



Lac La Biche County
welcoming by nature.

BUDGET

2020



Introduction and Administration Commentary

Council Expectations

This budget meets Council's financial, capital, and service expectations based on the following three broad guidelines:

1. The County's strategic plan, drafted in 2018, which will guide the County through the next five years to 2024. The vision as outlined in the plan, is:

Lac La Biche County is proud to be a diverse, healthy and safe community. Our citizens are engaged and enjoy enhanced social and recreational amenities. We are economically resilient as we continue to invest in top-quality infrastructure and services. We are environmental stewards who promote our natural assets, making Lac La Biche County the destination choice of northern Alberta.

The five strategic goals and actions used to help realize this vision are:

1. **Economic Development** - Our blueprint for resilient growth;
2. **Recreation** - Strengthening our unique assets;
3. **Social Wellness** - Maintaining a high quality of life for our citizens;
4. **Tourism** - Marketing our strengths; and
5. **Environment** - Thoughtful stewardship of our natural environment.

2. In addition, Council established budget guiding principles at their July 23, 2019 meeting, which were:

1. Directing Administration to prepare the proposed 2020 budget such that Council and Administration strive for a 5% reduction in operating expenditures,
2. Directing Administration to prepare the proposed 2020 budget, 2021 - 2023 financial plan, and the 2021 - 2025 capital plan based upon budgeted 2019 property tax revenues for the 2020 fiscal year.
3. Directing Administration to bring forward a public participation plan to aid Council in completing the 2020 budget process.

3. Ongoing discussion items in Council meetings that need to be considered in the 2020 budget.

Administration's Budget Constraints

In addition to the expectations listed above, the County

is mandated by the Municipal Government Act (MGA) to submit a balanced budget.

In preparing the budget, Administration historically takes a conservative point of view financially. It is better to have a surplus at the end of the year versus an unbudgeted deficit. Expenditures are not budgeted too low and revenues are realistic given the information that is known at the time. Surpluses can be carried forward into the next year or moved into reserve funds.

General Economic Highlights

Since the 2019 budget and plans were adopted by Council in September 2018, elections have occurred both provincially and federally. While the results of the federal election appear to be status quo for municipalities, especially regarding infrastructure funding, the impacts from the new provincial government are more challenging for Lac La Biche County.

The provincial budget, unveiled after this commentary was written, is expected to broadly follow the findings of the MacKinnon panel blue ribbon report, which may result in the following:

1. Downloading of current provincial costs of services, such as policing.
2. Reduction of grants like the Municipal Sustainability Initiative (MSI), the Strategic Transportation Infrastructure Program (STIP), the ID 349 transfer, Agriculture Service Board (ASB) funding, Family and Community Support Services (FCSS) grants, and public library grants, or perhaps increased cost shares required by the County.
3. Changes in property tax assessment of wells, pipelines, and machinery and equipment (M & E). Lac La Biche County is heavily dependent on these taxes to provide essential projects and services.

There is expected to be little significant real assessment growth due to new construction in 2020 due to the tough economic conditions for the Alberta energy industry.

Inflation is lower than last year. Alberta's September Consumer Price Index (CPI) fell from 3.0% in 2018 to 1.3% in 2019. Interest rates have also fallen, perhaps making long-term debt for capital projects more financially prudent.

A Solution to Reduce Fiscal Uncertainty

To maintain economic resiliency, a **Stabilization Operating Reserve** of \$5 million has been established. The proposed use for this reserve is to cushion against downloading, grant losses, or taxes lost from assessment changes. Once the effects are known, any funds left in the reserve



may be used for additional capital projects, the County's broadband initiative (currently under negotiation), or can be placed into capital reserve.

Operating Cost Reductions

As mentioned earlier, Administration and Council sought a 5% reduction in 2020 operating expenditures. Administration did a major review of operating expenditures, and the budget represents a 8.09% reduction in total base expenditures, from \$54,487,458 in 2019 to \$50,078,360 in 2020. However, this includes a reduction of approximately \$2.9 million in debenture payments for the Bold Center that don't have to be made in 2020. If the effect of the debenture payment reduction is removed, the cost reduction is 3.98%.

Administration did strive to find cost savings. Any further cost reductions will result in real service level reductions.

Operating Budget Highlights

This budget maintains most existing service levels. To achieve this, some business cases involving additional staffing were necessary.

Service levels that are being enhanced mainly deal with economic development and tourism services, reflecting Council priorities. More funding is being sought for hamlet maintenance, such as increased boulevard cutting, participation in Communities in Bloom, and master plans for McArthur Park and trails.

Wages and benefits are nearly 50% of operating expenditures. During the last several years, the County has worked hard to be an employer of choice, and this is reflected in better employee retention and reduced turnover, which eventually results in better service to the community. However, due to difficult economic times provincially and locally, a general cost of living adjustment (COLA) for staff this year was not included. The County has many employees at the end of their pay grid and their wages would not increase. Staff lower in the grid would continue to advance to the next step based on their performance.

Capital Budget Highlights

In the last few years, the County spent major reserve funds on capital projects. Over \$13 million was drawn from capital reserves in 2019. Most of these reserves are at minimum levels, so capital spending will be decreased in 2020.

The Mystic Beach access road paving project, delayed for a few years due to other capital priorities, is part of the 2020 budget. Another large project, Campsite Road, is being deferred to 2021, as it will take an additional year to determine if water and sewer servicing to residences along the way should be part of the project.

Other transportation capital projects for 2020 include allocations for subdivision road paving and bridges. There will continue to be funds available for new sidewalk and paving projects as in past years. There are no other subdivision servicing projects planned in 2020.

Facilities work includes the final phase of the County shop and renovations to the old Ford building, which will reopen in 2020 as the new Emergency Services Centre.

The County's fibre and broadband initiative is still under negotiation and will be included in an upcoming budget revision.

The water and sewer project in Lakeview Crescent will be completed as well in 2020.

Not all projects can be done in 2020 due to available funds but, if they are on the five-year plan, it is quite likely the project will be done as there is a budget for it in a future year.

Taxes and Assessment

Lac La Biche County must continue to reduce its mill rate ratio, currently at 6.12:1 to 5:1 as required by the MGA. It's too soon to tell what the mill rates will be, but expect residential assessment to fall due to reduced market values as in previous years. If the residential/farm mill rate is increased to compensate for the assessment decrease, the ratio will fall. There is expected to be some real assessment growth due to CNRL Kirby North coming on stream, but curtailment and assessment manual changes may dull that impact. The debenture on the Greater North lodges is expected to be paid in March 2020, so there may be an additional opportunity to reduce the lodge mill rate and increase the municipal mill rate with no bottom-line taxpayer impact.

Non-residential taxpayers (business, linear, and M & E) comprised approximately 90% of the County's tax base in 2018.

MSI and STIP Grants for 2020 and Beyond

The County is banking its MSI and using it to match up with federal Investing in Canada Infrastructure Program (ISIP) grants for a new aquatic centre at the Bold Center. Currently the County is awaiting word from the province that they approve of the project being submitted to the federal government for their 40% contribution. Based on a \$15 million estimated project cost, MSI will fund approximately \$9 million, and ISIP \$6 million. ISIP is heavily oversubscribed, so federal funding is not guaranteed. If the County doesn't get a positive response, Administration will bring the project back to Council for reconsideration or redirection of the MSI funds to other projects.

STIP will be funding the rebuilding of a bridge over Christy Creek and a culvert project near Rich Lake this winter. Administration will continue to apply for STIP and Water for Life funding for 2020 if there is any available.

Debt for New Capital Projects

During the last year, Council has shown some interest in financing new projects with debentures. Most of the County's debt will be paid off in 2020 with the retirement of the Bold Center debenture in June 2020, allowing \$2.9 million to be diverted to other uses in 2020 and another \$2.9 million in 2021. Debenture rates have fallen as shown below:

10-year	2.382%	(2018 - 3.16%)
15-year	2.538%	(2018 - 3.30%)
20-year	2.646%	(2018 - 3.43%)

Debentures need a long lead time. Once a project is completely designed and approved, the process to obtain a debenture takes at least six months, so planning is necessary.

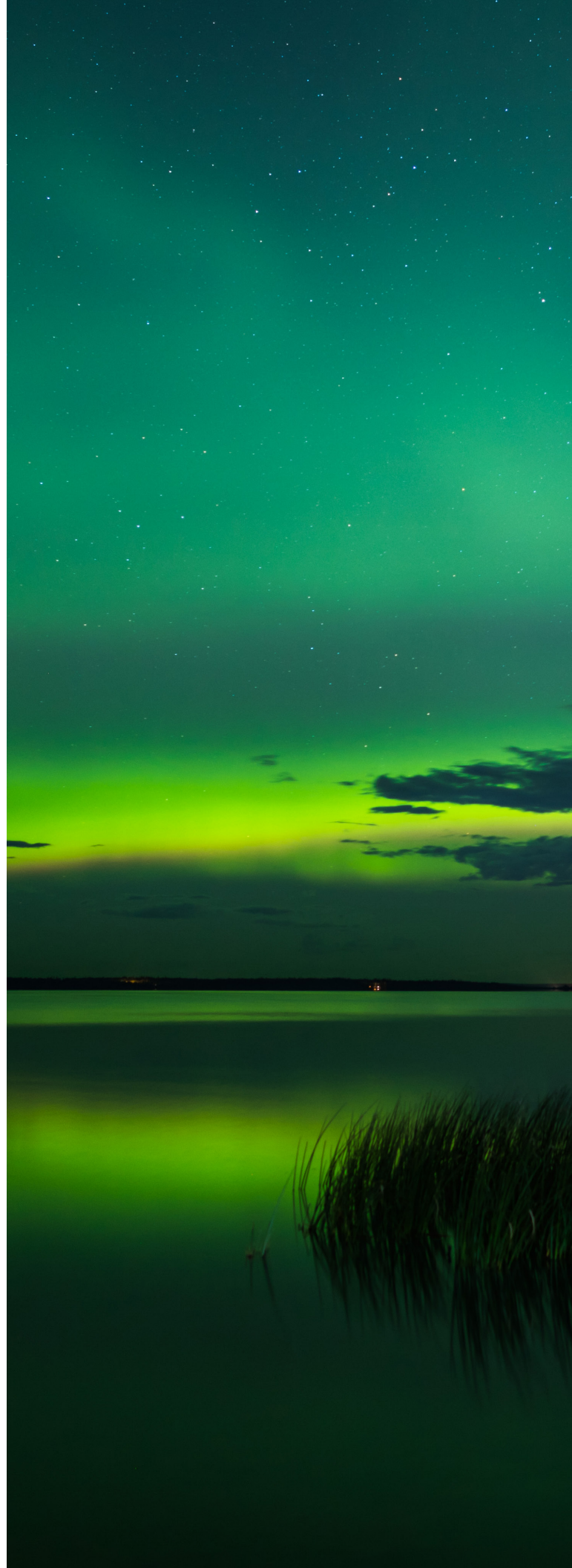
The Budget Process

Council passed the 2020 budget on December 10, 2019.

In addition, Council and Administration scheduled evening open houses on the budget in Plamondon on November 20 and in Lac La Biche on November 22, 2019. Public consultation on the budget is a best practice, and the timing of the meetings allowed the public to focus on the initial document and the three-year operating and five-year capital plans. The findings from the public open houses were presented to Council, then incorporated into the 2020 budget where possible.

Conclusion

Every year, Administration and Council make improvements to the budget document, and this year's version is more condensed, readable, and transparent than ever before. Staff have put a lot of effort into it, and Lac La Biche County Council and Administration look forward to seeing these projects and initiatives come to fruition as we work to make our municipality an even more diverse, healthier, and safer community in the years to come.









READER'S GUIDE

The Reader's Guide is intended to provide the reader with a brief description of the contents of each major section of Lac La Biche County's Proposed Budget and Financial Plans.

Navigating to the area you wish to view can be done using the following feature:

Hyperlinks

The Table of Contents has been linked to and from all pages.

To utilize these features:

- a. Click on the line item you wish to view in detail
- b. To return to the Table of Contents, select the icon in the corner of the page you are viewing.



To return to the Table of Contents, click this icon.

BUDGET SECTIONS

Appendices

This section contains a Glossary.

Budget Overview

This section contains Council's Strategic Plan and goals for the County along with a description of the budget guidelines and process.

Department Highlights

This section provides a brief summary of department activities, current year highlights, proposed initiatives and financial summary for each division.

Financial Summaries

This section contains the Consolidated Budget Summary, Operating and Capital Budget.

The Operating Budget section includes: Operating Budget by Object and by Function, Operating Initiatives Summary, and Staffing Overview.

The Capital Budget section includes: 2020 Capital Carry Forwards, Capital Reserves, Capital Budget, and Municipal Debt.

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Our Vision

Lac La Biche County is proud to be a diverse, healthy and safe community. Our citizens are engaged and enjoy enhanced social and recreational amenities. We are economically resilient as we continue to invest in top-quality infrastructure and services. We are environmental stewards who promote our natural assets, making Lac La Biche County the destination choice of northern Alberta.



Budget Overview



COUNCIL'S STRATEGIC GOALS

Council's adopted Lac La Biche County's 2019-2024 Strategic Plan in 2019, creating a road map for the future success of our community. This document includes a vision that describes where Council would like Lac La Biche County to be in the next several years. You can find the vision on the previous page.

Council also adopted a variety of strategic priorities to help the County reach that vision, which you can read below. These priorities have guided the creation of the 2020 budget.

To see the full 2019-2024 Strategic Plan, visit laclabichecounty.com.



Strategic Goal: Economic Development

We will focus our economic development efforts and continue to build partnerships with our business community to create a resilient County that remains prosperous.

Strategic Outcomes

- A diversified economy that sustains our community.
- Partnerships promoting business growth and retention.
- Physical and technological infrastructure is in place to support current and future business, industry, and agriculture.



Strategic Goal: Recreation and Culture

We will continue to invest in our recreational amenities, cultural services and supporting infrastructure to ensure our citizens and visitors have the opportunity to experience our multicultural and recreational diversity.

Strategic Outcomes

- Facilities and programs that promote the diversity of our community.
- Recreation opportunities that are available, accessible and affordable.
- Both rural and hamlet residents are considered in these opportunities.



Strategic Goal: Social Wellness

We will have safe communities and support the diverse needs of our citizens.

Strategic Outcomes

- Partnerships with local volunteer and community organizations to strengthen the County's ability to respond to the community's changing needs.
- Community involvement in proactive safety education.
- Access to affordable basic municipal services.



Strategic Goal: Tourism

We will focus our tourism and marketing efforts on what makes Lac La Biche County distinct, attracting visitors who can enjoy all we have to offer.

Strategic Outcomes

- Tourism contributes to our economic diversification.
- Partnerships with local and non-local industry to deliver diverse destination programs and activities.
- Community and organizational supports for tourism initiatives.



Strategic Goal: Environment

We will protect and sustain the valuable natural assets our citizens and visitors enjoy.

Strategic Outcomes

- Natural assets are sustained for current and future generations to enjoy.
- County operations lead by example with respect to environmental sustainability.
- Growth and development is encouraged while not compromising our natural assets.
- Appropriate and effective use of agricultural land.



CORPORATE BUDGET HIERARCHY

Lac La Biche County's budget is developed and approved annually to finance the delivery of programs and services to the community according to Council approved service levels. Preparation of the corporate budget is one of the most critical initiatives undertaken by Administration as it acts as the fiscal plan that provides the resources required to make progress towards achieving Council's strategic goals priorities.

Administration uses Council's approved services and service levels, strategic direction and priorities and budget guiding principles as the foundation on which to build the annual operating and capital budgets. In developing the budget, the County utilizes approved financial policies since conforming to these policies allows for a consistent approach across departments, while ensuring alignment with Council's fiscal direction.

Administration establishes the budget with a strong understanding of its impacts on future years and the ability to fund those impacts, thus solidifying County's commitment to responsible and sustainable fiscal policy.

Lac La Biche County's budget is divided into two main areas, Operating and Capital. The operating area is further subdivided into base budget and operating initiatives as illustrated below:





OPERATING BUDGET

From plowing the snow in the winter to maintaining our green spaces and boat launches in the summer, from para-transit and infrastructure, to recreation and enforcement services, these are all the services you depend on each day as a Lac La Biche County resident and are tangible examples of your municipal taxes put to work. The taxes you pay each year go toward funding various services and program areas within the County.

Every day, as a Lac La Biche County resident, you place your trust in our employees to provide you with high quality, efficient services and programs that matter most to you. We do this by managing the budget today and planning for tomorrow.

The development of the operating budget is presented in two segments:

- 1. Base** - the foundation for required resources to maintain Council-approved service standards and to meet statutory and/or regulatory requirements. Any changes to the base budget would be considered a tax requirement and would ultimately affect the tax rate. If the change is significant, the amendment is presented as a base business case and would be voted for by Council.
- 2. Service Level Enhancement** - initiatives related to new operating programs or recommended changes to service levels. These are also presented as business cases and can be funded through reserves or general tax revenues.

CAPITAL BUDGET

The Capital Budget funds investments in infrastructure and capital assets such as constructing, buying, or maintaining assets like roads, sidewalks, bridges, buildings, vehicles, equipment and land.

In accordance with the County's policies of strong fiscal management and values, the Five-Year Capital Plan is a long-term planning document that provides key strategic inputs for the upcoming budget year, a framework for the three-year budget plan, and a future outlook of long-range capital requirements. The plan identifies the capital projects and budget requirements to maintain the County's existing infrastructure, and to support growth initiatives in the community.

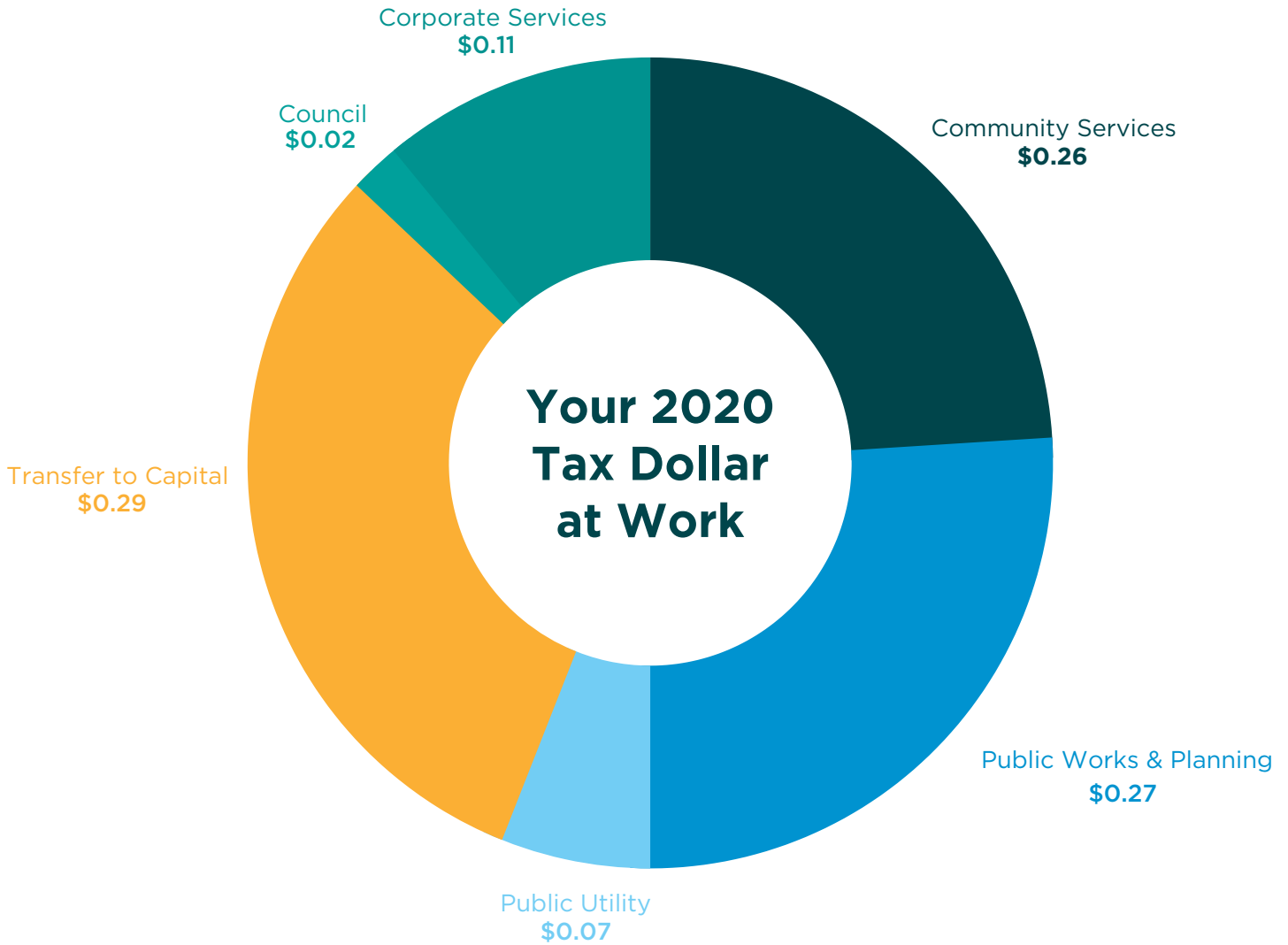
Five-Year Municipal Capital Plan

The Five-Year Municipal Capital Plan has identified approximately \$141 million in capital investment. The plan includes various projects ranging from improvements to civic buildings, major road expansion and alignment, and replacement of mobile equipment.



2020 TAX DOLLARS AT WORK

The 2020 budget is prepared based on a 0% property tax increase and a \$63.51 million municipal tax revenue requirement. How will each of those dollars be spent? See the chart below for a breakdown of the services that each tax dollar funds.



Financial Summaries



BUDGET SUMMARY

Operating and Capital Budget Summary

FOR THE YEAR ENDING DECEMBER 31, 2020

FORECASTED ACCUMULATED SURPLUS, AS AT DECEMBER 31, 2019	<i>A</i>	4,914,396
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OPERATING BUDGET FOR THE YEAR ENDED DECEMBER 31, 2020

OPERATING REVENUES	<i>B</i>	73,141,133
OPERATING EXPENDITURES		
BASE EXPENDITURES		-50,186,450
OPERATING INITIATIVES		-3,016,435
TOTAL OPERATING EXPENDITURES	<i>C</i>	-53,202,885
STABILIZATION OPERATING RESERVE ALLOCATION	<i>D</i>	-5,000,000

OPERATING SURPLUS FOR THE YEAR ENDED DECEMBER 31, 2020 (B-C-D)	<i>E</i>	14,938,248
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FUNDS AVAILABLE TO FINANCE CAPITAL PROJECTS (A+D)	<i>F</i>	19,852,644
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CAPITAL BUDGET FOR THE YEAR ENDED DECEMBER 31, 2020

CAPITAL EXPENDITURES	<i>G</i>	-24,002,200
TRANSFERS FROM CAPITAL RESERVES	<i>H</i>	4,147,200
CAPITAL GRANTS	<i>I</i>	525,674
OTHER FUNDING SOURCES	<i>J</i>	380,500

FUNDS REQUIRED TO FUND CAPITAL PROJECTS (G+H+I+J)	<i>K</i>	-18,948,826
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FUNDS REMAINING AS AT DECEMBER 31, 2020 (F-K)	<i>L</i>	903,818
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Operating Budget

The background of the page is a solid blue color with a gradient. It features several wavy, horizontal lines that create a sense of movement and depth. The lines are in various shades of blue, from a light, almost white-blue to a deep, dark blue. The overall effect is clean, modern, and professional.



Operating Summary by Object (as of December 5, 2019)

	2018 ACTUAL	2019 BUDGET	2019 YEAR TO DATE	2020 BUDGET
OPERATING REVENUES				
PROPERTY TAXES & LOCAL IMPROVEMENTS	-65,397,257	-64,300,000	-66,320,800	-63,510,000
OIL WELL DRILLING LICENSES	-799,038	-800,000	-159,352	-200,000
SALE OF GOODS & SERVICES	-9,049,746	-8,390,344	-7,997,902	-7,518,512
OTHER REVENUES	-613,492	-241,020	-354,739	-222,019
GOVERNMENT TRANSFERS	-5,506,201	-2,211,840	-2,661,622	-1,690,602
TOTAL: REVENUES	-81,365,734	-75,943,204	-77,494,415	-73,141,133
OPERATING EXPENSES				
SALARIES, WAGES & BENEFITS	21,614,295	23,997,492	21,334,427	24,719,133
CONTRACTED SERVICES	8,234,167	12,814,482	9,962,527	11,390,403
CONSUMABLE SUPPLIES	9,094,835	9,771,534	7,981,220	8,828,899
GRANT TRANSFERS	3,208,853	3,709,827	2,601,102	3,054,524
DEBENTURE & INTEREST	9,547,348	8,002,669	3,280,904	5,209,926
TOTAL: OPERATING EXPENSES BY OBJECT	51,699,498	58,296,004	45,160,179	53,202,885
OPERATING SURPLUS	-29,666,236	-17,647,200	-32,334,236	-19,938,248



REVENUE

Lac La Biche County's operating budget is supported by several sources of revenue, which includes property taxes, grants, sales and user fees, fines and penalties, and other forms of income.

Property Taxes & Local Improvements

This category includes municipal tax levy revenues as well as any local improvement levy revenues.

Oil Well Drilling Licenses

This category includes revenues associated with oil drilling activities within the County.

Sale of Goods and Services

Included in this category are all fees that are charged to customers based on usage. Examples include fees for paratransit, recreation facilities, subdivision and development fees, ticket sales and rental of ice arenas, etc. This category also includes revenues received for fines issued by enforcement services.

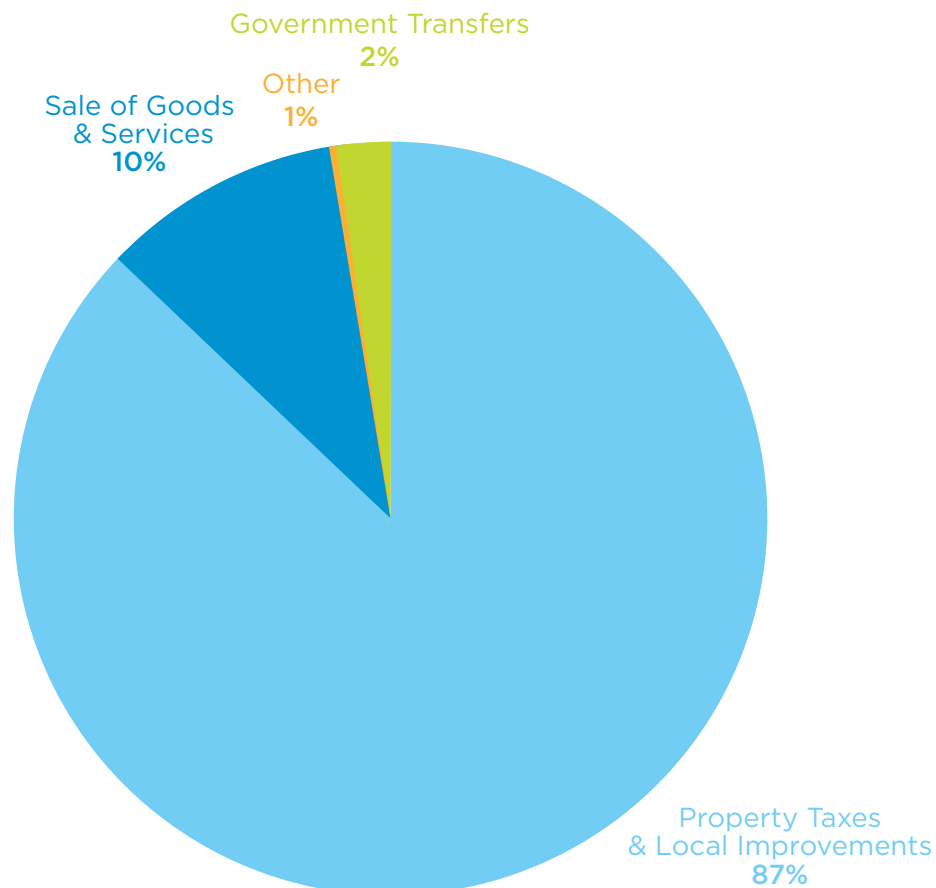
Other Revenue

This category includes miscellaneous revenues, cost recovery, donations and local grants. This category also includes penalties on late payment of utilities and general receivables and taxes.

Government Transfers

Lac La Biche County receives conditional grants from other levels of government. These grants must be used as directed by the granting government and the County must adhere to the reporting requirements of each grant. Transfers from reserves are also included in this category.

Revenue Profile





EXPENDITURES

Salaries, Wages and Benefits

Lac La Biche County's primary responsibility is to provide services to its citizens. Included in this category are base salaries, merit increases, pension, employment insurance, health care costs and additional benefit costs for employees. This category also includes board member honorariums and salaries, and daily meeting fees for elected officials.

Contracted Services

This represents external professional services for audit, legal, engineering, construction, artists, communications, insurance premiums and damage claims.

Consumable Supplies

This represents a variety of goods, such as operating and program supplies, gas and oil, sand, salt and gravel, chemicals and equipment, and vehicle parts required by the County to provide services to the community. It also includes the electricity, telephone, natural gas and water, wastewater and solid waste charges.

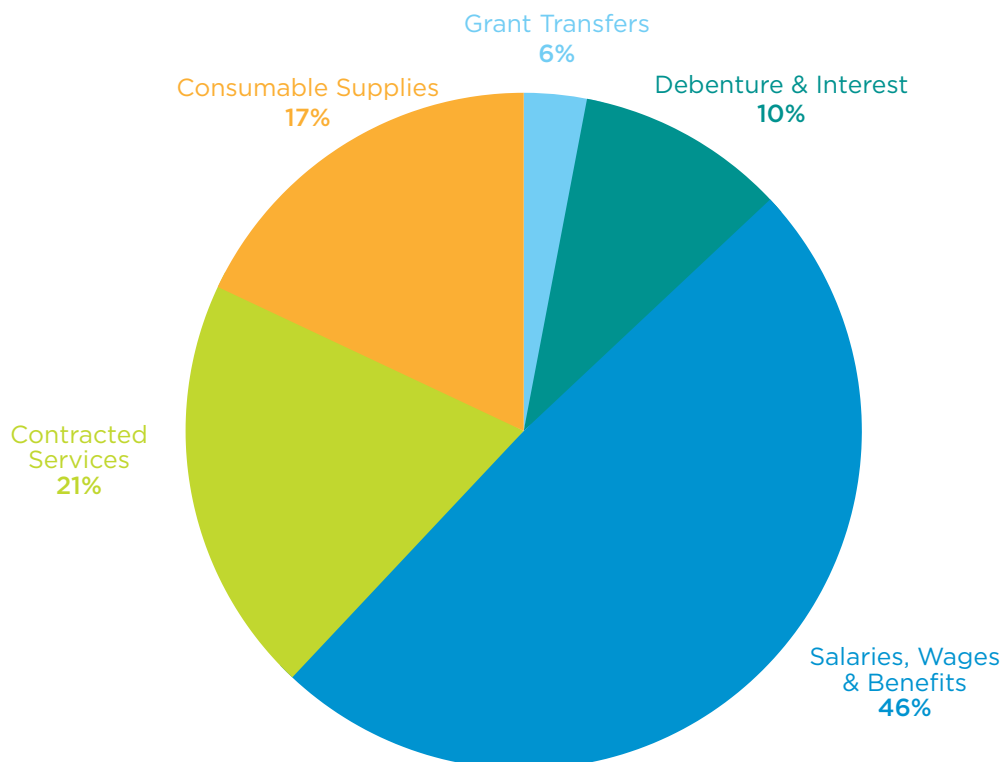
Grant Transfers

Included in this category is the funding transferred to 'Outside Agencies' such as the Lakeland Interpretive Society, the Plamondon and District Community Development Society, community recreation halls, seniors, and other agencies as approved by Council. Operating budgeted transfers to reserves are also included in this category.

Debenture Principal and Interest Repayment

This category relates to debt payments on long-term debentures, such as the Bold Center multiplex.

Expense Profile





Operating Summary by Function (Revenues as of December 5, 2019)

	2018 ACTUAL	2019 BUDGET	2019 YEAR TO DATE	2020 BUDGET
OPERATING REVENUES				
GENERAL MUNICIPAL REVENUES	-68,758,091	-67,995,463	-68,999,088	-66,220,000
COUNCIL	-3,800	-2,563	-4,324	-2,563
GENERAL ADMINISTRATION	-14,495	0	-448	0
RECORDS MANAGEMENT	0	0	0	0
HUMAN RESOURCES	-1,121	0	-4,124	0
HEALTH & SAFETY	0	0	0	0
GIS	-2,673	-5,000	-1,895	-2,000
INFORMATION TECHNOLOGY	-4,605	0	-2,400	0
FINANCE	-62,711	-53,600	-58,620	-53,600
LEGISLATIVE SERVICES	-275	0	-275	0
COMMUNICATIONS	0	0	0	0
FIRE SERVICES	-471,213	-147,300	-253,886	-162,300
ENFORCEMENT SERVICES	-28,661	-91,200	-59,123	-71,200
EMERGENCY MANAGEMENT SERVICES	0	0	0	0
COMMON SERVICES	-71,373	-33,200	-41,557	-33,200
TRANSPORTATION SERVICES	-927,226	-85,250	-31,338	-129,250
AIRPORT OPERATIONS	-69,672	-70,000	-61,001	-70,000
UTILITIES - WATER	-1,285,357	-861,842	-800,889	-871,191
UTILITIES - SEWER	-1,107,863	-759,092	-643,917	-766,683
WASTE & RECYCLING MANAGEMENT	-704,381	-1,060,244	-594,200	-715,244
UTILITIES - NATURAL GAS	-2,253,054	-2,270,000	-1,936,718	-1,757,199
FCSS & COMMUNITY DEVELOPMENT	-547,941	-531,680	-540,476	-576,893
CEMETERIES	-7,815	-10,350	-10,965	-10,350
PLANNING & DEVELOPMENT	-308,071	-262,250	-351,977	-242,000
ENVIRONMENTAL SERVICES	-5,409	-4,500	-8,456	-4,500
AGRICULTURE SERVICES	-178,728	-174,717	-182,294	-174,717
TOURISM & ECONOMIC DEVELOPMENT	-18,897	-144,624	-41,513	0
COMMUNITY GROUP SUPPORTS	-120,536	-132,304	-118,153	-118,153
RECREATION FACILITIES & PROGRAMS	-4,290,358	-1,248,025	-2,746,777	-1,160,090
LIBRARIES & CULTURE	-121,409	0	0	0
TOTAL OPERATING REVENUES	-81,365,734	-75,943,204	-77,494,415	-73,141,133



Operating Summary by Function (Expenses as of December 5, 2019)

	2018 ACTUAL	2019 BUDGET	2019 YEAR TO DATE	2020 BUDGET
OPERATING EXPENSES				
COUNCIL	880,924	1,044,117	864,873	1,016,445
GENERAL ADMINISTRATION	1,661,776	1,734,665	1,548,012	1,822,500
RECORDS MANAGEMENT	328,396	365,859	331,079	331,465
HUMAN RESOURCES	425,601	529,112	436,877	658,402
HEALTH & SAFETY	204,653	226,697	167,784	198,683
GIS	328,599	343,409	260,931	344,836
INFORMATION TECHNOLOGY	725,439	872,097	825,154	913,916
FINANCE	3,041,456	1,995,855	1,638,912	1,906,210
LEGISLATIVE SERVICES	265,522	334,731	303,802	221,561
COMMUNICATIONS	408,809	576,673	456,035	580,752
FIRE SERVICES	1,373,042	1,681,188	1,152,121	1,450,698
ENFORCEMENT SERVICES	1,139,987	1,788,028	1,615,645	2,154,275
EMERGENCY MANAGEMENT SERVICES	10,066	36,330	4,153	22,230
COMMON SERVICES	6,614,134	6,535,673	4,579,341	6,227,222
TRANSPORTATION SERVICES	8,598,011	8,632,281	7,001,953	8,692,123
AIRPORT OPERATIONS	77,838	121,085	77,937	202,735
UTILITIES - WATER	1,583,283	2,118,378	1,565,908	1,934,571
UTILITIES - SEWER	2,185,201	2,467,623	2,113,136	2,577,872
WASTE & RECYCLING MANAGEMENT	476,810	2,759,814	2,881,319	2,327,151
UTILITIES - NATURAL GAS	1,573,527	1,984,598	1,670,038	1,499,685
FCSS & COMMUNITY DEVELOPMENT	1,335,243	1,885,458	1,390,251	1,770,897
CEMETERIES	34,700	60,750	3,271	10,750
PLANNING & DEVELOPMENT	789,583	1,480,996	872,945	1,233,013
ENVIRONMENTAL SERVICES	319,636	334,361	331,499	306,734
AGRICULTURAL SERVICES	590,057	805,200	638,353	741,232
TOURISM & ECONOMIC DEVELOPMENT	219,554	626,415	521,497	752,751
COMMUNITY GROUP SUPPORT	2,689,625	2,550,931	1,543,458	1,991,964
RECREATION FACILITIES & PROGRAMS	13,134,865	13,739,861	9,723,758	10,625,953
LIBRARIES & CULTURE	683,164	663,819	640,137	686,259
TOTAL OPERATING EXPENSES	51,699,498	58,296,004	45,160,179	53,202,885
OPERATING SURPLUS	-29,666,236	-17,647,200	-32,334,236	-19,938,248

Operating Initiatives



OPERATING INITIATIVES

The Senior Management Team reviews all requested operating business cases for their merit and alignment with Council strategic priorities. Each case is weighed for its ability to provide value for money and/or bring efficiencies to the organization. This process helps Administration in determining a concise and cohesive list of business cases to be presented to Council as part of the 2020 Proposed Budget.

All business cases are classified as a (1) base business case or (2) service level-enhancement business case.

Base business cases are those that are needed to sustain current operations and service levels. This also includes business cases related to meeting regulatory requirements.

Service level-enhancement business cases improve the County's existing service levels. This also includes action items from studies or master plans that are recommended and best aligned with Council's strategic priorities.

BASE BUSINESS CASES

#	NAME	SCOPE STATEMENT	FTE	NET COST	EXPENSE	REVENUES	2020 - 2023
1	Repurpose .6 FTE Records Clerk to Summer Position	To drive efficiencies and cost savings while maintaining the level of service, Administration is requesting to repurpose the permanent .6 FTE to a summer position. This change will closely reflect the resources to the changes in operational needs.	-0.27	-34,300	-34,300		
2	Security Awareness Training	Security awareness training is for anyone that uses the County's information systems to aid in being able to identify different types of risks and be able to reduce the County's risks to ransomware, hacking, phishing, etc.		12,000	12,000		
3	Office 365 Backup Software	The county uses Microsoft Office 365 which includes multiple Microsoft products, services and features. The Office 365 system is maintained by Microsoft but the County still has a responsibility of maintaining data backups incase of any major office 365 failures, data deletions or malicious attacks. To ensure the County has access to retrieve our data there is a requirement to have a backup solution in place.		8,000	8,000		
4	Multi Factor Authentication	Multifactor authentication sometimes referred to as two-factor authentication (2FA), is a method to verify a user's identity. In addition to knowing your username and password, multifactor authentication requires you to provide another piece of information to confirm your identity which is usually in the form of a token that displays random generated numbers or a cellphone app. It all comes down to something that you know (username and password) and something physical that you have (the token).		25,000	25,000		



#	NAME	SCOPE STATEMENT	FTE	NET COST	EXPENSE	REVENUES	2020 - 2023
5	Enterprise Password Manager	Implement a password manager that all staff and departments will use that also allows them to securely share passwords between each other, within departments and between departments. There is a growing list of systems, websites, etc that each have their own username and password. Making it hard to keep track of all the different usernames and passwords used through. A significant amount of staff members are using paper notebooks, sticky notes, word documents to keep track of passwords which is against security best practices.		15,000	15,000		
6	County Dollars Program	This is for a staff appreciation incentive through the County's local businesses. Employee's have a choice as to where they can spend their two \$25 gift certificates through a list of local businesses. The program occurred for the first time in 2018 where the staff and businesses both enjoyed the program that was implemented. It is the County's recommendation to implement this in our operating initiatives. Providing business to our local vendors is important to ensure our community continues to have support from our staff, and supports Council's strategic goal of economic development.		16,000	16,000		48,000
7	Lac La Biche County's Website Redevelopment/ Update	Build an updated Lac La Biche County website that makes it even easier for users to find information about municipal services, programs, and events.		75,000	75,000		50,000
8	Airport Master Plan	The County has not had an official plan created for the Airport. It is important to have a plan to develop a long term strategy around the airport area and operations. There is a potential for the airport to ultimately be self sustaining and an Airport Master Plan is the first step in that direction.		80,000	80,000		
9	Equipment Operator	This position is required to ensure enough resources are available to maintain the service levels on paved roads due to an increase in paved roads in the County over the last couple of years.	1.00	80,898	80,898		
10	Reclassify temporary Full Time Waste & Recycling Operator and .8 Waste & Recycling Operator to Two Full Time Equipment Operator	Existing "Temporary Full Time" employee has been acting in full time equivalency for over two years in order to meet current service levels. A shortage in equipment operators exists and these positions are required in order to properly run the landfills.	1.20	99,298	99,298		
11	Waste & Recycling Operators- Two Full Time Operators	The landfill and transfer station schedule has recently been revised to reflect an increase in service levels. These full time positions are required to meet those requirements. Staff retention issues will also be reduced for the casual employees that are currently working full time hours, but not receiving benefits.	2.00	136,622	136,622		



#	NAME	SCOPE STATEMENT	FTE	NET COST	EXPENSE	REVENUES	2020 - 2023
12	Municipal Development Plan (Update)	complete comprehensive review and update to the MDP including public engagement		100,000	100,000		
13	Recreational/Cultural Operating Funding Program Funding Pool	A pool of funding set aside to fund annual operational grant requests from a collection of approximately 15 community organizations which operate facilities such as community halls, seniors centres, agricultural halls in Lac La Biche County. Funding scales with the annual expenses of an organization.		590,847	709,000	-118,153	2,127,000
14	Capital Projects Assistance Grant Funding Pool	A pool of funding set aside to fund annual grant requests for non-reoccurring repair and maintenance costs, new building construction, infrastructure development, equipment purchases, or other non-routine requests. This funding is normally only eligible to organizations which own and operate their own facilities. Usually, organizations must provide their own funding to match grant funds.		285,000	285,000		855,000
15	Community Development Grant Program (Requests over \$10,000) Funding Pool	A pool of funding set aside to fund annual grant requests from organizations with activities of a social service nature. Historically, funding has been awarded to organizations for annual operating costs or for costs relating to the delivery of a specific program.		150,000	150,000		450,000
16	Special Events Funding	A pool of funding set aside to fund annual grant requests from local organizations to deliver events in Lac La Biche County. A wide variety of events may be funded. Events which request over \$10,000 are decided upon by Council, while events requesting \$10,000 are decided upon by Administration.		144,400	144,400		433,200
17	Cemetery Improvement Fund	A pool of funding set aside to fund annual grant requests pertaining to improvement projects for community cemeteries in Lac La Biche County. Funding is limited to certain eligible expenses, which are generally those that are non-reoccurring repair and maintenance or capital costs and intended to improve the function and use of the cemetery.		44,000	44,000		
18	Repurpose Activity Attendants hours to add casual Recreation Programmer positions	Repurpose Activity Attendants hours to add Casual Recreation Programmer position to support programming for the Recreational Programs in the Department.	0.20	37,432	37,432		
19	Seasonal Summer Program Supervisor	To add an additional Seasonal Summer Program Supervisor to support the well received Summer Shack program throughout Lac La Biche County. In 2019 there was one Seasonal Summer Program Supervisor to support FCSS Youth Programs and the Summer Recreational Programs, All the summer programs were well received both in FCSS and Recreation an additional summer supervisor is needed to support the summer programs (seasonal 16 week position).	0.30	25,290	25,290		



#	NAME	SCOPE STATEMENT	FTE	NET COST	EXPENSE	REVENUES	2020 - 2023
20	McArthur Front Door Replacement	The existing door has surpassed its life expectancy and is due for replacement. Additionally, the parts are expensive, hard to find and the frame is bent. The new door, will be asthetically pleasing as well as easy to maintain.		15,000	15,000		
BASE BUSINESS CASE TOTAL			4.43	1,905,487	2,023,640	-118,153	3,963,200



SERVICE LEVEL ENHANCEMENT BUSINESS CASES

#	NAME	SCOPE STATEMENT	FTE	NET COST	EXPENSE	REVENUES	2020 - 2023
1	Healthier Communities Golf Tournament	In previous year, the County has organized a Mayor's Golf Tournament. Should a Mayor's Golf Tournament occur in 2020, it is inclusive of partnerships. There is a great amount of work required for organizing a charity golf tournament. Reinstating a County golf tournament would have to include principles such as partnership with another organization, scheduling the tournament so it does not conflict with County events or other local golf tournament or other fundraising event, partnering with a local charity that would have ample support form volunteers and prospective golfers, and Councillors who are interested in the golf tournament to help in attracting sponsors and golfers.		5,000	5,000		75,000
2	Designated Industrial Assessment Review	Conducting a review of the assessment information for Designated Industrial property will give Adminstratoin confidence in the accracy of information and ensure tax revenues continue to flow into the County at an optimum level.		30,000	30,000		30,000
3	Youth Restorative Justice Committee and Youth Engagement	The initiatives relate to promoting positive youth involvement with law enforcement and vulnerable youth. The committee will work on identifying youth and working with them on making positive life choices to reduce their interaction with law enforcement. Youth will also be positively engaged by law enforcement and provided with positive ticketing.		10,000	10,000		-
4	Municipal Alert System	The alerting system is computer based software that can be utilized by emergency services to alert residences to serious situations. The software can also be used to communicate municipal information, facility closures, events, functions and crime reduction information to residences.		10,000	10,000		-
5	Highway Chipsealing	This is a new service level which is going to help the County maintain a good paved surface on existing roads for a longer period if time.		342,000	342,000		900,000
6	Backflow Preventer Subsidy Program	This subsidy program will encourage residents connected to the County Sewer System to install the backflow preventers to protect themselves against the damages caused by possible sewage backups.		50,000	50,000		150,000
7	Watershed Management Plan (WMP) Update	The WMP is a best management practice guideline for the protection of the Lac La Biche watershed. The update of the existing draft plan from 2009 has been requested by Council as per a motion made in 2018. Work for the update has started in 2019, but will resume in 2020 with the requested funding.		30,000	30,000		
8	Environmental Stewardship Awards	The main goal of this nomination program is to promote environmental stewardship throughout the community and recognize current efforts that strive to protect, preserve or enhance the natural environment of the County.		3,000	3,000		
9	Placemaking - Hamlet of Lac La Biche	Placemaking inspires people to collectively reimagine and reinvent public spaces as the heart of every community, by strengthening the connection between people and the places they share. It will help our community re-imagine everyday spaces and the potential of our downtown, plazas, neighborhoods, streets, public buildings, and parks.		25,000	25,000		



#	NAME	SCOPE STATEMENT	FTE	NET COST	EXPENSE	REVENUES	2020 - 2023
10	Develop Brand Standards Guide and Implementation	Defining and developing the brand standards for Lac La Biche County is critical to long term success of the County. In 2020, Administration will work on the development of the standards and work on implementation in the following years.		65,000	65,000		150,000
11	Wayfinding and Interpretive Signage Inventory and Needs Assessment & Implementation	Develop 5-year plan including design and installation of interpretative and way finding signage throughout the County as it relates to Tourism and Visitor Friendliness.		75,000	75,000		225,000
12	Business Licensing	Develop program bylaw and communications plan for implementation of a Business Licensing System with plans to implement in 2021.		28,000	28,000		126,500
13	Tourism and Investment 5 year marketing and promo plan	A five-year operating initiative to include a minimum of four maximum of six campaigns to promote tourism and investment in Lac La Biche County, as well as continued financial support for the current advertising initiatives, and budget to continue with the North East Alberta #TakeltToTheLake marketing campaign.		44,000	44,000		160,204
14	Social Media Marketing 3 year plan - Tourism	Develop a three-year plan for marketing and promotion of our Tourism initiatives, products and programs.		21,000	21,000		20,790
15	Community Ambassadors Program	With the development of a Community Ambassador Program it would offer an opportunity to have selected residents (up to five per year) learn more about the community history, culture, and offerings through organized familiarization tours (FAM Tours). Volunteers would get to share their own personal stories and knowledge while getting to know people who come to visit Lac La Biche County. The FAM Tour would be designed to equip the volunteers with information to assist visitor inquiries and make referrals as required when they meet with a visitor be it out on the lake, in a restaurant, or on the greens golfing.		2,500	2,500		9,103
16	Economic Development Officer (EDO)	Currently economic development and tourism is handled by one (1) coordinator. If Council wishes to advance Economic and Tourism initiatives in the County, resources are required to manage both the work and more importantly the business relationship to do so. This is not to say that progress cannot be made under current staffing, but if these areas a truly a focus it only makes sense that adequate staff resources are secured to ensure the focus is maintained and advanced.	1.00	104,348	104,348		0
17	Drainage Issues at Plamondon Ball Diamonds	From a delegation to County Council, Administration was directed to work with Plamondon to deal with the drainage issues at the Ball Diamonds. Administration will establish a drainage plan a create better drainage for the Plamondon Ball Diamonds.		75,000	75,000		0
18	Portage College Athletics Sponsorship	This sponsorship displays County's commitment to support sports initiatives within the County.		100,000	100,000		200,000



#	NAME	SCOPE STATEMENT	FTE	NET COST	EXPENSE	REVENUES	2020 - 2023
19	Community Facility Inspections	Lac La Biche County will hire a contractor to completed building inspection on Lac La Biche County Community facilities that receive operational funding from the County. Administration will work with the community groups to establish 5 year maintenance and capital upgrades to the facilities. This will help to identify issues to the facilities before they become larger issues.		7,500	7,500		12,500
20	Community Trails Master Plan	It was identified in the Recreation and Parks Master Plan that a Community Trails Master Plan is needed. This would identify the needed links to our existing trails, it would identify more needed trails and future development of future trails. The plan would provide mapping and estimated costs to develop the needed trails within the County.		40,000	40,000		0
21	McArthur Park Master Plan	McArthur Park is a valuable asset to the community and as the community grows we are seeing changes within the Park. This will need community consultation to come up with an overall future development of the Park. Planned development is important to ensure that we are completing development appropriately and meeting the needs of the community today and in the future.		25,000	25,000		0
22	Communities in Bloom Program	Communities in Bloom is an established program in Alberta and Canada, it provides an opportunity for communities to be evaluated looking at community beautification, tidiness, volunteers, environmental and parks spaces. The program will identify community strengths and areas of improvement, the program will also create community pride.		10,000	10,000		0
23	Boulevard Cutting Program	It has been identified that Lac La Biche Main Street and Beaver Hill Road needs additional maintenance to be more attractive to residents and visitors to our community. This would provide seasonal staffing once a week from May to September to regular cut and maintain this area. It is presently being maintain by landowners through an existing bylaw, but not on a regular or consistent basis. It is not uncommon for municipal operations to maintain heavily used areas in the community to ensure they are attractive and tidy.	0.16	8,600	8,600		0
SERVICE LEVEL ENHANCEMENT BUSINESS CASE TOTAL			1.16	1,110,948	1,110,948	-	2,059,097

	FTE	NET COST	EXPENSE	REVENUES	2020 - 2023
BUSINESS CASES TOTAL (BASE + ENHANCED SERVICE LEVEL)	5.59	3,016,435.00	3,134,588.00	-118,153.00	6,022,296.50

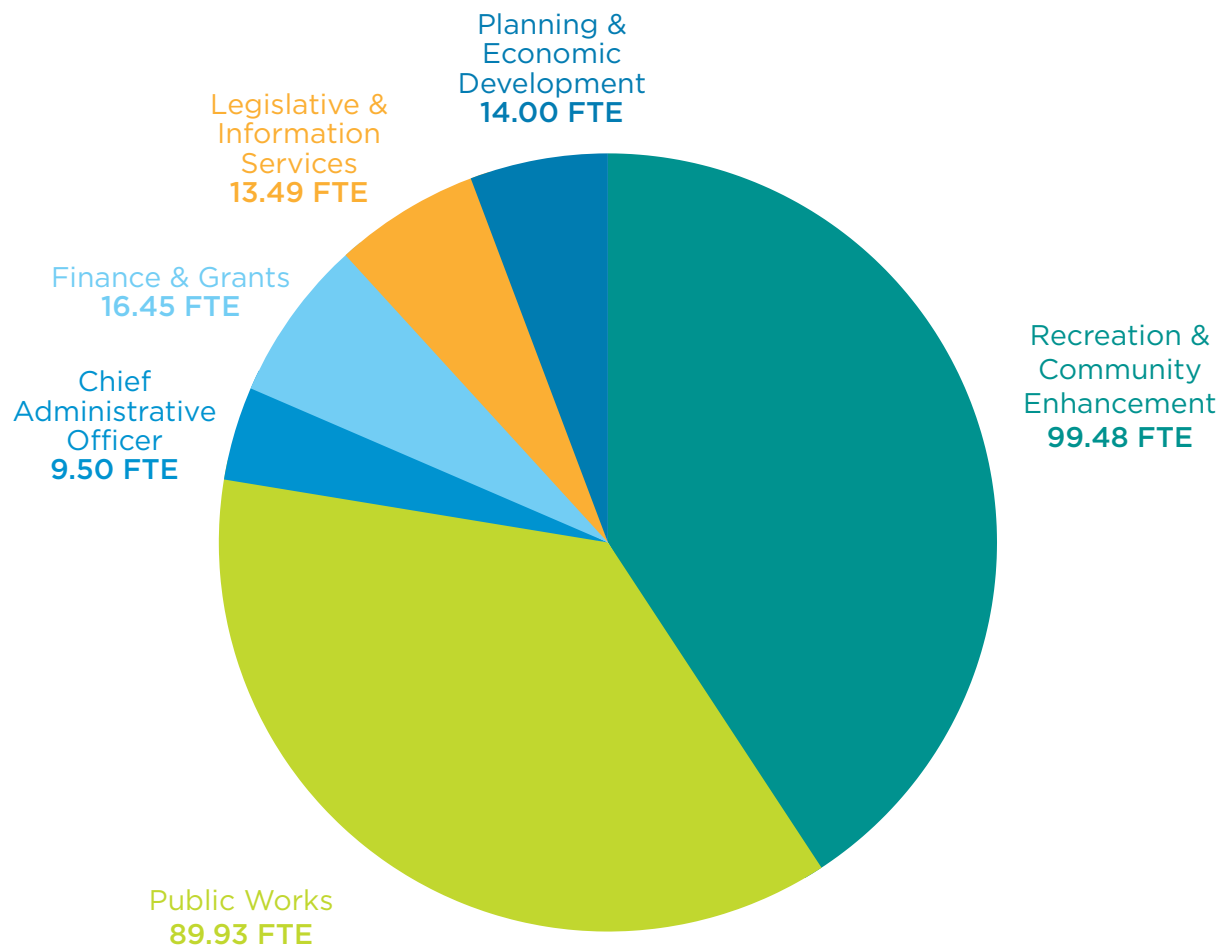
Staffing Overview



APPROVED POSITIONS

DIVISION	2019 APPROVED POSITIONS	2019 AMENDMENTS	2019 AMENDED POSITIONS	2020 BUSINESS CASES	2020 APPROVED POSITIONS
Chief Administrative Officer	6.50	3.00	9.50	0.00	9.50
Finance & Grants	19.65	(3.20)	16.45	0.00	16.45
Legislative & Information Services	14.76	(1.00)	13.76	(0.27)	13.49
Planning & Economic Development	13.00	0.00	13.00	1.00	14.00
Public Works	85.73	0.00	85.73	4.20	89.93
Recreation & Community Enhancement	97.82	1.00	98.82	0.66	99.48
TOTAL FULL-TIME EQUIVALENT STAFF	237.46	(0.20)	237.26	5.59	242.85

FTE Allocation by Division (2020)



Full-Time Equivalent (FTE) is a common measure of staff levels. It is defined as the ratio of the total number of paid hours during a period for staff divided by the number of working hours in that period that would be worked by a regular full-time employee. For example, if an employee worked 4 days out of 5, the FTE would be equal to 0.8.



2019 POSITION AMENDMENTS

There is no significant impact from the 2019 amendments, as organizational restructuring was implemented to better align budgets with corporate needs. There was a reduction of 0.2 full-time equivalent positions as a result of finding efficiencies within the organization.

2020 APPROVED BUSINESS CASES

Legislative & Information Services

Repurposing of permanent .6 FTE position to a summer position will ensure resources are matched to operational needs (-.27 full-time equivalent).

Planning & Economic Development

The Economic Development Officer (EDO) Business Case will ensure that the existing Tourism Coordinator is not overworked. They will focus attention on economic development in the County (1 full-time equivalent).

Public Works

The Equipment Operator Business Case will ensure enough resources are available to maintain service levels on paved roads due to an increase in paved roads in the County over the last couple of years (1 full-time equivalent).

Adding a full-time Equipment Operator and reclassifying a 0.8 full-time Waste & Recycling Operator to a full-time Equipment Operator will ensure the sustainability of existing service levels at landfill and transfer station locations (1.2 full-time equivalents).

Two full-time Waste & Recycling Operators will ensure the sustainability of existing service levels at landfill and transfer station locations (2 full-time equivalents).

Recreation & Community Enhancement

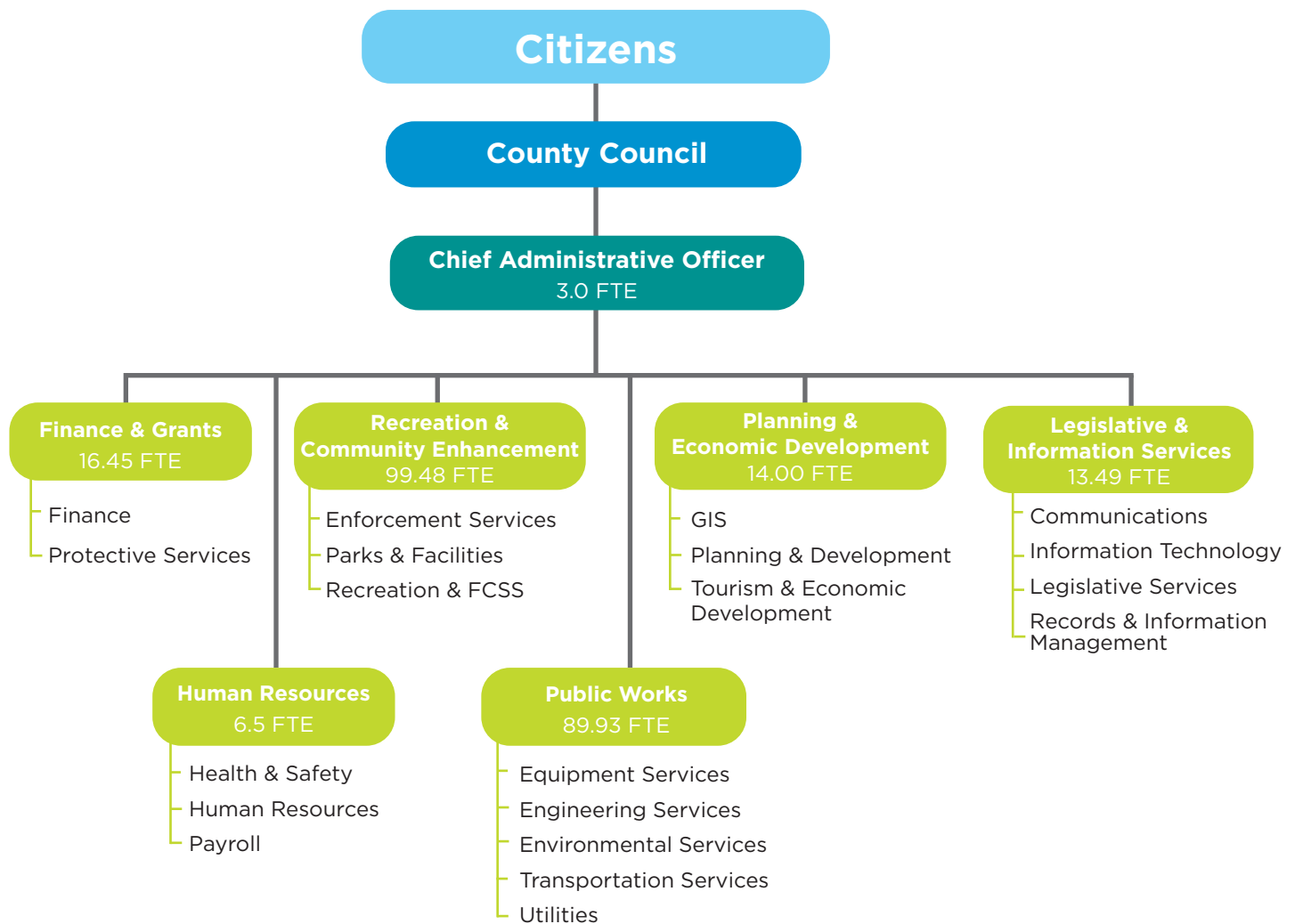
The Boulevard Cutting Program Business Case will ensure that the main boulevards within the County are kept in the best manicured state during the peak summer season (0.16 full-time equivalents).

The Seasonal Summer Program Supervisor Business Case will ensure that ample supervision is available for successful execution of highly-desirable summer programming in the Recreation department (0.3 full-time equivalents).

The Reclassification of Activity Attendants to Casual Recreation Programmer Position Business Case will ensure that quality candidates are recruited to deliver programming throughout the summer season in the Recreation department (0.2 full-time equivalents).



CURRENT ORGANIZATION CHART (2020)



FULL-TIME EQUIVALENT STAFFING (FTE)

The current staffing chart is comprised of all approved positions with an aggregate Full-Time Equivalent (FTE)* total for each division. The only positions or staff that are not included in this chart are the council and mayor position(s), as they're elected officials of Lac La Biche County. Any changes to current positions and allocations must be done so through a formal budget adjustment which requires council approval. All the additions proposed for 2020 budget year are presented in detail in the Operating Initiatives section of this document.

Full-Time Equivalent (FTE) is a common measure of staff levels. It is defined as the ratio of the total number of paid hours during a period for staff divided by the number of working hours in that period that would be worked by a regular full-time employee. For example, if an employee worked 4 days out of 5, the FTE would be equal to 0.8.

Capital Budget



2019 CARRY FORWARDS

AS OF OCTOBER 22, 2019

	2019 BUDGET	2019 CARRY FORWARD
GENERAL ADMINISTRATION		
FIREWALL UPGRADES	140,000	140,000
RADIO SYSTEM	430,000	402,096
ORTHOPHOTOS	94,560	94,560
LEGISLATIVE SERVICES -SOFTWARE	40,500	40,500
TOTAL: GENERAL ADMINISTRATION	705,060	677,156
COMMUNITY PEACE OFFICERS		
PATROL VEHICLES	123,000	78,238
TOTAL: COMMUNITY PEACE OFFICERS	123,000	78,238
COMMON FACILITIES		
COUNTY CENTER OFFICE RENO	155,000	155,000
MCARTHUR BASEMENT OFFICE RENO	225,000	108,018
PROTECTIVE SERVICES FACILITY	4,150,000	47,951
TOTAL: COMMON FACILITIES	4,530,000	310,969
EQUIPMENT SERVICES		
COUNTY CENTER SHOP EXPANSION	1,176,034	1,094,670
TOTAL: EQUIPMENT SERVICES	1,176,034	1,094,670



	2019 BUDGET	2019 CARRY FORWARD
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TRANSPORTATION

CURB, GUTTER & SIDEWALK	1,952,000	379,649
HAMLET OF LLB RESURFACING	1,065,000	768,365
PAVE OLD TRAIL	273,274	189,927
RECONSTRUCT TWP RD 682A-MYSTIC	150,000	138,126
PLAMONDON MAIN STREET(HWY 858)	1,159,305	1,159,305
SE 22-64-11 W4 (BF 00294) CULVERT	252,731	245,859
CAMPSITE RD ENG. FOR BASE & PA	54,501	42,488
OLD CONKLIN-NEW GRAVEL ROAD	459,073	419,454
WALKING TRAIL PROGRAM FUNDING	213,510	213,510
BLAIS RESORT DRAINAGE	81,697	77,572
BF-9799 CHRISTY CREEK BRIDGE	1,016,102	994,093
TARRABAIN DRIVE ENG/CON/PAVE	20,000	13,703
LLB MAIN STREET REVITALIZATION	86,585	46,228
BRIDGE REPLACEMENT PROGRAM	185,000	185,000
SUBDIVISION ROAD UPGRD PROGRAM	1,000,000	929,416
100 AVE. ENGINEERING & PAVING	1,300,000	1,224,928
HOLOWACHUK ACCESS & WLK. TRL.	1,488,000	71,363
RNG RD. 162 PLMN CASLAN NORTH	8,357,000	7,363,348
CRAIGEND GRADER SHOP	584,796	470,387
TOTAL: TRANSPORTATION	19,698,574	14,932,721

AIRPORT

AIRPORT SECURITY FENCE/GATE	30,000	30,000
AIRPORT LIGHTING	224,309	224,309
TOTAL: AIRPORT	254,309	254,309



2019
BUDGET

2019
CARRY FORWARD

WATER UTILITY

MISSION BEACH W/S DESIGN	2,468,288	1,159,464
95 ST. WATER & STORM 91-83 AVE	1,778,978	1,774,837
LAKEVIEW CRES. WATER & SEWER	4,506,471	3,096,970
104 STREET WATER & SEWER	1,535,740	911,794
SENTINEL PARK WATER & SEWER	200,000	178,821
BLCN WATER XMISSION LINE STUDY	59,740	14,402
SENTINEL EAST STORM POND	693,575	502,758
EQUIPMENT	47,000	31,609
REGULATOR STATIONS MAINTENANCE	68,000	68,000
LAND @ SOUTH LIFT STATION	44,000	44,000

TOTAL: WATER UTILITY	11,401,792	7,782,655
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SOLID WASTE MANAGEMENT

BEAVERLAKE LF. RECONFIGURATION	472,190	100,135
EQUIPMENT STORAGE SHEDS	80,000	79,590
LOAD INSPECTION CAMERAS	20,000	17,663
PLAMONDON LANDFILL SCALE	70,000	50,775

TOTAL: SOLID WASTE MANAGEMENT	642,190	248,163
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NATURAL GAS UTILITY

4" NATURAL GAS INTERCONNECT	132,000	132,000
NATURAL GAS METER AT RMO 12-03	25,000	19,990

TOTAL: NATURAL GAS UTILITY	157,000	151,990
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	2019 BUDGET	2019 CARRY FORWARD
ECONOMIC DEVELOPMENT		
SOFTWARE	5,000	5,000
TOTAL: ECONOMIC DEVELOPMENT	5,000	5,000
RECREATION		
RECREATION BOOKINGS SOFTWARE	80,000	80,000
TOTAL: RECREATION	80,000	80,000
RECREATION FACILITIES		
BOLD CENTER SPORT FIELDS	5,814,446	4,663,881
PLAM. ARENA BACKUP GENERATOR	20,302	20,302
DEVON HALL LIGHTING UPGRADES	60,000	60,000
BOLD CENTER HEAT RECOVERY	75,000	75,000
NEW AQUATIC CENTER	250,000	250,000
PLAMONDON FESTIVAL CENTER	18,428	18,428
PLAMONDON ARENA SECURITY CAMS	13,800	13,800
TOTAL: RECREATION FACILITIES	6,251,976	5,101,411



	2019 BUDGET	2019 CARRY FORWARD
PARKS & OPEN SPACES		
BIG DOCK PROJECT	24,000	23,740
LAKEVIEW PARK UPGRADES	60,000	60,000
MOTORSPORTS BOAT LAUNCH	310,000	255,937
OWL RIVER BOAT LAUNCH CAMPGROUND	10,000	10,000
POPLAR POINT BOAT LAUNCH	250,000	234,006
SUBDIVISION ENTRANCE SIGN PROG	50,000	50,000
CAMPSITE AT BOLD CENTER	1,000,000	998,950
LLB GOLF COURSE PUMP HOUSE	742,111	310,643
OLD TRAIL LAUNCH SHELTER/WASHR	90,000	60,765
CONCRETE WASHROOM @ PARK PROG.	30,000	18,300
PLAMONDON DOUBLE WASHROOM	110,000	109,500
TOTAL: PARKS & OPEN SPACES	2,676,111	2,131,841
TOTAL:	47,701,046	32,849,123



RESERVES BALANCE

	BALANCE	COMMENTS
CAPITAL PROJECTS		
Tourism Expansion Strategy	1,000,000	
		Allocated to 2020 Asset Management
Hamlet Resurfacing	100,000	Program for Hamlet Resurfacin.
Field Lake Pipeline Removal	50,000	
Natural Gas Supply Line	95,000	
High Pressure Gas Transmission Line	85,000	
Archery Facility	64,300	
Low Income Housing	1,500,000	
	2,894,300	
EQUIPMENT REPLACEMENT		
Fire Apparatus replacement	2,848,216	\$274,000 allocated to purchases for 2020 Capital Budget
Enforcement Vehicles replacement	87,600	\$32,400 allocated to purchases for 2020 Capital Budget
Equipment and Vehicles replacement	9,050,767	\$555,800 allocated to purchases for 2020 Capital Bugdet
	11,986,583	
TOTAL RESERVES BALANCE	14,880,883	



2020 CAPITAL BUDGET

	2020	FUNDING SOURCES						
	PROJECT COST	GENERAL REVENUE	RESERVES	GRANTS	OTHER	PRIORITY	FUTURE YEARS	
GENERAL MUNICIPAL								
High Quality Scanner	11,000	11,000				High	-	
	-						-	
	11,000	11,000	-	-	-		-	
TRANSPORTATION								
Asset Management Program - Sidewalk Replacement (allocation to reserve)	250,000	250,000					1,250,000	
Asset Management Program - Road Resurfacing (allocation to reserve)	250,000	150,000	100,000				1,250,000	
Asset Management Program - Bridge Structure Replacement (allocation to reserve)	250,000	250,000					1,250,000	
Asset Management Program - Subdivision Road Network Upgrading (allocation to reserve)	1,000,000	1,000,000					5,000,000	
Township Road 682A (Mystic Beach Road) - Base and Pave	3,440,000	2,664,326		525,674	250,000	High	-	
BF-77865 Bridge Replacement (Campsite Road)*	250,000	250,000				High	-	
Crosswalk Lighting Highway 881 Crossing	100,000	100,000					-	
County Center Parking Lot Extension and Yard Reconfiguration - Phase 1	250,000	250,000					-	
	-						-	
	5,790,000	4,914,326	100,000	525,674	250,000		8,750,000	

	2020	FUNDING SOURCES					
	PROJECT COST	GENERAL REVENUE	RESERVES	GRANTS	OTHER	PRIORITY	FUTURE YEARS
UTILITIES - WATER & SEWER							
Asset Management Program - Water and Sewer Replacement/Upgrades (Reserve Allocation)	2,500,000	2,500,000				High	7,500,000
Water Distribution and Storm Sewer 95 St From 91 Ave To 83 Ave	2,000,000	2,000,000				High	875,000
Capital Renewal – Wastewater Treatment (BNR) Plant	146,250	146,250				High	162,000
Dry Hydrants for Fire Services (5 Locations)	100,000	100,000				Med	-
Online Turbidity Meter	20,000	20,000				High	-
	-						-
	4,766,250	4,766,250	-	-	-		8,537,000
UTILITIES - NATURAL GAS							
Natural Gas Pipelines Upgrades	53,150	53,150					-
Regulator Stations Maintenance Turn Around	34,000	34,000				High	68,000
	-						-
	87,150	87,150	-	-	-		68,000
COMMON SERVICES - EQUIPMENT							
County Shop Expansion - Final Phase	1,300,000	1,300,000				High	-
Replacement Vehicles and Equipment	1,325,500	457,700	740,800		127,000	High	9,809,200
	-						-
	2,626,000	1,757,700	740,800	-	127,500		10,501,200



	2020	FUNDING SOURCES					
	PROJECT COST	GENERAL REVENUE	RESERVES	GRANTS	OTHER	PRIORITY	FUTURE YEARS
FIRE SERVICES							
REPLACEMENT							
Fire Tender - Replacing unit 143	315,000	41,000	274,000			High	-
GROWTH/NEW							
Type #2 – SPU – Structure Protection Unit	75,000	75,000				High	-
Hylo Fire Hall Addition	80,000	80,000				Med	-
	-						-
	470,000	196,000	274,000	-	-		-
ENFORCEMENT SERVICES							
Peace Officer Patrol Vehicle - Unit 466 replacement	85,000	49,600	32,400		3,000	High	-
	-						-
	85,000	49,600	32,400	-	3,000		-
ENVIRONMENTAL SERVICES							
Beaver Lake Landfill Office	52,500	52,500				High	-
Plamondon Landfill Office	45,000	45,000				High	-
Craigend Tranfer Site Office	37,500	37,500				High	-
Hylo Tranfer Site Office	32,500	32,500				High	-
Owl River Tranfer Site Office	27,500	27,500				High	-
Covered Containment for Oil Recycling - Beaver Lake and Plamondon Landfill	38,800	38,800				High	-
Chemical Storage Warehouse (ASB)	65,000	65,000				High	-
Fence for Owl River Transfer Station	40,000	40,000				High	-
Compost Project at Beaver Lake Landfill (allocation to reserve)	280,000	280,000				Med	-
	-						-
	618,800	618,800	-	-	-		-



	2020	FUNDING SOURCES					PRIORITY	FUTURE YEARS
	PROJECT COST	GENERAL REVENUE	RESERVES	GRANTS	OTHER			
TOURISM & ECONOMIC DEVELOPMENT								
Unmanned VIC Kiosks	15,000	15,000				High	32,000	
Traffic Counters	15,000	15,000				High	18,000	
	-						-	
	30,000	30,000	-	-	-		50,000	
COMMON AND RECREATION FACILITIES								
Protective Services Facility	750,000	750,000				High	-	
McArthur tower roof	42,000	42,000				High	-	
McArthur Park Facilities (allocation to reserve)	500,000	500,000				High	-	
	-						-	
	1,292,000	1,292,000	-	-	-		-	
PARKS & OPEN SPACES								
Asset Management Program - Walking trail resurfacing	50,000	50,000				High	200,000	
Concrete washrooms at County parks Program	30,000	30,000				High	120,000	
Subdivision entrance signs program	50,000	50,000				Med	50,000	
Bold Center Sports Field - Phase 2 and Final Phase	4,200,000	1,200,000	3,000,000			High	4,200,000	
Alex Hamilton Park Double Washroom Facility	110,000	110,000				Med	-	
Outdoor Rink Resurfacing	30,000	30,000				High	120,000	
Owl River boat launch and campground	250,000	250,000				Low	-	
Future cemetery development	10,000	10,000				Med	300,000	
Golf Course Golf Cart Trail Paving	100,000	100,000				Low	100,000	
Golf Course Irrigation System - Phase 2	640,000	640,000				High	-	
Fork Lake Beach Access, parking, washroom and picnic shelter	150,000	150,000				Med	-	
Poplar Point Municipal Reserve Beach Access	30,000	30,000				Med	-	
Holowachuk Municipal Reserve Beach Access with Stairs	30,000	30,000				Med	-	
McArthur Park staircase by Gazebo	50,000	50,000				Low	-	
	-						-	
	5,730,000	2,730,000	3,000,000	-	-		5,090,000	
INFORMATION TECHNOLOGY								
Bold Center Security Cameras	27,000	27,000				High	-	
Satelite System for Bold Center	16,000	16,000				High	20,000	
Large Format Scanner Replacement	30,000	30,000				High	35,000	
Fibre Optic Infrastructure (allocation to reserve)	2,300,000	2,300,000				High	4,600,000	
Core Network Switch	153,000	153,000				High	150,000	
	-						-	
	2,526,000	2,526,000	-	-	-		4,805,000	
TOTAL CAPITAL REQUESTS	24,002,200	18,948,826	4,147,200	525,674	380,500		37,751,200	



2020 CAPITAL PROJECTS

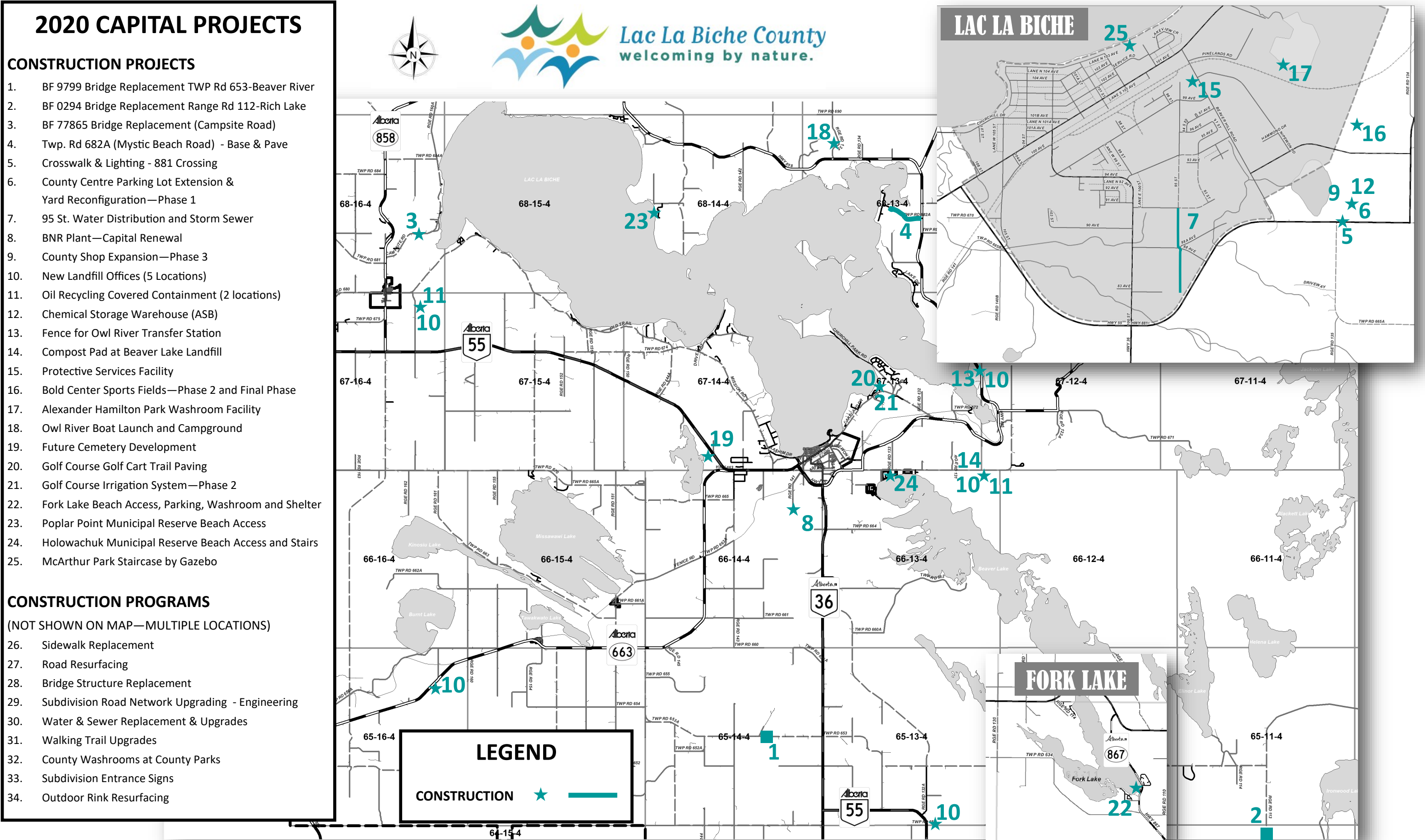
CONSTRUCTION PROJECTS

1. BF 9799 Bridge Replacement TWP Rd 653-Beaver River
2. BF 0294 Bridge Replacement Range Rd 112-Rich Lake
3. BF 77865 Bridge Replacement (Campsite Road)
4. Twp. Rd 682A (Mystic Beach Road) - Base & Pave
5. Crosswalk & Lighting - 881 Crossing
6. County Centre Parking Lot Extension & Yard Reconfiguration—Phase 1
7. 95 St. Water Distribution and Storm Sewer
8. BNR Plant—Capital Renewal
9. County Shop Expansion—Phase 3
10. New Landfill Offices (5 Locations)
11. Oil Recycling Covered Containment (2 locations)
12. Chemical Storage Warehouse (ASB)
13. Fence for Owl River Transfer Station
14. Compost Pad at Beaver Lake Landfill
15. Protective Services Facility
16. Bold Center Sports Fields—Phase 2 and Final Phase
17. Alexander Hamilton Park Washroom Facility
18. Owl River Boat Launch and Campground
19. Future Cemetery Development
20. Golf Course Golf Cart Trail Paving
21. Golf Course Irrigation System—Phase 2
22. Fork Lake Beach Access, Parking, Washroom and Shelter
23. Poplar Point Municipal Reserve Beach Access
24. Holowachuk Municipal Reserve Beach Access and Stairs
25. McArthur Park Staircase by Gazebo

CONSTRUCTION PROGRAMS

(NOT SHOWN ON MAP—MULTIPLE LOCATIONS)

26. Sidewalk Replacement
27. Road Resurfacing
28. Bridge Structure Replacement
29. Subdivision Road Network Upgrading - Engineering
30. Water & Sewer Replacement & Upgrades
31. Walking Trail Upgrades
32. County Washrooms at County Parks
33. Subdivision Entrance Signs
34. Outdoor Rink Resurfacing

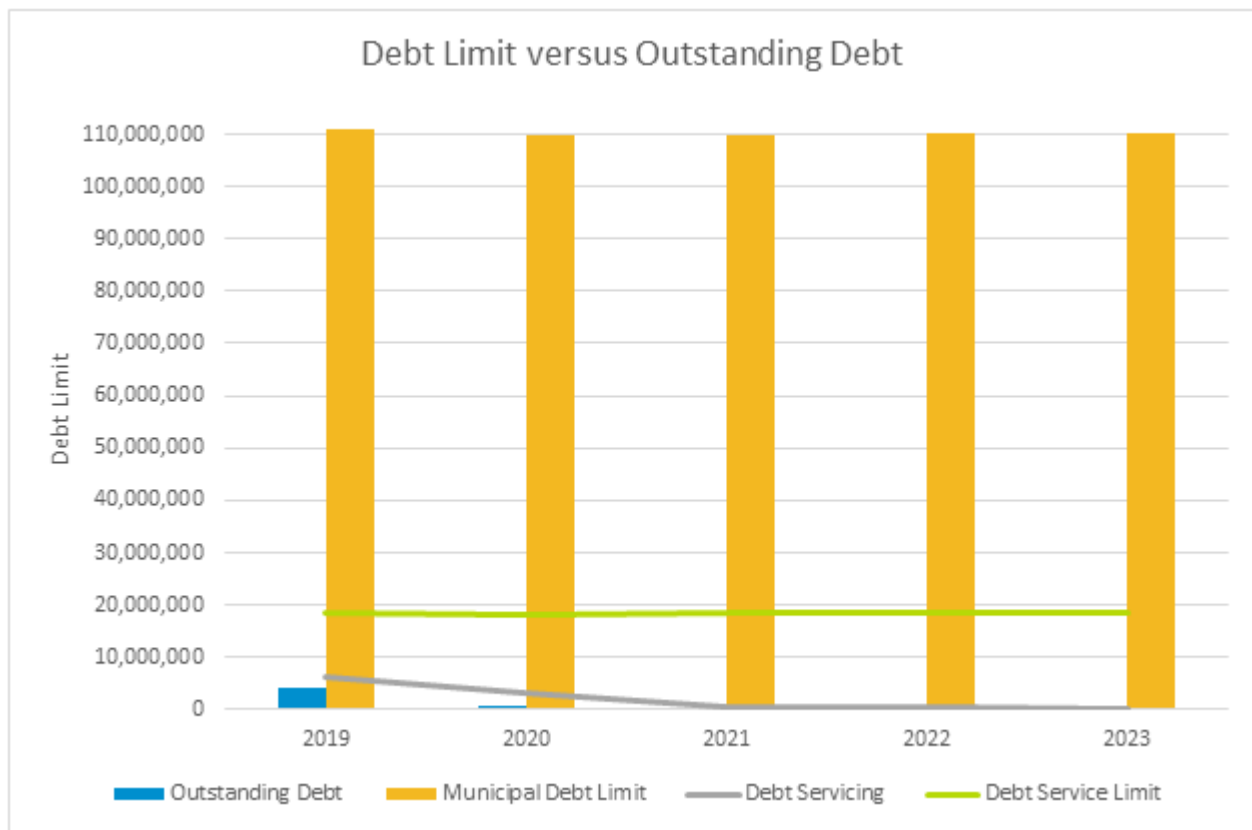


DEBT

The County’s long-term debt relates to various infrastructure projects, as well as the Bold Center. All of the County’s existing debentures will be paid in full by the end of year 2023. The Bold Center debenture will be paid off in June 2020, which represents 91% of County’s total debt for 2020.

All balances are presented as of December 31, 2019.

	2019	2020	2021	2022	2023
Outstanding Debt	3,989,430	796,361	507,425	204,595	0
Municipal Debt Limit	110,900,969	109,711,700	109,997,945	110,154,300	110,152,100
Debt Servicing	6,284,376	3,304,048	323,719	323,719	212,255
Debt Service Limit	18,483,495	18,285,283	18,332,991	18,359,050	18,358,683



The current debt outstanding of \$3.9 million is well under the limits established by the Municipal Government Act.

Department Highlights

The background of the slide is a solid blue color with several horizontal, wavy bands of varying shades of blue, creating a layered, ocean-like effect. The text is positioned in the upper left quadrant.



Council

2020 Net Operating Budget	\$1,013,882
2019 Net Operating Budget	\$1,041,554
Budget Change	-\$27,672
% Change	-2.66%
Members of Council	9

Purpose

Council is the governance branch of the County. In accordance with the Municipal Government Act, they set budgets, pass bylaws, and review policies. Council gives strategic direction to the Chief Administrative Officer, who then assigns duties to the rest of Administration.

2019 Key Accomplishments

- Adopted 2019-2024 Strategic Plan.
- Developed the Bold Center sports fields.
- Supported hosting the World Archery 3D Championships.
- Worked on the Hamlet of Lac La Biche Downtown Revitalization project.
- Held ward open houses and public engagements.
- Revised the Council Meeting Procedure Bylaw.

2020 Proposed Initiatives

- Continue engaging Government of Alberta and lobby for revisions to fishing regulations.
- Create a fundraising partnership between Portage College and the Lac La Biche Regional Health Foundation.
- Establish direction on the proposed Environmental Reserve Bylaw.

Major Budget Changes

- Council revisited their committee and board appointments. This has resulted in a decrease in Council’s honorariums.
- There is a slight increase of \$500 for general office equipment.
- The 2019 budget was adjusted for a typing error, resulting in a \$38,000 decrease. Along with the overall change, Council’s total budget has reduced 6.11% compared to 2019.



Council - 2019 Operating Budget

	2018 ACTUAL	2019 BUDGET	2019 ACTUAL	2020 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	0	0	0	0	0.00%
OTHER REVENUES	-3,800	-2,563	-4,324	-2,563	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	-3,800	-2,563	-4,324	-2,563	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	680,651	817,307	670,989	793,567	-2.90%
CONTRACTED SERVICES	185,020	210,810	181,431	206,378	-2.10%
CONSUMABLE SUPPLIES	15,253	16,000	12,876	16,500	3.13%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	880,924	1,044,117	865,296	1,016,445	-2.65%
COUNCIL NET	877,124	1,041,554	860,972	1,013,882	-2.66%



General Administration

2020 Net Operating Budget	\$1,822,500
2019 Net Operating Budget	\$1,734,665
Budget Change	\$87,835
% Change	5.06%

2019 Key Accomplishments

- Collaborating with department managers to develop business plans.
- Worked with Council and the Senior Management Team to develop a six-year strategic plan, which was endorsed in February.
- Developed an Intermunicipal Collaboration Framework (ICF) with the MD of Opportunity, County of St. Paul and Smoky Lake County.
- Established Intermunicipal Development Plan (IDP) with the County of St. Paul and MD of Bonnyville.
- An ICF is underway with the MD of Bonnyville.
- Received Council’s endorsement for changes to the organizational hierarchy

2020 Proposed Initiatives

- Update Council’s Strategic Plan.
- Collaborate with the Regional Municipality of Wood Buffalo, Athabasca County, and ID 349 on developing IDPs and ICFs.
- Complete department business plans.
- Initiate a Community Inclusiveness Study through grant funding from the Alberta Urban Municipalities Association.

Major Budget Changes

- Salaries, wages, and benefits rose based on inflation and merit increases.
- Part of the increase in salaries and wages is related to the allocation of the Council Legislative Assistant moving from the Legislative & Information Services to Chief Administrative Officer division.

Purpose

General Administration covers miscellaneous costs associated with sustaining County operations, but not with any particular department. It includes the Chief Administrative Officer (CAO), the CAO’s Executive Assistant, and Senior Managers (whose activities involve multiple departments).

The CAO is Council’s only employee. As the head of Administration, the CAO’s job is to advise and inform Council, implement the decisions that Council makes, and manage the delivery of municipal programs and services.



General Administration - 2019 Operating Budget

	2018 ACTUAL	2019 BUDGET	2019 ACTUAL	2020 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	0	0	0	0	0.00%
OTHER REVENUES	0	0	-448	0	0.00%
GOVERNMENT TRANSFERS	-14,495	0	0	0	0.00%
TOTAL REVENUES	-14,495	0	-448	0	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	1,367,814	1,378,990	1,224,999	1,497,780	8.61%
CONTRACTED SERVICES	260,065	321,373	293,713	289,221	-10.00%
CONSUMABLE SUPPLIES	33,896	33,788	33,557	35,499	5.06%
GRANT TRANSFERS	0	514	0	0	-100.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	1,661,776	1,734,665	1,552,269	1,822,500	5.06%
GENERAL ADMINISTRATION NET	1,647,281	1,734,665	1,551,821	1,822,500	5.06%



Records and Information Management

2020 Net Operating Budget	\$331,465
2019 Net Operating Budget	\$365,859
Budget Change	-34,394
% Change	-9.40%

2019 Key Accomplishments

- Developed a classification, retention, and disposal schedule for County records and documents.
- Digitized permanent records in preparation for safe off-site storage of materials.

2020 Proposed Initiatives

- Implement Records Information Management program training.
- Run the department’s disposal, vital records, and digitization programs.

Major Budget Changes

- Salaries, wages, and benefits rose based on inflation and merit increases.
- There is a decrease of \$3,000 in conference attendance.
- The contracted services budget has decreased for 2020 after eliminating some consulting services.

Purpose

The Records & Information Management department ensures that the County’s operational records are well-managed by providing records management tools and training. Staff support other departments in maintaining responsible and privacy-compliant record keeping practices, promoting transparency and open government. They also ensure that the County’s records are accessible in order to respond to legislative (i.e. Freedom of Information and Protection of Privacy) and legal requests.



Records and Information Management - 2019 Operating Budget

	2018 ACTUAL	2019 BUDGET	2019 ACTUAL	2020 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	0	0	0	0	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	0	0	0	0	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	309,264	347,256	323,631	320,870	-7.60%
CONTRACTED SERVICES	17,919	15,553	7,685	7,795	-49.88%
CONSUMABLE SUPPLIES	1,213	3,050	2,802	2,800	-8.20%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	328,396	365,859	334,118	331,465	-9.40%
RECORDS MANAGEMENT NET	328,396	365,859	334,118	331,465	-9.40%



Human Resources and Health & Safety

2020 Net Operating Budget	\$857,085
2019 Net Operating Budget	\$755,809
Budget Change	\$101,276
% Change	13.40%

2019 Key Accomplishments

- Implemented the County’s Awards of Excellence, an employee recognition program.
- In addition to regular training and orientation, provided conflict resolution training for more than 50 employees.
- Conducted the Employee Satisfaction and Engagement Survey, including “Great Places to Work” certification.
- Brought in health and wellness initiatives, including self-care kits for staff, a pedometer challenge, a smoking cessation seminar, and more.

2020 Proposed Initiatives

- Review and revise the orientation and on-boarding process.
- Complete ergonomic assessments.
- Implement the Certificate of Recognition Audit Action Plan.
- Create a Diversity and Inclusiveness Action Plan.

Major Budget Changes

- Salaries, wages, and benefits rose based on inflation and merit increases.
- Payroll staff report now report to Human Resources due to the organizational changes in July 2019, resulting in a significant salaries, wages, and benefits increase.
- Cost savings were found in contracted services for both Human Resources and Health & Safety.

Purpose

Human Resources recruits, develops and retains the County’s workforce. Human Resources works with all departments to formulate job descriptions and recruitment campaigns, manage professional development and performance evaluations, and oversee employee relations. The department is also responsible for compensation, payroll and benefits administration.

Health & Safety, which is under the umbrella of the Human Resources department, helps staff plan and implement safety and wellness procedures for all departments. The program includes a Joint Health & Safety Committee, work site and facility inspections, incident reporting and corrective actions, regular meetings for all staff, recognition awards, and preventative measures to promote a safe workplace.



Human Resources and Health & Safety - 2019 Operating Budget

	2018 ACTUAL	2019 BUDGET	2019 ACTUAL	2020 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	0	0	0	0	0.00%
OTHER REVENUES	-1,121	0	-4,124	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	-1,121	0	-4,124	0	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	319,404	417,374	360,816	548,936	31.52%
CONTRACTED SERVICES	72,335	95,938	64,975	75,816	-20.97%
CONSUMABLE SUPPLIES	13,897	9,500	20,600	6,650	-30.00%
GRANT TRANSFERS	19,965	6,300	951	27,000	328.57%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	425,601	529,112	447,341	658,402	24.44%
HUMAN RESOURCES NET	424,480	529,112	443,217	658,402	24.44%
	2018 ACTUAL	2019 BUDGET	2019 YEAR TO DATE	2020 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	0	0	0	0	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	0	0	0	0	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	160,569	165,362	145,062	162,733	-1.59%
CONTRACTED SERVICES	29,335	51,235	15,077	27,880	-45.58%
CONSUMABLE SUPPLIES	11,425	10,100	8,548	8,070	-20.10%
GRANT TRANSFERS	3,325	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	204,653	226,697	168,686	198,683	-12.36%
HEALTH & SAFETY NET	204,653	226,697	168,686	198,683	-12.36%
	2018 ACTUAL	2019 BUDGET	2019 YEAR TO DATE	2020 BUDGET	
Net Budgets					
HUMAN RESOURCES	424,480	529,112	443,217	658,402	24.44%
HEALTH & SAFETY	204,653	226,697	168,686	198,683	-12.36%
Total Net	629,133	755,809	611,903	857,085	13.40%



Information Technology

2020 Net Operating Budget	\$913,916
2019 Net Operating Budget	\$872,097
Budget Change	\$41,819
% Change	4.80%

2019 Key Accomplishments

- Completed phases one and two of Office 365 implementation.
- Introduced a new ticketing system with the Facilities department.
- Upgraded main storage systems.
- Set up redundant telephone system and telephone lines to reduce service interruptions.

2020 Proposed Initiatives

- Continue implementing Office 365 throughout the organization.
- Replace the large format scanner.
- Implement security audit recommendations, including awareness training, multi-factor authentication, and an enterprise password manager.
- Replace the Bold Center’s satellite system.

Major Budget Changes

- Salaries, wages, and benefits rose based on inflation and merit increases.
- The County’s computer replacement program will see a slight decrease in 2020. The 2019 POI for battery backups is complete. Both of these items reduce the consumable supplies budget.
- The 2019 POI for a security assessment was completed, resulting in a decrease in contracted services.

Purpose

The Information Technology department ensures that all computers, telephones, and other County systems are secure and operational. Staff support, manage, and monitor 210 computers, 160 telephones, 158 cellular devices, 49 servers, a swipe card system, security systems, and a network that connects 28 buildings.

The department’s technology solutions help County staff deliver effective and efficient public services.



Information Technology - 2019 Operating Budget

	2018 ACTUAL	2019 BUDGET	2019 ACTUAL	2020 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-2,400	0	-2,400	0	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	-2,205	0	0	0	0.00%
TOTAL REVENUES	-4,605	0	-2,400	0	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	323,102	351,008	310,369	356,462	1.55%
CONTRACTED SERVICES	271,668	354,469	353,417	408,244	15.17%
CONSUMABLE SUPPLIES	130,618	166,620	167,281	149,210	-10.45%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	725,389	872,097	831,066	913,916	4.80%
INFORMATION TECHNOLOGY NET	720,784	872,097	828,666	913,916	4.80%



Finance

2020 Net Operating Budget	\$1,822,610
2019 Net Operating Budget	\$1,942,255
Budget Change	-89,645
% Change	-4.62%

2019 Key Accomplishments

- Focused on further improving and streamlining the annual budgeting process.
- Updated the Tangible Capital Asset Policy to improve its relevance and compliance to the County.

2020 Proposed Initiatives

- Complete a Designated Industrial Assessment Review.

Major Budget Changes

- Payroll staff now report to Human Resources to the organizational changes in July 2019. This results in a significant decrease in salaries, wages, and benefits. Merit and inflationary increases were offset by the reduction.
- Insurance costs are expected to increase by 10% according to the County’s insurance provider. A \$50,000 increase has been allocated to offset this cost.

Purpose

The Finance department oversees financial activities, such as:

- Tax and assessment;
- Utilities and accounts receivable;
- Accounts payable;
- Grants from other governments and the private sector;
- Short-term investments of surplus cash; and
- The purchase, disposal, and amortization of capital assets.

The department leads preparations for the annual operational and capital budgets, as well as the year-end financial statement audit. Finance also provides front counter reception and phone support at County Centre.



Finance - 2019 Operating Budget

	2018 ACTUAL	2019 BUDGET	2019 ACTUAL	2020 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-62,711	-53,600	-59,170	-53,600	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	-62,711	-53,600	-59,170	-53,600	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	1,159,896	1,216,471	976,848	1,070,326	-12.01%
CONTRACTED SERVICES	696,070	703,189	586,362	759,689	8.03%
CONSUMABLE SUPPLIES	8,833	11,195	7,577	11,195	0.00%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	1,176,657	65,000	71,563	65,000	0.00%
TOTAL EXPENSES	3,041,456	1,995,855	1,642,351	1,906,210	-4.49%
FINANCE NET	2,978,745	1,942,255	1,583,181	1,852,610	-4.62%



Legislative Services

2020 Net Operating Budget	\$221,561
2019 Net Operating Budget	\$334,731
Budget Change	-113,170
% Change	-33.81%

2019 Key Accomplishments

- Conducted the 2019 Municipal Census.
- Continued implementation of meeting management software. Council agenda packages are now available on the County’s website.

2020 Proposed Initiatives

- Begin preparations for the 2021 General Municipal Election.
- Implementing webcasting and electronic voting for Council Meetings.

Major Budget Changes

- Salaries, wages, and benefits increased rose on inflation and merit increases.
- Part of the overall decrease in salaries and wages is related to the Council Legislative Assistant moving from Legislative & Information Services to the Chief Administrative Officer division.
- Administration conducted the municipal census in 2019, and is not budgeted in 2020. This results in a decrease in contracted services.

Purpose

The Legislative Services department provides a full range of support to Council, committees, and quasi-judicial boards. Staff manage Council’s agenda packages and minutes, develop policies, administer the County’s Freedom of Information and Protection of Privacy Act (FOIP) Program, and oversee municipal elections and the census.

The department also provides legislative, procedural, and administrative advice to Council, other departments, and the public.



Legislative Services - 2019 Operating Budget

	2018 ACTUAL	2019 BUDGET	2019 ACTUAL	2020 BUDGET	BUDGET CHANGE
	2018 ACTUAL	2019 BUDGET	2019 YEAR TO DATE	2020 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-275	0	-275	0	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	-275	0	-275	0	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	247,272	284,126	254,605	190,541	-32.94%
CONTRACTED SERVICES	16,459	48,027	46,345	28,719	-40.20%
CONSUMABLE SUPPLIES	1,791	2,578	3,427	2,301	-10.74%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	265,522	334,731	304,377	221,561	-33.81%
LEGISLATIVE SERVICES NET	265,247	334,731	304,102	221,561	-33.81%



Communications

2020 Net Operating Budget	\$580,752
2019 Net Operating Budget	\$576,673
Budget Change	\$4,079
% Change	0.71%

2019 Key Accomplishments

- Added a Summer Graphic Designer position, which assisted with the department’s workload.
- Conducted the 2019 Citizen Satisfaction Survey, which measures citizens’ feelings towards Lac La Biche County and the services that it provides.
- Held a request for proposals competition for citizen reporting software. The software will be rolled out to the public in 2020.

2020 Proposed Initiatives

- Revamp Lac La Biche County’s website.

Major Budget Changes

- Salaries, wages, and benefits rose based on inflation and merit increases.
- \$25,000 was reduced in advertising, and another \$5,000 in printing costs.
- A significant reduction of \$30,000 was made to promotional supplies.
- \$40,000 budgeted for both the Citizen Satisfaction Survey and Citizen Request Software POIs is not budgeted in 2020.

Purpose

Communications is responsible for sharing information with County employees and the public. Staff accomplish this by producing newsletters like Your County In Touch, advertising in print and radio, and maintaining both the Lac La Biche County website and social media accounts.

Communications’ initiatives are guided by the Strategic Communications Plan, which is updated annually with new projects.



Communications - 2019 Operating Budget

	2018 ACTUAL	2019 BUDGET	2019 ACTUAL	2020 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	0	0	0	0	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	0	0	0	0	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	276,073	299,358	275,566	324,862	8.52%
CONTRACTED SERVICES	91,185	196,265	129,915	207,190	5.57%
CONSUMABLE SUPPLIES	41,552	81,050	52,076	48,700	-39.91%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	408,809	576,673	457,557	580,752	0.71%
COMMUNICATIONS NET	408,809	576,673	457,557	580,752	0.71%



Fire and Emergency Management Services

2020 Net Operating Budget	\$1,310,628
2019 Net Operating Budget	\$1,570,218
Budget Change	-\$259,590
% Change	-16.53%

2019 Key Accomplishments

- Won a national Fire Smart Community Protection Achievement Award.
- Became a member of the Alberta North East Incident Management Team, a highly-trained group that provides assistance in major disasters.
- Provided assistance for the High Level-Chuckegg fire for 28 days.
- Incorporated a new firefighter recruitment process, with semi-annual intakes.
- Received rescue and tender fire apparatus.
- Procured the Alberta First Responder Radio Communications System (AFRRCS) for Fire Services.
- Completed a Fire Services review.
- Expanded Safety Codes certification to four staff.

2020 Proposed Initiatives

- Relocate Lac La Biche Fire Hall to new emergency services facility.

Major Budget Changes

- Salaries, wages, and benefits rose based on inflation and merit increases.
- A 2019 POI of \$50,000 for a Fire Services review was completed, and is not in the 2020 budget.
- Other contracted services were reduced to more closely match previous years.
- Savings of \$90,000 were found in protective clothing, fire fighting equipment, and attractive items.

Purpose

Fire Services responds to emergency incidents like structure fires, wildland fires, motor vehicle collisions, and medical assists. They also conduct safety codes inspections, help neighbouring municipalities, teach property owners Fire Smart principles, and educate the public on fire prevention and safety.

Emergency Management establishes a framework for Lac La Biche County’s coordinated and effective emergency response to safeguard the health, welfare, and property of citizens, and to protect the environment and economies of areas affected by emergencies. This branch also organizes emergency management training for Council, County staff, Fire Services, and the public.



Fire and Emergency Management Services - 2019 Operating Budget

	2018 ACTUAL	2019 BUDGET	2019 ACTUAL	2020 BUDGET	BUDGET CHANGE
FIRE SERVICES					
OPERATING REVENUES					
SALE OF GOOD & SERVICES	-209,660	-125,000	-114,345	-125,000	0.00%
OTHER REVENUES	-4,449	-1,500	-105,041	-1,500	0.00%
GOVERNMENT TRANSFER	-257,104	-20,800	-34,500	-35,800	72.12%
TOTAL REVENUES	-471,213	-147,300	-253,886	-162,300	10.18%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	584,937	664,300	649,949	682,809	2.79%
CONTRACTED SERVICES	210,252	419,707	259,544	272,632	-35.04%
CONSUMABLE SUPPLIES	339,295	395,405	259,361	283,162	-28.39%
GRANT TRANSFERS	238,558	201,776	4,500	212,095	5.11%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	1,373,042	1,681,188	1,173,353	1,450,698	-13.71%
FIRE SERVICES NET	901,829	1,533,888	919,467	1,288,398	-16.00%
EMERGENCY MANAGEMENT					
	2018 ACTUAL	2019 BUDGET	2019 YEAR TO DATE	2020 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	0	0	0	0	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	0	0	0	0	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	0	13,500	0	0	-100.00%
CONTRACTED SERVICES	1,768	8,880	472	12,380	39.41%
CONSUMABLE SUPPLIES	8,299	13,950	3,741	9,850	-29.39%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	10,066	36,330	4,213	22,230	-38.81%
EMERGENCY MANAGEMENT NET	10,066	36,330	4,213	22,230	-38.81%



Enforcement Services

2020 Net Operating Budget	\$1,929,505
2019 Net Operating Budget	\$1,696,828
Budget Change	\$232,677
% Change	13.71%

2019 Key Accomplishments

- Established the Safer Municipality Advisory Committee, which is comprised of elected officials, community members, and law enforcement personnel who work together to identify programs that improve community safety.
- Hired Community Street Ambassadors, which were well-received by residents, visitors, and business owners in Lac La Biche and Plamondon’s downtown cores.
- Purchased a new patrol vehicle to replace an existing one.
- Staff from the department have been asked to assist with training at the Solicitor General Training Academy, and also represent the Peace Officer Program in meetings with Alberta Justice and police chiefs.

2020 Proposed Initiatives

- Establish a youth restorative justice committee and engage local youth.
- Set up a Municipal Alert System for emergency situations.

Purpose

The Enforcement Services department is comprised of appointed Community Peace Officers and Municipal Enforcement Officers that provide public education, respond to public complaints, and enforce both municipal and provincial laws.

Officers conduct regular patrols of both the County’s rural and urban areas, including the downtown areas of the hamlets of Lac La Biche and Plamondon.

Major Budget Changes

- Salaries, wages, and benefits rose based on inflation and merit increases. In addition, the organizational changes in July 2019 resulted in the addition of a manager and supervisor (though no additional FTEs), increasing wages.
- There was a \$27,000 increase in contracted services due to the Humane Society contract. Adjustments to the enhanced policing budget resulted in a \$20,000 increase in contracted services.
- There was an \$8,000 increase in consumable supplies due to the graffiti removal program. Increased staff in the department also raised consumable supplies.
- A \$153,570 increase due to equipment replacement reserves is also adding to the overall budget increase. This reserve was previously part of Equipment Services’ budget, but Administration moved this cost to more accurately reflect each department’s costs.



Enforcement Services - 2019 Operating Budget

	2018 ACTUAL	2019 BUDGET	2019 ACTUAL	2020 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-42,321	-91,200	-61,602	-71,200	-21.93%
OTHER REVENUES	-270	0	-4,405	0	0.00%
GOVERNMENT TRASFERS	13,930	0	0	0	0.00%
TOTAL REVENUES	-28,661	-91,200	-66,007	-71,200	-21.93%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	742,505	1,157,558	1,002,007	1,296,938	12.04%
CONTRACTED SERVICES	251,362	465,173	475,903	503,817	8.31%
CONSUMABLE SUPPLIES	146,119	165,297	141,449	199,950	20.96%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	1,139,987	1,788,028	1,619,359	2,000,705	11.89%
ENFORCEMENT SERVICES NET	1,111,325	1,696,828	1,553,353	1,929,505	13.71%



Engineering Services (Project Coordination Team)

2020 Net Operating Budget	\$704,522
2019 Net Operating Budget	\$817,245
Budget Change	-\$112,723
% Change	-13.79%

2019 Key Accomplishments

- Completed 13 major construction projects, and 7 engineering projects.

2020 Proposed Initiatives

- Township Road 682A (Mystic Beach access road) base and pave.
- Lac La Biche West Water and Sewer Distribution upgrades (Sentinel Business Park).

Major Budget Changes

- Salaries, wages, and benefits rose based on inflation and merit increases. However, due to staff turnover and a reduction in overtime, the salaries budget was reduced.
- The training and conference attendance budgets were reduced by \$5,000.
- Contracted services were reduced by \$65,000, in keeping with trends from previous years.
- Consumable supplies were reduced by \$7,000.

Purpose

The Engineering Services department manages the engineering and construction of major capital projects from concept to completion. They also oversee design, regulatory approvals, tenders, contracts, resident concerns, site inspections, and commissioning.

Staff monitor projects to ensure that they stay within budget and on schedule.



Engineering Services - 2019 Operating Budget

	2018 ACTUAL	2019 BUDGET	2019 ACTUAL	2020 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	0	0	0	0	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	0	0	0	0	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	700,318	696,315	676,097	686,171	-1.46%
CONTRACTED SERVICES	64,250	111,930	39,773	16,352	-85.39%
CONSUMABLE SUPPLIES	7,896	9,000	5,466	1,999	-77.79%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	772,463	817,245	721,337	704,522	-13.79%
PROJECT COORDINATION NET	772,463.00	817,245.00	721,337.00	704,522.00	-13.79%



Equipment Services

2020 Net Operating Budget	\$5,605,973
2019 Net Operating Budget	\$5,817,737
Budget Change	-\$211,764
% Change	-3.64%

2019 Key Accomplishments

- Completed a variety of major equipment and vehicle purchases, including a street sweeper, grader, two medium-duty plow trucks, a utility tractor, nine pick-up trucks, a trailer mounted herbicide sprayer, and more.

2020 Proposed Initiatives

The department has proposed the purchase/replacement of the following capital items:

- 2 SUV's (Hybrid/Electric)
- 9 - ½ Ton Trucks
- 3 - 1 Ton Trucks
- Tandem Axle Plow Truck
- 15 ft Rotary Mower
- Wheeled Backhoe
- Wheel Loader
- Tilt Deck Equipment Trailer
- Track Loader
- 2 Floor Burnisher/Polishers
- Phase 3 Shop Expansion
- 1234YF Air Conditioner Recharging Station
- Tig Welder
- 6 Inch Trash Water Pump
- Finish Mower for Ventrac Unit
- Picker Crane for unit 544
- Sander/Hopper for Unit 535
- Gravel Screener/Stacker
- Landroller (ASB Rental)
- Magnetic Sweeper
- CPO Vehicle
- CPO ATV

Purpose

The Equipment Services department manages the County's vehicle fleet, construction equipment, and maintenance tools. This includes:

- Maintaining and repairing vehicles and equipment;
- Maintaining inventories of parts, blades, tires, fuel, etc.;
- Development vehicle and equipment replacement schedules;
- Procuring parts, vehicles, and equipment; and
- Reassigning and disposing of vehicles and equipment

Major Budget Changes

- Salaries, wages, and benefits rose based on inflation and merit increases.
- Savings of \$68,000 were found in various equipment categories under maintenance costs.
- Savings of \$79,000 in fuel and \$82,000 were found in various equipment categories under consumable supplies.
- There is a slight increase in the equipment replacement reserve reflecting the increase in equipment in 2019.



Equipment Services - 2019 Operating Budget

	2018 ACTUAL	2019 BUDGET	2019 ACTUAL	2020 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	0	0	0	0	0.00%
OTHER REVENUES	-42,369	0	-500	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	-42,369	0	-500	0	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	1,040,414	1,149,367	1,080,592	1,130,899	-1.61%
CONTRACTED SERVICES	326,192	357,700	284,644	289,644	-19.03%
CONSUMABLE SUPPLIES	1,550,120	1,396,800	1,267,771	1,235,000	-11.58%
GRANT TRANSFERS	1,616,581	1,456,935	0	1,475,215	1.25%
DEBENTURE & INTEREST	1,616,581	1,456,935	0	1,475,215	1.25%
TOTAL EXPENSES	6,149,887	5,817,737	2,633,007	5,605,973	-3.64%
EQUIPMENT SERVICES NET	6,107,519	5,817,737	2,632,507	5,605,973	-3.64%



Transportation Services and Airport Operations

2020 Net Operating Budget	\$8,695,608
2019 Net Operating Budget	\$8,598,113
Budget Change	\$97,492
% Change	1.13%

Purpose

Transportation Services repairs and maintains an extensive system of rural roads, bridges, urban streets, and sidewalks. The County is responsible for approximately 132 km of paved roads, 101 km of oiled surfaces, and 938 km of gravel roads.

The County also owns, operates, and maintains the Lac La Biche Airport located two kilometres west of Lac La Biche. Snow, ice, and dust control is regularly completed to increase driver safety.

2019 Key Accomplishments

- Completed 263 dust suppression applications by rural residences, along with intersectional treatments and designated haul routes.
- Conducted a resurfacing program, which consisted of 70,000 tonnes of gravel placed, covering 300 kilometres of roads.
- Replaced 4 kilometres of the oil-bound network, and 129 culverts. Completed 9 kilometres of ditching/mulch removal.
- Sealed cracks in 121 kilometres of paved roadway.
- Assisted with capital projects like Township Road 674 (Old 46), 91 Avenue base and cold mix, the Archery Building parking lot and road (base and cold mix), the Craigend Grader Shop base & landscaping, the Bold Center sports fields gravel haul, the Holowachuk Estates boat launch, Lakeview Estates ditching, and more.

2020 Proposed Initiatives

- Build a long-term gravel strategy.
- Develop an Airport Master Plan.
- Complete the County Centre yard reconfiguration.

Major Budget Changes

- Salaries, wages, and benefits rose based on inflation and merit increases.
- \$286,000 in savings in contracted services were found in various programs and services.
- \$85,000 in savings in consumable supplies were found relating to gravel purchases.



Transportation Services and Airport Operations - 2019 Operating Budget

	2018 ACTUAL	2019 BUDGET	2019 ACTUAL	2020 BUDGET	BUDGET CHANGE
TRANSPORTATION					
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-24,762	-20,250	-19,353	-64,250	217.28%
OTHER REVENUES	-328,537	-65,000	-11,984	-65,000	0.00%
GOVERNMENT TRANSFERS	-573,927	0	0	0	0.00%
TOTAL REVENUES	-927,226	-85,250	-31,338	-129,250	51.61%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	3,356,721	3,353,387	3,215,171	3,443,959	2.70%
CONTRACTED SERVICES	2,509,676	2,124,174	1,914,961	2,179,929	2.62%
CONSUMABLE SUPPLIES	2,662,664	3,085,367	2,118,217	2,998,882	-2.80%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	68,951	69,353	50,250	69,353	0.00%
TOTAL EXPENSES	8,598,011	8,632,281	7,298,599	8,692,123	0.69%
TRANSPORTATION SERVICES NET	7,670,785	8,547,031	7,267,262	8,562,873	0.19%

	2018 ACTUAL	2019 BUDGET	2019 YEAR TO DATE	2020 BUDGET	
AIRPORT					
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-69,672	-70,000	-61,601	-70,000	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	-69,672	-70,000	-61,601	-70,000	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	39,420	40,670	38,063	40,823	0.38%
CONTRACTED SERVICES	24,854	59,015	31,672	140,512	138.10%
CONSUMABLE SUPPLIES	13,564	21,400	10,475	21,400	0.00%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	77,838	121,085	80,210	202,735	67.43%
AIRPORT OPERATIONS NET	8,166	51,085	18,609	132,735	159.83%



Utilities (Water, Sewer & Natural Gas Services)

2020 Net Operating Budget	\$2,617,055
2019 Net Operating Budget	\$2,679,665
Budget Change	-\$62,610
% Change	-2.34%

2019 Key Accomplishments

- Replaced approximately 1 km of steel gas pipelines to PE.
- Redesigned the heating source for the processing tank to optimize the treatment process at the Wastewater Treatment Plant. Installed a large capacity pump at the Plant to discharge lagoons.
- Conducted camera inspections and mapping of sanitary sewer systems. Installed three smart-covers in problem areas in the hamlet to monitor and prevent sewer main backups.

2020 Proposed Initiatives

- Replace approximately 250 natural gas meters within the hamlet of Lac La Biche.
- Drain and clean coagulant tank #2 at the water treatment plant.
- Conduct sewer main inspections and spot repairs in problem areas.
- Maintain pressure-reducing valves in the water distribution system.

Major Budget Changes

- Salaries, wages, and benefits rose based on inflation and merit increases. Other changes in salaries reflect operational changes in the department.
- Natural gas revenues and expenses were significantly reduced due to the low cost of natural gas on the market.
- Revenues are impacted because the natural gas rate charged is based on the purchase price plus a set rate. Expenses are similarly impacted.
- Budget reductions were made in contracted services to bring these expenses in line with previous years' trends.
- The slight increase in sewer utilities is due to the incremental increase in the BNR Plant contract with Corix.
- There was a significant budget reduction made in contracted services for water utilities.
- The rebate program budget was slightly reduced to better reflect actual usage.

Purpose

Utilities staff oversee water, sewer, and natural gas services provided by the County. The department looks after the following:

- 100 km of water lines;
- 105 km of sewer lines;
- 110 km of natural gas transmission lines;
- Seven gas regulator stations;
- Five pumping stations;
- Six sanitary lift stations;
- Three truck/barrel fill stations; and
- The water treatment plan.

The department maintains and repairs lines. They perform other duties like monitoring water quality, changing meters, providing technical and field support for capital projects, and more.

Utilities - 2019 Operating Budget



	2018 ACTUAL	2019 BUDGET	2019 ACTUAL	2020 BUDGET	BUDGET CHANGE
WATER					
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-855,512	-861,842	-741,770	-871,191	1.08%
OTHER REVENUES	-440	0	0	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	-855,952	-861,842	-741,770	-871,191	1.08%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	401,115	650,424	480,253	551,331	-15.24%
CONTRACTED SERVICES	348,842	655,734	342,278	573,843	-12.49%
CONSUMABLE SUPPLIES	518,013	676,925	658,088	680,102	0.47%
GRANT TRANSFERS	13,520	15,000	10,578	9,000	-40.00%
DEBENTURE & INTEREST	301,793	120,295	83,289	120,295	0.00%
TOTAL EXPENSES	1,583,283	2,118,378	1,574,485	1,934,571	-8.68%
UTILITIES - WATER NET	727,331	1,256,536	832,714	1,063,380	-15.37%

	2018 ACTUAL	2019 BUDGET	2019 YEAR TO DATE	2020 BUDGET	
SEWER					
OPERATING REVENUES					
SALARIES, WAGES & BENEFITS	-678,458	-759,092	-577,132	-766,683	1.00%
OTHER REVENUES	0	0	-1,150	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	-678,458	-759,092	-578,281	-766,683	1.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	399,939	492,183	480,796	537,891	9.29%
CONTRACTED SERVICES	1,382,051	1,448,305	1,331,815	1,543,043	6.54%
CONSUMABLE SUPPLIES	270,166	393,065	238,140	362,868	-7.68%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	133,045	134,070	97,064	134,070	0.00%
TOTAL EXPENSES	2,185,201	2,467,623	2,147,815	2,577,872	4.47%
UTILITIES - SEWER NET	1,506,743	1,708,531	1,569,534	1,811,189	6.01%

	2018 ACTUAL	2019 BUDGET	2019 YEAR TO DATE	2020 BUDGET	
NATURAL GAS					
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-2,222,699	-2,270,000	-1,843,310	-1,757,199	-22.59%
OTHER REVENUES	-30,356	0	-93,408	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	-2,253,054	-2,270,000	-1,936,718	-1,757,199	-22.59%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	377,236	375,184	406,686	465,759	24.14%
CONTRACTED SERVICES	103,616	318,214	57,369	252,678	-20.59%
CONSUMABLE SUPPLIES	1,092,675	1,291,200	1,223,463	781,248	-39.49%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	1,573,527	1,984,598	1,687,517	1,499,685	-24.43%



Environmental Services (Agriculture Services, and Waste & Recycling Management)

2020 Net Operating Budget	\$2,480,656
2019 Net Operating Budget	\$2,684,914
Budget Change	-179,258
% Change	-6.74%

Purpose

The Environmental Services department provides three types of services: waste & recycling management, environmental services, and agricultural services. They operate two landfills and four transfer stations, and handle the curbside pickup program. Staff also educate the public on environmental stewardship, planning a variety educational events, and monitor the quality of local water bodies.

The department provides agricultural services with the support of the provincial Agricultural Service Board (ASB) grant program. Mowing, weed inspections, equipment rentals, chemical and tree sales, the Wolf Incentive Program, the Rural Beautification Award, and conducting ASB meetings (among other initiatives) are all offered to support local producers.

2019 Key Accomplishments

- Completed the Owl River Landfill and Elinor Lake Landfill closure projects.
- Reconfigured the Beaver Lake Landfill to accommodate new scale installation and the construction of a new transfer station area.
- Installed oil recycling tanks at the Owl River, Hylo, and Craigend Transfer Stations.
- Established new ASB equipment rental rates and procedures for damage deposits.
- Updated the County’s Corporate Green Plan, which will guide internal environmental initiatives.
- Installed new tracking systems for the mowing program and weed inspection program.

2020 Proposed Initiatives

- Install a compost pad at the Beaver Lake Landfill. Outfit both the Beaver Lake and Plamondon Landfills with new containment systems for oil, pesticide containers, paint, and hazardous materials.
- Place new offices at three sites (two at landfills, and one at a transfer site).
- Build a new fence around the Owl River Transfer Station’s operational area.
- Purchase a tow-behind magnet and tracked loader for the Plamondon Landfill.
- Expand corporate recycling areas in staff buildings.
- Build a new chemical storage warehouse.
- Implement a new environmental stewardship program for the community.
- Complete the Watershed Management Plan update for Council’s review.

Major Budget Changes

- Salaries, wages, and benefits rose based on inflation and merit increases. s, wages, and benefits rose based on inflation and merit increases.



Environmental Services - 2019 Operating Budget

	2018 ACTUAL	2019 BUDGET	2019 ACTUAL	2020 BUDGET	BUDGET CHANGE
WASTE & RECYCLING					
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-704,281	-715,244	-622,227	-715,244	0.00%
OTHER REVENUES	-100	0	-500	0	0.00%
GOVERNMENT TRANSFERS	0	-345,000	0	0	-100.00%
TOTAL REVENUES	-704,381	-1,060,244	-622,727	-715,244	-32.54%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	1,091,145	1,066,970	1,130,470	1,288,139	20.73%
CONTRACTED SERVICES	-846,956	1,528,725	1,637,724	885,393	-42.08%
CONSUMABLE SUPPLIES	230,280	164,119	128,822	153,619	-6.40%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	2,341	0	431	0	0.00%
TOTAL EXPENSES	476,810	2,759,814	2,897,446	2,327,151	-15.68%
WASTE & RECYCLING MANAGEMENT NET	-227,571	1,699,570	2,274,719	1,611,907	-5.16%
ENVIRONMENTAL SERVICES					
	2018 ACTUAL	2019 BUDGET	2019 YEAR TO DATE	2020 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALES OF GOODS & SERVICES	-2,689	-4,500	-2,156	-4,500	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	-2,720	0	-6,300	0	0.00%
TOTAL REVENUES	-5,409	-4,500	-8,456	-4,500	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	232,456	225,741	240,766	229,464	1.65%
CONTRACTED SERVICES	58,332	78,270	59,010	61,270	-21.72%
CONSUMABLE SUPPLIES	28,847	25,350	27,592	16,000	-36.88%
GRANT TRANSFERS	0	5,000	5,000	0	-100.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	319,636	334,361	332,367	306,734	-8.26%
ENVIRONMENTAL SERVICES NET	314,226	329,861	323,911	302,234	-8.38%



Environmental Services - 2019 Operating Budget Continued

	2018 ACTUAL	2019 BUDGET	2019 ACTUAL	2020 BUDGET	BUDGET CHANGE
AGRICULTURAL SERVICES					
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-11,256	-14,265	-13,442	-14,265	0.00
OTHER REVENUES	-1,580	0	0	0	0.00
GOVERNMENT TRANSFERS	-165,892	-160,452	-168,852	-160,452	0.00
TOTAL REVENUES	-178,728	-174,717	-182,294	-174,717	0.00
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	379,210	490,286	384,679	494,048	0.77
CONTRACTED SERVICES	41,262	84,502	64,505	70,819	-16.19
CONSUMABLE SUPPLIES	68,736	102,312	75,292	61,525	-39.87
GRANT TRANSFERS	100,849	128,100	117,800	114,840	-10.35
DEBENTURE & INTEREST	0	0	0	0	0.00
TOTAL EXPENSES	590,057	805,200	642,276	741,232	-7.94
AGRICULTURE SERVICES NET	411,329	630,483	459,983	566,515	-10.15



Planning & Development and Geographic Information System (GIS)

2020 Net Operating Budget	\$1,208,849
2019 Net Operating Budget	1,333,849
Budget Change	-\$223,306
% Change	-14.34%

2019 Key Accomplishments

- Completed a community engagement plan for the proposed Environmental Reserve Bylaw.
- Filled the department manager position.
- Completed review of and amendments to the Land Use Bylaw.
- Continued installation of signs for the Environmental and Municipal Reserve Sign Program.
- Completed Intermunicipal Development Plans with the County of St. Paul and the MD of Bonnyville.

2020 Proposed Initiatives

- Review and update the Municipal Development Plan.
- Complete phase one of asset management.
- Continue work on the Environmental and Municipal Reserve Sign program.
- Work on “placemaking” for the hamlet of Lac La Biche

Major Budget Changes

- Salaries, wages, and benefits rose based on inflation and merit increases.
- The Planning & Development budget was significantly reduced—savings were found in contracted services by reducing the budget for inspections. The GIS budget is already minimal.
- \$20,000 was cut for ad-hoc engineering.
- \$75,000 for a 2019 POI relating to Intermunicipal Development Plans is not budgeted for in 2020.
- There’s a \$40,000 reduction in consumable supplies after the 2019 POI for Environmental/Municipal Reserve signs was not budgeted in 2020.

Purpose

The Planning & Development department regulates the build and natural environment by creating and referring to documents like the Municipal Development Plan, the Land Use Bylaw, area structure plans, and County policies. Provincial and federal legislation like the Municipal Government Act and the Safety Codes Act also guide the department’s decisions.

Planning & Development manages the County’s Geographic Information System (GIS), which provides specialized mapping data for staff, Council, and developers.



Planning & Development and Geographic Information System (GIS) - 2019 Operating Budget

	2018 ACTUAL	2019 BUDGET	2019 ACTUAL	2020 BUDGET	BUDGET CHANGE
PLANNING & DEVELOPMENT					
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-290,488	-225,250	-254,552	-234,000	3.88%
OTHER REVENUES	-16,788	-12,000	-7,875	-8,000	-33.33%
GOVERNMENT TRANSFERS	-795	-25,000	-90,000	0	-100.00%
TOTAL REVENUES	-308,071	-262,250	-352,427	-242,000	-7.72%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	567,173	908,679	664,987	892,613	-1.77%
CONTRACTED SERVICES	186,954	518,740	198,711	328,800	-36.62%
CONSUMABLE SUPPLIES	18,668	53,577	18,847	11,600	-78.35%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	16,788	0	0	0	0.00%
TOTAL EXPENSES	789,583	1,480,996	882,545	1,233,013	-16.74%
PLANNING & DEVELOPMENT NET	481,512	1,218,746	530,118	991,013	-18.69%

GIS	2018 ACTUAL	2019 BUDGET	2019 YEAR TO DATE	2020 BUDGET	
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-2,673	-5,000	-1,895	-2,000	-60.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	-2,673	-5,000	-1,895	-2,000	-60.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	181,350	199,259	118,810	201,936	1.34%
CONTRACTED SERVICES	134,641	135,150	140,145	133,900	-0.92%
CONSUMABLE SUPPLIES	12,608	9,000	3,627	9,000	0.00%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	328,599	343,409	262,581	344,836	0.42%
GRAPHICAL INFORMATION					
SYSTEMS NET	325,926	338,409	260,686	342,836	1.31%



Tourism & Economic Development

2020 Net Operating Budget	\$752,751
2019 Net Operating Budget	\$511,491
Budget Change	-\$241,260
% Change	47.17%

2019 Key Accomplishments

- Worked on the #TakeItToTheLake regional marketing campaign and content development, and received an award from the Economic Developers Association of Canada.
- Completed the Lac La Biche Region Tourism Strategy and Product Development Plan, along with the County's Retail Gap Analysis.
- Updated the Visitor Guide for 2019.
- Installed Visitor Information Kiosks in Plamondon.
- Hosted the Power Up North! Conference.
- Attended seven tradeshow promoting Lac La Biche Region Tourism (distributing over 6,000 Visitor Guides and engaging with over 10,000 people). Distributed an additional 3,000 Visitor Guides across western Canada and our region.
- Responded to three investment requests and reached out to ten investors/groups.

2020 Proposed Initiatives

- Develop brand standards.
- Conduct a community standards inventory. Complete a wayfinding and interpretive signage inventory and needs assessment.
- Build a three-year social media marketing campaign for tourism.
- Develop a business licensing program and bylaw.
- Continue with the Community Ambassador Program, transferring these positions from Enforcement Services to Tourism.

Purpose

Tourism & Economic Development promotes growth with initiatives designed to support key industries, the expansion of existing businesses, and the attraction of new businesses. The department develops County policies that promote an investor and visitor-friendly climate.

The overall goal is increased economic activity, with a strong focus on tourism development—keeping with best practices established by the Economic Developers of Alberta and other professional associations.

Major Budget Changes

- Salaries, wages, and benefits rose based on inflation and merit increases.
- The reduction in grant transfers is related to ad-hoc grants provided to business partners in 2019.
- 2019 POIs totaling \$37,000 were not budgeted for in 2020.



Tourism & Economic Development - 2019 Operating Budget

	2018 ACTUAL	2019 BUDGET	2019 ACTUAL	2020 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-1,215	0	-50	0	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	-17,682	-114,924	-11,763	0	-100.00%
TOTAL REVENUES	-18,897	-114,924	-11,813	0	-100.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	88,017	98,134	110,041	223,527	127.78%
CONTRACTED SERVICES	128,678	433,431	355,384	511,074	17.91%
CONSUMABLE SUPPLIES	2,859	30,150	20,475	18,150	-39.80%
GRANT TRANSFERS	0	64,700	39,700	0	-100.00%
DEBENTURE PAYMENTS	0	0	0	0	0.00%
TOTAL EXPENSES	219,554	626,415	525,600	752,751	20.17%
TOURISM & ECONOMIC DEVELOPMENT					
NET	200,657	511,491	513,787	752,751	47.17%



Family & Community Support Services (FCSS) and Community Development

2020 Net Operating Budget	\$1,044,004
2019 Net Operating Budget	\$1,353,778
Budget Change	-\$159,774
% Change	-11.80%

2019 Key Accomplishments

- Developed a Transitional Housing framework and workshop.
- Enhanced the “It Takes a Village” parenting workshop series.
- Implemented new programs like the Summer Kids Club, Staycations for Seniors, and the Community Access Bus program.
- Teen & Junior Teen Leadership Camps built a strong network of youth ambassadors and volunteers that have contributed positively to our community.
- Celebrated FCSS’ 50th anniversary with a variety of events, including a presentation by psychiatrist Dr. Jean Clinton to give back to the community’s agencies and parents.

2020 Proposed Initiatives

- Continue work on short and long-term plans for the homelessness strategy.
- Incorporate Indigenous components in FCSS services and programs.
- Host the FCSS North East Zone Spring Gathering meeting.

Major Budget Changes

- Salaries, wages, and benefits rose based on inflation and merit increases.
- Savings of \$100,000 were found in contracted services by eliminating unnecessary expenses.
- Savings of \$12,000 were found in consumable supplies.
- The reduction in grant transfers is related to the Community Development Grant Program which is presented to Council as a business case.

Purpose

The FCSS and Community Development department includes four distinct programs, each with different mandates, objectives, and funding. Community Access Busing and Child Minding are 100% County funded, whereas FCSS and Parent Link are funded by Lac La Biche County and the Government of Alberta.

- Family & Community Support Services’ philosophy is based on the belief that self-help contributes to a sense of integrity, self-worth, and independence. These programs are intended to help individuals adopt healthy lifestyles, improving their quality of life and building to the capacity to prevent and deal with crisis situations.
- Parent Link provides free parenting and play programs to meet the unique needs of the families and communities it services.
- Community Access Busing includes both paratransit and community busing systems. Paratransit offers door-to-door services for seniors and people with disabilities to medical appointments, social events, and more. Community busing is designed for those with income or no transportation, and offers rides to professional services and social events.
- Child Minding at the Cenovus Child Mind Centre provides high-quality care and programming for children aged 6 months to 12 years while parents or guardians enjoy activities at the Bold Center.



FCSS & Community Development - 2019 Operating Budget

	2018 ACTUAL	2019 BUDGET	2019 ACTUAL	2020 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-41,453	-36,600	-49,264	-81,814	123.54%
OTHER REVENUES	-139,936	-118,883	-111,205	-118,882	0.00%
GOVERNMENT TRANSFERS	-366,552	-376,197	-380,921	-376,197	0.00%
TOTAL REVENUES	-547,941	-531,680	-541,389	-576,893	8.50%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	790,076	1,150,336	896,493	1,194,346	3.83%
CONTRACTED SERVICES	114,369	287,608	160,250	182,997	-36.37%
CONSUMABLE SUPPLIES	127,383	137,514	83,604	124,304	-9.61%
GRANT TRANSFERS	303,415	310,000	264,103	269,250	-13.15%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	1,335,243	1,885,458	1,404,450	1,770,897	-6.08%
FAMILY AND COMMUNITY					
SUPPORT SERVICES NET	787,301	1,353,778	863,061	1,194,004	-11.80%



Community Grants

2020 Net Operating Budget	\$ 1,873,811
2019 Net Operating Budget	\$2,418,627
Budget Change	-\$544,816
% Change	-22.53%

2019 Key Accomplishments

- Provided insurance coverage to community groups.
- Funded events like Pow Wow, the Festival of Speed, Mud Bogs, and over 20 other smaller events through the Events Sponsorship program. The total budgeted for 2019 events through this program was \$90,000.
- Provided funding for projects through the Capital Projects Assistance Grant for four community-run facilities and seven different projects of various sizes. The total awarded funding was \$187,490.
- Provided operating funding through the Recreational/Cultural Operating Funding Program for fifteen different community facilities of various sizes. The total awarded was \$746,039.05 (excluding directly-paid costs).
- Provided operating and project funding for social service organizations through the Community Development Grant Program to four organizations. A total of \$123,095 was awarded for 2019.
- Provided funding through the Community Cemetery Improvement Program to four rural cemeteries for fencing and other projects. The total funding provided was \$36,624.

2020 Proposed Initiatives

- Establish funding pools for the Event Sponsorship, Recreation/Cultural Operating, Community Development, Capital Projects Assistance, and the Community Cemetery Improvement Grant Programs.

Purpose

Lac La Biche County provides grants to community organizations for a variety of activities, including operating costs, programming, capital projects, and events. This funding is accessed through grant applications that groups submit to the County.

This budget also includes funding offered through agreements or other Council decisions.

Major Budget Changes

- There is a \$14,000 reduction in revenues due to a reduction in MSI allocations by the Province.
- All funding pools for this department are presented as business cases for Council.
- The remaining amounts in the budget are related to carry forwards for the Health Foundation and funding for the Lakeland Interpretive Society.
- Insurance expenses for all additional named insured organizations are also included in the base budget.



Community Grants - 2019 Operating Budget

	2018 ACTUAL	2019 BUDGET	2019 ACTUAL	2020 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	0	0	0	0	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	-120,536	-132,304	-118,153	-118,153	-10.70%
TOTAL REVENUES	-120,536	-132,304	-118,153	-118,153	-10.70%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	0	0	0	0	0.00%
CONTRACTED SERVICES	290	1,000	856	950	-5.00%
CONSUMABLE SUPPLIES	0	0	0	0	0.00%
GRANT TRANSFERS	2,689,335	2,549,931	1,544,602	1,991,014	-21.92%
DEBENTURE PAYMENTS	0	0	0	0	0.00%
TOTAL EXPENSES	2,689,625	2,550,931	1,545,458	1,991,964	-21.91%
COMMUNITY GROUP SUPPORT NET	2,569,089	2,418,627	1,427,305	1,873,811	-22.53%



Recreation and Aquatic Services

2020 Net Operating Budget	\$2,601,144
2019 Net Operating Budget	\$2,989,897
Budget Change	-\$388,753
% Change	-13%

2019 Key Accomplishments

- Completed the Recreation & Parks Master Plan.
- Introduced affordable, accessible programming County-wide, including Prescription to Get Active (RxTGA), the Summer Shack program, free track access, and the Park & Play Fun Van.
- Portage Pool received three awards from the Lifesaving Society for program service delivering, including the Lifesaving Program, Swim to Survive Program, and First Aid programs.

2020 Proposed Initiatives

- Conduct a new aquatic centre feasibility consultation.
- Increase swim lesson programming and public schedules.
- Finalize fee assistance policy in conjunction with FCSS.
- Develop sport tourism terms of reference.
- Finalize the recreation software upgrade project.

Major Budget Changes

- Salaries, wages, and benefits rose due to inflation and merit increases.
- Recreation administration has significant budget reductions due to the completion of the Recreation Master Plan, Bold Center Website Redevelopment Project, and other smaller initiatives from 2019.
- Recreation and Aquatic Services contracted services and consumable supplies were reduced after finding efficiencies.
- Libraries and Culture saw an increase of \$62,000 due to an increase in library funding requests.
- Consumable supplies increased slightly for Alberta Culture Days supplies in 2020.

Purpose

The Recreation department is responsible for the development, facilitation, efficient administration, and financial management of all recreation and aquatics programs, services & community events within Lac La Biche County.

The department works collaboratively with other County entities, community groups, and non-profit associations to provide programming, events, and initiatives. The department is comprised of recreation and aquatic programming, customer service, and administrative staff who report to the Senior Manager of Recreation & Community Enhancement through the Recreation & FCSS Manager.

The department's initiatives are guided by the Lac La Biche County Recreation & Parks Master Plan, Council's Strategic Vision, the framework for Recreation in Canada, Active Alberta Policy, and user feedback.



Recreation and Aquatic Services - 2019 Operating Budget

	2018 ACTUAL	2019 BUDGET	2019 ACTUAL	2020 BUDGET	BUDGET CHANGE
RECREATION					
RECREATION ADMINISTRATION					
OPERATING REVENUES					
SALE OF GOODS & SERVICES	0	0	0	0	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	0	0	0	0	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	0	0	0	0	0.00%
CONTRACTED SERVICES	63,204	340,300	115,965	45,900	-86.51%
CONSUMABLE SUPPLIES	9,382	12,401	5,982	9,900	-20.17%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	72,586	352,701	121,946	55,800	-84.18%
RECREATION ADMINISTRATION NET	72,586	352,701	121,946	55,800	-84.18%
	2018 ACTUAL	2019 BUDGET	2019 YEAR TO DATE	2020 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-619,333	-481,600	-507,812	-436,625	-9.34%
OTHER REVENUES	-8,076	0	-6,264	0	0.00%
GOVERNMENT TRANSFERS	0	-2,000	-6,850	0	-100.00%
TOTAL REVENUES	-627,409	-483,600	-520,927	-436,625	-9.71%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	1,691,725	2,037,657	1,709,765	1,917,152	-5.91%
CONTRACTED SERVICES	338,771	313,620	198,710	285,083	-9.10%
CONSUMABLE SUPPLIES	113,873	96,700	103,872	88,975	-7.99%
GRANT TRANSFERS	208	9,000	606	4,500	-50.00%
DEBENTURE & INTEREST	56	0	83	0	0.00%
TOTAL EXPENSES	2,144,633	2,456,977	2,013,036	2,295,710	-6.56%
RECREATION PROGRAMS NET	1,517,224	1,973,377	1,492,109	1,859,085	-5.79%



Recreation and Aquatic Services - 2019 Operating Budget Continued

	2018 ACTUAL	2019 BUDGET	2019 ACTUAL	2020 BUDGET	BUDGET CHANGE
LIBRARIES					
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-8,270	0	0	0	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	-113,139	0	0	0	0.00%
TOTAL REVENUES	-121,409	0	0	0	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	460,775	0	0	0	0.00%
CONTRACTED SERVICES	106,133	39,115	18,649	36,830	-5.84%
CONSUMABLE SUPPLIES	66,989	8,840	5,039	10,509	18.88%
GRANT TRANSFERS	48,322	615,864	616,449	638,920	3.74%
DEBENTURE & PAYMENTS	946	0	0	0	0.00%
TOTAL EXPENSES	683,164	663,819	640,137	686,259	3.38%
LIBRARIES & CULTURE NET	561,755	663,819	640,137	686,259	3.38%



Parks & Facilities

2020 Net Operating Budget	\$8,811,520
2019 Net Operating Budget	\$11,540,584
Budget Change	-\$2,645,464
% Change	-22.92%

2019 Key Accomplishments

- Built a washroom and concession facility at the Paul Richard Memorial Spray Park.
- Completed the new archery facility to host the 2019 3D World Championships.
- Awarded the Bold Center sports field contract and started construction.
- Replaced the Bold Center’s LED sign and worked on the Bold Center’s roundabout.
- Installed two new playgrounds.
- Completed office renovations for the Community Peace Officers.
- Completed first stage McArthur renovations, with HR, IT, Records, and Health & Safety moved.

2020 Proposed Initiatives

- Complete phase one of the Bold Center sports field project.
- Build a Bold Center campsite.
- Continue renovating McArthur Place and County Centre to accommodate office moves.
- Renovate the new Protective Services building.
- Complete the golf course irrigation project.

Major Budget Changes

- Salaries, wages, and benefits rose due to inflation and merit increases.
- The common facilities budget remained largely the same for existing facilities. The addition of the new Protective Services Building resulted in a \$116,000 increase in the operational budget.
- The recreational facilities budget has been significantly reduced due to the reduction in debenture payments for the Bold Center. In 2020, only one payment remains for the Bold Center.
- The new Archery Facility is also included in the budget, causing an increase of \$52,500.
- The reduction in other revenues in Parks and Open Spaces is due to an internal cost allocation.
- The reduction in Parks and Open Spaces is due to the 2019 POI for Golf Course Club House upgrades being completed.

Purpose

Parks & Facilities staff provide safe buildings and outdoor spaces. Parks maintains 135 acres of turf, 30 km of walking trails, 12 boat launches, 7 outdoor skating rinks, and all parks and playgrounds. They also maintain sports fields and collect litter from main streets and parks in both Plamondon and Lac La Biche.

Facilities cleans 13 buildings, and helps operate Portage Pool, the Plamondon Arena, and the Bold Center. They also maintain 55 County-owned facilities, book events at McArthur Place and the Bold Center, and take care of community sponsorships.



Parks & Facilities - 2019 Operating Budget

	2018 ACTUAL	2019 BUDGET	2019 ACTUAL	2020 BUDGET	BUDGET CHANGE
COMMON FACILITIES					
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-28,907	-33,168	-38,699	-33,168	0.00%
OTHER REVENUES	-97	-32	0	-32	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	-29,005	-33,200	-38,699	-33,200	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	911,061	935,996	740,371	874,662	-6.55%
CONTRACTED SERVICES	171,894	181,948	150,376	187,448	3.02%
CONSUMABLE SUPPLIES	225,409	239,682	181,666	314,832	31.35%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	1,308,364	1,357,626	1,072,412	1,376,942	1.42%
COMMON FACILITIES NET	1,279,359	1,324,426	1,033,713	1,343,742	1.46%
CEMETERIES					
	2018 ACTUAL	2019 BUDGET	2019 YEAR TO DATE	2020 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-7,815	-10,350	-10,965	-10,350	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	-7,815	-10,350	-10,965	-10,350	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	0	0	0	0	0.00%
CONTRACTED SERVICES	3,282	58,950	2,076	8,950	-84.82%
CONSUMABLE SUPPLIES	1,504	1,800	1,195	1,800	0.00%
GRANT TRANSFERS	29,914	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	34,700	60,750	3,271	10,750	-82.30%
CEMETERIES NET	26,885	50,400	-7,694	400	-99.21%



Parks & Facilities - 2019 Operating Budget Continued

	2018 ACTUAL	2019 BUDGET	2019 ACTUAL	2020 BUDGET	BUDGET CHANGE
RECREATION FACILITIES					
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-725,317	-697,014	-447,438	-671,054	-3.72%
OTHER REVENUES	-28,852	-26,042	-3,510	-26,042	0.00%
GOVERNMENT TRANSFERS	-2,824,224	0	-1,808,123	0	0.00%
TOTAL REVENUES	-3,578,393	-723,056	-2,259,071	-697,096	-3.59%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	1,895,917	2,042,516	1,992,840	2,266,019	10.94%
CONTRACTED SERVICES	554,636	533,721	488,196	500,016	-6.32%
CONSUMABLE SUPPLIES	1,121,360	926,562	993,302	972,062	4.91%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	5,991,634	5,960,658	2,980,329	2,980,328	-50.00%
TOTAL EXPENSES	9,563,546	9,463,457	6,454,667	6,718,425	-29.01%
RECREATION FACILITIES NET	5,985,154	8,740,401	4,195,596	6,021,329	-31.11%
PARKS & OPEN SPACES					
	2018 ACTUAL	2019 BUDGET	2019 YEAR TO DATE	2020 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-23,695	-26,369	-16,619	-26,369	0.00%
OTHER REVENUES	0	-15,000	0	0	-100.00%
GOVERNMENT TRANSFERS	-60,861	0	-997	0	0.00%
TOTAL REVENUES	-84,556	-41,369	-17,616	-26,369	-36.26%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	838,743	971,778	908,492	1,034,570	6.46%
CONTRACTED SERVICES	315,760	313,711	201,494	340,211	8.45%
CONSUMABLE SUPPLIES	199,597	181,237	133,931	181,237	0.00%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	1,354,099	1,466,726	1,243,917	1,556,018	6.09%
PARKS & OPEN SPACES NET	1,269,543	1,425,357	1,226,301	1,529,649	7.32%

Appendices



GLOSSARY

Assessment: A value established for real property for use as a basis of levying property taxes for municipal purposes.

Assets: All tangible property owned by the County.

Balanced Budget: A plan of financial operation where total revenues match total expenditures. It is a requirement of the County to approve a balanced budget annually.

Base Budget: Budget resources that are required to maintain service at the level provided in the previous year's budget.

Budget: A financial plan for a specified period of time (year) that matches with all planned revenues and expenditures with various County services.

Business Case: A business case introduces a new initiative identified by a department that requires new funding. A business case can be of an Operating or Capital budget nature.

Capital Assets: A long-term asset that is not purchased or sold in the normal course of business. Generally, it includes fixed assets.

Capital Budget: A plan of proposed capital expenditures to be incurred in the current year and over a period of subsequent future years (long term), identifying each capital project and the method of financing.

Capital Project: Projects, which purchase or construct capital assets. Typically, a capital project will be in the classifications of roadways, engineering structures, land improvements, buildings, machinery & equipment and vehicles.

Carry Forward Project: the funding for an operating or capital project that is required to be transferred to a subsequent year.

Conditional Grants: Grants provided by the Federal and Provincial Governments that are dependent on annual approval and potentially limited in how they may be expended.

Contracted Services: Services rendered to the County by private firms, individuals, or other government agencies. Examples include equipment maintenance, construction services, and professional services.

Debt: A financial obligation resulting from the borrowing of money. Typical in purchase of debenture from Alberta Capital Finance Corporation.

Debt Service: Amount necessary for the payment of principal, interest, and related costs of the general long-term debt of the County.

Deficit: The excess of an entity's liabilities over its assets. The excess of expenditures or expenses over revenues during a single accounting period.

Department: A major administrative subset of the County which indicates overall management responsibility for an operation or a group of related operations within a functional area. A department is often comprised of several programs.

Expenditure/Expense: Use of financial resource for current operating expenses, debt service, capital outlay, and intergovernmental transfers.

FTE: A measure to account for all staffing dollars in terms of their value as a staffing unit. For example two (2) half-time positions would equate to one (1) Full-Time Equivalent.

Generally Accepted Accounting Principles (GAAP): Criteria used by auditors to determine if financial statements are fairly presented.

Grant: A monetary contribution by one governmental unit or other organization to another. Typically, these contributions are made to local governments by the Provincial and Federal Governments.

Inflation: A rise in price levels caused by economic activity over a period of time.

Liability: Debt or other legal obligations arising out of transactions in the past, which must be liquidated, renewed or refunded at some future date.
Line Item: A basis for distinguishing types of revenues and expenditures.

Municipal Government Act (MGA): Provincial legislation that provides authority for municipal expenditure and revenue collection.

Program: A group of activities, operations or organizational units directed to attain specific objectives and are accounted for as such. These are grouped together to form a department.

Reserve Fund: Assets segregated and restricted to meet the purpose of the reserve fund. They may be either obligatory (created whenever a ruling requires revenues received for special purposes to be segregated) or discretionary (created whenever a municipal council wishes to earmark revenue to finance a future project for which it has authority to spend money).

Revenue: Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, grants and interest income.

Salaries & Benefits: Items of expenditure in the operating budget for salaries and wages paid for services performed by County employees.

Surplus: The difference in a fund that represents the current year's excess of revenues over expenditures.

Tax Levy: The total amount to be raised by general property taxes for operating and debt services purposes.

Tax Rate: The rate levied on real property according to assessed property value and class.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people.

TCA (Tangible Capital Assets): Local governments are required to recognize capital expenditures, capital assets and to amortize (depreciate) them over their expected useful life.