

# 2013 ANNUAL REPORT December 31, 2013



*City of Lethbridge*

Alberta, Canada



# City of Lethbridge

Report for the year ended  
December 31, 2013

## 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

## Contents

### Corporate

2	Mayor's Message
3	City Organization
4	2013 - 2017 City Council
6	2010 - 2013 City Council
9	City Manager's Message
11	Boards & Commissions
11	Galt Museum & Archives
15	Lethbridge Public Library
18	Lethbridge Regional Police Service
22	Community Services
22	Lethbridge Fire & Emergency Services
26	ENMAX Centre
28	Helen Schuler Nature Centre
31	Recreation & Culture
34	Family & Community Support Services
35	Lethbridge Transit
36	Infrastructure Services
36	Urban Construction
37	Electric Utility
38	Transportation
41	Water & Wastewater Utility
42	Parks Management
46	Waste & Recycling Services
51	Environmental Services
54	Planning & Development Services
58	Economic Development
59	Land Development & Real Estate
61	Audit Committee Report
62	Chief Financial Officer Report

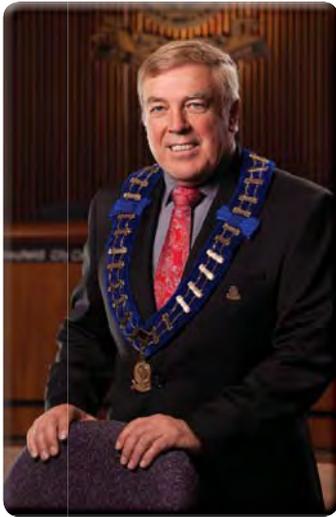
### Audited Financial Statements

72	Management Report
73	Independent Auditors' Report
74	Consolidated Statement of Financial Position
75	Consolidated Statement of Operations
76	Consolidated Statement of Net Financial Assets
77	Consolidated Statement of Cashflows
78	Consolidated Schedule of Unrestricted Surplus
79	Schedule of Net Taxes
80	Schedule of Tangible Capital Assets
82	Schedule of Segmented Reporting
84	Notes to the Consolidated Financial Statements

### Statistics (unaudited)

110	Population and Building Permits
111	Exhibit of Consolidated Revenue
112	Exhibit of Consolidated Expenses
113	Exhibit of Taxation and Assessment
114	Exhibit of Debenture Debt
115	Exhibit of Capital Spending
115	Exhibit of Net Financial Assets
116	Exhibit of Reserves
116	Exhibit of Municipal Equity
117	Exhibit of Government Transfers
117	Exhibit of Annual Unemployment Rates





## Mayor's Message

The Annual Report provides an overview of the valuable services the City of Lethbridge provides to city residents. This report also provides summaries and photographs of the capital projects that were completed or undertaken during 2013. Additionally, the various departments of the City as well as Boards and Committees are afforded an opportunity to highlight their accomplishments during the year.

In 2013, the City celebrated the completion of some much-anticipated projects as well as the launch of several others. In May, we celebrated the grand opening of CASA, our new downtown community arts centre. As the new home for our diverse arts community, CASA is a cornerstone of our long-term objective to create a cultural corridor in our downtown core. In November, we celebrated the grand opening of the Scenic Drive North Extension, a major new north-south connector which included pedestrian amenities and a new access road to our Waste Water Treatment Plant. The fact these projects were funded almost entirely from provincial and federal grants is an example of how vital such infrastructure programs are for cities like ours.

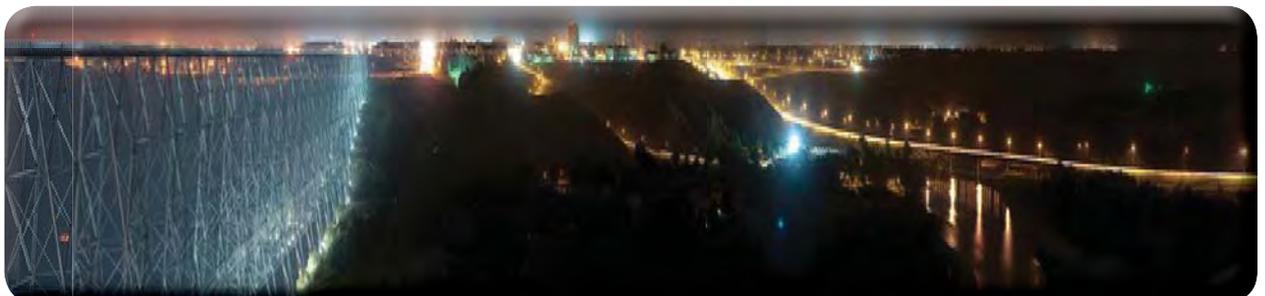
July marked the start of construction on the new SLP Skate Park project, through partnership between governments and community organizations. In the fall, renovation and expansion of the Helen Schuler Nature Centre got underway as did construction of the Crossings Ice Centre in West Lethbridge, which includes a twin ice arena and an adjoining 10-sheet curling facility. City Council also approved a new 10-year Capital Improvement Program, which includes construction of a new \$55-million Aquatics Centre in West Lethbridge by the end of 2017 along with renewal projects at some of our aging cultural and recreational facilities.

The Annual Report also contains the Audited Consolidated Financial Statements of the City as well as the Independent Auditors' Report prepared by our auditors, the accounting firm KPMG. In a clear and concise format, the Statements provide an overview of the City's financial position. In addition, Notes to the Statements provide additional detail. The last part of the Annual Report contains interesting statistics about Lethbridge including our population, building permits issued, demographics, and various other information of interest to our community.

The 2013 Annual Report demonstrates Lethbridge's ongoing commitment to ensuring our community remains one of the best cities in Canada to live in. On that count, I believe we're succeeding. In 2013, MoneySense Magazine again rated Lethbridge as the ninth-best place to live in Canada and the fourth-best place to live among mid-sized Canadian cities. I trust you will find this Annual Report to be a very informative document.

A handwritten signature in blue ink that reads "Chris Spearman". The signature is fluid and cursive.

Chris Spearman - Mayor



# City Organization

## Legislative and Administrative ORGANIZATION CHART



*City of Lethbridge*

### RESIDENTS

### CITY COUNCIL

Mayor Chris Spearman

Councillor Jeff Carlson      Councillor Liz Iwaskiw  
 Councillor Jeff Coffman      Councillor Joe Mauro  
 Councillor Wade Galloway      Councillor Rob Miyashiro  
 Councillor Blaine Hyggen      Councillor Ryan Parker

**CITY MANAGER**  
Garth Sherwin

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

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

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

**Land Development/ Real Estate**  
Michael Kelly

**City Solicitor**  
Doug Hudson

**City Clerk**  
Aleta Neufeld

**Director of Corporate Services**  
Corey Wight

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

**Director of Community Services**  
Bary Beck

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

**Director of Infrastructure Services**  
Doug Hawkins

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

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

Intermunicipal Planning  
 Community Planning  
 Downtown Revitalization  
 Development Services  
 Building Inspection

1/24/2014

# Council 2013-2017



**Mayor  
Chris Spearman**



**Councillor  
Jeff Carlson**



**Councillor  
Jeff Coffman**



**Councillor  
Wade Galloway**



**Councillor  
Blaine Hyggen**



**Councillor  
Liz Iwaskiw**



**Councillor  
Joe Mauro**



**Councillor  
Rob Miyashiro**



**Councillor  
Ryan Parker**

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*Councillor  
Wade Philip Galloway  
1976 - 2014*



Councillor Wade Galloway died February 15, 2014 after he was caught in an avalanche while snowboarding in Waterton Lakes National Park. Members of City Council and staff of the City of Lethbridge were shocked and saddened by his sudden passing.

The tragedy occurred only four months after Mr. Galloway was elected to his first term on Lethbridge City Council. A funeral service for Mr. Galloway was held on March 1, 2014 in Lethbridge.

# Council 2010-2013



*Back Row: Councillor Liz Iwaskiw, Councillor Joe Mauro, Councillor Ryan Parker, Councillor Bridget Mearns, Councillor Faron Ellis  
Front Row: Councillor Jeff Coffman, Councillor Tom Wickersham, Mayor Rajko Dodic, Councillor Jeff Carlson*

In November 2010, Lethbridge City Council met to set strategic goals for their three year term. Significant accomplishments were made in the following areas:

## 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

#### **Accomplishments:**

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

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# Council 2010-2013

## STRATEGIC PRIORITIES

### *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

#### **Accomplishments:**

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

### *ENVIRONMENT*

#### **Desired Outcomes:**

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

#### **Accomplishments:**

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

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# *Council 2010-2013*

## **STRATEGIC PRIORITIES**

### ***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.

#### **Accomplishments:**

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

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

#### **Desired Outcomes:**

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

#### **Accomplishments:**

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



## *City Manager's Message*

Each year, I am called upon to share my thoughts in our Annual Report. This allows me to reflect on the previous year and our ongoing dedication and determination to earning the trust, respect and confidence of our community.

We are in the business of public service. This starts by paying attention to how people feel with each and every interaction they have with us, and we are most successful when we partner with community members and work alongside spirited volunteers. I am extremely proud of the partnering projects accomplished in 2013, including:

- The grand opening of CASA, our new community arts centre; an exceptional addition to downtown Lethbridge borne out of strong relationships with the University of Lethbridge, the Allied Arts Council and the arts community
- Partnering with the community to work together to reduce homelessness and serve the needs of those less fortunate
- Ongoing funding partnerships and community sponsors for the newly expanded and renovated Helen Schuler Nature Centre
- Internal partners working innovatively and collaboratively with residents and community groups to determine community needs to build a successful 2014-2023 Capital Improvement Program
- \$20 million in new funding from the Government of Canada and the Province of Alberta for the Crossings Ice Complex; construction to take place from 2014-2016

In addition to these projects, residents saw an increase in service levels and amenities in the following areas:

- Creation of our new Leth Requests app for online service requests
- Opening of the new waste and recycling stations in west and north Lethbridge and new yard waste recycling site in west Lethbridge
- New neighborhood connectivity with new roads including Canyon Parkway in west Lethbridge and an extension to Scenic Drive in north Lethbridge
- Grand opening of the new Royal View Memorial Cemetery in north Lethbridge
- Replacement of all City streetlights to new LED fixtures. The new fixtures provide brighter and whiter light on City streets thereby increasing the safety of pedestrians, bicyclists & drivers and at the same time reducing light pollution. As well, LEDs have a longer lifespan than the old high pressure sodium luminaires and are energy efficient, providing an estimated 50% savings in power consumption

From my experience it takes patience and discipline to design and create those things that are beautiful and worthwhile. I am pleased with these accomplishments as they will contribute to Lethbridge's quality of life for many years to come.

Our organization is focused on five key areas:

- Developing and maintaining strong community relationships
- Opening up City Hall to improve and provide seamless customer service
- Positioning the organization for future success by ensuring services are delivered efficiently and effectively
- Attending to the culture of public service
- Maintaining a solid financial position for the future

## City Manager (Continued)

In an effort to grow strong relationships and better understand community issues, we spent significant time and effort last year having conversations with our residents. Time was spent connecting to public concerns through:

- Open houses held for the Recreation & Culture Master Plan, Staffordville Area Redevelopment Plan, Capital Improvement Program and North Regional Park Design
- A Curbside Recycling Survey
- An annual Community Group Funding Workshop
- Information sessions on the Hardieville-Legacy Ridge-Uplands Area Structure Plan, West Lethbridge Employment Centre Area Structure Plan and Chinook Electric Sub Station
- Townhall meetings with Lethbridge Regional Police Service
- Public feedback sessions for a 6th Avenue South Study & London Road Redevelopment Plan

Public service does not end at municipal boundaries. In 2013, communities in southern Alberta were devastated by flooding. Fortunately, Lethbridge suffered minimal damage to major infrastructure, parks and the river valley. This provided us the opportunity to aid our neighbours by sending a team to assist in the High River Emergency Operations Centre and in welcoming High River evacuees to our community. It is in moments such as these that I am reminded of the incredible impact public servants have on the lives of others.

From a business perspective, a recent Conference Board of Canada Mid-Sized Cities report indicates that since 2005, Lethbridge has gained 8,800 jobs; one of only two cities in the study that experienced 3% growth per year on average or 20% growth over that period. Total GDP in Lethbridge also grew by \$487 million, with a relatively stable trend throughout.

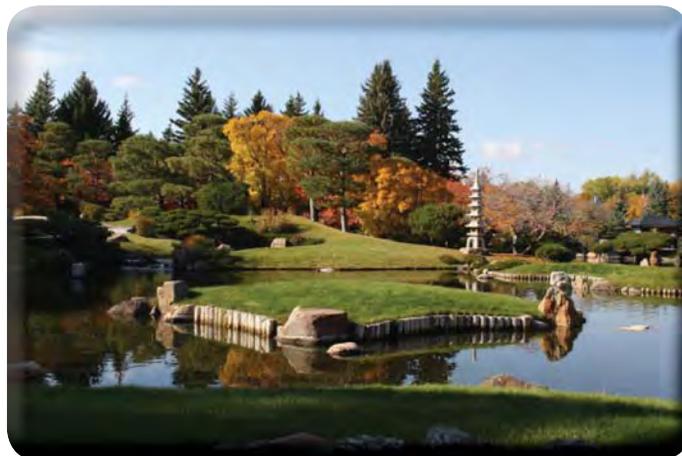
The Conference Board of Canada also noted healthy growth among information and cultural industries in our city, which can be linked to the strong presence of two post-secondary institutions as well as the emergence of Lethbridge as a significant high-tech presence in Alberta.

We often talk about Lethbridge as a stable and diverse market and these local examples support this claim. Lethbridge is well-positioned for their citizens and businesses to be successful.

I am proud of all of our accomplishments in 2013 and continue to have high expectations for our organization. I eagerly anticipate the challenges and opportunities that we face in the coming years. I am optimistic about our future and feel confident that with direction and leadership from City Council and hard work and dedication from City staff, we will continue to make a significant difference in Lethbridge.



Garth Sherwin, C.A.  
City Manager





# Galt Museum & Archives

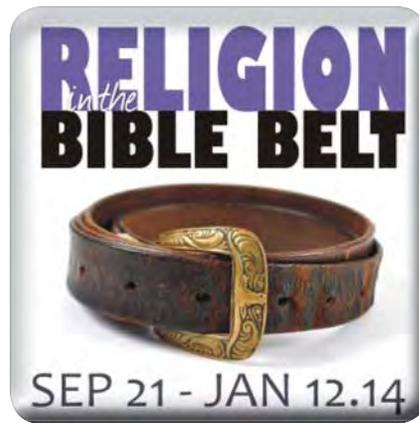
Every year seems to be busier than the last at the Galt Museum & Archives, and 2013 was no exception judging by the number of people from all walks of life participating in our public engagement initiatives: from exhibits to festivals to online interaction, programs for all ages and facility rentals, we stayed connected with friends and made new ones too.

Three major special exhibits were featured in the Discovery Hall. *Canadian Science & Engineers Hall of Fame* from the Canadian Science and Technology Museum (funding support from Canadian Heritage)



celebrated Canadian scientists and provided a positive role model for young people, including those participating in the Canada wide Science Fair.

The fall exhibit *Religion in the Bible Belt: late 1800s to late 1930s* was developed by the Galt with assistance from people in the community. It explored the contributions people of faith made to the economy of the community by providing social support for the sick, elderly and needy, developing medical and educational institutions, organizing social and recreational programs, and sharing music and drama.



During the summer a travelling exhibit *Wind Work, Wind Play* featured 30 folk art weather vanes and whirligigs from the Canadian Museum of Civilization along with local examples.



The North West Mounted Police exhibit in the Discovery Hall was completely renewed and now tells the story of Old Buck, a long surviving NWMP horse; a virtual exhibit puts the local story into the broader Canadian context.

## Galt Museum & Archives (Continued)

Smaller exhibits were shown throughout the building: *Crossroads: Alberta's Ecology and Energy Future* featured large format images by photographer Garth Lenz. Glenbow Museum's travelling exhibit *In Focus* displayed photos of the land and people in frontier Alberta and Montana from 1870-1930. *Water Play* took a look at water activities, indoors and out, in southwestern Alberta in the 20th Century. Volunteer-assisted exhibits included *Life a Bit Easier* (describing changes to local households as electricity and new electric appliances became readily available); *Entrepreneurs & Innovators* the 6th annual *3 Dimensions* exhibit during ArtWalk, and *Awesome Pets!* Work continued on the virtual exhibit *Nikkei Tapestry: Japanese Canadians in Southern Alberta*, and a number of research projects were undertaken by University students to add new knowledge to our collections records.

Requests by the public for access to artifacts and information was at its highest level in ten years. Collections assisted with salvaging, documentation and stewardship of material owned and managed by Fort Whoop-Up, Bow On Tong and Nikka Yuko Japanese Gardens. With the support of a grant from the Alberta Museums Association, 839 digital artifact images were generated, bringing the total number to over 2,200. These and related records were made available to the public in December through a searchable, online database of nearly 13,000 artifacts.

In 2013, a record 1,557 people used the archives or participated in its programs. *Archives Exposed...* exhibits celebrated the community efforts of recently retired Senator Joyce Fairbairn, the 100th anniversary of Henderson Lake and catalogue shopping culture of the turn of the 20th Century. The Archives database now includes moving images that now can be viewed online; among them local TV programs, public lectures and documentaries. A new self-scanning program allows community members to use Archives' scanners to digitize their own family photographs. The Archivist was invited on the Board of the University's newly created Centre for the Oral History & Tradition. Archives continues to act regionally by visiting and providing expert advice to Red Crow College, Waterton National Park, the Genealogical Society, and others.



Archives Program

Archival images are also shared on Flickr: The Commons – an international initiative bringing attention to the world's historic photographs, where 366 of the Galt's photos included have now received more than 2.7 million views on this site. Other online interactions and conversations are taking place on the Galt's Facebook Page (900 fans), blog (6,807 visits), the online photo album on Flickr which has surpassed 150,000 views, and Twitter (2,500 followers), where engagement in a conversation about fruitcake resulted in a tweet sharing a photo of a 113 year-old specimen in Fort Macleod.



Sock Monkeys

Over 10,000 southern Alberta students learned, did, and made history as they explored Lethbridge and the world through the Galt's museum education programs. They discovered how historic buildings tell about the beginning of our downtown and how the cemetery is a place of stories for those who can read the headstones. They learned why bringing horses up from the coal mines was a challenge and why the High Level Bridge is black. They made yarn dolls and butter; studied historic photos and artifacts; and designed irrigation canals. All while thinking they were just having fun.

The Galt also prides itself on its wide range of educational programs for the public. We held over 100 lectures, workshops, festivals, and tours interpreting southwestern Alberta history and culture, and topics related to our special exhibits. Programs for families continued to be sponsored by Kiwanis Green Acres Club of Lethbridge. Partnership programs with the Nikkei Cultural Society of Lethbridge & Area and the Slow Food Convivium brought large crowds to the Galt, as did three festivals: Whirligigs & Weathervanes on the Prairies, Harvest, and Nerd Fest.

*Harvest Festival*



The Galt continues to build and diversify its diverse portfolio of earned revenue sources which support development of programs, exhibits and events for the community without increasing demands on the public purse. The Galt front desk is a hub for information, membership, ticket sales, and store sales of unique product which enhance the visitor experience. New indoor and outdoor seating, and trials of food services also contribute to visitor comfort. Galt facilities are rented out for weddings, Christmas parties, anniversaries, family reunions, and various business functions.

Staying open until 9 p.m. on Thursday nights has been well-received by visitors and researchers in Archives who are not able to attend during daytime hours. The native prairie plants garden entrance feature is maturing nicely and a favourite spot for visitors and wildlife. The Chinook Woodturning Guild were the heroes of the South Garden chess board when their larger-than-life chess pieces were used in a nail-biting inaugural match featuring a professional chess player and two children against two Galt staffers. While staff didn't shine in the game, they, along with volunteers were invited to be speakers at conferences, meetings and in classrooms throughout the year.



*Beer Tasting*



In 2013, the Galt saw success with its numerous special events: Scotch & Burns, Eggstravaganza, Taste of Downtown, Best of the Best Wine Tasting [presented with The Wine Cavern], and Beer Tasting. A successful new event, Nerd Fest, included talks by Scott McCloud and Roberta Bondar, a trivia night, and an all games night. Proceeds from the 7th annual Whoop-Up Days Scenic Plaza Block Party organized in cooperation with business neighbours were donated to the Lethbridge Food Bank, and the 3rd Annual Night at the Museum Shopping Event drew attention to the Store.



*Galt Workshop*



*Saturdays at 1*

In 2013, 265 volunteers donated a whopping 9,147 hours, and saw an increase in post-secondary volunteer opportunities and support. Galt staff has also worked closely with Volunteer Lethbridge to help fill the volunteer positions. Led by a working group of board members, staff and volunteers, the organization undertook 10-year Strategic Planning in the fall to guide upcoming business planning. The Galt is grateful for the partners and supporters that help deliver the histories and stories of this community in 2013.

Volunteers



Summer Fun

Canada Day



Aboriginal Week Kickoff



Earth Day Event

SNAPSHOT STATISTICS

Community program participants	7,234	Archives attendance	1,557	MUSEUM VISITORS	
Outreach (community forums, lectures and off site programs)	2,616	Archives Online visitors	8,819	Lethbridge	65%
School program participants	12,949	Scanned archival images	18,000	Southern Alberta	11%
Buses booked for 6889 students	292	Volunteers	265	Other Alberta	6%
Special events participants	3,133	Volunteer hours	9,147	Canada	10%
Facility rental attendees	11,759	TOTAL on site attendance	45,215	International	8%
		Visits to <a href="http://galtmuseum.com">galtmuseum.com</a>	40,313	Memberships sold	561



## *Lethbridge Public Library*



### **Maximizing what our Space Delivers**

For the Lethbridge Public Library, 2013 was about providing active kids with action! Enhancing our role as the preschooler's door to reading, learning and creativity took many forms including dynamic story time adventures, family parties, festivals and play dates that transformed outside gardens into play stations. Adults were invited to three informative municipal election forums and the Library hosted two community Handmade Fairs. Lively staff and customer discussions, initiated by the Library's new CEO Tony Vanden Heuvel, centred on new initiatives to design welcoming indoor and outdoor spaces and to weave together strengths that will position the library's two buildings as community anchors.



*Storytime at The Crossings Branch with Premier Allison Redford and MLA Greg Weadick.*

### **Laughing, Learning and Creating Memories**

Young and old were invited to puppet shows, summer plays featuring 'Piggy and Elephant' escapades and parties like the Mini Monster Mash. Over 100 people attended a Jane Austen Pride and Prejudice Tea and 180 people 'rocked' at the 60s Concert and Fashion show that was held at the Library to kick off Historic Lethbridge Festival celebrations. Trophies and cheers were part of two spelling bee matches and the popular Ready, Set, Read program had readers clocking up 1,466 hours of reading time.



*Spelling Bee Winner, Grades 4-7, was Tyler Black.*

## Lethbridge Public Library (Continued)

### Offering and Receiving Support

The Alberta Flood displaced many people, including evacuees from High River housed in University of Lethbridge dorms. The Library partnered with the University to share donated books and DVDs provided free public library memberships and offered morning Bookmobile stops on campus.

The Library was on the receiving end of donations from TELUS (Bookmobile); ComicCon (Library van design) Lethbridge Host Lion Club ( Print impaired collection) Blue Cross ( Talking Books and Large Print Collection) and Bikebridge Cycling Association ( bike racks at the Main Branch), as well as many other donations including those from the Friends of the Library.

*Two Handmade Fairs offered craft programs and a craft sale for all ages.*



*Olive Graham was one of the young entrepreneurs at the craft fair.*



*CEO, Tony Vanden Heuvel and Adam Essex of Comic Con in front of the Library's new vans.*

### Expansion; User Friendly Work Areas and Collections that Pop!

Library customers were happy to have the video game collection expanded to both branches. This includes games that can be checked out by any age group as well as M-rated video games for adults.

New automatic sorting equipment was installed at The Crossings Branch in 2013 to make processing materials more efficient. As a result of the redesign, an interactive, ergonomic workspace has been created.

The new shelving which was installed at the Main Branch makes it easy to display the front covers of DVDs, CDs and video games. It has created a vibrant, fresh, and easy-to-browse experience for customers.



*New Blockbuster Collection shelving*



*Music CDs and Video Games on new shelving at the Main Branch.*



*Festive outdoor holiday lights at the Main Branch thanks to City of Lethbridge team and Library staff.*

The Library received a Heart of Our City Activity Grant of \$7,500 towards the 3rd annual The Word On The Street Festival. Lots of activities for all ages helped make this literary festival an over-the-top success. Elisabeth Hegerat, Associate Director, says the festival organizers' were pleased that this fall event that includes authors, musicians, poets and amazing performers drew a crowd of more than 4,000 people in downtown Lethbridge on September 22nd.



### Focusing on Lethbridge and Alberta

Library staff participated in several City events during the year: Project Connect - connected with 295 people, 170 questions were answered, 515 books were given away, a portion of them (66) donated by the charity First Books Canada, were distributed directly to children who were attending the event with their parents; Welcome to Kindergarten - Library staff attended the incoming kindergarten family orientations for all of the public schools in Lethbridge.

They spoke with over 700 families and offered free library cards, summer program information, library resources and prize draws and the Lethbridge Home and Garden Trade Show—staff highlighted the Library's digital collection of magazines and newspapers. The Library's Read On Adult Literacy program was nominated and placed second for the Alberta 2013 Council of the Federation Literacy Award.

### Hurricanes, Dragons and Sushi

The Lethbridge Hurricanes hosted 'Check Out the Canes' at the Library, which included one-on-one chats with individual players. Dungeons and Dragons enthusiasts met for weekly sessions and the Library's 2013 programs for teens included the Library's 'top chef' demonstrating how to make sushi that looks as great as it tastes; a session with cosmetology students from Victoria High who shared their tips for a perfect manicure and a homemade ice cream social.



Teens enjoy sushi at The Crossings Branch.



Lethbridge Hurricanes players spend some time at the Library talking about the thrills of professional hockey.

### Year at a Glance:

Mixing a learning experience with a bit of pleasure is always a good thing. The Library's Exploration Evenings offered a chance to watch a movie and explore the benefits of an online database, e.g. National Geographic was paired with the movie 127 Hours, Mango Languages and the movie Persepolis were offered together and Zinio (online magazines) and the film Argo were combined.

The Library welcomed new CEO Tony Vanden Heuvel in May. He holds a Chartered Accountant designation as well as a Certified Management Consultant designation and is a life-long resident of southern Alberta.

In 2013, over 700,000 people visited the Library (Main, Bookmobile and The Crossings Branch). Library items circulated over 1.3 million times. As a welcoming, gathering place for children, teens and adults of all ages, the Library had over 5,700 programs which attracted 68,700 people. Library Homepage website visits were almost 600,000. In 2013, 195,745 people used the Library's databases.



## *Lethbridge Regional Police Service*

The Lethbridge Regional Police Service (LRPS) is committed to providing safe communities and the dedication and hard work of our sworn and non-sworn members in 2013 was instrumental in the success of the organization.

Once again our solve rates exceeded the provincial and national averages, we continue to receive strong support from our community, hired a total of 13 officers and forged ahead with a number of initiatives and projects in each division to create efficiencies within the organization and ultimately enhance the level of service we provide our citizens.

Internally, 2013 was a year of change. The Service added a Deputy Chief position which led to the realignment of the organization from four divisions to three and the lateral transfer of each Inspector. In addition, we added a Staff Sergeant position, civilianized court detail and laid the groundwork to civilianize other areas including management of the Records Management Unit and Policy and Accreditation Unit to help reduce costs and put police officers back on the street.

In the fall of 2013 changes at the Lethbridge Correctional Centre resulted in some prisoners no longer being held at the jail and a transitional strategy, including the addition of four Commissionaires to help manage the increased demands on our Short Term Holding Facility, was put in place. The need for additional resources to manage prisoners in our cellblock will be an ongoing pressure moving forward.

In 2013 LRPS was involved in a comprehensive audit of more than 400 policing standards by the Commission on Accreditation for Law Enforcement Agencies (CALEA) as part of our fifth re-accreditation process.

LRPS is one of only nine agencies in Canada accredited by CALEA.



Partnerships with the Alberta Law Enforcement Response Teams (ALERT) to combat organized crime as well as a number of other community agencies and service providers, including mental health and social housing, were also key in 2013 and continue to be a priority as we move forward.

Technology continues to be both a benefit and a curse. The ability to gather and share information and intelligence is an integral part of policing operations. Advancements in technology have made data mining and sharing easier than it ever has been before but programs, equipment and techniques change quickly and can be very expensive to keep current. As society continues to depend more and more on technology we must ensure we adopt evidence-based practices and solutions that meet the changing needs of our Service and communities.

In line with the City's Capital Improvement Plan, the expansion of the police building continued to advance in 2013. The building contract was awarded to Dawson Wallace Construction and the design of the building to Stantec and Alvin Reinhard Fritz Architect Inc. Plans have been developed and it is projected that we will break ground in 2014.



The newly established position of Deputy Chief commenced Aug. 1, 2013. With that came the reorganization of the duties and functions of the various divisions within the Service. In addition to supporting the Chief in his role, the Deputy Chief's office is now responsible for various administrative and professional standards functions, including policy and accreditation, internal investigation of public complaints and overseeing Victim Services and the Business Management Section.

During the first quarter of 2013 a second investigator was added to the Professional Standards Unit to enhance investigative capacity for internal investigations that have demonstrated increased complexity to satisfy public expectations of transparency and accountability.

The daily business needs and attention to finances are evident in a growing organization such as ours and frequent financial transactions are required to ensure we remain current in equipment, training and technology. The Business Management Section oversees the day-to-day financial operations of the organization and is keenly aware of the need for fiscal responsibility now and as we move forward into the next budget cycle.

In 2013 our Victim Services Unit acquired 16 new volunteer Crisis Support Workers. By year's end the team totaled 44 men and women who assisted victims and witnesses of crimes or tragedy alongside police at hundreds of calls for service.

A Data-Driven Approach to Crime and Traffic Safety (DDACTS) model was introduced during 2013 in an effort to determine the impact we can have on crime by dedicating resources based on times and locations. Three high call volume locations were determined, analysis conducted to narrow the day of the week and time of day that incidents were occurring, and resources were deployed accordingly. Through the continued use of DDACTS our hope is that we will have police officers in the right place, at the right time, to prevent crime, disorder and collisions.

During 2013 the year-long pilot project with the Collision Reporting Centre successfully concluded and a long-term agreement is now in place. The CRC has improved customer service to those involved in the most common types of collisions, and also freed up sworn police officers to deal with priority calls for service and investigations.

During 2013, Patrol Operations members attended over 30,000 calls for service and over 3,000 prisoners were housed in our detention area.



## Lethbridge Regional Police Service (Continued)

In 2013 the Criminal Investigation Division – which is responsible for the investigation of serious criminal matters – once again had solve rates that were higher than the provincial and national average. Officers were responsible for successfully concluding more than 86 per cent of violent crime cases as well as conducting successful investigations through our Combined Forces Special Enforcement Section targeting organized crime. Numerous drug traffickers were arrested, had property and proceeds of crime seized and illegal drugs confiscated.

In 2013 we again experienced a slight increase in reported criminal occurrences over 2012 but still remain below the five-year average. The greatest increases were reported in violent crime, which includes all crimes against persons that result in injury or death. Much of the violent crime experienced in our community is associated with the drug trade. In addition, domestic crime continues to be a concern and members of our Domestic Crimes Unit specialize in investigations that involve crimes within the family unit and between intimate partners. DCU officers also work closely with Child Protection investigators to ensure the safety of children in these situations.

Property crime is the most prevalent crime type, encompassing 70 per cent of all reported crime in our communities. The Priority Crime and High Risk Offenders Unit provide directed investigations into property crimes and the associated offenders. HRO officers are also responsible for monitoring offenders on pre-trial release, probation and parole. While Economic Crime has not shown a significant change in volume, the complexity and the scope of the investigations continue to grow and take on a national and international flavour.



The Combined Forces Special Enforcement Section – a joint forces unit comprised of LRPS members and RCMP members – conduct investigations throughout Lethbridge and the surrounding region as criminal activity outside the city often has a direct impact on our community. CFSES members target drug trafficking, child pornography and exploitation, gang activity and other organized crime.

The Identification Section provides support services to all other investigative units with respect to evidence collection, processing crime scenes and Forensic Computer Examination.

During 2013 the Support Services Division was focused on recruiting, retention, opportunities for employee development and providing the right tools for employees to perform their jobs.

As a priority for the Training Unit and Human Resources Section training was provided to sworn and non-sworn employees including mental health awareness, computer training, enhanced leadership training through the Canadian Police College and Athabasca University and an internal supervisor's course. The Service also expanded the use of the training simulator by doing annual qualifications in firearms, pepper spray and Conducted Energy Weapons.

An analysis and review of the sworn officer performance evaluations was conducted which resulted in the development of four separate rank-specific performance evaluations with a greater a focus on day-to-day tasks and leadership competencies. In conjunction with the evaluation project the Service has developed a Peer and Upward Review Survey that will be included as a portion of the 2014 promotional process.



The Recruiting Unit has been active throughout the year with numerous initiatives including the “Cops vs. Canes” hockey game, “Clean-Up the Coulees with a Recruiter,” “Run with the Recruiter,” and other community events. In addition, a mentorship program with the Lethbridge Hurricanes and K9 Cst. James Demone was also established. In total 10 new police recruits were hired and trained at the Centre for Advancement in Community Justice and three experienced officers were hired in late 2013.



In the Records Management Unit, staff members handled more than 48,000 files generated from more than 30,000 calls for service in the last year. The Service has seen positive changes in the past year with the advancement of a Records Management Unit supervisor position and re-alignment and of the Court and Disclosure Unit to focus on enhancing the delivery model. Efficient and timely reporting and disclosure methods are constantly under review and electronic disclosure will be a top priority for the division moving forward.

2013 was a very busy and challenging year for the LRPS IT Section. IT upgraded or implemented 12 application servers/systems, the main data back-up system and installed new computers in 29 police vehicles. Some major network infrastructure was upgraded which included network cabling and hardware for over 700 voice and data ports in the main server room and communications mechanical room and worked in conjunction with Corporate IT on the transition from analog phone technology to VoIP technology for the police station. The LRPS IT Section was very pleased to provide practicum work experience positions for two Lethbridge College Computer Information Technology students, one of which was hired into a term position to assist with some projects and technical support work. The IT Section also provides technology support for the Lethbridge PSCC (Public Safety Communications Center) and is also participating in a major role for some of the Lethbridge Fire/EMS projects.

The Support Services Unit and specialized assignments including Tactical Team, K9, Incident Commanders, Crisis Negotiators, Explosive Disposal Unit all participated in required training to ensure they are fully prepared to support the frontline police officers as high risk incident arise.



# *Lethbridge Fire and Emergency Services*



## **Municipal Emergency Management**

There were not any major fires involving multiple jurisdictions in 2013 as in 2012, but we did ramp up again for floods.

Although the flood in June of 2013 almost reached 2010 flood levels, damages were kept to the usual Bridgeview Campground, Lethbridge Country Club golf course, Paradise Canyon golf course, parks trails close to the river and the turnaround at Pavan Park, as well as the silted boat launches. Lethbridge faired very well compared to other communities like High River.

A contingent of five city staff, which ramped up to about 16, at the end of June two days into their flood to work in the Emergency Operations Centre (EOC). That lasted about five days. They included Fire/EMS, PSCC, City Stores, Facility Services, Corporate Communications, ESS and IT employees.

In July, we sent crews for fire/rescue response duty as well. In August, two city staff ran the High River EOC for a total of nine days.



## **Municipal Benchmarking**

As an initiative of the City Manager's Office, our department was one of nine municipalities to participate in Municipal Benchmarking.

A series of benchmarks are being established for municipalities to share and compare. Fire departments were a key stakeholder in this project alongside each of the participating police, transportation, waste and water services. Fire service data is being compared across organizations to better understand measurements relating to effectiveness and efficiency. Measures of effectiveness include response times and dollar loss figures while efficiency looks to compare costs per capita, value of property protected and labour costs.

## **Water Rescue Team**

The fire department continued to handle and provide public education for calls with reports of people on unsafe ice throughout the winter months. In response to these types of calls and in conjunction with Corporate Communications, several new pages have been developed on the City's website to help educate and inform the public about ice safety and outdoor public skating locations and if they are open for public use.

A successful rescue of a large animal trapped in the ice of a dugout and a body was recovered from Henderson Lake.

The department responded to and provided assistance to several calls of stranded motorists after their vehicles became incapacitated due to high water levels in the city streets after several “flash floods” that resulted from large amounts of rain during some severe storms. Assistance was provided in searching for missing people on the Oldman River. Thankfully everyone was found safe and secure.



### The Rope Rescue/Confined Space Rescue Team

Members are trained to the NFPA 1006 standard. The team gets together about six times a year to train as a group. Team members also train while they are on duty with other members on their shift, as well as providing rope training to non-team members in the department.

### Hazmat Team

In 2013 we were able to continue training with the LRPS Explosive Ordinance Disposal Team, the laboratory staff at the City of Lethbridge Waste Water Treatment Plant and Fire Prevention Officer Marc Royer from our Fire Prevention Bureau. We were also invited to audit the new hazmat awareness and decontamination training at Chinook Regional Hospital. These are relationships that will benefit us in the future.



This year we were also able to host our first department taught NFPA 472 Hazmat Technician course. This added nine technicians to the Hazmat Team and brought the number of technicians per Platoon to a minimum of five.

### High Angle Team

Training is certainly a necessity on our department and the high angle team is no exception. The team undertook a coulee rescue exercise. The vast amount of knowledge and skill that the staff possess is impressive.

### Public Education

We delivered over 350 fire safety presentations to a wide variety of citizens and businesses. The presentations included fire extinguisher training, evacuation training and fire prevention messages to both young and old.



As in previous years, we attended annual community events like the Home and Garden Trade Show, the Children’s Festival and the Whoop-Up Days parade. We also organized and participated in our own annual events such as Community Heroes and Fire Chief of the Day. These events allow us to show our community spirit, and at the same time promote fire safety. This year at the Home and Garden Trade Show, for example, our messaging to prevent kitchen fires was well received.



## Lethbridge Fire and Emergency Services (Continued)

### Fire Investigation

A total of 1,083 fire calls were responded to in 2013. 29 fires of varying degrees of complexity were investigated. Out of the 29 fires investigated, there were 2 fatality fires, 9 arsons, 10 concluded as accidental fires and 20 fires where the cause could not be determined.

The number of fire investigations has remained relatively stable over the last 5 years.



### Analyzing Fire Medical Responses

Work was started in 2013 to analyze the value of our fire medical response system. A fire medical response in the City of Lethbridge is initiated on certain medical calls when a local ambulance is available and on all medical calls when an ambulance is responding into the city from a rural community. This means that the patient has an advanced life support crew at their door step within minutes regardless of the availability of an ambulance.

Each fire apparatus within the city of Lethbridge is equipped at the advanced life support level. The analysis of these calls focuses on whether our fire apparatus are responding to the right call type. As a result of this review, several situations have surfaced where the first on scene fire crew was instrumental in saving the lives of patients!



In 2013 the EMS Operations Office continued to support the Fire/EMS business unit with the core strategic goals in focus. Some of the major accomplishments and ongoing challenges in 2013 include:

By the end of the summer of 2013, Lethbridge Fire and Emergency Services completed the replacement of our entire EMS ambulance fleet. We added the final three Chevy Diesel ambulances in August. All five of our frontline ambulances utilize some of the most advanced onboard technology.



For past four years Lethbridge Fire and Emergency Services and the City of Lethbridge Health and Wellness Department have partnered with NESAs (Bachelor of Nursing program at the University of Lethbridge) to educate and to vaccinate 'City' employees. In the fall of 2013, we organized four clinics and administered 363 doses of the Influenza Vaccine. The goal is to protect as many City of Lethbridge employees as possible against the seasonal influenza strains, including paramedics, firefighters, City of Lethbridge employees and members of City Council.



One of our greatest challenges came in the fall of 2013. Lethbridge Fire and Emergency Services were asked to help mitigate a measles outbreak in Southern Alberta.

Lethbridge and community were affected more than other communities in Alberta. Great partnership connections with Alberta Health Services in the South Zone helped us to establish a proactive approach to protect frontline healthcare workers and those people who were vulnerable in our community.

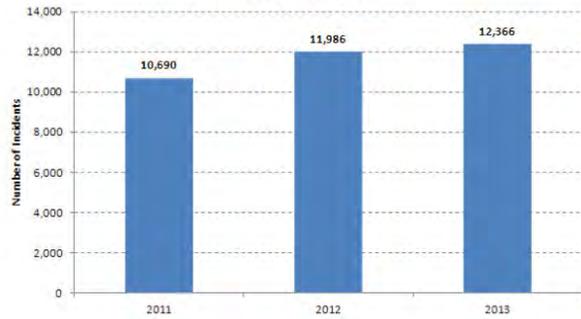
These cooperative efforts minimized the impact and prevented the pandemic spread of disease into the community. These goals were accomplished with a campaign of awareness, vaccinations and the employment of frontline Infection Prevention and Control (IPC) strategies.

The following graphs are yearly counts of incidents. An incident is a unique event where one or more apparatus are required to respond and are categorized according to the type of emergency.

Although Fire incidents include structure, vehicle and wildland fires, other events such as hazardous materials spills and water rescues are considered Fire type incidents.

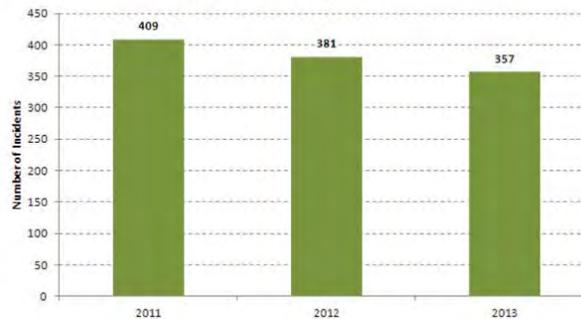
Medical incidents include everything from chest pain to allergic reactions and interfacility transfers.

Medical Incidents

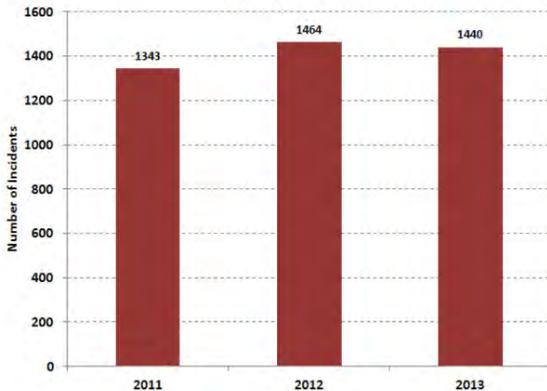


Motor vehicle collisions are categorized separately as they can represent combinations of medical and fire types of emergencies.

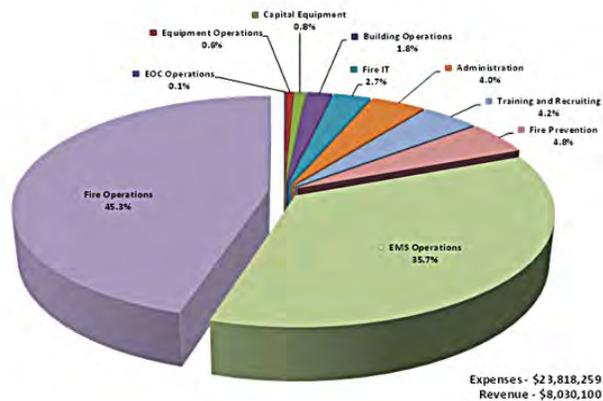
Motor Vehicle Incidents



Fire Incidents



2013 Financial Summary





## *ENMAX Centre*

The ENMAX Centre had an interesting year in 2013 hosting a diverse number of events as it expanded its post renovation role as a full service event centre.

The Canadian Western Bank Lounge celebrated its one year anniversary in 2013 and continued to build its business as a restaurant style food and beverage choice within large events, gaining popularity and adding a new dynamic in service for our patrons and clients.

Our lounge also hosted many other stand alone events like weddings, receptions, meetings, and banquets, which again added to our ability to accommodate a wide range of events.

The ENMAX Centre continues to build on its banquets and tradeshow business, and acquired a number of new programming assets to better serve patrons and the community in this business stream. Our catering department hosted some high profile events in 2013 with the largest being the Canada-Wide Science Fair with its opening and closing banquets and award show.



The success of these events not only showcased Lethbridge on the national stage, but it showcased the capabilities of the ENMAX Centre in this area.

Our special events saw a decline in the number of patrons but offered a wide range of entertainment and activities hosting everything from children's shows to heavy metal bands. Overall, we held 95 events, not including our banquet and meeting events, and had close to 280,000 patrons use our services or attend our events in 2013. Culturally we hosted shows like The Tenors, Moscow Ballet, and Just for Laughs, shows for youth saw Imagination Movers, Sesame Street, and Dora the Explorer. For those who like rock we held two classic iconic groups, Motley Crue and KISS, along with the heavier sounds of bands like Five Finger Death Punch, and for those country fans we held a couple of show with our largest star of the year being the songs of the amazing Eric Church.





Alan Doyle

The PBR will become a permanent two day event moving forward with the possibilities of expanding its activities as we draw the best in bull riders and bulls from across North America.

PBR Challenge



Kiss

We continue to look and develop additional special events in this category that can benefit the community both socially and economically. Diversity of events is something we plan on continuing throughout our business and the next two years allowing us to broaden our base of patrons and clients.

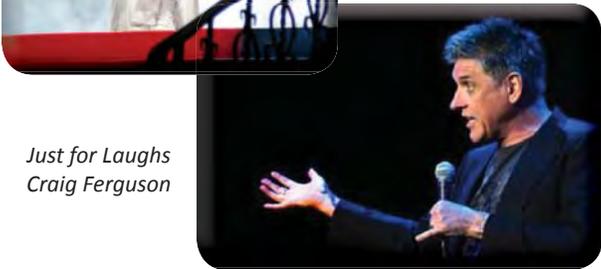


Eric Church



Selena Gomez

The Lethbridge Hurricanes had a challenging season this past year with a number of changes in their organization and a decline in attendance. This impacted the ENMAX Centre both in performance and a reduced number of patrons. We wish them the best in moving the team forward and a successful upcoming season.



Just for Laughs  
Craig Ferguson

Our Box Office had a good year providing ticketing services to a variety of shows and events throughout Lethbridge. Many of the activities it performs relates to marketing activities and selling events beyond the ENMAX Centre like seminars, Yates Memorial Centre shows, and many other events around our community and region. We continue to fine tune and enhance our ticketing operation, especially our new online services.

The ENMAX Centre continued to expand its self and co-promoted events with the two day Professional Bull Riding Challenge (PBR), and for the second year the Southern Alberta Food and Beverage Expo and the National Women's Hockey Challenge just to name a few.



## *Helen Schuler Nature Centre*

2013 was an exciting year with a great deal of progress on the facility renewal project at the Helen Schuler Nature Centre. The \$4.4 million project includes an extensive renovation and expansion to the over 30 year old facility. Improved and larger public spaces, such as a community exhibit gallery, meeting spaces and a fully accessible living roof have been long anticipated since the beginning of the project in the fall of 2012. It is anticipated that the renewed facility will reach LEED® Gold Certification. LEED® (Leadership in Energy and Environmental Design) is a third party certification program that provides benchmark standards for high performance “green” facilities. It addresses sustainable building in the design, construction and operational phases.

The renewed facility will be a valuable resource in our community as it demonstrates and teaches sustainable building design. It will play an important role in tourism and economic development as one of Lethbridge’s key cultural attractions and is a “natural” gathering place for local residents of all ages.



*Growing medium being installed on living roof*

During construction, the Nature Centre programs and services were delivered out of a temporary location. The “white Nature Centre”, as many children referred to it, was located just south of the High Level Bridge in Indian Battle Park.

In 2013, the Nature Centre saw nearly 29,000 visitors at this location. As of November 17th the Centre closed in order to accommodate the move back into the newly renovated and expanded facility. The substantial portion of construction was completed at this time, however many items were still in their finishing stages. The re-opening of the facility is scheduled for February 27 – March 8, 2014.



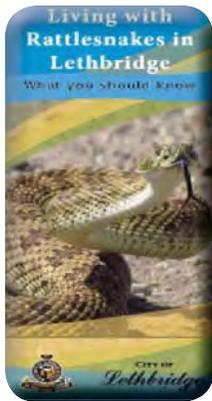
*Construction showing new community room  
and support steel for living roof*



*Temporary Helen Schuler Centre building*

In 2013 more than 30,000 people accessed informational services offered through the facility. This usage reflects resources such as wildlife information brochures distributed through mail, phone and e-mail contacts; as well as lesson plans and resource guides downloaded from the website. In 2013, the Nature Centre completed and published the most recent edition of a “Living with Rattlesnakes” information brochure. As a new resource, four self-guided trail brochures were developed for trail systems in the Lethbridge Nature Reserve. Publications like these are available in print at the Nature Centre, in brochure boxes in the park, or they can be downloaded off of the website. Visitors can also keep informed of the many exciting or unusual plant and wildlife sightings via the Helen Schuler Nature Centre’s Facebook page - become a friend and stay informed! [www.facebook.com/helenschulernaturecentre](http://www.facebook.com/helenschulernaturecentre)

Fundraising continued for the development of new permanent exhibits. In 2013 many new partners became involved in the Helen Schuler Nature Centre with generous funding donations to this project. These exhibits will feature interactive educational panels with a focus on how the river valley was formed, how it has changed over time, local cottonwood forest, coulee and river ecosystems as well as species at risk. They will be a popular feature that will occupy parts of the newly expanded public spaces. New funding partners in 2013 include RBC Blue Water Project, Cor Van Raay, Honda Canada Foundation, Prairie Conservation Forum, TD Canada Trust, Oldman Watershed Council, Trouts Unlimited Canada (Oldman Section), Community Foundation of Lethbridge, Alberta Lottery Funds, Friends of the Helen Schuler Nature Centre Society and Green Acres Kiwanis Club of Lethbridge.



Community volunteers continued to support your Nature Centre in 2013 with nearly 3,000 hours of volunteer time being donated to the direct delivery of nature-based programs. Close to 900 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 the Runner’s Soul Race Association-Moonlight Run, Pratt & Whitney Canada, BFI Canada, and Park Place Shopping Centre.

*Nuttall's cottontail rabbit*



*Ken Moore*



*Red Crossbill*

*Ken Moore*



*Young volunteer at doggie doo cleanup in Popson Park*

Nearly 400 tours were booked and delivered in 2013 by Nature Centre staff and volunteers. Audiences for these programs included 5,500 students from local and regional schools. An additional 9,500 individuals attended the Nature Centre’s exhibit program. Exhibit themes included Creepy Crawlies (an exhibit on local insects), Insects in Winter and Water World (an exhibit on wetlands and riparian areas).

## Helen Schuler Nature Centre (continued)

Thanks to sponsorship from TD Friends of the Environment, the Nature Centre's youth program, Extreme By Nature, expanded its program offerings. Lethbridge and area youth engaged in fun and active outdoor education programs, from conservation projects like building and checking bird boxes with the Mountain Bluebird Trail Society to learning outdoor survival and tracking skills. This program is a valuable resource for our local youth as it fosters health benefits from continued exposure to nature and outdoor environments; builds leadership, confidence and problem solving skills; and connects youth with positive mentors.



*White-crowned sparrow*

Once again, Lethbridge and area schools were fortunate to have access to unique field trip programs that explore the Lethbridge river valley and the southern Alberta region thanks to generous funding provided by The W. Garfield Weston Foundation. Students are introduced to the unique biodiversity preserved in both public and private conservation areas in our region. This is one of the most biodiversity-rich landscapes in Canada, yet for many students in our community these field trips represent their one and only opportunity to connect with it on a personal, first-hand basis. Developing a sense of connection to nature and an appreciation of our local natural environment is essential to building a community that demonstrates strong emotional ties to the land. Over 4,000 children and youth have taken part in these unique programs in the past 6 years. As follow-up to their field trips, classes plan and develop their own conservation-focused project. These projects are an important part of the program as they allow for reflection and sharing of knowledge within their school community. Completing projects reinforces the importance of taking action on an individual and group basis. Projects have included community beautification initiatives, waste-reduction awareness campaigns, art projects, and the implementation of in-class and school-wide composting initiatives, just to name a few. It has been inspiring to see the enthusiasm of students, parents, and teachers who have participated in the programs.



*Making Snowshoes*



*Big Bird Little Bird program in Indian Battle Park*

This next year promises to be an exciting one at the Nature Centre with the re-opening of the facility scheduled with a full week of activities from February 27 – March 8, 2014. An extensive interpretive signage program in the facility, expanded public spaces and improved accessibility await visitors in 2014! The official grand opening, ribbon cutting ceremony and rededication of the building to Helen Schuler will take place on June 6 to coincide with the original building opening date in 1982. For the most recent information of the facility renewal project or for program schedules visit [www.lethbridge.ca/hsnc](http://www.lethbridge.ca/hsnc)



*Pond dipping at Elizabeth Hall Wetlands*



## Recreation & Culture

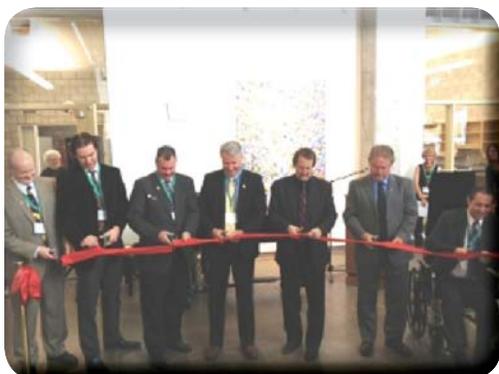
### SLP Skate Park

In early 2013, City Council approved the naming rights for 10 years, to SLP Industries, for a new skate park next to Henderson Arena. The SLP Skate Park received a boost in funding from City Council through the CIP program, which allowed for the construction of the park to move forward. A groundbreaking ceremony took place in July and construction began in the fall with the concrete portion being almost completed as the year came to end.

### CASA

In May, a 20 year dream shared by many in the Lethbridge arts community to provide a home for the arts in one central location, became a reality with the opening of CASA. The 4,200 square foot arts centre, which is operated by the Allied Arts Council through a "Fee For Service" Agreement, was designed to accommodate both the local art community and the University of Lethbridge Conservatory of Music. A notable enhancement to CASA is Rotary Square, made possible by the Rotary Clubs of Lethbridge.

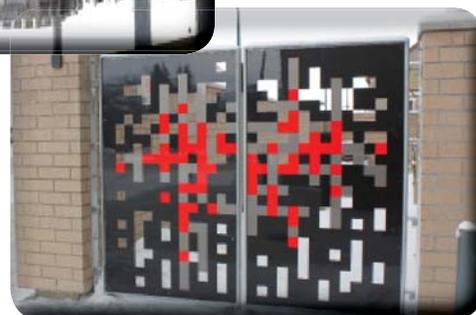
CASA will allow students of all ages to learn and explore many different mediums of art, drama, music, dance, yoga and more. It has already become home to many local groups and events.



CASA Grand Opening

### Public Art Installations

In 2013, four new public art projects made possible by the City of Lethbridge were completed. Two pieces were commissioned for CASA. The first installation was a wooden reception desk designed by George Heagle of Cotswold Studio in Edmonton, described by the artist as "a representation of the Lethbridge area: the co-joining of prairie and foothills, the big sky and warm light, the erosion of the coulees, the tall grasses blowing in the ever present wind". The second installation, an artwork aptly named **Mirrored Earth** because of the hundreds of mirrors designed to abstract the undulating landscape of the coulees has become the signature element of the foyer. Designed by Vancouver artists, Jacqueline Metz and Nancy Chew, aka Muse Atelier, the movement of passers-by causes the mirrors to move, evoking natural occurrences in nature.



## Recreation & Culture (continued)

In honor of Lethbridge coal miners, City Council approved a third installation in 2013 at the newly opened Royal View Cemetery in North Lethbridge. Named **Threshold**, Canmore artist Tony Bloom, created the functional artwork, a gate to welcome visitors to the cemetery.



The final piece in 2013 is also commemorative of Lethbridge's historic mining past. Signified by cast concrete silhouettes of miners working in the underground coal mines, this piece of history is captured by Penticton artist, Gerry Houghton, at the entrances of the Scenic Drive North pedestrian tunnel.



Yet to be completed is a public artwork in conjunction with the Helen Schuler Nature Centre renewal project. Shortlisted artists have been asked to provide a public artwork that embraces the objectives of the nature centre with special consideration to an enhanced visitor experience to this unique location in the river valley.

### Giftng Program

Over the past few decades, hundreds of benches and trees have been placed in popular parks and public spaces through this program. In 2013, 13 benches and three trees were ordered through the program in memory and/or honour of loved ones.



### 2015 55 Plus Alberta Winter Games

The announcement was made in January 2013 that Lethbridge would be the next host city for the 55 Plus Alberta Winter Games in 2015. In May, City Council approved the appointment of Lea Switzer as Chair and over the next seven months, a Board of Directors will be formed and will be responsible for every detail of the 2015 Games. The 55 Plus Alberta Winter Games will be held February 19-22, 2015, using venues in Lethbridge, the Crowsnest Pass and Castle Mountain.

### Community Capital Project Grant

In 2013, ten community projects qualified for funding assistance from the City of Lethbridge through the Community Capital Project Grant: CKXU Radio, Ecole St Mary School Council of Lethbridge, Wilson Middle School Parent Advisory Council, Lethbridge Youth Foundation, Streets Alive Family Support Association, Southern Alberta Self Help Association, Wellness Through Living Society, Boys and Girls Club of Lethbridge and District, Southminster United Church, and the Canadian Red Cross Society.

Since 2004, an estimated \$5,300,000 has been committed to this grant by the City and distributed to support over 100 projects.



## Stan Siwik Pool Improved Accessibility

Recreation and Culture is currently working with Facility Services and Recreation Excellence to address accessibility issues at Stan Siwik Swimming Pool. To date, automatic accessible doors have been installed to allow direct access from the accessible change rooms to the pool deck area. There is currently planning and design taking place to install a lift and sling system in the two accessible change rooms to assist individuals with accessibility needs.

## Tennis Court Renovation

The court surfaces at the Henderson Lake Tennis Courts were resurfaced to address an aging and uneven playing surface. Along with this, the centre fence was replaced as well as some work to the exterior fencing to address some issues. Planning continues to proceed with the intent of updating the clubhouse building.



## Nicholas Sheran Ice Centre Renovations

In 2013, the renovations of the Nicholas Sheran Ice Centre continued with the remodeling and renovation of the arena concession and ticket office area to provide a more functional space, as well as a replacement of the ice plant. This follows major improvements made over the past few years to this facility.

## Crossings Ice Complex

The Crossings Ice Complex had its groundbreaking on September 20, 2013. Construction has now started on the two ice arenas and 10 sheet curling complex to be completed in early 2016.



## CIP Approval of Major Projects

Capital Improvement Projects for 2014 through 2017 were approved by City Council in 2013. Recreation and Culture will be moving forward with several projects, most notably a new **Aquatics Centre**, which will be phase two to the currently in construction **Crossings Ice Complex**, a renovation to the **Yates Memorial Centre** and **Sterndale Bennett Theatres** and a complete reconstruction of the basin and aquatic amenities at the **Henderson Lake Outdoor Pool**.



## Communities ChooseWell

In November 2013, the City of Lethbridge, in partnership with the Be Fit For Life Centre, received two awards through the Communities ChooseWell program – a program designed by the province for communities to encourage and promote active living and healthy eating. The awards received were Overall High Achiever and Building Community Capacity. As well, grant money was received twice in the year – once for a specific project and once as part of an award won. This partnership with the Be Fit For Life Centre will continue, as well as other partnerships with Alberta Health Services, Child and Family Services, and other organizations that focus on promoting healthy living and providing opportunities to the whole community, including typically marginalized members.



## Master Plan Completion and Presentation to Council

Work on the Recreation and Culture Master Plan was completed early in 2013. This document, along with the State of Recreation and Culture report were presented to City Council in the spring. These documents provide a framework for future development and will help provide direction to consider as planning takes place and the community continues to grow.

# Family & Community Support Services (FCSS)

2013 saw the launch of Family and Community Support Services (FCSS) Programming that is aligned with the Social Policy and the Investment Framework recommended by the Community and Social Development (CSD) Committee of Council and approved by City Council.

Based on current research regarding the strengths and needs both within Lethbridge and evidence based practise, this Investment Framework further established the priorities for the support and funding of preventive social services in Lethbridge.

The funded programs and initiatives are required to meet the provincial requirements and are also now aligned with the following priority areas. All programs and initiatives must include programming and a focus on at least one of the following:

1. **Support well-being and resilience** in individuals, families and community. Along with supporting programs that build well-being, FCSS programs and initiatives also build resilience to cope with and overcome adversity or stress in healthy and productive ways and are able respond to future challenges.
2. **Social inclusion and cohesion** and prevention of social isolation. Through various initiatives CSD supports people to fully participate in community life in a safe and inclusive way, reducing isolation and increasing social ties and connections between people, communities and resources.
3. **Access to Effective Community Services:** FCSS supports programs that build connections between people. Accessible services are not only physically accessible but culturally and age appropriate, welcoming, non-discriminatory and affordable.

Through an intense process, 17 agencies are providing these services in our community and supporting individuals, families, youth, children and older adults from various backgrounds, income levels, lifestyles and abilities.

CSD Initiatives also focus on these priorities. These include Vibrant Lethbridge: Poverty Reduction Strategies, Aging in Place and building Age-Friendly Communities and Developmental Assets to build resilience and protective factors in children and youth.

One of these initiatives is the Lethbridge team of the Canadian Coalition of Municipalities Against Racism and Discrimination (CMARD) to build a welcoming and inclusive Lethbridge. This team has been instrumental in breaking down barriers that limit people from fully participating in community life. Some of the highlights of various initiatives under the leadership of CMARD include hosting PANGAEA Diversity Cafe's throughout the community, launching UNITAS Inclusion series that showcase various cultures in Lethbridge, actively participating in the Sisters in Spirit vigil to raise awareness about murdered and missing Aboriginal women, hosting a workshop sponsored by the Alberta Urban Municipalities to improve relationships with Aboriginal peoples in our community, participation in



the Truth and Reconciliation events and the launching of "Beyond your Front Door" to build welcoming and inclusive neighborhoods.



One of the successful programs that is occurring is the facilitation and support of a community partnership. This partnership was created to support Bhutanese elders to come together for special programming and create opportunities for them to more fully participate in community life as they transition to Canadian life. This partnership includes coordinated services to Lethbridge Immigrant Services, the Public Library and LSCO designed to support the elders to feel welcomed, included and engage in social and learning opportunities available for them in Lethbridge.



## *Lethbridge Transit*

### **Construction Begins**

In February, Lethbridge Transit staff moved from the Transit Administration building into temporary accommodations in preparation for a significant renovation of the facility. Originally built in the 1970's with renovations in the 1980's, the building was due for a major overhaul. The growth of the department and the addition of the Access-A-Ride service in 2007 meant that staff overflowed into former meeting rooms and even storage closets. The building did not have a customer reception area and was not accessible by today's standards.

Renovations started in April with completion anticipated for mid-2014. The 'new' building will provide customers and staff with many improvements such as improved accessibility, updated equipment in the maintenance shop, environmentally friendly drive-through wash bay, IT data improvements and room for future growth in the fleet and staff. The project is funded through the Alberta Municipal Infrastructure Program (AMIP).

### **Emergency Response**

The High River flood in June highlighted the dedication and professionalism of the Transit staff. When called to assist our friends in High River, Lethbridge Transit responded by providing transportation from High River to the University of Lethbridge where a number of families and individuals were housed. Transit continued to provide specialized service assisting the High River residents during their stay. Overall, 35 hours of additional service, 83 transit passes, plus additional single trips were provided (costs were covered by the Provincial Government).

### **Fleet**

In the continuing effort to replace older transit buses, five new 40' accessible transit buses were purchased.

New buses provide better fuel mileage, improved customer and driver comfort features and are quieter during operation therefore reducing noise pollution. The Transit buses were funded with Provincial GreenTRIP grants funds and Federal Gas Tax funds. The school bus fleet replaced 3 older units with new, larger capacity buses. School buses are fully funded by our School Board clients.



### **Projects**

Throughout much of 2013, Transit was involved in a Municipal Benchmarking project. The information that was gathered will assist the City to measure levels of service in Lethbridge compared with other municipalities. Lethbridge Transit is considered an important service for our residents and will continue to participate in the project.

In April the Multi-modal Transportation Master Plan (TMP) was adopted by Council. In a cooperative endeavor that included Transportation, Planning and Transit, with input and consultation from the public and stakeholders, the TMP will help guide multi-modal transportation methods into the future.

# Urban Construction

## Spring Wind Event Clean Up

As a result of the 2012 fires west of the City, extreme spring winds deposited large amounts of soil into the yards of homeowners on the west side of the City. West Highlands was a particularly affected neighborhood. The Urban Construction department, in collaboration with the adjacent land developer, retained a landscaper to assess damage in homeowner's yards and complete any remediation required. Almost \$25 000 was spent cleaning up eleven yards.



## Engagement with Stakeholders

Urban Construction engaged with industry stakeholders to discuss topics of concern for the land development industry. A workshop was held to discuss the merits of using roundabouts in residential applications. Additionally, other discussions have opened up dialogue about using water from the two different irrigation districts within the City to fill up storm ponds.

## Walsh Drive Reservoir Fill Line

In the fall, a contractor was retained to complete the watermain connection between the Water Treatment Plant and the newly constructed Garry Drive Reservoir. This project represented the final portion of 750 mm pipe required to put the reservoir into use. The funding source for this project was the Offsite Levy.



## Completion of Canyon Parkway

A new road, Canyon Parkway, was completed to connect the neighborhoods of Canyon Crest, Paradise Canyon and The Canyons to west Lethbridge in the ultimate alignment. This road replaces 40th Avenue West and provides more secure access to these communities.



## New Communities

Two new communities were started this year, both in west Lethbridge. The first residential phase was built in the Crossings community. The construction of Country Meadows was also completed this year.

## Continuing Development

Development continued throughout the City with residential phases in Legacy Ridge, Garry Station, Copperwood, RiverStone, The Canyons and Blackwolf.

# Electric Utility

## Cable Replacement

Crews worked to replace all the underground primary and secondary cables in areas throughout the city. The particular cables that were replaced were among the oldest installed cables in the city, which were in the areas of Varsity, Queens, St. James, Ventura, Lakemount, and Stafford Bay areas. These upgrades have renewed the lifespan of these areas for an additional 40 to 50 years.



## Underground Residential Distribution

A number of underground residential distribution (URD) projects were completed, allowing for access to the distribution system for new homes. Systems were installed for the SunRidge Landing Phase 1A and 1B, Walter Stewart Phase 2, Garry Station Stage 2 Phase 1, Legacy Phase 10, Copperwood Phase 18, RiverStone Phase 11, and Copperwood Phase 14B subdivisions. Installations were also completed on two condo sites, West Highlands Townhouses Phase 1, and Copperwood Curve.

## Feeder Extensions

In order to respond to the need for more power flow to various areas of the city, primary feeder cables were installed along various routes to accommodate the demand. A new feeder line was installed from the bottom of the coulee and up along the dog run to the radiology clinic, and then around the cemetery. A new feeder line was installed in a duct system down the new Scenic Drive North extension and down to the waste water treatment plant. A new temporary overhead line was built along 30th Street on the West side. These projects greatly improved the reliability and capacity of the system.



# Transportation

## Rail Rehab

In 2013, the annual rail program continued to maintain an aging system costing \$250k. Two major road/rail crossings were rebuilt as well as replacing sections of the railway system in the north industrial railway network.

New railway ties, rail ballast, and hardware were upgraded in key sections of the City of Lethbridge owned track.

The project was funded through the Provincial Rail Grant and the Basic Municipal Transportation Grant.



## North Lethbridge Arterial Improvements

A decision was made to combine the 28th Street North and the 26th Avenue North projects into one larger project and revise the scope to include sanitary sewer trunk main installation.

This project will complete corridor improvements along Mayor Magrath Drive, 5th Avenue, 28th Street and 26th Avenue North. The construction includes upgrades from two lanes to four lanes, intersection improvements, installation of traffic signals, installation of new pathways and installation of a deep sanitary sewer.

The project was funded through the Basic Municipal Transportation Grant and Offsite Levies.



## 43rd Street and Giffen Road North

The construction includes the extension of Giffen Road to 43rd Street North as well as extending the pavement on the existing 43rd Street North. This project also extended street lighting, pathways and a new intersection.

The project was funded through the Basic Municipal Transportation Grant and Industrial Subdivision Surplus.



## Scenic Drive North Extension

The City of Lethbridge, together with the Government of Canada and the Government of Alberta, held an official grand opening ceremony November 8, 2013 for Scenic Drive North. This new road is a new major north to south connector road for Lethbridge residents.



Road to Softball Valley & the Waste Water Treatment Plant

The Scenic Drive project started in June 2012, with a new pedestrian underpass and mining artwork, a new road to Softball Valley and the Waste Water Treatment Plant and increased pedestrian connections.



Commemorative of Lethbridge's historic mining past, cast concrete silhouettes of miners working in the coalmines frame the underground pedestrian underpass



Improvement including curb and gutter construction, street light standards and asphalt works at Stafford Drive North near the intersection with Scenic Drive North

This \$20 million project was funded under the Building Canada Fund - Communities Component (through matching contributions of \$3 million each by the federal and provincial governments) and by the Alberta Municipal Infrastructure Program (with nearly \$14 million invested by the Alberta government).



Pedestrian Pathway along Scenic Drive North



## Transportation (continued)

### North Lethbridge Arterial Improvements

The first phase of the North Lethbridge Arterial Improvements project was to install a deep Sanitary Sewer.

The installation of this sanitary trunk will be in conjunction with the twinning of 28 Street North and 26 Avenue North. Building the pipe before the road construction avoids future increased road restoration and construction cost and inconvenience for road users.



The contractors worked during the winter to bore a tunnel under the roadways of 23rd Street North, 28th Street North and 18th Avenue North and install the 900mm diameter sewer pipe to a depth of approximately 7.0 metres.



The project was funded from Basic Municipal Transportation Grant, Offsite Levies and City of Lethbridge (Pay-As-You-Go).

### Métis Trail Project

The second phase of the Métis Trail improvements was completed, providing a second access to the Copperwood subdivision. This included:

- Construction of first multi lane round-a-bout in Lethbridge.
- Improvement of Temple Boulevard & Métis Trail intersection.
- Installation of traffic signals at Métis Trail and Whoop Up Drive
- Construction of sanitary sewer from Coalbanks Link to Whoop Up Drive



The project was funded from Offsite Levies.

# Water & Wastewater Utility

Water & Wastewater service repair crews are responsible for repairing and replacing the water, wastewater & storm sewer system.



*27" sanitary truck main failure locate under Scenic Drive South in the 700 block that needed to be repaired while sewage flowing.*

Water & wastewater construction working on one of the looping projects so the water distribution system can feed subdivisions from multiple directions. This ensures that subdivisions have a better source of water supply.



*New water main on 43 Street South, south of 26 Avenue South feeding the Fairmont subdivision.*



*Trying to locate a leak on Heritage Boulevard West*

Over the course of the year we responded to and repaired approximately 55 water main breaks. In the winter months it is particularly difficult and time consuming due to the frost in the ground.



*Water main break located on 4 Street South in the 600 block*



*Hydrovac unit exposing underground utilities' that a backhoe would damage*



*Condition of the water main that was taken out and replaced in the 600 Block 1 Avenue South water main break*



*A large area of asphalt was taken out to do the repair*

# Parks

## New Pathways

Parks completed the design and construction of 6.5 km of new limestone pathways throughout the city. Pathways were constructed at the Popson Park Dog Run, along the coulee edge connecting Ridgewood and Heritage Heights subdivisions, along the west side of the river bottom between Whoop Up Drive and Heritage Pointe and along the coulee behind Lethbridge College connecting 32nd Ave S to Tudor Estates. Additionally, the regional pathway network expanded with the construction of a 1.5 km-long, 3 metre-wide paved path adjacent to the new Scenic Drive North extension.

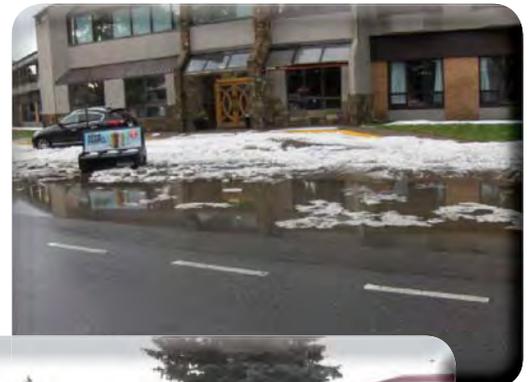


## Flood Clean Up

In June heavy rain caused flooding in the river valley and Parks staff evacuated equipment and secured the area to prevent damage and injury. Assistance to others was provided to complete the evacuation. Damages caused by the flooding exceeded \$275,000 to our amenities and parks infrastructure and a restoration program was organized and coordinated with the Province to repair or replace the damaged amenities and restore function for the public.



In July an extreme rain and hail storm caused extensive damage across parts of the city to both private and public property. An immediate response to clean up damaged trees and other facilities was coordinated and provided assistance where possible to homes and private property in an effort to secure areas and reduce hazards.



## Drainage Repairs

Repairs were performed in four parks to alleviate problems associated with poor drainage. Deliverables included the installation of drain tile, concrete swales, re-grading, sodding and pathway repair. Completed projects included the installation of concrete swales in Fairmont Park and Coachwood Park. Repairs in Cougar Park and Chinook Lake Park, which involve the installation of drain tile and pathway repair, were started in Fall 2013 with anticipated completion in Spring 2014.



## Yardstick Benchmarking

Parks completed its third year of participation in the Yardstick Parkcheck Benchmarking Survey. Information was provided on topics ranging from provision, operations, planning, finance, environment and infrastructure. International and Canadian Municipalities, including six in Alberta, participated in the study, allowing Lethbridge to measure our Key Performance Indicators against those both regionally and internationally.

## Fort Whoop Up Pathway and Slope Rehab

After washouts and subsequent construction traffic created severe damage to the coulee behind Fort Whoop Up and the Alex Johnston Pathway in 2012, restoration efforts were performed in 2013 to repair conditions in the area. Restoration work included the placement of seed and erosion control matting on the coulee behind Fort Whoop Up; the restoration of the Alex Johnston Pathway, including conversion from shale to limestone surfacing; and general cleanup of sediment at the base of the coulee. Restoration work was completed in May 2013.



## Removal of 2000 Graffiti Tags

The City of Lethbridge Graffiti Removal program started in 2008 and continued to protect our buildings and infrastructure in 2013. In addition to more than 2,000 tags removed, the team efforts were instrumental in providing evidence leading to a number of arrests. The program continues to mitigate and dissuade this act of vandalism to protect property and keep the City looking clean and attractive.



## Parks (continued)

### Urban Forestry

More than 800 new trees were planted by our Forestry operation across the city. Some of these trees were planted by community groups in partnership with the City. We worked with a few community groups, individuals and organizations to coordinate donations of trees and shrubs that were added to our Urban Forest.



The Urban Forestry crew undertook a cleanup project of the Father Leonard Van Tighem natural area in 2013 to preserve the area integrity and make the area safe. The area consists of a small water body surrounded by willow trees and poplars. Students from the school regularly take part in biology exercises at this site. Over the years many of the trees had become old and overgrown and a number had died and become hazardous. The Urban Forestry crew went in as a group and removed all the dead and dangerous trees and limbs. The natural area is now once again a safe place for students to practice their biology and botany studies.



### Share the Path Campaign

A new “Share the Path” campaign was introduced at Henderson Lake Park in 2013 in an effort to encourage cooperation between the different types of pathways users. This effort included temporary signage with different messaging around the pathway encouraging courteous and safe use of the pathway. Directional arrows were added to the pathway surface at regular intervals to encourage traveling on the right side of the pathway. Facebook, Twitter and the City web page were also used to reinforce the concepts to encourage a more shared approach to using the pathway system.



### Be Fit For Life Partnership

The Be Fit For Life Centre donated a warm up station to Parks which was placed in Indian Battle Park for use by runners and others using the pathway system. The equipment features over ten different exercises that can be done as part of a strength training program or as a warm up prior to a run. The equipment was placed near Fort Whoop Up at the intersection of pathways.

Through the summer the Be Fit For Life Centre conducted a promotional campaign to encourage people to use the parks to increase physical activity. This partnership has been ongoing over several years and has been effective in accomplishing mutual goals.



## Storm Pond Water Quality

The City has 26 functioning storm water ponds to capture and store water during extreme rainfall events until the sewer mains have capacity to move the water to the river. Many of these ponds are located in park like settings in residential areas and expectations are that they not only serve their primary utility function but that their appearance is complimentary to surrounding areas.

In 2012 Parks began to address the issues and hired an external consulting company to complete preliminary water quality data analysis, pond observations and make remedial water quality recommendations. In 2013, the findings were used to commence work on improving the water quality in the storm water ponds. The focus of the work was on ponds situated close to residential areas with the worst situations.

The work conducted included water sampling to maintain an ongoing data base, documented observations, public education and treatment activities. The remedial actions include aeration, ultrasonic algae control devices, bacterial treatment and nutrient removal by vegetation harvesting. Although 2013 was a particularly bad year in water bodies across southern Alberta fairly substantial improvements were made to the water quality in the ponds we focused on.

## Inventory Updated

Throughout Summer 2013, Parks updated its asset inventory on over 25 asset classes. The project involved reassessing the condition ratings on approximately 7,000 assets, ensuring the inventory is current and formatting the data to align with corporate-wide asset management processes. Two summer staff were utilized to conduct the field work and data was input into GIS to transition into the new corporate Asset Management software.

## Pickleball

The sport of pickleball was introduced to the Parks system to accommodate this growing sport in the city. The tennis courts in Kinsmen Park had four pickleball court lines painted on it in yellow paint to differentiate the tennis court lines. Much like a gymnasium this tennis court can now be used for more than just one sport. This sport has a following that is very popular in parts of the USA and growing in Canada.

Our parks system now has capacity to introduce the sport in Lethbridge and accommodate an active club who has begun using the courts.

## Kinsmen Park

Kinsmen Park received some renovations to update the deteriorating picnic / seating area. The work included replacement of the wooden benches, walls and steps with a new sidewalk, benches, picnic tables and shrub beds. The renovated plaza area can now be used by families going to the recently upgraded playground or just enjoy the vantage point with a picnic or a book.



*Before*



*After*



## Parks Histories

In partnership with the Lethbridge Historical Society and the Galt Museum and Archives the histories of 72 parks in the City have been compiled. Several sources contributed to the research and compilation of the histories.. This initiative was an effort to broaden the appeal of the parks to more people and recognize the rich cultural heritage that enhances our quality of life.

In addition to documenting and compiling the historical records for our parks the Lethbridge Historical Society partnership yielded a new interpretative sign installed in Henderson Lake Park. This sign depicts and tells the story or the evolution of the 100 year old park.

# Waste & Recycling Services

## Lethbridge Recycling Stations

Recycling depots have been present and operated by Waste & Recycling since 1992. The recycling depots experienced challenges related to capacity and litter. In March, 2012, a centralized depot system was approved in order address with these issues through site design. The Stafford Drive North Recycling Station and the Bridge Drive West Recycling Station opened in June 2013. The new depots provide increased capacity and litter control and containment measures. The Bridge Drive location features a seasonally staffed yard waste recycling area. A grand opening celebration was held at each of the new Recycling Stations. Staff were present at the events to answer resident's questions, provide information and collect feedback. The new stations are an excellent venue for on-site learning related to waste management and prevention.



*The new style of bin provides more capacity for materials.*



*Design features allow for wind control, more parking and increased accessibility.*



*City of Lethbridge employees were offered a chance to experience and learn about the new facility.*

## Waste & Recycling Centre Improvements

As part of a long term development plan for the site, the Waste & Recycling Centre experienced some site improvements. The changes to the centre reflect customer needs and the desire to offer better accessibility to recycling and safe disposal options.

The residential drop off area was upgraded to accommodate high wind conditions and offer a higher level of convenience to customers. More containers were added to the area to collect recyclables including drywall, metal, tires and wood. General waste bins were also added to this area, allowing residents to unload all materials at one stop. A new wind fence contributes to litter control during unloading.

An additional landfill cell at the Waste & Recycling Centre was completed in 2013. The new cell is designed to accommodate the disposal of waste generated in Lethbridge and surrounding areas for years to come.

*Wind control is important to reduce litter and provide shelter to the customer.*



*As one landfill cell fills up, another must be created to receive local waste.*

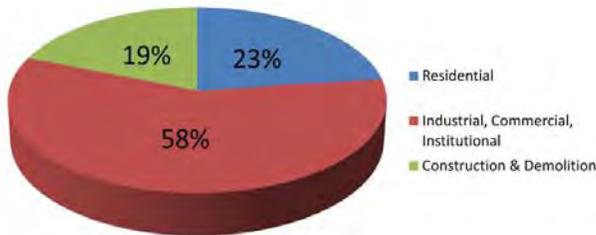
## Industrial, Commercial and Institutional Waste Strategy

In Lethbridge, 60% of the waste disposed off in the landfill is from the Industrial, Commercial and Institutional (ICI) sector and 20% from the Construction and Demolition (C&D) sector. Based on data gathered during 2010 - 2012 waste audits, the City of Lethbridge is developing an ICI Waste Diversion Strategy.

In 2013, external consultants conducted a series of ICI and C&D stakeholder engagement sessions. The diversion potentials and each sector's acceptance of specific diversion techniques were identified in the stakeholder analysis. This information will be used in the creation of future programs aimed at ICI waste reduction.



Waste audits were performed by physically separating out the waste from randomly selected loads.



The waste audit data illustrated the contribution of each category to the local waste stream. Focusing waste diversion efforts on the largest contributors will result in greater overall waste diversion.

### Reuse Rendezvous

The second Reuse Rendezvous was facilitated by Waste & Recycling Services in September 2013. Residents were invited to place any items that unwanted but suitable to reuse on their property in front of their house. The items would be placed out at the beginning of the weekend with 'FREE' indicated on them. Over the weekend residents cruise the neighborhoods in search of used goods. Social media tools were used successfully for promotion with almost 600 people joining the online event forum. The relatively new program has been well adopted by the community. Many positive comments were made by members of the community encouraging continuation and growth of the program. Enthusiastic participation was seen, despite poor weather during the 2013 weekend event.



Many more useful but unwanted items found new homes in the second annual Reuse Rendezvous.



Residents creatively covered their items during the rain events over the weekend.

### Organic Waste Recycling

Organics are compostable materials such as leaves, grass, branches and trees. These materials can take up valuable landfill space, and without proper composting, can become a large contributor to the greenhouse gases that landfills emit to the atmosphere. City of Lethbridge organics recycling options in 2013 include:

- Fall Leaf Collection Program
- Yard Waste Recycling Sites
- Christmas Tree Collection Program
- Backyard Composter Sales
- Spring Chipping Program
- Waste & Recycling Centre

### Fall Leaf Collection

For the fifth year, residents have the option of having their fall leaves collected at the curb. The program allows for two passes through each Lethbridge neighborhood. The community receives a high level of service to help manage one of the most predominant residential waste streams in Lethbridge. Many people value the Fall Leaf Collection as a convenient and ecologically responsible way to manage their yard waste. The option allows for waste management without the use of a personal vehicle.



Leaves are easily composted to create nutrient rich soil.

## Waste & Recycling (continued)

### Yard Waste Recycling Sites

The first staffed and centrally located Yard Waste Recycling Site in Lethbridge was built in 2009. The site offered residents a new option for managing their bagged leaves, garden trimmings and small branches at a central location, free of charge. The number of users at the site doubled over the span of three years. A second yard waste recycling site was added in 2013, located at the Bridge Drive West Recycling Station. Almost 6400 visits were made to the new location and 22500 visits to the previously existing site in 2013. Overall, there is an upward trend in customer visits to the yard waste recycling sites in the last four years. The yard waste is chipped on site or taken to the Waste and Recycling Centre to be composted. The nutrient rich compost and mulch created from residential yard waste is used in local parks for bedding and landscaping material.



*The new yard waste recycling location at the west Recycling Station offers another location for residents to unload their grass, leaves, garden waste and branches.*

### Christmas Tree Collection

For 20 years, the Waste & Recycling Services has partnered with a local youth group to deliver the Christmas Tree Collection program. Live trees are picked up throughout Lethbridge and then chipped into mulch for use in City parks. In January 2013, grade eight students from a local school collected the trees from residents. The program was a fundraiser for the students, enabling them to earn funds for an educational class trip. Over 1600 trees were collected by the students and parents in January, 2013.



*Students and parents worked together to collect trees from the whole community as a fundraiser for their school trip.*



*City of Lethbridge Parks department employees chip the trees into mulch that can be used in city parks and bedding areas.*

### Waste & Recycling Centre Customer Engagement

The Waste & Recycling Centre is not only the location of the municipal landfill, but also a collection site for many of the recycling options in Lethbridge. Building awareness and knowledge and increasing customer engagement is important to maximize the usefulness of this facility.

### Appreciation Day

In September 2013, Waste & Recycling Services hosted a unique customer appreciation day at the centre. The purpose of the event was to offer customers an opportunity to learn more about waste issues, options and operations. The residential recycling drop off area was equipped with information, food and drink and learning opportunities for all ages.

Waste collection vehicles were parked at the site and visitors were allowed to get inside the equipment and safely operate some of the automated components. Pre-registered participants were offered a chance to tour the landfill site on a 15 minute interpretive trip titled, "Journey to the Centre of the Landfill".

The tour participants were offered an introduction to the site history, modern landfill design and additional recycling options while riding in an open, all terrain vehicle to allow for optimal viewing. The event attracted approximately 150 - 200 people, 108 of those visitors took a tour of the landfill.



The Jurassic Attack monster truck was a fun way for visitors to have open viewing and was all terrain allowing visitors to reach areas of the landfill site that are often unseen.



Garbage truck operators assisted children with operating the automated parts of the truck.



Visitors had a chance for one-on-one interactions with the individuals who manage their waste. The event was attended by staff from Waste & Recycling Services, Progressive Waste Solutions, and DBS Environmental.

## Landfill Tours

Regular school tours of the Waste & Recycling Centre are scheduled throughout the year. The students from Lethbridge and surrounding areas learn about where their garbage ends up, what recycling programs are at the landfill, and what types of environmental protection is considered when operating a landfill site. There are approximately 30 school tours conducted per year.

## Community Event Participation

The annual Home and Garden show in Lethbridge attracts 20,000+ people looking for products and ideas related to the home. Waste & Recycling Services participates in the show annually as a way to connect with local residents. A new Exhibition Park show emerged in 2013, the Green Life Expo. This was a show focused on eco-friendly products and practices that visitors can use in daily life. Waste & Recycling Services set up a booth at this new, local event to take part in the promotion of 'green' activities.

The Waste & Recycling Services tradeshow style booth at both shows displayed a "Reduce, Reuse, Recycle" theme. Visitors were reminded the '3R's' hierarchy is important to responsible waste management practices. Conversations about waste were initiated through investigation of composting practices, generating ideas for the reuse of materials, and a recycling challenge aimed at enhancing good recycling habits.

By participating in these types of events, Waste & Recycling Services staff has the chance to engage in hundreds of conversations each day. These conversations offer the customer a chance to ask questions and learn about services.



## Waste & Recycling (continued)

Similar to past years, Waste & Recycling Services offered the chance to win a free backyard composter. In 2013 the offer was expanded to include the chance to win a vermi-composter or a Bokashi composter. Visitors to the booth that tried a game or challenge were also able to enter their name in a draw for a reusable lunch kit.



*The information presented by Waste & Recycling staff initiated many valuable conversations with customers about waste diversion.*

### Operation Minerva

Waste & Recycling Services staff participated in Operation Minerva for the second year. Operation Minerva is an organization that brings young women and female science mentors together to encourage more female students to choose science, mathematics and technical careers.

The youth visited the Waste & Recycling Centre for a tour and participated in learning activities such as testing the surface water quality of a settling pond, exploring a landfill model and creating signage that promotes the recycling activities at the Waste & Recycling Centre.



*The young women participants of operation Minerva finish their session at the Waste & Recycling Centre with a creative project and rich conversation with mentors.*

### Waste Education

Education is a fundamental tool for building 'waste conscious' communities. Many municipalities, not-for-profit organizations, and institutions implement educational programs throughout Alberta. The Alberta Council for Environmental Educators launched an initiative to create and maintain connections between these groups through Communities of Practice (CoP). The CoPs are intended to help members of the environmental education community deliver on their mission and collaborate to advance environmental education in Alberta. The Waste CoP includes waste educators from across Alberta including all major cities. Waste & Recycling Services acts as a contributor to this group by exchanging experiences and knowledge. The small sized, waste focused working sessions provide opportunities to strengthen connections and create plans for meaningful action to address regional priorities.



*"Communities of Practice are groups of people who share a passion for something, and learn how to do it better as they interact regularly" – Etienne Wenger*

# Environmental Services

## Pitch In

Pitch-In Week Canada took place on April 22 - 28, 2013. The litter clean up program continued to be widely supported by local businesses, community groups, schools and individuals in Lethbridge. Almost 650 people cleaned up local urban areas collecting 750 bags of litter. The program is run in cooperation with Pitch-In Canada, City of Lethbridge Parks department and Waste & Recycling Services department.



*Pitch-In Canada is a national litter clean up program. Cleaning up litter is a great way for people to get involved and improve the appearance and health of their community.*

## A Walk in the Park

A Walk in the Park is a new event held for the first time in June 2013, timed to coincide with Environment Week. The theme for the event was "Back to Basics, One Step at a Time"; bringing attention to the value of the basic experiences that being outdoors will offer. The community was encouraged to register for a guided nature walk through the Indian Battle Park.

After the walk, participants were offered an outdoor picnic dinner and a chance to learn about outdoor exercise and local flora and fauna. Approximately 80 people participated in this event.



*After the walk, participants were offered an outdoor picnic dinner and a chance to learn about outdoor exercise and local flora and fauna. Approximately 80 people participated in this event.*



*After the guided walk, picnic food and supplies were enjoyed by all.*

## Holiday Season Environmental Awareness

The Environmental Awareness Team decorated two potted Norfolk pine trees with eco-ornaments to be raffled off in a draw. The trees were put in City Hall foyer in December with accompanying signage promoting environmental care over the holiday season. The tree ornaments were handmade based on the principles of 'reduce, reuse, recycle'. This was an opportunity to connect with visitors to City Hall on the topic of waste reduction during the holiday season.

*Dried fruit and origami birds made from reused calendar paper complement the raffled tree's eco-theme.*



## Environmental Services (continued)

### The Environmental Awareness Team

The Environmental Awareness Team (formerly the Environment Week Committee) consists of members from the City of Lethbridge Waste & Recycling Services, Water and Parks, The Oldman Watershed Council, Prairie Urban Garden Team, Helen Schuler Nature Centre, and Alberta Health Services. This committee hosts several events to promote environmental awareness and helps create awareness about existing environmentally oriented programs.



*Members of the Environmental Awareness Team.*

### The Lethbridge Green List

The fourth Lethbridge Green List was hosted by the Environmental Awareness Team at the Exhibition Park in conjunction with the Green Life Expo. The community can participate in the Green List by nominating individuals, businesses or organizations that take action to support a sustainable environment. The 2013 Green List Awards opened a new youth category for nominations. The nomination recipients are celebrated at a public Green List Celebration Event. The attendees enjoyed live music and catered food at the awards ceremony. A speaker for each category presented on how they have incorporated green actions into their home, work, organization and school. Nominees were presented with an award sponsored by the Park Place Mall and a window clinger to let the customers, friends, and neighbors know that they have been recognized for their efforts. Recipients were honored to receive their award from Councilors Jeff Carlson and Bridgett Mearns and emcee, Dory Rossiter.



*The Business category recipients of the 2013 Green List Award with presenters, Councilors Mearns and Carlson.*



*The Organization category recipients of the 2013 Green List Award with presenter, Councilor Jeff Carlson.*



*The Youth category recipients of the 2013 Green List Award with presenter, Councilor Bridgett Mearns.*



*The Individual category recipients of the 2013 Green List Award with presenter, Councilor Bridgett Mearns.*

## Oldman Watershed Council Activities

City of Lethbridge Waste & Recycling and Water Utility are active members of the Oldman Watershed Council's Urban Team. There are many activities that the Urban Team hosts throughout the year that benefit the watershed and the community.

### Yellow Fish Road™

In support of stormwater protection, The City of Lethbridge provides delivery of the Yellow Fish Road™ program, partnering with Trout Unlimited Canada and the Oldman Watershed Council. The program had another successful year. Over the season, almost 500 storm drains were painted, 1700 door hangers placed out and over 300 people participated.

The launch was on June 4, 2013 at the Park Meadows Elementary school, where students painted around drains in the school's neighborhood. Each participant was given a yellow fish, stating that they participated in the program. As a fresh way to promote the program, fish costumes were created and used to help capture people's attention at community events.

The Yellow Fish Road Appreciation BBQ was held at the end of August in the river valley picnic area. The attendees enjoyed a bouncy area, food and drink, organized games and many prizes donated by local businesses. The event was a fun way to end a fantastic summer and to show appreciation to the volunteers.



*By being highly visible, the Yellow Fish Road program keeps awareness about storm water care prominent in the community.*

## Knapweed Pull

In 2013 the Urban Team hosted its second knapweed pull in Cottonwood Park. Knapweed is an invasive weed species and is found in the Lethbridge riparian zones. The pull was open to all members of the public. The Urban Team has committed to hold annual knapweed pulls for a number of years until the weed is no longer present in the focus area.



*Volunteers hand pulled knapweed in Cottonwood Park.*

## Prairie Urban Garden Team

The Prairie Urban Garden (PUG) Team is an Urban Team project intended to support, promote and assist with landscaping with plants that are suitable for our climate. The seven principles of xeriscaping are used for guidance with the team's recommendations.

In March 2013, the PUG team held the first "Plan Your Garden" workshop. The training session was led by a private consultant and was intended to equip the attendees with the skills and knowledge needed to be successful in planning a xeriscaped garden or yard. The workshop was followed by PUG's annual xeriscaped garden tour in June. The self-guided tour highlights the beauty and variety of these gardens located in the yards of Lethbridge residents and around local businesses. 15 people attended the workshop and 150 people registered for the tour.



*Xeriscaped gardens come in all different shapes and sizes and can be custom designed to a homeowner's preference.*

# Planning & Development Services



## Home and Garden Show

For the fifth year, staff from Planning, Development and Building Inspections Services manned a booth at the Home and Garden Show in March, 2013 to engage the community in a discussion regarding planning in the City and also to explain the services we provide. The theme in 2013 revolved around residents' perceptions of their neighbourhoods; what they liked and disliked and how comfortable they felt in their neighbourhood.

This is an effective way to pass information along to citizens attending the Home Garden Show interested in home renovations or yard improvements and will be an ongoing element of the Outreach Strategy component of our department's Business Plan.

## Jane's Walk

Jane's Walk is a celebration of people and cities taking place all around the world on the first weekend of May. It was created in 2007 in Toronto by friends of the urban thinker Jane Jacobs and has grown from 27 walks the first year to over 500 in 75 cities. In 2013 the Planning Department helped to organize two walks within the City.

The first walk was organized in conjunction with the London Road Neighbourhood Association on May 4th, 2013 with the theme of exploring the history and stories that shape one of Lethbridge's most established neighbourhoods, the London Road. The walk included a mix of historic homes, modern buildings, parks, re-used buildings and a lost landmark.

The second walk was organized with the Downtown BRZ and explored Lethbridge's historic downtown - the Heart of Our City. Walkers discovered our City's past and its future. The walk included a mix of historic buildings, exciting new sites of redevelopment, residential units, public art, parks, and much more.



## Public Realm and Transportation Study (PRATS)

The engineering & design consulting firm, MMM Group, was the recipient of the Award of Merit: Community Development from the Consulting Engineers of Alberta (CEA). The award was highlighted in the recent Alberta Innovators Magazine and was for the work they did in collaboration with the City of Lethbridge on the PRATS (Public Realm and Transportation Study) Project.

The PRATS was undertaken as a component of a new Downtown Area Redevelopment Plan. PRATS was focused on providing recommendations regarding selected street redesign for 4 streets in the Downtown, parking supply, street furniture, public art, urban forestry and a form based code for private property rather than the traditional "use" based approach to zoning. These recommendations are a method or vehicle for creating the interim steps or stages on the journey to achieving the Heart of Our City Master Plan's 50 year vision for our Downtown.



### Population and Employment Forecasting Model

Planning and Development Services completed a Population and Employment Forecasting Model (PEFM) in 2013. This Model will provide a detailed population and employment forecast for both a 20 year and a 50 year horizon. Essentially the PEFM must answer how much overall growth will occur within the city over this time frame and how this growth be distributed throughout the city. The City is divided into 273 different geographical tracts, which, in order to provide consistency and ease of use, are based largely upon the City's Municipal Census. Future projections are provided for each individual tract and population projections are broken down into age categories while employment projections are broken down by Industry Classification (The North American Industry Classification System).



City staff is able to upgrade this model on their own in the future to account for updated information that becomes available to ensure that any projections are up to date and the model does not become prematurely obsolete. New information, such as Municipal Census data, Employment data from Statistics Canada and fertility, mortality and migration rates can be entered into the PEFM at any time. As well, the PEFM was developed using Microsoft Excel because Excel is widely available accessible across the organization, most employees have at least a working knowledge of the program and it is straightforward to import Excel data into the City's GIS system.

### Existing Neighbourhood Planning

#### Area Redevelopment Plans

Area Redevelopment Plans (ARPs) are prepared for older neighbourhoods to provide policies for decision-makers, residents and developers in regards to changes in the neighbourhood over time that could range from public renewal projects, demographic and social changes to land redevelopment from one use or purpose to another.

Based on recommendations from the Central Neighbourhoods Study and policies from the City of Lethbridge Integrated Community Sustainability Plan/Municipal Development Plan and Heart of Our City Master Plan, Planning staff prepared two Area Redevelopment Plans that were adopted by City Council in 2013.

**The Staffordville ARP** was prepared for a small neighbourhood in the City's north side with roots dating back to the 1890s and the coal mining history of the area. The Village of Stafford was incorporated in 1900 and was annexed by the City of Lethbridge in 1913. The neighbourhood of Staffordville is defined by its traditional grid street pattern, location adjacent to the Oldman River Valley and distinct demographic that calls it home for economic and cultural reasons dating back to the original coal miners.



## Planning & Development (continued)

In an effort to engage as many residents of the neighbourhood as possible in the process, planning staff walked every street, hand delivered notices for public meetings and held joint Open Houses with other City projects that impacted the neighbourhood. The policies of the Staffordville ARP are:

1. Strengthen the sense of community
2. Enhance the stability
3. Build on the quality of life
4. Encourage the use of alternative transportation
5. Maintain the low density land use and historic character of Staffordville, while promoting low-profile medium density development where appropriate.



**The Downtown ARP** (Bylaw 5807) was prepared for an area on the south side of the City bounded by 1st Avenue, Stafford Drive, 6th Avenue and the River Valley and was prepared by Planning staff and adopted by City Council. The new Downtown ARP replaces a 1988 ARP for a similar area of the city containing the majority of the retail, civic and office land uses.

The Downtown ARP is an output of the Heart of Our City Master Plan, the Public Realm and Transportation Study and the Integrated Community Sustainability Plan/Municipal Development Plan.

The Downtown ARP was prepared based on the following principles:

- To reflect community values
- To establish strong planning principles that will guide the next 10 years of redevelopment in the Downtown
- To provide supporting policies based on the planning principles
- To ensure strong relationships with both internal and external stakeholders for policy implementation
- To take a comprehensive approach for overcoming challenges and issues facing downtown
- To focus on implementation plans for achieving the planning objectives

The Downtown ARP built upon the successes seen in the Downtown since the last ARP was adopted as well as the vision, guiding pillars and direction of the Heart of Our City Master Plan. As the ARP is a document used by City staff, developers, landowners and decision-makers for long range and day to day functions it focused on the following Policy areas:

- Land Use
- Urban Design
- Heritage Resource Preservation
- Commercial & Business Development
- Livability
- Public Realm
- Circulation & Mobility
- Parking
- Underground Infrastructure



## Heart of Our City Revitalization

### Staying Connected

The year 2013 saw a significant increase in the use of the Downtown Lethbridge Free Wi-Fi network, as well as greatly increased awareness from visitors, business and shoppers to the existence of the network. Peak Physical Therapy came on board as another downtown business providing a gateway into the network, further increasing its reliability and speed.

Two large changes in the network from 2012 to 2013 are worth noting. First is the amount of traffic the network is seeing. In 2013 the monthly number of unique visitors was more than double that of a typical month in 2012, with a slow month in 2013 seeing 1,347 unique visitors, and a peak month (summer time) seeing 1,858 unique visitors. The daily average of users ranged from 79-129 during 2013.

The most popular area in which the network is used continues to be around the 4th Avenue bus stops.



### Downtown Festivals & Events



2013 was the third year of offering the Heart of Our City Activity Grant. The purpose of grant is to provide Heart of Our City funds to help Lethbridge organizations host events that create an exciting and vibrant downtown and attract audiences to the Heart of the City.

The HOC reviewed and made refinements to the grant, including an evaluative process to ensure the grant continues to address the purpose for which it was established.

11 events on 48 days shared grant funding of \$65,000. Close to 20,000 persons attended. Events were held in May, June, July, August, September, October, November & December.

Established events such as the Jazz Festival, Art Walk, Word On The Street have been able to expand while newer events such as the Lethbridge Electronic Music festival have been able to get started.

Of particular note in 2013, is the key role that CASA, as a first class event venue, is already playing. Feedback from grant recipients indicates the usefulness of the grant and gratitude to the City for making it available. Many events would not be able to start or continue without the HOC Activity Grant.



### Development and Construction

2013 was a busier year for both development and construction in the Downtown than was experienced in 2012.

During 2013, 44 development permits were issued compared to 33 in 2012. There were 10 building permits issued compared to 8 in 2012.

The value of construction for the year was \$3,881,250 compared to \$1,523,300 in 2012.

Over the past 5 years, 230 development and 107 building permits have been issued in the Downtown.

# Economic Development

**teconnect** – An Alberta centre for new commerce sees continued success

Since opening in 2011, **teconnect** and its entrepreneurs have experienced many successes. The centre is currently home to six commercialization clients and two commercial tenants and in 2013 celebrated the success of its first two graduates. Over the past two years:

- **teconnect** has worked with 33 new information technology-related companies
- **teconnect** located companies have created 28 jobs, with over 50 percent involving local post-secondary graduates.

The benefits of **teconnect** are demonstrated by the development and growth of these client companies and the provision of opportunities that help post-secondary students and graduates pursue knowledge-economy careers and stay in this region. By providing an array of business incubation and support services to assist start-up or maturing companies the centre has the potential to reduce the total time required to achieve commercialization. The centre focuses on information and communications technologies with specific emphasis in the area of geospatial imaging. The geospatial sector in Lethbridge is known for its specialization in remote sensing, imagery and GIS and business leaders in this industry are forging international reputations - proving that this city has the right environment for success and growth in the high-tech industry.

**This is success in Lethbridge – be part of the story!**

This call to action was the primary tagline used to engage Lethbridge businesses in a unique campaign focused on uncovering, promoting and celebrating the scope of industry in the area. EDL has a mission to strengthen and develop the Lethbridge economy by initiating and facilitating proactive economic development strategies and promoting Lethbridge as an excellent place to live, learn, invest, visit and do business. The celebration of Economic Development Lethbridge's 10th anniversary provided a unique opportunity to promote Lethbridge, to Lethbridge, in order to create a buzz in the community about the value, importance and impact of business as related to the economic diversity in the region.

The **Success in Lethbridge** initiative was designed to raise awareness of the quality and diversity of businesses that are succeeding in this region and create a sense of community pride. Pro-actively raising awareness of the city's value and telling stories of success is intended to increase collective understanding of Lethbridge and enhance the probability of success for businesses, organizations and post-secondary institutions.

Along with the City of Lethbridge, Economic Development Lethbridge worked with seven organizations and seven media outlets to leverage funding and increase market proliferation of a success story initiative targeting the local market. While the initiative employed both traditional and digital media on several platforms, the **successinlethbridge.ca** website was the key component and acted as a digital media funnel to capture and promote critical content.



*"a vibrant city inspiring continued growth in the high-tech industry. Choose Lethbridge".*

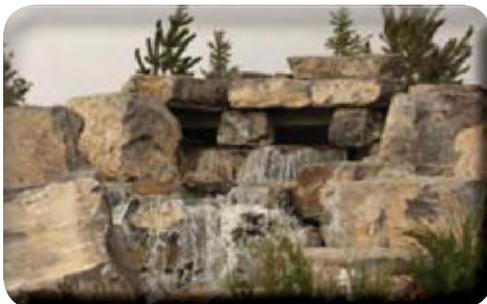
# Real Estate & Land Development



RiverStone continues to be one of Lethbridge's most successful subdivisions with 16 of the 22 phases developed, resulting in 952 lots brought to market since 2000. In 2013 Phase 11 was released with 58 lots sold.



SunRidge is substantially complete with six phases consisting of 405 single family lots and 9 lots remaining in inventory. SunRidge subdivision allows the opportunity to be part of the continuing commitment to sustainability and making a positive impact on our environment for today and for future generations. Recently we have witnessed the development of the commercial area which features Tim Horton's and Subway.



Work has been moving ahead to ensure Crossings' residential and commercial components are moving ahead to support the schools, library, future twin ice rink and curling rink. The builder group for the single family residential lots was approved by City Council with the first residential phase to be ready spring 2014. As well, City Council approved the sale of 66.5 acres of land to a major commercial development firm, Calgary-based Royop (Crossings) Development Ltd., for \$33.85 million. Royop will now lead the development of a core service area featuring retail, office commercial and multi-family residential properties.



To meet market demands and ensure customer needs are met, a third subdivision with lots ranging from .87 to 3.09 acres zoned General Industrial was made available. Also, City Council approved the purchase of 55 acres of land from Pratt & Whitney Canada which will be incorporated into the rest of Sherring Business & Industrial Park.



# **AUDIT COMMITTEE & CHIEF FINANCIAL OFFICER REPORTS**



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# *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 external 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 managements 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 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
- 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
- Extended the Banking Services Contract until February 1, 2017
- Reviewed legal matters with the City Solicitor
- Reviewed Year End Unaudited Financial Information and Schedules
- Reviewed the City Investment Policy
- Participated in education sessions related to responsibilities regarding financial reporting, financial systems business continuity, and internal controls

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

## **2013 Audit Committee Members**

January – October

Alderman F. Ellis (Chair)  
Mayor R. Dodic  
Councillor J. Coffman  
Alderman J. Mauro  
Councillor B. Mearns (Alternate)

November - December

Councillor J. Coffman (Chair)  
Mayor C. Spearman  
Councillor J. Mauro  
Councillor R. Miyashiro  
Councillor R. Parker (Alternate)

April 14, 2014



## *Report from Chief Financial Officer*

**For the Year Ended December 31, 2013**

### **His Worship, Mayor Chris Spearman And Members of Council of the City of Lethbridge**

The 2013 Annual Report of the City of Lethbridge provides information to taxpayers and other members of the public about the City's 2013 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 councillors, 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.

## Consolidated Statement of Financial Position

The overall financial position of The City of Lethbridge remained strong through 2013 with year-end Net Financial Assets totalling \$27.9 million (2012 - \$32.7 million). This positive Net Financial Assets number is an indicator of the ability of the City of Lethbridge to meet its obligations and continue to provide services into the future. The decrease in net financial assets over the course of the year relates primarily to investments in capital projects during 2013. This investment in capital projects has resulted in a decrease in total cash and investments as well as an increase in debenture debt which factor into the overall decrease in Net Financial Assets.

The investment in capital assets resulted in an increase in Tangible Capital Assets by \$101.7 million during 2013. The most significant 2013 investments in tangible capital assets are listed below:

	<b>2013 Expenditures</b>
<b>Facilities</b>	
Public Operations Facility	\$ 9,602,700
Transit Facility Expansion	7,459,300
Helen Schuler Nature Centre Expansion	3,716,800
Crossings Ice Complex	3,149,800
West Side Depot Site	2,782,600
Community Arts Centre	2,234,800
<b>Infrastructure</b>	
North Scenic Drive	11,460,300
Electric Cable Replacement	10,984,300
Street Light Replacement	6,129,200
Residential Subdivisions	5,004,300
Exhibition Infrastructure Upgrades	3,113,000
Metis Trail – Stage 1 (Includes Deep Utilities)	3,086,300
Pathways System Expansion	2,201,900
Water Main Renewals	1,672,800
Northwest Lethbridge Utility Servicing	1,477,500
Waste & Recycling Centre - Disposal Cell Development	1,466,700
SE Regional Lift Station	1,366,600
Centralized Recycling Depots	1,360,200
Advanced Metering Infrastructure	1,324,000
Mayor Magrath Drive (40 Avenue South to City Limit)	1,071,500
Arterial Roadways	1,047,600
Electric Switchgear Replacement	1,026,400
Street Upgrading	883,900
Royal View Memorial Cemetery	751,600
Electric Transmission Substation Rebuild	747,900
Parks Asset Management	667,000
Traffic & Pedestrian Signals	662,200

## Report from Chief Financial Officer (Continued)

### GENERAL FUND OPERATING RESULTS

The General Fund generated a 2013 corporate operating surplus of \$655,800. The corporate surplus consists of net surpluses and deficits resulting from factors not attributable to the business units management. The largest contributions to this surplus are as follows:

a) Property tax and general revenues were in excess of budget by \$287,000

i) Property tax - The property tax accounts ended the year in a surplus of \$248,000 due to a combination of factors. Community growth was higher than budgeted by about \$195,000. The City realized higher than anticipated property tax revenue from Grant-in-lieu properties of \$60,000 and the Supplementary Levy of \$25,000. This revenue surplus was partially offset by higher than budgeted tax expenses related to tax cancellations of (\$32,000).

ii) General Revenues – net surplus of \$39,000. The surplus was mainly due to greater than budgeted penalties on property taxes, surpluses in general revenue accounts and a higher than budgeted transfer from the Water Utility to General Operations.

b) Employee Benefits – ended the year with a surplus balance of approximately \$51,000. The most significant contributing factor is a surplus in the funding required for employee short-term and long-term disability.

c) Permit, development & license revenues – ended the year with a surplus balance of \$445,200.

i) Business License revenues - ended the year in a deficit position of (\$36,800). The targeted number of new business licenses was not achieved.

ii) Inspection permit fee revenues – were higher than projected by \$498,000. While overall department activity in 2013 was steady, some large institutional projects including the Hospital and the University resulted in the additional revenues.

iii) Planning and Development revenues - were lower than projected (\$16,000). While development activity remained steady there was less land use and subdivision activity to replace absorbed lands than was anticipated.

d) ENMAX Operations Relative to Junior Hockey – lower than expected attendance resulted in a shortfall in budgeted concession revenues. As a result, corporate funds in the amount of (\$257,000) were used to offset this shortfall.

e) Utility costs for tax supported City facilities – ended the year in a surplus position of \$123,100. This represents a surplus of natural gas of \$127,900, primarily due to the warmer spring weather. City Utilities (water) was in a surplus position of \$55,900. These surpluses were offset by a deficit of (\$60,700) in Electricity due to maintenance issues and increased air conditioning use due to the warm summer of 2013.



## BUSINESS UNIT OPERATING RESULTS

December 31, 2013, marks the end of the second year in the City of Lethbridge three year budget cycle (for the years 2012 to 2014). 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 year, Business Units are expected to overcome the deficit by adjusting expenditures in the following year (2014); and if the second year of operations results in a net surplus, the Business Units have the ability to carry over the surplus to assist their operations in the next year. Business Units ended the year with a positive variance of \$875,000 (which represents 0.7% of the business units' budgets). This amount along with the roll over remaining from 2012 of \$1,035,300 totals \$1,910,300. In the last year of the budget cycle (2014) any remaining business unit surpluses or deficits will be included in the total General Fund surplus or deficit.

Significant items within the Business Unit operating results include:

- a) Lethbridge Regional Police Services – is in a surplus position of \$96,000 at year end due to higher than anticipated revenues of \$119,000 for Provincial program funding related to a member's secondment which extended beyond the initial expiry date, unexpended wages totaling \$109,000 related to maternity leaves and retirements, (historically LRPS has experienced 4 retirements annually, in 2013 there were 9 retirements and 2 resignations) and other operating accounts (Fleet Services, equipment, cellular telephone, travel, training, legal services, etc.) being in a deficit position of (\$132,000).
- b) Lethbridge Public Library - Excess revenue from Fines & Fees, Provincial Grants and Other Revenue Sources combined with under expenditures in Library Materials, Information Technology, Travel and Wages (due to staff transition) created a surplus of approximately \$500,000. The Library Board has authorized the carry-over of this surplus to address funding requirements for Library Books & Periodicals, Technology Lifecycle and Project funding including security at the Crossings Branch.
- c) Human Resources – surplus of \$63,600 is a result of under expenditures in legal and recruitment marketing costs.
- d) City Clerk Office – ended the year in a surplus of \$64,600, primarily due to staff transition in the census and election coordination area.
- e) Mayor & City Council Office – travel and convention expenses were below budget by \$47,600.
- f) Assessment & Taxation – ended the year in a surplus position of \$132,900 due primarily to staff turnover and difficulty in recruiting qualified staff.
- g) Financial Services – ended the year in a positive position of \$67,400 mainly due to under expenditures in banking & service charges and postage.
- h) ENMAX Centre – ended the year with a deficit of (\$45,000). This deficit can be summarized by an overall reduced number of patrons, adjustments associated with right sizing the operations due to the opening of the expanded facility, as well as lower than anticipated marketing revenue.
- i) Fire & Emergency Services – is in a balanced position. Fire operations are over expended by (\$235,000) due to higher than budgeted overtime wages for extraordinary events, and annual fleet costs. This was further augmented by a larger than normal recruit class costing (\$207,000). These deficits were offset by EMS billing revenue surplus of \$156,000; miscellaneous surpluses of \$22,000, and the prior year's operating surplus \$264,000 (2012 postponed recruitments).
- j) Public Safety Communications Centre (PSCC) – ended the year in a balanced position. An over expenditure in wages of (\$80,400) (primarily due to sick replacement), and a 911 land line revenue deficit of (\$23,385), which were covered through additional dispatch revenues.
- k) Recreation and Culture – ended the year in a surplus position of \$50,000. Arenas ended in a surplus position of \$172,000 due to a decrease in operational spending and increased ice rental activity. The Yates Memorial Centre ended in a deficit position of (\$27,000) due to an increase in operational spending and a decrease in community

## Report from Chief Financial Officer (Continued)

group rental revenue. Aquatics had a deficit of (\$78,000) due to water basin issues at Henderson pool and a minimum wage increase to staffing the pools. Fritz Sick Centre ended in a deficit position of (\$27,000). Recreation and Culture general expenditures ended in a surplus position of \$10,000.

- l) Regulatory Services – ended the year in a surplus position of \$19,900. A surplus in dog license revenue of \$19,900 and a surplus of \$9,000 in general expenditures was offset by the over expenditure of (\$9,000) for Rattlesnake control.
- m) Transit and Accessible Transportation – ended the year with a surplus of \$317,000.
  - i) Access-A-Ride operations – ended the year in a deficit of (\$159,500). Fleet expenditures were (\$89,500) over budget as kilometers travelled exceed budgeted estimates (increasing fuel, parts and maintenance costs). A revenue shortfall of (\$124,600) indicates that expectations of ridership were estimated higher than the system can currently manage. There is an operational surplus of \$54,600 as we were unable to add all of the additional hours of service levels related to Budget Initiative N-13 – Access-A-Ride Service Increase, due to unanticipated hiring difficulties.
  - ii) Transit Operations - was in a surplus position of \$476,500 for the end of 2013. This is due to transit operations being underexpended by \$275,900 due to efficiencies gained through staff scheduling; general fare revenues increased by \$63,400; a surplus in advertising of \$157,800; fleet expenditures are over budget by (\$84,900); administration short staffing resulted in an under expenditure of \$44,200; and building supplies underspent due to transition to trailers \$20,100.

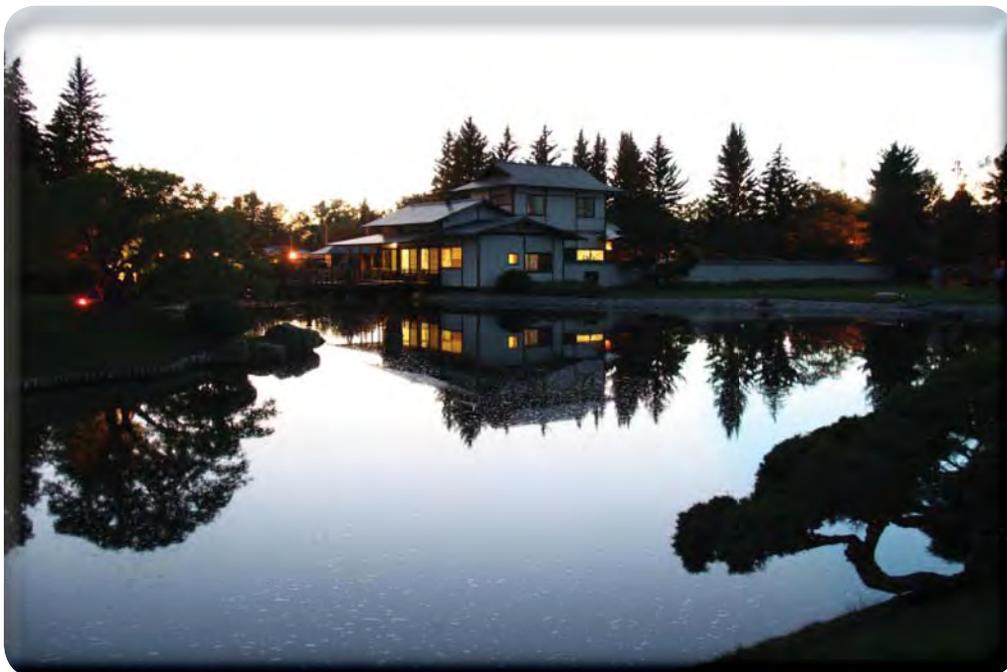
## UTILITY FUND OPERATING RESULTS

The total 2013 surplus for all Utility Fund operations was \$504,000. Significant items contributing to this surplus are as follows:

- a) Utility Services - The Utility services operation ended the year in a surplus position of \$423,300 which has been distributed back to the Utilities at year end. This surplus was primarily due to favorable variance of \$510,000 in the meter reading services contract pricing.
- b) Waste - The Clean City Programs finished the year in a positive position due to under expenditures in the Large Item Service program of \$98,900, and the City Property Clean-Up program of \$29,000. Commercial collection expenses ended the year in a surplus position of \$134,600. This is due to costs associated with dumping commercial waste at the landfill being lower than budget as well as a reduction in replacement bin purchases.
- c) Recycling - Recycling Services ended the year with a surplus position of \$227,600, largely due to surpluses in the recycling depot operations.
- d) Landfill - Operating costs were under budget by \$399,600 due to a reduction in contractual service costs.
- e) Wastewater - The Wastewater Utility ended the year with a surplus position of \$612,100.
  - i) Commercial, Regional and Industrial revenues realized during the year were higher than budgeted. This surplus is the result of higher than usual industrial sewage loading from industry. Industrial customers can mitigate the additional costs through more diligent wastewater pre-treatment.
  - ii) Wastewater treatment plant (WWTP) maintenance and process operations ended 2013 in a surplus position due to under expenditures to the annual sludge removal program. The construction of the new North Scenic Drive roadway caused constraints towards the WWTP's ability to truck out the sludge in the spring and summer months of 2013, thus, the 2013 program was not fully carried out.

- f) Water – is in a surplus position of \$153,600.
  - i) Debenture Debt – payments and financial charges were lower than budgeted due to a lower than budgeted amount of borrowing required for water capital upgrades.
- g) Electric – The Electric Utility ended the year with an overall negative variance of (\$1,298,000.) The main reasons for the negative variance are as follows:
  - i) The Distribution Utility shows a deficit of \$ (791,000).
    - a) Results related to the Transmission Access Tariff show a loss of (\$1,650,000) due to increases in AESO charges approved effective October 1, 2013.
    - b) Results for the Distribution Access Tariff show an \$859,000 surplus due to the large number of capital projects underway resulted in extra operating costs (corporate charges, administration and supervision) allocated as overhead to these projects.
  - ii) The Regulated Rate function of the Electric Utility ends the year with a negative variance of (\$ 305,000). This is attributable to fluctuating energy prices and volumes during the year.
  - iii) The Transmission Tariff is showing a deficit of (\$219,000), which includes:
    - a. Total depreciation, cost of capital and operating expenses are about \$200,000 less than those approved and paid for by the Alberta Utilities Commission (AUC).
    - b. A loss on disposal of assets totalling (\$419,000). This relates to a transformer and related equipment at substation 111S which failed several years earlier than expected.
  - iv) The Fibre Utility has a positive variance of \$17,000. This surplus was planned as we look forward to significant capital costs to replace much of the existing fibre optic cable in the City. The increased surplus is attributable to general operating and design costs being lower than expected.

Additional details regarding the City’s 2013 operations can be found on our website ([www.lethbridge.ca](http://www.lethbridge.ca)) in the report titled “Unaudited 2013 Year End Financial Information”.



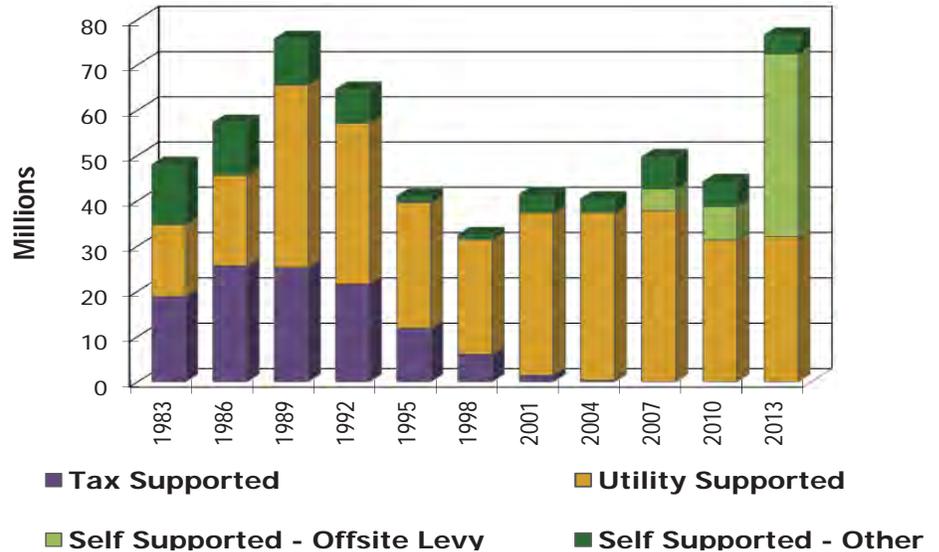
## FINANCIAL POLICIES

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.

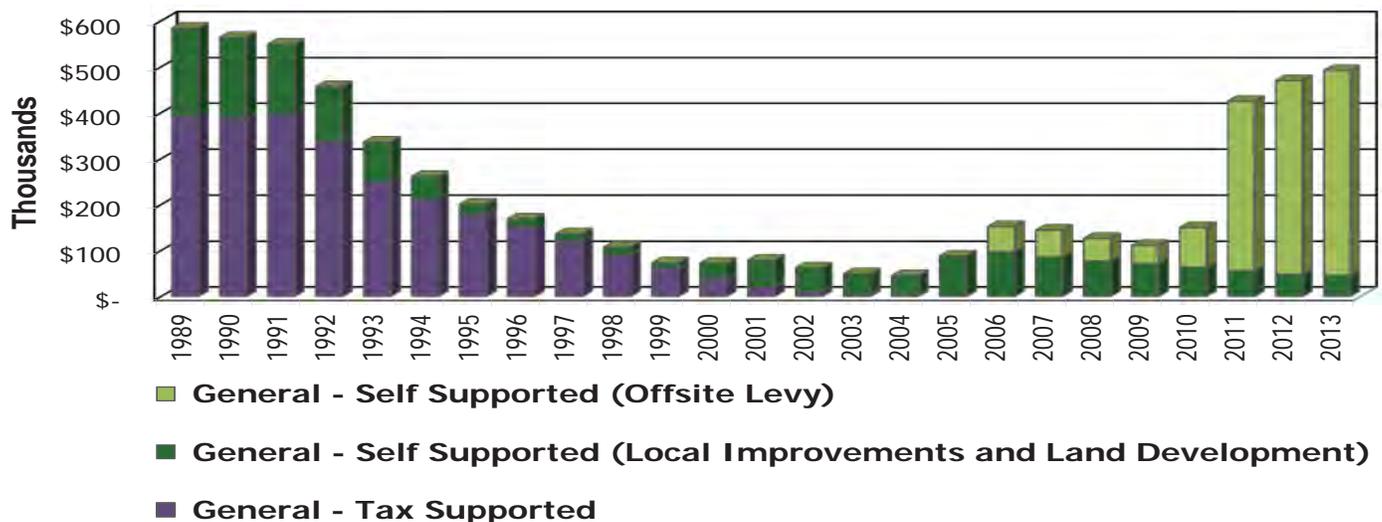
**Total Debt**  
(Owing to Alberta Capital Finance Authority)



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.

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. Significant Offsite Levy borrowings have been required to fund projects that will support growth in our community for coming decades. The payments on these borrowings will be funded by Offsite Levies.

**Debt per Capita General Fund**



## INVESTMENT MANAGEMENT

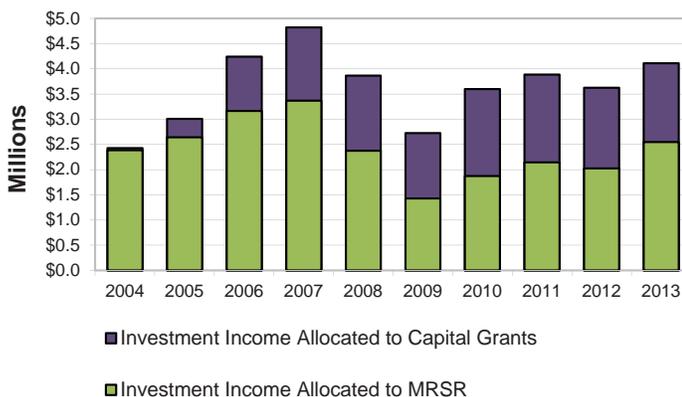
The City of Lethbridge uses investments to provide a return on public funds while they are held by the City. These funds consist of reserves, capital funds, Provincial and Federal grants, and operating funds. The funds are invested between the time of their receipt and their use to maximize the opportunity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

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

The City of Lethbridge maintains a significant investment portfolio. The average size of the portfolio in 2013 was \$237 million.

The 2013 gross interest income earned from the portfolio was \$4,113,900. The City's average portfolio yield of 1.69% was higher than the Government of Canada 3-year Benchmark yield of 1.22%.

**Total Investment Income**



Government Finance Officers Association

## Canadian Award for Financial Reporting

Presented to

**City of Lethbridge  
Alberta**

For its Annual  
Financial Report  
for the Year Ended

**December 31, 2012**

*Jeffrey R. Egan*  
Executive Director/CEO

## CANADIAN AWARD FOR FINANCIAL REPORTING

For the seventeenth consecutive year, The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Canadian Award for Financial Reporting to City of Lethbridge for its annual financial report for the fiscal year ended December 31, 2012. 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.

A 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, and we are submitting it to GFOA.

## Report from Chief Financial Officer (Continued)

### ECONOMIC CONDITIONS

Lethbridge's economy continues to perform well. The annual unemployment rate in the Lethbridge region continues to remain low at 4.3% (2012 4.6%) versus the national average of 7.1% (2012 7.2%). Lethbridge continues to demonstrate very stable employment.

The \$247.3 million in construction investment in 2013, up 25% from the 2012 figure of \$198.0 million, is definitely a key contributor to the stable economic climate of Lethbridge. 2013 was a banner year for commercial construction values, totaling \$83.5 million, a significant increase from 2012 at \$28.1 million. While there was a decrease in residential investment (single-family and multi-family combined) from 2012, it is important to note that, at \$84.1 million, Lethbridge saw a very typical year for residential investment.

The number of businesses setting up shop in Lethbridge continues to grow. In 2013 the total number of licensed businesses in Lethbridge increased by 4% to a total of 5,678 (2012 5,458). This continued growth underlines the fact that Lethbridge is a great place to do business.

The City of Lethbridge continues to grow with the official 2013 census results at 90,417, an increase of 1.51% over the 2012 municipal census numbers. The population in Lethbridge is based on a younger age demographic than many other parts of the province – and not just because of our two sizable post-secondary institutions.

Even after completing their post-secondary education, many younger people choose to live and work in Lethbridge because of our attractive lifestyle and diverse employment opportunities. Lethbridge offers a modest cost of living, temperate climate, excellent schools, short commute times and an abundance of housing options all within a caring community.

### CONCLUSION

City of Lethbridge business units continue to provide excellent value to the community year after year and 2013 was no exception. Through the efforts of city staff, Lethbridge residents continue to enjoy a very high level of service provided at a reasonable cost.

The financial position of the City of Lethbridge remains very strong, with consolidated net financial assets of \$27.9 million. City Council's ongoing commitment to sound financial policies such as our pay-as-you-go program have contributed to this enviable financial position. This financial position is just one of the many things that set Lethbridge apart as a great place to call home!

Respectfully submitted,



Corey Wight, C.A.  
Director of Corporate Services/City Treasurer  
April 14, 2014



# AUDITED FINANCIAL STATEMENTS



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# *Management's Responsibility for Reporting*

The City of Lethbridge's management is responsible for the preparation, accuracy, objectivity, and integrity of the accompanying consolidated financial statements and the notes thereto. Management believes that the consolidated financial statements present fairly the City's financial position as at December 31, 2013 and the results of its operations for the year then ended.

The consolidated financial statements have been prepared in accordance with Canadian public sector accounting standards. The consolidated financial statements include certain amounts based on estimates and judgments. Such amounts have been determined on a reasonable basis in order to ensure that the consolidated financial statements are presented fairly in all material respects.

In fulfilling its responsibilities and recognizing the limits inherent in all systems, management has designed and maintains a system of internal controls to produce reliable information to meet reporting requirements. The system is designed to provide management with reasonable assurance that transactions are properly authorized, reliable financial records are maintained, and assets are properly accounted for and safeguarded.

The City Council carries out its responsibilities for review of the consolidated financial statements principally through its Audit Committee. This committee meets regularly with management and external auditors to discuss the results of audit examinations and financial reporting matters. The external auditors have full access to the Audit Committee with and without the presence of management. The City Council has approved the consolidated financial statements.

The consolidated financial statements have been audited by the independent firm of KPMG LLP, Chartered Accountants. Their report to His worship the Mayor with the members of Council of the City of Lethbridge, outlines the scope of their examination and provides their opinion on the consolidated financial statements.



City Manager  
April 14, 2014



City Treasurer



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# *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 City of Lethbridge ("the Entity"), which comprise the consolidated statement of financial position as at December 31, 2013 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 Consolidated 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 consolidated financial statements that are free from material misstatement, whether due to fraud or error.

## *Auditors' 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 the 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 consolidated financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation of the consolidated 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 consolidated 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, 2013, and the results of its operations, changes in net assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

A handwritten signature in black ink that reads "KPMG LLP". The signature is written in a cursive, slightly slanted style. Below the signature is a horizontal line that starts under the "K" and ends under the "P", with a small upward tick at the end.

Chartered Accountants  
Lethbridge, Canada  
April 14, 2014

**CONSOLIDATED STATEMENT OF FINANCIAL POSITION  
AS AT DECEMBER 31, 2013  
(in thousands of dollars)**



		2013	2012 (Restated Note 2)
<b>FINANCIAL ASSETS</b>			
Cash and cash equivalents	Note 3	\$ 29,726	\$ 21,526
Investments	Note 4	190,131	213,978
Receivables	Note 5	46,498	36,702
Loans and advances		3,550	2,769
Deposits		219	222
Land held for resale		879	382
		271,003	275,579
<b>LIABILITIES</b>			
Accounts payable and accrued liabilities	Note 6	43,355	38,942
Employee benefit obligations	Note 7	12,483	12,371
Deferred revenue	Note 8	98,818	105,489
Deposits and other liabilities		11,912	11,180
Debenture debt	Note 9	76,521	74,884
		243,089	242,866
<b>NET FINANCIAL ASSETS</b>		27,914	32,713
<b>NON-FINANCIAL ASSETS</b>			
Inventories held for consumption		10,063	8,892
Prepaid expenses		1,359	1,401
Land held for resale		25,602	21,696
Tangible capital assets	Schedule 3 & Note 11	1,173,232	1,071,494
		1,210,256	1,103,483
<b>MUNICIPAL EQUITY</b>	Note 13	\$ 1,238,170	\$ 1,136,196
Commitments (Note 20)			
Contingent liabilities (Note 24)			

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

**CONSOLIDATED STATEMENT OF OPERATIONS  
FOR THE YEAR ENDED DECEMBER 31, 2013  
(in thousands of dollars)**



		2013	2013 Budget	2012 (Restated Note 2)
<b>REVENUE</b>				
Sales and user charges		\$ 161,926	\$ 159,085	\$ 156,617
Net taxes	Schedule 2	103,247	102,999	97,767
Government transfers	Note 18	56,795	61,647	43,398
Contributed assets		30,010	-	20,228
Sale of land		7,859	7,859	15,256
Fines and penalties		6,612	8,243	7,838
Licenses and permits		4,645	4,442	4,082
Gas company franchise fee		4,642	4,024	3,781
Return on investments		3,431	2,925	2,942
Special municipal levies		3,115	3,055	3,030
Other		9,425	10,186	9,175
		391,707	364,465	364,114
<b>EXPENSES</b>				
	Note 19			
Protective Services		65,953	65,270	63,456
Electric		55,019	53,011	51,517
Infrastructure & Transportation Services		48,843	55,518	46,647
Leisure & Human Services		42,278	43,430	44,669
General Government Services		22,105	23,258	19,285
Water		16,476	17,082	14,575
Development Services		12,627	13,794	11,010
Wastewater		11,902	13,229	12,731
Waste Services		10,853	12,950	10,614
Family Support & Social Services		3,677	3,798	3,560
		289,733	301,340	278,064
<b>EXCESS OF REVENUE OVER EXPENSES</b>	Schedule 1 & 4	101,974	63,125	86,050
<b>MUNICIPAL EQUITY, BEGINNING OF YEAR</b>	Restated Note 2	1,136,196	1,136,196	1,050,146
<b>MUNICIPAL EQUITY, END OF YEAR</b>	Note 13	\$ 1,238,170	\$ 1,199,321	\$ 1,136,196

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

**CONSOLIDATED STATEMENT OF NET FINANCIAL ASSETS  
FOR THE YEAR ENDED DECEMBER 31, 2013  
(in thousands of dollars)**



	2013	2013 Budget	2012 (Restated Note 2)
<b>EXCESS OF REVENUE OVER EXPENSES</b>	\$ 101,974	\$ 63,125	\$ 86,050
Change related to tangible capital assets			
Acquisition of tangible capital assets	(110,189)	(104,508)	(103,518)
Contributed assets	(30,010)	-	(20,228)
Proceeds on disposal of tangible capital assets	314	-	3,525
Amortization of tangible capital assets	36,016	34,030	32,791
Loss on disposal of tangible capital assets	2,131	-	275
	(101,738)	(70,478)	(87,155)
Change related to other non-financial assets			
Acquisition of inventories held for consumption	(23,100)	-	(15,923)
Acquisition of prepaid expenses	(1,330)	-	(1,298)
Use of land held for resale	(3,906)	-	2,497
Use of inventories held for consumption	21,929	-	15,842
Use of prepaid assets	1,372	-	1,484
	(5,035)	-	2,602
<b>(DECREASE)INCREASE IN NET FINANCIAL ASSETS</b>	(4,799)	(7,353)	1,497
<b>NET FINANCIAL ASSETS, BEGINNING OF YEAR</b>	32,713	32,713	31,216
<b>NET FINANCIAL ASSETS, END OF YEAR</b>	\$ 27,914	\$ 25,360	\$ 32,713

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

**CONSOLIDATED STATEMENT OF CASHFLOWS  
FOR THE YEAR ENDED DECEMBER 31, 2013  
(in thousands of dollars)**



	2013	2012 (Restated Note 2)
<b>NET INFLOW (OUTFLOW) OF CASH</b>		
<b>OPERATING ACTIVITIES</b>		
Excess of revenue over expenses	\$ 101,974	\$ 86,050
Items not involving cash		
Amortization of tangible capital assets	36,016	32,791
Loss on disposal of tangible capital assets	2,131	275
Changes to financial assets		
Decrease (increase) in receivables	(9,796)	2,789
Decrease (increase) in other financial assets	(1,275)	(2,684)
Changes to non-financial assets		
Decrease (increase) in prepaid expenses	42	186
Decrease (increase) in inventories held for consumption	(1,171)	(81)
Decrease (increase) in land held for resale	(3,906)	2,497
Changes to liabilities		
Increase (decrease) in accounts payable and accrued liabilities	4,413	(1,475)
Increase (decrease) in employee benefit obligation	112	651
Increase (decrease) in deferred revenue	(6,671)	(930)
Increase (decrease) in deposits and other liabilities	732	581
	122,601	120,650
<b>CAPITAL ACTIVITIES</b>		
Acquisition of tangible capital assets	(110,189)	(103,518)
Tangible capital assets received as a contribution	(30,010)	(20,228)
Proceeds on disposal of tangible capital assets	314	3,525
	(139,885)	(120,221)
<b>INVESTING ACTIVITIES</b>		
Decrease (increase) in investments	23,847	(35,490)
<b>FINANCING ACTIVITIES</b>		
Debenture debt issued	10,840	16,710
Debenture debt principal redeemed	(9,203)	(7,172)
	1,637	9,538
<b>CHANGE IN CASH AND CASH EQUIVALENTS DURING YEAR</b>	8,200	(25,523)
<b>CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR</b>	21,526	47,049
<b>CASH AND CASH EQUIVALENTS, END OF YEAR</b>	\$ 29,726	\$ 21,526

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

**CONSOLIDATED SCHEDULE OF UNRESTRICTED SURPLUS  
AS AT DECEMBER 31, 2013  
(in thousands of dollars)  
Schedule 1**



	2013	2013 Budget	2012 (Restated Note 2)
<b>EXCESS OF REVENUE OVER EXPENSES</b>	<b>\$ 101,974</b>	<b>\$ 63,125</b>	<b>\$ 86,050</b>
Unrestricted balances			
Transfer from prior year unrestricted surplus	-	-	2,505
Transfer from prior year surplus to reserves	2,286	-	1,875
Unfunded			
Change in unfunded vacation pay	151	-	435
Transfer to equity in inventories held for consumption	1,171	-	81
Transfer (from) equity in prepaid expenses	(42)	-	(186)
Restricted balances			
Transfer (to) reserves	(1,908)	(14,651)	(10,869)
Transfer from (to) capital fund	3,160	(7,656)	(597)
Equity in non-financial assets			
Change in land held for resale	(4,403)	-	2,025
Change in tangible capital assets	(100,101)	(40,179)	(77,619)
Change in inventories held for consumption	(1,171)	-	(81)
Change in prepaid expenses	42	-	186
<b>CONSOLIDATED ANNUAL UNRESTRICTED SURPLUS</b>	<b>\$ 1,159</b>	<b>\$ 639</b>	<b>\$ 3,805</b>

**SCHEDULE OF NET TAXES  
FOR THE YEAR ENDED DECEMBER 31, 2013  
(in thousands of dollars)  
Schedule 2**



	2013	2012 (Restated Note 2)
<b>NET TAXES</b>		
Real property taxes	\$ 134,612	\$ 127,333
Special assessments	3,115	3,030
Business taxes (BRZ)	176	195
Grants in lieu of taxes		
Federal	212	200
Provincial	1,976	1,896
	140,091	132,654
Less special requisition transfers		
Alberta School Foundation Fund	27,055	25,476
Holy Spirit RCSR 4	5,076	4,846
Green Acres Foundation	1,400	1,337
Downtown Lethbridge Business Revitalization Zone	198	198
	33,729	31,857
<b>TAXATION FOR MUNICIPAL PURPOSES</b>	<b>106,362</b>	<b>100,797</b>
Less special levies		
Street maintenance frontage taxes	3,115	3,030
<b>NET TAXES</b>	<b>\$ 103,247</b>	<b>\$ 97,767</b>



**SCHEDULE OF TANGIBLE CAPITAL ASSETS  
AS AT DECEMBER 31, 2013  
(in thousands of dollars)  
Schedule 3**

	Land	Land Improvements	Buildings	Infrastructure	Equipment & Furnishings	Vehicles	Assets Under Construction	2013	2012 (Restated Note 2)
<b>COST</b>									
BALANCE, BEGINNING OF YEAR	\$ 89,451	\$ 47,893	\$ 247,604	\$ 932,328	\$ 85,488	\$ 55,283	\$ 89,004	\$ 1,547,051	\$ 1,432,020
Acquisition of tangible capital assets	3,209	12,725	34,472	92,505	7,262	6,172	(16,146)	140,199	123,746
Disposal of tangible capital assets	(277)	(432)	-	(5,628)	(616)	(2,205)	-	(9,158)	(8,715)
<b>BALANCE, END OF YEAR</b>	<b>92,383</b>	<b>60,186</b>	<b>282,076</b>	<b>1,019,205</b>	<b>92,134</b>	<b>59,250</b>	<b>72,858</b>	<b>1,678,092</b>	<b>1,547,051</b>
<b>ACCUMULATED AMORTIZATION</b>									
BALANCE, BEGINNING OF YEAR	-	(20,602)	(83,921)	(304,453)	(42,742)	(23,839)	-	(475,557)	(447,681)
Annual Amortization	-	(1,771)	(5,201)	(19,368)	(5,576)	(4,100)	-	(36,016)	(32,791)
Accumulated amortization on disposals	-	217	-	4,016	486	1,994	-	6,713	4,915
<b>BALANCE, END OF YEAR</b>	<b>-</b>	<b>(22,156)</b>	<b>(89,122)</b>	<b>(319,805)</b>	<b>(47,832)</b>	<b>(25,945)</b>	<b>-</b>	<b>(504,860)</b>	<b>(475,557)</b>
<b>TOTAL NET BOOK VALUE</b>	<b>\$ 92,383</b>	<b>\$ 38,030</b>	<b>\$ 192,954</b>	<b>\$ 699,400</b>	<b>\$ 44,302</b>	<b>\$ 33,305</b>	<b>\$ 72,858</b>	<b>\$ 1,173,232</b>	<b>\$ 1,071,494</b>



**SCHEDULE OF SEGMENTED REPORTING  
FOR THE YEAR ENDED DECEMBER 31, 2013  
(in thousands of dollars)  
Schedule 4**



	General Municipal Revenue	Protective Services	Infrastructure & Transportation Services	Leisure & Human Services
<b>REVENUE</b>				
Sales and user charges	\$ -	\$ 12,078	\$ 12,760	\$ 7,741
Net taxes	103,247	-	-	-
Government transfers	-	690	33,178	8,390
Contributed assets	-	-	16,292	2,865
Sale of land	-	-	-	-
Fines and penalties	526	62	434	-
Licenses and permits	-	3,902	16	727
Gas company franchise fee	4,642	-	-	-
Return on investments	3,067	-	-	-
Special municipal levies	-	-	2,766	349
Other	56	1,887	219	1,755
	111,538	18,619	65,665	21,827
<b>EXPENSES</b>				
Salaries, wages and benefits	-	44,242	18,119	15,843
Materials, supplies and utilities	-	2,014	11,570	4,552
Contracted and general services	-	3,788	7,919	8,386
Amortization of tangible capital assets	-	1,545	13,534	4,227
Transfers to individuals and organizations	-	31	-	1,887
Debenture debt interest	-	-	1,146	-
Financial charges	-	251	332	142
Interdepartmental transfers (net)	-	14,200	(847)	7,561
Expenses recovered from capital	-	(227)	(4,230)	(422)
Other	-	109	1,300	102
	-	65,953	48,843	42,278
<b>EXCESS OF REVENUE OVER EXPENSES</b>	111,538	(47,334)	16,822	(20,451)
Change in unrestricted balances	744	(148)	246	39
Transfer from (to) reserves	(764)	886	509	(650)
Transfer from (to) internal segments	2,637	(1,367)	5,045	617
Transfer from (to) capital fund	-	662	(2,205)	2,204
Change in equity in non-financial assets	-	533	(43,405)	(12,606)
<b>UNRESTRICTED SURPLUS (DEFICIT)</b>	\$ 114,155	\$ (46,768)	\$ (22,988)	\$ (30,847)

**SCHEDULE OF SEGMENTED REPORTING  
FOR THE YEAR ENDED DECEMBER 31, 2013  
(in thousands of dollars)  
Schedule 4**



General Government Services	Development Services	Family Support & Social Services	Utilities	2013	2012 (Restated Note 2)
\$ 642	\$ 2,189	\$ 776	\$ 125,740	\$ 161,926	\$ 156,617
-	-	-	-	103,247	97,767
5,176	6,312	2,769	280	56,795	43,398
159	(2,873)	-	13,567	30,010	20,228
-	7,859	-	-	7,859	15,256
5,590	-	-	-	6,612	7,838
-	-	-	-	4,645	4,082
-	-	-	-	4,642	3,781
303	45	16	-	3,431	2,942
-	-	-	-	3,115	3,030
5,867	423	16	(798)	9,425	9,175
17,737	13,955	3,577	138,789	391,707	364,114
39,799	2,550	824	17,707	139,084	133,929
4,428	116	90	42,920	65,690	63,680
10,904	2,189	2,108	9,690	44,984	44,858
2,097	12	46	14,555	36,016	32,791
522	6,103	1	-	8,544	5,580
19	161	-	1,362	2,688	2,645
311	-	8	(35)	1,009	996
(36,424)	434	597	14,479	-	-
(93)	(734)	-	(7,191)	(12,897)	(11,318)
542	1,796	3	763	4,615	4,903
22,105	12,627	3,677	94,250	289,733	278,064
(4,368)	1,328	(100)	44,539	101,974	86,050
97	16	29	2,543	3,566	4,710
3,205	963	(149)	(5,908)	(1,908)	(10,869)
2,575	(3,019)	(15)	(6,473)	-	-
(292)	5,025	-	(2,234)	3,160	(597)
(10,379)	(7,066)	(747)	(31,963)	(105,633)	(75,489)
\$ (9,162)	\$ (2,753)	\$ (982)	\$ 504	\$ 1,159	\$ 3,805

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# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2013 (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 Canadian generally accepted accounting principles for local governments established by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants. Significant aspects of the 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 and balances 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 it is 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 given rise to the transfer occur, providing the transfers are authorized, 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 financial 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.

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

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2013  
(in thousands of dollars)**



**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.



**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2013  
(in thousands of dollars)**



**e. Non-financial Assets (continued)**

**(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:

Asset	Years
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

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.

**(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. Contributed assets are comprised mainly of contributions from privately developed subdivisions including water systems, wastewater systems, storm systems, roads and parks.

**(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 defined benefit multi-employer pension plans 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.

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**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2013  
(in thousands of dollars)**



**g. Use of Estimates**

The preparation of financial statements in conformity with Canadian Public Sector Accounting Standards 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 THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2013  
(in thousands of dollars)**



**2. CHANGE IN ACCOUNTING POLICY & ADJUSTMENT TO PRIOR YEAR'S FINANCIAL STATEMENTS**

**Change in Accounting Policy**

The City has implemented Public Sector Accounting Standards ("PSAS") section 3510 Tax Revenue. Section 3510 requires municipalities to recognize in full, revenue of an imposed tax and associated receivable for a local improvement in the year that the related tax imposition by-law and project has been completed. The City has restated its financial statements to comply with the provisions of PSAS section 3510 with retrospective effect.

**Adjustment to Prior Year's Financial Statements**

The City received contributed assets which were recorded at their fair value at the date of contribution based on the best information available at the time. Subsequent to issuing the 2012 Audited Financial Statements, the City has determined that specific attributes relating to these contributed tangible capital assets were incorrect, which led to a change in the valuation of the assets. The financial statements have been restated with retrospective effect.

These accounting adjustments have impacted the net book value of tangible capital assets, as well as the annual surplus amount reported in the Excess of Revenue Over Expenses for the prior period, resulting in adjustments to Municipal Equity.

These changes have been applied retrospectively as follows:

<b>Receivables</b>	
As previously reported, December 31, 2012	\$ 35,936
Adjustment for local improvements	766
<b>Receivables as restated as at December 31, 2012</b>	<b>\$ 36,702</b>
<b>Deferred Revenue</b>	
As previously reported, December 31, 2012	\$ 105,730
Adjustment for local improvements	(241)
<b>Deferred Revenue as restated as at December 31, 2012</b>	<b>\$ 105,489</b>
<b>Tangible Capital Assets</b>	
As previously reported, December 31, 2012	\$ 1,017,904
Adjustment to historical cost	58,767
Adjustment to accumulated amortization	(5,177)
<b>Tangible Capital Assets as restated as at December 31, 2012</b>	<b>\$ 1,071,494</b>

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2013  
(in thousands of dollars)**



**2. CHANGE IN ACCOUNTING POLICY & ADJUSTMENT TO PRIOR YEAR'S FINANCIAL STATEMENT  
(CONTINUED)**

Excess of Revenue Over Expenses		
As previously reported, December 31, 2012	\$	87,252
Adjustment to amortization expense		(987)
Adjustment to special municipal levies		(259)
Adjustment to other revenue		44
<b>Excess of Revenue Over Expenses as restated as at December 31, 2012</b>	<b>\$</b>	<b>86,050</b>
Municipal Equity 2011		
As previously reported, December 31, 2011	\$	994,347
Adjustment to net book value of tangible capital assets		54,567
Adjustment to capital fund for local improvements		1,232
<b>Municipal Equity as restated as at December 31, 2011</b>	<b>\$</b>	<b>1,050,146</b>
Municipal Equity 2012		
As previously reported, December 31, 2012	\$	1,081,599
Adjustment to net book value of tangible capital assets		53,591
Adjustment to capital fund for local improvements		1,006
<b>Municipal Equity as restated as at December 31, 2012</b>	<b>\$</b>	<b>1,136,196</b>

**3. CASH & CASH EQUIVALENTS**

	2013	2012
Cash	\$ 3,618	\$ 3,673
Cash equivalents	26,108	17,853
	<b>\$ 29,726</b>	<b>\$ 21,526</b>

Cash includes cash on hand and balances with financial institutions.

Cash equivalents are comprised of short term deposits and guaranteed investment certificates with original maturities less than three months. The cash equivalents shown above have an average effective annual yield of 1.50% (2012 1.24%).

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2013  
(in thousands of dollars)**



**4. INVESTMENTS**

	2013		2012	
	Carrying Value	Market	Carrying Value	Market
Short term investments	\$ 113,037	\$ 113,041	\$ 136,309	\$ 136,160
Long term investments <sup>(1)</sup>	77,094	78,716	77,669	78,716
	\$ 190,131	\$ 191,757	\$ 213,978	\$ 214,876

Investments mature at various dates between January 2, 2014 and December 6, 2024 and have an average effective annual yield of 1.82% (2012 1.72%).

Investments include \$65,785 (2012 \$78,574) in externally restricted amounts which must be used for specified capital projects.

**<sup>(1)</sup> Floating-rate notes**

Included in long term investments are floating-rate notes with a net carrying value of \$18,736 which were received in exchange for asset-backed commercial paper (ABCP).

Prior to August 2007, the City invested in short term third-party structured 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.

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 21, 2009 face value of the unrated notes. This option was exercised in October 2010.

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

The City has estimated the carrying value of these investments as at December 31, 2013 using a probability-weighted discounted cash flow valuation model. The resulting net carrying value of \$18,736 is calculated as follows:

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2013**  
(in thousands of dollars)



**4. INVESTMENTS (CONTINUED)**

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>	

**5. RECEIVABLES**

	2013	2012 (Restated Note 2)
Trade accounts receivable	\$ 36,817	\$ 31,267
Taxes receivable	2,634	3,161
Other government receivables	11,102	5,889
	50,553	40,317
Allowance for doubtful amounts	<u>(4,055)</u>	<u>(3,615)</u>
	<u>\$ 46,498</u>	<u>\$ 36,702</u>



**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2013  
(in thousands of dollars)**



**6. ACCOUNTS PAYABLE & ACCRUED LIABILITIES**

	2013	2012
Trade accounts payable	\$ 28,505	\$ 26,587
Accrued liabilities	8,758	6,539
Environmental liabilities <sup>(1)</sup>	4,150	3,873
Other government	1,942	1,943
	<b>\$ 43,355</b>	<b>\$ 38,942</b>

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

Included in accounts payable and accrued liabilities is \$4,150 (2012 \$3,873) of estimated total landfill closure and post-closure care costs.

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 2.1 (2012 - 2.3) million cubic meters which will be reached in approximately 8-9 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 \$1,970 (2012 \$2,076). The following summarizes the total net present value of the estimated costs of closure and post-closure care:

	2013	2012
Estimated closure costs	\$ 1,638	\$ 2,557
Estimated post-closure costs	4,482	3,392
Total estimated costs	6,120	5,949
Amount accrued to December 31	(4,150)	(3,873)
Balance of estimated costs to accrue over the remaining life of the landfill	<b>\$ 1,970</b>	<b>\$ 2,076</b>

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2013  
(in thousands of dollars)**



**7. EMPLOYEE BENEFIT OBLIGATIONS**

	2013	2012
Vacation and overtime	\$ 11,434	\$ 11,322
Sick pay	958	955
Post employment benefits	91	94
	<b>\$ 12,483</b>	<b>\$ 12,371</b>

**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 (and are vested) or are entitled to them within the next budgetary year.

**8. DEFERRED REVENUE**

	2013	2012 (Restated Note 2)
Deferred revenue	\$ 3,115	\$ 2,316
Government contributions <sup>(1)</sup>	69,483	78,574
Prepaid taxes	26,220	24,599
	<b>\$ 98,818</b>	<b>\$ 105,489</b>

<sup>(1)</sup> Government contributions in deferred revenue consist of the following:

	2012 Balance	Grants Received & Interest	Government Transfer Revenue	2013 Balance
Basic Municipal Transportation Grant	\$ 18,619	\$ 5,769	\$ (2,007)	\$ 22,381
Municipal Sustainability Initiative Grant	12,612	16,547	(9,699)	19,460
Alberta Municipal Infrastructure Program	28,779	447	(16,769)	12,457
Federal Gas Tax Fund	13,193	5,011	(9,516)	8,688
Other Grants	5,371	19,930	(18,804)	6,497
	<b>\$ 78,574</b>	<b>\$ 47,704</b>	<b>\$ (56,795)</b>	<b>\$ 69,483</b>

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2013  
(in thousands of dollars)**



**9. DEBENTURE DEBT**

	2013	2012
General - self supported	\$ 44,492	\$ 41,924
Utilities	32,029	32,960
	<b>\$ 76,521</b>	<b>\$ 74,884</b>

Principal and interest repayments are as follows:

	Principal	Interest	Total
2014	\$ 9,680	\$ 2,549	\$ 12,229
2015	8,169	2,200	10,369
2016	8,162	1,950	10,112
2017	7,527	1,701	9,228
2018	5,948	1,472	7,420
2019 to maturity	37,035	6,105	43,140
	<b>\$ 76,521</b>	<b>\$ 15,977</b>	<b>\$ 92,498</b>

Debenture debt is repayable to the Alberta Capital Finance Authority. Existing debentures mature in annual amounts to the year 2032. Interest rates on these debentures range from 1.37% 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 \$2,688 (2012 \$2,645).



**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2013  
(in thousands of dollars)**



**10. 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:

	2013	2012
Total debt limit	\$ 474,023	\$ 460,573
Debenture debt	(76,521)	(74,884)
Debt limit unused	397,502	385,689
Percentage of debt to debt limit	16.14%	16.26%
Service on debt limit	79,004	76,762
Service debt (principal and interest payment)	(12,229)	(11,587)
Service on debt limit unused	66,775	65,175
Percentage of debt to debt limit	15.48%	15.09%

The debt limit is calculated at 1.5 times the revenue of the City as defined in Alberta Regulations 255/2000 (consolidate 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.



**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2013  
(in thousands of dollars)**



**11. TANGIBLE CAPITAL ASSETS**

	2013	2012 (Restated Note 2)
Net book value		
Land	\$ 92,383	\$ 89,451
Land improvements	38,030	27,291
Buildings	192,954	163,683
Infrastructure		
Roadways	336,913	293,279
Water system	152,900	141,342
Wastewater system	122,546	115,423
Waste Services system	555	464
Electrical system	86,486	77,367
Equipment and furnishings	44,302	42,746
Vehicles	33,305	31,444
Assets under construction	72,858	89,004
	<b>\$ 1,173,232</b>	<b>\$ 1,071,494</b>

Contributed capital assets have been recognized at fair market value at the date of contribution. The value of contributed assets received during the year is \$30,010 (2012 \$20,228). This amount is comprised of land in the amount of \$1,766 (2012 \$1,672), land improvements in the amount of \$1,373 (2012 \$1,398), infrastructure in the amount of \$26,812 (2012 \$16,884) and equipment and furnishings in the amount of \$59 (2012 \$274).

The City capitalized \$637 (2012 \$356) in interest during the year.



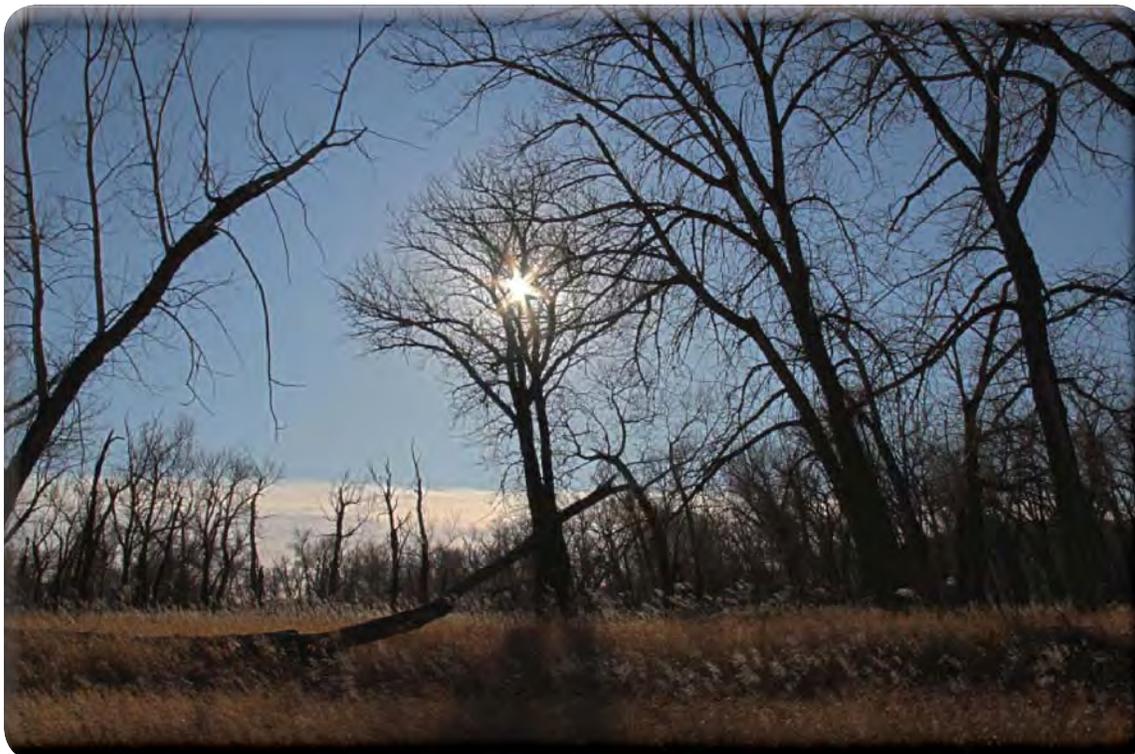
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2013  
(in thousands of dollars)**



**12. 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:

	2013 Actual Surplus	2013 Budgeted Surplus	2012 Actual Surplus
General	\$ 656	\$ -	\$ 744
Utilities			
Water	153	-	782
Wastewater	612	-	128
Waste Services	575	178	609
Electric	(837)	461	1,542
Total Utilities	503	639	3,061
	\$ 1,159	\$ 639	\$ 3,805



**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2013  
(in thousands of dollars)**



**13. MUNICIPAL EQUITY**

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

	2013	2012 (Restated Note 2)
Unrestricted balances		
Unrestricted surplus (Note 14)	\$ 6,394	\$ 7,521
Unfunded		
Vacation pay	(9,141)	(8,990)
Inventories held for consumption	(10,063)	(8,892)
Prepaid expenses	(1,359)	(1,401)
Restricted balances		
Reserves (Note 15)	67,407	65,499
Capital fund	55,318	58,478
Equity in non-financial assets		
Land held for resale	21,481	17,078
Inventories held for consumption	10,063	8,892
Prepaid expenses	1,359	1,401
Tangible capital assets (Note 17)	1,096,711	996,610
	<b>\$ 1,238,170</b>	<b>\$ 1,136,196</b>

**14. 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 2013 General Operations accumulated surplus of \$656, and Electric Utility accumulated deficit of \$837 will be transferred to the Municipal Revenue Stabilization Reserve in 2014.

	2012 Balance	Appropriations & Adjustments	2013 Surplus	2013 Balance
City general	\$ 744	\$ (744)	\$ 656	\$ 656
Water	1,885	-	153	2,038
Wastewater	1,062	-	612	1,674
Waste Services	2,288	-	575	2,863
Electric	1,542	(1,542)	(837)	(837)
	<b>\$ 7,521</b>	<b>\$ (2,286)</b>	<b>\$ 1,159</b>	<b>\$ 6,394</b>

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2013  
(in thousands of dollars)**



**15. RESERVES**

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

	2013	2012
<b>Operating</b>		
Budget Appropriations	\$ 14,665	\$ 17,973
Municipal Revenue Stabilization (Note 16)	13,097	15,414
Insurance	3,073	2,884
Cemeteries	1,013	899
Urban Parks	744	1,296
Mayor Magrath Drive Beautification	106	106
	32,698	38,572
<b>Capital</b>		
Fleet Services	19,312	14,591
Real Estate Holdings	4,435	4,439
Community Lighting	3,296	3,090
Major Capital Projects	2,737	91
Acquire Off Street Parking	2,298	1,991
Community Reserve Fund	1,112	1,001
Transit Bus	1,088	928
Central Business District Land Acquisition	431	796
	34,709	26,927
	\$ 67,407	\$ 65,499



**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2013  
(in thousands of dollars)**



**16. 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, allocation to Electric capital projects, municipal consent and access fee/franchise fee and by-law enforcement revenue shortfalls, budgeted allocations to General Operations, one time expenses and internal financing advances are charged to the reserve. The transactions affecting the reserve for the year ended December 31, 2013 are as follows:

	2013	2012
Balance, beginning of year	\$ 15,414	\$ 13,452
Add: Municipal consent and access fee (electric)	9,412	9,105
Return on investment (electric)	5,523	5,655
Recovery of internal financing	5,208	7,187
Investment and interest income (net of trust allocations)	3,047	1,921
Emergency Medical Services (EMS) Transition	2,249	3,042
2012 General Operating Surplus	1,542	1,262
Gas company franchise fee revenue (net of allocation to operations)	1,232	371
2012 Electric Utility Operating Surplus	744	613
CentreSite distribution allocation	284	237
Sale proceeds (Southgate land)	-	3,019
2012 snow removal surplus	-	1,023
By-law enforcement revenue (net of allocation to operations)	-	508
	44,655	47,395
Less: Allocation to Electric capital projects	12,685	11,064
Electric Utility - allocation to General Operations	9,750	9,750
Allocation to General Operations	5,250	5,250
Internal financing advances	2,237	4,436
One time allocations	634	905
Allocation for Tax Installment Payment Plan discounts	325	425
By-law enforcement revenue (net of allocation to operations)	273	-
Allocation for snow removal	253	-
Other allocations	151	151
	31,558	31,981
Balance, end of year	\$ 13,097	\$ 15,414

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2013  
(in thousands of dollars)**



**17. EQUITY IN TANGIBLE CAPITAL ASSETS**

	2013	2012 (Restated Note 2)
Tangible capital assets (Schedule 3)	\$ 1,678,092	\$ 1,547,051
Accumulated amortization (Schedule 3)	(504,860)	(475,557)
Debenture debt (Note 9)	(76,521)	(74,884)
	<b>\$ 1,096,711</b>	<b>\$ 996,610</b>

**18. GOVERNMENT TRANSFERS**

	2013	2012
Operating		
Provincial	\$ 13,508	\$ 8,710
Federal	1,155	618
Capital		
Provincial	30,480	32,057
Federal	11,652	2,013
	<b>\$ 56,795</b>	<b>\$ 43,398</b>



**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2013  
(in thousands of dollars)**



**19. EXPENSES BY OBJECT**

	2013	2012 (Restated Note 2)
Salaries, wages and benefits	\$ 139,084	\$ 133,929
Materials, supplies and utilities	65,690	63,680
Contracted and general services	44,984	44,858
Amortization of tangible capital assets	36,016	32,791
Transfers to individuals and organizations	8,544	5,580
Debenture debt interest	2,688	2,645
Financial charges	1,009	996
Other <sup>(1)</sup>	(8,282)	(6,415)
	<b>\$ 289,733</b>	<b>\$ 278,064</b>

<sup>(1)</sup> Other expenses include the recovery of costs charged to capital projects.



**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2013  
(in thousands of dollars)**



**20. COMMITMENTS**

**a. Contracts**

As at December 31, 2013 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 Cost to Complete
<b>Buildings</b>		
Crossings Ice Complex	\$ 31,766	\$ 33,630
LRPS Headquarters Expansion	2,200	26,152
Transit Facility Expansion	2,009	8,050
<b>Infrastructure</b>		
5 & 26 Ave & 28 St N Arterial Corridor Improvement	11,543	11,543
Watermain Renewals & Sanitary Sewer Upgrades	3,931	3,931
Underground Cable Replacement Sch 1-3	3,046	3,046
Parkside Drive Sanitary and Storm Upgrade	2,740	2,740
RiverStone	2,461	17,241
Auto Meter Reading & Advanced Metering System	1,348	1,348
Shallow Utilities Installation	993	993
North Regional Park	883	21,621
Crossings	673	27,525
Metis Trail, Jerry Potts, Garry Drive & Squamish Blvd Intersections	514	514
2013 Pathway Expansion	508	508
	<b>\$ 64,615</b>	<b>\$ 158,842</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, 2013.

**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 THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2013  
(in thousands of dollars)**



**20. 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. These fee for service contracts vary in their length, terms and conditions.

**21. PENSION AND RETIREMENT PLANS**

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

**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 224,000 people and 428 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 10.43% of pensionable earnings up to the Canada Pension Plan Year's Maximum Pensionable Earnings (YMPE) and 14.47% for the excess. Employees are required to make current service contributions of 9.43% to the YMPE and 13.47% for any portion of pensionable salary over the YMPE.

Total current and past service contributions by the City to the LAPP were \$9,219 (2012 \$8,656). Total current and past service contributions by the employees of the City were \$8,152 (2012 \$6,440).

At December 31, 2012 the LAPP disclosed an actuarial deficit of \$4.98 billion (2011 \$4.64 billion); the 2013 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 6,584 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 2013 were 14.55% (2012 14.55%) of pensionable earnings for the City and 13.45% (2012 13.45%) of pensionable salaries for police officers.

Total current and past service contributions by the City to the SFPP were \$2,275 (2012 \$2,252). Total current and past service contributions by the police officers to the SFPP were \$2,105 (2012 \$1,660).

At December 31, 2012 the SFPP disclosed an actuarial deficit of \$498,852 (2011 \$609,272); the 2013 SFPP actuarial balance was not available at the date of this report.

**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

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2013  
(in thousands of dollars)**



**21. PENSION AND RETIREMENT PLANS (CONTINUED)**

**c. APEX Supplementary Pension Plan (continued)**

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% (2012 2.5%) and 3.0% (2012 3.0%) respectively of pensionable earnings up to \$135 (2012 \$132).

Total current service contributions by the City to APEX in 2013 were \$441 (2012 \$444). Total current service contributions by the employees of the City were \$358 (2012 \$314).

**d. MuniSERP Supplementary Employee Retirement Plan**

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 whose retirement income would be affected by the Income Tax Act cap on pension contributions. The supplementary benefit takes the form of a lump sum cash payment upon retirement or death. MuniSERP supplements APEX and LAPP and is a voluntary, non-contributory, non-registered defined benefit employee retirement plan. The retirement benefit expense recorded by the City in the year is \$234 (2012 \$875).

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. An actuarial valuation was completed on December 31, 2013. The significant actuarial assumptions in measuring the accrued benefit obligation are as follows: expected discount rate of 5.00%, expected salary escalations of 4.00% per year and inflation rate of 2.50%.



**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2013  
(in thousands of dollars)**



**22. SALARY & BENEFITS**

Disclosure of salaries & 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	2013	2012
<b>Mayor</b>					
Dodic, R	1	\$ 66	\$ 38	\$ 104	\$ 108
Spearman, C	1	12	7	19	-
	2	78	45	123	108
<b>Aldermen</b>					
Carlson, J	1	31	21	52	43
Coffman, J	1	27	21	48	40
Ellis, F	1	24	18	42	42
Galloway, W	1	5	3	8	-
Hyggen, B	1	5	3	8	-
Iwaskiw, L	1	29	20	49	43
Mauro, J	1	28	21	49	39
Mearns, B	1	24	18	42	41
Miyashiro, R	1	4	3	7	-
Parker, R	1	31	21	52	39
Wickersham, T	1	29	18	47	42
	11	\$ 237	\$ 167	\$ 404	\$ 329
<b>City Manager</b>	1	\$ 291	\$ 43	\$ 334	\$ 327
<b>Designated Officers <sup>(1)</sup></b>	4	\$ 681	\$ 155	\$ 836	\$ 830

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

Councillors 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.

**23. FINANCIAL INSTRUMENTS**

Unless otherwise noted, the fair value of the financial instrument 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.

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**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2013  
(in thousands of dollars)**



**24. CONTINGENT LIABILITIES**

- a. The City of Lethbridge owns properties that may contain environmental contamination and require site reclamation. The amount of any such obligations are not practically estimable.

**25. 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 identified 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**

General Municipal Revenue includes net taxes, fines and penalties, return on investments, government transfers and franchise fees.

**b. Protective Services**

Protective Services includes dispatch, police, fire, disaster services, ambulance, inspection services, business licenses, parking enforcement, regulatory services and animal control.

**c. Infrastructure & Transportation Services**

Infrastructure & Transportation Services includes engineering services, fleet, roadway and parking services, storm sewers and transit.

**d. Leisure & Human Services**

Leisure & Human Services includes recreational and cultural facilities and programs. Also includes library, museum, and parks maintenance.

**e. General Government Services**

General Government Services includes council, legislative and general administration.

**f. Development Services**

Development Services includes economic development, planning, public housing and land development.

**g. Family Support & Social Services**

Family Support & Social Services includes community and family support, cemeteries and other public health support.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2013  
(in thousands of dollars)**



**25. SEGMENTED DISCLOSURES (continued)**

**h. Utilities**

Utilities includes water, wastewater, electric and waste services the latter of which encompasses recycling and landfill.

**26. COMPARATIVE INFORMATION**

Certain comparative information has been reclassified to conform with the financial statement presentation adopted in the current year.

**27. BUDGET INFORMATION**

The 2012 - 2014 Operating Budget was approved by City Council on November 28, 2011.

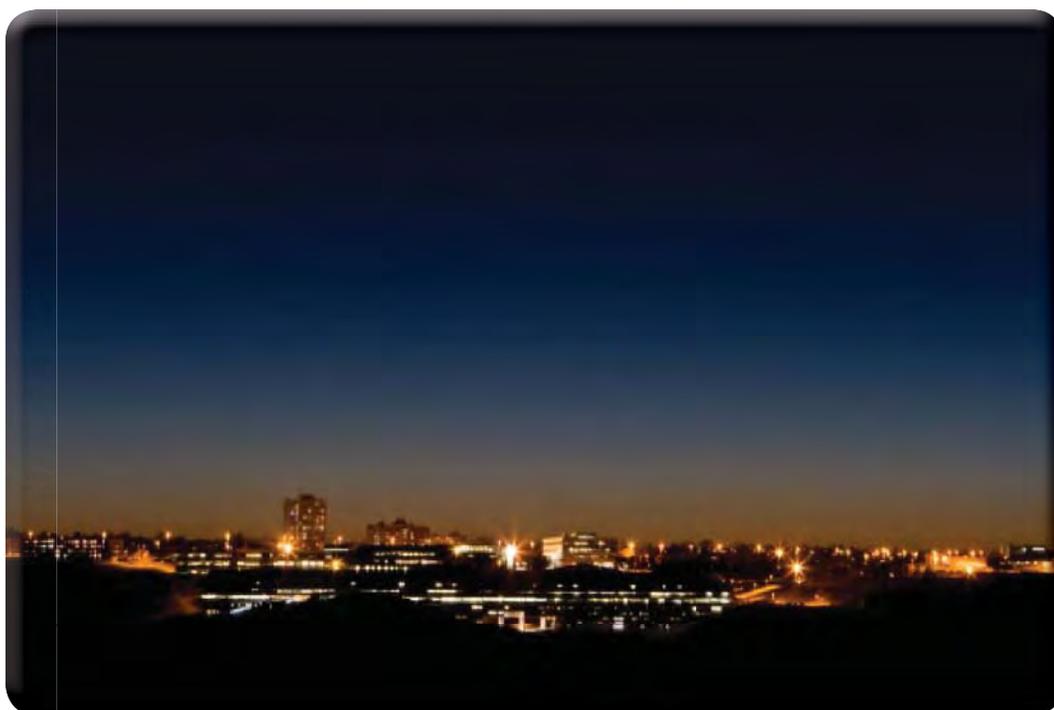
**28. APPROVAL OF FINANCIAL STATEMENTS**

These financial statements have been approved by City Council.

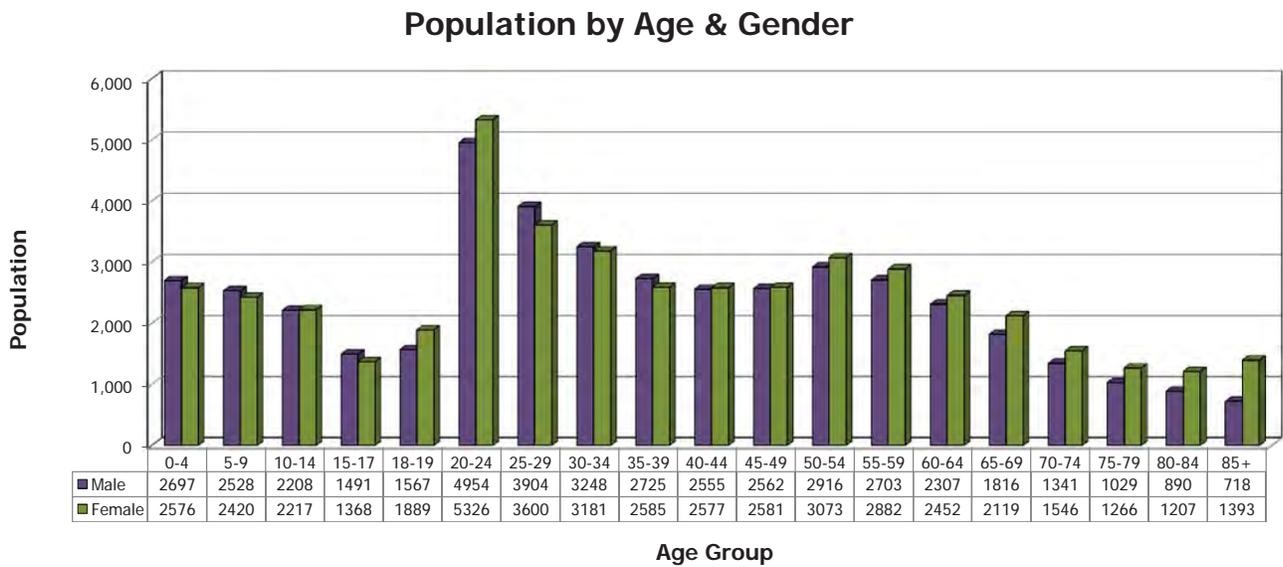
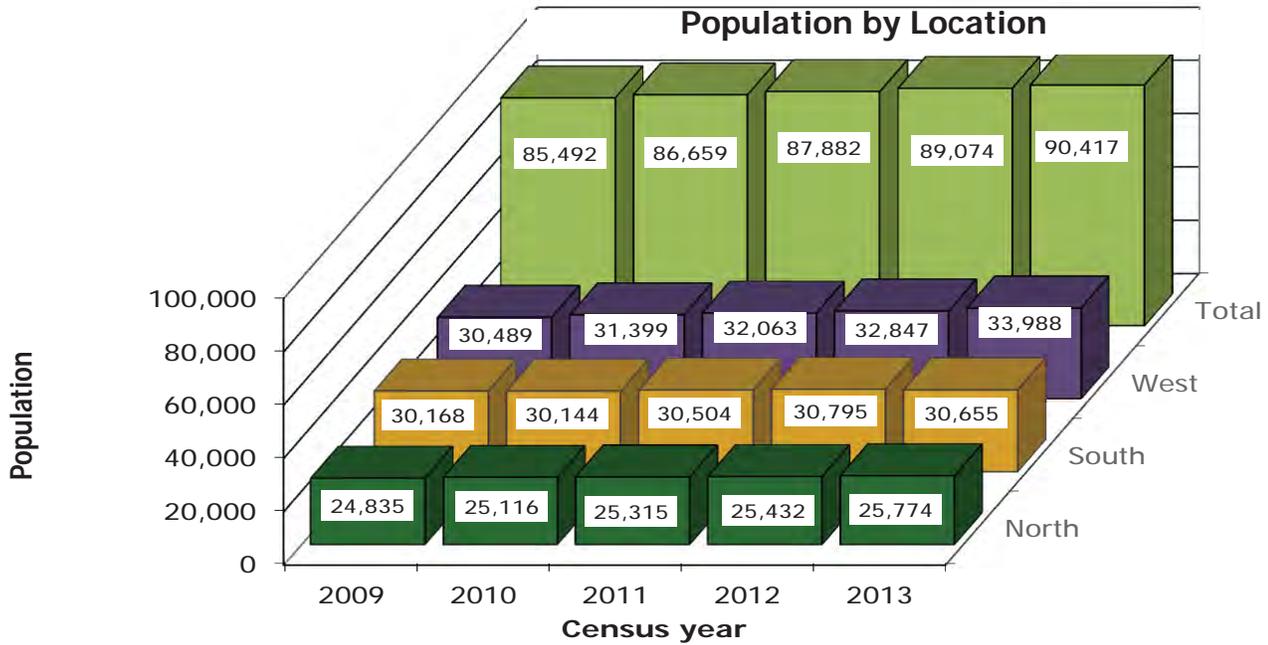


# STATISTICS

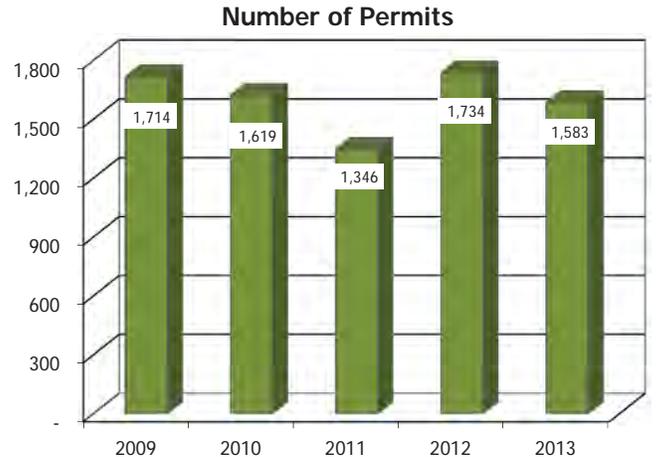
## (UNAUDITED)



# Population and Building Permits



## Building Permits Issued



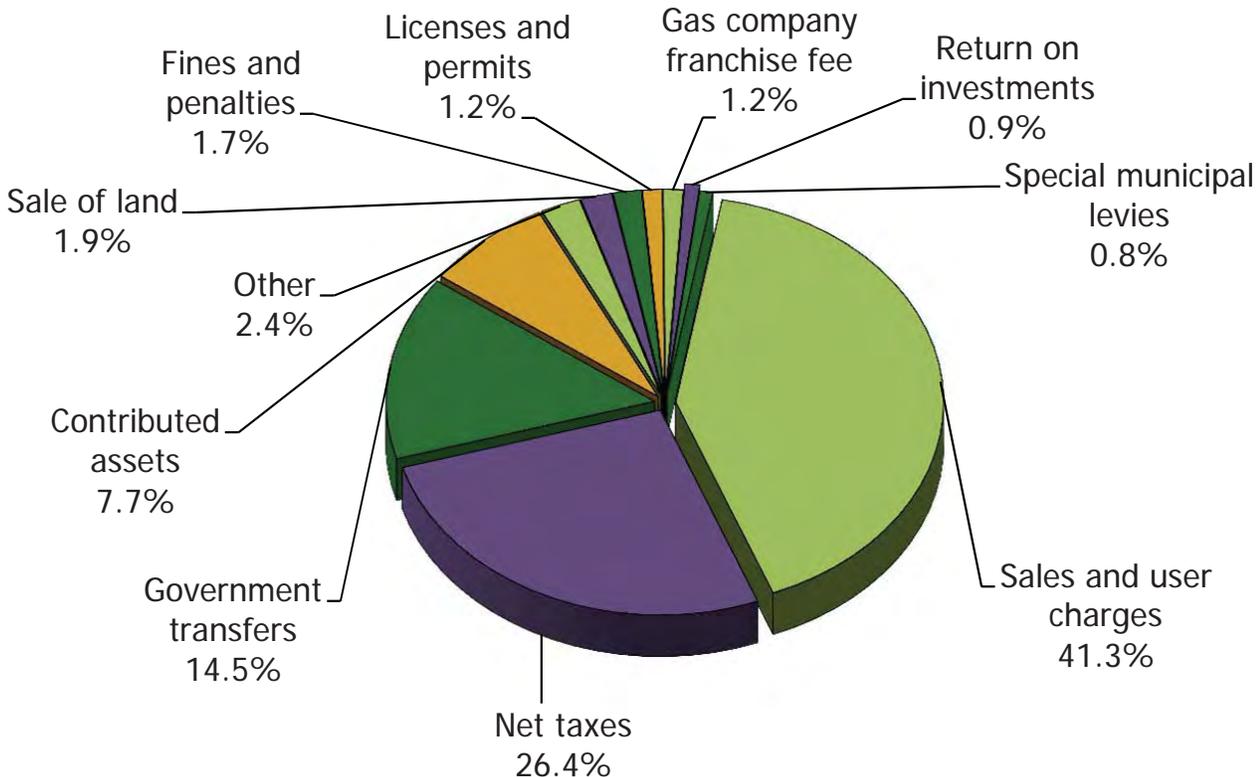
# Exhibit of Consolidated Revenue

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

	2013	2012 (Restated)	2011 (Restated)	2010 (Restated)	2009 (Restated)
<b>REVENUE</b>					
Sales and user charges	\$ 161,926	\$ 156,617	\$ 147,474	\$ 143,097	\$ 125,991
Net taxes	103,247	97,767	92,663	85,555	79,393
Government transfers	56,795	43,398	38,401	32,679	43,695
Contributed assets	30,010	20,228	30,314	30,682	4,495
Sale of land	7,859	15,256	6,637	11,808	8,506
Fines and penalties	6,612	7,838	7,067	6,522	5,694
Licenses and permits	4,645	4,082	3,202	3,260	3,286
Gas company franchise fee	4,642	3,781	4,077	3,988	3,454
Return on investments	3,431	2,942	4,444	3,356	2,266
Special municipal levies	3,115	3,030	2,993	2,939	2,835
Other	9,425	9,175	6,852	5,110	4,352
<b>TOTAL REVENUE</b>	<b>\$ 391,707</b>	<b>\$ 364,114</b>	<b>\$ 344,124</b>	<b>\$ 328,996</b>	<b>\$ 283,967</b>

In 2009, the City implemented Public Sector Accounting Standards (“PSAS”) section 1200 Financial Statement Presentation and 3150 Tangible Capital Assets, which required the City to restate 2008 balances. Subsequently the City determined that certain tangible capital assets had been omitted from the asset registry in prior years, and specific attributes relating to certain contributed tangible capital assets were incorrect, which led to a change in the valuation of the assets. In 2013, the City implemented PSAS section 3510 Tax Revenue, which the City has recognized on a retrospective basis. These restatements have been noted throughout the subsequent pages.

## 2013 Gross Revenue

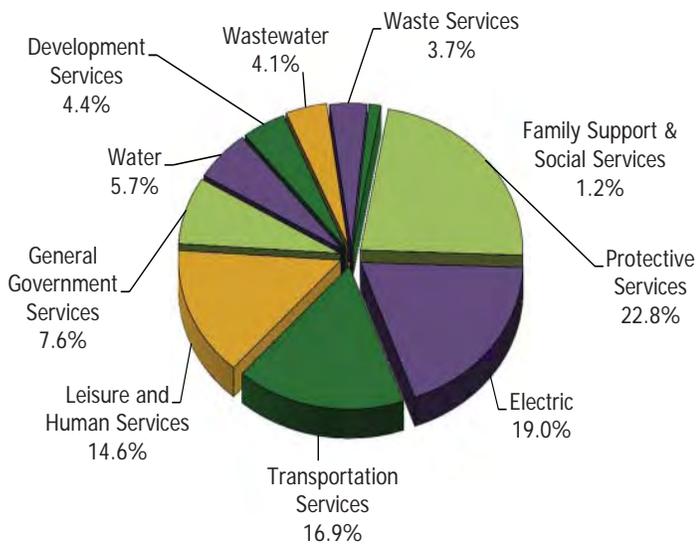


# Exhibit of Consolidated Expenses

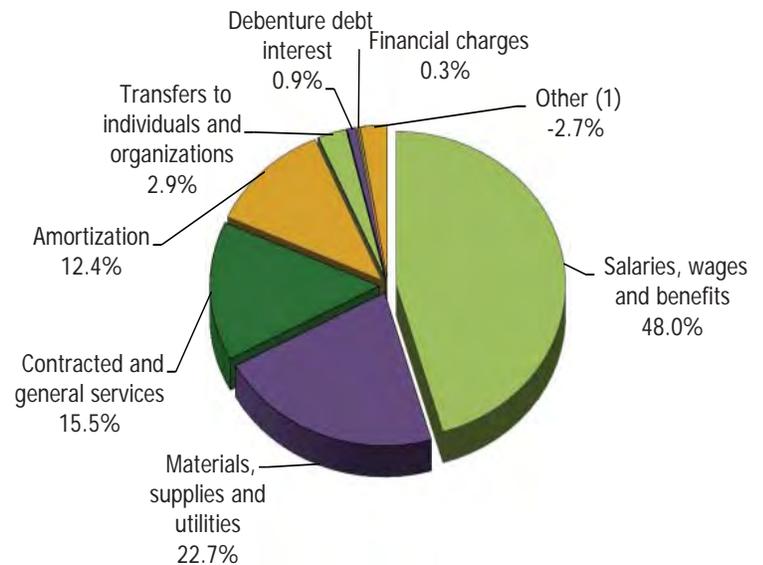
For the years ended December 31, 2009 - 2013  
(in thousands of dollars)

	2013	2012 (Restated)	2011 (Restated)	2010 (Restated)	2009 (Restated)
<b>EXPENSES BY FUNCTION</b>					
Protective Services	\$ 65,953	\$ 63,456	\$ 59,654	\$ 56,364	\$ 49,548
Electric	55,019	51,517	49,094	45,258	41,814
Transportation Services	48,843	46,647	46,713	42,948	45,250
Leisure and Human Services	42,278	44,669	36,439	36,070	32,448
General Government Services	22,105	19,285	17,106	16,973	16,212
Water	16,476	14,575	15,228	14,268	13,222
Development Services	12,627	11,010	11,048	8,994	7,390
Wastewater	11,902	12,731	12,709	12,086	11,240
Waste Services	10,853	10,614	11,578	11,397	10,326
Family Support & Social Services	3,677	3,560	3,485	3,597	3,427
<b>TOTAL EXPENSES BY FUNCTION</b>	<b>\$ 289,733</b>	<b>\$ 278,064</b>	<b>\$ 263,054</b>	<b>\$ 247,955</b>	<b>\$ 230,877</b>

**2013 Gross Expenses by Function**



**2013 Gross Expenses by Object**



	2013	2012 (Restated)	2011 (Restated)	2010 (Restated)	2009 (Restated)
<b>EXPENSES BY OBJECT</b>					
Salaries, wages and benefits	\$ 139,084	\$ 133,929	\$ 127,429	\$ 121,184	\$ 104,966
Materials, supplies and utilities	65,690	63,680	62,152	51,924	51,881
Contracted and general services	44,984	44,858	42,714	41,061	44,762
Amortization of tangible capital assets	36,016	32,791	30,697	28,533	27,690
Transfers to individuals and organizations	8,544	5,580	5,044	6,144	4,176
Debt interest	2,688	2,645	2,204	2,202	2,398
Financial charges	1,009	996	834	874	1,056
Other (1)	(8,282)	(6,415)	(8,020)	(3,967)	(6,052)
<b>TOTAL EXPENSES BY OBJECT</b>	<b>\$ 289,733</b>	<b>\$ 278,064</b>	<b>\$ 263,054</b>	<b>\$ 247,955</b>	<b>\$ 230,877</b>

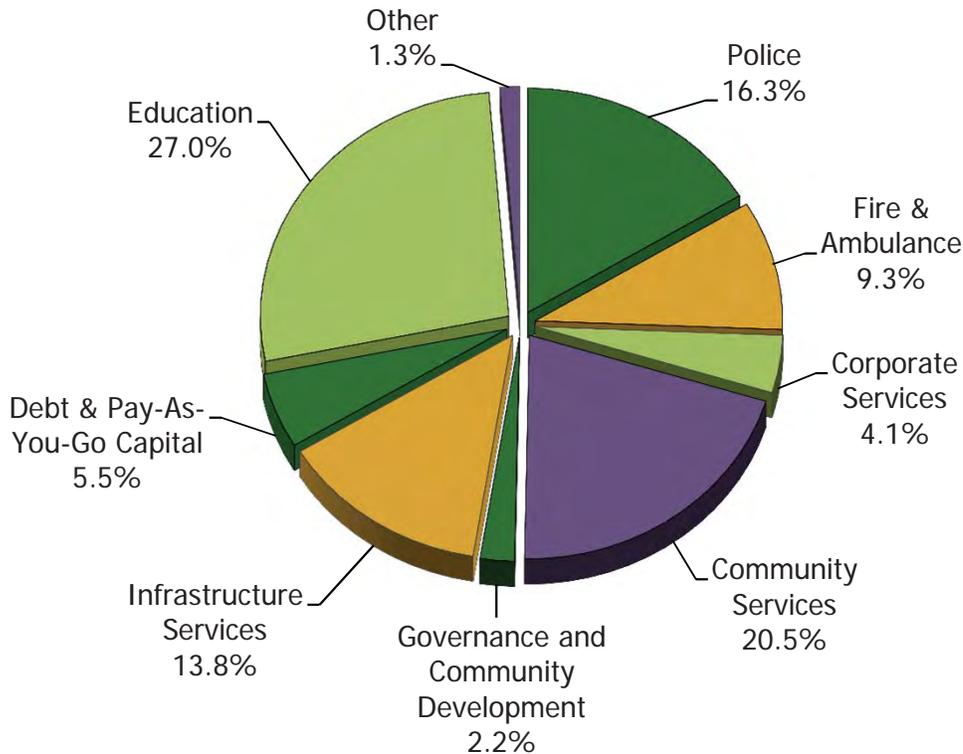
# Exhibit of Taxation and Assessment

## Property Tax Levy

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

	2013	2012 (Restated)	2011 (Restated)	2010 (Restated)	2009 (Restated)
Real Property					
Municipal	\$ 101,774	\$ 96,037	\$ 90,941	\$ 83,859	\$ 77,919
Education	31,747	30,145	27,087	26,068	24,996
Other	1,091	1,151	1,312	1,096	1,191
Total Real Property	134,612	127,333	119,340	111,023	104,106
Special Assessments	3,115	3,030	2,993	2,939	2,835
Business Taxes (BRZ)	176	195	186	181	174
<b>TOTAL CURRENT YEAR LEVY</b>	<b>\$ 137,903</b>	<b>\$ 130,558</b>	<b>\$ 122,519</b>	<b>\$ 114,143</b>	<b>\$ 107,115</b>
Current Taxes Collected	\$ 136,218	\$ 128,734	\$ 120,785	\$ 112,485	\$ 105,787
% of Current Taxes Collected	98.8%	98.6%	98.6%	98.5%	98.8%

## Allocation of Residential Property Tax dollars



## Taxable Assessment

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

	2013	2012	2011	2010	2009
Residential	\$ 8,357,299	\$ 8,345,452	\$ 8,490,443	\$ 8,157,813	\$ 8,441,849
Apartments	452,773	454,323	474,463	458,002	410,481
Commercial and Industrial	2,250,563	2,184,703	2,008,620	2,073,354	1,854,496
<b>TOTAL TAXABLE ASSESSMENT</b>	<b>\$ 11,060,635</b>	<b>\$ 10,984,478</b>	<b>\$ 10,973,526</b>	<b>\$ 10,689,169</b>	<b>\$ 10,706,826</b>

# Exhibit of Debenture Debt

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

	2013	2012	2011	2010	2009
<b>GENERAL</b>					
Self supported					
Offsites	\$ 40,322	\$ 37,633	\$ 32,414	\$ 7,538	\$ 3,454
Industrial park servicing	3,354	3,745	4,118	4,475	4,816
Local improvements	674	272	366	494	643
Lethbridge and District Exhibition	142	274	398	515	624
Lethbridge Softball Valley complex	-	-	-	-	21
	<b>44,492</b>	<b>41,924</b>	<b>37,296</b>	<b>13,022</b>	<b>9,558</b>
<b>UTILITIES</b>					
Water	7,917	6,555	6,262	7,559	9,096
Wastewater	5,448	4,622	4,099	4,788	6,242
Waste Services	14,047	16,890	15,689	18,763	21,241
Electric	4,617	4,893	2,000	-	-
	<b>32,029</b>	<b>32,960</b>	<b>28,050</b>	<b>31,110</b>	<b>36,579</b>
<b>TOTAL GENERAL AND UTILITIES DEBT</b>	<b>\$ 76,521</b>	<b>\$ 74,884</b>	<b>\$ 65,346</b>	<b>\$ 44,132</b>	<b>\$ 46,137</b>
<b>POPULATION</b>	<b>90,417</b>	<b>89,074</b>	<b>87,882</b>	<b>86,659</b>	<b>85,492</b>
<b>DEBENTURE DEBT PER CAPITA</b>					
General - mill rate supported	\$ -	\$ -	\$ -	\$ -	\$ -
General - self supported	492	471	424	150	111
Utilities	354	370	319	359	428
	<b>\$ 846</b>	<b>\$ 841</b>	<b>\$ 743</b>	<b>\$ 509</b>	<b>\$ 539</b>
<b>DEBT LIMIT (as per Municipal Government Act):</b>					
Total debt limit	\$ 474,023	\$ 460,573	\$ 435,786	\$ 407,104	\$ 367,086
Total debt (above)	76,521	74,884	65,346	44,132	46,137
<b>DEBT LIMIT UNUSED</b>	<b>\$ 397,502</b>	<b>\$ 385,689</b>	<b>\$ 370,440</b>	<b>\$ 362,972</b>	<b>\$ 320,949</b>
Percentage of debt limit used	16.1%	16.3%	15.0%	10.8%	12.6%
Service on debt limit	\$ 79,004	\$ 76,762	\$ 72,631	\$ 67,851	\$ 61,181
Service on debt (principal and interest payment)	12,229	11,587	9,757	8,713	8,971
<b>SERVICE ON DEBT LIMIT UNUSED</b>	<b>\$ 66,775</b>	<b>\$ 65,175</b>	<b>\$ 62,874</b>	<b>\$ 59,138</b>	<b>\$ 52,210</b>
Percentage of service on debt limit used	15.5%	15.1%	13.4%	12.8%	14.7%
Percentage of expenditures	4.2%	4.2%	3.7%	3.5%	3.9%

# *Exhibit of Capital Spending*

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

	2013	2012 (Restated)	2011 (Restated)	2010 (Restated)	2009 (Restated)
<b>CAPITAL SPENDING</b>					
Land	\$ 3,209	\$ 2,058	\$ 1,097	\$ 10,228	\$ 6,056
Land improvements	12,725	4,909	6,919	5,998	5,861
Buildings	34,472	37,920	25,169	13,653	4,037
Infrastructure	92,505	84,912	48,494	56,423	22,501
Equipment and furnishings	7,262	6,424	7,316	3,941	6,784
Vehicles	6,172	6,315	5,228	4,157	6,418
Change in assets under construction	(16,146)	(18,792)	18,099	18,452	27,352
<b>TOTAL CAPITAL SPENDING</b>	<b>\$ 140,199</b>	<b>\$ 123,746</b>	<b>\$ 112,322</b>	<b>\$ 112,852</b>	<b>\$ 79,009</b>



# *Exhibit of Net Financial Assets*

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

	2013	2012 (Restated)	2011 (Restated)	2010 (Restated)	2009 (Restated)
<b>FINANCIAL ASSETS</b>					
Excess of revenue over expenses	\$ 101,974	\$ 86,050	\$ 81,070	\$ 81,041	\$ 53,090
Change related to tangible capital assets	(101,738)	(87,155)	(95,381)	(70,885)	(46,514)
Change related to other non-financial assets	(5,035)	2,602	(3,733)	3,703	2,157
<b>(DECREASE) INCREASE IN NET FINANCIAL ASSETS</b>	<b>(4,799)</b>	<b>1,497</b>	<b>(18,044)</b>	<b>13,859</b>	<b>8,733</b>
<b>NET FINANCIAL ASSETS, BEGINNING OF YEAR</b>	<b>32,713</b>	<b>31,216</b>	<b>49,260</b>	<b>35,401</b>	<b>26,668</b>
<b>NET FINANCIAL ASSETS, END OF YEAR</b>	<b>\$ 27,914</b>	<b>\$ 32,713</b>	<b>\$ 31,216</b>	<b>\$ 49,260</b>	<b>\$ 35,401</b>

# *Exhibit of Reserves*

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

	2013	2012	2011	2010	2009
<b>OPERATING</b>					
Budget Appropriations	\$ 14,665	\$ 17,973	\$ 15,080	\$ 17,325	\$ 19,236
Municipal Revenue Stabilization	13,097	15,414	13,452	13,842	16,817
Insurance	3,073	2,884	2,667	2,463	2,428
Cemeteries	1,013	899	767	686	739
Urban Parks	744	1,296	872	1,877	2,203
Mayor Magrath Drive Beautification	106	106	106	105	105
	32,698	38,572	32,944	36,298	41,528
<b>CAPITAL</b>					
Fleet Services	19,312	14,591	11,653	10,709	11,204
Real Estate Holdings	4,435	4,439	2,616	2,498	2,290
Community Lighting	3,296	3,090	2,884	2,677	2,472
Major Capital Projects	2,737	91	674	2,554	3,235
Acquire Off Street Parking	2,298	1,991	1,732	1,760	1,722
Community Reserve Fund	1,112	1,001	985	971	2,237
Transit Bus	1,088	928	843	1,053	1,037
Central Business District Land Acquisition	431	796	299	315	279
School Bus <sup>(1)</sup>	-	-	-	3	126
	34,709	26,927	21,686	22,540	24,602
<b>TOTAL RESERVES</b>	\$ 67,407	\$ 65,499	\$ 54,630	\$ 58,838	\$ 66,130

<sup>(1)</sup> Effective December 31, 2011, the balance of the School Bus Reserve was reallocated to the School Bus Fund



# *Exhibit of Municipal Equity*

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

	2013	2012	2011	2010	2009
		(Restated)	(Restated)	(Restated)	(Restated)
Revenue	\$ 391,707	\$ 364,114	\$ 344,124	\$ 328,996	\$ 283,967
Expenses	289,733	278,064	263,054	247,955	230,877
<b>EXCESS OF REVENUE OVER EXPENSES</b>	101,974	86,050	81,070	81,041	53,090
<b>MUNICIPAL EQUITY, BEGINNING OF YEAR</b>	1,136,196	1,050,146	969,076	888,035	834,945
<b>MUNICIPAL EQUITY, END OF YEAR</b>	\$ 1,238,170	\$ 1,136,196	\$ 1,050,146	\$ 969,076	\$ 888,035

# Exhibit of Government Transfers

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

	2013			2012	2011	2010	2009
	Provincial	Federal	Total				
<b>UNCONDITIONAL TRANSFERS</b>							
Municipal assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 430
Transit	-	-	-	-	-	-	202
Urban parks	-	-	-	-	-	-	487
	-	-	-	-	-	-	1,119
Payments in lieu of taxes	1,976	212	2,188	2,096	2,080	1,938	1,849
	1,976	212	2,188	2,096	2,080	1,938	2,968
<b>CONDITIONAL TRANSFERS</b>							
Alberta Municipal Infrastructure (AMIP)	16,769	-	16,769	11,294	2,461	5,992	9,238
Municipal Sustainability Initiative (MSI)	9,699	-	9,699	14,563	16,136	9,744	13,977
Federal Gas Tax Fund (FGTF)	-	9,516	9,516	2,016	3,104	724	4,443
Building Canada Fund (BCF)	3,176	2,857	6,033	3,725	368	2,825	-
Social Housing in Action (SHIA)	3,169	371	3,540	2,415	1,860	1,112	1,666
Affordable Housing	2,697	-	2,697	17	2,648	2,201	-
Basic Municipal Transportation Grant (BMTG) Note 1	2,007	-	2,007	2,827	2,017	3,117	3,657
Family and Community Support Services (FCSS)	1,898	-	1,898	1,898	1,898	1,898	1,883
GreenTRIP (Green Transit Initiatives Program)	1,497	-	1,497	593	1,973	-	-
Municipal Policing Assistance Grant (MPAG)	1,425	-	1,425	1,406	1,387	1,368	1,343
Lethbridge Public Library	519	-	519	472	494	462	379
New Police Officers Grant (NPOG) & Miscellaneous	400	-	400	400	399	375	275
Victim / Witness Services Unit	150	-	150	150	150	150	150
Adult Literacy Program	122	-	122	121	80	82	79
Alberta Sport Development Centre	120	-	120	120	128	129	208
Fetal Alcohol Spectrum Disorder (FASD)	112	-	112	107	104	84	102
Graduate Rental Assistance Program	72	-	72	-	-	-	-
Railway Rehabilitation Program	63	-	63	573	681	5	-
Alberta Mainstreet Program	36	-	36	-	-	21	99
Heritage Museum Program	-	30	30	-	-	-	-
ALERT Program	26	-	26	25	24	24	24
Alberta Historical Resources Foundation	17	-	17	-	-	-	-
Canadian Heritage Information Network (CHIN)	-	14	14	28	-	-	-
Enabling Accessibility	-	13	13	-	-	-	-
Alberta Health & Wellness	10	-	10	-	-	-	-
Canada Day Celebrations	-	6	6	3	2	2	2
Municipal Internship Program	3	-	3	43	36	-	-
Major Community Facilities Program (MCFP)	-	-	-	560	1,215	1,510	398
Summer Temporary Employment Program (STEP)	-	-	-	24	2	24	14
Disaster Recovery	-	-	-	11	808	-	161
Community Adjustment Fund (CAF)	-	-	-	-	269	269	-
Recreational Infrastructure (RIInC)	-	-	-	-	137	478	-
Joint Emergency Preparedness Program (JEPP)	-	-	-	-	10	-	-
Municipal Heritage Partnership Program (MHPP)	-	-	-	-	5	-	19
Community Facility Enhancement Program (CFEP)	-	-	-	-	-	48	60
Canada-Alberta Municipal Rural Infrastructure Fund	-	-	-	-	-	30	2,514
Municipal Sustainability Housing	-	-	-	-	-	-	1,149
Galt Gardens	-	-	-	-	-	-	620
Other	1	-	1	7	5	5	116
	43,988	12,807	56,795	43,398	38,401	32,679	42,576
<b>TOTAL GOVERNMENT TRANSFERS</b> Note 2	\$ 45,964	\$ 13,019	\$ 58,983	\$ 45,494	\$ 40,481	\$ 34,617	\$ 45,544

Note 1: Program components of this grant (BMTG) include Basic Capital Grant and Primary Highway Maintenance Grant.

Note 2: Total government transfers including payments in lieu of taxes 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.

## Exhibit of Annual Unemployment Rates

	2013	2012	2011	2010	2009
Lethbridge <sup>(1)</sup>	4.3%	4.6%	5.4%	6.2%	5.5%
Alberta	4.6%	4.6%	5.5%	6.5%	6.6%
Canada	7.1%	7.2%	7.4%	8.0%	8.3%

Above information obtained from Statistics Canada

<sup>(1)</sup>The unemployment rates include Lethbridge and Medicine Hat regions

The City of Lethbridge Acknowledges:  
City Staff  
for their contributions to this report



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

Complete Annual Report Located At:

<http://www.lethbridge.ca/City-Government/Financial-Documents/Pages/Annual-Report.aspx>