiency and better plant health are anticipated by this update.

### Fairmont Linear Park Development

After feedback from residents in the Fairmont area, a commitment was made in 2006 to build a linear park on land originally designated to be a park to buffer the street from the seniors care units. Because the funding source for park construction was from the proceeds of the sale of the land the project was delayed until 2010. A partnership for planning the landscape design was formed with the adjacent land developer so landscape would be seamless between the two properties and a consistent design would enhance the visual appeal of the area. The design includes seating nodes and passive areas that are accessed from both sides of the park to benefit both the residents of the care facility and the community. As the landscape grows and matures, there will be a positive visual benefit for the Fairmont area because of this attractive street side park.



## North Regional Park Concept Planning



A creative public consultation process to develop a concept plan was completed. This project included a multi-media approach of engaging the public in suggesting and then ranking their preferences for what design elements would be included in their future park. A dedicated team of stakeholders was used to help interpret and refine the ideas from the public. The resulting concept is the initial phase of this park becoming a reality and has, in the planning stages been a park designed by the people for the people. Future development of the plan is anticipated to begin late in 2011 when the outline plan for the area has progressed. This project won the Award of Excellence in the Community Development category from the Consulting Engineers of Alberta. The judges' comments included "An excellent demonstration in moving forward the state-of-the-art in public engagement" and "Made communication the most critical aspect of project delivery."

## Playground Replacements

As part of the Asset Management Program, significant effort has been made to replace playgrounds. Canadian Standards Association has defined safety standards for playgrounds in an effort to prevent injury to children. As in other park amenities, the shortfall in the lifecycle program resulted in a serious deficiency in the quality of the playgrounds. Since 2005, nineteen City playgrounds have been replaced and the rate will be accelerated under the new Asset Management Program.

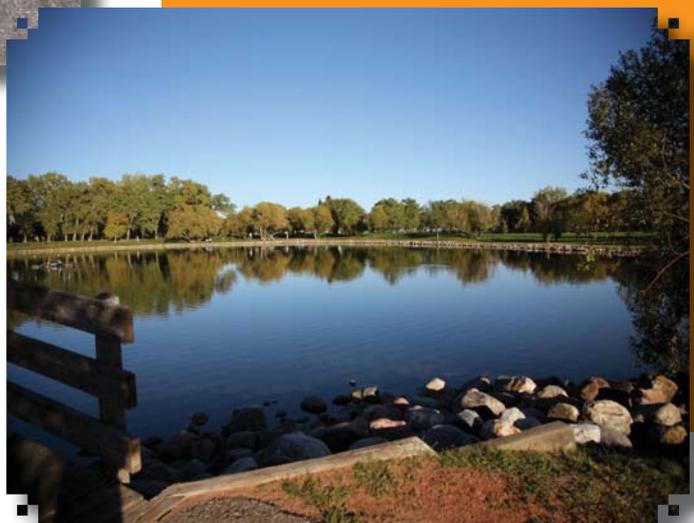


Playgrounds replaced in 2010 include:

- Adams Park
- Ted Petrunia
- Algonquin
- Indian Battle North

The Kiwanis Club of Lethbridge donated \$40,000 towards the replacement of the Nicholas Sheran park playground. This large regional playground is intended to be scaled large enough to attract families from across the city.

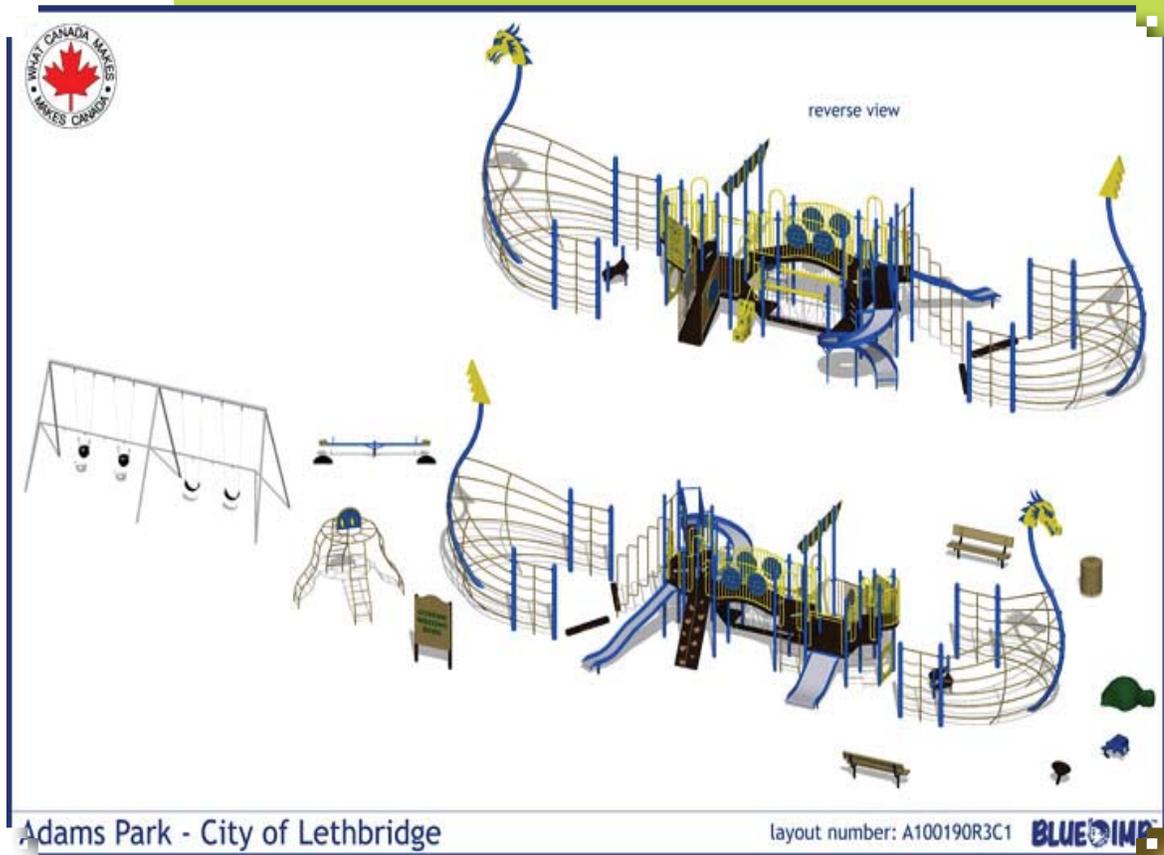
The Club has provided valuable insight and guidance in selecting the type and style of equipment to be offered in Nicholas Sheran Park. The equipment will be installed in 2011.



## Infrastructure (continued)

### Partnerships

The Scandinavian Vasa Lodge has partnered with Parks over the last few years to provide an upgraded playground in Adams Park. The generous donation of \$50,000 from the association allowed a more timely replacement of the playground equipment with a theme. The playground gives children opportunity to play on equipment themed as a Viking Ship.



### Level of Service Standards

Over the past few years there has been an articulation of our level of service provided for the activities we are responsible for. The initial attempt has been to define what we are able to accomplish with the current resources. The current level of service is measured against the Citizen Satisfaction surveys done by the City. This is a living document and will need to be updated on a regular basis as inventory and resources change.

## Green Ash Tree Mortality



The sudden and early freezing temperatures in the fall of 2009 killed 200 mature Green Ash trees. After an assessment of the damage these trees were removed in 2010 and a planting replacement plan was developed. Not every tree can be replaced in the exact location because of conflicts for space, but all 200 trees will be replaced in 2011.

The unbudgeted amount of this program is \$70,000 which will be spread over the 2010 and 2011 budget years. The benefits of the Urban Forest are numerous including positive environmental and economic impacts.

## River Valley Flood Damage Restoration

The unusually heavy rainfall events in the spring of 2010 caused significant damage to much of the parks infrastructure in the River Valley Parks. Damage included washed out bridges, silted over boat launch, coulee slumping, pathways washed away or silted over and the loss of furniture. A cleanup program was organized to comply with the requirements of the Provincial Disaster Relief Program. Although the requirements of this program may have slowed down restoration work, the costs are absorbed by the Province instead of the City. Costs of this cleanup effort are in the range of \$460,000 This program restored the use and enjoyment back to the affected areas and allowed park users access to the river valley parks.



## Waste and Recycling Services

### Downtown Core Collection

In alignment with the Lethbridge Downtown Business Revitalization Zone's "The Heart of Our City" program and together with local service providers and downtown businesses, Waste & Recycling Services removed 1000 bins from the downtown core. Businesses downtown now have the same carts that are used for residential waste collection.



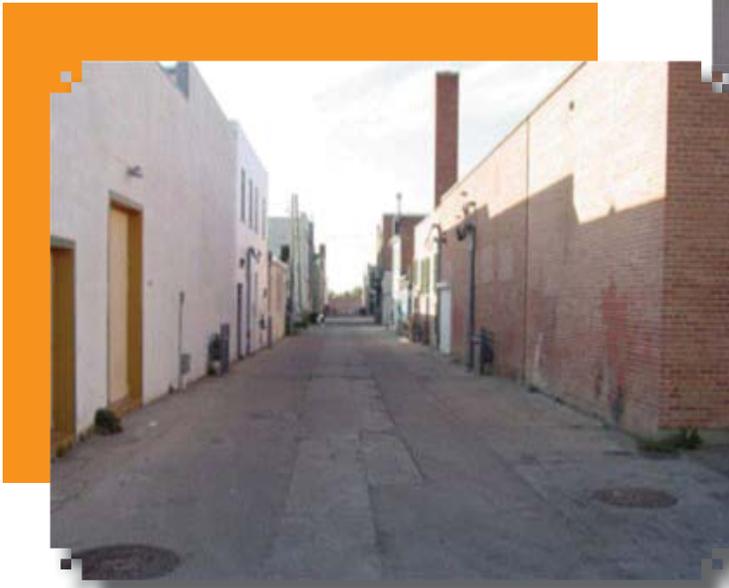
*Bins in downtown core alleys were causing problems such as fire hazards, scavenging, illegal dumping and congestion.*

The carts in the downtown core promote:

- recycling of cardboard as there is less room to dispose of cardboard in the carts compared to the large bins
- bin free alleys
- clean alleys
- scavenger-free alleys

The carts reduce:

- fire hazard
- illegal dumping
- congested alleys



*Businesses in the downtown core now use the same carts that residents use for garbage collection from their home. The carts are stored on businesses' property or in their establishment when they are not out for collection which promotes cleaner, safer alleys.*

### Home & Garden Show

The 2010 Lethbridge Home & Garden Show saw another successful year in showcasing the programs that Waste & Recycling Services delivers. Leaf and yard waste management options were featured at the show including:

- Fall Leaf Collection Program
- Yard Waste Recycling Site
- Backyard Composter Sales
- Spring Chipping Program
- Waste & Recycling Centre

Visitors to the Waste & Recycling booth received a Program Guide, paper yard waste bag for use in the Fall Leaf Collection program and a chance to win a free backyard composter.



*The Home & Garden Show is a valuable educational and feedback gathering tool for Waste & Recycling Services' many waste and recycling programs*

## Leaf and Yard Waste Recycling

City of Lethbridge leaf and yard waste recycling options include:

- Fall Leaf Collection Program
- Yard Waste Recycling Site
- Backyard Composter Sales
- Spring Chipping Program
- Waste & Recycling Centre

### Fall Leaf Collection Program

In 2009, the Residential Fall Leaf Collection Program was introduced.

The annual program:

- is held during the months of October and November and provides for two passes through all residential neighborhoods
- collects leaves at the curb in paper yard waste bags



*Paper yard waste bags are used to collect leaves for the curbside Fall Leaf Collection Program*

In 2010, over 100 tonnes of leaves were diverted from the landfill to the compost pad at the Waste & Recycling Centre.

*Over 100 tonnes of leaves were diverted from the landfill in 2010 through the curbside Fall Leaf Collection Program, which operates annually in October and November*



### Yard Waste Recycling Site

In 2009, Waste & Recycling Services replaced three unmanned yard waste sites with a centrally located, manned Yard Waste Recycling Site.

The site was constructed to:

- manage increasing demand on the yard waste recycling program
- offer residential customers a higher level of service
- allow the City to collect branches (up to eight inches in diameter) in addition to grass, leaves and garden waste
- manage high volumes of yard waste and branches in an efficient and cost effective manner

## Infrastructure (continued)

### Yard Waste Recycling Site

Some interesting stats from the site:

	2009	2010
Number of Site Users	8,200	13,500
Tonnes of Leaves and Yard Waste Recycled	240	570
Tonnes of Branches Recycled	110	150



*Branches at the Yard Waste Recycling Site are chipped into mulch that is available to residents, on-site, with no charge*



*The Yard Waste Site where both branches and garden waste are accepted for recycling April through November*

### Residential Waste Audit Pilot

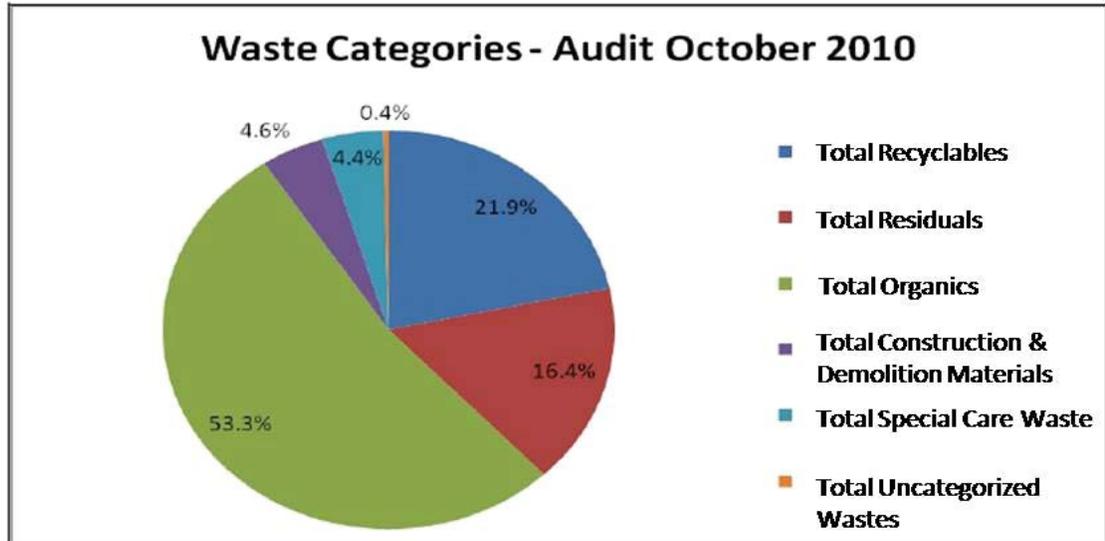
In 2010, the City of Lethbridge began to do waste studies of residential waste. The waste audits will continue annually and multiple times per year to account for seasonal fluctuations in waste generation.

The objectives of the waste audits are to:

- assess the effectiveness of City diversion programs
- assess City waste collection and processing systems
- test the effectiveness of City public education programs
- collect data to establish benchmarks and waste generation trends
- estimate the environmental impact of the waste disposed at the landfill

# INFRASTRUCTURE

## Residential Waste Audit Pilot



Total Recyclables	Total Residuals (difficult to divert)	Total Organics	Total C&D Waste	Total Special Care Waste	Total Uncategorized
Paper LDPE (Film) Plastic Cardboard All Plastic #1 #7 Other Clear Glass Other Ferris Electronic equipment Beverage Containers Tires Major Appliances	Textiles Styrofoam Remainder Plastic Composite Paper Composite Organics Composite Metal Composite Glass Other Non Ferris Other Colored Glass Metal Items	Yard Waste Food scraps Compstbl. Paper (Paper towel, soiled box board, napkins, Kleenex)	Remainder/ Composite C&D Lumber Drywall Concrete & Masonry Asphalt Shingles	Used Vehicle Oil & Filters Sludge Remainder/ Composite Special Care Waste Rechargeable Batteries Paint Hazardous Materials Florescent Light Bulbs & CFL Combustible or Explosive Biomedical Ashes	Other Unspecified Furniture

Labeled bins await sorted waste



Garbage for waste audit is dumped in sorting facility at Waste & Recycling Centre

## Infrastructure (continued)

### Waste & Recycling Centre

In 2009 the landfill, formerly known as the Lethbridge Regional Landfill, was renamed the Waste & Recycling Centre. Enhancements were made at the site to improve safety, convenience, tidiness and accessibility. It was for these improvements that, in 2010, Waste & Recycling Services received a Project of the Year Award from the Alberta Public Works Association in the environment category.

Enhancements included:

- a new indoor waste disposal area so the site can stay open during windy weather
- the addition of another weigh scale to reduce lineups at entrance
- new baling equipment for use during windy operations to wrap waste and reduce blowing litter
- a new compost pad for processing yard waste from the Yard Waste Recycling Site and Residential Fall Leaf Collection Program
- improving the Recycling Area where residents can drop off their household hazardous waste (HHW), electronic waste (e-waste), paint, used oil and more for safe disposal and recycling



*Aerial view of Waste & Recycling Centre*



*Enhancements at the Waste & Recycling Centre included the construction of a new indoor waste disposal area, pictured in background*

## Waste & Recycling Centre



Collection of grass, leaves and garden waste from Fall Leaf Collection Program and Yard Waste Recycling Site at Waste & Recycling Centre



*Machine turning compost at Waste & Recycling Centre*



Pictured in background is the recycling area where electronic waste, paint, household hazardous waste and more are accepted for safe disposal and recycling.

## ENVIRONMENTAL SERVICES

### Pitch-In

Pitch-In is a popular national volunteer litter picking program that the City and Communities in Bloom partner up to deliver annually in Lethbridge. Over 2,400 volunteers picked up litter in Lethbridge school grounds, parks, business, commercial and residential areas during Pitch-In Week, April 19th to 25th, 2010.

This was double the volunteers in 2009. There has been a steady increase in participation in the program in the last three years.



*The band, Who's Yer Daddy, put on a great show in Galt Gardens to kick off Pitch-In Week 2010*



Every year a barbecue is held in Galt Gardens with free food and a local band to thank volunteers who take pride in their community and help make Lethbridge a cleaner, greener place to live.

Over 200 people attended to view displays, hear the band, eat free hotdogs and show their support for the Pitch-In program in Galt Gardens

## ENVIRONMENTAL SERVICES (Continued)

### Environment Week & Lethbridge Green List

The Lethbridge Environment Week Committee hosted the 3rd Annual Bike Ride & Barbecue in celebration of Environment Week 2010 and Clean Air Day. The bike ride is held to bring awareness to and support alternative transportation.

In 2010, the Environment Week Committee (consisting of members from the City of Lethbridge, the Oldman Watershed Council, Prairie Urban Garden, Alberta Health Services, Helen Schuler Nature Centre and Discover Green Inc.) put a request out to the community for nominations to a new initiative called the Green List.



*Free locally produced bison dogs were served to the over 65 participants of the 3rd Annual Bike Ride & Barbecue in celebration of Environment Week 2010 and Clean Air Day*

The Green List consisted of nominations in the categories of individuals, businesses or organizations in Lethbridge that take green actions to better the environment. The Green List initiative was a success in the nominations received for 17 individuals, 17 businesses and 8 organizations.

To recognize, celebrate and support the nominees, a 2010 Green List Celebration Event was held at the Lethbridge Lodge with informational displays, food and activities as well as an awards presentation to all of the nominees.



*Some of the Green List nominees at the 2010 Green List Celebration Event*

The event was enjoyed by all and helped to bring awareness to the actions and great work that people in the Lethbridge community are doing, big or small, in support of the environment.

### Yellow Fish Road™

For the past four years, the City of Lethbridge has partnered with Trout Unlimited Canada to deliver the Yellow Fish Road™ program. The program rounds up youth and families in the Lethbridge community to help educate and raise awareness about stormwater pollution.

The youth use stencils to paint yellow fish beside storm drains and then distribute door hangers that let residents know about the new yellow fish symbols in their neighborhood and what they stand for. The program educates and raises awareness about the fact that stormwater, the water washed down the curb on our streets from our yard, is not treated and runs straight into the Oldman River.

Stormwater can carry the soaps, detergents, oil and antifreeze that we use in or on our vehicles and the pesticides and fertilizers that we use on our lawn and gardens. The Yellow Fish Road program provides valuable information on things we can do to prevent stormwater pollution.



*Lethbridge youth paint the yellow fish symbol with "Rainwater Only" message beside storm drain*



*Students learn about where the water entering their neighborhood stormdrains comes out along the Oldman River*

*A barbecue was held to thank participants for helping spread the Yellow Fish Road message*



Students participating in the program were asked to draw a picture of one thing they can do to keep the Oldman River free of pollution. (Water from a car wash is treated before it eventually makes its way to the river).

## 12 Green Days of Christmas

The City of Lethbridge, as it has for many years, again held the 12 Green Days of Christmas campaign in 2010. The campaign is held to spread positive, environmentally friendly holiday cheer and to help get Lethbridge into the spirit of a green Christmas. The program is held from December 1st to 12th and encourages Lethbridge residents to reduce waste and their impact on the environment while enjoying the holidays. Environmental Services shared 12 different fun and festive gift ideas that promote the 3R's (reduce, reuse, recycle), save energy, reduce emissions and support the local economy.

Residents' green gift ideas are invited for submittal in order to win a green gift basket filled with some of the gift ideas from the program. Over 100 people entered their green gift ideas on how they planned to reduce their impact on the environment during the Christmas season.

Some of the green ideas for gifts and energy and waste reduction during the holidays included:

- using a live tree that could be reused as a house plant or planted in the yard or chipped for mulch
- reusing paper, gift bags, boxes and containers for wrapping
- using LED Christmas lights
- the gift of chemical-free cleaning products
- the gift of a library membership, movie passes or family skate passes
- giving homemade gifts and decorations

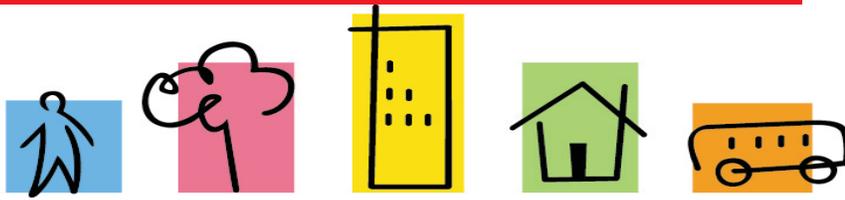


*Alderman Jeff Carlson presented the green gift basket to the winner of the 12 Green Days of Christmas contest, Claire Macgillivray, for her idea to give friends and family the gift of homemade cookies.*

Besides giving her loved ones a fresh batch of baked cookies, she gave them the dry ingredients for a batch of cookies in reused glass food jars. The food jars were labeled with baking instructions on recycled paper.

# HIGHLIGHTS & ACHIEVEMENTS





The Integrated Community Sustainability Plan/Municipal Development Plan (ICSP/MDP) was approved by City Council on July 5, 2010. Residents of Lethbridge were fully engaged in this project, with approximately 2,000 taking part in discussions, that led to its approval.

## PLAN YOUR CITY

The ICSP/MDP is a long range plan for the City of Lethbridge that guides all other city planning documents to the Year 2050 when Lethbridge is expected to have approximately 130,000 people living within its boundaries.

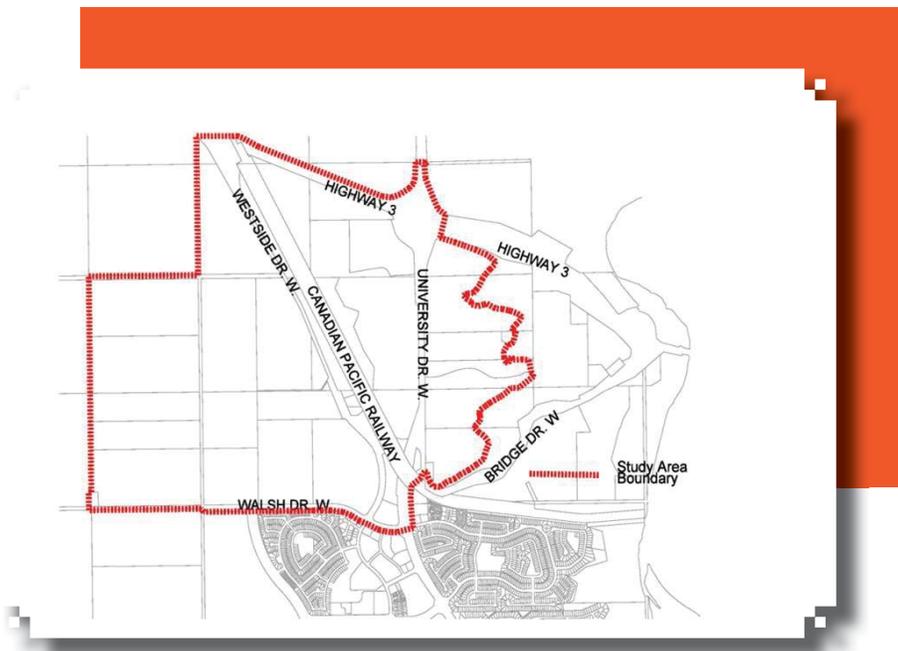
Its policies touch upon almost all aspects of living, working and playing within the City. It proposes a vision of a future community that is "***safe, healthy, vibrant, prosperous, economically viable, and a place where all people can fully participate in community life.***"





In 2010, Planning and Development Services embarked on the long awaited West Lethbridge Employment Centre Area Structure Plan, the purpose of which is to provide a planning framework that will guide the long-term development and the land use pattern for the West Lethbridge Employment Centre.

Currently there are limited amounts of both employment and retail opportunities in West Lethbridge, leaving a community need for these uses. It is intended for the West Lethbridge Employment Centre to provide for these opportunities in the City and especially in West Lethbridge in the future. This employment centre is located in the northern portion of West Lethbridge in an area between Highway #3 and Walsh Drive West (see map).



Key Facts:

- Site Area: 630 ha
- Proposed Land Uses: Light Industrial, Medium Industrial, Retail, Office, Mixed Use
- Expected Completion Date: Early 2011
- Steps to Take After ASP Adoption: Creation of Outline Plans → Servicing → Rezoning/Subdivision → Development by Private Business

A public open house was held on September 8th, 2010 where residents had the chance to view some of the options being considered and make initial comments on the plan. Another open house will be held in early 2011 where a draft of the plan will be presented to the public, prior to a decision by City Council.

## LAND DEVELOPMENT & REAL ESTATE

RiverStone continues to be Lethbridge's most popular residential subdivision development. In 2011, we will release 49 lots in Phase 14. This will bring the total number of developed lots to 839 since the subdivision started in 2000.



SunRidge, Canada's first BuiltGreen residential community has seen strong interest for starter homes and multi-family lots.

To encourage strong environmental stewardship in the home builder industry, we provide financial incentives to maximize energy efficiency in their homes.

As well, SunRidge is home to the "Living Home" Project, a partnership between the City of Lethbridge, Lethbridge College and Cedar Ridge Quality Homes, promoting environmentally sustainable home design. This project was very successful, winning awards from Alberta Municipal Affairs, Alberta Home Builders Association and SouthGrow Regional Initiative.



The Crossing's has seen the opening of two high schools, West Side Public Library and 55 acres of sports fields. These are the key components of the West Lethbridge Core. The market has shown a strong interest for commercial properties in The Crossings. The City will begin marketing these commercial properties in the spring of 2011.



In the Sherring Business and Industrial Park, Phase I, all servicing has been completed to date and we have a fairly steady absorption rate.



The Technology Commercialization Centre (TCC), a partnership between Economic Development Lethbridge and Iunctus Inc., has started construction. The TCC will create opportunity for technology related businesses to build off each other's synergies.

Looking forward, we have been putting a great deal of effort into working with internal departments that have identified requirements as identified in the Capital Improvement Program and planning three new subdivisions:

- Municipal uses such as roads, water reservoirs and recreational facilities;
- Waterbridge, located west of SunRidge, will continue with the principles of environmental stewardship;
- Garry Station, located north of The Crossings, will add population to the area to support the commercial properties in The Crossings;
- North Lethbridge area featuring the Regional Park scheduled to begin construction in 2014.



*The Crossings*

# ECONOMIC DEVELOPMENT

City of Lethbridge supports EDL's efforts to promote Lethbridge as an excellent place to live, learn, invest, visit and do business.

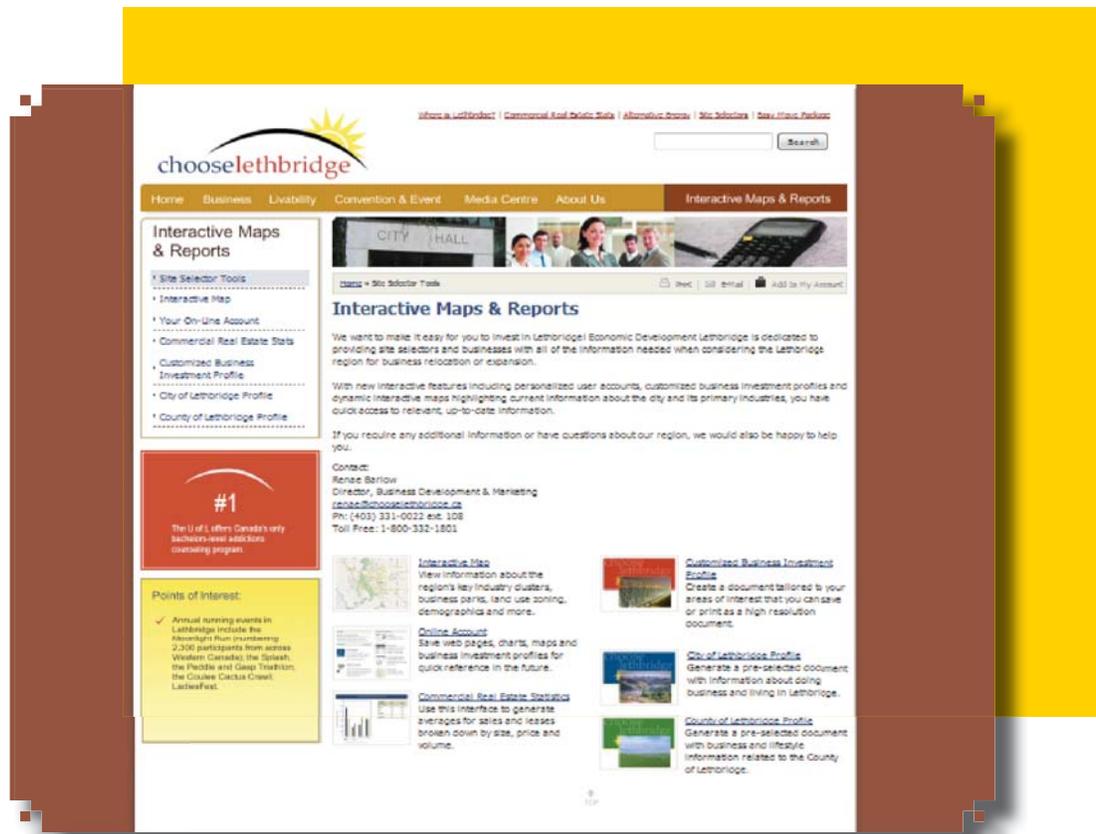
## Online - Interactive - And ready for business

As part of its core business, Economic Development Lethbridge (EDL) offers services and support to help interested businesses choose Lethbridge for their new or expanded location. With an increasing number of business leaders conducting research online, EDL has redeveloped its website to ensure timely access to accurate, customized information.

With the support of the City of Lethbridge and a grant from Invest Canada Community Initiatives (ICCI), Economic Development Lethbridge (EDL) has added leading edge interactive elements to its website. The site, [www.chooselethbridge.ca](http://www.chooselethbridge.ca), now features personalized user accounts, up-to-date quality data, user generated customized business investment profiles and dynamic interactive maps highlighting current information about the city and its primary industries.

More than 250 businesses within the area's six key industry clusters are currently included on the map which pinpoints the business location and provides contact information, business descriptions, employee numbers and more. The participation of local businesses has enabled EDL to create an inventory of companies by industry cluster and they are encouraging them to use these tools to support their business expansion plans as well.

By adding the additional website architecture and functionality, EDL is providing site selectors and business investors with the tools they need in order to make informed decisions when considering Lethbridge for their future business site.





### Mind Blowing Facts – A Lethbridge Awareness Campaign

The purpose of the Lethbridge Awareness Campaign is to proactively elevate the assets, strengths and attributes of Lethbridge to key stakeholders throughout the province. Using seed funding of \$150,000 from the City of Lethbridge, EDL engaged six partners and added \$87,000 in funding from them to create a myth-busting promotional campaign targeted at the major cities in Alberta to highlight amazing, but often little known, facts about our great city and elevate the perception of Lethbridge in the minds of Albertans.

Aside from the planned media buy, the campaign generated additional news coverage and interest in our target markets. The Lethbridge Herald, Calgary Herald, Edmonton Sun and CTV Calgary News featured news stories based on the 'Mind Blowing Facts' campaign and the lifestyle advantages of a smaller centre.

As well, the [www.mindblowingfacts.ca](http://www.mindblowingfacts.ca) microsite received more than 1,300 page views between September 1 and December 31, 2010. Next to the [www.chooselethbridge.ca](http://www.chooselethbridge.ca) home page, it was the most visited page on the website. The average time spent on [mindblowingfacts.ca](http://mindblowingfacts.ca) was two minutes and one second, well above the average time of under 30 seconds spent on most web pages.

EDL was very pleased with the impact of this campaign and from these tangible examples, know that the perception of Lethbridge has been elevated in the minds of Albertans in a positive way.

## AUDIT COMMITTEE

Lethbridge City Council is responsible for ensuring that City Administration fulfils its responsibilities for financial reporting, internal control and risk management. To assist City Council with these responsibilities, a City Council appointed Audit Committee has been established, primarily to:

- Monitor the Internal Controls over Financial Reporting (ICFR) including the policies, procedures and internal control mechanisms in place to ensure the accuracy, completeness and timely preparation of the City's financial reports and financial statements
- Monitor the independence and performance of the Independent Auditors
- Provide an avenue of communication among City Council, Administration and the Independent Auditors
- Identify and monitor the principal risks that could impact financial reporting of the City
- Oversee risk management including risk identification, analysis and management's procedures to minimize the City's exposure to loss

The City's Audit Committee oversees the activities of the external auditors to help ensure Administration's accountability to Council. The Audit Committee reviews the audit plan, year-end audit results, summary of audit differences, the Independent Auditors' report and the management letter. To fulfill the City's provincially legislated audit requirements, the Committee engaged the external auditor, KPMG LLP who carried out the audit of the City of Lethbridge's financial statements, in accordance with Canadian generally accepted auditing standards. The external auditors have full and unrestricted access to the Audit Committee to discuss their audit and related findings, as to the integrity of the City's financial statements and related processes.

Other key activities completed by the Audit Committee during the year included:

- Considered internal controls and financial risks facing the City, including information technology systems
- Reviewed annual financial statements, discussed these with Administration and Independent Auditors and recommended approval to City Council
- Discussed the appropriateness of accounting principles, critical accounting policies and management judgments and estimates
- Reviewed legal matters with the City Solicitor
- Reviewed financial personnel succession planning
- Reviewed Year End Unaudited Financial Information and Schedules
- Reviewed and recommended revisions to the Investment Policy
- Participated in education sessions related to responsibilities regarding financial reporting and the new Financial Statement Reporting Model
- Reviewed results of proposals for banking services and made recommendation to City Council to award banking services to the Bank of Montreal for a three year period with a provision for an extension for an additional three additional years

The Audit Committee membership consists of the Mayor and four Council members, one of whom acts as an alternate.

Audit Committee maintains formal and comprehensive Terms of Reference. These were reviewed and revised to ensure they reflect best governance practices.



Faron Ellis, PhD  
Alderman  
Chairman, Audit Committee  
April 18, 2011



Rajko Dodic, B.A., LL.B.  
Mayor  
City of Lethbridge  
April 18, 2011

# REPORT FROM THE CHIEF FINANCIAL OFFICER

For the Year Ended December 31, 2010

**His Worship, Mayor Rajko Dodic  
And Members of Council of the  
City of Lethbridge**



The 2010 Annual Report of the City of Lethbridge provides information to taxpayers and other members of the public about the City's 2010 financial performance. In addition, this report describes some of the City's major financial policies, provides an assessment of the City's general economic condition and highlights some of our accomplishments.

## **MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING**

The financial statements of the City of Lethbridge and all other information contained in the annual report are prepared and presented by management, which is responsible for their accuracy, objectivity and completeness. The responsibility includes presenting the statements in accordance with Canadian public sector accounting standards and in conformance to the requirements of the Municipal Government Act of the Province of Alberta. The preparation of the statements necessarily involves the use of estimates, which are made using careful judgment.

Management is responsible for maintaining a system of internal controls designed to provide reasonable assurance as to the reliability of financial information and the safeguarding of assets.

City Council has the ultimate responsibility for these consolidated financial statements. City Council oversees management's responsibilities for financial reporting through an Audit Committee, which is composed of the Mayor, and four aldermen, one of whom acts as an alternate. The Audit Committee reviews the consolidated financial statements and recommends them to City Council for approval.

To carry out its duties, the Audit Committee reviews the annual consolidated financial statements, as well as issues related to them. The Audit Committee also assesses the effectiveness of internal controls over the accounting and financial reporting systems. The Audit Committee's review of financial reports includes an assessment of key management estimates and judgments material to the financial results.

KPMG<sub>LLP</sub> the external auditor appointed by City Council has audited our financial statements and their Independent Auditors' Report is attached. They have full unrestricted access to the Audit Committee to discuss their findings, including the fairness of financial reporting and the adequacy of internal controls.



### OPERATING RESULTS

December 31, 2010, marks the end of the second year of the City of Lethbridge three year budget cycle (for the years 2009 to 2011). Under the three year budget cycle, Business Units are expected to operate within their approved 36 month budget. As reflected in the Summary of Fiscal Principles, Practices and Policies, if there is a shortfall in the first two years, Business Units are expected to overcome the deficit by adjusting expenditures in the following year (2011); and if the first two years of operations result in a net surplus, the Business Units have the ability to carry over the surplus to assist their operations in the next 12 months. As part of this operating model, any corporate surplus (a surplus not related to business unit activities) from 2010 is transferred to the Municipal Revenue Stabilization Reserve (MRSR).

The General Fund generated a 2010 corporate surplus of \$0.99 million (2009 \$1.2 million). The largest contributions to this surplus are as follows:

- Property tax revenues were greater than budgeted due primarily to slightly higher than anticipated community growth and a sizeable reduction in assessment appeals
- Fuel costs for transit were lower than budgeted
- Business license revenues exceeded budget due to the high volume of business licenses issued

All other General Fund operations combined ended the year in net surplus of \$1.3 million (2009 - \$2.4 million) which is within 1.2% of budget.

The total 2010 surplus for all Utility Fund operations was \$1.3 million (2009 \$0.6 million). Some items of note within the utility fund are as follows:

- Waste Services ended the year with a surplus of \$0.81 million due largely to efficiencies being experienced through automated waste collection and the large item service program
- Landfill generated surplus revenues of approximately \$1.2 million due to unexpected oilfield waste revenues. These revenues were used to fund a previously approved capital project to avoid future borrowing costs and to increase the contribution to the landfill closure and post closure fund. The overall net surplus for Landfill operations was \$0.06 million
- The Water Utility experienced a deficit of \$0.57 million due to the unusually wet weather experienced in 2010
- The Electric Utility posted a surplus of \$0.93 million due to a variety of factors discussed in the unaudited report referenced below. In addition, \$2.5 million of excess revenues generated under the distribution tariff have been placed in a deferral account to offset future distribution tariff rate increases and reduce future rates through the use of a rate rider

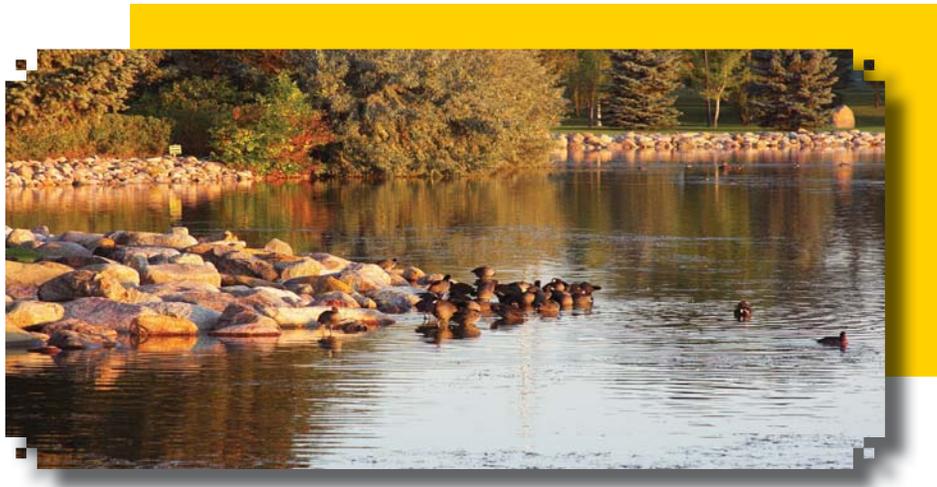
Additional details regarding the City's 2010 operations can be found on our website ([www.lethbridge.ca](http://www.lethbridge.ca)) in the report titled "Unaudited 2010 Year End Financial Information".

## Report from the Chief Financial Officer (Continued)

### CAPITAL EXPENDITURES

During 2010, the City acquired \$101 million (2009 \$75 million) in tangible capital assets. A summary of the most significant expenditures during 2010 is as follows:

ENMAX Facility Enhancement	\$	12,360,000
Fire & EMS Headquarter Facility		6,686,000
Community Arts Centre		5,458,600
Public Operations Facility Project		5,064,600
Rebuild Transmission Lines		4,204,000
Residential Subdivisions (SunRidge, RiverStone, The Crossings)		3,461,400
Stafford Centre Project		2,674,000
West Lethbridge Center - Library		2,299,700
Garry Drive Reservoir		2,169,700
Southern Alberta Art Gallery Renovation		1,962,600
Nicholas Sheran Leisure Centre Addition		1,749,300
Traffic & Pedestrian Signals		1,698,500
28 St N (Mayor Magrath Drive to 26 Ave)		1,631,500
Arterial Roadways		1,436,400
Water Main Renewals		1,270,000
Garry Drive 600M West of Metis Trail		1,226,200
South Sanitary Sewer Syphon Upgrade		971,900
Electric 138KV Circuit Breaker @ Macdonald Substation		937,300
Upgrade Electric Substations		922,800
North Lethbridge Sports Park Picnic Shelter		901,300
West Lethbridge Center		871,000
Street Upgrading		746,800
Electric Line - Line Shop		616,600





## FINANCIAL POLICIES

Lethbridge has a proven track record of prudent, yet innovative financial management. City Council has adopted several long-term financial policies necessary to ensure that the City of Lethbridge continues to offer an attractive tax and utility rate environment to businesses and our citizens. These policies have been included in a compendium document called "Summary of Fiscal Principles, Practices, and Policies".

### Debt Management/ Pay-As-You-Go

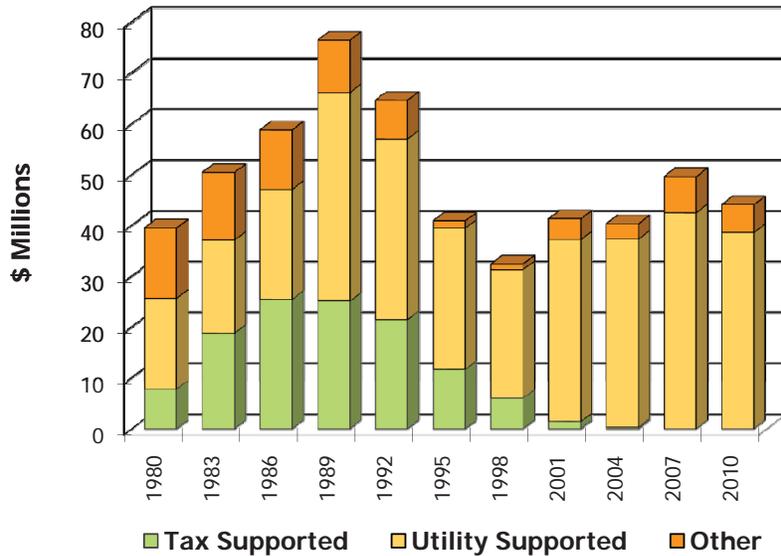
During the period of high growth/investment in the late 1970's and 1980's, the City borrowed extensively to fund capital costs. Our debt peaked in 1989 at a level of \$76.9 million. In 1989, City Council adopted a policy of Pay-As-You-Go financing for general municipal (non-utility) capital expenditures. A complementary policy was that of utilizing City reserves to internally finance larger capital works. Since these policies were introduced, no additional tax supported debentures have been issued, and Lethbridge became free of its tax supported external debt in May 2006.

The general fund continues to require external borrowing for "self supported" activities such as Local Improvements, Land Development, and Developer Offsite Levy projects. Its activities are termed self supported because the debt repayments are made directly from the revenues of these activities and are not paid from property taxes.

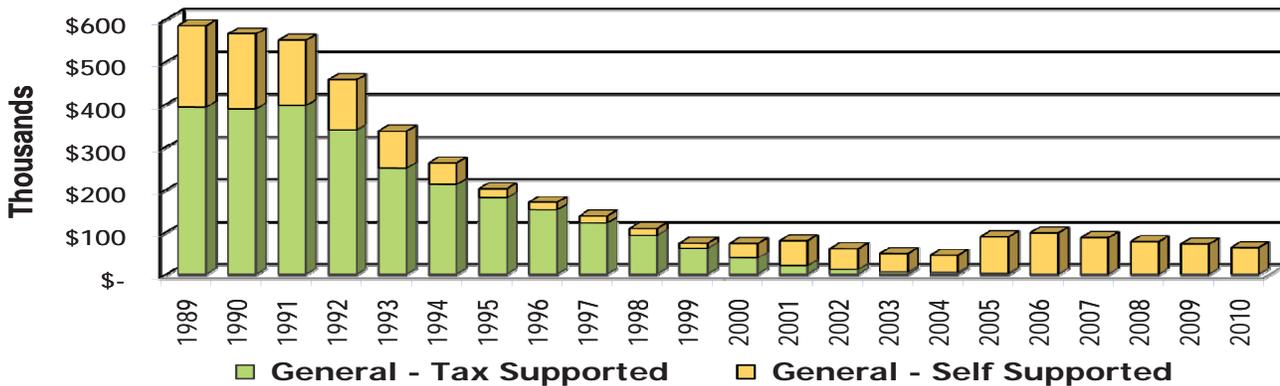
Since the beginning of this program in 1989, the level of capital expenditure is controlled; however, because maintenance is recognized as a high priority, the City's existing infrastructure and facilities are not being compromised. During this time frame, the City has also completed a number of significant capital projects without taking on additional tax supported external debt

### Total Debt

(Owing to Alberta Capital Financing Authority)



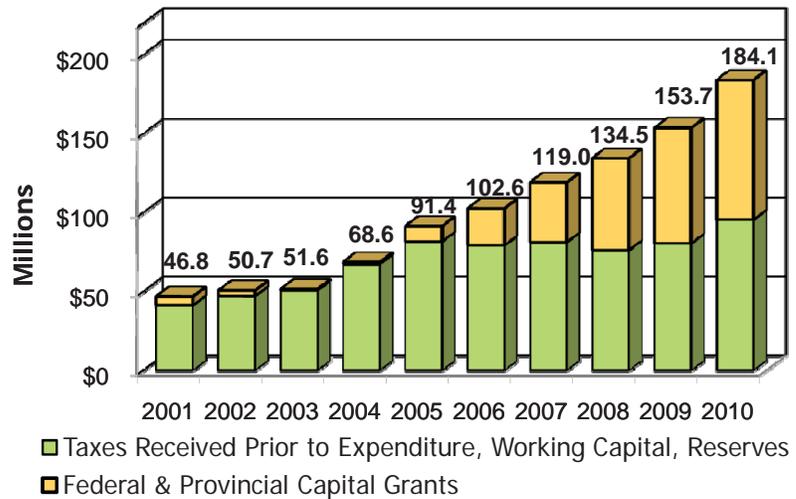
### Debt per Capita General Fund



**INVESTMENT POLICY**

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

**Average Portfolio Size**



**Canadian Award for Financial Reporting**

Presented to

**City of Lethbridge  
Alberta**

For its Annual  
Financial Report  
for the Year Ended  
December 31, 2009

A Canadian Award for Financial Reporting is presented by the Government Finance Officers Association of the United States and Canada to government units whose annual financial reports achieve the highest program standards for Canadian Government accounting and financial reporting.



*Jeffrey L. Esser*  
President  
Executive Director

**CANADIAN AWARD FOR FINANCIAL REPORTING**

For the fourteenth consecutive year, the Government Finance Officers Association (GFOA) of the United States and Canada presented the Canadian Award for Financial Reporting to the City of Lethbridge for its annual financial report for the fiscal year ended December 31, 2009. The Canadian Award for Financial Reporting program was established to encourage municipal governments throughout Canada to publish high quality financial reports and to provide peer recognition and technical guidance for officials preparing these reports.

In order to be awarded a Canadian Award for Financial Reporting, a government unit must publish an easily readable and efficiently organized annual financial report, whose contents conform to program standards. Such reports should go beyond the minimum requirements of generally accepted accounting principles and demonstrate an effort to clearly communicate the municipal government's financial picture, enhance an understanding of financial reporting by municipal governments, and address user needs.

The Canadian Award for Financial Reporting is valid for a period of one year only. We believe our current report continues to conform to the Canadian Award for Financial Reporting program requirements. As part of our continuing effort to achieve reporting excellence, we will submit this 2010 annual financial report to the GFOA for review.





### ECONOMIC CONDITIONS

Lethbridge's economy continues to be more favorable than many parts of Canada and the world. Unemployment in the Lethbridge region began a relatively steady decline through 2010 and, of the comparative cities in Alberta, Lethbridge had the lowest unemployment rate in the fourth quarter. With December, 2010 at 4.3% (2009 5.4%) versus the national average of 7.6% (2009 8.5%), Lethbridge continues to demonstrate a relatively stable employment recovery, boding well for 2011.

For the first time in the 21st century and likely longer, Lethbridge had the most new housing starts of all smaller centres in Alberta and 2010 was the third consecutive year where Lethbridge experienced more new unit absorptions than both Red Deer and Medicine Hat.

The number of businesses setting up shop in Lethbridge continues to grow. In 2010 the total number of licensed businesses in Lethbridge increased by 10.8% (2009 5.8%) to a total of 5,530 (2009 5,284). This continued growth underlines the fact that Lethbridge is a great place to do business.

Total Building Permit Value returned to pre-boom levels, around \$2,180 per capita. However, Lethbridge had the highest Building Permit Value (BPV) per capita for Industrial and Institutional investment in all comparative cities including Calgary and Edmonton. This buoyed up the relatively average Residential BPV and below average Commercial BPV. It should be noted that both industrial and institutional investment tends to generate job creation so this is positive momentum with which to be entering 2011.

Lethbridge is known as a community that experiences sustainable, steady growth over the long term. While the economic situation buffeting many parts of Canada and the world is also felt here, Lethbridge continues to experience low unemployment and overall growth which bodes favorably for the economic future of our community and those who call it home.

### CONCLUSION

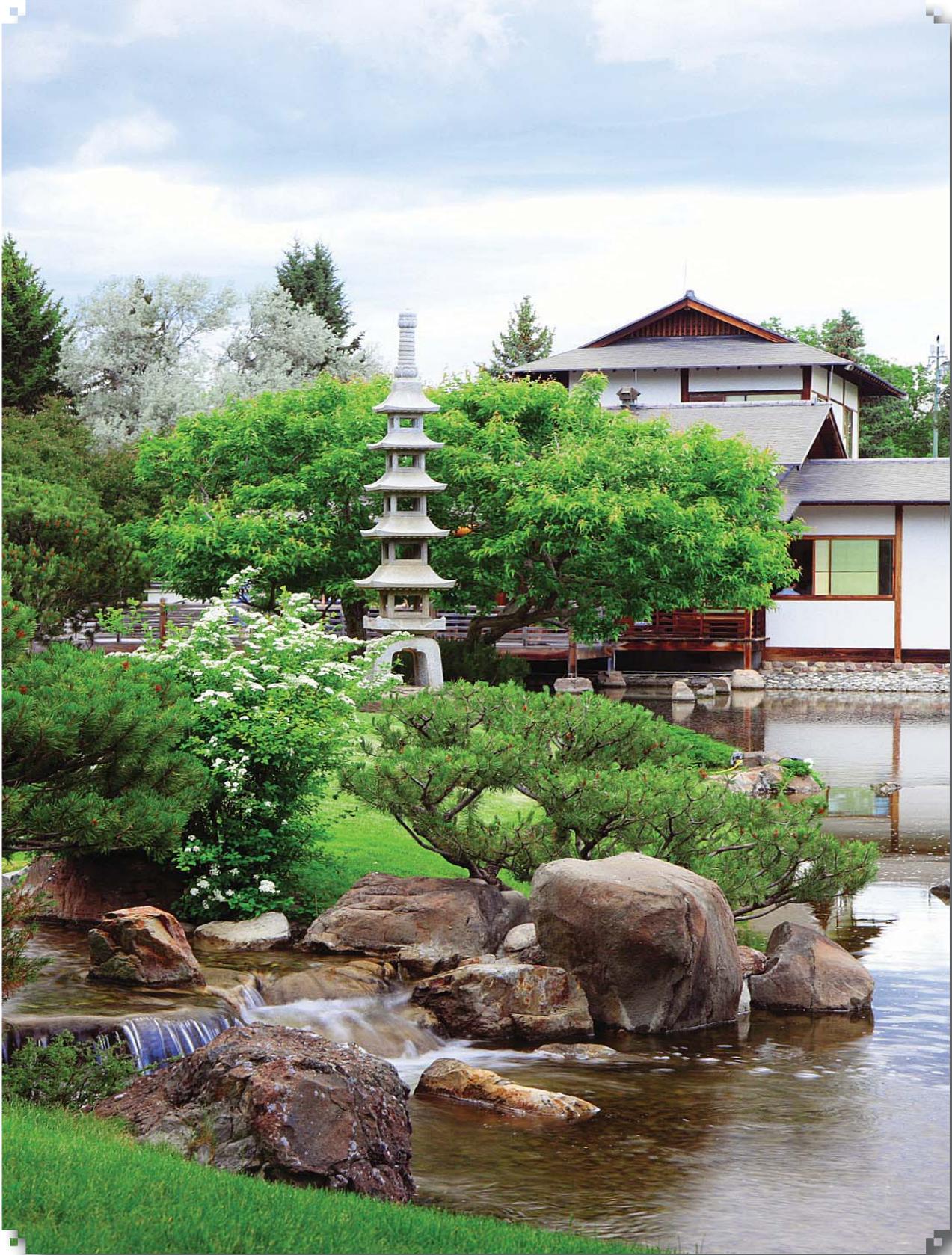
2010 is the second year of our 2009-2011 operating budget. The operating results achieved by our business units both in terms of financial responsibility and services provided are outstanding. Lethbridge residents continue to enjoy a very high level of service provided at a reasonable cost due to the efforts of staff at all levels in all areas of the organization.

The financial position of the City of Lethbridge is very strong, with consolidated net financial assets of \$33 million (2009 \$30 million). This enviable position is a direct result of the continued commitment of City Council to follow long standing and sound financial policies.

The combination of sound financial policies and prudent planning place the City of Lethbridge in an excellent position to face any challenges and take advantage of opportunities that will arise. In short, the City of Lethbridge will continue to be an outstanding place to live, work, and play!

Respectfully submitted,

Corey Wight, C.A.  
Director of Corporate Services/City Treasurer  
April 18, 2011



# MANAGEMENT REPORT

The 2010 Annual Report of the City of Lethbridge, including the financial statements, is the responsibility of management.

The financial statements are prepared by management, using the accounting principles disclosed in the notes to these statements. They include some amounts that are based on the best estimates and judgements of management. Financial data elsewhere in the report is consistent with that in the financial statements.

To assist in its responsibility, management maintains accounting, budget and other controls to provide reasonable assurance that transactions are appropriately authorized, that assets are properly accounted for and safeguarded, and that financial records are reliable for preparation of financial statements.

City Council fulfils its responsibility for financial reporting through its Audit Committee. The Audit Committee consists of the Mayor and four Aldermen, one of whom acts as an alternate, who meet to review financial controls and reporting matters.

KPMG<sub>LLP</sub> has been appointed by City Council to express an opinion on the City's consolidated financial statements. Their report follows.



Corey Wight, CA  
Director of Corporate Services/City Treasurer  
April 18, 2011



# INDEPENDENT AUDITORS' REPORT

To His Worship the Mayor and Members of Council of the City of Lethbridge

We have audited the accompanying consolidated financial statements of the City of Lethbridge ("the Entity"), which comprise the consolidated statement of financial position as at December 31, 2010, and the consolidated statements of operations, net financial assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

## *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

## *Auditor's Responsibility*

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform an audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## *Opinion*

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of City of Lethbridge as at December 31, 2010, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.



April 18, 2011  
Lethbridge, Canada

# CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at December 31, 2010 (in thousands of dollars)

		2010	2009
<b>FINANCIAL ASSETS</b>			
Cash and cash equivalents	Note 2	\$ 12,840	\$ 49,481
Investments	Note 3	188,042	148,497
Receivables	Note 4	31,929	24,567
Loans and advances		210	273
Deposits		2,373	1,675
Land held for resale		1,402	63
		236,796	224,556
<b>LIABILITIES</b>			
Accounts payable and accrued liabilities	Note 5	32,234	30,004
Employee benefit obligations	Note 6	13,802	11,032
Deferred revenue	Note 7	101,390	97,580
Deposits and other liabilities		12,309	9,303
Debenture debt	Note 8	44,132	46,137
		203,867	194,056
<b>NET FINANCIAL ASSETS</b>		32,929	30,500
<b>NON-FINANCIAL ASSETS</b>			
Inventories held for consumption		8,024	6,945
Prepaid expenses		1,074	1,066
Land held for resale		21,760	26,550
Tangible capital assets	Schedule 3 & Note 10	837,856	766,312
		868,714	800,873
<b>MUNICIPAL EQUITY</b>		\$ 901,643	\$ 831,373
Commitments Note 18			
Contingent liabilities Note 22			

The accompanying notes and schedules form an integral part of these Financial Statements

# CONSOLIDATED STATEMENT OF OPERATIONS

For the year ended December 31, 2010 (in thousands of dollars)

		2010	Budget (Unaudited)	2009
<b>REVENUE</b>				
Sales and user charges		\$ 143,097	\$ 138,915	\$ 125,991
Net taxes	Schedule 2	85,555	84,880	79,393
Government transfers	Note 17	32,679	33,660	43,695
Contributed assets		19,166	-	1,313
Sale of land		11,808	11,614	8,506
Fines and penalties		6,522	5,866	5,694
Gas company franchise fee		3,988	2,720	3,454
Special municipal levies		3,360	3,362	3,257
Return on investments		3,356	4,034	2,266
Licenses and permits		3,260	3,796	3,286
Other		4,877	4,357	4,197
<b>Total revenue</b>		<b>317,668</b>	<b>293,204</b>	<b>281,052</b>
<b>EXPENSES</b>				
Protective Services		56,364	54,707	49,548
Electric		45,258	37,048	41,814
Transportation Services		42,624	32,933	44,974
Leisure & Human Services		36,070	33,195	32,448
General Government Services		16,973	21,022	16,212
Water		14,124	13,617	13,170
Wastewater		11,997	10,504	11,209
Waste Services		11,397	11,089	10,326
Development Services		8,994	7,794	7,390
Family Support & Social Services		3,597	3,490	3,427
<b>Total expenses</b>		<b>247,398</b>	<b>225,399</b>	<b>230,518</b>
<b>EXCESS OF REVENUE OVER EXPENSES</b>	Schedule 1	<b>70,270</b>	<b>67,805</b>	<b>50,534</b>
<b>MUNICIPAL EQUITY, BEGINNING OF YEAR</b>		<b>831,373</b>	<b>831,373</b>	<b>780,839</b>
<b>MUNICIPAL EQUITY, END OF YEAR</b>	Note 12	<b>\$ 901,643</b>	<b>\$ 899,178</b>	<b>\$ 831,373</b>

**The accompanying notes and schedules form an integral part of these Financial Statements**

# CONSOLIDATED STATEMENT OF NET FINANCIAL ASSETS

As at December 31, 2010 (in thousands of dollars)

	2010	Budget (Unaudited)	2009
EXCESS OF REVENUE OVER EXPENSES	\$ 70,270	\$ 67,805	\$ 50,534
Change related to tangible capital assets			
Acquisition of tangible capital assets	(81,689)	(39,469)	(73,939)
Contributed assets	(19,166)	-	(1,313)
Proceeds on disposal of tangible capital assets	504	-	714
Amortization of tangible capital assets	27,496	-	26,757
Loss on disposal of tangible capital assets	1,311	-	858
	(71,544)	(39,469)	(46,923)
Change related to other non-financial assets			
Acquisition of inventories held for consumption	(15,519)	-	(12,527)
Acquisition of prepaid expenses	(1,051)	-	(2,956)
Use of land held for resale	4,790	-	2,997
Use of inventories held for consumption	14,440	-	12,172
Use of prepaid expenses	1,043	-	2,471
	3,703	-	2,157
INCREASE IN NET FINANCIAL ASSETS	2,429	28,336	5,768
NET FINANCIAL ASSETS, BEGINNING OF YEAR	30,500	30,500	24,732
NET FINANCIAL ASSETS, END OF YEAR	\$ 32,929	\$ 58,836	\$ 30,500

The accompanying notes and schedules form an integral part of these Financial Statements

# CONSOLIDATED STATEMENT OF CASHFLOWS

For the year ended December 31, 2010 (in thousands of dollars)

	2010	2009
<b>NET INFLOW (OUTFLOW) OF CASH RELATED TO THE FOLLOWING ACTIVITIES</b>		
<b>OPERATING</b>		
Excess of revenue over expenses	\$ 70,270	\$ 50,534
Non-cash items included in excess of revenue over expenses		
Amortization of tangible capital assets	27,496	26,757
Loss on disposal of tangible capital assets	1,311	858
Changes to financial assets (net change):		
Decrease (increase) in receivables	(7,362)	2,227
Decrease (increase) in other financial assets	(1,974)	(386)
Changes to non-financial assets (net change):		
Decrease (increase) in prepaid expenses	(8)	(486)
Decrease (increase) in inventories held for consumption	(1,079)	(355)
Decrease (increase) in land held for resale	4,790	2,997
Changes to liabilities (net change):		
Increase (decrease) in accounts payable and accrued liabilities	2,230	670
Increase (decrease) in employee benefit obligation	2,770	(911)
Increase (decrease) in deferred revenue	3,810	7,761
Increase (decrease) in deposits and other liabilities	3,006	1,540
	105,260	91,206
<b>CAPITAL</b>		
Acquisition of tangible capital assets	(81,689)	(73,939)
Tangible capital assets received as a contribution	(19,166)	(1,313)
Proceeds on disposal of tangible capital assets	504	714
	(100,351)	(74,538)
<b>INVESTING</b>		
Decrease (increase) in investments	(39,545)	1,362
<b>FINANCING</b>		
Debenture debt issued	4,730	3,460
Debenture debt principal redeemed	(6,735)	(7,209)
Agreements payable	-	(273)
	(2,005)	(4,022)
<b>CHANGE IN CASH AND CASH EQUIVALENTS DURING THE YEAR</b>	<b>(36,641)</b>	<b>14,008</b>
<b>CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR</b>	<b>49,481</b>	<b>35,473</b>
<b>CASH AND CASH EQUIVALENTS, END OF YEAR</b>	<b>\$ 12,840</b>	<b>\$ 49,481</b>

**The accompanying notes and schedules form an integral part of these Financial Statements**

# CONSOLIDATED SCHEDULE OF UNRESTRICTED SURPLUS

As at December 31, 2010 (in thousands of dollars)

## Schedule 1

	2010	Budget (Unaudited)	2009
<b>EXCESS OF REVENUE OVER EXPENSES</b>	<b>\$ 70,270</b>	<b>\$ 67,805</b>	<b>\$ 50,534</b>
Unrestricted balances			
Transfer from prior year unrestricted surplus	-	-	722
Transfer from prior year surplus to reserves	720	-	2,895
Unfunded			
Change in unfunded vacation pay	2,222	-	(1,377)
Transfer to equity in inventories held for consumption	(1,079)	-	(355)
Transfer to equity in prepaid expenses	(8)	-	(485)
Restricted balances			
Transfer from (to) reserves	7,292	(10,602)	(13,165)
Transfer (to) from capital fund	(8,071)	(10,165)	10,277
Equity in non-financial assets			
Change in land held for resale	3,451	-	2,581
Change in tangible capital assets	(73,549)	(47,005)	(50,671)
Change in inventories held for consumption	1,079	-	355
Change in prepaid expenses	8	-	485
<b>CONSOLIDATED ANNUAL UNRESTRICTED SURPLUS</b>	<b>\$ 2,335</b>	<b>\$ 33</b>	<b>\$ 1,796</b>

# SCHEDULE OF TAXES LEVIED

For the year ended December 31, 2010 (in thousands of dollars)

## Schedule 2

	2010	2009
<b>NET TAXES</b>		
Real property taxes	\$ 111,023	\$ 104,106
Special assessments and local improvements	3,360	3,257
Business taxes (BRZ)	181	174
Grants in lieu of taxes		
Federal	194	180
Provincial	1,744	1,669
	116,502	109,386
Less Special requisition transfers:		
Alberta School Foundation Fund	22,017	21,377
Holy Spirit RCSRD 4	4,169	4,011
Green Acres Foundation	1,216	1,170
Downtown Lethbridge Business Revitalization Zone	185	178
	27,587	26,736
<b>TAXATION FOR MUNICIPAL PURPOSES</b>	88,915	82,650
Less Special levies:		
Local improvements	421	422
Street maintenance frontage taxes	2,939	2,835
	3,360	3,257
<b>NET TAXES</b>	\$ 85,555	\$ 79,393

# SCHEDULE OF TANGIBLE CAPITAL ASSETS

For the year ended December 31, 2010 (in thousands of dollars)

## Schedule 3

	Land	Land Improvements	Buildings	Infrastructure	Equipment & Furnishings	Vehicles	Assets Under Construction	2010	2009
<b>COST:</b>									
BALANCE, BEGINNING OF YEAR	\$ 78,666	\$ 31,260	\$ 170,958	\$ 675,837	\$ 73,253	\$ 49,029	\$ 87,504	\$ 1,166,507	\$ 1,096,714
Acquisition of tangible capital assets	10,228	5,998	13,653	44,426	3,941	4,157	18,452	100,855	75,252
Disposal of tangible capital assets	(32)	(108)	(97)	(3,173)	(577)	(4,311)	-	(8,298)	(5,459)
<b>BALANCE, END OF YEAR</b>	<b>88,862</b>	<b>37,150</b>	<b>184,514</b>	<b>717,090</b>	<b>76,617</b>	<b>48,875</b>	<b>105,956</b>	<b>1,259,064</b>	<b>1,166,507</b>
<b>ACCUMULATED AMORTIZATION:</b>									
BALANCE, BEGINNING OF YEAR	-	(16,068)	(71,667)	(259,730)	(31,733)	(20,997)	-	(400,195)	(377,325)
Annual amortization	-	(1,685)	(3,501)	(13,820)	(5,087)	(3,403)	-	(27,496)	(26,757)
Accumulated amortization on disposals	-	108	25	2,345	498	3,507	-	6,483	3,887
<b>BALANCE, END OF YEAR</b>	<b>-</b>	<b>(17,645)</b>	<b>(75,143)</b>	<b>(271,205)</b>	<b>(36,322)</b>	<b>(20,893)</b>	<b>-</b>	<b>(421,208)</b>	<b>(400,195)</b>
<b>TOTAL NET BOOK VALUE</b>	<b>\$ 88,862</b>	<b>\$ 19,505</b>	<b>\$ 109,371</b>	<b>\$ 445,885</b>	<b>\$ 40,295</b>	<b>\$ 27,982</b>	<b>\$ 105,956</b>	<b>\$ 837,856</b>	<b>\$ 766,312</b>

# SCHEDULE OF SEGMENTED REPORTING

For the year ended December 31, 2010 (in thousands of dollars)

## Schedule 4

	General Municipal Revenue	Protective Services	Infrastructure & Transportation Services	Leisure & Human Services	General Government Services	Development Services	Family Support & Social Services	Utilities	2010	2009
<b>REVENUE</b>										
Sales and user charges	\$ -	\$ 11,157	\$ 10,913	\$ 5,217	\$ 2,219	\$ 3,837	\$ 787	\$ 108,967	\$ 143,097	\$ 125,991
Net taxes	85,555	-	-	-	-	-	-	-	85,555	79,393
Government transfers	-	6,608	3,813	12,171	5,842	2,347	1,898	-	32,679	43,695
Contributed assets	-	-	17,414	1,417	-	(3,308)	-	3,643	19,166	1,313
Sale of land	-	-	-	-	-	11,808	-	-	11,808	8,506
Fines and penalties	706	72	414	-	5,328	-	-	2	6,522	5,694
Gas company franchise fee	3,988	-	-	-	-	-	-	-	3,988	3,454
Special municipal levies	-	-	3,037	323	-	-	-	-	3,360	3,257
Return on investments	3,015	-	-	-	264	70	7	-	3,356	2,266
Licenses and permits	-	3,108	31	121	-	-	-	-	3,260	3,286
Other	39	1,530	183	2,001	1,587	31	(6)	(488)	4,877	4,197
	93,303	22,475	35,805	21,250	15,240	14,785	2,686	112,124	317,668	281,052
<b>EXPENSES</b>										
Salaries, wages and benefits	-	38,236	17,136	13,395	33,193	2,111	749	16,364	121,184	104,966
Materials, supplies and utilities	-	1,588	10,725	3,839	3,787	82	69	31,834	51,924	51,881
Contracted and general services	-	3,629	7,280	7,320	8,835	1,915	2,086	9,996	41,061	44,762
Amortization of tangible capital assets	-	1,066	10,921	2,540	1,525	13	18	11,413	27,496	26,757
Transfers to individuals and organizations	-	31	-	2,635	457	2,981	40	-	6,144	4,176
Debt interest	-	-	190	-	42	210	-	1,760	2,202	2,398
Financial charges	-	153	479	58	211	40	10	(77)	874	1,056
Interdepartmental transfers (net)	-	11,698	(1,119)	6,422	(31,316)	363	625	13,327	-	-
Expenses recovered from capital	-	(159)	(3,507)	(207)	29	(305)	-	(5,419)	(9,568)	(8,445)
Other	-	122	519	68	210	1,584	-	3,578	6,081	2,967
	-	56,364	42,624	36,070	16,973	8,994	3,597	82,776	247,398	230,518
<b>EXCESS (SHORTFALL) OF REVENUE OVER EXPENSES</b>	\$ 93,303	\$ (33,889)	\$ (6,819)	\$ (14,820)	\$ (1,733)	\$ 5,791	\$ (911)	\$ 29,348	\$ 70,270	\$ 50,534

Segmented Disclosures Note 23

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2010 (in thousands of dollars)

## 1. SIGNIFICANT ACCOUNTING POLICIES

The consolidated financial statements of the City of Lethbridge (the "City") are the representations of management prepared in accordance with generally accepted accounting principles for local governments established by the Public Sector Accounting Board ("PSAB") of the Canadian Institute of Chartered Accountants. Significant accounting policies adopted by the City are as follows:

### a. Reporting Entity

The consolidated financial statements reflect the assets, liabilities, revenue and expenses of the reporting entity which comprises all the organizations and committees that are accountable to City Council for the administration of their financial affairs and resources and are owned or controlled by the City.

Interdepartmental and inter-entity accounts and transactions are eliminated on consolidation.

The statement of taxes levied also includes requisitions collected on behalf of and transferred to educational and other external organizations that are not part of the municipal reporting entity.

Interests in joint ventures and other government enterprises are accounted for using the proportionate consolidation method.

### b. Basis of Accounting

The City follows the accrual method of accounting for revenue and expenses. Revenue is recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of goods or services and/or the creation of a legal obligation to pay.

Funds from external parties and earnings thereon restricted by agreement or legislation are accounted for as deferred revenue until used for the purpose specified.

### c. Government Transfers

Government transfers are the transfer of assets from senior levels of government that are not the result of an exchange transaction, are not expected to be repaid in the future, or the result of a direct financial return.

Government transfers are recognized in the financial statements as revenue in the period in which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met and reasonable estimates of the amounts can be determined.

### d. Investments

Investments are comprised of investments in qualifying institutions as defined in the City's investment policy and consist primarily of money market instruments such as bankers' acceptances, government bonds and term receipts.

All investments held are purchased with the intention to hold to maturity, or until market conditions render alternative investments more attractive.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2010 (in thousands of dollars)

## SIGNIFICANT ACCOUNTING POLICIES (Continued)

Investments are recorded at amortized cost. Discounts and premiums arising on the purchase of these investments are amortized over the term of the investments. Where impairment in value is other than a temporary decline, a valuation allowance is recorded.

### e. Non-Financial Assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

#### (i) Inventories held for consumption

Inventories of materials and supplies are valued at the lower of cost or net realizable value with cost determined by the average cost method.

#### (ii) Land held for resale

Land held for resale is recorded at the lower of cost or net realizable value. Cost includes cost for land acquisition and improvements required to prepare the land for servicing such as clearing, stripping and leveling charges. Related development costs incurred to provide infrastructure such as water and wastewater services, roads and street lighting are recorded as tangible capital assets under their respective function. Land held for resale is classified as a financial asset when the land is in a condition to be sold, is marketed for sale and is reasonably anticipated that the land will be sold within one year.

#### (iii) Tangible capital assets

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value of the tangible capital assets, excluding land and landfill sites, are amortized on a straight line basis over the estimated useful lives as follows:

<b>Asset</b>	<b>Years</b>
Land improvements	15 - 40
Buildings	25 - 75
Infrastructure	
Roadways	20 - 75
Water system	45 - 75
Wastewater system	45 - 75
Storm system	45 - 75
Electricity system	20 - 35
Equipment and furnishings	5 - 40
Vehicles	5 - 25

Annual amortization is charged in the year of acquisition and in the year of disposal. Tangible capital assets under construction or development are reported as assets under construction with no amortization recorded until the asset is available for productive use.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2010 (in thousands of dollars)

## SIGNIFICANT ACCOUNTING POLICIES (Continued)

(iv) **Equity in tangible capital assets**

Equity in tangible capital assets represents the City's net investment in its total capital assets, after deducting the portion financed by debentures.

(v) **Contributed assets**

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and also are recorded as revenue.

(vi) **Works of art and cultural and historic assets**

Works of art and cultural and historic assets are not recorded as assets in these financial statements.

**f. Employee Future Benefits**

The City is a member of a defined benefit multi-employer pension plan covering substantially all of its employees. Pension contributions are accounted for using defined contribution accounting, wherein contributions for current and past service pension benefits are recorded as expenses in the year in which they become due.

**g. Use of Estimates**

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the dates of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates.

**h. Requisition Over-levies and Under-levies**

Over-levies and under-levies arise from the difference between the actual property tax levy made to cover each requisition and the amount requisitioned.

If the actual levy exceeds the requisition, the over-levy is accrued as a liability and property tax revenue is reduced. Where the actual levy is less than the requisition amount, the under-levy is accrued as a receivable and as property tax revenue.

Requisition tax rates in the subsequent year are adjusted for any over-levies or under-levies of the prior year.

**i. Landfill Closure and Post-closure Care**

The Alberta Environmental Protection and Enhancement Act sets out the regulatory requirements to properly close and maintain all active and inactive landfill sites. Under environmental law, there is a requirement for closure and post-closure care of solid waste landfill sites. This requirement is being provided for over the estimated remaining life of the landfill site based on usage.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2010 (in thousands of dollars)

## 2. CASH & CASH EQUIVALENTS

	2010	2009
Cash	\$ 6,827	\$ 15,897
Cash equivalents	6,013	33,584
	\$ 12,840	\$ 49,481

Cash includes cash on hand and balances with banks.

Cash equivalents are comprised of short term deposits and guaranteed investment certificates with original maturities less than three months. The cash equivalents shown above mature at various dates between January 20, 2011 and January 26, 2011 and have an average effective annual yield of 1.37% (2009 0.54%).

## 3. INVESTMENTS

	2010		2009	
	Carrying Value	Market	Carrying Value	Market
Short term investments	\$ 55,143	\$ 55,155	\$ 58,373	\$ 58,346
Long term investments	132,899	131,816	90,124	91,967
	\$ 188,042	\$ 186,971	\$ 148,497	\$ 150,313

Investments mature at various dates between January 5, 2011 and January 22, 2021 and have an average effective annual yield of 1.96% (2009 1.77%).

Investments include \$100,697 (2009 \$76,048) in externally restricted amounts which must be used for specified capital projects.

### Asset-backed commercial paper (ABCP) exchanged for floating-rate notes

Prior to August 2007, the City invested in short term third-party structured asset-backed commercial paper ("ABCP") with a face value of \$30,257. When these ABCP investments were purchased, they were rated "R1 (high)" by an independent rating agency, which is the highest possible rating. These investments, purchased between May and July 2007, had original maturity dates ranging from September 2007 to March 2008. In August 2007, the Canadian market for ABCP suffered a liquidity disruption and as a result the City's ABCP investments did not settle on maturity.

Subsequent to this disruption, a Pan-Canadian Investors Committee was established to oversee the orderly restructuring of these instruments. On January 21, 2009, the ABCP restructuring plan was implemented. Pursuant to the terms of the plan, the City's short term ABCP was exchanged for longer term floating-rate notes (notes) with the face value approximating the original ABCP investments in the amount of \$30,257. These investments mature no earlier than the scheduled termination dates of the underlying assets.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2010 (in thousands of dollars)

## INVESTMENTS (Continued)

Of these new notes, the City holds \$8,395 Class A-1 notes which are currently rated "A (high)" by the DBRS Limited and \$13,895 Class A-2 notes which are currently rated "BBB (low)". The Class A-1 and A-2 notes bear interest, floating at the Bankers Acceptance rate less 0.5% and generally have an expected repayment date of January 22, 2017.

Included in the original investment of \$30,257 was \$7,967 of unrated notes which had yields and repayment dates which were subject to the performance of the underlying assets. In November 2009, the City reached an agreement with National Bank that provided the City an option, through a financing solution, to receive approximately 75% of the January 1, 2009 face value of the unrated notes within two years (maturity date). This option was exercised in October 2010.

The City has estimated the carrying value of these investments as at December 31, 2010 using a probability-weighted discounted cash flow valuation model. The resulting net carrying value of \$18,736 is included in the long term investments and is calculated as follows:

Original Face Value	\$ 30,257	
Face Value of Exercised Option	<u>(7,967)</u>	
Current Face Value		22,290
Original Valuation Allowance	(5,700)	
Valuation Allowance of Exercised Option	<u>2,146</u>	
Valuation Allowance on Current Face Value		<u>(3,554)</u>
Net Carrying Value	<u>\$ 18,736</u>	

## 4. RECEIVABLES

	2010	2009
Trade accounts receivable	\$ 27,580	\$ 21,691
Taxes receivable	2,738	2,184
Other government receivables	4,422	2,979
	<u>34,740</u>	<u>26,854</u>
Allowance for doubtful amounts	<u>(2,811)</u>	<u>(2,287)</u>
	<u>\$ 31,929</u>	<u>\$ 24,567</u>

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2010 (in thousands of dollars)

## 5. ACCOUNTS PAYABLE & ACCRUED LIABILITIES

	2010	2009
Trade accounts payable	\$ 21,445	\$ 21,993
Accrued liabilities	5,454	3,471
Environmental liabilities <sup>(1)</sup>	2,711	2,146
Other government	2,624	2,394
	<u>\$ 32,234</u>	<u>\$ 30,004</u>

<sup>(1)</sup> **Environmental liabilities**

Included in accounts payable and accrued liabilities is \$2,711 (2009 \$2,146) of estimated total landfill closure and post-closure care costs. This environmental liability is fully funded.

The estimated total liability is based on the sum of discounted future cash flows for closure and post-closure costs discounted at the City's average long-term borrowing rate and assuming annual inflation of 3%.

The accrued environmental liability is based on the cumulative capacity used at year end compared to the estimated total capacity of the landfill site. The remaining capacity of the approved phases is estimated at 2.7 (2009 2.9) million cubic meters which will be reached in approximately 11-12 years.

Closure will involve covering the site with topsoil and vegetation, drainage control, and installing ground water monitoring wells. Post-closure care activities for phases currently under operation is expected to occur for 25 years after closure and will involve surface and ground water monitoring, maintenance of drainage structures, monitoring leachate and landfill gas, and landfill cover maintenance.

The remaining closure costs and post-closure costs to be recognized have been estimated at \$1,825 (2009 \$1,662). The following summarizes the total net present value of the estimated costs of closure and post-closure care:

	2010	2009
Estimated closure costs	\$ 2,224	\$ 1,992
Estimated post-closure costs	2,312	1,816
Total estimated costs	4,536	3,808
Amount accrued to December 31	(2,711)	(2,146)
Balance of estimated costs to accrue over the remaining life of the landfill	<u>\$ 1,825</u>	<u>\$ 1,662</u>

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2010 (in thousands of dollars)

## 6. EMPLOYEE BENEFIT OBLIGATIONS

	2010	2009
Vacation and overtime	\$ 10,435	\$ 8,131
Sick pay	821	710
Post employment benefits	2,546	2,191
	<u>\$ 13,802</u>	<u>\$ 11,032</u>

### Vacation and Overtime

The vacation and overtime liability is comprised of vacation and overtime that employees are deferring to future years. Employees have either earned the benefits (and are vested) or are entitled to these benefits within the next budgetary year.

### Sick Pay

The sick pay liability is comprised of sick pay that police employees are deferring to future years. Employees have either earned the benefits or are entitled to them within the next budgetary year.

### Post-employment Benefits

In December 2002, City Council approved the participation of the City in the MuniSERP program, a plan available through the Alberta Urban Municipalities Association (AUMA). This plan is a supplemental employee retirement plan (SERP) that provides supplementary benefits to a prescribed class of employees in excess of the limits of the Income Tax Act (Canada). The total current and past service liability to the City to December 31, 2010 are estimated at \$2,546 (2009 \$2,191). This amount changes as a result of interest on the liability, changes in membership, aging of the employees within the prescribed class, and other demographic experience.

The cost of post retirement benefits earned by employees is actuarially determined using the projected benefit method prorated on service and management's best estimate of salary and benefit escalation and retirement ages of employees. The City makes provision for its accrued SERP obligation by earmarking a portion of its assets.

## 7. DEFERRED REVENUE

	2010	2009
Deferred revenue	\$ 2,200	\$ 2,041
Provincial contributions <sup>(1)</sup>	78,046	76,048
Prepaid taxes	21,144	19,491
	<u>\$ 101,390</u>	<u>\$ 97,580</u>

<sup>(1)</sup> Provincial contributions include \$41,373 (2009 \$46,869) Alberta Municipal Infrastructure Program grant, \$10,803 (2009 \$4,775) Municipal Sustainability Initiative grant and \$12,296 (2009 \$9,963) Basic Capital grant and other amounts aggregating \$13,574 (2009 \$14,441).

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2010 (in thousands of dollars)

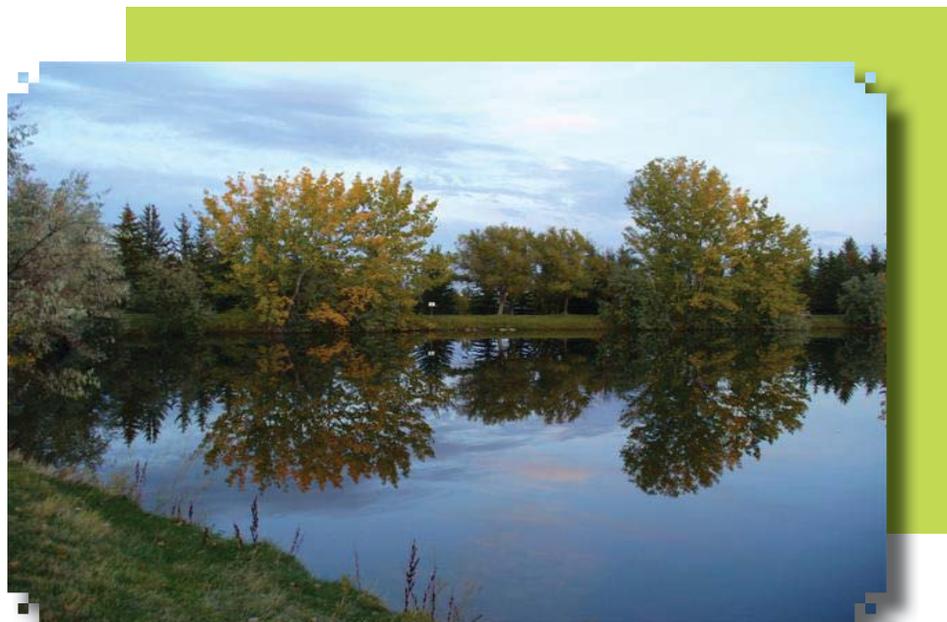
## 8. DEBENTURE DEBT

	2010	2009
General - self supported	\$ 5,484	\$ 6,104
Utilities	38,648	40,033
	<b>\$ 44,132</b>	<b>\$ 46,137</b>

Principal and interest repayments are as follows:	Principal	Interest	Total
2011	\$ 6,586	\$ 2,127	\$ 8,713
2012	5,490	1,833	7,323
2013	5,225	1,550	6,775
2014	4,427	1,271	5,698
2015	2,802	1,036	3,838
2016 to maturity	19,602	3,917	23,519
	<b>\$ 44,132</b>	<b>\$ 11,734</b>	<b>\$ 55,866</b>

Debenture debt is repayable to the Alberta Capital Finance Authority. Existing debentures mature in annual amounts to the year 2030. Other than a \$286 interest free loan, interest rates on these debentures range from 1.78% to 6.75% per annum. 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 at large.

Interest expense on long-term debt amounted to \$ 2,201 (2009 \$2,398).



# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2010 (in thousands of dollars)

## 9. DEBT LIMITS

Section 276 (2) of the Municipal Government Act requires that debt and debt limits as defined by Alberta Regulation 255/2000 for the City be disclosed as follows:

	2010	2009
Total debt limit	\$ 410,455	\$ 367,488
Debenture debt	(44,132)	(46,137)
Debt limit unused	\$ 366,323	\$ 321,351
Percentage of debt to debt limit	10.75%	12.55%
Service on debt limit	\$ 68,409	\$ 61,248
Service debt (principal and interest payment)	(8,713)	(8,971)
Service on debt limit unused	\$ 59,696	\$ 52,277
Percentage of debt to debt limit	12.74%	14.65%

The debt limit is calculated at 1.5 times the revenue of the City as defined in Alberta Regulations 255/2000 (consolidated revenue less capital grant revenue less loans to non-profit organizations and controlled corporations) and the debt service limit is calculated at 0.25 times such revenue. Incurring debt beyond these limitations requires approval by the Minister of Municipal Affairs.

## 10. TANGIBLE CAPITAL ASSETS

	2010	2009
<b>Net book value</b>		
Land	\$ 88,862	\$ 78,666
Land improvements	19,505	15,192
Buildings	109,371	99,291
Infrastructure		
Roadways	234,127	214,692
Water system	89,895	88,576
Wastewater system	60,476	60,059
Waste Services system	510	531
Electric system	60,877	52,249
Equipment and furnishings	40,295	41,520
Vehicles	27,982	28,032
Assets under construction	105,956	87,504
	\$ 837,856	\$ 766,312

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2010 (in thousands of dollars)

## 11. ANNUAL UNRESTRICTED SURPLUS

As is common for municipal governments, the General Operations budget is prepared on a balanced basis; however the budgets for the individual Utility Operations in any year may be prepared to reflect a budgeted surplus or deficit. Details of surpluses, deficits and corresponding budgets are disclosed as follows:

	2010 Actual Surplus (Deficit)	2010 Budgeted Surplus (Unaudited)	2009 Actual Surplus (Deficit)
General	\$ 990	\$ -	\$ 1,181
Water	(573)	-	-
Wastewater	68	-	-
Waste Services	915	33	1,076
Electric	935	-	(461)
	<b>\$ 2,335</b>	<b>\$ 33</b>	<b>\$ 1,796</b>



# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2010 (in thousands of dollars)

## 12. MUNICIPAL EQUITY

Municipal equity consists of unrestricted and restricted balances and equity in non-financial assets as follows:

	2010	2009
Unrestricted balances		
Unrestricted surplus (Note 13)	\$ 7,230	\$ 5,615
Unfunded		
Vacation pay	(8,435)	(6,213)
Inventories held for consumption	(8,024)	(6,945)
Prepaid expenses	(1,074)	(1,066)
Restricted balances		
Reserves (Note 14)	58,838	66,130
Capital fund	29,448	21,377
Equity in non-financial assets		
Land held for resale	20,838	24,289
Inventories held for consumption	8,024	6,945
Prepaid expenses	1,074	1,066
Tangible capital assets (Note 16)	793,724	720,175
	<b>\$ 901,643</b>	<b>\$ 831,373</b>

## 13. ACCUMULATED UNRESTRICTED SURPLUS

General Operations and Electric Utility surpluses and deficits of the prior year are transferred to the Municipal Revenue Stabilization Reserve in the current year. The 2009 General Operations accumulated surplus of \$1,181 and Electric Utility accumulated deficit of \$461 will be transferred to/absorbed by the Municipal Revenue Stabilization Reserve in 2011.

	Balance 2009	Appropriations & Adjustments	2010 Surplus (Deficit)	Balance 2010
General	\$ 1,181	\$ (1,181)	\$ 990	\$ 990
Water	1,676	-	(573)	1,103
Wastewater	762	-	68	830
Waste Services	2,457	-	915	3,372
Electric	(461)	461	935	935
	<b>\$ 5,615</b>	<b>\$ (720)</b>	<b>\$ 2,335</b>	<b>\$ 7,230</b>

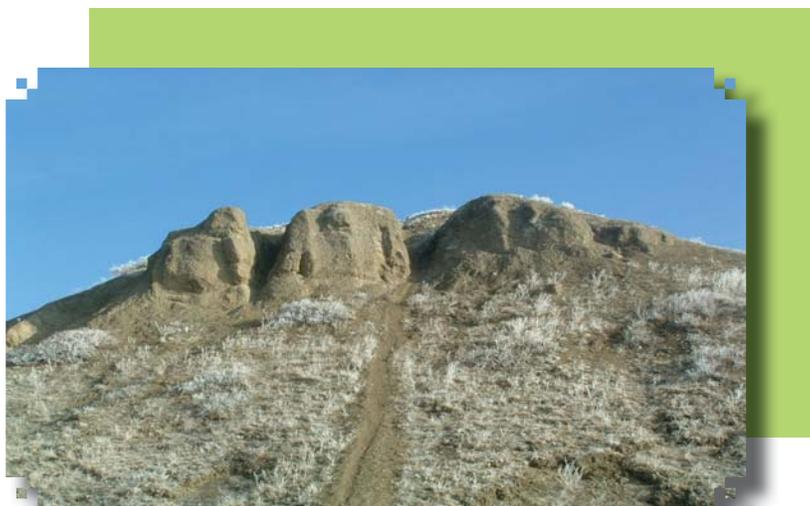
# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2010 (in thousands of dollars)

## 14. RESERVES

Reserves are established at the discretion of City Council to set aside funds for future operating and capital expenditures.

	2010	2009
<b>Operating</b>		
Budget Appropriations	\$ 17,325	\$ 19,236
Municipal Revenue Stabilization (Note 15)	13,842	16,817
Insurance	2,463	2,428
Urban Parks	1,877	2,203
Cemeteries	686	739
Mayor Magrath Drive Beautification	105	105
	<b>36,298</b>	<b>41,528</b>
<b>Capital</b>		
Fleet Services	10,709	11,204
Community Lighting	2,677	2,472
Major Capital Projects	2,554	3,235
Real Estate Holdings	2,498	2,290
Acquire Off Street Parking	1,760	1,722
Transit Bus	1,053	1,037
Community Reserve Fund	971	2,237
Central Business District Land Acquisition	315	279
School Bus	3	126
	<b>22,540</b>	<b>24,602</b>
	<b>\$ 58,838</b>	<b>\$ 66,130</b>



# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2010 (in thousands of dollars)

## 15. MUNICIPAL REVENUE STABILIZATION RESERVE

The purpose of this reserve is to stabilize the effects of fluctuating interest revenue and General Operations surpluses and deficits on annual taxation requirements. All General Operations and Electric Utility surpluses of prior years, return on investments, municipal consent and access fee/franchise fee and by-law enforcement revenue surpluses, CentreSite equity refunds, internal financing recoveries and other allocations from General Operations are added to the reserve. Any General Operations and Electric Utility deficits of prior years, municipal consent and access fee/franchise fee and by-law enforcement revenue shortfalls, budgeted allocations to General Operations, one time expenditures and internal financing advances are charged to the reserve. The transactions affecting the reserve for the year ended December 31, 2010 are as follows:

	2010	2009
Balance, beginning of year	\$ 16,817	\$ 6,503
Add: Recovery of internal financing	7,605	11,633
Municipal consent and access fee (electric)	7,755	6,895
Allocation from electric capital (amortization)	5,441	5,311
Return on investment (electric)	4,556	4,367
Investment and interest income (net of trust allocations)	2,983	1,405
Emergency Medical Services (EMS) Transition	2,913	3,783
Gas company franchise fee revenue (net of allocation to operations)	1,578	1,044
2009 General Operations surplus	1,181	2,056
By-law enforcement revenue (net of allocation to operations)	432	7
CentreSite distribution allocation	237	465
2009 Electric Utility operating surplus	-	839
Transfer of electric vehicles from Fleet Services to Electric Utility	-	755
	51,498	45,063
Less: Electric Utility - allocation to general operations	8,850	8,200
Allocation to electric distribution capital projects	13,880	11,077
Allocation to General Operations	4,700	4,200
One time allocations	1,854	651
Allocation to snow and ice control program	1,549	3,202
Allocation for Tax Installment Payment Plan discounts	206	571
Prior year Electric Utility operating deficit	461	-
Other	158	158
Internal financing advances:		
ENMAX Centre	5,392	-
Local improvements lane paving	289	-
Police technology	317	187
	37,656	28,246
<b>Balance, end of year</b>	<b>\$ 13,842</b>	<b>\$ 16,817</b>

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2010 (in thousands of dollars)

## 16. EQUITY IN TANGIBLE CAPITAL ASSETS

	2010	2009
Tangible capital assets	\$ 1,259,064	\$ 1,166,507
Accumulated amortization	(421,208)	(400,195)
Debenture debt	(44,132)	(46,137)
	\$ 793,724	\$ 720,175

## 17. GOVERNMENT TRANSFERS

	2010	2009
Operating		
Provincial conditional	\$ 5,573	\$ 5,824
Provincial unconditional	-	1,119
Federal	404	2,278
Capital		
Provincial	22,367	30,480
Federal	4,335	3,994
	\$ 32,679	\$ 43,695



# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2010 (in thousands of dollars)

## 18. COMMITMENTS

### a. Contracts

As at December 31, 2010 the City has committed funds on various capital projects in progress and capital assets. The funds committed by contract and the additional estimated costs to complete those projects are as follows:

	Funds Committed	Additional Estimated Costs to Complete
Public Operations Building	\$ 17,794	\$ 7,823
ENMAX Centre Facility Enhancement	12,075	1,481
Garry Drive Reservoir Design and Build	2,321	4,983
RiverStone	1,856	17,877
The Crossings	1,116	19,421
SunRidge	1,081	4,395
Fire Truck	926	-
Pumper Truck	894	-
Common CAD Project	892	-
Twin Ice Centre	828	24,839
North Lethbridge Picnic Shelter	773	74
Fire and EMS Headquarters Facility	767	1,963
Community Arts Center	695	14,422
Nicholas Sheran Renovations	644	207
City Spacial Project	631	100
	<b>\$ 43,293</b>	<b>\$ 97,585</b>

In addition to the above, the City has projects planned in its Capital Improvement Program for which no funds have been committed by contract as at December 31, 2010.

### b. Regional Water Agreement

As approved by City Council on June 14, 1999, the City has entered into an agreement to supply water to the Lethbridge Regional Water Services Commission. Under the terms of the agreement in effect, as amended, until January 31, 2030 the City has agreed, subject to specified events deemed to be beyond the control of the City, to supply a maximum of 18.5 million litres per day at a pressure of 55 pounds per square inch at the point of delivery to the water feedermain.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2010 (in thousands of dollars)

## COMMITMENTS (Continued)

### c. Fee for Service Contracts

The City has entered into various contracts whereby third party agencies provide services to the community on behalf of the City. This fee for service contracts vary in their length, terms and conditions.

## 19. PENSION PLANS

Employees of the City qualify to belong to one or more of the following defined-benefit pension plans:

### a. Local Authorities Pension Plan

Employees of the City, with the exception of police officers, participate in the Local Authorities Pension Plan ("LAPP"), a multi-employer plan covered by the Alberta Public Sector Pension Plans Act. The Plan serves about 200,000 people and 418 employers in Alberta. The plan is financed by employer and employee contributions and investment earnings of the LAPP funds.

The City is required to make current service contributions to the LAPP of 9.06% of pensionable earnings up to the Canada Pension Plan Year's Maximum Pensionable Earnings ("YMPE") and 12.53% for the excess. Employees are required to make current service contributions of 8.06% to the YMPE and 11.53% for any portion of pensionable salary over the YMPE.

Total current and past service contributions by the City to the LAPP in 2010 were \$7,183 (2009 \$6,017). Total current and past service contributions by the employees of the City were \$5,172 (2009 \$4,166).

At December 31, 2009 the LAPP disclosed an actuarial deficit of \$3,998,6614 (2008 \$4,413,971); the 2010 LAPP actuarial balance was not available at the date of this report.

### b. Special Forces Pension Plan

Police officers employed by the City participate in the Special Forces Pension Plan ("SFPP"), a multi-employer plan covered by the Alberta Public Sector Pension Plans Act. The plan serves about 6,187 people and 7 employers in Alberta. The plan is financed by employer and employee contributions and investment earnings of the SFPP funds.

The contribution rates for 2010 were 14.55% (2009 11.11%) of pensionable earnings for the City and 13.45% (2009 10.01%) of pensionable salaries for police officers.

Total current and past service contributions by the City to the SFPP in 2010 were \$1,627 (2009 \$1,347). Total current and past service contributions by the police officers to the SFPP were \$1,134 (2009 \$972).

At December 31, 2009 the SFPP disclosed an actuarial deficit of \$374,927 (2008 \$429,966); the 2010 SFPP actuarial balance was not available at the date of this report.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2010 (in thousands of dollars)

## COMMITMENTS (Continued)

### c. **APEX Supplementary Pension Plan**

The APEX supplementary pension plan, an Alberta Urban Municipalities Association (AUMA) sponsored defined benefit pension plan covered under the provisions of the Alberta Employment Pension Plans Act, commenced on January 1, 2003 and provides supplementary pension benefits to a prescribed class of employees. The plan supplements the Local Authorities Pension Plan.

Contributions are made by the prescribed class of employees and the City. Employees and the City are required to make current service contributions to APEX of 2.5% (2009 2.5%) and 3.0% (2009 3.0%) respectively of pensionable earnings up to \$125 (2009 \$122).

Total current service contributions by the City to APEX in 2010 were \$410 (2009 \$367). Total current service contributions by the employees of the City were \$279 (2009 \$245).



# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2010 (in thousands of dollars)

## 20. SALARY & BENEFITS

Disclosure of salaries and benefits for elected officials, the chief administrative officer and designated officers as required by provincial regulation is as follows:

	Number of Persons	Salary	Benefits & Allowances	2010	2009
<b>Mayor:</b>					
Dodic, R.	1	\$ 10	\$ 5	\$ 15	\$ -
Tarleck, R.	1	59	33	92	100
	2	69	38	107	100
<b>Aldermen:</b>					
Carlson, J.	1	26	17	43	34
Dodic, R.	1	19	14	33	33
Ellis, F.	1	4	2	6	-
Iwaskiw, L.	1	4	2	6	-
Lacey, B.	1	18	12	30	32
Mauro, J.	1	3	2	5	-
Mearns, B.	1	4	2	6	-
Parker, R.	1	23	17	40	32
Simmons, M.	1	18	13	31	31
Tratch, K.	1	21	14	35	37
Ward, S.	1	20	14	34	34
Wickersham, T.	1	23	16	39	34
	12	\$ 183	\$ 125	\$ 308	\$ 267
City Manager	1	\$ 257	\$ 35	\$ 292	\$ 274
Designated Officers <sup>(1)</sup>	4	\$ 601	\$ 123	\$ 724	\$ 672

<sup>(1)</sup> Designated Officers include the City Assessor, City Clerk, City Solicitor, and the City Treasurer.

Aldermen who perform the duties of Deputy Mayor on a rotational basis have their salaries adjusted accordingly. Salary includes regular base pay, per diem amounts and any other direct cash remuneration. Benefits and allowances include the employer's share of all employee benefits, contributions or payments made on behalf of employees, and the employer's share of the costs of any additional taxable benefits.

## 21. FINANCIAL INSTRUMENTS

Unless otherwise noted, the fair value of financial instruments approximates their carrying value and it is management's opinion that the City is not exposed to significant interest, currency or credit risk arising from financial instruments.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2010 (in thousands of dollars)

## 22. CONTINGENT LIABILITIES

- a. At December 31, 2010 the City has guaranteed loans in the amount of \$898 outstanding with ATB Financial and \$759 outstanding with the Canadian Imperial Bank of Commerce (CIBC). The guaranteed loans bear interest at 5.80% and 7.46% per annum respectively and are secured by a general security agreement, land and buildings with a carrying value of \$3,709 and a general assignment of leases and rents. The terms of the loans are due to mature on December 31, 2011 and January 1, 2012 respectively and will be renegotiated upon maturity.
- b. The City owns properties that may contain environmental contamination and require site reclamation. The amount of any such obligations are not practicably estimable.

## 23. SEGMENTED DISCLOSURES

The Schedule of Segmented Reporting – Schedule 4 has been prepared in accordance with PSAB 2700 Segmented Disclosures. Segmented disclosures are intended to help users of the financial statements identify the resources allocated to support major governments activities and allow the user to make more informed judgments regarding the government reporting entity.

Segmented information has been indentified based upon functional activities provided by the City. For each reported segment, revenue and expenses represent amounts directly attributable to the functional activity and amounts allocated on a reasonable basis. The functional areas that have been separately disclosed in the segmented information, along with services they provide are as follows:

- a. **General Municipal Revenue** - includes net taxes, fines and penalties, return on investments, government transfers and franchise fees.
- b. **Protective Services** - includes dispatch, police, fire, disaster services, ambulance, inspection services, business licenses, parking enforcement, regulatory services, and animal control.
- c. **Infrastructure & Transportation Services** - includes engineering services, fleet, roadway and parking services, storm sewers and transit.
- d. **Leisure & Human Services** - includes recreational and cultural facilities and programs. Also includes the library, museum, cemeteries and parks maintenance.
- e. **General Government Services** - includes general administration, council and legislative.
- f. **Development Services** - includes economic development, planning, public housing and land development.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2010 (in thousands of dollars)

## SEGMENTED DISCLOSURES (Continued)

- g. **Family Support & Social Services** - includes community and family support, cemeteries, and other public health support.
- h. **Utilities** - includes water, wastewater, electric and waste services the latter of which encompasses recycling and landfill.

## 24. APPROVAL OF FINANCIAL STATEMENTS

These financial statements have been approved by City Council.



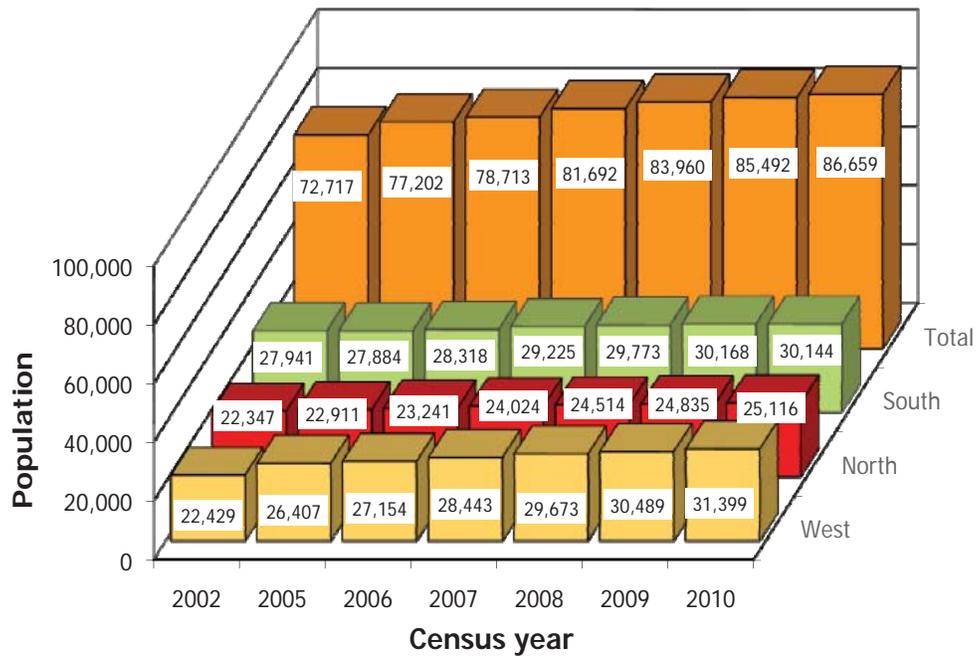
# STATISTICS

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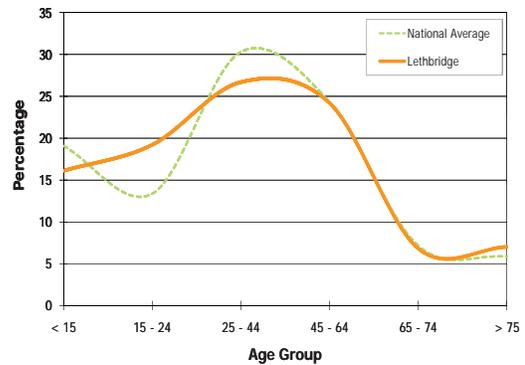


# POPULATION AND BUILDING PERMITS

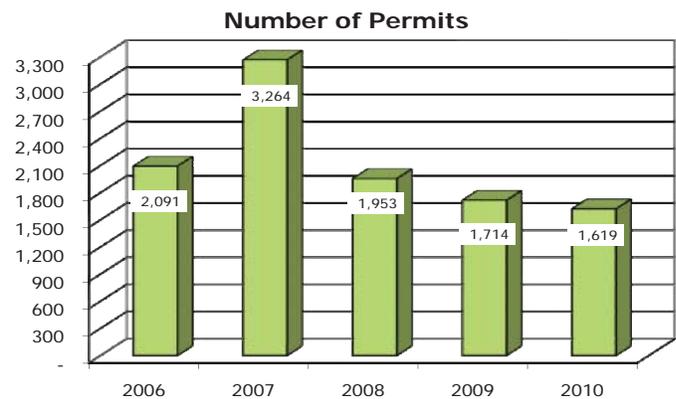
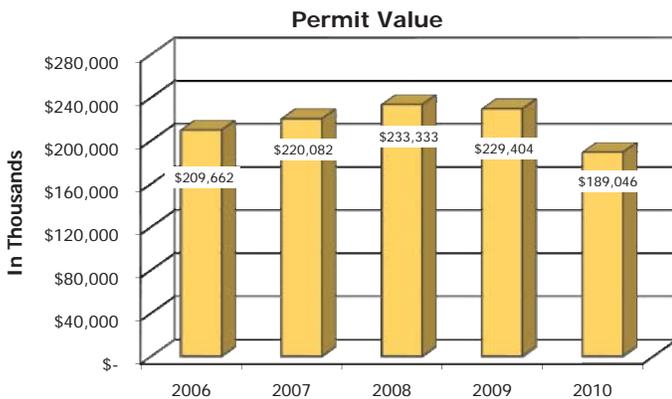
## Population By Location



Age Group	Population Lethbridge	National Average
< 15	13,938	16.1%
15 - 24	16,654	19.2%
25 - 44	23,188	26.7%
45 - 64	20,968	24.2%
65 - 74	5,864	6.8%
> 75	6,047	7.0%
	86,659	100.0%



## Building Permits Issued



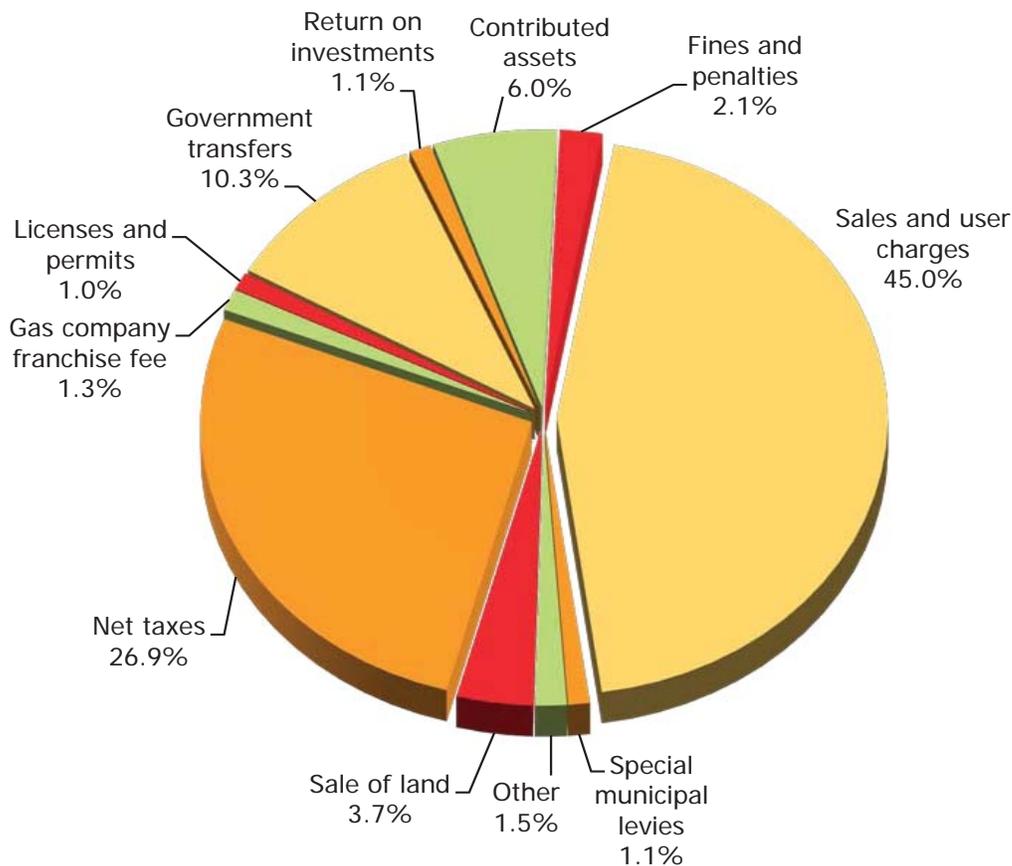
# EXHIBIT OF CONSOLIDATED REVENUE

For the years ended December 31, 2008 - 2010  
(in thousands of dollars)

	2010	2009	2008
<b>REVENUE</b>			
Sales and user charges	\$ 143,097	\$ 125,991	\$ 125,820
Net taxes	85,555	79,393	73,586
Government transfers	32,679	43,695	27,850
Contributed assets	19,166	1,313	12,609
Sale of land	11,808	8,506	23,268
Fines and penalties	6,522	5,694	5,557
Gas company franchise fee	3,988	3,454	3,037
Special municipal levies	3,360	3,257	2,939
Return on investments	3,356	2,266	3,807
Licenses and permits	3,260	3,286	3,550
Other	4,877	4,197	5,323
<b>TOTAL REVENUE</b>	<b>\$ 317,668</b>	<b>\$ 281,052</b>	<b>\$ 287,346</b>

In 2009, the City implemented Public Sector Accounting Board ("PSAB") section 1200 Financial Statement Presentation and 3150 Tangible Capital Assets, which required the City to restate 2008 balances. Comparative values for years prior to 2008 are not available. This format is applicable where graphs and tables present only 3 years of comparative information.

## 2010 Gross Revenue

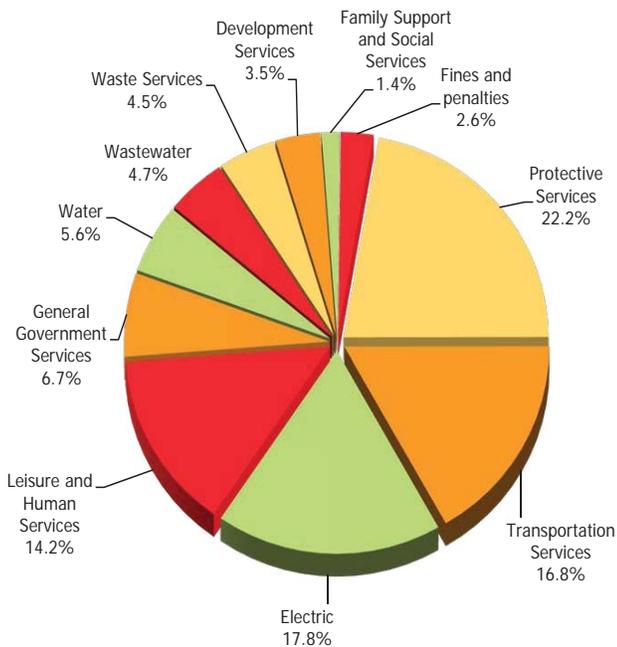


# EXHIBIT OF CONSOLIDATED EXPENSES

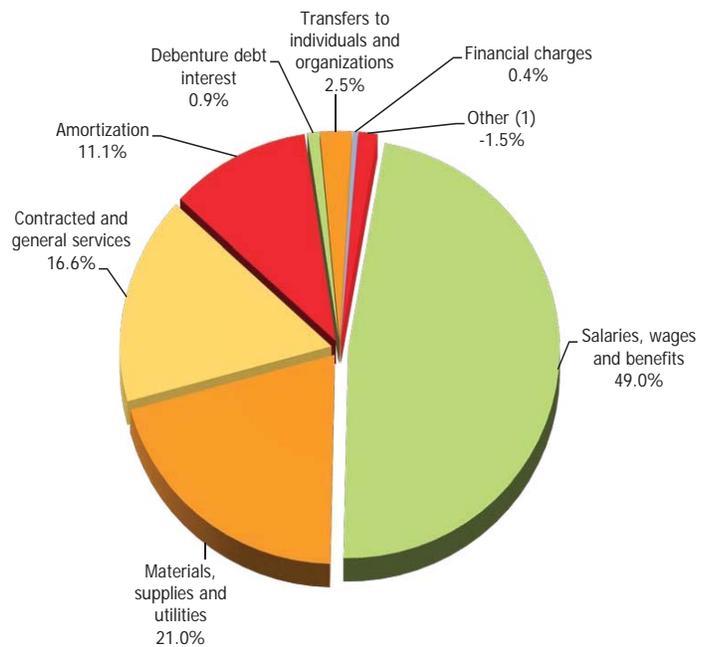
**For the years ended December 31, 2008 - 2010**  
(in thousands of dollars)

	2010	2009	2008
<b>EXPENSES BY FUNCTION</b>			
Protective Services	\$ 56,364	\$ 49,548	\$ 46,818
Electric	45,258	41,814	41,607
Transportation Services	42,624	44,974	34,747
Leisure and Human Services	36,070	32,448	35,117
General Government Services	16,973	16,212	17,500
Water	14,124	13,170	13,132
Wastewater	11,997	11,209	9,983
Waste Services	11,397	10,326	9,237
Development Services	8,994	7,390	15,054
Family Support and Social Services	3,597	3,427	3,229
<b>TOTAL EXPENSES BY FUNCTION</b>	<b>\$ 247,398</b>	<b>\$ 230,518</b>	<b>\$ 226,424</b>

**2010 Gross Expenses by Function**



**2010 Gross Expenses by Object**



	2010	2009	2008
<b>EXPENSES BY OBJECT</b>			
Salaries, wages and benefits	\$ 121,184	\$ 104,966	\$ 98,365
Materials, supplies and utilities	51,924	51,881	55,334
Contracted and general services	41,061	44,762	34,970
Amortization of tangible capital assets	27,496	26,757	24,087
Transfers to individuals and organizations	6,144	4,176	7,656
Debenture debt interest	2,202	2,398	2,448
Financial charges	874	1,056	903
Other <sup>(1)</sup>	(3,487)	(5,478)	2,661
<b>TOTAL EXPENSES BY OBJECT</b>	<b>\$ 247,398</b>	<b>\$ 230,518</b>	<b>\$ 226,424</b>

<sup>(1)</sup> The majority of other expenses relate to the recovery of costs charged to capital projects.



# TAXATION AND ASSESSMENT

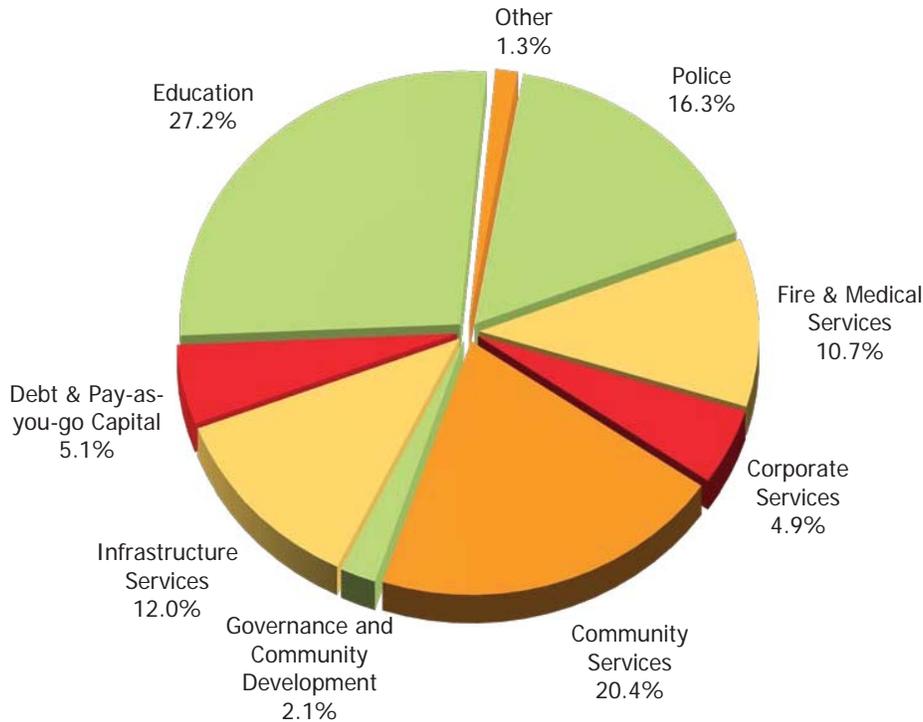
For the years ended December 31, 2006 - 2010  
(in thousands of dollars)

## Property Tax Levy

	2010	2009	2008	2007	2006
Real Property					
Municipal	\$ 83,859	\$ 77,919	\$ 72,495	\$ 66,024	\$ 59,917
Education	26,068	24,996	24,622	24,084	23,611
Other	1,096	1,191	714	862	647
Total Real Property	111,023	104,106	97,831	90,970	84,175
Special Assessments	3,360	3,257	2,939	2,729	2,420
Business Taxes (BRZ)	181	174	158	160	166
<b>TOTAL CURRENT YEAR LEVY</b>	<b>\$ 114,565</b>	<b>\$ 107,537</b>	<b>\$ 100,928</b>	<b>\$ 93,859</b>	<b>\$ 86,761</b>
Current Taxes Collected	\$ 112,907	\$ 106,209	\$ 100,022	\$ 92,953	\$ 85,855
% of Current Taxes Collected	98.6%	98.8%	99.1%	99.0%	99.0%

The ten largest corporate taxpayers account for \$6,825 (6.0%) of the 2010 total property tax levy.

## Allocation of Residential Property Tax dollars



## Taxable Assessment

	2010	2009	2008	2007	2006
Residential	\$ 8,157,813	\$ 8,441,849	\$ 7,611,226	\$ 5,184,767	\$ 4,332,118
Apartments	458,002	410,481	295,618	288,600	250,273
Commercial and Industrial	2,073,354	1,854,496	1,661,316	1,437,710	1,211,518
<b>TOTAL TAXABLE ASSESSMENT</b>	<b>\$ 10,689,169</b>	<b>\$ 10,706,826</b>	<b>\$ 9,568,160</b>	<b>\$ 6,911,077</b>	<b>\$ 5,793,909</b>

# EXHIBIT OF DEBENTURE DEBT

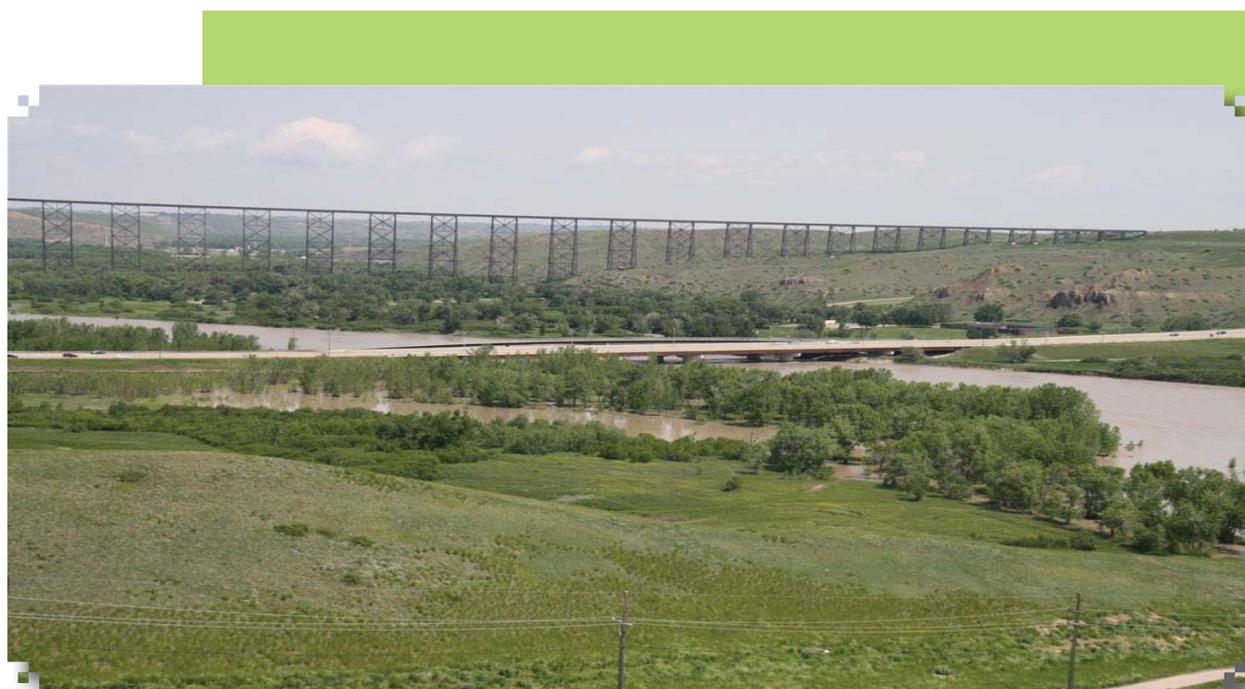
**For the years ended December 31, 2006 - 2010**  
(in thousands of dollars)

	2010	2009	2008	2007	2006
<b>GENERAL</b>					
Self supported					
Industrial park servicing	\$ 4,475	\$ 4,816	\$ 5,143	\$ 5,456	\$ 5,755
Lethbridge and District Exhibition	515	624	726	822	911
Lethbridge Softball Valley complex	-	21	61	99	137
Local improvements	494	643	547	689	823
	<u>5,484</u>	<u>6,104</u>	<u>6,477</u>	<u>7,066</u>	<u>7,626</u>
	<u>5,484</u>	<u>6,104</u>	<u>6,477</u>	<u>7,066</u>	<u>7,626</u>
<b>UTILITIES</b>					
Water	7,559	9,096	10,774	12,374	13,901
Wastewater	4,788	6,242	7,930	7,978	8,622
Waste Services	18,763	21,241	20,576	17,335	18,428
Offsites	7,538	3,454	4,129	4,776	4,350
	<u>38,648</u>	<u>40,033</u>	<u>43,409</u>	<u>42,463</u>	<u>45,301</u>
	<u>38,648</u>	<u>40,033</u>	<u>43,409</u>	<u>42,463</u>	<u>45,301</u>
<b>TOTAL GENERAL AND UTILITIES DEBT</b>	<u>\$ 44,132</u>	<u>\$ 46,137</u>	<u>\$ 49,886</u>	<u>\$ 49,529</u>	<u>\$ 52,927</u>
	<u>\$ 44,132</u>	<u>\$ 46,137</u>	<u>\$ 49,886</u>	<u>\$ 49,529</u>	<u>\$ 52,927</u>
<b>POPULATION</b>	<u>86,659</u>	<u>85,492</u>	<u>83,960</u>	<u>81,692</u>	<u>78,713</u>
	<u>86,659</u>	<u>85,492</u>	<u>83,960</u>	<u>81,692</u>	<u>78,713</u>
<b>DEBENTURE DEBT PER CAPITA</b>					
General - mill rate supported	\$ -	\$ -	\$ -	\$ -	\$ -
General - self supported	63	71	77	86	97
Utilities	446	468	517	520	576
	<u>\$ 509</u>	<u>\$ 539</u>	<u>\$ 594</u>	<u>\$ 606</u>	<u>\$ 673</u>
	<u>\$ 509</u>	<u>\$ 539</u>	<u>\$ 594</u>	<u>\$ 606</u>	<u>\$ 673</u>
<b>TAXATION SUPPORTED DEBENTURE DEBT:</b>					
Annual Debt Charges	\$ -	\$ -	\$ -	\$ -	\$ 190
% of Gross General Revenue	0.00%	0.00%	0.00%	0.00%	0.15%
% of Gross General Expenditures	0.00%	0.00%	0.00%	0.00%	0.15%
<b>DEBT LIMIT (as per Municipal Government Act):</b>					
Total debt limit	\$ 410,455	\$ 367,488	\$ 381,804	\$ 363,723	\$ 316,365
Total debt (above)	44,132	46,137	49,886	49,529	52,927
<b>DEBT LIMIT UNUSED</b>	<u>\$ 366,323</u>	<u>\$ 321,351</u>	<u>\$ 331,918</u>	<u>\$ 314,194</u>	<u>\$ 263,438</u>
	<u>\$ 366,323</u>	<u>\$ 321,351</u>	<u>\$ 331,918</u>	<u>\$ 314,194</u>	<u>\$ 263,438</u>
Percentage of debt limit used	10.8%	12.6%	13.1%	13.6%	16.7%

## EXHIBIT OF CAPITAL SPENDING

For the years ended December 31, 2008 - 2010  
(in thousands of dollars)

	2010	2009	2008
<b>CAPITAL SPENDING</b>			
Land	\$ 10,228	\$ 6,056	\$ 1,986
Land improvements	5,998	5,861	2,315
Buildings	13,653	4,037	897
Infrastructure	44,426	18,744	52,075
Equipment and furnishings	3,941	6,784	6,134
Vehicles	4,157	6,418	3,823
Assets under construction	18,452	27,352	7,672
<b>TOTAL CAPITAL SPENDING</b>	<b>\$ 100,855</b>	<b>\$ 75,252</b>	<b>\$ 74,902</b>



## EXHIBIT OF NET FINANCIAL ASSETS

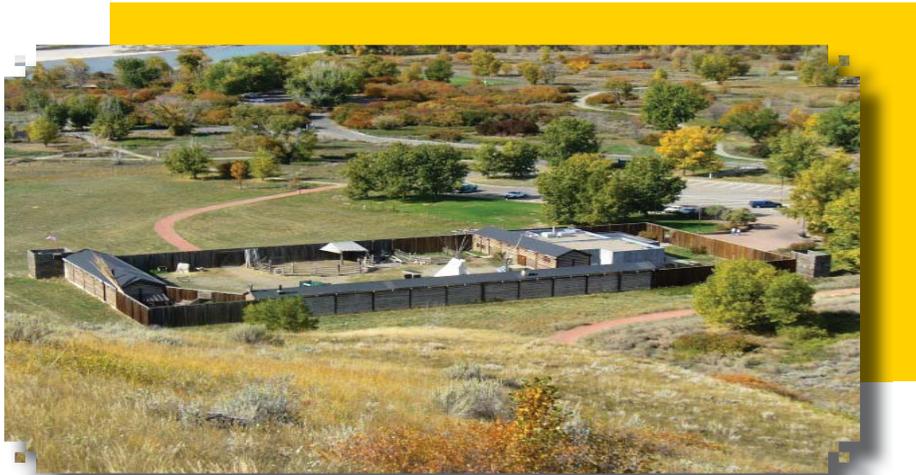
	2010	2009	2008
<b>FINANCIAL ASSETS</b>			
Excess of revenue over expenses	\$ 70,270	\$ 50,534	\$ 60,922
Change related to tangible capital assets	(71,544)	(46,923)	(50,537)
Change related to other non-financial assets	3,703	2,157	(7,502)
<b>INCREASE IN NET FINANCIAL ASSETS</b>	<b>2,429</b>	<b>5,768</b>	<b>2,883</b>
<b>NET FINANCIAL ASSETS, BEGINNING OF YEAR</b>	<b>30,500</b>	<b>24,732</b>	<b>21,849</b>
<b>NET FINANCIAL ASSETS, END OF YEAR</b>	<b>\$ 32,929</b>	<b>\$ 30,500</b>	<b>\$ 24,732</b>

## EXHIBIT OF RESERVES

**For the years ended December 31, 2006 - 2010**  
(in thousands of dollars)

	2010	2009	2008	2007	2006
<b>OPERATING</b>					
Budget Appropriations	\$ 17,325	\$ 19,236	\$ 16,801	\$ 16,392	\$ 17,384
Municipal Revenue Stabilization	13,842	16,817	6,503	1,158	7,752
Insurance	2,463	2,428	1,916	1,372	847
Urban Parks	1,877	2,203	1,191	1,359	795
Cemeteries	686	739	673	589	497
Mayor Magrath Drive Beautification	105	105	103	97	90
Snow Removal <sup>(1)</sup>	-	-	-	30	577
Acquisition of Local Art Work	-	-	-	-	8
	<b>36,298</b>	<b>41,528</b>	<b>27,187</b>	<b>20,997</b>	<b>27,950</b>
<b>CAPITAL</b>					
Fleet Services	10,709	11,204	12,257	11,352	6,646
Community Lighting	2,677	2,472	2,145	1,939	1,569
Major Capital Projects	2,554	3,235	4,826	3,845	2,475
Real Estate Holdings	2,498	2,290	1,640	1,635	1,512
Acquire Off Street Parking	1,760	1,722	1,506	1,221	1,160
Transit Bus	1,053	1,037	930	948	936
Community Reserve Fund	971	2,237	2,197	688	657
Central Business District Land Acquisition	315	279	279	278	728
School Bus	3	126	-	64	41
	<b>22,540</b>	<b>24,602</b>	<b>25,780</b>	<b>21,970</b>	<b>15,724</b>
<b>TOTAL RESERVES</b>	<b>\$ 58,838</b>	<b>\$ 66,130</b>	<b>\$ 52,967</b>	<b>\$ 42,967</b>	<b>\$ 43,674</b>

<sup>(1)</sup> Effective January 1, 2008, the Snow Removal Reserve was merged with the Municipal Revenue Stabilization Reserve



## EXHIBIT OF MUNICIPAL EQUITY

**For the years ended December 31, 2008 - 2010**  
(in thousands of dollars)

	2010	2009	2008
Revenue	\$ 317,668	\$ 281,052	\$ 287,346
Expenses	247,398	230,518	226,424
<b>EXCESS OF REVENUE OVER EXPENSES</b>	<b>70,270</b>	<b>50,534</b>	<b>60,922</b>
<b>MUNICIPAL EQUITY, BEGINNING OF YEAR</b>	<b>831,373</b>	<b>780,839</b>	<b>719,917</b>
<b>MUNICIPAL EQUITY, END OF YEAR</b>	<b>\$ 901,643</b>	<b>\$ 831,373</b>	<b>\$ 780,839</b>

# EXHIBIT OF GOVERNMENT TRANSFERS

For the years ended December 31, 2006 - 2010  
(in thousands of dollars)

	2010			2009	2008	2007	2006
	Provincial	Federal	Total				
<b>UNCONDITIONAL TRANSFERS</b>							
Municipal assistance	\$ -	\$ -	\$ -	\$ 430	\$ 430	\$ 430	\$ 430
Transit	-	-	-	202	202	202	202
Urban parks	-	-	-	487	487	487	487
Ambulance	-	-	-	-	1,328	1,328	1,328
	-	-	-	1,119	2,447	2,447	2,447
Payments in lieu of taxes	1,744	194	1,938	1,849	1,542	1,673	1,565
	1,744	194	1,938	2,968	3,989	4,120	4,012
<b>CONDITIONAL TRANSFERS</b>							
Municipal Sustainability Initiative	9,744	-	9,744	13,402	2,620	-	-
Alberta Municipal Infrastructure	5,992	-	5,992	9,238	9,355	4,981	3,950
Basic Capital Transportation	3,028	-	3,028	3,511	2,576	2,623	2,357
Building Canada Fund	-	2,825	2,825	-	-	-	-
Affordable Housing	2,201	-	2,201	-	-	-	-
Family and Community Support Services	2,027	-	2,027	2,091	1,815	1,704	1,602
Major Community Facilities Project	1,510	-	1,510	398	-	-	-
Municipal Policing Assistance Grant	1,368	-	1,368	1,918	1,307	1,314	1,181
Social Housing in Action (SHIA)	690	422	1,112	1,666	1,254	698	400
Federal Gas Tax Sharing (NDCC)	-	724	724	4,443	692	129	6,132
Recreational Infrastructure	-	478	478	-	-	-	-
Lethbridge Public Library	462	-	462	379	516	392	421
Police Miscellaneous	375	-	375	275	16	36	91
Community Adjustment Fund	-	269	269	-	-	-	-
Victim / Witness Services Unit	150	-	150	150	150	100	100
Special Basic Capital	89	-	89	146	(233)	-	-
Fetal Alcohol Syndrome Program	84	-	84	102	100	98	84
Adult Literacy Program	82	-	82	79	74	69	59
Community Facility Enhancement Program	48	-	48	60	274	252	244
Canada-Alberta Municipal Rural Infrastructure Fund	15	15	30	2,514	2,242	1,214	-
ALERT Program	24	-	24	24	27	22	18
Summer Temporary Employment Program (STEP)	24	-	24	14	25	24	18
Alberta Mainstreet Program	21	-	21	99	127	81	66
Canada Day Celebrations	-	2	2	2	10	4	3
City Special Transportation (Mayor Magrath Dr S)	-	-	-	-	-	(19)	775
Disaster Recovery	-	-	-	161	182	-	86
Galt Gardens	-	-	-	620	241	-	-
Galt Museum Expansion	-	-	-	-	-	-	293
Municipal Heritage Program	-	-	-	19	-	40	-
Municipal Sustainability Housing	-	-	-	1,149	2,000	-	-
Other	6	4	10	116	33	81	303
	27,940	4,739	32,679	42,576	25,403	13,843	18,183
<b>TOTAL GOVERNMENT TRANSFERS</b>	<b>\$ 29,684</b>	<b>\$ 4,933</b>	<b>\$ 34,617</b>	<b>\$ 45,544</b>	<b>\$ 29,392</b>	<b>\$ 17,963</b>	<b>\$ 22,195</b>

Government transfers are recognized in the financial statements as revenue in the period that the events giving rise to the transfer occurred, providing the transfers are authorized, the municipality has met any eligibility criteria, and reasonable estimates of the amounts can be made.

