



ANNUAL
REPORT

2019



SHERRING BUSINESS
+ INDUSTRIAL PARK



LETHBRIDGE
AIRPORT



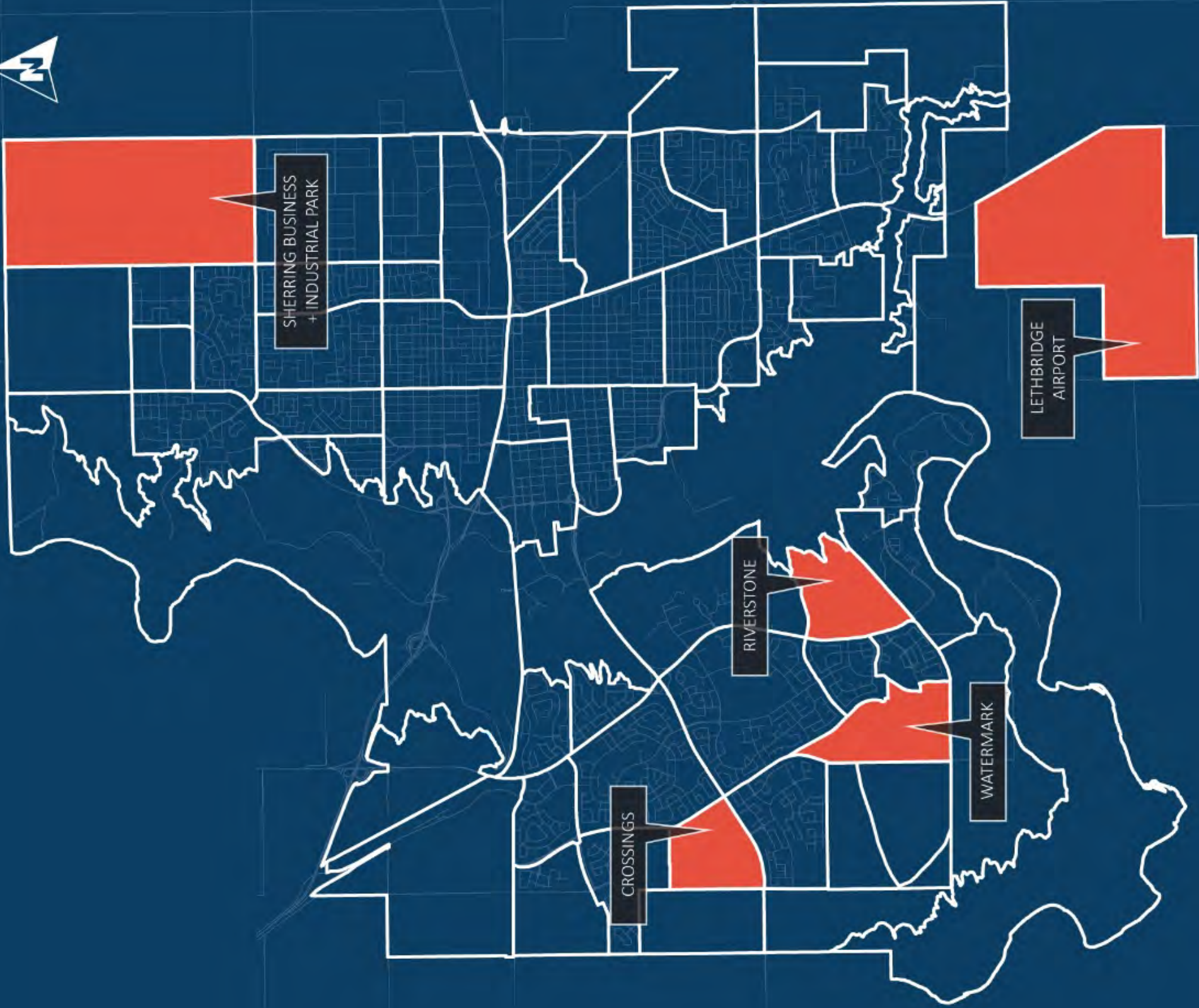
CROSSINGS



RIVERSTONE



WATERMARK



MESSAGE FROM THE TEAM

People are our strength and make it possible for Lethbridge Land to have continued success. Year in year out, the dedication and diligence exhibited by our employees ensure that all of our activities are properly executed and meet the expectations of our customers.

Lethbridge Land is a “Community Builder” that brings people and resources together to create opportunities for Lethbridge residents and visitors to live, learn, play, shop and work. We accomplish this through working together, acting with courage and enthusiasm, doing the right thing and thinking beyond today.

Investment in the City’s major employment area in Sherring Business and Industrial Park continued with significant completion of deep utilities and surface work in Phase 2. I would like to acknowledge the significant investment by Lethbridge City Council, the Federal Government through the Clean Water Wastewater Fund and Alberta Agriculture and Forestry.

In the Crossings subdivision, substantial completion of the servicing of residential lots for future sales in 2020, as well as the design and tendering of the Crossings playground located in a future elementary school site, was achieved. The playground construction will start in spring 2020.

Great Bear Boulevard in the Watermark subdivision was completed in 2019. This roadway not only is a future access to the subdivision but it is also the entry point to the site of the new Fire Hall #5.

In 2019 the market for new residential lots sales definitely softened across the city which was a result of the downturn of the overall economy in Alberta. However, our builder group in the Crossings subdivision report strong sales in comparison to other subdivisions mainly due to the many amenities located in the Crossings.

At the time of writing this report, the whole world is now living through the COVID-19 global pandemic. We do not yet know the outcomes or impacts this will have on the business of Lethbridge Land but it is important for us all to stand tall and support each other through these tough times. We look forward to sunnier days ahead.

A handwritten signature in white ink, appearing to read "Michael Kelly", with a horizontal line underneath.

Michael Kelly
General Manager, Lethbridge Land





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LETHBRIDGE LAND MANDATE

WHO WE ARE

- A “Community Builder” that brings people and resources together to create opportunities for Lethbridge residents and visitors to live, learn, play, shop and work. We accomplish this through working together, acting with courage and enthusiasm, doing the right thing and thinking beyond today.
- A department of the City of Lethbridge that reports to City Council through the City Manager.
- Is governed by and adheres to the policies of City Council.
- Lethbridge Land is self-funded. Self-funded means the costs of all business operations (including land development levies, fees, loans, staff salaries, marketing, property tax payment in lieu and overhead) is covered by the revenue generated by land sales and not through property taxes collected by the City.

WHAT WE DO

- Acquire real estate for the purposes of municipal use, residential development, commercial development, industrial development, strategic land banking, and redevelopment.
- Develop land to provide industrial, residential and commercial land opportunities.
- Administer land holdings to create opportunities for the orderly assembly of land for effective community planning.

- Demonstrate leadership through innovation in support of the Integrated Community Sustainability Plan/Municipal Development Plan and City Council’s Strategic Plan.
- Generate revenue for allocation to civic projects and programs or to purchase additional land and influence urban growth.

WHY WE DO IT

- To ensure that the City’s land holdings are managed or redeveloped to produce the best possible use of land and/or benefit for the community.
- To meet the City’s long-term strategic land requirements.
- To ensure a supply of serviced industrial land at competitive prices.
- To provide a variety of choices to consumers in terms of density, housing type, price point, amenities and locations in the marketplace to consumers.
- To achieve a reasonable return on investment measured through earnings and/or value to the community.

LETHBRIDGE LAND ACTIVITIES

LAND BANKING

Land banking allows the City of Lethbridge to be involved in both residential and industrial development, supplying the organization with a steady, non-tax based funding stream.

Land banking is the assembly and accumulation of large areas of land and the holding of these areas for a period of time.

Other than providing serviced land for development, land banking has enabled City Council to attempt to achieve the following:

1. To more directly influence development of land so as to achieve City policies in the development of the City as a whole.
2. To have more direct influence in producing an attractive and efficient living environment through land ownership and development.
3. To provide competition to private developers.
4. To retain, for the public, the “incremental value of land”.

Land purchases for land banking purposes are approved by City Council.

Incremental Value of Land

“Incremental Value” is the difference between the purchase price of raw land and the price of the same land sold as lots or parcels after deducting the costs of servicing, subdivision design, holding costs, etc.

The City makes between \$3 – 4 million annually in the residential land development operation. These profits are used to offset operational costs of the corporation which would otherwise be property tax funded. Profits are also used to fund capital projects such as the ones listed below.

Recent allocations/commitments from subdivision surplus:

- North Regional Park \$5.4 M
- West Lethbridge Core Facilities \$6.5 M
- School Site Development \$6.9 M
- Affordable Housing \$1.8 M
- Helen Schuler Nature Centre Expansion \$1.1 M

For reference, each \$1.5 million is approximately equal to 1% change to property tax.

LAND SALES

Lethbridge Land employs various methodologies to sell land:

Residential subdivision lot sales

- Lot draw process

Listing Process

- Set price and terms
- Advertise
- First come first serve

Bid Process

- List property for a set period of time
- Advertise
- City not obligated to sell if price, terms and conditions are not acceptable
- If buyer not found, refer to “Listing Process”

Request For Proposals (RFP)

- City pursues desired outcomes
- RFP will indicate evaluation process
- Proponents tasked to demonstrate how they will meet desired outcomes
- City not obligated to sell if outcomes are not met

Unsolicited proposals

- All unsolicited proposals will be submitted to City Council for consideration.

LAND VALUATION

Market Value is defined in section 1(1) (n) of the Municipal Government Act (MGA) as “ the amount that a property, as defined in section 284 (1) ®, might be expected to realize if it is sold on the open market by a willing seller to a willing buyer”. Section 284 (1) ® defines property as “a parcel of land, an improvement, or a parcel of land and the improvement to it”.

Assessed Value – Assessment and Taxation provides valuation based on the internal property assessment appraisal system.

Third Party Appraisal – independent certified appraiser that uses past sales of similar properties.

Market Analysis – gather information from other developers and realtors.

WORKING TOGETHER – JOINT VENTURES

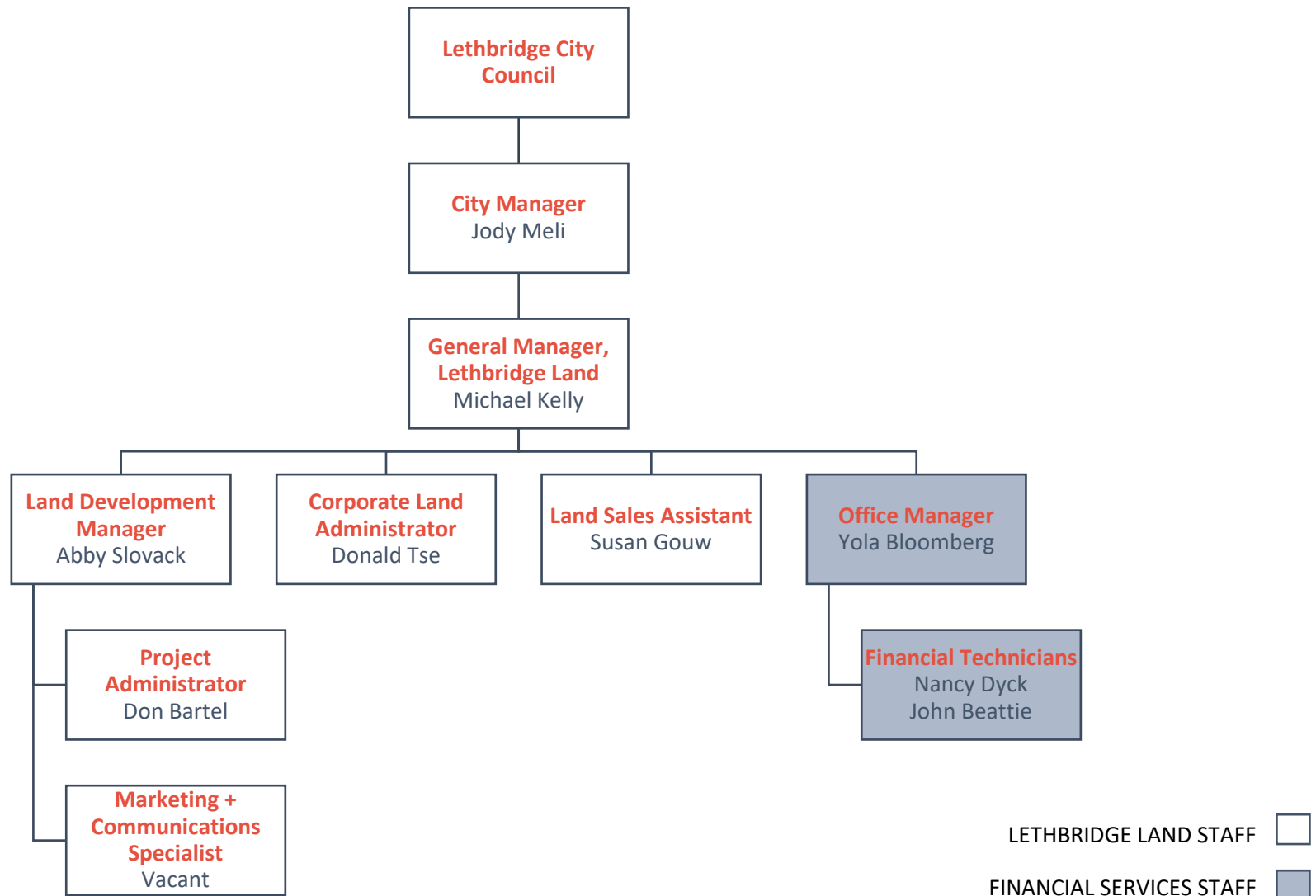
In the 1960’s and 1970’s, the City played a predominate role in the development of both industrial and residential land. Since that time the private sector has played a larger role in residential land development and a small role in industrial land development in the Lethbridge marketplace. There have been many opportunities for synergies between the private and public entities that have led to community building for Lethbridge; such as:

- Joint venture partnership – Ridgewood
- Joint venture partnership – Copperwood
- Land sales and swaps for strategic parcels – Melcor Developments Ltd and Avonlea Land Corp.

Joint venture partnerships are approved by City Council.



OUR TEAM



e build
tinctly
homes
s most
sirable
nities.

SALES + INVENTORY REVIEW

Lethbridge Land is to helping shape Lethbridge.
We take pride in building innovative communities that offer valued amenities,
enhanced quality of life and lasting value for investors and families.

SALES + INVENTORY REVIEW

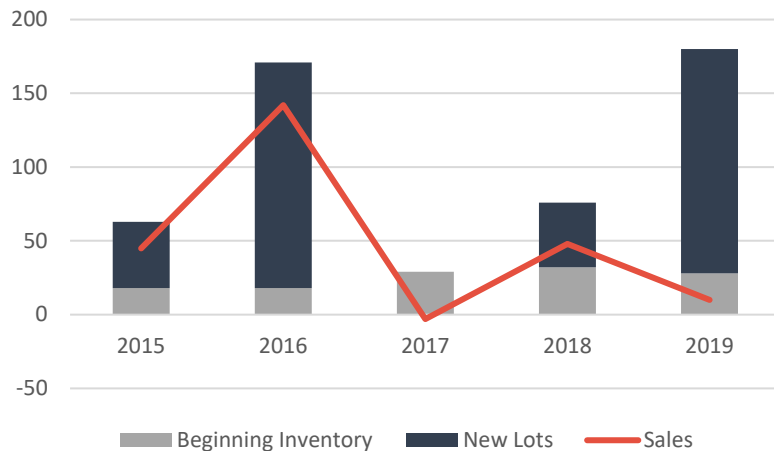
SINGLE-FAMILY RESIDENTIAL

To meet serviced land supply objectives for single-family lots, Lethbridge Land plans infrastructure design and construction to ensure enough lots are serviced by the end of the construction season (October annually) to meet the anticipated demand for the following year.

Figures 1, 2 and 3 respectively identify Lethbridge Land’s single-family lot inventory as of December 31, 2019, based on community and price point.

As seen in Figure 1, Lethbridge Land had 10 residential lot sales. Additionally, 152 lots were added to inventory, 90 in RiverStone and 62 in Crossings.

Figure 1. Single Family Residential – Inventory vs. Sales



As of December 31, 2019, Lethbridge Land held 167 lots. Of these lots, 37 were in RiverStone phase 21A and 25 were in RiverStone phase 22. RiverStone phase 21B has 43 lots in inventory but were not for sale and will be made available as market conditions improve. Crossings phases 6 and 7 had a total of 62 lots. These were subdivided and registered in 2019 but construction was delayed due to an early winter and they were not ready for sale in 2019.

Figure 2. Single-Family Inventory by Community

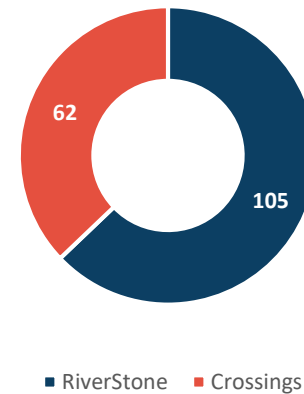
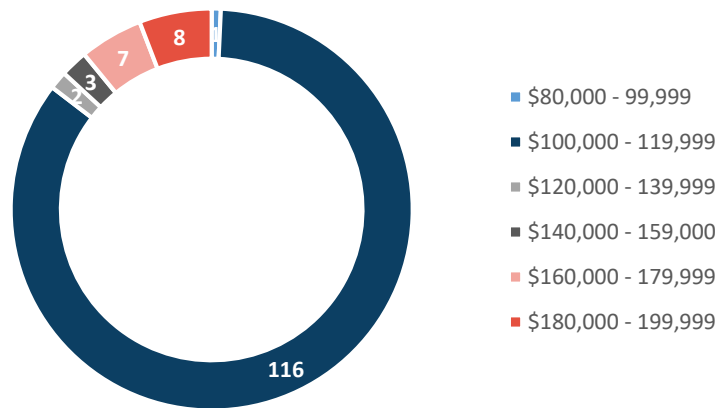


Figure 3 shows the pricing categories for all lots in inventory. The majority of the lots (50%) were in the price range of \$110,000 to 114,999, with the average lot priced at \$110,956.

Figure 3. Single-Family Inventory Lot Pricing



**28 lots in Crossings Phase 7 have not yet been priced as they are not anticipated to be ready for sale until late 2020. They will be priced at that time and will reflect market pricing at that time.*

Future Inventory

Between 2020 and 2023, Lethbridge Land plans to service approximately 375 single-family lots in the communities of RiverStone, Crossings and Watermark. RiverStone lot sales began in 1999 and, pending market conditions, lots sales should be complete within the next 5 years. Residential lot sales for the community of Watermark will commence once RiverStone is substantially sold out.

Table 1. Projected Single-Family Development 2020-2022

Community	Scope	2020	2021	2022	2023
Crossings 6 + 7	Land Sales	*			
	Design	*			
Crossings 5	Construction		*		
	Land Sales		*		
	Design		*		
Crossings 9	Construction			*	
	Land Sales			*	
	Design			*	
Crossings 10	Construction				*
	Land Sales				*
	Design				*
Crossings 11	Design				*
RiverStone 21	Land Sales				
RiverStone 18	Design		*		
	Construction			*	
	Land Sales			*	
RiverStone 19	Design		*		
	Construction			*	
	Land Sales			*	
Watermark 1	Land Sales				*

*Moved out one year based on current market.

MULTI-FAMILY RESIDENTIAL

There were no multi-family lot sales in 2019 in any Lethbridge Land community.

COMMERCIAL

Lethbridge Land continues to work with Royop Development Corp. on the development of the mixed-use commercial hub in Crossings. Royop has had success with their current development and are approximately 95% leased in phase 1 as of the end of 2019. Additional commercial retail units were under construction at the end of 2019 with planned tenant occupancy in 2020.

Smokes Pouterie and Western Financial Group opened their doors as new business in Crossings in 2019.

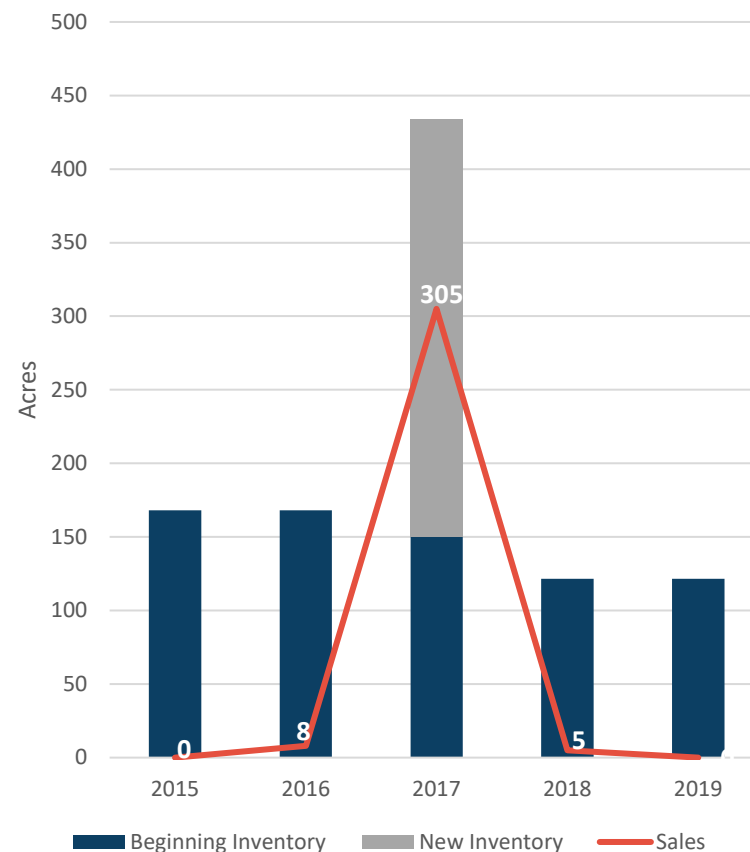
INDUSTRIAL

In 2019, work continued on the 380-hectare expansion of the Sherring Business & Industrial Park.

Investment in the City's major employment area in Sherring Business and Industrial Park continued with significant completion of deep utilities and surface work in Phase 2. We would like to acknowledge the significant investment by Lethbridge City Council, the Federal Government through the Clean Water Wastewater Fund and Alberta Agriculture and Forestry. Cavendish Farms opened its new plant in 2019, representing total investments of \$430 million.

No industrial land sales were seen in 2019.

Figure 4. Sherring Business + Industrial Park – Inventory vs. Sales (Acres)

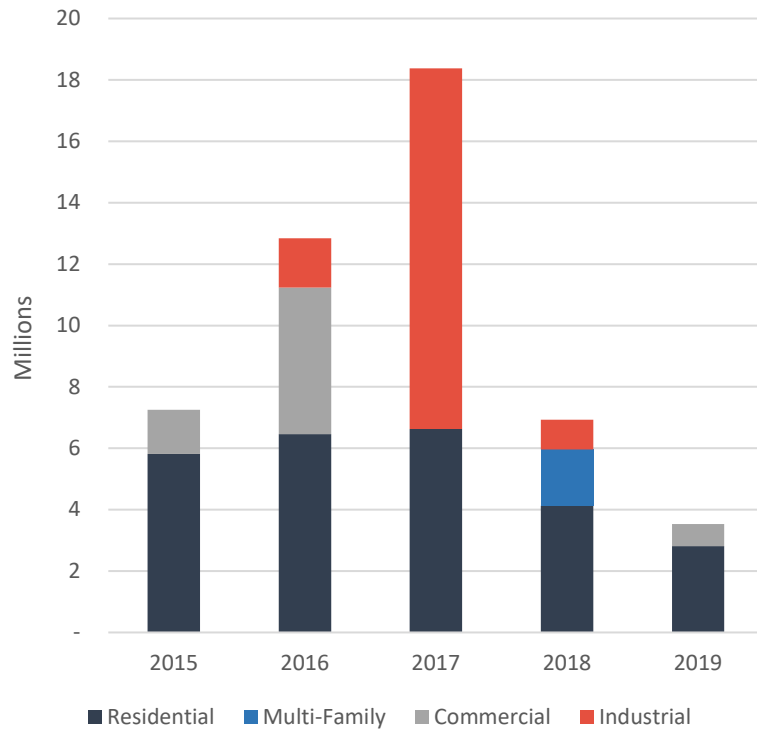


The large spike in 2017 in the above Figure 4 accounts for the 287-acre sale to Cavendish Farms. Annual sales, not accounting for this sale, average approximately 5-10 acres per year.

SALES SUMMARY

As seen in Figure 5, sales were down in the residential sector which can be attributed to the downturn in the residential real estate market. There were also no new sales in Industrial, Multi-family or Commercial. Revenues were seen in the commercial sector as a payment was received on commercial lands.

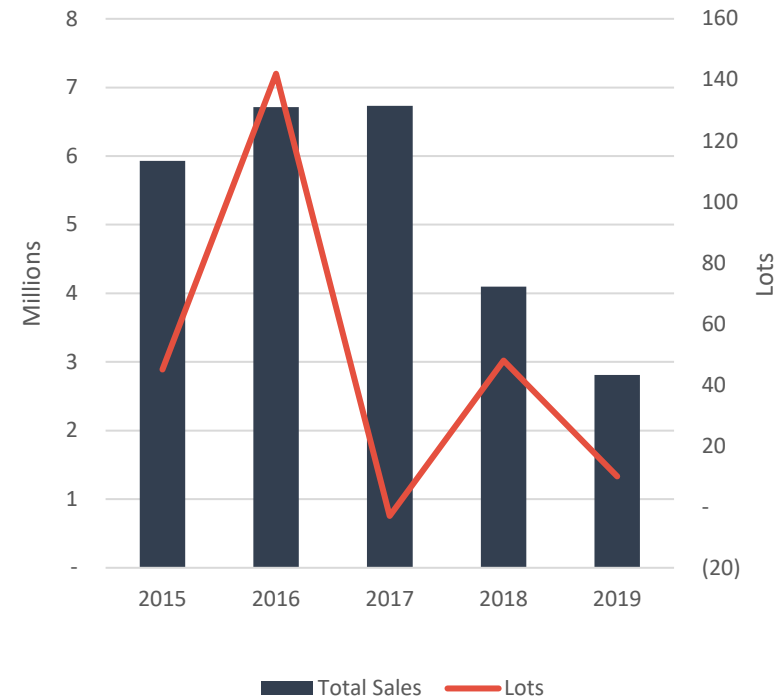
Figure 5. Sales Summary



SINGLE FAMILY RESIDENTIAL

Construction of Crossings phases 6 and 7 began in 2019, but due to construction delays and a very early winter, construction was not complete prior to the end of the construction season. Therefore, there was no additional inventory available for sale in Crossings. RiverStone phase 21A was brought to the market and 7 lot sales occurred.

Figure 6. Single-Family Residential Lot Sales



MULTI-FAMILY RESIDENTIAL

No new multi-family land development occurred in 2019. The most recent multi-family lots in RiverStone were sold in 2018 and they have not yet been developed upon.

Figure 7. Multi-Family Residential Lot Sales

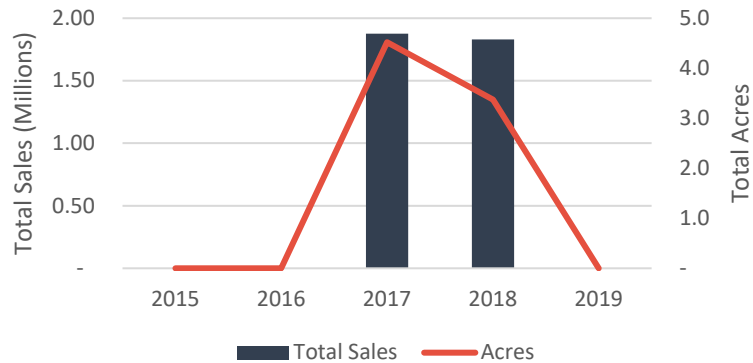
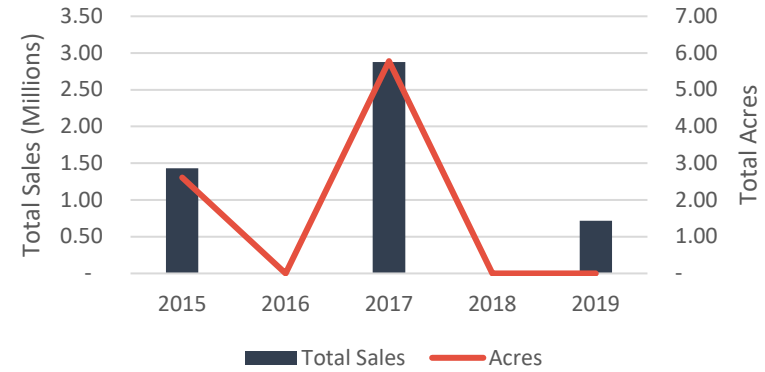


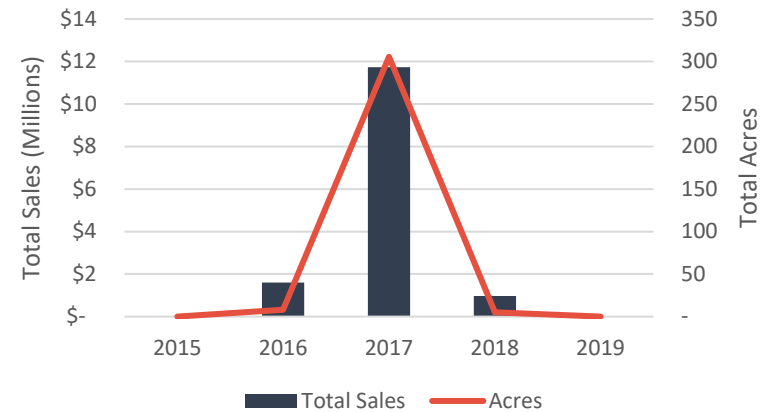
Figure 8. Commercial Sales



INDUSTRIAL

No industrial sales occurred in Sherring Business + Industrial Park in 2019.

Figure 9. Industrial Sales



COMMERCIAL

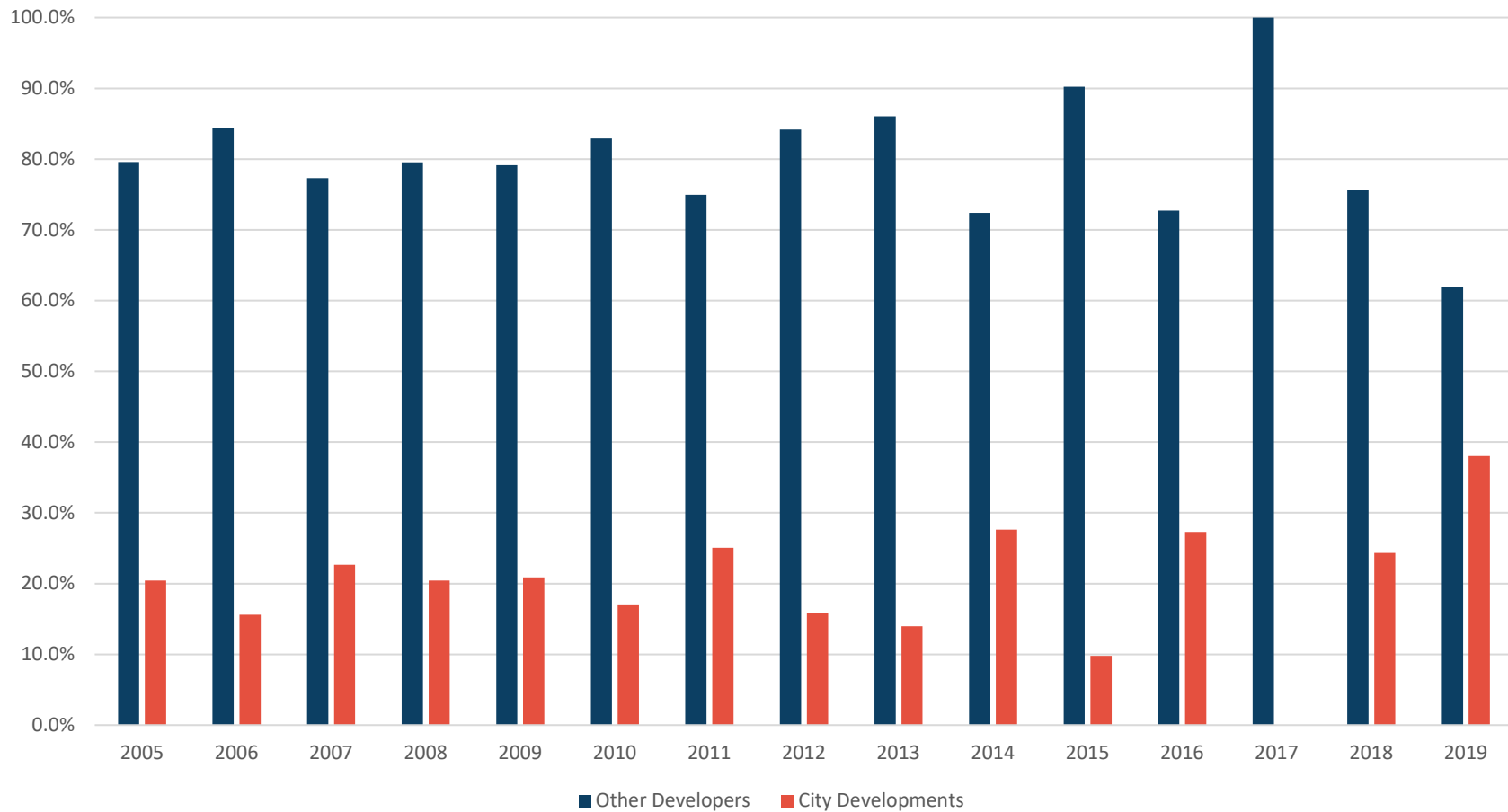
Sales of the first phases of Crossings Commercial to Royop Development Corp. took place in 2014, which included 19.19 acres. An additional 2.61 acres were purchased in 2015 and 5.78 in 2017. The remaining 50.48 acres are set to close on or before the end of 2022. A payment toward the principle of \$786,000 was received from Royop.

No new commercial sales occurred in 2019.

MARKET SHARE

Lethbridge Land calculated market share based on *the number of new residential lots that are subdivided and registered with Alberta Land Titles each year*. In 2019, Lethbridge Land subdivided and registered 62 lots, which accounted for 38.0 percent of the market with private developers registering 101 lots. The average market share over the period of 2005 to 2019 is 19.9 percent.

Figure 10. Market Share 2005 - 2019



Average Market Share 2005 – 2019: 19.9%



FINANCIAL REPORTING

Lethbridge Land operates as a self-financed municipal land developer. Self-financed means the cost of all business operations (including land development levies, fees, staff salaries, overhead costs, marketing, and property taxes in lieu) is covered by the revenue generated by land sales and not through property taxes collected by the City.

FINANCIAL REPORTING

FIGURE 10. SUBDIVISION DEVELOPMENT ACCOUNT SCHEDULE (AS OF DECEMBER 31, 2019)

	2019	2018
REVENUES		
Lot Sales		
Residential ¹	\$ 3,702,600	\$ 6,839,900
Industrial ²	126,900	975,000
	3,829,500	7,814,900
Other		
Debentures – Industrial (Sherring Expansion)	-	4,900,000
Leisure Centre Land	4,550,000	-
Fire Hall Land	640,000	-
Misc (cost recoveries, leases)	409,7000	403,700
	5,599,700	5,303,700
TOTAL REVENUES	9,429,200	13,118,600
EXPENDITURES		
Development Costs		
Residential ³	6,447,700	5,715,300
Great Bear Blvd Extension for Fire Station #5	3,969,800	-
Park/Sportsfield Development	88,300	1,383,400
Industrial ⁴	6,835,800	7,025,300
	17,341,600	14,124,000
Other		
Business Support (corporate overhead, admin expenses)	1,234,000	1,292,900
Taxes in Lieu	402,700	402,700
Other	7,700	13,200
	1,644,400	1,708,800
TOTAL EXPENDITURES	18,986,000	15,832,800

SUBDIVISION DEVELOPMENT ACCOUNT SCHEDULE AS OF DECEMBER 31, 2019 (CONTINUED)

Contribution to Tax-Supported Activities	\$ 1,415,700	\$ 1,044,600
Net Decrease in Subdivision Account	(10,972,500)	(3,758,800)
Subdivision Account Balance January 1, 2019	14,237,100	17,995,900
Subdivision Account Balance December 31, 2019	3,264,600	14,237,100

Notes:

1. Lower revenues in 2019 were the result of slowdown in marketplace
2. Deposits on Heavy Industrial lots with close dates in 2020
3. Construction of Crossings Phases 6 + 7
4. Construction of roadways in 2019 in Sherring Business + Industrial Park



FINANCIAL BENEFITS

Financial profits from land development operations stay in the City of Lethbridge. City Council allocated them for use in capital projects that would otherwise be funded through municipal property taxes, grants or borrowing.

FINANCIAL BENEFIT

Financial profits from land development operations stay in Lethbridge and are allocated for use in capital projects that would otherwise be funded through municipal tax or borrowing. Since 2008, Lethbridge Land has allocated \$80 million in net proceeds from the sale of property in RiverStone, Crossings, and Sherring Business + Industrial Park. The following table shows several past projects that have been funded through Lethbridge Land's investment returns.

Figure 12. Reinvestment of Subdivision Surplus

	2019	Actual 1994 - 2019	Commitments	Total 1994 - 2019
Community Projects - Capital				
New School Site Development	\$ 872,400	\$ 5,701,100	\$ 850,000	\$ 6,551,100
West Lethbridge Centre Core Facilities Project		6,458,700		6,458,700
North Regional Park Development		5,400,000		5,400,000
Helen Schuler Nature Centre Expansion & Renovation		1,100,000		1,100,000
Bark Park (North Lethbridge)	45,600	45,600	554,400	600,000
Community Development Planning – Sustaining Responsiveness		202,300		202,300
Other		419,500		419,500
	918,000	19,327,200	1,404,400	20,731,600
Operating Budget				
Operating Budget Funding	1,234,000	18,067,100	3,600,000	21,667,100
Allocation in Lieu of Property Taxes	402,700	5,838,100	1,208,100	7,046,200
Affordable Housing	69,300	650,200	1,771,000	2,421,200
Parks Capital	185,000	1,107,900	1,046,500	2,154,500
Heart of Our City	31,000	347,400	902,600	1,250,000
Parks Maintenance	45,000	405,000	135,000	540,000
Adaptive Reuse Initiative			450,000	450,000
Weed Control	9,000	99,000	27,000	126,000
Other	4,600	260,100	72,100	332,200
	1,980,600	26,774,800	9,212,300	35,987,100

Special Projects

Front End Finance Whoop Up Drive Twinning		786,900		786,900
West Highlands Storm Water Park		413,300		413,300
Front End Finance Chinook Trail Land Purchase		235,400		235,400
Other		2,920,700		2,920,700
		4,356,300		4,356,300
SUBTOTAL	2,898,600	50,458,300	10,616,700	61,075,000

Miscellaneous

Land Purchase 160 ac – Land Banking			9,600,000	9,600,000
Land Purchase 80ac – Land Banking		5,217,900		5,217,900
Land Purchase – Pratt Whitney		3,505,400		3,505,400
Other	153,800	769,800		769,800
	153,800	9,493,100	9,600,000	19,093,100
TOTAL REINVESTMENT	\$ 3,052,400	\$ 59,951,400	\$ 20,216,700	\$ 80,168,100



Each \$1.5 million invested offsets approximately 1% in property taxes that would otherwise have to be increased.



2019 ACCOMPLISHMENTS

Since the early 1960's, Lethbridge Land has been successfully shaping Lethbridge while generating profit for reinvestment in our community. Building better roads, facilitating affordable housing, and funding leisure amenities – these are just a few of the quality of life improvements made possible by Lethbridge Land in recent years.

2019 ACCOMPLISHMENTS

WATERMARK

Great Bear Boulevard Construction

Watermark will be home to the new Fire Station #5, providing fire and emergency services to residents of west Lethbridge. Design of the fire station began in 2018 and construction began 2019.

In order to provide access to this site, Lethbridge Land undertook the design and construction of Great Bear Boulevard West (the extension of Macleod Trail West at McMaster Boulevard West). Design was completed in 2018 and the roadway was constructed 2019, aligning with the fire station building construction schedule. Landscaping of the right-of-way and adjacent stormwater management facility will be completed in 2020.



Watermark Park – Final Acceptance + Turnover

Surrounding Senator Joyce Fairbairn Middle School, Watermark Park is focused on healthy lifestyle and inclusion. The park features 2 soccer fields, a softball diamond, basketball court, skateboard plaza, BMX pump track, fitness equipment, rock climbing structure, play equipment, musical instruments and various seating areas. The park has equipment for users of all ages and abilities, and provides various accessible amenities, ensuring an inclusive central community space.



This park opened to the public in 2018. In 2019, the park passed Final Acceptance Inspection, triggering the end of the maintenance and warranty period and the park sports fields were officially turned over to the City Parks Department. The skateboard park, BMX pump track and play/fitness equipment are slated to be inspected and turned over in 2020.

RIVERSTONE

RiverStone Dog Park – Final Acceptance

The RiverStone Dog Park was constructed in 2016 and opened to the public in 2017. The park very quickly became a hot spot for dog owners and their pets, and the ground cover suffered extensive damage due to the intensity of use and poor weather. In 2018, Lethbridge Land made major improvements to the park that included areas of more durable shale surfacing, new grass seed, sod, underground irrigation and additional amenities such as more benches, dog play equipment and gates as requested by users. Because of the need for this additional work, the maintenance and warranty period was extended out to 2019.

In 2019, the Final Acceptance inspection was completed and the RiverStone Dog Park was officially turned over to the City Parks Department.



CROSSINGS

Crossings Playground Design

Through an extensive community engagement and design process, the Crossings Playground design was finalized in 2019. This playground includes the latest and greatest of playground equipment and large numbers of kids from toddler to young teen will enjoy being engaged, active and having a blast with friends! This playground is also built with accessibility in mind and features accessible surfacing and many accessible playground elements.



Construction will commence in spring of 2020 and the playground is slated to be open in late 2020.

Crossings Show Homes

For the 2019 BILD Lethbridge Parade of Homes and throughout the year, Crossings featured 4 fabulous show homes in Phase 4. Two each from the members of the Crossings Builder Group, Cedar Ridge Homes and Van Arbor Homes. These homes were show stopping

and helped showcase the community of Crossings, the architectural intent of the neighbourhood, and quality of homes built by our Builder Group members.



12 Days of Christmas in Crossings

Lethbridge Land, in partnership with many of the commercial businesses in Crossings, hosted the third annual “12 Days of Christmas in Crossings” online promotion. Each day for 13 days of December (12 days plus a bonus day), a series of prizes donated by the businesses were given away on social media. The prizes included gym memberships, food and grocery gift cards, books, dental packages and pet supplies. The promotion was very successful and helps to draw interest to both the Crossings neighbourhood and the businesses in the commercial hub.

SHERRING BUSINESS + INDUSTRIAL PARK

Construction

To ensure the City of Lethbridge has a sufficient supply of serviced land to attract new commercial and industrial business, Lethbridge Land has expanded the Sherring Business & Industrial Park by an additional 380 hectares.

In 2019, Lethbridge Land completed all deep infrastructure utilities and all roadway improvements in Phase 2.

Cavendish Opening

In 2019, the Cavendish Farms frozen potato processing plant was opened. The \$430 million state-of-the-art facility spans the size of 7 footballs fields and will require 735 million pounds of potatoes annually. This plant employs approximately 240 people.



LETHBRIDGE AIRPORT

Transfer of Operations to City of Lethbridge

In July of 2018, the City of Lethbridge acquired ownership of the Lethbridge Airport. Lethbridge Land, with direction from City Council and the City Manager, lead a cross-functional team to transition the ownership of the Lethbridge Airport from Lethbridge County to the City of Lethbridge. On July 1st, 2019, the operations of the airport were taken over and the Lethbridge Airport became a department of the City of Lethbridge. This was a large endeavor that involved Human Resources, Finance, Information Technology, Asset Management, Risk, Legal, Purchasing, and many other City departments as Lethbridge Airport staff, assets, and business process were made the transition.



Operational Review + Business Plan

In 2019, Lethbridge Land helped lead the Operational Review and Business Plan development for the Lethbridge Airport. This encompassed the first two phases of a three-phase project. Phase 1 involved an Operations and Management Performance Review. This assessment found that the operations and management of the airport are effective and, in a number of areas, ahead in comparison to regional airports of similar size. Management objectives involving risk assessment, safety, incident management, wildlife and personnel management are being carried out effectively and the airport is meeting all regulatory requirements. The report indicated that where the airport is lacking is in its aging assets. A number of big ticket upgrades are required including a terminal building renovation, airfield lighting and electrical upgrades, as well as runway upgrades.

Phase 2, the Business Plan, was completed at the end of 2019 and is slated to be presented to City Council in early 2020.

Phase 3, the Business Plan Implementation and Management Oversight, will occur over the next 4 years and will commence once the Business Plan has been presented to and approved by City Council.

Waterline Upgrade

The current supply of water at the Lethbridge Airport meets the needs of seven days of storage for airport and adjacent business needs, but is inadequate for the volumes required in firefighting. The existing pumphouse and water supply infrastructure has reached the end of life and requires upgrade or replacement. Rather than replacing or expanding the existing water reservoir and pump house, the better and lower cost solution is to install a water supply line from the City limits to the airport. This will provide

enough water to satisfy firefighting requirements, and will provide sufficient supply to future development surrounding the airport.

In 2019, Lethbridge City Council approved this project by amending the 2018-2027 Capital Improvement Program (project D-43) and an engineering firm was hired to complete the design. Construction is anticipated to commence in 2020 with the work being completed in the fall of 2020.

Airport Terminal Renovation

In 2019, Lethbridge Land, in partnership with the Lethbridge Airport and Facility Services, hired an architecture firm to complete the preliminary design of the Lethbridge Airport Terminal renovation. This design contemplated the airports functional requirements, the extent of upgrades required, and the future passenger needs of the airport. Specific goals were to increase the area of the secure hold room, upgrade the current washrooms to meet accessibility standards, add washrooms (including accessible) inside the secure hold room, modernize the furnishings, and upgrade the parking. This work was approved in the Capital Improvement Program under project D-43.

BILD LETHBRIDGE

Committee Work

Staff of Lethbridge Land are involved in two BILD Lethbridge Committees, the Developer Committee and the Training and Education Committee.

These committees and their efforts help BILD Lethbridge achieve their mission of excellence in government relations, advocacy, education and building innovation.



Member of the Year

In 2019, Abby Slovack, Land Development Manager with Lethbridge Land, was named BILD Lethbridge's Member of the Year. She is involved in the Training and Education Committee and was recognized for her efforts on that committee, including work on the Scholarship Program and the BILD Lethbridge Home Renovation Giveaway.

ALIGNMENT WITH LETHBRIDGE CITY COUNCIL'S STRATEGIC GOALS

As Lethbridge Land operates under the guidance and leadership of Lethbridge City Council, Lethbridge Land works very diligently to ensure its activities align with Council's Strategic Goals. Lethbridge City Council's *Community Vision* is "to work together to ensure that Lethbridge demonstrated active leadership in environmental stewardship and innovation and is recognized as being a safe, healthy, vibrant, prosperous, economically viable place where all people can fully participate in community life". Lethbridge Land is committed to making certain that vision is instilled in the neighbourhoods we create.



Figure 13. Activities Aligned with City Council Strategic Goals

Lethbridge Land Activity	Financial Stewardship & Economic Prosperity	Livable Communities	Compassionate Community	People Places for All	Accountable Leadership
Great Bear Boulevard Construction	✓	✓			✓
Watermark Park Final Acceptance + Turnover	✓	✓	✓	✓	
RiverStone Dog Park Final Acceptance	✓	✓		✓	
RiverStone Lot Sales	✓	✓		✓	
Crossings Playground Design	✓	✓	✓	✓	
Crossings Show Homes	✓	✓		✓	
12 Days of Christmas in Crossings		✓			
Crossings Lot Sales	✓	✓		✓	
Sherring Construction	✓	✓			✓
Airport Operations Transfer	✓				✓
Airport Operational Review + Business Plan	✓				✓
Airport Waterline Upgrade + Terminal Renovation	✓				✓
BILD Lethbridge Committee Work					✓



2020-2023 WORK PLAN

Lethbridge Land is a community builder that is committed to building the best Lethbridge for tomorrow. We have been busy since the 1960s doing that, and as Lethbridge continues to thrive and grow, we are focused on our commitment to the community, our accountability to Lethbridge City Council and our exciting work ahead.

2020 – 2023 WORK PLAN

Figure 14. Lethbridge Land Work Plan – 2020 - 2023

Development Tasks		Scope	2020	2021	2022	2023
CROSSINGS	Crossings Playground	Construction				
	Crossings 5*	Design				
		Construction				
	Crossings North Costing + Pro Forma Development	Consulting				
	Crossings Landscaping + Wayfinding Signage*	Design				
		Construction				
	Roadway Surface Refurbishment*	Construction				
	Crossings North Site Preparations (Rough Grading + Basement Dump Management)	Construction				
	Crossings 9 + Park*	Design				
		Construction				
Crossings 10*	Design					
	Construction					
Crossings 11*	Design					
RIVERSTONE	RiverStone 18*	Design				
		Construction				
	RiverStone 19*	Design				
		Construction				
WATERMARK	Great Bear Blvd Landscaping	Construction				
	Outline Plan Amendment + Costing and Pro Forma Development	Design				
	Watermark 2*	Design				
		Construction				
	Watermark 3*	Design				

Development Tasks		Scope	2020	2021	2022	2023
SHERRING	Roadway Overlays	Construction				
	Rail*	Design/Construction				
	Consulting Services	Consulting				
	Grading	Construction				
	Topsoil Removal	Construction				
	Landscaping	Construction				
LETHBRIDGE AIRPORT	Terminal Renovation	Design				
		Construction				
	Waterline Upgrade	Construction				
	Business Development Plan - Implementation	Consulting				
	Area Structure Plan/Outline Plan/Annexation	Consulting				
	Energy Generation Feasibility Studies	Consulting				

*Moved out one year from approved 2019-2022 Work Plan.

All forecasted construction is subject to market conditions.



PREPARED BY

Lethbridge 
Land

LETHBRIDGE LAND
REAL ESTATE & LAND DEVELOPMENT DEPARTMENT
CITY OF LETHBRIDGE