



Lac La Biche County
welcoming by nature.

Approved

BUDGET

SEEDING FOR GROWTH

2023

OUR COUNTY

Unless otherwise noted, all data comes from Statistics Canada.



Population
7,673

-7.9% Population Change 2016-2021

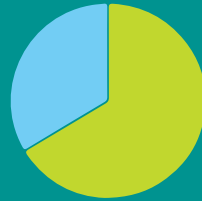


Trade Area
Population

approx.
27,000*

*figure determined by
2019 Retail Gap Analysis

\$82,000
Median after-tax household
income in 2020



66.39%
Working Age (15-64)
Population Percentage:

Leading Industries

Industries identified by Economic Development Strategy



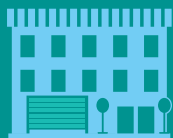
Oil & Gas



Forestry



Tourism



**Public &
Government Services**



**Agriculture &
Agri-Food Processing**

Economic Redistributors:



Construction



Retail



**Personal
Services**



Transportation

INTRODUCTION

Administration is pleased to submit the initial draft of the following documents for consideration by Lac La Biche County Council:

1. The draft 2023 Operating and Capital Budget
2. The draft 2024 - 2028 Financial Plan

Note: The 10 year capital plan (2024-2033) has not been included due to ongoing prioritization of the capital plan. It will be brought forward to Council during budget deliberations.

These documents are to be adopted annually in accordance with the *Municipal Government Act* (MGA), but more importantly, are necessary to guide Council and Administration to make good business decisions in 2023 and the future.

The structure and format of this year's package is similar to the previous years, which resulted in the County receiving the Distinguished Budget Presentation Award from the Government Finance Officers' Association three years in a row.

Council and Guiding Principles and Public Input/Expectations

Budget preparation takes months to accomplish with dozens of staff at all levels of the organization working on it, starting in earnest in June and July. Although County Council is a continuing body, the budget reflects guiding principles of the Council of the day. However, it is hoped that discussion of the draft budget package by Council during budget meetings will result in the Council having a high degree of ownership of the final product when it adopts the 2023 budget in an amended format.

The budget guiding principles

adopted by Council at its July 5, 2022, meeting are:

- Taxation – Increase tax revenues for the 2023 year to sustain current service levels, while maintaining the existing 5.89:1 tax rate ratio as defined by Alberta Municipal Affairs.
- Service Levels – All service levels should be maintained at current standards.
- Debt Financing – Debt financing may be considered for strategic projects that provide benefit to the entire County.
- Public Participation – Administration is directed to hold up to two open houses to solicit input into the budget process in its formative stages.
- Review the operational budgets for efficiencies.

The annual budget also serves as an introduction to each department/business unit. Managers will be in attendance to present their departments' budgets, which will also help to answer questions about their operations. Additionally, the service levels of each department are listed in the package and the readers are encouraged to inform themselves.

The proposed budget attempts to be consistent with the County's 2022 – 2032 strategic plan, which is also included in the budget package. The County's vision from the strategic 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 of choice of northern Alberta.”

As the budget must be balanced in accordance with the MGA, the draft budget submitted is balanced for 2023. Administration also budgets conservatively. It is better to have an unbudgeted surplus at the end of the year than an unbudgeted deficit that needs to be funded from future years' revenues.

Public Budget Input

In accordance with best practices, as part of the budget process County Administration is planning to host two open houses to gather input on the proposed budget on November 22 in Plamondon and November 23 in Lac La Biche.

New for 2022, Administration is implementing the

County's new online public engagement platform, [A Balancing Act](#). This is a simulation for residents to take part in and provide feedback to Council electronically. The platform provides opportunities for residents to weigh in on questions in front of Council as well as allows residents to propose “their own” version of the budget. This tool puts the residents in the driver's seat to learn and understand municipal budgeting and the decisions that must be made to provide services.

Residents can visit the County's website (www.laclabichecounty.com/p/budget) for more information. The simulation will be available starting November 4. Feedback from the simulation will be collected until November 25, amalgamated for Council's information, and presented to Council at a subsequent meeting. Residents will still be able to go online and try the simulation until December 31, 2022.

General Economic Outlook and Highlights

Of note this year are two economic indicators. It's not known if this is a temporary thing or a permanent trend. Oil prices (West Texas Intermediate) are hitting the \$85 US/barrel level. On the other hand, we are looking at high inflation and rising interest rates. Many economists and financial thinktanks are suggesting we are either in a recession or will be within a year. The September 2022 Consumer Price Index (CPI) was 6.2%/year in Alberta (2021 – 4%, 2019 – 1.3%, 2018 – 3.1%) and 6.9%/year Canada-wide. The County is a price-taker like the rest of the world, and the cost of fuel, lumber, asphalt, steel, and other raw materials is increasing and either more revenue is needed or the number of the County's projects and/or operating service levels will decrease. Interest rates have increased significantly over the course of the year, and prime is at 3.75 as of October 27, 2022. The County locked into two debentures earlier this year. The interest rate forecasts were already reflected, however, the rates are even higher now and may go up further if inflation does not come down.

Despite higher energy prices, Administration is forecasting no significant grant increases and continued downloading of provincial costs, such as policing (\$446,000 in 2022). Assessment holidays given to the energy industry will continue for another year until 2024.

Stabilization Operating Reserve

The stabilization operating reserve was set up in previous years for the following purposes:

- To act as an offset for unbudgeted decreases due to provincial assessment policies or tax rate ratio reducing tax revenue
- To offset unbudgeted increases in costs due to downloading from senior levels of government (e.g. policing costs)

The reserve was set at \$5 million in 2020. Due to assessment changes affecting linear and oil and gas property, plus increased policing costs in 2021, Council transferred \$1.225 million to general revenue in the 2021 budget, which Administration considers to be a proper use of this reserve. For 2022, Council withdrew another \$1.775 million to fund the operations without increasing the tax rates. Administration recommends that Council considers raising taxes rather than using reserves to increase revenues to fund increases in prices/expenses. The balance of this reserve remains at \$2 million.

Budget Highlights:

- Estimated 2023 tax revenue is based on collecting the same total dollar amounts as 2021 actuals, while maintaining the 5.89:1 tax rate ratio.
- Council has held the line for taxes for the last three years and it is becoming increasingly difficult to do so with soaring inflation and increases in service levels.
- The proposed revenues maintain the 5.89:1 tax rate ratio. There are 10 municipalities, mainly in northern Alberta, that have a tax rate ratio over 5.00. Lac La Biche County is the sixth highest of the ten.
- Council may want to consider a special small business tax rate, recently inserted into the MGA. 22 other municipalities have one, but only seven of them are lower than the County's regular urban business tax rate. At least 90% of the County's tax revenue is non-residential.
- Service levels: Departments have outlined what they do and it is in the package. A budget best practice is to calculate the costs of providing a level of service and then determining the cost of increasing the service level or decreasing the service level.
- Administration is also advising Council to continue to take steps to improve cost recovery for its utilities. Water and sewer rates have

not increased since the County was created in 2007. Administration is bringing forward more information for Council to consider this as part of budget.

- 2023 capital projects have been prioritized based on the new prioritization matrix presented to Council in the fall of 2022. The 10-year capital plan is undergoing work and will be brought forward during budget.
- Major grants include the following:
 1. Municipal Sustainability Initiative (MSI) and the Investing in Canada Infrastructure Program (ICIP) - \$15 million has been allocated for design and construction of the new aquatics centre. \$9 million to date comes from MSI from 2021 and previous years. \$6 million comes from ICIP. Additional MSI for 2022 can also be used. The County also received an allocation of MSI funding for 2022 and 2023 fiscal years. Administration recommends that this allocation be kept for the pool project until all plans are finalized.
 2. Canada Community-Building Fund (formerly the Gas Tax Fund) - approximately \$550K is available for eligible capital projects in 2023. Administration suggests the Truck Fill System Upgrades and Water Treatment Plant Disinfection Upgrades projects to utilize this grant.
 3. Railway Safety Improvement Program - \$960K was approved towards railway crossings at the Caslan Connector and 105 Avenue in the hamlet of Lac La Biche.
 4. Strategic Transportation Infrastructure Program (STIP) will be applied for BF-8807 and BF85387. These projects will only be started if the grant is approved
 5. Administration is also applying for other grants on an ongoing basis and will be informing Council of any additional available grant funding.
- Debenture Debt:
 1. Council's guiding principles for the budget may consider debt financing for strategic projects that provide benefits to the entire County.
 2. Administration is proposing two new debentures for 2023. The Main Street Revitalization project was initially debentured for \$16.4 million. It is expected that this project will cost \$27 million, therefore the additional \$11 million is proposed to be debentured over similar terms.
 3. McArthur Park Project is also being proposed to be debentured for \$6.3 million and it is

recommended to be phased over three years instead of five as originally planned.

- Administration advises that debentures take approximately six months to place, so budget planning is necessary.

Efficiencies

Council directed Administration to strive to find efficiencies within the operational budget and bring them forward for Council's consideration. Some of these items were brought to Council's attention earlier, while others can be implemented if Council wishes to do so.

- BNR Plant takeover – This is a staff-led efficiency which is expected to save the County over \$500,000 in the next several years annually.
- Administration internally found efficiencies to fill a need for a supervisor in Recreation & Community Services without having to ask Council for additional FTE.
- Established the County as the northern hub for the Alberta Association of Recreation Facility personnel. This allows the County to conduct courses on ice making, sports field maintenance, etc. and reduces the need to send staff to other communities, saving travel time and other expenses as well as creating opportunities to increase revenues by hosting courses.
- Administration restructured the Fire Services Equipment Management/Selection practices to deliver the same levels of service with multifunction equipment, reducing the need to buy additional equipment.
- Completing Area Structure Plan (ASP) reviews in-house. This is resulting in about \$25-30K in savings.
- Conducted a review of our advertising platforms to refocus efforts on tools that get better value for money.
- Volumetric surveys for landfills conducted in-house using County equipment. This results in a \$15,000 saving annually.
- Hired a third party for natural gas leak detection, reducing gas leaks by 75% over the last two years.
- Utilities and Parks team up to align water intake cleaning for raw water and Golf Course irrigation intakes, saving approximately \$5,000 annually.
- Hiring in-house seasonal trappers for unplugging culverts, resulting in increased culvert life span due to reduced clogs, and also saving about \$30,000 annually.
- New idling policy put in place to save on fuel costs, maintenance and life expectancy of vehicles.
- Purchasing commonly used items (gloves, safety vests and glasses, etc.) in bulk to reduce freight costs and achieve bulk pricing. This is a pilot program that the County is looking to expand to other purchases for further efficiencies.
- Fire permits consolidated on one online platform, allowing officers flexibility in completing their tasks. This leads to reduction in fuel costs, saves time (250 hours approximately) and helps prioritize other calls.
- 80% of CPO training will be done in-house starting next year. This reduces the training cost budget by \$30,000 in 2023 and is also anticipated to generate revenues (\$50,000 approximately) from outside sources.

The Budget Process:

After budget distribution on November 1, there will be a couple of weeks for Council to read it on their own. The first of five budget meetings start on November 16 and end on November 29, with final adoption of the 2023 budget scheduled for December 13. It is emphasized that the budget package is a draft based on professional advice from Administration. Council must consider it from their point of view and take ownership of it upon adoption.

Administration acknowledges that the public and Council will have questions about the budget. Finance and other County departments will be pleased to reply to Councillor Action Request (CAR) forms addressed to the Chief Administrative Officer or the Manager of Finance if they can't be answered in a budget meeting. In addition, an email address is available for direct public response at budget@laclabichcounty.com.

Administration looks forward to the discussions.

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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:

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

BUDGET SECTIONS

Appendices: This section contains a Glossary and reference sheets to operating initiatives and capital requests.

Budget Overview: This section contains Council's Strategic Plan and priorities 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, service levels, and financial summary for each division/department.

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

Financial Plans: This section contains the Five-Year Financial Plans.

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

The **Capital Budget** section includes: Reserves Balance, Proposed Capital Budget (funded), Capital Project Maps and Municipal Debt.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Lac La Biche County
Alberta**

For the Fiscal Year Beginning

January 01, 2022

Christopher P. Morill

Executive Director

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 of choice of northern Alberta.

Our Mission

To build a region of excellence by delivering progressive, sustainable programs and services.

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Lac La Biche County, Alberta, for its annual budget for the fiscal year beginning January 1, 2022.

In order to receive this award, a governmental unit must publish a budget document that meets specific program criteria. This significant undertaking represents the County's commitment to financial reporting excellence and demonstrates our regard for the highest principles of governmental budgeting.

Budget Overview

COUNCIL'S STRATEGIC GOALS

Council has adopted Lac La Biche County's 2022-2032 Strategic Plan, 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 fulfill that vision, which you can read below. These priorities have guided the creation of the 2023 budget.



Priority Area: FLOURISHING ECONOMY

We will develop strategic policy that supports current businesses and attracts new businesses to diversify and strengthen the economy.



Priority Area: SERVICE EXCELLENCE

We will set the standard for service delivery every day to sustain and improve quality of life of residents and attract new residents.



Priority Area: STRATEGIC COMMUNICATION

We will develop strategic communications to build relationships, enhance our community identity, and promote our advantages.



Priority Area: SOCIAL WELLNESS

We advocate for programs, services and amenities that promote a healthy and connected community.



Priority Area: TOURISM & RECREATION

We advocate for recreational programs, services and amenities that provide a high quality of life for our community and make Lac La Biche County a destination of choice.



Priority Area: ENVIRONMENT & AGRICULTURE

We commit to taking practical, balanced, sustainable actions to protect the environment for our residents today and in the future.



To read the full 2022-2032 Strategic Plan, visit laclabichedcounty.com.

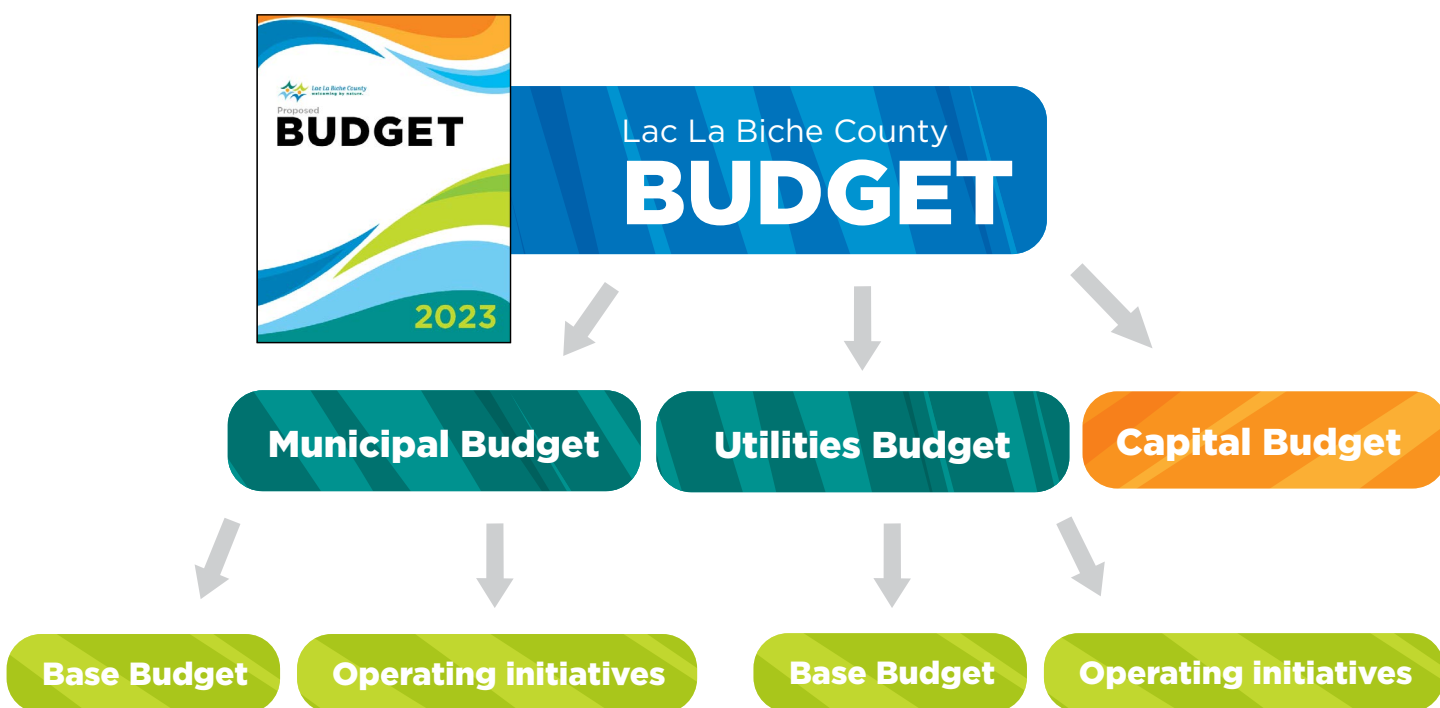
CORPORATE BUDGET HIERARCHY

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 the 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:



Ten-Year Municipal Capital Plan

Administration is prioritizing the 10-Year Capital Plan based on the newly adopted prioritization matrix for Council. The updated capital plan will be presented to Council during 2023 budget deliberations.

BUDGET GUIDELINES

Basis of Budgeting

Lac La Biche County uses a modified accrual approach for budgeting purposes. This is a combination of full accrual and cash accounting. With this approach we are recognizing revenues when they become available and expenses are recognized when the liability or commitment is incurred. Funds are reported using full accrual method of accounting on the County's financial statements.

Financial Policies

County Council has approved various policies for prudent financial management to ensure that public funds are being used in an optimal manner. All functions across the County use these policies and processes to ensure a consistent method of developing a balanced budget. The following are examples of these policies:

CS-10-001	Investment of Surplus Cash on Hand
CS-10-002	Travel and Subsistence for Staff
CS-10-003	Acceptance of Payments
CS-10-004	Procurement Policy
CS-10-006	Tangible Capital Assets
CS-10-007	Miscellaneous Accounts Receivable Collections
FIN-10-008	Reserve Funds
FIN-10-011	Annual Operating & Capital Budget
CS-10-013	Accounts Receivable Cancellations
CS-10-014	Tax Payment Date Determination
CS-10-015	Interest Rate on Miscellaneous Overdue Accounts
CS-10-016	Cheque & Document Signing Authority
CS-10-017	Transfers Between Budget Line Items
CS-10-018	Disposal of Surplus Assets
FIN-71-002	Capital Project Assistance Grant
FIN-71-023	Event Sponsorship and Donation
FIN-71-024	Event Grant Program Policy & Procedure
CM-71-004	Community Action Grant
CM-71-005	Ad Hoc Funding
CM-71-021	Recreational/Cultural Operating Program
CM-71-022	Community Cemetery Improvement Program
FIN-71-025	Community Development Grant Program

Fund Accounting

OPERATING FUNDS

The Operating Budget outlines the changes in these funds and includes all the municipal programs and services in the operations of the County. This fund has the most expenditure each year, with the costs of these operating activities being covered through taxation, operating grants, user fees and other sources of revenue. Typically, some operating funds are transferred to/from the other fund accounts, including:

- Operating funds used for capital projects
- Operating funds transferred to build capital or operating reserves
- Operating reserves used to fund operating costs and projects (ex. Stabilization Reserves, Municipal Parks Reserves)

All County departments are directly embedded in the operating fund with the exception of a few departments that transfer funding to the Reserve Fund.

RESERVE FUNDS

The County has established a capital reserve fund. The changes in the reserve funds are a result of the net reserve transfers to and from the operating and capital fund accounts. Some of these reserves have restrictions imposed on them by policies set by Council (ex. equipment replacement reserves, project specific reserves), but these fund restrictions may be modified by Council, should they want to use the funds for a different purpose. In 2022, Council approved FIN-10-088 Reserve Funds Policy, which identifies different classes of reserves that the County maintains for various purposes.

CAPITAL FUNDS

The Capital Budget outlines the changes in these funds and includes all the capital acquisitions/construction and their respective funding sources. The capital funding may include capital grants, special tax levies and transfers from other funds, including:

- Capital projects funded by operations
- Capital reserves used to fund the capital acquisitions/construction



Budget Process

The objective is to have Council adopt a full Operating and Capital Budget by December 31 of each year preceding the budget year. The budget preparation starts in early July for the following Budget Year. The Proposed Budget will be available for Council and the public in mid to late October, or early November at the latest. Public consultation by way of Open Houses are scheduled before budget finalization. Any feedback in line with the strategic plan that can be incorporated without budget increase will be incorporated in the budget package and other items will be presented to Council along with the proposed budget. Once budget is approved in early December, any amendment to the budget must have approval through Council. The final tax rate is approved by Council in April of the tax year.

	June	July	August	September	October	November	December
Council sets Budget Guiding Principles							
Preparation of Department Budgets							
Senior Leadership Budget Review							
Prepare Budget Package for Council							
Final Budget Package Submission to Council							
Council Budget Deliberations							
Public Budget Open Houses							
Final Budget Approval by Council							

Council	Senior Leadership Team	All Departments	Finance & Communications
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OPERATING BUDGET

From plowing the snow in the winter to maintaining our green spaces and boat launches in the summer, from Paratransit 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 the 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.

The Capital Budget outlines the cost of each project, and includes funding sources, debt financing and any operational impacts the project may have.

New in 2023, the Capital Budget has been prioritized based on Council's direction to Administration as part of a review of the 10-Year Capital Plan. The capital budget is no longer broken out in funded and unfunded sections; rather the entire budget is balanced based on available funding in the current year. Any items that are unable to be completed in the current year are moved to future years.

The 2023 proposed Capital Budget is built based on prioritizing each project against weighted criteria set out in the Capital Prioritization Matrix.

Administration is working on applying the matrix to our 10-Year Capital Plan, which will be brought forward for Council's review during 2023 budget deliberations.

In accordance with the County's policies of strong fiscal management and values, the Ten-Year Capital Plan is a long-term planning document that provides key strategic inputs for the upcoming budget year, a framework for the five-year financial 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.

LAC LA BICHE COUNTY BUDGET PRIORITIZATION MATRIX

To help Council in its decision-making, all operating initiatives are ranked based on the priority levels described below. This gives Council a quick understanding of what is a need versus a want.

P1: IMPERATIVE (Must-Do)

Projects that cannot reasonably be postponed in order to avoid harmful or otherwise undesirable consequences.

P2: ESSENTIAL (Should-Do)

Projects that address clearly demonstrated needs or objectives.

P3: IMPORTANT (Could-Do)

Projects that benefit the community but may be delayed without detrimental effects to basic services.

P4: DESIRABLE (Other Year)

Desirable projects that are not included within five-year plans because of funding limitations.

With the implementation of the new Lac La Biche County Capital Prioritization Matrix, Administration is striving to bring forward a consistent and process-based approach to recommending a proposed Capital Budget for Council's consideration.

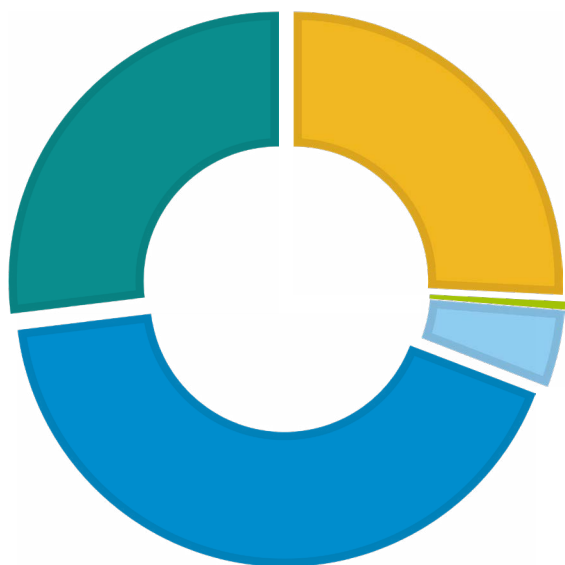
The prioritization matrix considers eight weighted criteria that reflect attributes that are critical in deciding whether a project should be initiated or funded.

Prior to being ranked through the matrix, all infrastructure capital projects are ranked on technical matrices related to each category (e.g. bridges, roads, water & sewer, etc.). This ranking places each project in a chronological order.

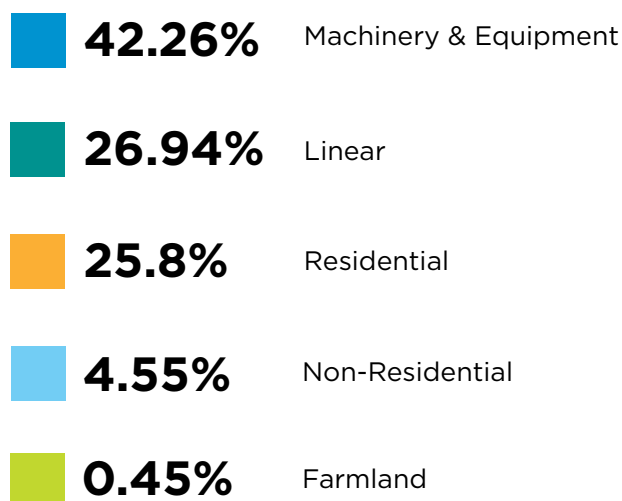
This multi-tiered approach is designed to bring consistency and minimize subjectivity in determining the right order of placing capital projects on annual proposed budgets and the 10-Year Capital Plan.

TAXATION AND ASSESSMENT

Lac La Biche County's assessment base is diverse, featuring different types of non-residential (including Linear and Machinery & Equipment) as well as residential assessment. The non-residential assessments make up the largest portion of the County's assessment base at 73.75% while the residential assessment makes up the remaining 26.25% of the assessment base.



Assessment Value by Major Type

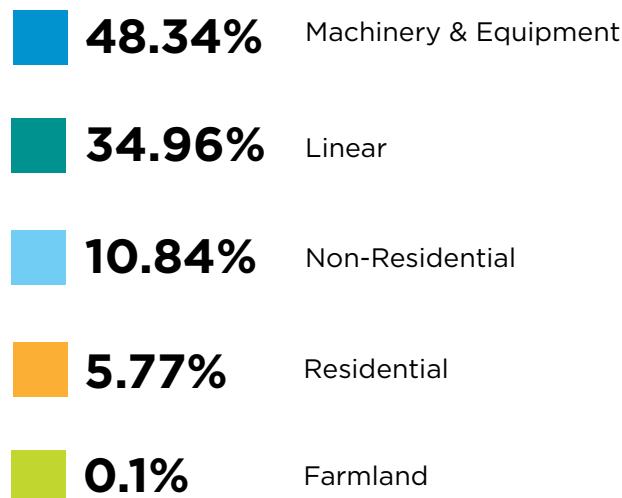


The County's revenues are mainly derived from the non-residential assessment base. This is due to the high tax rate for non-residential rural assessment, capturing mainly the heavy industrial activity of the oil and gas sector. The non-residential revenues make up a large portion of the County's total revenues at 94.14% while the residential revenues make up the remaining 5.87% of total tax revenues. This demonstrates the County's dependence on tax revenues from non-residential taxes and why they are so important to the County's growth and long-term sustainability.

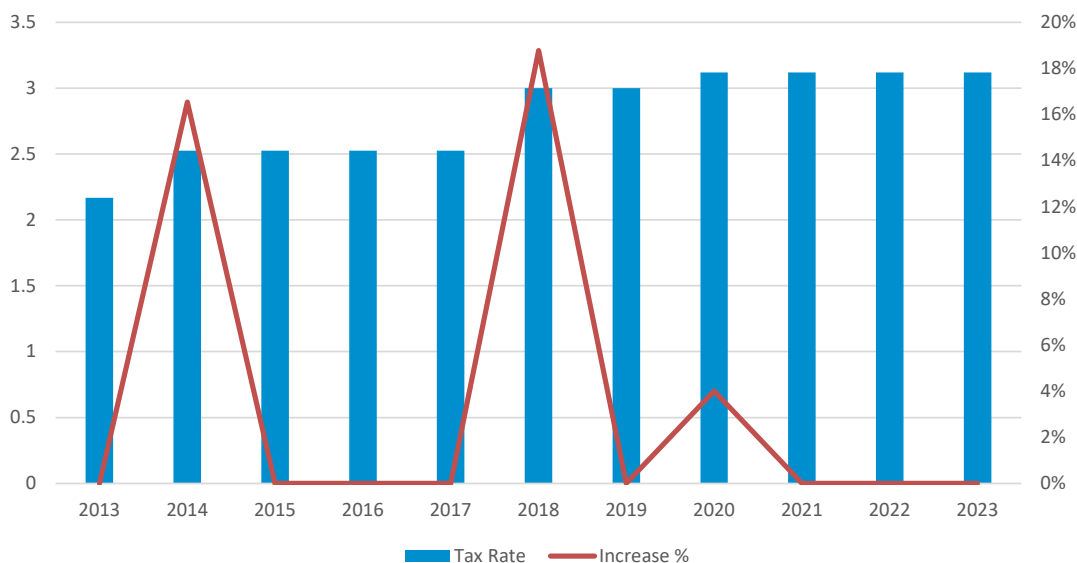
This heavy dependence is also important to consider, since any disruption in the oil and gas sector can significantly impact the County's annual tax revenues, leading to major economic challenges. Therefore it is very important for the County to consider other revenue sources to sustain its operations.



Tax Revenues by Major Type



Residential Tax Rate Changes over a 10-year period



The chart above depicts the changes in residential tax rates at the County in the last 10 years. Council has held the line in keeping the residential tax rates as low as possible. While it is always good to strive for minimal tax increases, over the long term, it is not a good strategy as it leads to drastic increases when times are tough or a reduction in services if taxes can't be raised as quickly as needed to sustain services.








For an average home in Lac La Biche County valued at \$450,000, the homeowner will see a \$2,648 property tax bill. If Council considers a 1% tax increase for 2023, the same homeowner will see a \$2,662 property tax bill, an increase of \$14 annually.

Note: The total tax bill includes municipal taxes, education taxes and seniors foundation taxes. The example contemplates no changes to all categories, with only a 1% increase in municipal taxes.

2023 TAX DOLLARS AT WORK

The 2023 budget is prepared based on a 0% property tax increase and a \$67 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.



-  **\$0.36** Public works & planning
-  **\$0.25** Community services
-  **\$0.12** Corporate services
-  **\$0.11** Transfer to non-operating reserves
-  **\$0.08** Transfer to capital
-  **\$0.05** Public utility
-  **\$0.02** Council

Financial Summaries



BUDGET SUMMARY

Consolidated Operating and Capital Budget

FOR THE YEAR ENDING DECEMBER 31, 2023

OPERATING BUDGET

OPERATING REVENUES	A		80,606,816
OPERATING EXPENDITURES			
BASE EXPENDITURES		62,219,163	
OPERATING INITIATIVES		772,199	
OPERATING IMPACTS OF CAPITAL AND DEBENTURES		64,794	
TOTAL OPERATING EXPENDITURES	B		63,056,156
<hr/>			
OPERATING SURPLUS (A+B)	C		17,550,660
<hr/>			
NON-OPERATING RESERVE ALLOCATIONS	G		7,305,704
<hr/>			
FUNDS AVAILABLE TO FINANCE CAPITAL PROJECTS (C-G)	H		10,244,956

CAPITAL BUDGET

CAPITAL EXPENDITURES	I	42,645,819	
CAPITAL REVENUES & FUNDING SOURCES			
TRANSFERS FROM CAPITAL RESERVES	J		3,016,600
CAPITAL GRANTS	K		12,238,373
OTHER FUNDING SOURCES	L		131,600
DEBT FINANCING	M		21,050,000
<hr/>			
CAPITAL FUNDS REQUIREMENT FROM OPERATING (I+J+K+L+M)	N		(6,209,246)
<hr/>			
FUNDS REMAINING AS AT DECEMBER 31, 2023 (H+N)	O		4,035,710



BUDGET SUMMARY

Municipal Budget Summary

FOR THE YEAR ENDING DECEMBER 31, 2023

MUNICIPAL OPERATING BUDGET

OPERATING REVENUES	A		75,160,581
OPERATING EXPENDITURES			
BASE EXPENDITURES		54,269,898	
OPERATING INITIATIVES		772,199	
OPERATING IMPACTS OF CAPITAL AND DEBENTURES		18,024	
TOTAL OPERATING EXPENDITURES	B		55,106,891
<hr/>			
MUNICIPAL OPERATING SURPLUS(A+B)	C		20,100,440
<hr/>			
TRANSFER TO UTILITY	D		3,590,023
NON-OPERATING RESERVE ALLOCATIONS	G		7,305,704
<hr/>			
FUNDS AVAILABLE TO FINANCE CAPITAL PROJECTS (C-D-G)	H		9,204,713

Utility Budget Summary

FOR THE YEAR ENDING DECEMBER 31, 2023

UTILITY OPERATING BUDGET

OPERATING REVENUES	A		5,446,235
OPERATING EXPENDITURES			
BASE EXPENDITURES	B	8,786,258	
OPERATING INITIATIVES	C	250,000	
TOTAL OPERATING EXPENDITURES (B+C)			9,036,258
<hr/>			
UTILITY OPERATING DEFICIT FOR THE YEAR ENDED DECEMBER 31, 2023 (D+E)	D		(3,590,023)

Operating Budget



Municipal Operating Summary by Object

AS OF OCTOBER 26, 2022

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 YEAR TO DATE	2023 BUDGET
OPERATING REVENUES - MUNICIPAL					
Property Taxes and Local Improvements	69,266,431	67,967,506	67,000,001	70,265,439	69,161,683
Oil Well Drilling Licenses	-	-	-	-	-
Sale of Goods & Services	2,233,455	1,912,145	2,207,480	2,141,683	2,214,946
Licenses and Permits	175,000	210,396	165,200	167,745	116,650
Fines & Penalties	493,000	608,526	373,000	708,782	453,000
Interest Income	400,000	636,120	630,343	1,405,474	1,770,498
Other Revenues	109,874	647,656	241,200	744,403	441,578
Conditional Grants	1,076,982	1,688,766	1,044,930	831,299	861,226
Transfer To/From Reserves	1,242,000	1,250,077	2,229,164	2,229,164	141,000
TOTAL: REVENUES - MUNICIPAL	74,996,742	74,921,192	73,891,318	78,493,989	75,160,581
OPERATING EXPENSES - MUNICIPAL					
Salaries, Wages & Benefits	23,288,504	23,464,120	24,727,042	23,435,418	25,769,100
Contracted & General Services	13,096,395	10,409,667	13,454,779	10,383,492	12,018,985
Materials, Goods, Supplies & Utilities	6,691,794	7,001,080	7,461,385	6,546,743	8,662,595
Other Expenditures	-	1,088,945	-	3,425	-
Transfers To Organizations & Individuals	3,504,395	2,154,278	3,721,051	3,295,487	3,039,804
Debenture & Interest	69,353	68,889	84,838	84,838	252,933
Bank Charges & Short Term Interest	65,000	62,127	65,000	66,669	70,001
Transfer To/From Reserves	1,827,397	2,044,470	3,170,908	2,809,090	4,456,480
TOTAL: EXPENSES - MUNICIPAL	48,542,838	46,293,577	52,685,003	43,059,617	54,269,898
OPERATING SURPLUS	(26,453,904)	(28,627,615)	(21,206,315)	(35,040,979)	(20,890,683)



Utilities Operating Summary by Object

AS OF OCTOBER 26, 2022

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 YEAR TO DATE	2023 BUDGET
OPERATING REVENUES - UTILITIES					
Sale of Goods & Services	3,819,700	4,454,292	4,701,296	3,794,083	5,414,235
Licenses and Permits	-	-	-	-	-
Fines & Penalties	26,522	42,114	26,808	44,663	32,000
Interest Income	-	-	-	-	-
Other Revenues	-	152,707	-	76,594	-
Conditional Grants	-	3,151	2,100	63,111	-
Transfer To/From Reserves	-	-	50,000	50,000	-
TOTAL: REVENUES - UTILITIES	3,846,222	4,652,264	4,780,204	4,028,451	5,446,235
OPERATING EXPENSES - UTILITIES					
Salaries, Wages & Benefits	1,616,116	1,437,242	1,734,088	1,433,092	2,067,292
Contracted & General Services	3,052,883	2,996,563	3,018,231	2,510,761	2,600,814
Materials, Goods, Supplies & Utilities	2,148,594	2,936,719	3,152,758	2,856,051	3,899,102
Other Expenditures	-	-	-	-	-
Transfers To Organizations & Individuals	65,000	25,273	65,000	13,573	45,000
Debenture & Interest	254,365	252,148	254,365	254,365	174,050
Bank Charges & Short Term Interest	-	-	-	-	-
Transfer To/From Reserves	-	-	-	-	-
TOTAL: EXPENSES - UTILITIES	7,136,958	7,647,945	8,224,442	7,067,842	8,786,258
OPERATING DEFECIT	3,290,736	2,995,681	3,444,238	3,039,391	3,340,023

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 is the well drilling equipment tax related to the drilling of new wells within the County. As of January 1, 2021, the Government of Alberta announced a tax exemption for new drilling activity until 2024.

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, ticket sales and rental of ice arenas, etc.

Licences and Permits

Included in this category are building permits, business licenses, subdivision and development fees and dog tags.

Fines and Penalties

This category includes revenue received for fines issued by the RCMP and Enforcement Services, and penalties on late payment of taxes, utilities and other billings.

Interest Income

This includes interest earned on investments.

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.

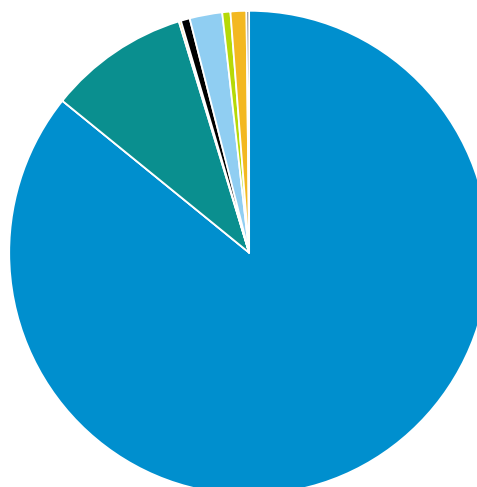
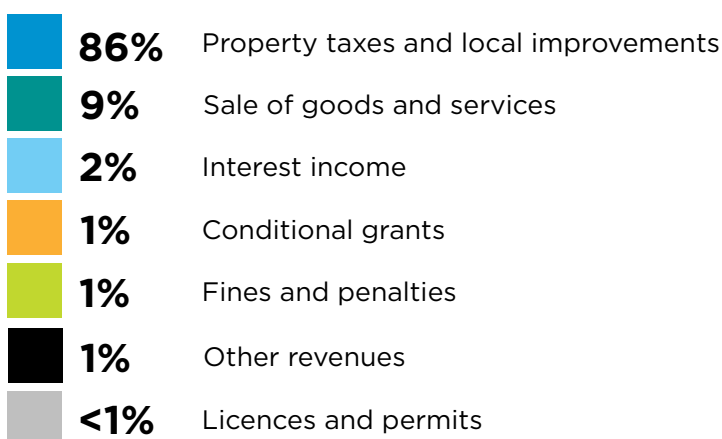
Conditional Grants

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 to/from Reserves

These are transfers between operating and reserve funds.

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 and General Services

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

Materials, Goods, Supplies and Utilities

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.

Other Expenses

This includes corporate contingency expenses like bed debts.

Transfers to Organizations and Individuals

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.

Debtenture and Interest

This category relates to debt payments and interest on long-term debentures.

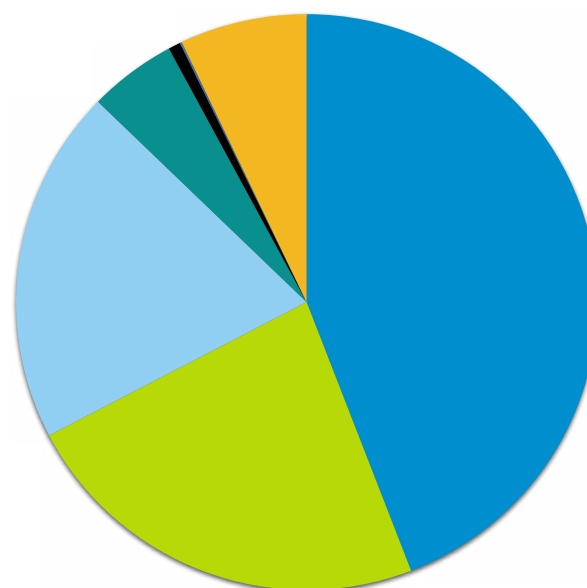
Bank Charges and Short Term Interest

Included in this category are bank and merchant fees and interest expenses related to reserves and deferred revenue.

Transfers to/from Reserves

These are transfers between operating and reserve funds (e.g. transfer of reserves for equipment replacements).

Expense Profile





Municipal Operating Summary by Function - Revenues

AS OF OCTOBER 26, 2022

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 YEAR TO DATE	2023 BUDGET
OPERATING REVENUES - MUNICIPAL					
General Municipal Council	70,285,001	69,653,457	69,715,344	74,214,123	71,312,181
General Administration	-	1,322	-	321	-
Records Management	-	77,169	2,100	80,841	74,000
Human Resources	-	3,150	-	92	-
Health & Safety	-	9,435	-	17,934	-
Graphical Information Systems	-	-	-	-	-
Information Technology	2,000	999	1,000	1,320	1,000
Finance	17,000	36,735	3,000	20,036	4,000
Legislative Services	53,600	69,048	98,480	75,836	65,351
Communications	-	31,326	-	1,265	-
Fire Services	-	3,150	2,100	1,838	-
Enforcement Services	175,300	458,249	219,345	226,033	245,600
Emergency Management Services	71,200	180,596	51,200	267,448	395,300
Common Services	-	477,772	26,510	-	-
Transportation Services	233,200	147,931	296,993	239,533	33,200
Airport Operations	131,835	149,164	134,473	122,019	134,473
Waste & Recycling Management	71,400	81,867	72,828	73,212	72,828
FCSS & Community Services	715,244	884,412	715,244	892,010	880,844
Cemeteries	473,577	448,454	458,877	465,527	455,277
Planning & Development	10,350	17,733	10,350	19,274	10,350
Environmental Services	248,050	211,986	174,500	150,905	117,650
Agriculture Services	4,500	3,191	4,500	1,789	4,500
Tourism & Economic Development	132,265	130,340	132,300	146,797	135,153
Community Group Supports	130,332	85,000	115,952	35,000	95,952
Recreation Facilities & Programs	118,153	129,529	552,317	585,026	264,824
Libraries & Culture	1,107,305	516,654	1,103,905	841,283	858,098
	-	107,633	-	-	-
TOTAL OPERATING REVENUES - MUNICIPAL	73,980,312	73,916,302	73,891,318	78,479,462	75,160,581



Municipal Operating Summary by Function - Expenses

AS OF OCTOBER 26, 2022

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 YEAR TO DATE	2023 BUDGET
OPERATING EXPENSES - MUNICIPAL					
Council	1,011,558	853,701	1,013,560	992,997	1,029,847
General Administration	1,821,104	1,859,815	2,970,430	2,756,438	2,310,913
Records Management	365,595	325,899	317,838	233,268	268,298
Human Resources	731,125	822,618	852,923	758,692	965,690
Health & Safety	276,558	277,229	303,700	254,559	324,398
Graphical Information Systems	353,875	310,877	416,991	344,654	422,677
Information Technology	3,375,436	3,263,236	3,470,668	3,387,565	1,320,713
Finance	1,948,900	2,786,256	2,074,316	1,757,985	1,999,722
Legislative Services	306,954	332,621	308,065	246,237	367,260
Communications	640,982	525,874	634,258	537,727	702,616
Fire Services	1,475,624	1,599,768	2,036,071	1,426,215	2,221,002
Enforcement Services	2,544,957	2,327,889	2,892,572	2,308,930	3,338,389
Emergency Management Services	46,500	7,991	56,072	33,027	48,375
Common Services	6,803,976	7,098,745	7,372,437	7,180,650	9,625,746
Transportation Services	8,235,013	8,146,806	8,040,659	7,338,626	9,059,332
Airport Operations	122,841	108,344	205,902	78,208	230,004
Waste & Recycling Management	2,429,059	2,666,734	2,464,323	2,184,800	2,818,864
FCSS & Community Development	1,919,314	1,530,338	2,043,807	1,617,291	2,242,307
Cemeteries	10,750	3,595	10,750	10,003	10,750
Planning & Development	1,368,939	781,173	1,312,798	970,262	1,126,787
Environmental Services	312,094	300,960	331,489	308,153	351,633
Agriculture Services	716,415	646,141	747,083	673,782	881,745
Tourism & Economic Development	1,141,634	485,088	1,398,185	801,434	1,327,023
Community Group Supports	2,398,215	1,653,501	2,609,931	2,184,145	1,872,054
Recreation Facilities & Programs	7,503,609	6,853,817	8,116,565	7,582,943	8,706,597
Libraries & Culture	681,811	724,561	683,610	656,572	697,156
TOTAL OPERATING EXPENSES - MUNICIPAL	48,542,838	46,293,577	52,685,003	43,059,617	54,269,898
OPERATING SURPLUS - MUNICIPAL	(25,437,474)	(27,622,723)	(21,206,315)	(35,026,453)	(20,890,683)



Utilities Operating Summary by Function

AS OF OCTOBER 26, 2022

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 YEAR TO DATE	2023 BUDGET
OPERATING REVENUES - UTILITIES					
Drainage & Storm	-	-	-	-	-
Water	1,384,768	1,390,542	890,059	766,837	947,104
Wastewater	1,282,564	1,396,486	791,049	647,533	878,696
Natural Gas	2,195,320	2,870,129	3,099,096	2,628,606	3,620,435
TOTAL OPERATING REVENUES - UTILITIES	4,862,652	5,657,157	4,780,204	4,042,976	5,446,235
OPERATING EXPENSES - UTILITIES					
Drainage & Storm	518,849	597,236	836,473	665,675	856,238
Water	1,956,359	1,890,772	1,890,363	1,753,883	2,152,184
Wastewater	2,736,890	2,542,549	2,764,725	2,408,148	2,629,078
Natural Gas	1,924,860	2,617,387	2,732,880	2,240,137	3,148,758
TOTAL OPERATING EXPENSES - UTILITIES	7,136,958	7,647,944	8,224,441	7,067,843	8,786,258
OPERATING DEFECIT - UTILITIES	2,274,306	1,990,787	3,444,237	3,024,867	3,340,023

Operating Initiatives

OPERATING INITIATIVES

The Senior Leadership 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 2023 Proposed Budget. For priority level definitions, see page 15.

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.

The following chart displays Full-Time-Equivalent (FTE), current and future years costs for each item. The 202-2028 column shows the total of the five-year cost for the request. This is to show that there is a long-term impact of the request, which will become part of the base budget in future years in most cases. Note that the future year costs may be different for each year, therefore, the reference sheets should be consulted for more details.

CHIEF ADMINISTRATIVE OFFICER DIVISION

Base Business Cases								
#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2023 NET	2023 EXPENSE	2023 REVENUES	2024-2028
1	Corporate Services Clerical Support	Hiring two clerks to support Legislative Services, Economic Development and Finance operations, to progress Council's mandate, sustain existing service levels and support work-life balance for staff. Among other tasks, this POI will support the rollout and setup of a business licensing program in accordance with draft Bylaw 21-010.	P1	1.00	53,560	88,560	35,000	-
2	Municipal Internship Program	An 18-month term position that receives provincial funding through the Municipal Internship Program. The County will receive \$60,000 to support wages and other position-related costs. The intern will be working in various departments and will be managed by the Finance department.	P3		-	50,800	50,800	61,300
3	Business Process Improvement Review	Council has indicated throughout the 2023 budget process that Council is interested in ensuring Administration is operating at the most optimum level possible.	P3		200,000	200,000		-

Service Level Enhancements								
#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2023 NET	2023 EXPENSE	2023 REVENUES	2024-2028
2	Indigenous Relations Advisor	Council has established the Indigenous Collaboration Committee, and Administration is recommending the development of a Reconciliation Action Plan to align with the committee's work in building relationships with Indigenous peoples, communities and organizations, gaining cultural perspective and achieving equitable outcomes.	P2		60,000	60,000		120,000
3	Indigenous Collaboration Committee & Focus Indigenous Engagement	The Indigenous Collaboration Committee and internal "Focus Indigenous" initiative have been established to help advance reconciliation at the Council and administrative levels. These groups require adequate budget to host events, facilitate training, network and conduct other activities that are impactful and culturally appropriate.	P2		30,000	30,000		150,000
4	Investment Readiness Assessment	Dependent on additional staff resources. Independent assessment of the County's readiness to attract and welcome investors, looking at land availability, existing plans and processes, infrastructure and other considerations.	P3		75,000	75,000		-
5	Regional Trade Area Study Update	Motion of the Economic Development Advisory Committee: To recommend that the County determines an appropriate process to utilize regional population data and retail catchment area data to update the official Retail Gap Analysis report.	P3		15,000	15,000		-
6	Shop Local Campaign	Council has included in its Strategic Plan a direction to create a "Buy in Lac La Biche County" initiative that demonstrates the multiplier effect of money spent in the region, and the costs of travel to other communities to shop.	P3		15,000	15,000		30,000

FINANCE & PLANNING DIVISION

Base Business Cases								
#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2023 NET	2023 EXPENSE	2023 REVENUES	2024-2028
9	Grant Clerk	This position would assist with filing grant applications, organizing correspondence, processing grant payments, etc.	P1	0.60	48,065	48,065		268,603

Service Level Enhancements								
#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2023 NET	2023 EXPENSE	2023 REVENUES	2024-2028
1	Lac la Biche Back Country Riders Assistance	Collaboration and funding for Lac la Biche Back Country Riders to develop a trail system. The developed trails would not only be for snowmobile users, but may also be used by hikers and cross-country skiers and eventually become an all-season trail network.	P3		50,000	50,000		100,000
13	Medical Professional Attraction/Retention Program	Administration will begin developing a policy and formalize a variety of programs and initiatives that will improve attraction and retention of medical professionals in Lac La Biche County.	P2		-	141,000	141,000	

INFRASTRUCTURE SERVICES DIVISION

Base Business Cases								
#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2023 NET	2023 EXPENSE	2023 REVENUES	2024-2028
16	Weed and Pest Control Program	The County is mandated by the Province to control noxious weeds and agricultural pests and diseases. Due to a large area to monitor and enforce, and a lack of resources, the department needs an additional inspector to meet expected service levels. This may also result in increased funding from the Province, as output is a factor in the Agricultural Service Board funding formula.	P2	0.40	27,336	27,336		136,980

Service Level Enhancements								
#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2023 NET	2023 EXPENSE	2023 REVENUES	2024-2028
17	Mower Operator Pg. 191	Council has requested a service level enhancement for mowing, with a motion to complete this season's mowing program with current in-house staffing, and further to bring forward a mowing service level policy for consideration.	P1	0.50	33,670	33,670		168,725

RECREATION & COMMUNITY SERVICES DIVISION

Base Business Cases								
#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2023 NET	2023 EXPENSE	2023 REVENUES	2024-2028
18	Young Family Programmer	Increasing two current .6 positions to .8 FTE. Recent changes in partner agencies have resulted in Young Family Connections staff taking on greater responsibility for early childhood development and parenting programming.	P3	0.40	40,110	40,110		226,096
19	Community Outreach Worker	Programming support for children ages 7-12, increasing an existing .6 FTE to 1 FTE.	P3	0.40	43,316	43,316		238,511
20	Social Development Plan	Creation of a well-rounded strategy to support social development in Lac La Biche County.	P3		65,000	65,000		-

Service Level Enhancements								
#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2023 NET	2023 EXPENSE	2023 REVENUES	2024-2028
21	Community Access Bus Program	Administration is proposing to increase the Community Access Bus' service hours. The service provides low-cost transportation for low-income residents to attend appointments, run errands and participate in community activities. The existing pool of casual staff would be repurposed to meet the enhanced service level.	P3		16,142	16,742	600	17,227

TOTAL MUNICIPAL OPERATING INITIATIVES & CAPITAL IMPACTS ON OPERATING	3.30	772,199	999,599	227,400	1,517,442
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TOTAL OF ALL OPERATING INITIATIVES & CAPITAL IMPACTS ON OPERATING	3.30	772,199	999,599	227,400	1,517,442
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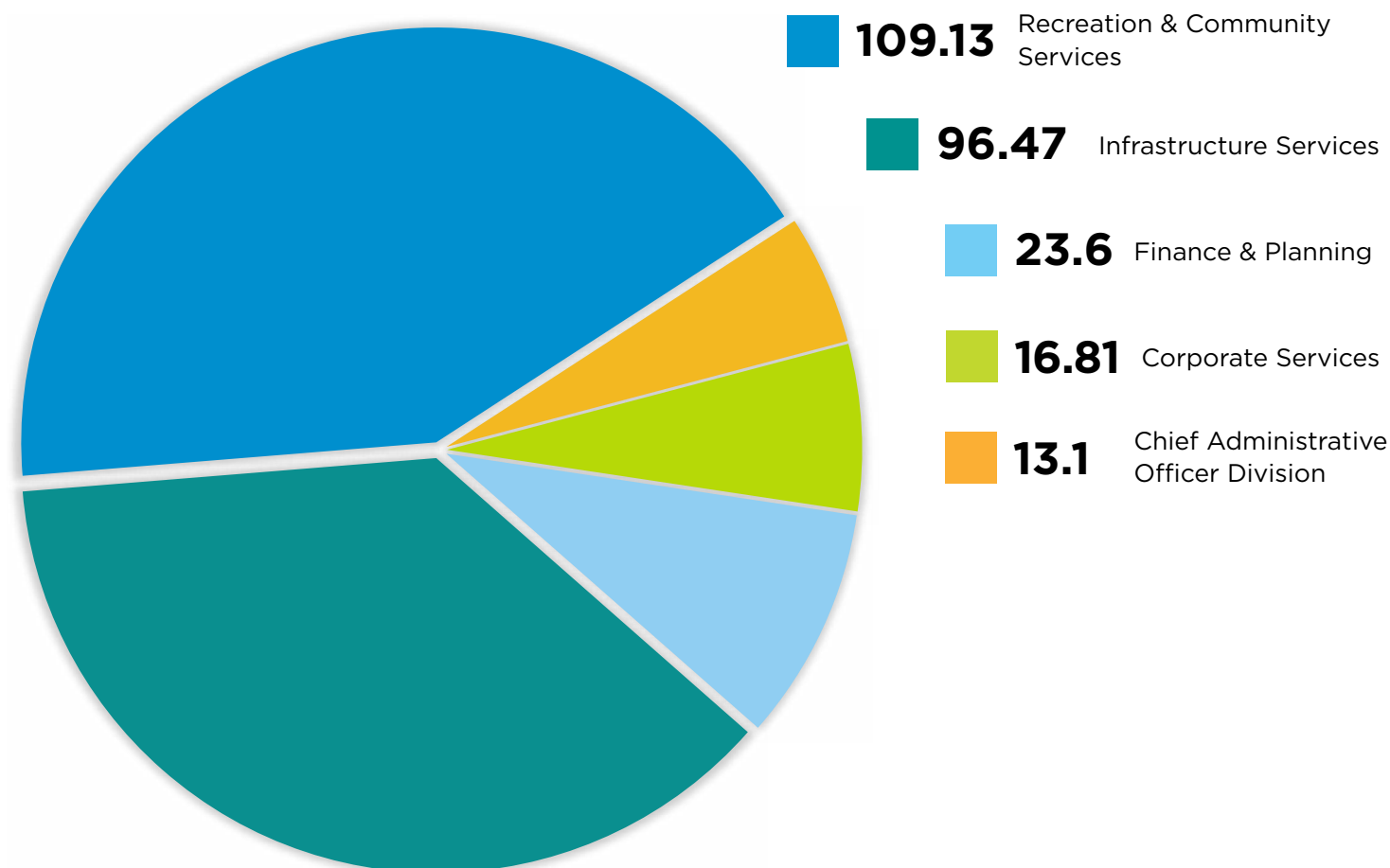
Note: The total in the 2024-2028 column is a sum of expenditures for the next five years.

Staffing Overview

PROPOSED POSITIONS

DIVISION	2022 APPROVED FTE	2022 AMENDMENTS	2022 AMENDED FTE	2023 BUSINESS CASES	2023 PROPOSED FTE
Chief Admin. Officer Division	12.1	1	13.1	0.00	13.1
Corporate Services	16.16	-0.5	15.66	1.6	17.26
Finance & Planning	21	0.5	21.5	0	21.5
Infrastructure Services	90.92	0	90.92	0.9	91.82
Recreation & Community Services	109.33	-1	108.33	0.8	109.13
TOTAL FULL-TIME EQUIVALENT STAFF	249.51	0.00	249.51	3.3	252.81

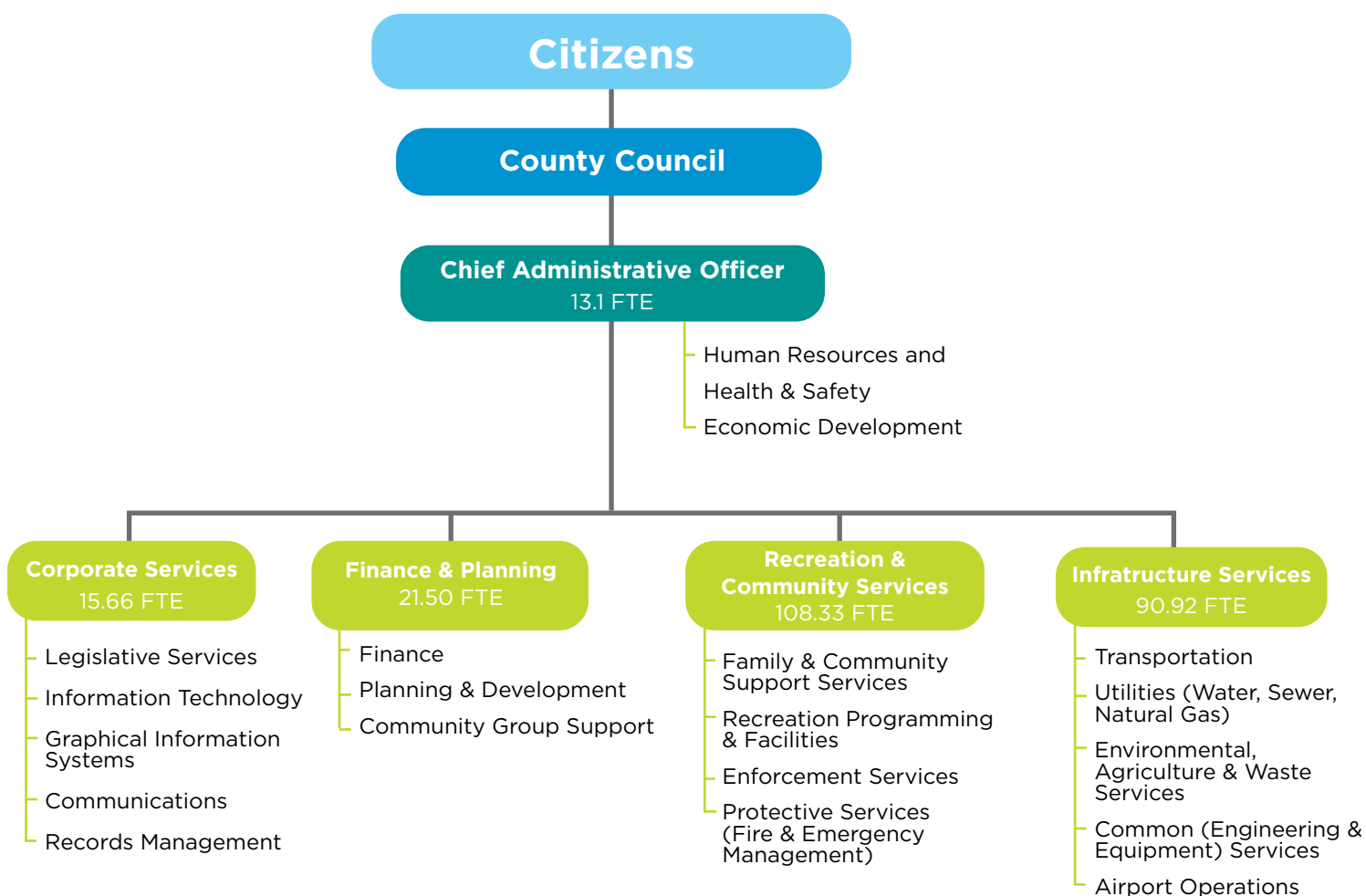
Proposed FTE Allocation by Division (2023)



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.

Note: A total of 6.62 business cases is being requested for 2023. The three additional FTEs for the BNR Plant takeover have been embedded in the base budget, but reflected in this table to show the totals.

CURRENT ORGANIZATION CHART (2022)



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 are elected officials of Lac La Biche County. Administration is proposing 6.62 additional FTE for the 2023 budget year.

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



CARRY-FORWARDS

AS OF DECEMBER 31, 2022

	2022 BUDGET	2022 CARRY FORWARD
GENERAL ADMINISTRATION		
IT EQUIPMENT	515,000	115,254
AERIAL IMAGERY	150,000	71,865
BOLD CENTER WALKING TRACK WIFI	30,000	15,176
TOTAL: GENERAL ADMINISTRATION	695,000	202,295
FIRE PROTECTION		
RESCUE VEHICLES	598,886	239,350
TOTAL: FIRE PROTECTION	598,886	239,350
COMMON FACILITIES		
COUNTY CENTER OFFICE RENO	200,000	137,762
TRANSITIONAL HOUSING PROJECT	650,000	203,561
EQUIPMENT	30,000	30,000
TOTAL: COMMON FACILITIES	880,000	371,324
EQUIPMENT SERVICES		
COUNTY CENTER SHOP EXPANSION	119,086	34,787
COMMON SERVICES - EQUIPMENT	1,632,000	553,664
COMMON SERVICES - VEHICLES	1,362,300	745,944
TOTAL: EQUIPMENT SERVICES	3,113,386	1,334,394
TRANSPORTATION		
PLAMONDON MAIN STREET(HWY 858)	759,305	759,305
OLD CONKLIN-NEW GRAVEL ROAD	459,070	459,070
WALKING TRAIL PROGRAM FUNDING	90,348	90,348
TARRABAIN DRIVE ENG/CON/PAVE	1,506,917	1,467,931
LLB MAIN STREET REVITALIZATION	7,669,259	6,539,491
SUBDIVISION ROAD UPGRD PROGRAM	735,183	735,183
MISSION - LLB WALKING TRAIL	23,794	23,178
HAMLET BACKLANE PAVING PROGRAM	227,505	48,580
SUBDIVISION ENTRANCE SIGN PROG	157,968	64,214
BLAIS RESORT BASE AND PAVE	50,000	22,431
BRIDGE FILE 72382 (RR132)	1,798,605	1,782,113
LLB SHORELINE EROSION	1,480,000	1,434,769
YOUNGS BEACH BASE AND PAVE	4,681,966	1,377,075
NEW RD NW-15-63-11-W4	30,000	30,000
IMPERIAL MILLS WALKING BRIDGE	60,000	60,000
RAILWAY SAFETY IMPROVEMENT	100,000	64,889
CROSSWALK LIGHTING HWY 881	100,000	83,076
TOTAL: TRANSPORTATION	19,929,920	15,041,653



CARRY-FORWARDS (CONTINUED)

AS OF DECEMBER 31, 2022

	2022	2022
	BUDGET	CARRY FORWARD
AIRPORT		
AIRPORT SECURITY FENCE/GATE	30,000	30,000
AIRPORT MODERNIZATION	359,000	351,190
TOTAL: AIRPORT	389,000	381,190
WATER UTILITY		
SENTINEL PARK WATER & SEWER	127,882	127,882
SENTINEL EAST STORM POND	409,047	389,688
DRY HYDRANTS FIRE SERVICE	85,562	85,562
BAYVIEW BEACH WATER AND SEWER	597,913	246,506
HYDROVAC RECEIVING STATION	53,586	46,703
CAMPSITE WATER & SEWER SERVICE	250,000	250,000
DRY HYDRANT/CISTERN - BAYVIEW	125,000	125,000
STANDBY GENERATOR SUNSET BAY	119,188	78,442
TURBIDMETER AT RESERVOIRS	54,000	3,739
WATER CONTROL SYSTEM	225,000	51,255
TOTAL: WATER UTILITY	2,047,178	1,404,775
SEWER UTILITY		
PL WASTEWATER LIFT STATION	4,000,000	3,845,920
MCGRANE LIFT STATION GENERATOR	180,000	153,907
TOTAL: SEWER UTILITY	4,180,000	3,999,826
ENVIROMENTAL SERVICES		
BOLD CENTER WETLAND REPLACEMENT	82,464	59,892
FIELD LAKE WETLAND REPLACEMENT	69,790	55,148
HYDROMETRIC EQUIPMENT	34,000	4,588
TOTAL: ENVIROMENTAL SERVICES	186,254	119,628
AGRICULTURE SERVICES		
CHEMICAL STORAGE WAREHOUSE	401,070	86,801
TOTAL: AGRICULTURE SERVICES	401,070	86,801
RECREATION FACILITIES		
NEW AQUATIC CENTER	5,133,685	5,098,910
BOLD CENTER LOUNGE RENOVATION	150,520	113,388
BOLD PATIO	99,000	92,646
TOTAL: RECREATION FACILITIES	5,383,205	5,304,943
PARKS & OPEN SPACES		
WALKING TRAIL RESURFACE PROG.	31,000	31,000
FUTURE CEMETERY DEVELOPEMENT	186,128	186,128
GOLF COURSE MASTER PLAN	760,371	147,756
MARTHUR PARK DEVELOPMENT	925,040	851,736
TOTAL: PARKS & OPEN SPACES	1,902,539	1,216,621
TOTAL:	39,706,438	29,702,800

RESERVES BALANCE

Reserve Name	2023			2024			2025			2026			2027			2028			COMMENTS
	OPENING BALANCE	TRANSFER OUT	TRANSFER IN	ENDING BALANCE	TRANSFER IN	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE		
Special Purpose Reserves																			
Municipal Parks Reserve	553,433	(535,000)	9,500	27,933	9,500	37,433	46,933	56,433	65,933	75,433	84,933	94,433	103,933	113,433	122,933	132,433	141,933	Allocated to the Deck Replacement Program, Bayview Beach Playground, and Jubilee Park Enhancements in 2023	
Resident Response Fund	485,836	-	485,836	485,836	485,836	485,836	485,836	485,836	485,836	485,836	485,836	485,836	485,836	485,836	485,836	485,836	485,836		
Economic Development Fund	392,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Medical Professional Attraction and Retention	1,431,269	(535,000)	-	513,769	-	523,269	532,769	542,269	551,769	561,269	570,769	580,269	589,769	599,269	608,769	618,269	627,769		
Stabilization and Contingency Reserve																			
Stabilization Operating Reserve	2,000,000	-	1,314,038	3,314,038	1,314,038	4,628,075	5,942,113	5,942,113	5,942,113	5,942,113	5,942,113	5,942,113	5,942,113	5,942,113	5,942,113	5,942,113	5,942,113		
Fire	-	-	33,333	33,333	33,333	66,667	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000		
Building Repair & Maintenance	-	-	8,333	8,333	8,333	16,667	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000		
Water, Sewer, Storm, Natural Gas Services	-	-	33,333	33,333	33,333	66,667	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000		
Snow & Ice Control	-	-	33,333	33,333	33,333	66,667	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000		
Emergency Services/Disaster Relief	-	-	33,333	33,333	33,333	66,667	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000		
	2,000,000	-	1,455,704	3,455,704	1,455,704	4,911,409	6,367,113	6,367,113	6,367,113	6,367,113	6,367,113	6,367,113	6,367,113	6,367,113	6,367,113	6,367,113	6,367,113		
Asset Management Program Reserves																			
Sidewalk Replacement	750,000	-	250,000	1,000,000	250,000	1,250,000	1,500,000	1,750,000	2,000,000	2,250,000	2,500,000	2,750,000	3,000,000	3,250,000	3,500,000	3,750,000	4,000,000		
Road Resurfacing	750,000	-	250,000	1,000,000	250,000	1,250,000	1,500,000	1,750,000	2,000,000	2,250,000	2,500,000	2,750,000	3,000,000	3,250,000	3,500,000	3,750,000	4,000,000		
Bridge Structure Replacement	250,000	-	250,000	500,000	250,000	750,000	1,000,000	1,250,000	1,500,000	1,750,000	2,000,000	2,250,000	2,500,000	2,750,000	3,000,000	3,250,000	3,500,000		
Chipseal Program	500,000	-	250,000	750,000	250,000	1,000,000	1,250,000	1,500,000	1,750,000	2,000,000	2,250,000	2,500,000	2,750,000	3,000,000	3,250,000	3,500,000	3,750,000		
Water & Sewer Replacement	7,500,000	-	2,500,000	10,000,000	2,500,000	7,900,000	7,900,000	8,800,000	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000		
Cast Iron Water Line Replacement Program	1,000,000	(2,000,000)	1,000,000	-	1,000,000	1,000,000	2,000,000	3,000,000	4,000,000	5,000,000	6,000,000	7,000,000	8,000,000	9,000,000	10,000,000	11,000,000	12,000,000	Allocated to 101a Street Water and Sewer Replacements in 2023.	
Natural Gas Infrastructure	-	-	150,000	150,000	150,000	300,000	450,000	600,000	750,000	900,000	1,050,000	1,200,000	1,350,000	1,500,000	1,650,000	1,800,000	1,950,000		
	10,750,000	(2,000,000)	4,650,000	13,400,000	4,650,000	13,450,000	15,000,000	18,500,000	20,700,000	22,500,000	24,300,000	26,100,000	27,900,000	29,700,000	31,500,000	33,300,000	35,100,000		
New Infrastructure Program Reserves																			
Subdivision Road Network	3,000,000	-	1,000,000	4,000,000	1,000,000	5,000,000	1,000,000	2,000,000	3,000,000	4,000,000	5,000,000	6,000,000	7,000,000	8,000,000	9,000,000	10,000,000	11,000,000		
Walking Trails Network Development	400,000	-	200,000	600,000	200,000	800,000	200,000	400,000	600,000	800,000	1,000,000	1,200,000	1,400,000	1,600,000	1,800,000	2,000,000	2,200,000		
Road Network Upgrades	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	3,400,000	-	1,200,000	4,600,000	1,200,000	5,000,000	1,200,000	2,400,000	3,600,000	4,800,000	6,000,000	7,200,000	8,400,000	9,600,000	10,800,000	12,000,000	13,200,000		



RESERVES BALANCE (CONTINUED)

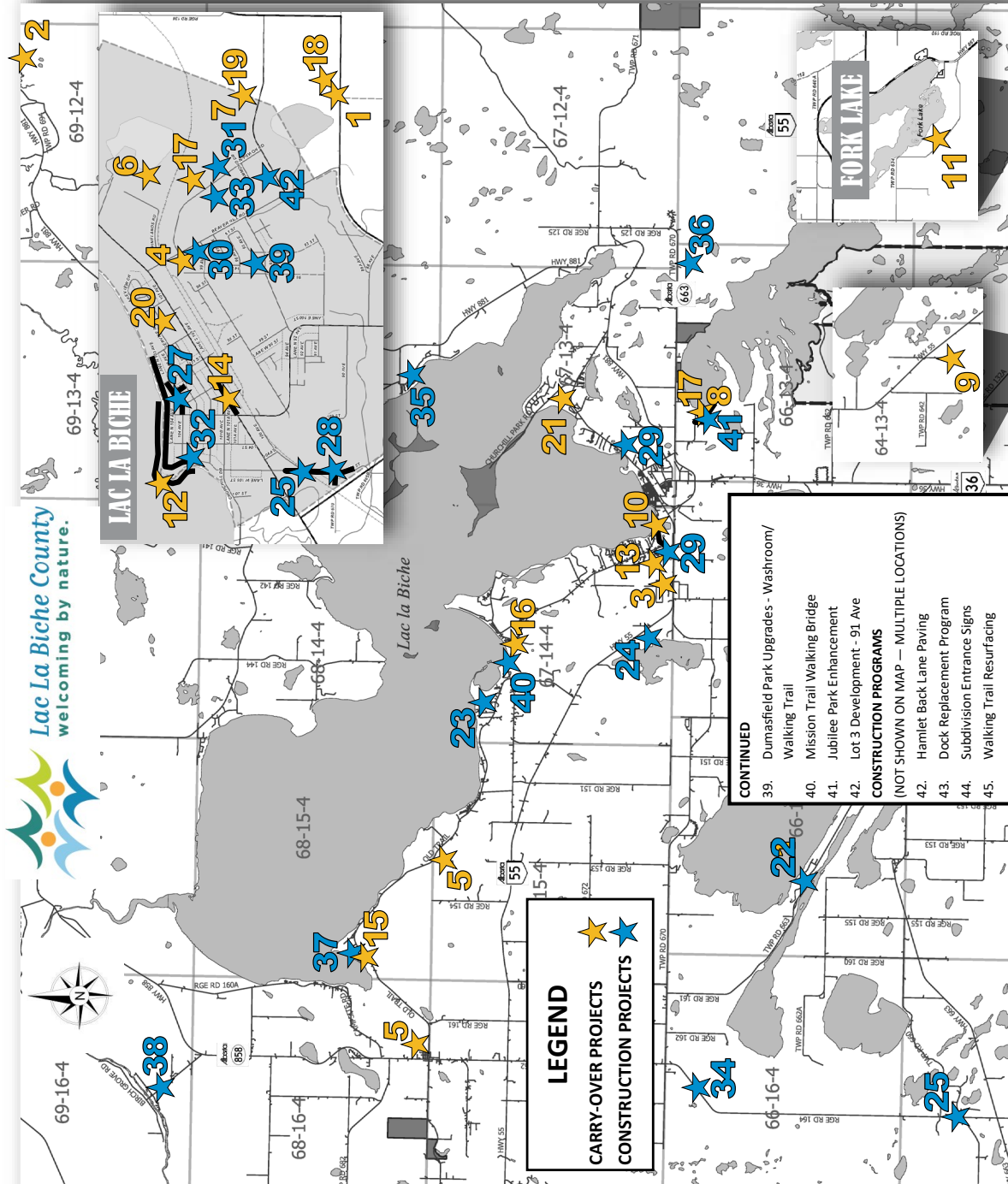
Reserve Name	2023		2024		2025		2026		2027		2028		COMMENTS
	OPENING BALANCE	TRANSFER OUT	TRANSFER IN	ENDING BALANCE	TRANSFER IN	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	
Operating Project Reserves													
Operating Project - Field Lake Pipeline Removal	-	-	-	-	-	-	-	-	-	-	-	-	-
Operating Project - Fibre Optic Infrastructure	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital Project Reserves													
Archery Facility	-	-	-	-	-	-	-	-	-	-	-	-	-
McArthur Park Area Redevelopment	-	-	-	-	-	-	-	-	-	-	-	-	-
Transitional Housing, Wrap Around Services Center	1,579,900	-	-	1,579,900	1,579,900	1,579,900	1,579,900	1,579,900	1,579,900	1,579,900	1,579,900	1,579,900	-
Sports Field Change Rooms	500,000	-	-	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	-
Low Income Housing	606,258	-	-	606,258	606,258	606,258	606,258	606,258	606,258	606,258	606,258	606,258	-
Capital Projects Unallocated Reserves	2,686,158	-	-	2,079,900	-	2,079,900	2,079,900	2,079,900	2,079,900	2,079,900	2,079,900	2,079,900	-
Total Project Reserves	20,267,427	(2,535,000)	7,305,704	24,049,373	7,305,704	25,964,578	25,179,782	29,889,882	33,298,782	33,298,782	36,358,282	36,358,282	-
Fleet & Equipment Replacement Reserve													
Fire Apparatus replacement	2,813,858	-	644,336	3,458,194	275,252	3,733,446	4,008,699	3,948,037	3,582,962	3,417,307	3,417,307	3,417,307	Allocated to Vehicle and Equipment purchases in 2023
Enforcement Vehicles replacement	247,960	(82,500)	156,636	322,096	108,140	250,236	232,376	25,516	181,556	273,696	273,696	273,696	-
Equipment and Vehicles replacement	8,718,338	(399,100)	3,655,508	11,974,746	1,621,834	11,180,905	11,432,690	10,394,321	9,042,134	7,520,416	7,520,416	7,520,416	-
Information Technology Equipment	-	-	-	-	-	-	-	-	-	-	-	-	-
Exercise Equipment	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL RESERVES BALANCE	11,760,156	(481,600)	4,456,480	15,735,036	2,005,227	15,164,588	15,673,765	14,367,874	12,806,652	11,211,419	11,211,419	11,211,419	-
	32,047,583	(3,016,600)	11,762,184	39,804,409	9,310,931	41,129,166	40,853,547	44,257,156	46,105,434	47,569,701	47,569,701	47,569,701	-



2023 CAPITAL BUDGET



	General Revenue	Reserves	Grants	Sale of Assets	Local Improvement	Other Fees	User Fees	Debt Financing	Developer Contribution	Operating Impact
Transportation Services										
BF- 85387 Culvert Replacement*	492,694	123,173	369,521							
BF- 8807 Kiruso Bridge(NE 17-66-15-W4M)*	498,469	124,617	373,852							
Hamlet Back Lane Paving Program	200,000	200,000								
Railway Crossing Signals Plamondon – Casian Connector & LLB	1,200,000	240,000	960,000							10,000
Snow Fence	82,200	82,200								
Snow Dump Site	100,000	100,000								
Water & Sewer Utility										
101 Avenue (Main Street Lac La Biche) Water and Sewer Rehabilitation and Revitalization	16,000,000							16,000,000		
101 A Street & 104 Ave Water and Sewer Replace	2,000,000	2,000,000								
105 St - South of Tracks - Water & Sewer Installation	808,000									
Truckfill System Upgrades	100,000		100,000							
WTP Disinfection Upgrade	422,000		422,000							6,844
Utility Shop Lunch Room	80,000	80,000								
Natural Gas Utility										
Churchill Dr - 104 St to 101 St (1000m) - Natural Gas Rehabilitation	250,000	250,000								
Regulator Station Replacement	207,500	207,500								
Laser Methane Detector	27,000	27,000								
Fleet Services										
Replacement Vehicles and Equipment	855,500	399,100		129,100						
Growth/New Vehicles and Equipment	272,600	272,600								
Electric Community Access Bus & Charging Station	360,000	72,000	288,000							
Enforcement Services										
Replacement Vehicles and Equipment	85,000	82,500		2,500						
Protective Services Security Cameras	30,000	30,000								
Drainage Utility Services										
Casian Connector culvert replacements	180,000	180,000								
Golden Sands Drainage	500,000	500,000								
Environmental Services										
Beaver Lake Landfill Slope	469,556	469,556								
Common & Recreation Facilities										
Legislative Services Privacy Partitions	13,000	13,000								
McArthur Hall Commercial Dishwasher Replacement	24,000	24,000								
McArthur Place Inside Front Door Replacement	12,000	12,000								
New Aquatic Center	12,900,000		9,700,000					3,200,000		
Recreation Equipment Replacements	68,300	68,300								
Mini Rink	25,000		25,000							
Parks & Open Spaces										
McArthur Park Development	1,850,000							1,850,000		
Dock Replacement Program	80,000	80,000								
Bayview Beach Playground	75,000	75,000								
Birch Grove Playground	75,000	75,000								
Dumasfield Park upgrades - washroom/walking trail	225,000	225,000								
Golf Course Development	620,000	620,000								
Walking Trail Resurfacing Program	50,000	50,000								
Mission Walking Trail Bridge	60,000	60,000								
Alex Hamilton Park Cameras	12,000	12,000								1,200
Jubilee Park Enhancement	155,000	155,000								
New Cemetery	300,000	300,000								
Information Technology & GIS										
Information Technology Equipment	786,000	786,000								
Bold Center Cellular Booster	65,000	65,000								
Shop Wi-Fi Expansion	30,000	30,000								
Grand Total	42,645,819	6,209,246	12,238,373	131,600	3,016,600	12,238,373	21,050,000	18,044		



2023 CAPITAL PROJECTS

- CARRY-OVER PROJECTS** ★
- HWY 881 / RR 135 Intersection & Crosswalk Lighting
 - Heart Lake First Nations Access Road - Engineering
 - Sentinel/East Storm Pond
 - Dry Hydrants for Fire Services
 - Plamondon Waste Water Lift Station Upgrade
 - Community Garden Enhancement
 - Bold Center Lounge Renovations
 - Young's Beach Base & Pavé
 - Bridge File 72382 Replacement
 - Tarrabain Drive Base & Pavé
 - Range Road 113 Rehabilitation
 - Lac La Biche Shoreline Erosion Protection
 - Airport Modernization
 101. Ave Water & Sewer Rehabilitation & Revitalization- Phase 2 - 103 St to 102 St
 - Bayview Beach Dry Hydrant/Cistern
 - McGrane Lift Station Generator
 - Lac La Biche & Beaver Lake RV Dump Upgrades
 - County Centre Office Renovations
 - New Aquatic Center
 - McArthur Park Development
 - Golf Course Infrastructure Improvements
- CONSTRUCTION PROJECTS** ★
- Bridge Replacement Program - BF 8807
 - Bridge Replacement Program - BF 85387
 - New Cemetery Development
 - Railway Crossing Signals (2 Locations) - Plamondon/Caslan Connector & 105 St. Lac la Biche
 - Snow Dump Site (Location TBD)
 - 101A Street & 104 Ave - Water & Sewer Replacement
 - 105 St - South of Tracks--Water & Sewer Installation
 - Truckfill System Upgrades
 - WTP Disinfection Upgrade
 - Utility Shop Lunch Room
 - Churchill Drive - 104 St to 101 St (1000m) - Natural Gas Rehabilitation
 - Regulator Station Replacement
 - Caslan Connector Culvert Replacement
 - Golden Sands Drainage
 - Beaver Lake Landfill Slope
 - Bayview Beach Playground
 - Birch Grove Playground

CONTINUED

- Dumasfield Park Upgrades - Washroom/Walking Trail
- Mission Trail Walking Bridge
- Jubilee Park Enhancement
- Lot 3 Development - 91 Ave

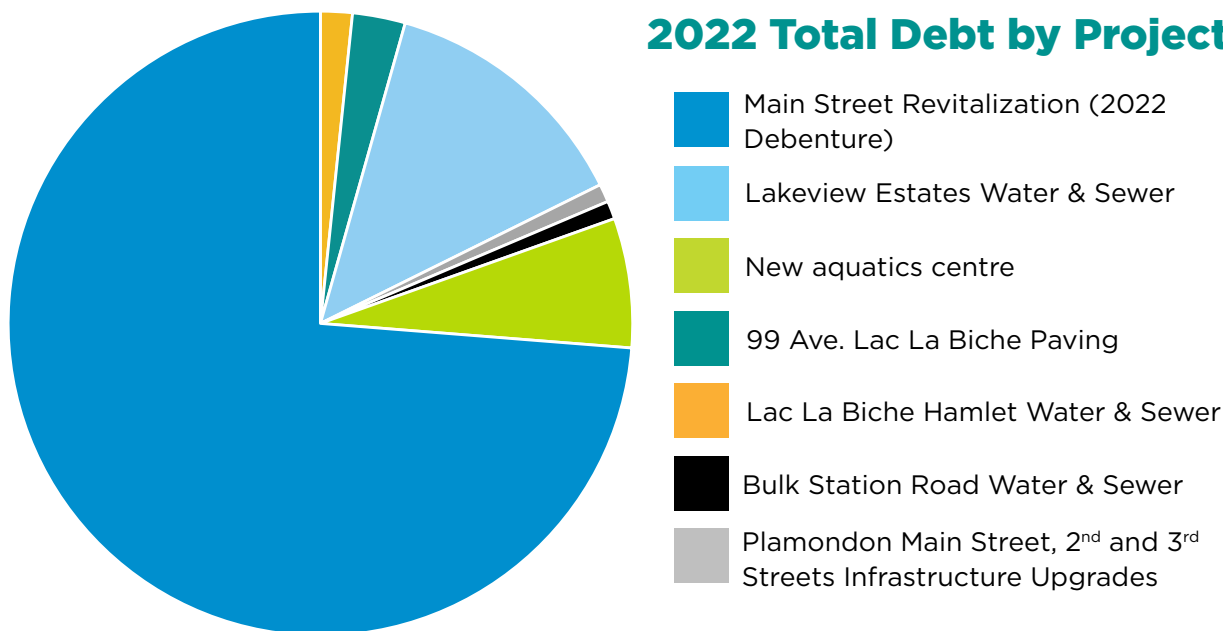
CONSTRUCTION PROGRAMS
(NOT SHOWN ON MAP - MULTIPLE LOCATIONS)

- Hamlet Back Lane Paving
- Dock Replacement Program
- Subdivision Entrance Signs
- Walking Trail Resurfacing

MAP UPDATE: MARCH 31, 2023

DEBT CURRENT

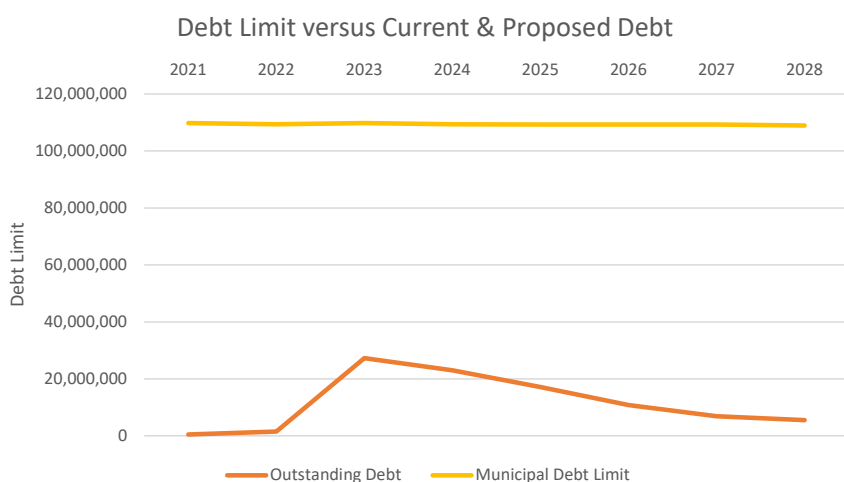
2022 Total Debt by Projects



As of 2022, the above listed projects are being paid off with debenture payments. All but the new Aquatics Centre and the Main Street Revitalization debenture will be wrapped up in 2023. The Aquatics Centre debenture is on a 10-year term, with principal payments starting in 2024 and final payments in 2032. The Main Street Revitalization debenture is on a five-year term, with principal payments starting in 2024 and final payments in 2027.

For 2023, Administration has proposed borrowing for the following projects:

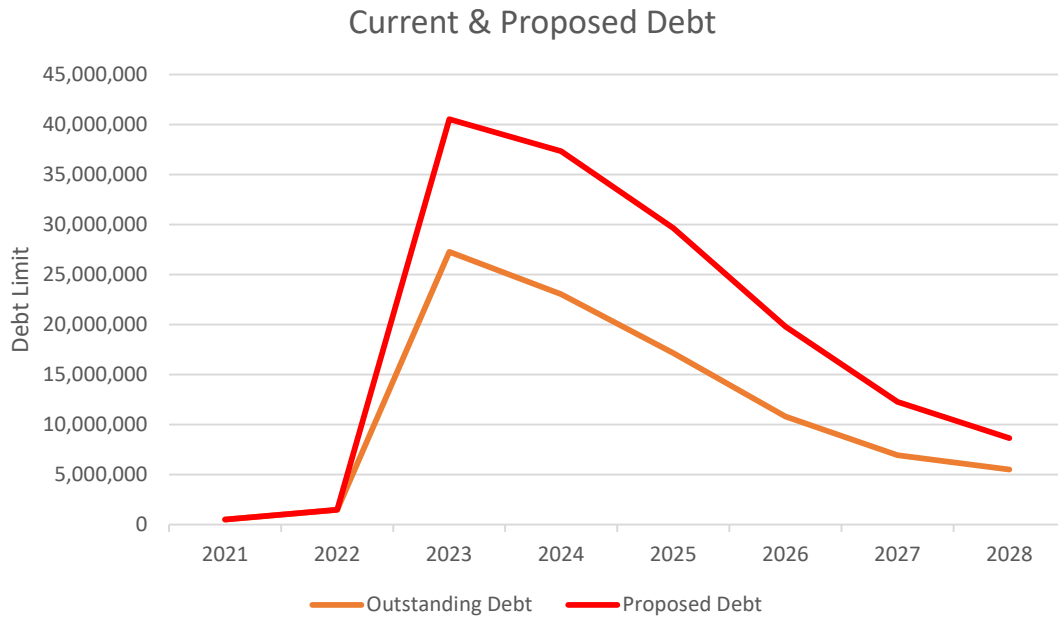
- Main Street Revitalization — \$11,739,135
- McArthur Park Development — \$6,300,000



The debt limit is a factor of total revenues and is set to be 50% more than the revenues. The County's current debt limit is approximately \$115 million. As seen in the chart at left, the current debt level is well below the maximum limit, peaking in 2023 when the majority of the debt for both major projects will come online. Administration recommends that Council continue to consider debt as a viable option to fund some of the key strategic projects. Debt will allow Council to achieve its goals and shift the burden of paying for these projects on those who will benefit from utilizing the infrastructure.

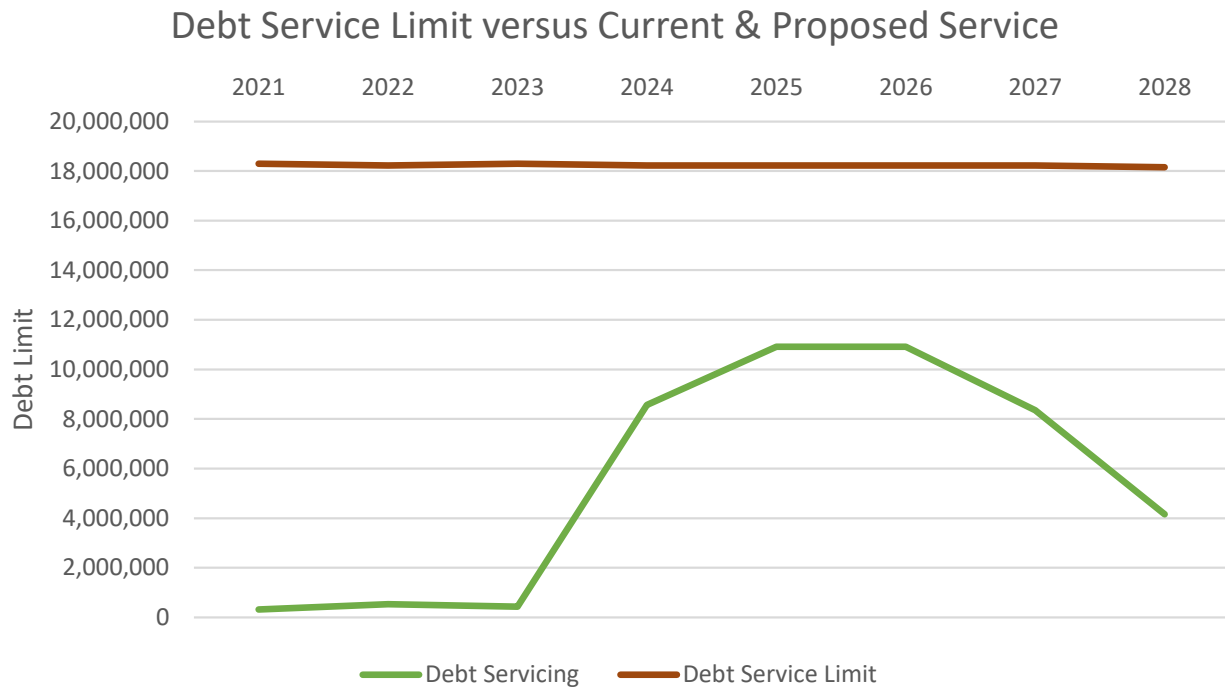
DEBT

CURRENT



The current and proposed debt levels are shown in the chart above. The additional debt proposed for 2023 is largely for the Main Street Revitalization project due to the increase in project costs. An additional \$12 million is proposed to be debentured for this project.

The McArthur Park Development project is also proposed to be funded by debenture, borrowing for a total of \$6.3 million.



The debt service limit refers to the ceiling of debt repayment (principal and interest) that a municipality can pay annually. This limit is also a factor of total revenues. It is capped at 25% of total revenues. The chart above depicts the amount the County is looking to pay annually based on both the current and proposed debt. In 2025 and 2026, the County will be at 50% of this capacity. The important thing here is that the more debt service the County has, the less we have to spend on capital or operations.

Financial Plans

CONSOLIDATED FIVE-YEAR FINANCIAL PLAN

REVISED AS OF MAY 30, 2023

	Revised	2023	2024	2025	2026	2027	2028
OPERATING BUDGET							
Base Revenues	A	81,699,417	84,107,945	86,775,143	88,990,283	91,882,298	94,326,318
Base Expenditures	B	63,878,837	66,073,417	69,413,785	69,081,160	65,386,867	60,564,714
Operating Initiatives	C	772,199	509,480	358,488	264,181	243,158	245,035
Operating Impacts Of Capital	D	18,044	-	-	-	114,330	-
<i>Operating Impact of Debentures</i>			550,686	1,198,908	1,428,477	2,279,026	2,719,947
Total Operating Expenditures (B+C+D+E)	F	64,669,080	67,133,583	70,971,181	70,773,818	68,023,381	63,529,696
OPERATING SURPLUS (A-F)	G	17,030,337	16,974,362	15,803,962	18,216,465	23,858,917	30,796,622
Non-Operating Reserve Allocations	H	8,821,883	7,305,704	7,305,704	5,700,000	5,700,000	5,700,000
FUNDS AVAILABLE TO FINANCE CAPITAL PROJECTS (G-H)	I	8,208,454	9,668,658	8,498,258	12,516,465	18,158,917	25,096,622
PROPOSED CAPITAL EXPENDITURES	J	-62,093,376	-51,675,500	-34,367,500	-17,633,300	-30,532,811	-21,949,000
TRANSFERS FROM CAPITAL RESERVES	K	20,785,193	5,975,675	5,680,800	3,962,600	5,709,300	5,728,200
CAPITAL GRANTS	L	12,659,697	8,691,250	5,200,000	1,750,000	1,750,000	1,964,000
LOCAL IMPROVEMENTS	M	-	-	-	-	-	-
SALE OF ASSETS	N	131,600	816,325	223,700	688,900	305,700	449,800
DEVELOPER CONTRIBUTIONS	O	-	-	-	-	-	-
USER FEES	P	-	-	-	-	-	-
OTHER FUNDING SOURCES	Q	-	80,000	70,000.00	-	-	-
DEBT FINANCING	R	21,050,000	25,450,000	12,710,000	2,600,000.00	7,900,000.00	5,725,000.00
FUNDS REQUIRED TO FINANCE CAPITAL PROJECTS (J+K+L+M+N+O+P+Q+R)	S	-7,466,886	-10,662,250	-10,483,000	-8,631,800	-14,867,811	-8,082,000
FORECASTED ACCUMULATED SURPLUS, END OF YEAR (I+S)	T	741,568	-993,592	-1,984,742	3,884,665	3,291,106	17,014,622



2024-2033 CAPITAL PLAN

*Engineered Projects

Capital Funding	(All)	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Transportation Services												
Bridges												
BF- 71342 TWP RD 650 (East of Hwy36)		1,330,000										
BF- 8346 Plamondon Creek		525,000										
BF- 73614 TWP RD 652 (Skoreyko Bridge)			1,360,000									
BF- 72637 TWP RD 652 (East of RR 164)					50,000			1,390,000				
BF- 74848 North of Rich Lake								50,000	530,000			
BF- 72890 Amisk River (RR 165)		492,694									50,000	650,000
BF- 85387 Culvert Replacement*		498,469										
BF- 8807 Kiniusso Bridge(NE 17-66-15-W4M)*												
Roads												
Plamondon Mainstreet Revitalization		500,000										
Bold Center Road Network		2,500,000	2,500,000									
Plamondon Back Lane Drainage/Realign/Base&Pave			1,400,000									
Pavement Owl River Transfer Station Access Rd& Pad (196 sq m)					50,000		300,000					
Road North of Elmor Lake Rd to Boat (2.02 km) Launch					170,000		2,150,000					
Range Road 153 - TWP Rd 670 to Old Trail (9.70km) - Gravel to ACP								925,000	9,200,000			
Township Road 654 - RR 113 to Park Boundary (3.63km) - Gravel to ACP								325,000	3,375,000			
Township Road 665 Engineering and base and pave (From RR 143 to Hwy 663 - 2.0km)										2,475,000		325,000
Pine Lane Access - Engineering & Paving (900m) - Gravel to ACP											85,000	300,000
Plamondon Paving - Lot East of Curling Rink (3767 sq m)												630,000
Range Road 105 - HWY 55 to TWP Rd 643A (8.30km) - Gravel to ACP		1,200,000										
Railway Crossing Signals Plamondon – Casian Connector & LLB		200,000	200,000	200,000								
Hamlet Back Lane Paving Program			800,000									
105 St - South of Tracks - Base & Pave			370,000									
Beaver Hill Road Underground Powerline												
Subdivisions												
Campsite Road Base and Paving*		7,000,000										
Pleasant Acres Subdivision*			5,000,000									
Bayview Beach Base & Pave			2,010,000									
John Martin Subdivision *				600,000								
Sunset Bay Subdivision*				2,000,000								
Golden Sands Subdivision*					4,100,000							
Blais Resort Subdivision*					3,050,000							
Missawawi Lake Estates Phase 1 Base & Pave						1,900,000						
Missawawi Lake Estates Phase 2 Base & Pave							2,500,000					
Missawawi Lake Estates Phase 3 Base & Pave									1,840,000			
Mission Sub. - McGrane Estates - Eng. & Paving (400m) - Gravel to ACP						750,000						



2024-2033 CAPITAL PLAN (CONTINUED)



*Engineered Projects

Capital Funding	(All)	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Mission Sub. - McGrane Rd - Eng. & Paving (3.45km) - Oil/Gravel to ACP												
Mission Sub. - Phase 2 Roads - Eng. & Paving (1.7km) - Oil to ACP												
Mission Sub. - Ph 3 Beach & RR 142A - Eng. & Paving (1.1km) - Gravel to ACP									1,420,000	1,725,000		
Mission Sub. - Phase 1 Roads - Eng. & Paving (1.3km) - Oil to ACP							2,080,000			2,290,000		
Ulliac Beach Base and Pave										560,000		
Summit Heights Subdivision Paving											7,500,000	
Birch Grove- Eng. & Paving (6.7km) - Gravel & Oil to ACP**												2,780,000
Fork Lake Estates - Engineering & Paving (2.2km) - Oil to ACP												1,025,000
Greenbank Estates - Engineering & Paving (600m) - Oil to ACP												
Buildings												
Sand and Salt Storage Plamondon				500,000								
Heated Equipment Storage County Center					1,600,000							
Land Improvements												
Snow Dump Site		82,200										
Mission Walking Trail		100,000	800,000									
			1,300,000									
Machinery & Equipment												
MRF Systems						121,311						
Intersection Improvements												
Hwy 55 and RR 142 Intersection Improvement (sentinel)			1,708,000									
Hwy 55 / RR 143 Intersection Improvements						732,000						
Hwy 55 / RR 141 Intersection Improvements							1,586,000					
Hwy 55 Intersection Improvements- Stanley Drive								1,403,000				
RR 142- HWY 55 to Dear Meadows w/ Intersection improvement									2,250,000			
Airport Operations												
Land Improvements												
Airport Modernization												340,000
Water & Sewer Utility												
Buildings												
Utility Shop Lunch Room		80,000										
WTP Disinfection Upgrade		422,000										
Machinery & Equipment												
TruckFill System Upgrades		100,000										
Water & Sewer												
101 Avenue (Main Street Lac La Biche) Water and Sewer Rehabilitation and Revitalization		16,000,000	11,000,000									
101 A Street & 104 Ave Water and Sewer Replace		2,000,000										
105 St - South of Tracks - Water & Sewer Installation		808,000										
Septage Receiving Station - Plamondon			625,000									

2024-2033 CAPITAL PLAN (CONTINUED)



*Engineered Projects

Capital Funding	(All)	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Claude Lake to Corner Gas Water & Sewer		1,360,000										
Water and Sewer Upgrades - Main Reservoir		1,225,000										
Churchill Drive - 100 St to 101 St - Water & Sewer Rehabilitation (275m)		1,375,000										
Truck Fill Stations & Potable Water - Owl River		600,000										
HWY 36 - 91 Ave to 99 St - Water & Sewer Rehabilitation (840m)		4,600,000										
91 Ave Connector Road to Beaver Hill Road		1,500,000										
Water and Sewer Upgrades - Airport Truck fill Expansion		300,000										
Water and Sewer Upgrades - East Lift Station		550,000										
101B Ave - 101 Ave to 103 St W&S Rehab		700,000										
101 Ave - Beaverhill Rd to Lakeview Crescent Back Lane - Water & Sewer Rehabilitation (440m)		1,320,000										
101 St - 101 Ave Back Lane to 104 Ave - Water & Sewer Rehabilitation (400m)		2,550,000										
101A Ave - 104 St to 101 Ave - Water & Sewer Rehabilitation (150m)		750,000										
104 St - 104 Ave South to Back Lane - Water Rehabilitation (50m)		125,000										
Water and Sewer Upgrades - Airport Reservoir phase 1		1,960,000										
94 Ave - HWY 36 to 95 St - Water & Sewer Rehabilitation (460m)		2,300,000										
Plamondon RV Dump Upgrade		100,000										
Water and Sewer Upgrades - Beaver Lake Booster		1,050,000										
102 Ave - 103 St to 100 St - Water & Sewer Rehabilitation (590m)		4,150,000										
Water and Sewer Upgrades - Airport Reservoir phase 2		1,855,000				750,000						
98 Ave Plamondon - Water & Sewer Rehabilitation (150m)												
Sewer Trunk Main Replacement behind Lakeview Cr										4,355,000		
97 AV - 95 ST to BHR W&S Rehabilitation										1,875,000		2,250,000
103 St - 101 Ave to 104 Ave - Water & Sewer Rehabilitation (450m)							1,200,000					
100 Street - South of 99 Ave (Pork street) - Water & Sewer Rehabilitation (240m)							3,810,000					
99 Ave - 100 St to 95 St - Water & Sewer Rehabilitation (762m)							1,750,000					
Water and Sewer Upgrades - Plamondon Reservoir								1,950,000				
99 Ave - 103 St to 101 St - Water & Sewer Rehabilitation (390m)								2,650,000				
103 Ave - 100 St to 103 St - Water & Sewer Rehabilitation (530m)									1,050,000			
Water and Sewer Upgrades - Summit Heights Reservoir									1,500,000			
100 St - 101 Ave to Churchill Drive - Water & Sewer Rehabilitation (300m)										3,100,000		
92 Ave - 102 St to 101 St to 91 Ave - Water & Sewer Rehabilitation (620m)												1,400,000
104ave - 103st to 101st - Water & Sewer Rehabilitation (280m)												600,000
Truck Fill Station & Potable Water - Russian Village												600,000
Truck Fill Stations & Potable Water - Craignend												600,000
Truck Fill Stations & Potable Water - Blais Resort												600,000
Truck Fill Stations & Potable Water - Rich Lake												600,000
Natural Gas Utility												
Machinery & Equipment												

2024-2033 CAPITAL PLAN (CONTINUED)



*Engineered Projects

Capital Funding	(All)	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Laser Methane Detector		27,000										
Auto Read Towers			250,000									
Natural Gas												
Churchill Dr - 104 St to 101 St (1000m) - Natural Gas Rehabilitation		250,000										
Regulator Station Replacement		207,500	207,500									
Back Lane 101A Ave- 105 St to 103 st (387m)			193,000									
HWY 36 - 91 Ave to 99 Ave (2750m) - Natural Gas Rehabilitation				550,000								
99 Ave - 103 St to 100 St (900m) - Natural Gas Rehabilitation				360,000								
Back Lane 103 Ave - 104 St to 102 St (1065m) - Natural Gas Rehabilitation				213,000								
Nashim Drive (1600m) - Natural Gas Rehabilitation					320,000							
100 St - South of 99 Ave (675m) - Natural Gas Rehabilitation					135,000							
Back Lane 102 Ave - W 103 st to 102 St (250m) - Natural Gas						125,000						
104 Ave - 104 St to 102 St including 104 St to Churchill Drive (850m) - Natural Gas Rehabilitation						170,000						
Pleasant Acres (2300m) - Natural Gas Rehabilitation						920,000						
99 Ave - 100 St to 95 St (1140m) - Natural Gas Rehabilitation							228,000					
94 Ave - HWY 36 to 95 St (1070m) - Natural Gas Rehabilitation							428,000					
100 St - 101 Ave to Churchill Drive (180m) - Natural Gas Rehabilitation							100,000					
Back Lane 101 Ave - 103 St to 102 st (329m)								164,000				
105 St - 100 Ave to 101B Ave (450m)								225,000				
92 Ave - West of 102 St to 91 Ave, 91 Ave - 100 St to 102 St (1360m) - Natural Gas Rehabilitation									272,000			
Drainage Utility Services												
Water & Sewer												
Caslan Connector culvert replacements		180,000										
Golden Sands Drainage		500,000										
Elinor Lake Road Culvert Repairs			1,500,000									
Holowachuk drainage				250,000								
Sunset Bay drainage				150,000								
Old Mission Rd/Hwy 55 to TWP Rd 672/Drainage				250,000								
Caslan Connector culvert replacements - phase 1				650,000								
Caslan Connector culvert replacements - phase 2					650,000							
Fork Lake estates drainage					150,000							
Hvlo drainage					150,000							
McGrane Subdivision Drainage					400,000							
Lakeland drive culvert replacements Phase 1					750,000							
Lakeland drive culvert replacements Phase 2						750,000						
Old Mission Road From HWY 55- TWP 672 Drainage							750,000					
Missawawi Phase 1 drainage							400,000					
Bennet Beach drainage							250,000					150,000

2024-2033 CAPITAL PLAN (CONTINUED)



*Engineered Projects

Capital Funding	(All)	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Venice Drainage									150,000			
Deer Ridge Drainage									200,000			
Missawaw Phase 2 drainage										150,000		
Rich Lake Draining												200,000
Fleet Services												
Machinery & Equipment												
Growth/New Vehicles and Equipment		272,600										
Replacement Vehicles and Equipment		855,500	3,222,000	1,006,500	2,141,500	1,617,000	1,918,000	1,729,500	1,809,000	1,585,000	305,500	
Electric Community Access Bus & Charging Station		360,000										
Fire Services												
Buildings												
Station #2 - Plamondon - Station addition		185,000										
Machinery & Equipment												
Replacement Vehicles and Equipment				255,000	598,000	345,000	78,500			10,000		
Enforcement Services												
Machinery & Equipment												
Protective Services Security Cameras		30,000										
Replacement Vehicles and Equipment		85,000	170,000	85,000	255,000	105,000				255,000		
Patrol Quad						16,000						
Environmental Services												
Land Improvements												
Beaver Lake Landfill Slope		469,556										
Storm Retention Basin at Community Garden				98,500								
Machinery & Equipment												
New Cell for Plamondon Landfill				250,000								
Common & Recreation Facilities												
Buildings												
Legislative Services Privacy Partitions		13,000										
McArthur Hall Commercial Dishwasher Replacement		24,000										
McArthur Place Inside Front Door Replacement		12,000										
Bold Center Sports Field Change Room Facility					4,200,000							
Flagpoles and Seating Area at Protective Services Facility					15,000							
Plamondon Arena Rink Boards					200,000							
McArthur Roof Replacement							200,000					
New Aquatic Center		12,900,000	8,000,000	6,000,000								
Additional Offices for McArthur lower level									50,000			
Land Improvements												
Bold Ball Diamonds										660,000		

2024-2033 CAPITAL PLAN (CONTINUED)



Capital Funding	(All)	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
*Engineered Projects												
Machinery & Equipment												
Mini Rink		25,000										
Recreation Equipment Replacements		68,300										
Parks & Open Spaces												
Buildings					70,000	30,000	90,000					
Concrete Washrooms at County Parks Program												
Land Improvements												
Golf Course Development		620,000	1,300,000	495,000	155,000	920,000	370,000					
McArthur Park Development		1,850,000	2,500,000	1,950,000								
New Cemetery		300,000	300,000	300,000								
Dumasfield Park upgrades - washroom/walking trail		225,000										
Walking Trail Resurfacing Program		50,000		50,000								
Worlds Largest Arrow			95,000									
Machinery & Equipment												
Mission Walking Trail Bridge		60,000										
Playgrounds												
Alex Hamilton Park Cameras		12,000										
Bayview Beach Playground		75,000										
Jubilee Park Enhancement		155,000										
Birch Grove Playground		75,000										
Dock Replacement Program		80,000	80,000	80,000								
Playground Bold Campus				70,000								
Information Technology & GIS												
Machinery & Equipment												
Bold Center Cellular Booster		65,000										
Information Technology Equipment		786,000	455,000	939,500	224,800	579,500	827,000	523,000	1,029,000	857,000	655,500	325,800
Shop Wi-Fi Expansion		30,000										
Grand Total		42,645,819	51,675,500	34,367,500	17,633,300	30,532,811	21,949,000	13,025,000	22,485,000	14,437,000	17,216,000	12,370,800

Department Highlights

READER'S GUIDE

These icons represent how our accomplishments and proposed initiatives support our priority focus areas (page 9):

-  Flourishing Economy
-  Service Excellence
-  Strategic Communication
-  Social Wellness
-  Tourism and Recreation
-  Environment and Agriculture
-  Core Operations*

**Core operations represents how we maintain basic service levels. It is not a strategic goal.*

Council

2023 Net Operating Budget	\$1,029,847
2022 Net Operating Budget	\$1,013,560
Budget Change	\$16,287
% Change	1.61
Members of Council	9






Purpose

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

2022 Key Accomplishments

- Adoption of the 2022-2032 Strategic Plan. 
- Recruitment of a Chief Administrative Officer. 
- Indigenous Collaboration Committee engagement with neighbouring Indigenous communities and organizations. 
- Lobbying for enhanced healthcare services and physician recruitment. 
- Establishment of the pilot Business Improvement Program. 
- Adoption of the Municipal Development Plan. 
- Adoption of the Lac La Biche East Area Structure Plan. 
- Approval of the multi-year capital improvement plans for McArthur Park and the Golf Course. 

2023 Proposed Initiatives

- Engagement through the Indigenous Collaboration Committee. 
- Lobby for enhanced healthcare services and medical professional attraction. 
- Advance the Aquatics Centre, Main Street Revitalization and McArthur Park projects.  
- Alignment of strategic priorities and service levels through policy review and direction. 



Council - Operating Budget

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	-	-	-	-	-	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	1,322	-	321	-	-	0.00%
Conditional Grants	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	-	1,322	-	321	-	-	0.00%
OPERATING EXPENSES							
Salaries, Wages & Benefits	761,630	712,543	763,012	748,974	765,377	2,365	0.31%
Contracted & General Services	214,928	125,238	212,048	225,256	238,970	26,922	12.70%
Materials, Goods, Supplies & Utilities	35,000	15,921	38,500	18,767	25,500	13,000	-33.77%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individu:	-	-	-	-	-	-	0.00%
Debenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	1,011,558	853,701	1,013,560	992,997	1,029,847	16,287	1.61%
COUNCIL NET	1,011,558	852,380	1,013,560	992,676	1,029,847	16,287	1.61%

BASE BUDGET HIGHLIGHTS

Expenses

Council's budget for per-diems and other meeting attendance expenses will be updated based on decisions of Council following the Organizational Meeting.

Increased legal expenses due to increased use of services.

Reduced the promotional supplies budget to reflect minimal usage.

General Administration

2023 Net Operating Budget	\$2,236,913
2022 Net Operating Budget	\$2,968,330
Budget Change	-\$731,417
% Change	-24.64

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 the Senior Leadership Team, 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.

2022 Key Accomplishments

- Continuing to pursue major projects such as:
 - Main Street Revitalization
 - Aquatics Centre
 - Plamondon Lift Stations
 - Lac La Biche Hamlet Corridor marketing project

Key Priorities

- Improve efficiency by delegating decision-making to lower levels in the organization while maintaining consistent County standards. 
- Promote efficiency and better decision-making by enabling staff from different departments to work together on common goals. 

Service Levels

TRANSPARENT COMMUNICATION INTERNALLY AND EXTERNALLY

The Chief Administrative Officer Department is committed to providing transparent communication to the organization as a whole, and further ensuring that the public is aware of service level commitments and service delivery.

HEALTH AND SAFETY

The Chief Administrative Officer, along with the organization, is committed to ensuring the safety of our staff is priority. *We want to send people home the same way they got here*

LEGAL ADVICE & DIRECTION

This is a service level that the CAO's office oversees to ensure the organization is making sound decisions.

INTERGOVERNMENTAL AFFAIRS

The CAO's office liaises with many groups and organizations to ensure communication is sustained. The CAO's office communicates with Alberta Transportation and Alberta Environment and Parks on a regular basis, and other agencies to continue and maintain relationships on ongoing and upcoming matters.

FOLLOW-UPS PUBLICLY, ORGANIZATIONALLY AND WITH COUNCIL

The CAO's office is responsible for the focus and clarity of follow up between and with the organization as a whole, the public and our residents, as well as Mayor and Council.



General Administration - Operating Budget

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	-	77,169	-	78,977	74,000	74,000	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	-	-	-	-	-	0.00%
Conditional Grants	-	-	2,100	1,864	-	2,100	-100.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	-	77,169	2,100	80,841	74,000	71,900	3423.81%
OPERATING EXPENSES							
Salaries, Wages & Benefits	1,319,421	1,317,113	1,365,283	1,190,257	1,496,371	131,088	9.60%
Contracted & General Services	464,933	426,119	568,097	459,118	776,076	207,979	36.61%
Materials, Goods, Supplies & Utilities	36,750	60,525	37,050	53,275	38,466	1,416	3.82%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	56,058	-	53,789	-	-	0.00%
Debenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	1,000,000	1,000,000	-	1,000,000	-100.00%
TOTAL: EXPENSES	1,821,104	1,859,815	2,970,430	2,756,438	2,310,913	659,517	-22.20%
GENERAL ADMINISTRATION NET	1,821,104	1,782,646	2,968,330	2,675,597	2,236,913	-731,417	-24.64%

BASE BUDGET HIGHLIGHTS

Revenue

Removed one-time grant revenues from 2022.

Expenses

Salaries, wages and benefits increased due to 65th to 70th percentile adjustment and merit increases.

Coalition for a Safer 63 & 881 budget removed (\$10K).

Insurance budget increase by \$10K.

\$32K adjustment to budget for 2022 debenture allocation.

The reserve allocation for Resident Response Fund is not budgeted in 2023.

Information & Technology Services (IT, GIS & Records)

2023 Net Operating Budget	\$2,006,688
2022 Net Operating Budget	\$4,201,497
Budget Change	-\$2,145,269
% Change	-52.24

Purpose

The Information & Technology Services department ensures information and data is available for the organization to make business decisions. This is done by ensuring all computers, telephones and other technology systems are functional and secure; providing data and mapping services that are available to Administration and the public; coordinating the records management system for all records and data held by the County for all departments to follow; and providing training for staff about industry best practices.

2022 Key Accomplishments

- Scanned all 11,000 land files.
- Scanned all 923 large maps.
- Made new orthophotos available.
- Implemented an IT on-call schedule.
- GIS, Records, Communications and Health & Safety now using Helpdesk ticketing system.
- Wireless access now available at Bold Center fieldhouses and walking track.
- Upgraded all multifunction printers.



2023 Key Initiatives

- Install cellular booster to improve cellular service within the Bold Center.
- Complete records retention schedule.
- Complete GIS five-year strategic plan.
- Install WiFi services within equipment shop.



Key Priorities

- Start implementing records management retention schedule.
- Start implementing GIS strategic plan.

Service Levels

HELP DESK & DESKTOP SUPPORT

Respond to first and second level support requests using the ticket system, telephone, email, etc.

Perform add, moves and changes for employee onboarding and offboarding.

Maintain asset inventory.

Provide user guides, knowledge base and individual training.

Manage, maintain and purchase computers, printers, projectors, loaner equipment, account management and select AV equipment.

Average Tickets per year	2,600
Computers/Laptops	241
Printers/Copiers	53
Average pages printed per year	1,000,000
User Accounts	362
User Accounts per IT Member	90

INFRASTRUCTURE

Manage, maintain and purchase firewalls, servers, backups, internet services, email systems, remote access, data storage and building connectivity

Manage and maintain server rooms and network closets which includes purchase battery backup systems, air conditioning, generator, electrical and security systems.

Maintain inventory of assets.

Manage and maintain data storage locations verifying data is available.

Buildings with IT services	34
Servers	96
Monitored devices	168

TELECOMMUNICATIONS

Manage, maintain and purchase cellular devices, telephone systems, telephone lines, 2-way radios and licensing and internet services.

Monthly avg. spent on telephones	\$8,826.12
Cellphones	178
Desk phones	199
AFRRCS 2-way Radios (Fire, CPOs)	202
VHF 2-way Radios (Public Works, etc)	Approx. 200

SECURITY

Manage, maintain and purchase virus protection, email filtering, video surveillance systems, alarm systems, swipe card systems, multifactor authentication, digital certificates and network access control

Video Requests	108
Surveillance Cameras	237
Doors with swipe card access	117

APPLICATIONS

Manage, maintain and make recommendations of critical and non-critical software systems.

Applications	79
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TRAINING

Provide training on technology systems and related equipment.

MAP PRODUCTION AND SUPPORT

Manage and maintain overall GIS systems and services

Process mapping requests.

Provide training, guides and tutorials for use by staff and the public.

Conduct data research and data collection.

Maps Produced	400
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SPATIAL ANALYTICS

Maintain geospatial datasets based on organization needs.

Create and maintain metadata.

Review and interpret drawings for digitization.

RECORDS SUPPORT

Inventory, classify, scan and archive paper records.

Search for records, including FOIP requests.

Manage and maintain property land files and County agreement register.

Respond to or redirect generic or unknown SeeClickFix inquiries.

Records Searches	350
Agreements	3,878
Redirected SeeClickFix issues	21



Information & Technology Services - Operating Budget

RECORDS MANAGEMENT

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	-	-	-	-	-	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	-	-	92	-	-	0.00%
Conditional Grants	-	3,150	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	-	3,150	-	92	-	-	0.00%
OPERATING EXPENSES							
Salaries, Wages & Benefits	328,875	322,489	258,832	196,018	181,202	77,630	-29.99%
Contracted & General Services	32,320	2,654	54,106	32,372	84,596	30,490	56.35%
Materials, Goods, Supplies & Utilities	4,400	755	4,900	4,878	2,500	2,400	-48.98%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individu	-	-	-	-	-	-	0.00%
Debenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	365,595	325,899	317,838	233,268	268,298	49,540	-15.59%
RECORDS MANAGEMENT NET	365,595	322,749	317,838	233,176	268,298	-49,540	-15.59%

INFORMATION TECHNOLOGY

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	-	2,400	-	2,400	-	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	17,335	3,000	17,636	4,000	1,000	33.33%
Conditional Grants	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	17,000	17,000	-	-	-	-	0.00%
TOTAL: REVENUES	17,000	36,735	3,000	20,036	4,000	1,000	33.33%
OPERATING EXPENSES							
Salaries, Wages & Benefits	449,545	453,720	509,002	468,300	515,272	6,270	1.23%
Contracted & General Services	2,859,441	2,724,256	2,797,966	2,853,625	648,891	2,149,075	-76.81%
Materials, Goods, Supplies & Utilities	66,450	85,259	163,700	65,641	156,550	7,150	-4.37%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individu	-	-	-	-	-	-	0.00%
Debenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	3,375,436	3,263,236	3,470,668	3,387,565	1,320,713	2,149,955	-61.95%
INFORMATION TECHNOLOGY NET	3,358,436	3,226,500	3,467,668	3,367,529	1,316,713	-2,150,955	-62.03%



Information & Technology Services - Operating Budget Cont'd

GRAPHICAL INFO. SYSTEMS

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	2,000	999	1,000	820	1,000	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	-	-	-	-	-	0.00%
Conditional Grants	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	2,000	999	1,000	820	1,000	-	0.00%
OPERATING EXPENSES							
Salaries, Wages & Benefits	214,274	188,837	220,087	212,966	228,427	8,340	3.79%
Contracted & General Services	135,101	122,040	192,404	130,168	189,750	2,654	-1.38%
Materials, Goods, Supplies & Utilities	4,500	-	4,500	1,521	4,500	-	0.00%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individu	-	-	-	-	-	-	0.00%
Debenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	353,875	310,877	416,991	344,654	422,677	5,686	1.36%
GRAPHICAL INFORMATION							
SYSTEMS NET	351,875	309,878	415,991	343,334	421,677	5,686	1.37%

BASE BUDGET HIGHLIGHTS

Expenses

Salaries, wages and benefits increased due to 65th to 70th percentile adjustment and merit increases.

Telus Fibre project payments have not been rebudgeted in 2023 (\$2.3 million).

Records Coordinator and Mail Clerk FTE moved to another department, resulting in salary decrease overall.

Consulting services increase of \$20K and increase of \$10K for records retention training.







Human Resources

2023 Net Operating Budget	\$1,290,088
2022 Net Operating Budget	\$1,156,623
Budget Change	\$133,465
% Change	11.54

Purpose

Human Resources department provides a full range of programs and services to enable the County to meet its service delivery goals in accordance with Council's directions and applicable employment legislation. Human Resources is responsible for recruiting, developing and retaining the County's workforce.







2022 Key Accomplishments

- Compensation review and implementation of the 65th percentile salary grid. 
- Implementation of 2.5% Cost of Living Allowance. 
- Review and update of County job descriptions. 
- Development and implementation of action plan for COR audit. 
- Conducted a gap analysis of organizational health & safety culture and the role/responsibilities of the Joint Health & Safety Committee. 
- Updated the Drug & Alcohol Program. 



Human Resources works with all departments to develop job descriptions and recruitment campaigns, manage professional development and performance evaluations, and oversee employee relations. The department is also responsible for compensation management including payroll and benefits administration.

2023 Proposed Initiatives

- Review and revision of the Human Resources Policy Manual. 
- County-wide Professional Development Program. 
- Review and revision of the Orientation & Onboarding Program. 
- Implement the above mentioned gap analysis recommendations. 
- Implement initiatives for the psychological wellness program. 
- Employee Self-Serve program set-up. 



Key Priorities

- Alignment with Council's Strategic Plan.
- Occupational health, safety and wellness, and disability management.
- Compensation and benefits administration.
- Recruitment and selection.
- Training & Employee Development.
- Advisory Services & Employee Relations.



Service Levels

RECRUITMENT AND SELECTION

Human Resources staff provide specialized assistance to departments throughout the recruitment process, including developing advertisements and interview questions, conducting interviews and reference checks, and completing the on-boarding process. When one includes making interview arrangements and notifying unsuccessful candidates, each selection process can consume many hours of staff time to fill each vacancy and we often have multiple selection processes ongoing at any one time.

TRAINING & EMPLOYEE DEVELOPMENT

Human Resources coordinates the delivery of the County's internal training program, offering a broad range of skills and trainings each year. The County's training program is built around developing the core competencies within staff to make them more comfortable with the challenging aspects of their existing jobs as well as preparing them to take on new jobs in the future. Annual offerings include various safety trainings, wellness trainings, first aid, mental health first aid, conflict resolution as well as leadership, supervisory and management skills development.

ADVISORY SERVICES & EMPLOYEE RELATIONS

Maintaining good employee relations is important to running a safe and efficient operation. Human Resources provide advice to other managers on the application and interpretation of the County's Policies. Much of the work is done through supporting other managers, though Human Resources staff also deal directly with staff on many issues as well, such as conflict management or other issues. The department also maintains a number of employment-related policies and addresses any human rights, respectful workplace and other employment issues when they arise.

ORGANIZATIONAL EFFECTIVENESS

Human Resources, in collaboration with the management staff, oversees different HR projects and initiatives encompassing performance management, job evaluation and design, employee recognition, workload management and engagement. The department is responsible to design strategies and programs to continually drive and support a workplace culture that builds trust, inclusivity and promotes excellence.

COMPENSATION AND BENEFITS ADMINISTRATION

Human Resources administers the policies that govern all aspects of employment, including the remuneration and terms of employment for County employees. We administer payroll and the benefits programs for different staff groups as well as elected officials. The department provides assistance with retirement planning, leave management and pension strategies and administration. The County also provides Employee and Family Assistance Program coverage to its employees, to assist them in accessing confidential services for dealing with many of life's challenges.

OCCUPATIONAL HEALTH, SAFETY AND WELLNESS, AND DISABILITY MANAGEMENT

Human Resources leads the health & safety function at the County, with the support of OHS Committee members and management staff who promote a safe work environment for our employees. The County is a COR-certified employer through the Certificate of Recognition (COR) program. Human Resources is also the main point of contact for employees who require a temporary or permanent accommodation in their work duties as a result of illness or injury. We work with management, the employee and the employee's physician to identify suitable work opportunities wherever possible, to assist the employee in returning to meaningful, productive work that meets with their medical restrictions. Other supports include interpretation and advice on OH & S legislation and WCB claims administration.



Human Resources - Operating Budget

HUMAN RESOURCES	2021	2021	2022	2022	2023	BUDGET	BUDGET
	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	CHANGE (\$)	CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	-	-	-	-	-	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	2,891	-	17,934	-	-	0.00%
Conditional Grants	-	6,544	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	-	9,435	-	17,934	-	-	0.00%
OPERATING EXPENSES							
Salaries, Wages & Benefits	589,784	671,654	687,754	674,091	748,874	61,120	8.89%
Contracted & General Services	102,901	100,616	129,569	58,393	181,416	51,847	40.01%
Materials, Goods, Supplies & Utilities	7,440	13,013	7,600	5,659	7,400	200	-2.63%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	31,000	37,335	28,000	20,550	28,000	-	0.00%
Debenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	731,125	822,618	852,923	758,692	965,690	112,767	13.22%
HUMAN RESOURCES NET	731,125	813,184	852,923	740,758	965,690	112,767	13.22%

HEALTH & SAFETY	2021	2021	2022	2022	2023	BUDGET	BUDGET
	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	CHANGE (\$)	CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	-	-	-	-	-	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	-	-	-	-	-	0.00%
Conditional Grants	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	-	-	-	-	-	-	0.00%
OPERATING EXPENSES							
Salaries, Wages & Benefits	206,902	220,268	216,968	216,711	236,108	19,140	8.82%
Contracted & General Services	59,306	49,372	72,082	31,860	73,445	1,363	1.89%
Materials, Goods, Supplies & Utilities	10,350	7,589	14,650	5,988	14,845	195	1.33%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	276,558	277,229	303,700	254,559	324,398	20,698	6.82%
HEALTH & SAFETY NET	276,558	277,229	303,700	254,559	324,398	20,698	6.82%

BASE BUDGET HIGHLIGHTS

Expenses

Salaries, wages and benefits increased due to 65th to 70th adjustment and merit increases.

The increase in salary is also a result of an increase in one FTE in the department, reallocated from another area of the organization.





An employee compensation survey has been budgeted for 2023 as per policy, for \$30,000.

Budget related to the Focus Indigenous committee (\$8,500) has not been rebudgeted.

Finance

2023 Net Operating Budget	\$1,934,371
2022 Net Operating Budget	\$1,975,836
Budget Change	-\$41,465
% Change	-2.1

2022 Key Accomplishments

- Distinguished Budget Presentation Award for the 2021 and 2022 Budget Packages. 
- Review and implementation of the Capital Priority Matrix for the 10-year capital plan. 
- Implementation of new Capital Budget Software (Open Book) for increased visual clarity around capital plan. 
- Implementation of online public participation software tools to effectively engage the public for input in the budget process. 

2023 Proposed Initiatives

- Additional clerical support staff in collaboration with Economic Development and Legislative Services.

Key Priorities

- Continue to focus on migrating internal processes to electronic formats for increased efficiency and ability to work from anywhere.
- Completion and implementation of the Job Costing project across the organization along with Employee Self Service.

Purpose

The Finance Department oversees financial activities, such as:

- Property assessment and taxes;
- 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 looks after the County's insurance portfolio and provides risk mitigation and management advice and services to all County departments. Finance also provides front counter reception and customer service at McArthur Place.

Service Levels

GENERAL FINANCIAL ADMINISTRATION

Provide financial guidance to all departments in relation to all day to day activities.

Liaise with management to provide financial insights on various topics/issues/projects

Research industry best practices and try to employ them wherever possible to improve operations and increase efficiencies.

FINANCIAL REPORTING AND AUDIT

Review and approval of daily financial transactions of all areas of the organization.

Monthly review and bank reconciliations.

Prepare working papers for the annual financial audit.

Liaise with auditors to perform the annual financial audit.

Submit audited financial statements and Financial Information Return (FIR) and Statistical Information Return (SIR) to Municipal Affairs.

ANNUAL BUDGETING

Coordinate the preparation and finalization of annual budgeting process.

Perform monthly review of budget vs. actuals. Highlight and address variances.

FRONT COUNTER SERVICES AT COUNTY ADMINISTRATIVE OFFICES

Finance oversees the front counter operations at McArthur Place main floor for all walk-in traffic.

Finance provides training and back end support for the front counter operations at County Center.

TAXATION AND ASSESSMENT

Work with a contracted assessor to prepare the assessment roll for the County for all residential and non-residential tax rolls.

Work with the Province to assist them in preparing assessment roll for Linear and Designated Industrial tax rolls.

Prepares and mails out tax notices annually for all tax rolls in the County.

Provide information and other services to tax payers in the County in relation to the tax accounts.

Conduct tax recovery process for all delinquent tax rolls including (tax notifications, tax payment plans, tax recovery auctions).

GENERAL AND UTILITY BILLINGS

Provide Accounts receivable services to all County department.

Prepare monthly invoices for all monthly charges including utility billings.

Liaise with customer for all billing accounts

ACCOUNTS PAYABLE SERVICES

Process invoices for a payment to all vendors providing services to the County.

Coordinate with vendors on their accounts and provide updates on pending payments.

INVENTORY MANAGEMENT

Manage the inventory management module with the ERP system.

Liaise with departments for annual inventory counts for audit purposes.

Provide ongoing support to departments for processing inventory transactions.

RISK MANAGEMENT

Manage insurance portfolio for the entire County.

Assess and review insurance needs for the County and address accordingly.

Work with County's insurance provider and concerned departments on claims processing.



Finance - Operating Budget

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	12,400	13,828	12,400	15,723	14,151	1,751	14.12%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	41,200	55,220	41,200	60,113	51,200	10,000	24.27%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	-	-	-	-	-	0.00%
Conditional Grants	-	-	44,880	-	-	44,880	-100.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	53,600	69,048	98,480	75,836	65,351	33,129	-33.64%
OPERATING EXPENSES							
Salaries, Wages & Benefits	1,130,569	1,143,737	1,247,350	1,135,275	1,289,785	42,435	3.40%
Contracted & General Services	741,756	495,965	750,391	547,988	631,836	118,555	-15.80%
Materials, Goods, Supplies & Utilities	11,575	4,340	11,575	4,776	8,100	3,475	-30.02%
Other Expenditures	-	1,080,774	-	3,277	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debtenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	65,000	61,440	65,000	66,669	70,001	5,001	7.69%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	1,948,900	2,786,256	2,074,316	1,757,985	1,999,722	74,594	-3.60%
FINANCE NET	1,895,300	2,717,208	1,975,836	1,682,149	1,934,371	-41,465	-2.10%

BASE BUDGET HIGHLIGHTS

Revenue

Revenues are adjusted upwards to reflect actual activity. \$10K increase in penalty and fines for late payments budget. \$1751 adjustment for general services budget.

Expenses

Salaries, wages and benefits increased due to 65th to 70th percentile adjustment and merit increases. Contracted services reduced, reflecting the progress made on the Project Costing POI from 2021. This project is partially carried over to 2023. Audit costs have been reduced by \$30K to reflect the completion of the procurement audit.

Legislative Services












2023 Net Operating Budget	\$367,260
2022 Net Operating Budget	\$308,065
Budget Change	\$59,195
% Change	19.22

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.

2022 Key Accomplishments

- Prepared revisions to governance policies: Member at Large Recognition, Elected Official Recognition, Member at Large Remuneration, Attendance at Political Functions, Hosting and Promotional Expenses, Elected Official Conference Attendance 
- Rolled out Routine Disclosure and Active Dissemination Procedure 
- Concluded legislated matters from 2021 General Municipal Election 
- Conducted comprehensive review of Council's committees 
- Prepared revisions to Council's Code of Conduct 
- Reviewed and reported on three informal petitions 
- Increased volume of requests under the FOIP Act. 
- Indigenous Collaboration Committee support  
- Increased meeting transparency with new equipment in Council Chambers  

2023 Proposed Initiatives

- Facilitate policy development to support Council's review of service levels. 
- Review and development of procedures respecting departments' procedures.  

Key Priorities

- Supporting Council's governance functions and providing sound policy and governance advice.
- Open and transparent government.
- Facilitating fair and impartial processes, relating to elections, appeals, FOIP and petitions.

Service Levels

COUNCIL MEETINGS AND ELECTRONIC MEETING MANAGEMENT FUNCTIONS

Serves as recording secretary for all meetings, which includes agenda and minute preparation.

- 3 meetings/month with agendas distributed to council 5 days before and to the public 4 days in advance.
- Minutes drafted within 2 business days.
- Video published within 3 business days.

Administrator for the meeting software (agenda, minute, voting and livestreaming modules) and electronic participation tools.

Tracking and follow-up of all official decisions and documents resulting from council meetings.
Follow up within 2 business days.

BOARDS & COMMITTEES

Quasi-judicial boards - legislated duties for ARB and SDAB.

- SDAB hearing within 30 days. Decision within 15 days.
- ARB notices, hearings & decision timeline vary based on legislation.

Committee management - administers council's committee member selection policy.

Recruitment completed bi-annually. 45-member at large positions (not all filled each year).

FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT

Administers the lifecycle of an access request, including review of records and consulting with applicants, as well as third parties.

- 30 days to respond. 1-2 requests/month. Scope of request/response varies by request.

Responds to administrative inquiries for routine disclosure and provides advice in upholding the FOIP Act, as required.

PETITION VALIDATION

Reviews, validates and reports the sufficiency of petitions in accordance with the MGA.

- Report on sufficiency within 45 days.

Provides general advice regarding the petition process, as required.

BYLAWS

Provides organizational-wide bylaw administration (reviews, research and oversight regarding drafting, amending, consolidating and repealing).

Manages the bylaw register.

Liaises with departments to ensure legislated notices relating to bylaws, such as public hearings, are prepared in accordance with legislation.

Minimum 2-week internal review period. 20-25 bylaws/year.

POLICY MANUAL

Champions the monthly meetings of the administrative policy review committee and manages the policy/procedure registry.

MUNICIPAL ELECTIONS & CENSUS

Performs municipal election duties every 4 years, or as required.

Oversees municipal census, as required.

COMMISSIONER FOR OATHS

Provides commissioner services to the organization and the public, when required.



Legislative Services - Operating Budget

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	-	-	-	-	-	-	0.00%
Licenses and Permits	-	250	-	1,245	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	-	-	-	-	-	0.00%
Conditional Grants	-	31,076	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	-	31,326	-	1,245	-	-	0.00%
OPERATING EXPENSES							
Salaries, Wages & Benefits	228,989	234,888	210,120	214,783	267,515	57,395	27.32%
Contracted & General Services	74,815	90,623	96,495	30,922	98,295	1,800	1.87%
Materials, Goods, Supplies & Utilities	3,150	7,111	1,450	533	1,450	-	0.00%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debtenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	306,954	332,621	308,065	246,237	367,260	59,195	19.22%
LEGISLATIVE SERVICES NET	306,954	301,295	308,065	244,973	367,260	59,195	19.22%

BASE BUDGET HIGHLIGHTS

Expenses

Salaries, wages and benefits increased due to 65th to 70th percentile adjustment and merit increases.

Communications

2023 Net Operating Budget	702,616\$
2022 Net Operating Budget	\$632,158
Budget Change	\$70,458
% Change	11.15

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, among other communication tools. The department also ensures that the public is updated during emergency situations, using a local emergency alerting system and Alberta Emergency Alert.

2022 Key Accomplishments

- Updated the Strategic Communications Plan, which identifies the roles and expectations for the department and outlines best practices for sharing information with and marketing to various audiences. 
- Completed the bi-annual Citizen Satisfaction Survey, which will help improve County programs and services to meet residents' needs. 
- Created and launched Lac La Biche Region's new microsite, focusing on attracting tourists to the region.  
- Worked with Economic Development to create brand standards for Lac La Biche County and its sub-brands (Bold Center and Lac La Biche Region), more clearly defining and unifying the County's visual identity and story.  

Communications' initiatives are guided by the Strategic Communications Plan, which will be updated in 2022.

2023 Proposed Initiatives

- No new initiatives at this time.

Key Priorities

- Implement the recommendations of the Strategic Communications Plan.
- Carry out the Brand Standards & Placemaking Strategy's marketing plan to better communicate the County's programs, services and infrastructure upgrades to residents, and to better market the region as a destination for tourists.

Service Levels

MARKETING COUNTY PROGRAMS & SERVICES

Market County programs and services to ensure that residents are aware and take advantage of all that the County offers.

This is accomplished by regularly updating the County website, curating the County's social media presence, and creating paid print and online advertising for all media sources (i.e. social media, newspaper, radio, etc.).

Advise a variety of staff committees, such as the Policy Review Committee and COVID-19 Response Team.

PROMOTIONAL ITEMS & MERCHANDISE

Purchase and manage promotional items consistent with the County's brand standards, ensuring that the County is promoted and present visually at select County and community events.

CREATION OF MAJOR COUNTY PUBLICATIONS

Write, design, and print major County publications like the monthly Your County In Touch newsletter, Visitor Guide, Year in Review, Green Initiatives Calendar, Council's proposed and final budget documents, and more. These are not only premier communication tools to support key goals in Council's Strategic Plan: They also reflect on the County's reputation and present our municipality as organized and effective.

BRANDING, PRINT LAYOUT, & DIGITAL DESIGN

Maintain high visual standards for all County programs and services, ensuring that the County brand is consistent, appealing, and instantly recognizable to the public.

COUNCIL COMMUNICATIONS SUPPORT

Produce speeches, videos, key messages, and other support pieces for Council as required. Produce and publish Council Highlights after each Regular Council Meeting.

MEDIA RELATIONS & KEY MESSAGES

Handle media inquiries, ensuring that provided answers are accurate, transparent, and reflect the County's key messages.

Oversee crisis communications (including the County's local emergency alerting system) and act as Information Officer in the event of an emergency.

INTERNAL COMMUNICATIONS & STAFF ENGAGEMENT

Create awareness of internal staff initiatives, update the County's intranet, and provide the CAO with key messaging support.



Communications - Operating Budget

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	-	-	-	-	-	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	-	-	-	-	-	0.00%
Conditional Grants	-	3,150	2,100	-	-	2,100	-100.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	-	3,150	2,100	-	-	2,100	-100.00%
OPERATING EXPENSES							
Salaries, Wages & Benefits	344,592	314,390	403,018	347,629	503,076	100,058	24.83%
Contracted & General Services	259,890	184,813	193,940	169,362	162,240	31,700	-16.35%
Materials, Goods, Supplies & Utilities	36,500	26,672	37,300	20,736	37,300	-	0.00%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individu:	-	-	-	-	-	-	0.00%
Debenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	640,982	525,874	634,258	537,727	702,616	68,358	10.78%
COMMUNICATIONS NET	640,982	522,724	632,158	535,890	702,616	70,458	11.15%

BASE BUDGET HIGHLIGHTS

Revenue

Removed one-time grant revenues from 2022.

Expenses

Salaries, wages and benefits increased due to 65th to 70th percentile adjustment and merit increase.

There was a transfer of FTE from another department, resulting in an increase in salaries budget over prior year.

The Citizen Satisfaction Survey and the Communication Strategy POIs are complete and removed.

There is a slight increase in software expenses due to implementation of internal Help Desk and overall consulting dollars.








Protective Services - Fire and Emergency Management

2023 Net Operating Budget	\$2,023,777
2022 Net Operating Budget	\$1,846,288
Budget Change	\$124,469
% Change	9.61

Purpose

Protective Services' main function is to serve the citizens and neighbours of Lac La Biche County. Our goal is to protect life, property and the environment by providing quality services and promoting public safety.




2022 Key Accomplishments

- Five firefighters completed National Fire Protection Association 1001 Class (professional firefighter certification). 
- To date, leading Alberta municipalities overall in FireSmart assessments (125), public educational events (21) and wood-chipping services (58). 
- Awarded 2022 Intact Climate Resiliency Grant - Wildfire Reduction (\$76,000).  
- Signed a Mutual Aid Agreement with Whitefish Lake First Nation. This means agreements are now in place with all surrounding municipalities, Métis Settlements, First Nations reserves and Alberta Agriculture & Forestry. 
- 150 County staff trained to date in Emergency Management. 
- Formalized Safety Codes team with scheduled inspections, training, etc. (five Safety Codes officers). 

Key Priorities

- Continued success and growth in FireSmart and Safety Codes programs.
- Continued collaboration with Planning & Development in implementation of the Fire Safety Plan for new and past permitting and developments.
- Continued success in recruitment and retention for Lac La Biche County Fire Rescue, as well as professional certification for firefighters.
- Reducing response times for incidents within Lac La Biche County, thus resulting in an improved Fire Underwriters Survey rating, improved overall safety, and subsequent insurance reductions for citizens.

2023 Proposed Initiatives

- Increased focus on Safety Codes initiatives (inspections, compliance and public education). 
- Continued updating of Community Emergency Management Plan. 
- Exploration for future growth of Protective Services to improve quality in customer service and safety. 



Service Levels

Under Protective Services, there are 5 fire stations:

- Station #1 - Lac La Biche
- Station #2 - Plamondon
- Station #3 - Hylö
- Station #4 - Rich Lake
- Station #5 - Owl River

Operates & trains firefighters in the effective fire operations of the following equipment:

- 6 - Engines - one for each Hall with one spare
- 2 - Rescues - Lac La Biche and Plamondon
- 1 - Ladder Truck - Lac La Biche
- 6 - Tenders
- 3 - Special Service Vehicles - Lac La Biche, Plamondon, Hylö (RL engine - mini-pumper acts as a wildland unit when required)
- 1 - Special Service Vehicle - utility - FSC - Fire Service Coordinator
- 1 - 3/4 ton - Command vehicle - Fire Chief

EMERGENCY RESPONSE

LLBCFR - Lac La Biche County Fire Rescue shall provide, when possible, a response to all structure fires, medical assist requests; motor vehicle collisions; rescue calls; dangerous goods incidents; Class B Fires. vehicles fires; and wildland fires within the County of Lac La Biche or elsewhere in accordance with this procedure. Wildland fires include those, which the County of Lac La Biche is obligated to provide an initial response to pursuant to the Forest and Prairie Protection Act of the Province of Alberta.

STRUCTURAL FIREFIGHTING

LLBCFR shall provide Structural Firefighting at the Operation level.

MEDICAL EMERGENCIES

LLBCFR shall provide Medical Assist to AHS response at the Operation level.

DANGEROUS GOODS

LLBCFR shall provide dangerous goods response at the Awareness level.

CLASS B FIRE FIGHTING

LLBCFR shall provide Class B Firefighting for small spill fires and small containers up to 500 liters at the operation level. LLBCFR shall provide Class B Firefighting for large spills or containers more than 500 liters at the Awareness level.

WILDLAND & WILDLAND URBAN INTERFACE (WUI) FIREFIGHTING

LLBCFR shall provide Wildland Firefighting at the Technician level. LLBCFR shall provide Wildland Urban Interface Firefighting services at the Awareness level.

VEHICLE FIRE FIGHTING

LLBCFR shall provide Vehicle Firefighting at the Operation level.

RESCUE CALLS

LLBCFR shall provide Motor Vehicle Collision (MVC) rescue at the Technician level. LLBCFR shall provide Ice Rescue at the Awareness level. LLBCFR shall provide Water Rescue at the Awareness level. LLBCFR shall provide Backcountry Rescue at the Awareness level. LLBCFR shall provide other rescue services at Awareness level.

OTHER SERVICES

Public Services (Fire Pit complaints, Alarms, Unknown Odors), shall be provided either as per the LLBCFR Quality Management Plan (QMP) or as per the discretion of the Incident Commander's discretion such that adequate resources are available.

MUTUAL AID AGREEMENTS

Mutual & Automatic Aid Responses shall be provided by LLBCFR as per existing Agreements and Protocols.

If LLBCFR is requested to respond to an incident in an area that a mutual aid agreement is not in existence, LLB County Council encourages LLBCFR to respond if required approvals are in place; the appropriate resources, personnel and equipment are available, and the understanding that LLBCFR personnel will not operate outside the established Standard Operating Guidelines and Procedures. In the event LLBCFR does respond to such an agency Municipality, that agency / municipality in which the incident occurs, will be invoiced by the County of Lac La Biche, at the discretion of the Regional Fire Chief for the equipment and staffing as per LLB County Fee Schedule.

SAFETY CODES

Lac La Biche County herein referred to as "The Municipality" will administer the Safety Codes Act (Act) including the pursuant regulations and codes and standards, and Alberta Amendments that are in force and applicable in the following technical discipline(s) within their jurisdiction:

- All parts of the Alberta Fire Code
- Fire Investigation - cause and circumstance
- Public Education

FIRE SMART

The mandate of LLBC Fire Smart Division is to facilitate public/agency co-operation in the promotion of awareness and education aimed at reducing risk of loss of life and property from fire in the wildland urban interface incorporating the Fire Smart seven disciplines.

- Public education
- Fire Smart wildfire hazard assessments
- Wood chipping services

EMERGENCY MANAGEMENT

The mandate of the Emergency Management division is to establish a framework for a systematic, coordinated, and effective emergency response by Lac La Biche County to safeguard the health, safety, welfare and property of its citizens, as well as to protect the environment and economy of areas affected by an emergency.



Protective Services - Operating Budget

FIRE SERVICES	2021	2021	2022	2022	2023	BUDGET	BUDGET
	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	CHANGE (\$)	CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	125,000	86,460	125,000	115,625	125,000	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	1,500	203,949	1,500	1,125	1,500	-	0.00%
Conditional Grants	48,800	167,841	92,845	82,000	119,100	26,255	28.28%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	175,300	458,250	219,345	198,750	245,600	26,255	11.97%
OPERATING EXPENSES							
Salaries, Wages & Benefits	706,534	854,306	975,971	779,594	899,318	- 76,653	-7.85%
Contracted & General Services	283,053	287,415	475,210	215,342	284,182	- 191,028	-40.20%
Materials, Goods, Supplies & Utilities	270,162	184,071	313,082	199,095	322,866	9,784	3.13%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individu	1,500	1,100	1,200	6,676	70,300	69,100	5758.33%
Debenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	214,375	272,875	270,608	225,507	644,336	373,728	138.11%
TOTAL: EXPENSES	1,475,624	1,599,768	2,036,071	1,426,215	2,221,002	184,931	9.08%
FIRE SERVICES NET	1,300,324	1,141,519	1,816,726	1,200,181	1,975,402	158,676	8.73%

EMERGENCY MANAGEMENT	2021	2021	2022	2022	2023	BUDGET	BUDGET
	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	CHANGE (\$)	CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	-	-	-	-	-	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	-	-	-	-	-	0.00%
Conditional Grants	-	477,772	26,510	-	-	26,510	-100.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	-	477,772	26,510	-	-	26,510	-100.00%
OPERATING EXPENSES							
Salaries, Wages & Benefits	-	1,421	26,651	30,712	-	26,651	-100.00%
Contracted & General Services	33,950	2,717	16,679	271	35,319	18,640	111.76%
Materials, Goods, Supplies & Utilities	12,550	3,853	12,742	2,044	13,056	314	2.46%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individu	-	-	-	-	-	-	0.00%
Debenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	46,500	7,991	56,072	33,027	48,375	- 7,697	-13.73%
EMERGENCY MANAGEMENT NET	46,500	-469,781	29,562	33,027	48,375	-34,207	63.64%

BASE BUDGET HIGHLIGHTS

Revenues

Correction made to grant revenues for emergency management and fire services for FRIAA grants.

Expenses

Salaries, wages and benefits increased due to 65th to 70th percentile adjustment and merit increases. Paid on call firefighter wages have been reduced in all fire halls to

reflect reduced activity.

General contracted services have been reduced in all halls. \$373K increase in reserve allocation for fire apparatus. This reflects the increase in replacement cost estimates.

Emergency management contracted services and goods and supplies have increased for planning training/mock exercises.

Enforcement Services










2023 Net Operating Budget	\$2,943,089
2022 Net Operating Budget	\$2,841,372
Budget Change	\$101,717
% Change	3.58

Purpose

The Enforcement Services Department provides front-line interaction and response to public concerns through a variety of means. The department consists of several Community Peace Officers who provide complaint response to municipal bylaws, offences that fall under provincial legislation and other community-based concerns through a variety of measures including enforcement.

The department also provides proactive engagement of residents and visitors through community education and strives to make a positive impact with youth through education and injury prevention. Overall, the department and staff strive to be community and law enforcement industry leaders through engagement and education on a variety of levels.






2022 Key Accomplishments

- Launched the Remotely Piloted Aircraft System (drone) Program after having policy and procedures surrounding use approved. 
- Hosted quarterly regional organizational meetings and training sessions with Peace Officer agencies from across the Lakeland region. 
- Provided training and recertification courses to over 150 law enforcement officers from across Alberta. 
- Implemented a new records management system that was co-developed by department staff for Peace Officers across Alberta. 
- Conducted another Community Peace Officer Induction Program, which is accredited to train new Peace Officers by Alberta Justice and Solicitor General. 
- Launched the first stage of a new fire permitting system that includes interactive mapping for emergency services. 
- Rolled out a new positive ticketing program to create positive engagement with youth and recognize actions that make our community a safer and better place to live. 
- Staff became trained and certified to facilitate physical testing for law enforcement officers. Lac La Biche County is the only agency in northeastern Alberta to offer this testing. 
- Community Street Ambassadors conducted more than 800 hours of foot patrols within hamlet downtown cores. Information received from businesses and the public has informed new program development to make downtown areas safer to live, work and visit. 

Key Priorities

- Rural and urban focused patrols.
- Visually safer neighborhoods and businesses.
- Promoting safety, education and crime prevention with youth and adults.
- Safe and protected roadways.

2023 Proposed Initiatives

- Move the above mentioned drone program into the operational phase with deployment for proactive and emergency purposes. 
- Continue to provide training for law enforcement officers and facilitate a Community Peace Officer Induction Program. 
- Plan community educational events such as bike rodeos and other avenues that focus on injury prevention and community-based safety. 
- Move the Fire Permitting System to an online platform for resident access and allow for electronic fire permit requests. 
- Continue to develop and promote the Business Partnership, Safe Place and Crime Prevention Through Environmental Design programs to community partners and residents. 

Service Levels

COMPLAINT RESPONSE:

This includes complaints that are made by residents and visitors to our community. They can also be received other law enforcement agencies, emergency services and community-based groups and businesses.

The hours of services for the Enforcement Services Department are seven days a week from 7am till 1am with officers on-call during the overnight hours.

SCHOOL RESOURCE OFFICER / YOUTH ENGAGEMENT & EDUCATION:

The School Resource Officer works with local youth and community groups to provide positive engagement and education with youth and young adults.

SAFER MUNICIPALITY ADVISORY COMMITTEE (SMAC):

The SMAC Committee is comprised of elected officials, community members and other partner agencies. The committee meets quarterly and regularly engages the public by attending events and providing education, information and relationship-building between law enforcement partners and community members.

COMMUNITY CRIME PREVENTION PROJECT:

This project works with SMAC to develop Lac La Biche as a safer place by reviewing community based concerns and programs that are successful in reducing crime in both urban and rural areas within the County.

COMMUNITY STREET AMBASSADORS:

Two seasonal positions assist front line CPOs with making the downtown areas of the urban centers a safer place.

YOUTH RESTORATIVE JUSTICE / CRIME REDUCTION / POSITIVE ENGAGEMENT:

Enforcement Services work with agencies to positively engage youth at a variety of different levels throughout the Youth Restorative Justice Program.

URBAN / RURAL PATROLS:

In an average year, CPOs travel approximately 55,000 kms in patrol vehicles while conducting proactive patrols and responding to complaints.

MUNICIPAL SECURITY AND PROPERTY CHECKS:

Officers conduct daily checks of County buildings, sites and other venues. Alarm response is also provided from CPOs within the County.

COMMUNITY EVENT ATTENDANCE:

The department provides on-site services at any size of community event when requested to do so.

LAW ENFORCEMENT TRAINING PROGRAM:

Provides Community Peace Officer training for new officers and also works to provide ongoing training and recertification for other law enforcement officers, first responders and others.

ADMINISTRATIVE COMMUNITY SUPPORT:

The Enforcement Services Department employs two administrative staff to assist in reducing the administrative requirements of Peace Officers and Police in our community. This allows front line officers to provide better investigations and response to community-based complaints.

One of the administrative staff work within the Peace Officer Department and the other works within the RCMP Detachment.

This administrative position at the Detachment provides support at the Detachment front counter and assists Police officers with a variety of tasks. Both administrative positions work to provide constant support to the public and front line law enforcement to ensure that officers are able to not be burdened with administrative tasks and provide more thorough and timely investigations.

DEPARTMENT OVERSIGHT / GUIDANCE / STAFF DEVELOPMENT:

All positions are appointed Peace Officers and when needed provide enforcement measures, education, instruct and also respond to complaints from other partners and the public. These positions are imperative to ensure that the Department and front line officers are supported and able to provide a high quality of service to residents and visitors of Lac La Biche County.



Enforcement Services - Operating Budget

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	-	-	-	380	-	-	0.00%
Licenses and Permits	1,200	695	1,200	542	9,500	8,300	691.67%
Fines & Penalties	70,000	39,319	50,000	58,690	50,000	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	119,876	-	187,589	335,800	335,800	0.00%
Conditional Grants	-	20,706	-	4,050	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	71,200	180,596	51,200	251,251	395,300	344,100	672.07%
OPERATING EXPENSES							
Salaries, Wages & Benefits	1,422,068	1,466,645	1,544,469	1,372,001	1,479,148	65,321	-4.23%
Contracted & General Services	828,521	595,326	1,010,869	609,681	1,424,740	413,871	40.94%
Materials, Goods, Supplies & Utilities	227,928	199,478	207,594	233,382	260,865	53,271	25.66%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	17,000	-	17,000	-	0.00%
Debtenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	66,440	66,440	112,640	93,867	156,636	43,996	39.06%
TOTAL: EXPENSES	2,544,957	2,327,889	2,892,572	2,308,930	3,338,389	445,817	15.41%
ENFORCEMENT SERVICES NET	2,473,757	2,147,293	2,841,372	2,041,482	2,943,089	101,717	3.58%

BASE BUDGET HIGHLIGHTS

Revenue

Budgeted \$335K for training program revenues for 2023.

Expenses

Salaries, wages and benefits increased due to 65th to 70th percentile adjustment and merit increases.

There was a transfer of one FTE from this department to another, resulting in an overall decrease in salaries.

Increase of \$350K due to RCMP cost downloads from the Province.

\$15K increase for the training program for gear purchases.

\$55K increase in animal control costs due to Humane Society shelter cost increases.

\$44K increase in reserve allocation for Peace Officer vehicle. This reflects the increase in replacement cost estimates.



Engineering Services (Project Coordination Team)

2023 Net Operating Budget	\$1,001,641
2022 Net Operating Budget	\$1,086,280
Budget Change	-\$84,639
% Change	-7.79





Purpose

The Engineering Services department's purpose is to provide Lac La Biche County with professional project management delivery, construction management and support delivery with County Capital projects, as well as facilitating timely resolution of any related issues.

2022 Key Accomplishments

- Successful completion of Road, Bridge File, Water, Sewer, Storm, Building and Boat Launch Capital Projects on time and within budget. 
- Enhanced project historical and environmental awareness at planning stages. 

2023 Proposed Initiatives

- Initiate and execute approved 2023 County Capital projects. 
- Further development of project management, with a focus on best practices that are transferrable to all County departments. 
- Improve service levels internally and externally, including stakeholder consultation and involvement.  

Key Priorities

- Establishing project management reporting tools.
- Streamline department guidelines and procedures.
- Successful completion of upcoming County Capital projects on time and within budget in 2023.
- To complete engineered shovel-ready projects within the 10-year budget plan.



Service Levels

PROJECT MANAGEMENT

Long-range planning by County departments is critical when developing a project plan and financial commitment. Project planning provides oversight on land use permitting requirements, right of way/land acquisitions, pipeline/utility conflicts, environmental considerations, procurement processes, administrative accountability and stakeholder involvement to ensure recommendations and approvals for development in the County meets all required objectives and legislative compliance.

CONSTRUCTION MANAGEMENT

Engineering Services works closely with other County departments to inform, manage, control, and finalize construction projects that affect the day-to-day activities of County residents and visitors. Construction Administration, Land Use Permits, Utility Coordination and Scope/Schedule Management are outputs of project planning.

SUPPORT DELIVERY

Guided by the County Infrastructure Services Division, Engineering Services provides specialized services to streamline efficiencies between Transportation Services, Environmental Services, Utility Services and Equipment Services departments and their capital project initiatives.

On average our team looks after about 30 projects. About half are over \$1,000,000.



Engineering Services - Operating Budget

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	-	-	-	-	-	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	-	133,000	221,600	-	133,000	-100.00%
Conditional Grants	200,000	74,426	130,793	-	-	130,793	-100.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	200,000	74,426	263,793	221,600	-	263,793	-100.00%
OPERATING EXPENSES							
Salaries, Wages & Benefits	691,320	859,466	704,797	677,862	719,416	14,619	2.07%
Contracted & General Services	468,599	186,827	636,151	332,169	274,100	-362,051	-56.91%
Materials, Goods, Supplies & Utilities	11,625	9,161	9,125	4,495	8,125	-1,000	-10.96%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debt Service & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	1,171,544	1,055,454	1,350,073	1,014,526	1,001,641	-348,432	-25.81%
ENGINEERING SERVICES NET	971,544	981,028	1,086,280	790,751	1,001,641	-84,639	-7.79%

BASE BUDGET HIGHLIGHTS

Revenue

Grants and other revenues related to the Heart Lake Road project are no longer budgeted.





Expenses

Salaries, wages and benefits increased due to 65th to 70th percentile adjustment and merit increases. Corresponding reduction in engineering expenses for the Heart Lake Road project.



Fleet Services

2023 Net Operating Budget	\$6,940,360
2022 Net Operating Budget	\$4,447,694
Budget Change	\$2,492,666
% Change	56.04

2022 Key Accomplishments

- Procuring all 2022 equipment capital replacement and new growth approved by Council. 
- The 2022 Equipment Replacement program includes the following: Two graders, Six Pickup Trucks, Tandem Plow Truck, Medium Duty Plow Truck, Two Compact Track Loaders (Skid Steers), Service Truck (2023 delivery) and 15-foot Rotary Mower. 
- New growth for equipment in 2022 included the following: Compact Track Loader (Skid Steer), Heavy Duty Column Lifts for New Shop, Brush Chipper, Two Chipper Box Dump Bodies, Pull Type Mulcher (Gravel Reclaimer), Asphalt Planer (Skid Steer mounted), Sandbag Machine (Skid Steer Mounted), Excavator Twist-a-Wrist Bucket/Chuck Blade, Brush Cutter (ASB Rental), Rock Picker (ASB Rental) and Livestock Scale (ASB Rental) 
- Utilized GovDeals.ca, an online auction site, which is used by other departments in the County to sell surplus equipment. 

2023 Proposed Initiatives

- The 2023 Equipment Replacement program includes the following: Six pickup trucks, Two Parks Mowers, Toolcat, Ice Resurfacer (Zamboni), Arena Ice Edger, Airport Sweeper, Ag Tractor, Mini Excavator, Tracked Skid steer with Forestry Mulcher and Floor scrubber for Facilities 
- New growth for equipment in 2023 includes the following: Tracked Skid Steer for Parks, Rock Windrower (ASB Rental), Gasoline Powered Post Pounder (ASB Rental), Seeder (ASB Rental), 48" Trencher for Skid Steer (Utilities), 24' Tri-Axle Trailer 21,000 lbs (Utilities), 1/2-ton pickup (Utilities B&R Plant), Finish Mower for Ditches, Tidy Tanks with Pump and Meter X 3 (450 L), Bobcat Toolcat for Parks. 

Purpose

The Fleet Services department manages the municipality's fleet of vehicles, construction and maintenance equipment. This includes the following:

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

Key Priorities

- Research and development of new products and technologies.
- Asset management of fleet to track the utilization of all vehicles and equipment.
- Procure all new vehicles and equipment on time and on budget.
- Disposition of surplus vehicles and equipment.
- Maintain and repair vehicles and equipment in a safe and timely manner.
- Maintain all inventories for parts, blades, tires, fuel, etc.

Service Levels

442 PIECES OF EQUIPMENT

- **Fire** - 40 Units (Apparatus/Boats/ATV's/Trailers)
- **CPO** - 11 Units (Pickups/SUV/ATV)
- **ASB** - 17 Units (Rental Equipment/Sprayers/Corral Panels)
- **Fleet** - 86 Units (Van, SUV's and Pickups)
- **Medium/HD Trucks** - 28 Units (Plow trucks/Gravel Trucks/Water Trucks)
- **Medium Equipment** - 123 Units (Lawn Mowers/Tractors/Small Trailers/Skid Steers/Man Lifts)
- **HD Equipment** - 70 Units (Construction Equipment/Gravel Trailers)
- **Implements** - 58 - (Buckets/Sweepers/Snow Blowers/Blades/Augers/Pallet Forks)

ANNUAL NUMBER OF REPLACEMENT AND NEW EQUIPMENT ADDED TO FLEET

We played catch up the last few years with fleet vehicles.

- 2018 - Replacement 16 - New 32
- 2019 - Replacement 12 - New 26
- 2020 - Replacement 13 - New 20
- 2021 - Replacement 15 - New 20
- 2022 - Replacement 15 - New 18
- 2023 - Replacement 17 - New 8 (proposed)

EQUIPMENT & VEHICLE REPAIR SERVICE

Code of Practice for Vehicle Inspection Program Facilities. Facility is operated strictly in accordance with the Traffic Safety Act and its regulations. Statutory Planning Annual and semi-annual inspections are done in accordance with Provincial Regulations.

Scheduled Preventative Maintenance. Follow the manufactures recommendations.

Unscheduled Repairs. Perform all unscheduled repairs in timely matter.

Warranty Repairs. Ensure that warranty repairs are done at servicing locations or parts are supplied for such repairs.

PROCUREMENT OF PARTS & INVENTORY AND CONSUMABLES

Parts Purchased to support the Maintenance Program.

Process parts requisition orders from technicians for same day/next day requests
Inventory Control.

Reconcile calculated inventory with physical counts.
Perform perpetual inventory counts.

Maintain fuel, lubricants, parts, blade and bulk storage inventories.

Review repair orders to see that inventory is properly recorded.

Parts Purchased in Support of Other Departments.

Assist other County departments in procuring goods and services when requested.

Fuel Card Inventory & Distribution. Ensure there is a supply of fuel cards to meet the demand of the organization.
Monitor fuel usage at remote sites. Reconcile logbooks.
Verify allocate fuel usage monthly by department.

EQUIPMENT VEHICLE ALLOCATION

Coordinate the departmental requirements for vehicles and equipment.

Reassign equipment based on department needs.

Coordinate a fleet of vehicles used by summer and seasonal employees.

Coordinate vehicle requests submitted from the organization for day-to-day needs.

Ensure that equipment is properly used, and the County gets a full life cycle of the units.

Coordinate and perform seasonal equipment change overs.

PROCUREMENT & DISPOSITION OF EQUIPMENT & VEHICLES

Purchase Capital Replacement & New Equipment.

Disposal of Replacement Equipment.

Assist Departments with Future Equipment Requirements.

Insurance & Registration.

Catalogue Equipment Inventory.

Growth Monitoring and Reporting.



Fleet Services - Operating Budget

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	-	-	-	-	-	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	19,443	-	14,030	-	-	0.00%
Conditional Grants	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	-	19,443	-	14,030	-	-	0.00%
OPERATING EXPENSES							
Salaries, Wages & Benefits	1,147,995	1,114,620	1,187,577	1,132,495	1,257,212	69,635	5.86%
Contracted & General Services	317,600	273,561	301,700	288,558	414,900	113,200	37.52%
Materials, Goods, Supplies & Utilities	1,145,600	1,482,459	1,170,757	1,791,065	1,612,740	441,983	37.75%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debtenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	1,546,582	1,683,382	1,787,660	1,489,717	3,655,508	1,867,848	104.49%
TOTAL: EXPENSES	4,157,777	4,554,022	4,447,694	4,701,834	6,940,360	2,492,666	56.04%
FLEET SERVICES NET	4,157,777	4,534,579	4,447,694	4,714,340	6,940,360	2,492,666	56.04%

BASE BUDGET HIGHLIGHTS

Expenses

Salaries, wages and benefits increased due to 65th to 70th percentile adjustment and merit increases.

Contracted services are seeing an increase due to the need to repair more equipment externally for staff shortages.

Concrete refinishing (\$50K - County Shop)

The materials are seeing an increase due to fuel costs (\$369K) and costs increases in parts replacements (\$110K).

\$1.86 million increase in reserve allocation for all County fleet vehicles and equipment. This reflects the increase in replacement cost estimates.


Transportation Services

2023 Net Operating Budget	\$9,082,035
2022 Net Operating Budget	\$8,039,260
Budget Change	\$1,042,775
% Change	12.97

2022 Key Accomplishments

- Airport Development Plan - survey plan and title registry completed, and construction plans ongoing. 
- Continuation of 5-Year Back Lane Paving Program (three back lanes completed in 2022). 
- Completed County Centre Yard and Parking Lot Reconfiguration project. 

2023 Proposed Initiatives

- Continuation of 5-Year Back Lane Paving Program (two back lanes to be completed in 2023). 

Purpose

Transportation Services is responsible for the maintenance of all roads under Lac La Biche County's jurisdiction, including paved roads, oiled roads, gravel roads, gravel pits, back alleys, laneways, driveways, bridges, culverts, signage and streetlights, 24 hours a day, 365 days a year.

The department is also responsible for roadway infrastructure protection, including implementing road bans and managing high load permits.

Key Priorities

- Maintain County roadways by completing maintenance and roadway preservation programs, applying sound asset management and best management practices.

Service Levels

ADMINISTRATION AND GENERAL OPERATIONS

The Administration Core Service Level pertains to the Transportation Services internal business functions required in carrying out operational tasks.

Service: Human Resources

Key services include

- WorkSafe Alberta mandated safety talks, safe work practices, safety training, hearing tests, and Occupational Health and Safety (OHS) meetings.
- OHS, Environmental and Professional Operators Certification Programs mandated training including the requirement for operators to remain current with certifications by completing courses.
- Regular discussion and review of internal policies and labour relations matters
- Daily pre-work briefings, hazard assessments and work planning; and,
- End of day debriefing and records management activities.

Service: Finance and Purchasing

Services include time entry, budget preparation, budget forecasting, and analytical support to the Finance Department. This area also pertains to managing the procurement of goods and services and administers contractual services. Administrative financial functions also include assistance with procurements, requests for proposals, requests for expressions of interest, public consultations, and contract management amongst others.

Service: Customer Service

The Administrative CSA networks with residents and responds to customer concerns.

Service: Engineering Support Functions

Engineering Support functions consist of managing the technical aspects of the County's infrastructure and services. Engineering Support Function services key elements include the provision of engineering planning, project design review, cost estimation, construction administration and management, infrastructure condition assessments, quality control and assurance, records management, GIS systems management and development, environmental review and applications, development application reviews and implementing municipal services and bylaws relating to infrastructure, operations, and maintenance.

Service: Development

Included with the portfolio of the Administrative CSA are development and building permit reviews pertaining to roads, drainage, utility servicing and encroachments on the municipal boulevard. Drawing reviews and the periodic and final inspections of properties as required are done to ensure that developments follow the County's long-term plans with respect to storm water management, water supply, sanitary services, and transportation.

APPROACH CONSTRUCTION & MAINTENANCE

The first approach to a quarter section of land is provided by the County free of charge however residents must apply and pay for any other approaches. A secondary approach may be approved at the discretion of the County for a fee. Transportation Services is responsible for maintaining of the approaches once they pass final approval.

ROADSIDE BRUSHING & WINDSTORM CLEAN-UP

Transportation Services annually trims back and cleans out vegetation in road allowances, at intersections, on corners, and in cul-de-sacs to facilitate the movement of all vehicles. Roadside vegetation on private property are the responsibility of residents – the County may enter into an agreement with the landowner for County to complete the work. Additionally, severe winds generate large volumes of woody debris and green waste. Transportation Services responds by bucking and chipping debris. Larger matter is disposed of at the Christy Creek Pit. Depending on the location the bucked-up material may be left on the roadside for residents to salvage. Upon the end of the storm, and as time allows, paved roadways are swept using a mechanical broom sweeper.

20 - 30 kms of roadside brushing is completed annually including intersection and sightlines. Windstorm clean-up is only completed on a reactionary basis.

DUST CONTROL

The County offers free dust control to on average 250-300 rural residents annually. The County also applies dust suppression to haul roads and high traffic areas of concern. On average 1,000,000 liters of calcium annually is applied at a rate of 1.5 to 2.0 liters per square meter depending on traffic impacts.

LINE PAINTING

Internal Line Painting and Traffic Control Markings - All painting within the Hamlets such as crosswalks, parking stalls, handicap parking stalls, and municipal parking lots are completed in house.

External Contractual Service - All paved roads within the County are painted annually however some higher traffic roads may be painted a second time as required. A contractor is hired to paint the center and side lines of all paved rural roads as well as some higher traffic roads within the Hamlets. The Airport runway is painted every 2 years.

RE-GRAVELING PROGRAM

Regular re-graveling of County roads requires the application of approximately 200 to 300 tonnes of gravel per kilometer, which does vary from road to road. Re-graveling is undertaken in each year on the basis of priorities with consideration for priority to the road classifications and the existing gravel condition of the road relative to the amount and type of traffic.



Approaches that require re-gravel are also addressed during the program.

On average 750 kilometers of roads are graveled yearly by applying 80,000 to 100,000 tonnes of gravel annually.

GRAVEL ROAD REHABILITATION

Reconstruction is required when remedial measures are no longer effective or other factors such as downhill or soil creep have changed the camber or shape of the road. Partial reconstruction of the roadway involves localized base repairs along with shoulder pulling and re-graveling. For roads experiencing severe levels of distress, and a full reconstruction is required it is added to the Capital Budget Program. The old road materials are partially or completely removed, the sub-base is reworked and compacted anew, and a new course of gravel installed - usually in two separate lifts or layers of between 150 - 200 mm.

Transportation Services aims to rehabilitate 10 kms of gravel roadway annually.

RE-OILING PROGRAM

Transportation Services aims to rehabilitate 5 kms of oiled roadway annually.

POTHOLE REPAIRS & PATCHING

Potholes on paved or oiled roads will be repaired as soon as possible considering the time of year and availability of crews and materials. Spray patching of select areas will be undertaken to prevent premature failure of the surface of the road and to provide a better quality of ride for the public.

Transportation Services aims to complete 3 passes on 273.9 kms of paved and oiled roads and will complete additional work and spot pothole patching as required thru out the year.

CRACK SEALING

Transportation Services completes the crack sealing on 169.3 kms of paved roads and the hamlets annually.

SIGN MAINTENANCE AND DELINEATORS

The County has 4054 Traffic signs and 3202 Address Signs. Transportation repairs/replaces approximately 200 signs annually. Guard rail, bollards, and delineators are also inspected annually, and maintenance and repairs are completed as needed.

STREET SWEEPING

Biannual and weekly sweeping of the County's roadways is carried out by mechanical broom sweepers within the Hamlets. The County does approximately 10 complete passes per year in hamlets and approximately 30 partial (Business Zone and Priority 1 roads) passes per year. Rural sweeping with a pull behind sweeper is completed once every spring, additional sweeping may be required in certain locations. In total, 250 kms of road get swept.

SUMMER GRADING PROGRAM

The order in which roads are graded will depend on traffic volumes, the structural conditions of the road, and the amount of gravel on the road.

- Priority gravel roads will be graded on average of every 2.5 weeks and/or as required weather permitting.
- High traffic volume roads will be graded more often than lower traffic roads.
- High traffic volume roads will be graded first, if necessary, after rain.
- Field access and machinery roads will be graded at least once a year depending on time and road conditions.
- Roads will be graded in an orderly fashion to maximize efficiency.
- Operators will rip up dust control sections if, in their opinion, it represents a risk to the driving public.
- Repair of soft spots in gravel roads will be undertaken if funding is in place and when crews and materials are available.

County completes approximately 100 kms of shoulder pulling annually and is completed in conjunction with both the summer grading and the re-graveling programs. Shoulder pulling is on a 9-year rotational cycle.

Transportation Services maintains 914.6 kms of gravel roads and completes the shoulder pulling of 100 kms annually.

The County is divided into 7 grader routes and on average each grader operator is responsible for 130 kms of gravel roads.

AIRPORT OPERATIONS

The County Airport has adopted the following functions for safe runway operations and maintenance:

- Annual runway threshold and end coordinates and runway elevations verifications.
- Annual runway surface pavement condition, slopes and runway end safety areas.
- Taxiways and obstacle limitation and identification surfaces.
- Wind direction indicators, runway markings, runway lighting, runway signs, runway markers.

Summer Maintenance for the runway and taxiway surfaces consists of annual asphalt surface condition inspections, asphaltic patching, crack sealing and line painting. Fencing repairs, and vegetation control.

The Airport Operations Plan also includes Airport wildlife planning and management and aircraft rescue and firefighting.

Winter maintenance for the runway and taxiways consists of snow plowing, snow removal, and chemical de-icing.

The runway lighting and signage inspections are complete daily, and repairs are completed as required.

SIDEWALK INSPECTION AND REPAIR PROGRAM

2 annual inspections of 60,000 lineal meters of sidewalk of varying widths.

Curbs and Gutters are also inspected annually and on an ongoing basis for deterioration and damages and repairs being are undertaken as needed.

The annual assessments are conducted to identify trip and fall hazards, damages from winter maintenance, vehicle damages and on a "as requested by resident" basis throughout the year. Transportation Services conducts an annual inspection of these facilities in the spring with repaired as required.

This discretionary service also pertains to the maintenance of the sidewalks and public boulevard fronting the residences, business, and County property throughout the Hamlets.

GRAVEL PIT OPERATIONS

Transportation Services is responsible for the maintenance of all County owned and leased gravel pits as well as the creation and completion of reclamation plans. Supervisors oversee the ongoing site security and the supervision of contractors.

- 2 pits - Owned
- 1 - SML
- 1 - Stockpile Site Lease
- Approximately 50 years of gravel reserves.

ASPHALT REPAIRS

Patching methodology is dependent upon the types of distress being exhibited in the roadway. Localized failures can be repaired by cutting and digging out and repaving with little sub-base work required. Larger defects require milling out sections of the asphalt to ensure the sub-base is still functional and then laying new asphalt over the milled area. This contracted service is budget dependent and conducted by contracted services.

As the road surface ages, complete section rehabilitative overlays can be used to provide a new surface using the existing roadway as a base thereby strengthening the roadway and prolonging pavement structure life. Overlays require milling of 25 mm to 50 mm of old asphalt and laying a new course of asphalt over top of the existing road.

Chip seal is the application of a special protective wearing surface to an existing pavement. This program has substantial benefits including:

- Improves safety and creates a highly skid-resistant surface.
- Saves money and is substantially less expensive than asphalt overlay.
- Extends the life of pavement.
- Waterproofs the surface.
- Prevents potholes and seals cracks, keeping water from seeping into the roadway structure.

ROADSIDE CLEAN-UP

The County has a Roadside Clean-Up Program in place that typically serves an average of 10 groups

per year, whereas non-profit community groups are engaged and financially compensated for picking up litter in the ditches on the County's Paved surface roads. Typically, Transportation Services coordinates a clean-up in the spring and one in the fall.

To be completed in-house for 2021.

STREETLIGHTS

Davit lights installed on metal or wooden hydro poles are maintained by Fortis Alberta through the Street Light Information Management (SLIM) system.

Total operational cost of Fortis: \$270,000.

Streetlights in neighborhoods are inspected annually by Fortis to ensure safe and normal operations. Inspections include checking for vehicular or structural damage, foundation stability, signs of corrosion, checking and lubricating moving parts (bolts, nuts, access panels), and checking for unauthorized 3rd party attachments. New installation or re-locating of streets lights is evaluated by Transportation Services and installed by Fortis. Vegetation management consists of clearing vegetation around the base of the mast and clearing vegetation blocking the path of the light.

RAILWAY CROSSING MAINTENANCE

Biannually, all the roadway approaches up to the edge of the railway bed/grade crossing are inspected by the County. The gravel roads approaches are then maintained by the grader operators on an on-going basis and the asphalt approaches are maintained by the Transportation Services crew.

County boundaries include 3 signalized crossings.

The grade crossing approaches are inspected for surface material deterioration, signage, and sightlines.

The Railroad Companies also complete conditions inspection of everything within the rail bed and if repairs are required the County is notified of the cost.

Also, during the County's inspection process items such as loose ties, debris within the flangeways, defects to the crossing system, and drainage issues within the rail bedload are reported to the Rail Company.

The County has cost sharing crossing agreements for the crossing equipped with lights and arms.

Maintenance and repairs within the rail right of ways are scheduled and completed by the Railway Company and carried out on an as needed basis in accordance with the Railway Safety Act and Grade Crossing Regulations.

FENCE REPAIRS

Biannual inspections of County owned fences and gates under the responsibility of Transportation Services consist of visual and structural test for stability, identification of corrosion or deterioration, and for vegetative growth. Repairs to these wood or metal structures are scheduled as required.

Approximately 20 kms of fence under Transportation Services jurisdiction.



WINTER OPERATIONS

Plows are used once accumulations reach 25 mm with initial passes being made to open roadways to traffic flow. Snow and ice control services are prioritized, with heavily trafficked or arterial roadways being the highest priorities. Neighborhood roadways and cul-de-sac streets are cleared as time permits or once the snow event has subsided. Miscellaneous activities related to this service include preparatory stockpiling of salt and sand, plow and salt spreader servicing and maintenance, and topping up of salt barrels. Snow removal will be undertaken in a manner that minimizes backtracking or excessive travel. The goal of winter maintenance for gravel roads is to remove snow from the road surface after accumulations reach approximately 5 cm or more.

Transportation Services monitor water levels and weather conditions due to the annual spring runoff. We have staff dedicated to checking roads and directing employees on when and where steaming, road repairs, or barricades and warning signs are required. Steamers are used for opening frozen culverts. This piece of equipment is especially important in the case of a slow melt where the temperatures drop at night causing the culverts to be blocked with ice.

ROADWAY INFRASTRUCTURE PROTECTION, ROAD BANS, HIGHLOAD PERMITS

The Department liaisons with Industry and Utility Companies for Permitting and Approving of Road Use Agreements, Access Approaches and Pipeline Crossings.

Road Bans and High Load Permits

The Department administers and apply Load Restricted and Road Bans when conditions are deemed necessary. Administer and approve High Load Routing Permits for Carriers.

FLOOD RESPONSE AND RECOVERY

Routine inspections on high risk areas are performed before and during heavy rain events in order to ensure positive drainage and reduce overland flow on roadways and the possibility of loss of life and property.



Transportation Services - Operating Budget

TRANSPORTATION SERVICES

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	65,535	27,470	66,847	30,941	66,847	-	0.00%
Licenses and Permits	-	19,239	-	20,996	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	66,300	102,455	67,626	70,082	67,626	-	0.00%
Conditional Grants	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	131,835	149,164	134,473	122,019	134,473	-	0.00%
OPERATING EXPENSES							
Salaries, Wages & Benefits	3,501,249	3,510,668	3,426,045	3,470,713	3,557,832	131,787	3.85%
Contracted & General Services	1,930,929	1,668,947	1,255,633	1,510,599	1,705,583	449,950	35.83%
Materials, Goods, Supplies & Utilities	2,733,482	2,898,302	3,276,488	2,274,820	3,546,984	270,496	8.26%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debtenture & Interest	69,353	68,889	82,493	82,493	248,933	166,440	201.76%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	8,235,013	8,146,806	8,040,659	7,338,626	9,059,332	1,018,673	12.67%
TRANSPORTATION SERVICES NET	8,103,178	7,997,642	7,906,186	7,216,607	8,924,859	1,018,673	12.88%

AIRPORT OPERATIONS

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	71,400	72,216	72,828	73,212	72,828	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	9,651	-	-	-	-	0.00%
Conditional Grants	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	71,400	81,867	72,828	73,212	72,828	-	0.00%
OPERATING EXPENSES							
Salaries, Wages & Benefits	40,929	43,417	110,590	44,483	111,692	1,102	1.00%
Contracted & General Services	48,012	47,661	59,012	17,030	73,512	14,500	24.57%
Materials, Goods, Supplies & Utilities	33,900	17,266	36,300	16,695	44,800	8,500	23.42%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debtenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	122,841	108,344	205,902	78,208	230,004	24,102	11.71%
AIRPORT OPERATIONS NET	51,441	26,477	133,074	4,996	157,176	24,102	18.11%



Transportation Services - Operating Budget Continued

TRANSPORTATION OPERATIONAL EXPENSES	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
GENERAL ADMINISTRATION	3,892,832	3,843,688	3,731,974	3,672,782	4,038,963	306,989	8.23%
TRAINING SESSIONS & CONFERENCES	23,535	8,679	28,539	25,437	29,939	1,400	4.91%
BUILDING MAINTENANCE	19,053	10,154	21,053	22,451	21,053	-	0.00%
APPROACH CONSTRUCTION	70,400	39,350	70,400	86,745	70,400	-	0.00%
ASPHALT REPAIR	483,000	386,148	133,000	292,112	179,950	46,950	35.30%
BRIDGE MAINTENANCE	15,000	0	15,000	73,116	140,000	125,000	833.33%
BRUSHING	121,700	113,368	45,200	32,325	71,700	26,500	58.63%
CULVERT MAINTENANCE	0	3,315	0	0	0	-	0.00%
DUST CONTROL	228,050	193,057	256,050	237,081	256,050	-	0.00%
GRAVEL PIT OPERATIONS & MAINTENANCE	119,300	149,901	69,300	80,910	69,300	-	0.00%
LINE PAINTING	149,054	154,147	153,054	177,036	153,054	-	0.00%
OILING	530,900	733,874	880,900	697,542	880,900	-	0.00%
REGRAVEL	1,473,000	1,321,675	1,532,000	683,304	1,582,000	50,000	3.26%
ROAD GRADING	10,000	17,100	10,000	8,709	10,000	-	0.00%
ROADSIDE CLEANUP	45,940	-60	45,940	17,943	45,940	-	0.00%
SIDEWALK REPAIRS	30,000	18,620	30,000	22,855	30,000	-	0.00%
SIGN MAINTENANCE	37,500	55,590	32,500	30,247	36,500	4,000	12.31%
SNOW & ICE CONTROL	361,200	574,870	361,200	815,929	736,200	375,000	103.82%
STREET SWEEPING	5,150	404	5,150	160	2,650	2,500	-48.54%
STREET LIGHTS	279,999	348,415	279,999	334,425	364,333	84,334	30.12%
DITCHING & DRAINAGE	0	5,299	0	0	0	-	0.00%
RAILWAY CROSSING MAINTENANCE	10,200	6,768	10,200	6,269	10,200	-	0.00%
PATCH GRAVEL	58,000	20,974	58,000	586	58,000	-	0.00%
FENCE REPAIRS	11,000	6,864	11,000	262	11,000	-	0.00%
ICE ROADS	10,200	9,345	10,200	23,345	11,200	1,000	9.80%
SUB GRADE REPAIRS	250000	125259.81	250000	98007.88	250000		
TOTAL: TRANSPORTATION EXPENSES	8,235,013	8,146,806	8,040,659	7,439,576	9,059,332	9,206,870	12.67%

BASE BUDGET HIGHLIGHTS

Expenses

Salaries, wages and benefits increased due to 65th to 70th percentile adjustment and merit increases. The slight increase in Airport contracted services is related to line painting at the airport.

Bridge maintenance budget in 2022 was reallocated to fund engineering of bridges. The increase is due to rebudgeting for 2023.

Snow and ice control costs are reflecting the increase in service levels, as per policy discussions with Council.







The streetlight electricity costs have increased over prior years.

The debenture and interest costs are related to the Main Street project and the increase is reflective of interest payments for 2023.







Utilities (Water, Sewer, Drainage & Natural Gas Services)

2023 Net Operating Budget	\$3,340,023
2022 Net Operating Budget	\$3,444,237
Budget Change	-\$104,214
% Change	-3.03

2022 Key Accomplishments

- Improved drainage in multiple subdivisions by ditch cleaning and replacing culverts. 
- Removed over 300 problem beavers, and created a safe work procedure for blasting to safely remove beaver dams with explosives. 
- Installed meters at all reservoir inlets to monitor water quality and react quickly to changes, preventing unnecessary shutdowns. 
- Upgrades to the Beaver Lake lift station, which include new controls, larger capacity pumps and standby generator. 
- Performed extensive repairs of the piping in the Main lift station to reduce future breakdowns. 
- Replaced Natural Gas Regulation Station #1, which is a key component of natural gas distribution in the hamlet of Lac La Biche. 

2023 Proposed Initiatives

- Perform extensive drainage work in Golden Sands subdivision, and replace two high-risk culverts on Range Road 162 (Plamondon-Caslan Connector). 
- Continue with cast iron water main replacement program. 
- Upgrade the disinfection process at the water treatment plant to reduce the byproducts of chlorine reactions. 
- Replace Natural Gas Regulation Station #2. 
- Replace steel gas lines along Churchill Drive. 
- Purchase a laser methane detector to assist in leak detection. 

Purpose

The Utilities department provides safe, consistent drinking water from the lake to residents' homes. From the homes, wastewater is collected and treated to the highest standards in Alberta to protect the environment. These functions include repairing the water distribution and sewer systems, and replacing aging infrastructure to minimize operational costs.

The department also maintains overland drainage throughout the County to protect infrastructure and the environment, and provides natural gas within the County's service area in a safe and economical way.

Key Priorities

- Continue to optimize the water treatment process.
- Continue to improve drainage in existing subdivisions and County roadways.
- Improve the water and sewer inspection process and requirements for new connections to accommodate homeowners and contractors.
- Hire and retain staff to operate the Biological Nutrient Removal Wastewater Treatment Plant.

Service Levels

The County has approximately 3400 known culverts.

Provide safe and consistent drinking water from the water treatment plant. Perform daily, weekly, monthly, quarterly, biannual and annual maintenance to ensure compliance with regulatory bodies. Verify, maintain and repair the many different chemical feed systems to guarantee proper dosing. Perform multiple intervals of sampling to make certain we have high quality drinking water.

Maintain the water distribution system by repairing water breaks, flushing and testing. Replace aging infrastructure to minimize operational costs. Maintain the water reservoirs through planned maintenance and upgrades as required.

Operate and maintain the wastewater collection system by performing manhole inspections, scheduled lift station maintenance and sewer main flushing.

Ensure that the treatment of the wastewater is in compliance with regulatory bodies. Oversee the operations and maintenance of the Biological Nutrient Removal (BNR) plant.

Maintain all overland drainage within Lac La Biche County to protect infrastructure. Utilize existing wetlands and water courses to protect the sensitive environmental areas. Manage the effects that beavers have on drainage courses that affect County culverts and roads.

Protect Lac La Biche Lake by maintaining the storm sewer systems within Lac La Biche and Plamondon. This includes regular cleaning of catch basins, oil/grit separators and outfalls.

Operate and maintain the natural gas system for the hamlet of Lac La Biche. This includes inspection, maintenance and compliance of RMO stations, leak surveys, odorant injection, new service installs and upgrading aging infrastructure.

Replace natural gas meters at residents homes within the servicing area as per compliance regulations. Test and maintain the natural gas cathodic protection system to prevent premature failure of steel gas lines. As a member of Alberta One Call, locate County owned infrastructure to prevent strikes.

Continue to provide the Green Rebate program. This program gives residents an incentive to upgrade to high efficient appliances.

Continue to provide the Backflow Preventer subsidy program. This program provides assistance to residents who are connected to the gravity sewer collection system that do not have an existing backflow preventer.

Provide a hydrovac slurry dumping site to Lac La Biche County to prevent illegal dumping.

Maintain RV dumps within the County to prevent illegal dumping of RV waste.

Maintain and repair the truck fill stations to certify safe drinking water to residents not connected to County water and sewer.

Perform inspections and programming for new water and sewer connections to County water infrastructure to maintain compliance and protection of the environment.

Manage and implement Utilities capital projects such as replacing aging cast iron water mains, upgrading clay tile sewer mains, reservoir and pump upgrades as well as steel gas line replacement and new servicing to new and existing subdivisions



Utilities - Operating Budget

DRAINAGE	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	-	-	-	-	-	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	-	-	-	-	-	0.00%
Conditional Grants	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	-	-	-	-	-	-	0.00%
OPERATING EXPENSES							
Salaries, Wages & Benefits	39,999	72,273	200,923	113,017	219,588	18,665	9.29%
Contracted & General Services	411,000	441,440	451,000	429,978	452,100	1,100	0.24%
Materials, Goods, Supplies & Utilities	67,850	83,523	184,550	122,680	184,550	-	0.00%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debt Service & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	518,849	597,236	836,473	665,675	856,238	19,765	2.36%
UTILITIES - DRAINAGE NET	518,849	597,236	836,473	661,487	856,238	19,765	2.36%
WATER							
	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	852,071	841,980	863,232	732,787	917,104	53,872	6.24%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	24,482	42,114	24,727	47,438	30,000	5,273	21.32%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	2,951	-	41,560	-	-	0.00%
Conditional Grants	-	1,051	2,100	-	-	2,100	-100.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	876,553	888,096	890,059	821,785	947,104	57,045	6.41%
OPERATING EXPENSES							
Salaries, Wages & Benefits	524,163	431,172	487,983	470,189	526,449	38,466	7.88%
Contracted & General Services	606,715	558,120	563,426	418,936	671,810	108,384	19.24%
Materials, Goods, Supplies & Utilities	690,186	758,933	703,659	730,890	846,900	143,241	20.36%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	15,000	23,273	15,000	13,573	20,000	5,000	33.33%
Debt Service & Interest	120,295	119,274	120,295	120,295	87,025	33,270	-27.66%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	1,956,359	1,890,772	1,890,363	1,753,883	2,152,184	261,821	13.85%
UTILITIES - WATER NET	1,079,806	1,002,676	1,000,304	932,099	1,205,080	204,776	20.47%



Utilities - Operating Budget Continued

SEWER	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	774,349	773,748	741,049	602,520	878,696	137,647	18.57%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	119,242	-	39,472	-	-	0.00%
Conditional Grants	-	1,050	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	50,000	50,000	-	50,000	-100.00%
TOTAL: REVENUES	774,349	894,040	791,049	691,992	878,696	87,647	11.08%
OPERATING EXPENSES							
Salaries, Wages & Benefits	551,231	380,692	484,674	399,453	850,350	365,676	75.45%
Contracted & General Services	1,677,427	1,694,131	1,763,168	1,569,661	1,229,129	534,039	-30.29%
Materials, Goods, Supplies & Utilities	324,162	332,851	332,813	304,963	437,574	104,761	31.48%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	50,000	2,000	50,000	-	25,000	25,000	-50.00%
Debt & Interest	134,070	132,874	134,070	134,070	87,025	47,045	-35.09%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	2,736,890	2,542,549	2,764,725	2,408,148	2,629,078	135,647	-4.91%
UTILITIES - SEWER NET	1,962,541	1,648,509	1,973,676	1,716,156	1,750,382	-223,294	-11.31%
NATURAL GAS							
	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	2,193,280	2,838,565	3,097,015	3,010,604	3,618,435	521,420	16.84%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	2,040	-	2,081	-	2,000	81	-3.89%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	30,514	-	-	-	-	0.00%
Conditional Grants	-	1,050	-	63,111	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	2,195,320	2,870,129	3,099,096	3,073,714	3,620,435	521,339	16.82%
OPERATING EXPENSES							
Salaries, Wages & Benefits	500,723	553,104	560,508	450,433	470,905	89,603	-15.99%
Contracted & General Services	357,741	302,871	240,636	92,186	247,775	7,139	2.97%
Materials, Goods, Supplies & Utilities	1,066,396	1,761,412	1,931,736	1,697,518	2,430,078	498,342	25.80%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debt & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	1,924,860	2,617,387	2,732,880	2,240,137	3,148,758	415,878	15.22%
UTILITIES - NATURAL GAS NET	-270,460	-252,742	-366,216	-833,577	-471,677	-105,461	28.80%

BASE BUDGET HIGHLIGHTS








Expenses

Salaries, wages and benefits increased due to 65th to 70th percentile adjustment and merit increases. The Natural Gas revenues and corresponding expenses have increased to reflect the increase in gas purchases. The increase in salaries for Sewer is reflective of three FTEs added to the base budget for taking over the BNR plant. The costs of Corix contract have been adjusted to reflect the end of the contract mid-year. The backflow preventer subsidy program has only been budgeted at 50% due to low uptake.





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

2023 Net Operating Budget	\$3,031,745
2022 Net Operating Budget	\$2,690,851
Budget Change	\$340,894
% Change	12.67

2022 Key Accomplishments

- Completion of water quality sampling program and lake water quality reports for 2022. 
- Construction of two major wetland projects under the provincial Wetland Replacement Program, with 100% funding. 
- Approval of the Lac La Biche Watershed Management Plan's implementation plan by Council. 
- Enhancements made to the Community Garden, including installation of new raised garden beds and other site beautification.  
- Major site improvements made to both County landfills, with enhancement of many on-site recycling programs.  
- Recognized by the Alberta Recycling Management Authority as a Collection Site Award of Excellence winner, chosen for delivering exceptional recycling programs at all landfills and transfer sites. 

2023 Proposed Initiatives

- Purchase of new ASB rental equipment to provide a higher quality of service to local producers. 
- Restoration of slope failure at Beaver Lake Landfill. 
- Enhancement of seasonal mowing service levels, including the entrance/exit areas of Lac La Biche and Plamondon and other areas throughout the County.  

Purpose

The Environmental Services department provides three types of services: waste & recycling management, environmental services, and agricultural services. The department operates two landfills and four transfer stations, in addition to the curbside pickup program. Staff also educate the public on environmental stewardship, planning a variety of 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 Community Garden, the Rural Beautification Award, the 100 Year Farm Family Award, conducting ASB meetings, and public outreach & education (among other initiatives) are all offered to support local producers.

Key Priorities

- Enhancement of recycling services to accommodate county businesses and organizations that do not currently have the resources/tools to properly do so.
- Implementation of the newly approved Watershed Management Plan (WMP), which includes additional data collection to assist with water quality management and improvement.
- Site enhancement of the Community Garden and improvement of agriculture-related services.

Service Levels

AGRICULTURAL SERVICE BOARD (ASB)

Advisory board for making recommendations to Council on agriculture related policies and other matters.

Meets approximately 8 times a year to discuss programs and services relevant to the agricultural community and the municipality as a whole. Municipalities are required by provincial legislation to have an ASB.

The ASB participates in the Provincial Invasive Species Council programs

AGRICULTURAL PROGRAMS AND SERVICES DELIVERY

The department administers programs and services relevant to the agricultural sector, including weed control, pest control, and predator control. Other programs and services delivered by the department include:

- **Rural Beautification Award:** An award provided to a farmstead or acreage that has gone the extra mile to beautify their property to improve the County's overall image. The service level is to complete the installation of the program award sign in the year of the award.
- **One-hundred-year Farm Family Award:** this program honours farm families that have been farming in Lac La Biche County (or its previous names) for at least 100 years.
- **Community Garden:** The department maintains the Alexander Hamilton Community Garden. The garden serves as an outdoor space for some residents to get physical exercise while growing healthy food which may or may not be available commercially. An acceptable service level is having the 40 plots ready for seeding by the first week of June.

VEGETATION, PEST & PREDATOR CONTROL

Agricultural Services has a robust vegetation management program that includes:

- **Roadside mowing program:** mowing of all municipal roads, some sub-divisions and some infrastructures and sites such as landfills, lagoons, water treatment plants, airport to control grass, broadleaves, and woody vegetation. The service level varies depending the location. For example, for roadside mowing, the service level is two shoulder passes each season while for the airport, the service level is maintaining the vegetation on regular basis at a safe short height to make it safe for vehicular and aviation navigation.
- **Weed inspection and control:** Under the authority of the Weed Control Act, Municipal Weed Inspectors conduct regular inspection of fields for noxious and prohibited noxious weeds. The expectation is that each year, 500 inspections will be completed. On all municipal properties with designated weeds, the service level is to control the noxious and prohibited noxious weeds using integrated approaches such as rouging, mowing, and herbicide application.
- **Pest and Disease inspection and control:** Agricultural Services conducts periodic surveys for insects, diseases and agricultural pests that have the potential to cause economic loss to the County's agricultural sector. These include clubroot, fusarium, blackleg, grasshopper etc. The department also assists

producers to control or prevent livestock predation caused by coyotes and wolfs.

- **Do not Spray program:** Agricultural Services manages the County's No spray program. The success of the program is measured by the time No Spray signs are installed following the program deadline. The service level is to have signs for approved applications installed before June 15th of each year.
- **Fence Line Spraying:** As part of controlling noxious and prohibited noxious weeds on municipal roadsides, landowners with properties adjacent to municipal roads may receive free fence line spray application if requested.
- **Chemical Sales:** Sale of agricultural chemicals to residents with the appropriate permit (or for those who own at least 80 acres). The ASB Warehouse stores these chemicals and complies with regulations at different levels of government. The department is responsible for maintaining accurate inventory and providing professional advice to all residents interested in purchasing chemicals.
- **Tree Seedling Program:** Lac La Biche County is beautiful and welcomes by nature. Trees in the landscape form a major part of the County's natural beauty. Agricultural Services sources and sells tree seedlings to residents to help beautify the environment while protecting valuable resources and the overall landscape. It is planned that, each year, at least 500 seedlings will be made available for residents to purchase.
- **Veterinary Services Incorporated (VSI):** Council's support for the agricultural community includes the County's participation in the provincial VSI program. As part of the program, the County subsidizes eligible livestock health cost to eligible producers.
- **Equipment Rental:** Under the direction of the ASB, the County's Agricultural Services rents out agricultural equipment such as seeders, sprayers, land rollers to local residents, especially those in the agricultural sector. This program overall, helps reduce the Producer's operational cost, thereby, increasing their profit margin.
- **Education and Outreach**
 - LARA events (ex: dugouts workshops, environmental farm plan seminars)
 - Open houses and workshops
 - Agriculture Appreciation Day
 - Involvement with Safety Days
- **Sponsorship and Bursaries**
 - In-kind and monetary support of agricultural community organizations (AG societies, 4H, Rural Women's Conference Committee, Farm Safety, AB Invasive Species), and student bursaries.

WATERSHED QUALITY MANAGEMENT:

Implementation of the County's Watershed Management Plan (WMP)

Weekly Watershed Quality Monitoring (lake sampling, beach sampling, inflow sampling, fecal coliform source tracking) and reporting

Liaison/networking with watershed groups/organizations.

Sharing of water quality data with other groups.



EDUCATION AND OUTREACH:

Annual events

Youth programs (Mad About Science).

Open houses and workshops.

PROGRAMS AND SERVICES:

Public resale programs (composters, rain barrels, green cones).

Respond to inquiries pertaining to environmental impact activity

Coordination of recycling programs as per the County's waste reduction goals, including waste audits and reporting.

Internal programs (and operations) as administered via the Corporate Green Team.

ENVIRONMENTAL SUPPORT:

Assist other departments with the protection of the environment (ex: review of subdivision applications, County policies and procedures).

Internal and external compliance with provincial and federal environmental regulations.

Records search for Environmental Phase I Site Assessments.

LANDFILL AND TRANSFER STATION SITE OPERATIONS

Daily operations of two landfills and four transfer stations. Transfer Stations are open two days a week. Beaver Lake Landfill is open six days a week and Plamondon Landfill is open five days a week.

Sites are open to the public 7.5 hours daily.

Composting services at Beaver Lake Landfill (in progress).

Waste disposal and recycling services at all sites.*

Equipment operations.

Site preparation and maintenance.

Annual tonnages for waste and recycling received at the landfills and transfer stations are weighed and documented (and included in annual reports to Alberta Environment and Parks, AEP).

EDUCATION & OUTREACH

Annual events, youth programs, open houses and workshops.

PROGRAMS AND SERVICES

Community based*:

- Curbside Pickup Program (Waste and Recycling)
- Household Hazardous Waste Roundups (HHWR)
- Shred-It
- Composting Workshops
- Resale Programs (composters and green cones)
- Christmas Tree Recycling
- Recycling Trailer
- Public education & outreach
- Annual 'Green Initiatives' Calendar (received international award)
- Environmental Stewardship Awards

*Performance measurables are documented annually for all recycling programs.



Environmental Services - Operating Budget

WASTE & RECYCLING MANAGEMENT	2021	2021	2022	2022	2023	BUDGET	BUDGET
	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	CHANGE (\$)	HANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	715,244	875,398	715,244	891,973	880,844	165,600	23.15%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	937	-	37	-	-	0.00%
Conditional Grants	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	8,077	-	-	-	-	0.00%
TOTAL: REVENUES	715,244	884,412	715,244	892,010	880,844	165,600	23.15%

OPERATING EXPENSES							
Salaries, Wages & Benefits	1,337,408	1,386,568	1,378,200	1,373,382	1,438,490	60,290	4.37%
Contracted & General Services	946,685	1,164,064	930,421	723,630	1,139,847	209,426	22.51%
Materials, Goods, Supplies & Utilities	144,966	115,555	155,702	85,677	240,527	84,825	54.48%
Other Expenditures	-	548	-	110	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	2,000	-	-	0.00%
Debenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	2,429,059	2,666,734	2,464,323	2,184,800	2,818,864	354,541	14.39%

WASTE & RECYCLING MANAGEMENT NET	1,713,815	1,782,323	1,749,079	1,292,790	1,938,020	188,941	10.80%
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ENVIRONMENTAL SERVICES	2021	2021	2022	2022	2023	BUDGET	BUDGET
	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	CHANGE (\$)	HANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	4,500	3,191	4,500	1,717	4,500	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	-	-	-	-	-	0.00%
Conditional Grants	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	4,500	3,191	4,500	1,717	4,500	-	0.00%

OPERATING EXPENSES							
Salaries, Wages & Benefits	245,094	243,610	245,584	254,113	271,427	25,843	10.52%
Contracted & General Services	45,160	45,415	60,605	31,633	58,201	2,404	-3.97%
Materials, Goods, Supplies & Utilities	21,840	11,934	25,300	22,407	22,005	3,295	-13.02%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	312,094	300,960	331,489	308,153	351,633	20,144	6.08%

ENVIRONMENTAL SERVICES NET	307,594	297,769	326,989	306,365	347,133	20,144	6.16%
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Environmental Services - Operating Budget Continued

AGRICULTURE SERVICES	2021	2021	2022	2022	2023	BUDGET	BUDGET
	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	CHANGE (\$)	CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	14,265	12,187	14,300	19,724	16,500	2,200	15.38%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	-	-	8,420	500	500	0.00%
Conditional Grants	118,000	118,153	118,000	118,653	118,153	153	0.13%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	132,265	130,340	132,300	146,797	135,153	2,853	2.16%
OPERATING EXPENSES							
Salaries, Wages & Benefits	484,266	461,817	472,324	472,265	551,517	79,193	16.77%
Contracted & General Services	69,039	26,838	79,959	63,970	87,924	7,965	9.96%
Materials, Goods, Supplies & Utilities	48,150	48,436	78,300	36,046	127,804	49,504	63.22%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	114,960	109,050	116,500	101,500	114,500	2,000	-1.72%
Debt Service & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	716,415	646,141	747,083	673,782	881,745	134,662	18.03%
AGRICULTURE SERVICES NET	584,150	515,801	614,783	526,985	746,592	131,809	21.44%

BASE BUDGET HIGHLIGHTS

Expenses

Salaries, wages and benefits increased due to 65th to 70th percentile adjustment and merit increases.

Waste and Recycling contracted services increase for mattress recycling at both landfills (\$25K)

Increase in site maintenance for Owl River transfer station road-widening (\$10K) and Plamondon landfill (\$20K).

Increase for cement crushing at both landfills, for \$65K.

Increase for road surface controls at both landfills for \$40K - Alberta Environment & Parks request.

Agriculture services increase cost due to inflationary factors on chemicals and increase in materials for Community Garden maintenance.

Planning & Development

2023 Net Operating Budget	\$1,009,137
2022 Net Operating Budget	\$1,138,298
Budget Change	-\$129,161
% Change	-11.35

Purpose

The Planning and Development department regulates the development of residential, commercial, industrial and institutional buildings and uses by guiding and approving permits. Provincial and federal legislation along with statutory planning documents and County policies assist in guiding regulatory approvals while protecting the natural environment.

2022 Key Accomplishments

- Issued 142 development permits, accepted 20 subdivision applications, processed 12 PD files (including rezoning, adoption of new statutory plans, etc.) and participated in four appeal hearings. 
- Undertook amendments to the Land Use Bylaw to reduce red tape and provide clarification. 
- Completed the updated Municipal Development Plan and Lac La Biche East Area Structure Plan.  
- Completed the review and approval of the County's Land Lease Policy, License of Occupation Policy and Road Closure Policy. 
- Worked with Economic Development on Brand Standards & Placemaking Strategy project, business licensing and ongoing new development inquiries.  

Key Priorities

- Complete re-write of the Land Use Bylaw (last approved in 2017).
- Complete review and update of existing Area Structure Plans.
- Renew Safety Codes Contract.
- Update outdated Planning Policies and Procedures.

Service Levels

LONG RANGE PLANNING

Statutory Planning

- Create and maintain Municipal Development Plan, Inter-Municipal Development Plans, Area Structure Plans, Area Re-Development Plans and Outline Plans.

Planning Studies and Reports

- Create and maintain planning studies and reports related to planning policy on matters ranging from land use planning, sustainability and downtown revitalization.

Collaboration

- Coordinates, collaborates and communicates planning related initiatives and land use matters within the County and adjacent municipalities to internal and external departments.

LAND DEVELOPMENT PLANNING

Subdivisions

- Review and process applications, referrals, recommendations, decisions, endorsement and data stewardship.

Plan Amendments

- Process applications to amend existing and to create new localized planning documents. Provide support and guidance on obtaining approvals.

Rezoning Applications

- Review and process rezoning applications. Complete necessary referrals and provide guidance and support in the bylaw approval process. Complete all requirements under the MGA and maintain data stewardship.

Land Use Bylaw Amendments

- Review and process text amendment applications. Complete necessary referrals and provide guidance and support in the bylaw approval process. Complete all requirements under the MGA and maintain data stewardship.

LAND MANAGEMENT

Land Leases

- Process applications in accordance with Land Lease Policy.

Encroachment Agreements

- Process applications in accordance with Encroachment Agreement Policy.

License of Occupation Agreements

- Process applications in accordance with License of Occupation Policy.

Road Closure Bylaws

- Process applications and complete all necessary referrals. Complete reporting to Council and obtain Ministerial approval for final endorsement. Maintain data stewardship.

Land Sales

- Receive applications and process in accordance with Land Sales Policy.

DEVELOPMENT PERMITTING

Development Permits

- Process development applications, complete necessary internal and external referrals. Provide decisions and recommendations to the Development Authority in accordance with the Land Use Bylaw. Complete reporting and maintain data stewardship. Yearly review of issued permits to confirm compliance and completion of approval conditions. Work with GIS on assigning Municipal Addresses and notification letters for new development. Prepares Letters of Concurrence for communication towers.

Management of Development Agreements

- Process Development Agreements, monitor deliverables, manage security.

SAFETY CODES

Contract Management

- Revise, review and update contract with service provider.

Inspections and Compliance Monitoring

- Review issued and closed permits to ensure compliance as per the Quality Management Plan.

Monthly Reconciliation

- Process and reconcile monthly permit billing.

Yearly Audit

- Complete yearly audit of all closed files.

ADMINISTRATIVE MANAGEMENT

- Prepare budget in accordance with MGA requirements, collaborate with internal departments and complete in a timely manner.
- Provides input on County's strategic plan and corporate business plan. Incorporate plans into planning's policies.
- Establish department business plan.
- Complete staff performance evaluations. Meet quarterly to discuss progress.
- Assist Legislative Services with completing FOIP request and complete Routine Disclosure requests upon submission for planning and development related matters.
- Review, prepare and issue Compliance Certificates or Notice of Non-Compliance.
- Provides strategic advice and direction on planning and development related matters to internal and external committees and agencies.
- Provides accurate detail follow up on Councillor Information Action Requests.



Planning & Development - Operating Budget

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	250	-	500	855	500	-	0.00%
Licenses and Permits	173,800	190,213	164,000	144,844	107,150	- 56,850	-34.66%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	16,000	21,773	10,000	5,206	10,000	-	0.00%
Conditional Grants	58,000	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	248,050	211,986	174,500	150,905	117,650	- 56,850	-32.58%
OPERATING EXPENSES							
Salaries, Wages & Benefits	802,904	567,838	723,928	713,809	766,753	42,825	5.92%
Contracted & General Services	559,135	189,981	581,170	254,989	352,834	- 228,336	-39.29%
Materials, Goods, Supplies & Utilities	6,900	1,581	7,700	1,464	7,200	- 500	-6.49%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	21,773	-	-	-	-	0.00%
TOTAL: EXPENSES	1,368,939	781,173	1,312,798	970,262	1,126,787	- 186,011	-14.17%
PLANNING & DEVELOPMENT NET	1,120,889	569,187	1,138,298	819,356	1,009,137	-129,161	-11.35%

BASE BUDGET HIGHLIGHTS

Revenue

Reduction of \$56K is estimated for permitting activity.

Expenses

Salaries, wages and benefits increased due to 65th to 70th percentile adjustment and merit increases.

\$130K reduction in contracted services for MDP update and other engineering expenses.

\$80K reduction in contracted services for Safety Codes permits contract.

Economic Development

2023 Net Operating Budget	\$1,231,071
2022 Net Operating Budget	\$1,293,033
Budget Change	-\$51,162
% Change	-3.99

Purpose

Economic Development encourages business growth, new investment attraction and tourism industry development in Lac La Biche County and the surrounding region. The department does this through a combination of information-sharing and relationship-building, market analysis, business support initiatives, marketing and outreach, and projects designed to enhance the local business climate and visitor experiences.




2022 Key Accomplishments

- Successfully applied for cooperative funding through Travel Alberta to support the Northeast Collaborative (#TakeItToTheLake/#NEAB) tourism marketing campaign. 
- Successfully applied for funding through the federal government's Tourism Relief Fund to support the Northeast Collaborative's new destination development and training project. 
- Developing the County's Brand Standards & Placemaking Strategy in conjunction with other departments, with completion expected before the end of 2022.  
- Developing the County's Wayfinding & Interpretive Signage Inventory, Needs Assessment and Implementation Plan, with completion expected in 2023. 
- Developed and Launched a Business Improvement Program Pilot Project. Nearing completion of year 1 of the pilot and preparing for years 2 and 3. 
- Completed a bilingual signage project in partnership with Conseil de développement économique de l'Alberta (CDEA). 
- Hosted the Lieutenant Governor of Alberta 2021 Distinguished Artist and 2022 Emerging Artist awards in partnership with Portage College. 
- Launched the Economic Development Advisory Committee. 
- Produced a Commercial/Retail Investor Fact Sheet. 
- Supported investment inquiries and developed customized investor needs assessment packages in timely fashion to requests for information. 
- Received Council approval to contract Webster Global for a 2023 SiteLink Forum to showcase the County on an international scale.  

Key Priorities

- Working with existing retail, commercial, industrial and tourism businesses.
- Continuing to attract new businesses and residents.

2023 Proposed Initiatives

- Regional Trade Area Study Update. 
- Investment readiness assessment. 
- Shop Local Campaign. 

Service Levels

MARKETING

To develop and execute comprehensive marketing campaigns promoting Lac La Biche County

BUSINESS RETENTION

Develop strategies and campaigns to promote business growth in the County.

Actively participate in business networks within the community and region to promote the County and understand business issues.

BUSINESS ATTRACTION:

Attend various trade shows and developer forums marketing Lac La Biche County and the region as lucrative investments in Alberta.

Economic Development - Operating Budget

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	-	-	-	-	-	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	-	-	-	-	-	0.00%
Conditional Grants	130,332	85,000	95,952	15,000	95,952	-	0.00%
Transfer To/From Reserves	-	-	20,000	20,000	-	20,000	-100.00%
TOTAL: REVENUES	130,332	85,000	115,952	35,000	95,952	20,000	-17.25%
OPERATING EXPENSES							
Salaries, Wages & Benefits	282,412	197,201	277,185	292,077	298,748	21,563	7.78%
Contracted & General Services	811,700	272,959	1,059,850	475,070	989,625	70,225	-6.63%
Materials, Goods, Supplies & Utilities	47,522	14,929	41,150	7,271	38,650	2,500	-6.08%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	20,000	27,015	-	20,000	-100.00%
Debt Service & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	1,141,634	485,088	1,398,185	801,434	1,327,023	71,162	-5.09%
ECONOMIC DEVELOPMENT NET	1,011,302	400,088	1,282,233	766,434	1,231,071	-51,162	-3.99%

BASE BUDGET HIGHLIGHTS

Expenses

Salaries, wages and benefits increased due to 65th to 70th percentile adjustment and merit increases. SiteLink Forum budget increase of \$75K is included.

Placemaking POI and Lieutenant Governor of Alberta Arts Awards are not budgeted for 2023, reducing budget by \$122K. Wayfinding & Interpretive Signage POI budget is reduced by \$55K.





Family & Community Support Services (FCSS) and Community Development

2022 Net Operating Budget	\$1,787,030
2021 Net Operating Budget	\$1,584,930
Budget Change	\$202,100
% Change	12.75

Purpose

The FCSS department includes four distinct services with mandates, objectives, and funding merging to support well-being and resilience for the citizens of Lac La Biche County. Community Access / Paratransit and Child Mind are fully funded by the County; the Northern Lakes Family Resource Network is a service agreement between the Alberta Government and Lac La Biche County. FCSS-specific programs are funded through a partnership agreement between Lac La Biche County and the Alberta government, and are governed by a Provincial Act and Regulation.









2022 Key Accomplishments

- Transitional Housing Project: purchased a six-unit drill camp to utilize for the building and completed renovation work. 
- Maintained a full suite of programs across age demographics, moving from virtual programs to hybrid to fully in-person. Programs included seniors' isolation relief programs, summer camps for youth, "Welcome Home" packages to welcome newcomers to the community, community information and referral services, etc.  
- Temporary Homeless Camp set-up and supports: transportation, contracted services for wood, utilities, etc. This facility continues to operate until the Transitional Housing facility is operational. 

Key Priorities

- Full time programmer supports for families with children aged 7-12 years.
- Two .8 FTE Young Family Programmer 2 positions to support parents and early childhood development.
- Expanded hours for the Community Access/Paratransit services.
- Truth & Reconciliation Event.
- Social Development Plan for Lac La Biche County.

2023 Proposed Initiatives

- Full-time programmer supports for families with children aged 7-12 years. 
- Expanding parenting support programs. Pandemic circumstances revealed the lack of natural supports available for many people without extended family in the community.  
- Expanding operational hours for Paratransit and Community Access program. This includes longer hours on weekdays and a seven-hour day on Saturdays.  
- Begin work on a Social Development plan for the County, to create synergies among the municipality's service providers and supports, both formal and informal, to foster a more resilient community.  
- Truth & Reconciliation Event: to plan for an event that will educate the public about this work, encourage our neighbours in their efforts to this end, and to build toward a more cohesive region.  

Service Levels

EARLY CHILDHOOD (0-6 YEARS):

Fall / Winter / Spring programs

- Weekly in-house 2 programs
- Bi-Weekly in-house 1 program
- Monthly in-house 1 program
- Partner Programs Weekly 4 programs

Summer programs 4 programs

Events 3x/yr

On-going services throughout the year

- Ages & Stages supports

CHILDREN (7-12 YEARS):

Fall / Winter / Spring programs (2 programs / month)

Summer programs (1 program / week)

Irregular programs (6 x / year)

One-on-one supports (children)

Networking with community agencies

Summer Camp - 4 days for 1 week

YOUTH (13-18 YEARS):

Full Year programs 1 program bi-weekly

Oct-June - 1 program bi-weekly

Summer Camp - 5 days for 1 week

July-Sept- 1 program

Youth volunteer development - 1 program, 6x/year

One-on-one service (youth)

Networking with community agencies

FAMILIES / ADULTS:

Family programs

- 2x / month, 8 months/yr (Family Resource Network)
- 1 programs 1x / month, 9 months/yr
- 1 program 6x /year
- 1 program 4x /year
- 2 partner programs 1x/month, 9 months/yr

Parent support groups 4 programs

- 1x/week, 7 months/yr
- 1x/week, 5 months/yr
- 1/month / 10x/year (Family Resource Network)
- Triple P seminars (Family Resource Network)
- Parenting workshops 6x / year

Programs connecting adults

- 1x/week, 45 weeks/year
- 1x/month, 8 x/year

Events 2x/yr (Family Resource Network)

Events 2x/yr (Family Day, Carnival Night)

One-on-one supports (parents) (Family Resource Network).

SENIORS:

Weekly programs 2 programs / 50 wks/yr

Monthly programs 1/month 10x/yr

Summer programs 1/month 6x/yr

Irregular programs (3 days/week, 8 wks/yr, 4 x/yr)

Events 5x/yr

One-on-one service

Networking with community agencies

COMMUNITY DEVELOPMENT:

Community development activity

- Transitional Housing Project
- FCSS Board / Grant Program
- Social Awareness / Prevention events/activities (i.e. Chalk the Walk, Orange Shirt Day, etc.)
- Block Party Program

Interagency 6x/yr; 1 large event bi-annually

Information & Referral

- Community Services Directory
- Pocket Directory
- Community Awareness Event
- General Community inquiries
- Welcome Home Kits

Volunteer Supports

- Board development workshops 1-2x/yr
- Volunteer Week Celebration
- Snow Angels

Emergency Social Services - planning, training, execution (if needed)

CHILD MINDING:

Drop in child minding service:

- September-March 32 hours/week
- April-June 44 hrs/week

Indoor Playground supervision

- September-March 14 hrs/week
- April-August 14 hrs/week

Programs / Program Supports

- September-March 6 hrs/week
- April-June 6 hrs/week
- Summer Kids Program (July-August)

Events / Programs Supports

140 hrs annually

Birthday Program 90 hrs/yr

COMMUNITY ACCESS SERVICE (PARATRANSIT, TRANSPORTATION SERVICE)

Paratransit Service 6.5 hrs/day, 5 days/week (excluding statutory holidays), 52 weeks/year

Community Access Service 6.5 hrs/day, 5 days/week (excluding statutory holidays), 52 weeks/year

Event transportation for seniors, general public: 8x year

Programs supports out of regular hours: 12x/year

Transportation to and from temporary homeless camp 3x/day, 7 days/week



FCSS & Community Development - Operating Budget

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	69,880	28,505	54,680	45,233	51,080	- 3,600	-6.58%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	9,516	-	297	-	-	0.00%
Conditional Grants	403,697	410,433	404,197	419,997	404,197	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	473,577	448,454	458,877	465,527	455,277	- 3,600	-0.78%
OPERATING EXPENSES							
Salaries, Wages & Benefits	1,128,534	1,051,664	1,273,842	1,094,869	1,332,750	58,908	4.62%
Contracted & General Services	296,376	96,770	304,193	154,935	343,359	39,166	12.88%
Materials, Goods, Supplies & Utilities	180,154	136,280	182,772	112,674	284,748	101,976	55.79%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	314,250	245,623	283,000	254,813	281,450	- 1,550	-0.55%
Debtenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	1,919,314	1,530,338	2,043,807	1,617,291	2,242,307	198,500	9.71%
FAMILY AND COMMUNITY SUPPORT							
SERVICES NET	1,445,737	1,081,884	1,584,930	1,151,764	1,787,030	202,100	12.75%

BASE BUDGET HIGHLIGHTS

Expenses

Salaries, wages and benefits increased due to 65th to 70th percentile adjustment and merit increases.

Community Grants

2023 Net Operating Budget	\$1,607,230
2022 Net Operating Budget	\$2,057,614
Budget Change	-\$450,384
% Change	-21.89

Purpose

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

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

2022 Key Accomplishments

Made the following funding available for community group supports (rounded):

- \$452,000 in operational grants under the Recreational/Cultural Operating Grant Program.
- \$394,000 in operating funding to the PDCDS, including staffing costs.
- \$138,000 in funding to resurface the parking lot at the Craighend Hall.
- \$535,000 in capital projects assistance approved under the Capital Projects Assistance Grant program.
- \$149,000 made available in funding for events.
- \$135,000 in operational funding issued to the Lakeland interpretive Society.
- \$100,000 in sponsorship contributions to Portage College.
- \$42,000 for contributions to community cemeteries through the Community Cemetery Improvement Program.
- \$29,000 for insurance coverage to community organizations.
- \$7,500 for hall inspections.
- \$7,500 for ad hoc grants.
- \$7,500 for the Sporting Event Attendance Program.



Key Priorities

- Establish service level expectations for community halls to help guide capital funding decisions.
- Incorporate hall inspections into capital funding prioritization.
- Establish quarterly standing meetings with recipient organizations.
- Codify the grant administration processes through a standard operating procedure.

2023 Proposed Initiatives

- Administration is proposing a new .6 FTE grants clerk. This position would assist in administering the County's community grant programs, as well as with obtaining grant funding for County projects.



The cost of this position is estimated to be \$48,065 per year, including benefits.

Service Levels

SEEKING OUT AND IDENTIFYING ELIGIBLE PROJECTS

Seeks out funding opportunities under new and existing grant streams in order to obtain grant revenue for Lac La Biche County

Works with other Lac La Biche County departments to identify projects that meet the criteria of available and future grant funding programs.

Evaluates eligibility and program parameters of grant funding opportunities and determines whether an application should be pursued.

Develops and submits grant applications for County projects.

GRANT FUNDING AGREEMENT MONITORING AND COMPLIANCE

Consolidates financial information and supporting documentation from other departments for the purpose of project reporting, as well as internal financial audit compliance.

Monitors funding program agreements to ensure projects continue to follow eligibility requirements.

Liaises with the grant provider on projects.

GRANT REPORTING

Completes annual and interim reporting for grant funding projects, including the preparation and submission of reporting documents to grant providers.

Prepares information and reporting documents pertaining to grant funding for the County's year-end financial reporting (audit).



Community Grants - Operating Budget

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	-	-	-	-	-	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	276	-	-	-	-	0.00%
Conditional Grants	118,153	129,252	118,153	150,862	123,824	5,671	4.80%
Transfer To/From Reserves	-	-	429,164	434,164	141,000	- 288,164	-67.15%
TOTAL: REVENUES	118,153	129,528	547,317	585,026	264,824	- 282,493	-51.61%
OPERATING EXPENSES							
Salaries, Wages & Benefits	-	-	-	-	-	-	0.00%
Contracted & General Services	3,450	2,327	2,500	1,967	2,500	-	0.00%
Materials, Goods, Supplies & Utilities	-	-	-	-	-	-	0.00%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	2,394,765	1,651,175	2,607,431	2,182,179	1,869,554	- 737,877	-28.30%
Debt Interest & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	2,398,215	1,653,501	2,609,931	2,184,145	1,872,054	- 737,877	-28.27%
COMMUNITY GROUP SUPPORT NET	2,280,062	1,523,973	2,057,614	1,599,119	1,607,230	-450,384	-21.89%

BASE BUDGET HIGHLIGHTS

Expenses

The grant programs are included in the base budget at prior-year levels. This eliminated any additional funding Council approved throughout 2022.











The slight increase in revenues is reflecting the actual grant allocation by the Province.

The reduction in budget is reflective of the reserve transfer for Health Professional Retention as well as reduction of added capital budgets.




Recreation & Culture

2023 Net Operating Budget	\$2,987,526
2022 Net Operating Budget	\$2,808,858
Budget Change	\$178,668
% Change	6.36

2022 Key Accomplishments

- Enhanced cultural and community programs and supported community events. 
- Completed and presented the Museums Sustainability report (working with museums to create business plans for each museum as well as collective aspects). 
- Created consistent service levels and funding agreements with Lac La Biche County Libraries and Lac La Biche Museum.  
- Continued work on Sport Tourism and development of community assets (highlight sheet, facility/venue inventory, grant spreadsheet for rec/sport and culture groups, etc.) 
- Secured \$99,000 Healthy Communities Initiative grant for Bold Center outdoor patio project. 
- Obtained 13-week Canadian Parks and Recreation Association Special Projects Assistant to support the department's activities.  
- Developed process for online campground bookings and established conditions of use and operating hours for outdoor sports fields, in conjunction with Parks & Facilities.  

2023 Proposed Initiatives

- Bold Center mini-rink proposal - \$25,000 (grants and sponsorship being sought) 
- Bold Center/Aquatics capital equipment replacements - \$68,300 
- Sport Tourism - \$94,575 carry-over from 2022 to hire contractor to complete objectives/build capacity 

Purpose

The Recreation & Culture department is responsible for the development, facilitation, efficient administration and financial management of all recreation, culture, fitness and aquatics programs, services and 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's core functions include:

- Programming, services, and events.
- Recreation facility administration (customer service, memberships, registrations, risk management, system applications).
- Community initiatives and engagement.
- Education and advocacy.

The department is comprised of recreation and culture, aquatic and fitness programming, customer service and administrative staff.

Key Priorities

- Create department mandate, revise core functions, communication strategies and service level delivery to create efficiencies, reduce duplication and reflect current demographics and community needs/gaps.
- Enhance Sport & Cultural Tourism, training opportunities and sustainability in the community. Work with sport and heritage (arts and culture) groups to build community capacity and collaboration to plan, market and host more events.
- Develop Aquatics leadership/mentoring program (working with high school/curriculum) as part of a staff attraction and retention strategy.
- Continue to enhance membership attraction and retention strategies with accessible options for community residents, as internal resources allow.

Service Levels

BOLD CENTER ADMINISTRATION/CUSTOMER SERVICE

Operates 362 days per year (closed Christmas, Boxing and New Years Day)

First point of contact in person and phone; responds and directs inquiries, deliveries.

FITNESS FACILITY ADMINISTRATION

Operates 362 days per year (closed Christmas, Boxing and New Years Day)

Fitness Attendants monitor weight/cardio and track areas for safety, risk management, repair and maintain equipment, provide assistance to clients/members, provide customer services, etc.

PORTAGE POOL ADMINISTRATION/CUSTOMER SERVICE

Operates 362 days per year (closed Christmas, Boxing and New Years Day)

First point of contact in person and phone; responds and directs inquiries, deliveries.

Accept program registrations, membership & POS sales, general inquiries, and payments.

BOLD CENTER FACILITY ADMINISTRATION/MONITORING

Facility monitoring for drop in recreation opportunities (fieldhouses, ice, track as needed) approximately 51 hours per week (Sept-Jun), as needed over summer and statutory holidays.

Staff distribute equipment, assist with set-up/takedown as per facility schedules, support programs, enforce rules and conditions of use, and provide customer service

Assist with guest service desk coverage and fitness attendant duties as needed

FITNESS PROGRAMMING & TRAINING SERVICES

16 classes per week x 30 weeks = 480/year

10 classes per week x 6 weeks (summer) = 60/year

Average 5 adult and 2 youth fitness workshops per session (20 per year)

Personal/Small Group Training

Administer RxTGA program (consultation, tracking and correspondence)

AQUATICS PROGRAMS & SERVICES

Lifeguarding for lane and public swims, plus rentals (user groups, schools, etc.) offerings

Swim Lesson instruction 4 days per week, summer am/pm lessons & private lessons offered – approx. 2952 lessons offered per year

Leadership Courses x 3 per year (National Lifeguard, Water Safety Instructor, Bronze Cross/Medallion, Aquatic Emergency Care, etc.)

Specialty Programming (Red Cross swim @ camp and Lifesaving Society Swim-to-Survive) & Events (5 events/support at events) & Wubit Swims (1 per month Sept-Jun and once per week over summer months)

RECREATION & CULTURE PROGRAMMING

Recreation and Culture Programs (child/adult/family). Typically offer between 30 and 35 of programs per year

Special Events (Spooktacular, Movies in the Park, Bold Free Day, Family Day, Culture Days etc.) & support to other departments and partners for programs/services

Equipment Rentals (Ultimate Challenge, Bubble Soccer rentals), Birthday Parties & Park and Play Fun Van (provides free programming/activities to support approx. 12 bookings for events)

Summer Shacks (8-week free afternoon recreation summer camp)

GENERAL ADMINISTRATION

Leads and manages Recreation & Culture department and community supports to ensure a coordinated approach to program / service delivery (community development, advocacy, engagement related to initiatives).

Provides strategic leadership, coaching, consultation, and supervision directly and indirectly to all staff engaged in recreation and culture operations, establishing clear direction of responsibilities while balancing municipal accountability and customer service.

Provides administrative coordination and liaison support to the Recreation & Community Services Division to assist in achieving organization vision, goals, and strategies.

Oversees and administers safety initiatives and risk management measures for division based on County standards, provincial and federal legislation.

Oversees administration of the recreation and parks management software/systems applications.

Oversees financial administration and file management for recreation facilities and customer services.

Administers and updates online and digital/social media platforms and publications to effectively market Recreation and Community Services.

Provides support for emergency management and emergency social services as needed.



Recreation and Culture Services - Operating Budget

RECREATION ADMINISTRATION

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	-	-	-	-	-	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	-	-	-	-	-	0.00%
Conditional Grants	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	-	-	-	-	-	-	0.00%
OPERATING EXPENSES							
Salaries, Wages & Benefits	-	-	-	-	-	-	0.00%
Contracted & General Services	50,900	29,430	197,500	33,923	154,475	43,025	-21.78%
Materials, Goods, Supplies & Utilities	9,900	10,650	11,900	14,783	12,600	700	5.88%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debtenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	60,800	40,080	209,400	48,705	167,075	42,325	-20.21%
RECREATION ADMINISTRATION NET	60,800	40,080	209,400	48,705	167,075	-42,325	-20.21%

RECREATION PROGRAMS

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	374,840	208,554	371,040	372,077	303,555	67,485	-18.19%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	120	-	60	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	2,667	-	17,210	-	-	0.00%
Conditional Grants	-	-	7,300	13,543	-	7,300	-100.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	374,840	211,340	378,340	402,889	303,555	74,785	-19.77%
OPERATING EXPENSES							
Salaries, Wages & Benefits	1,769,997	1,529,642	2,040,359	1,886,544	2,102,013	61,654	3.02%
Contracted & General Services	149,299	59,126	176,288	78,210	263,512	87,224	49.48%
Materials, Goods, Supplies & Utilities	78,126	61,773	68,541	44,123	52,325	16,216	-23.66%
Other Expenditures	-	7,623	-	38	-	-	0.00%
Transfers To Organizations & Individuals	9,000	4,091	9,000	8,163	9,000	-	0.00%
Debtenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	2,006,422	1,662,256	2,294,188	2,017,078	2,426,850	132,662	5.78%
RECREATION PROGRAMS NET	1,631,582	1,450,915	1,915,848	1,614,189	2,123,295	207,447	10.83%



Recreation and Culture Services - Operating Budget Continued

LIBRARIES & CULTURE	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	-	4,603	-	-	-	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	1,457	-	-	-	-	0.00%
Other Revenues	-	-	-	-	-	-	0.00%
Conditional Grants	-	101,573	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	-	107,633	-	-	-	-	0.00%
OPERATING EXPENSES							
Salaries, Wages & Benefits	-	485,343	-	-	-	-	0.00%
Contracted & General Services	32,044	92,998	32,990	10,259	32,486	504	-1.53%
Materials, Goods, Supplies & Utilities	10,847	95,686	11,700	7,511	14,670	2,970	25.38%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	638,920	49,847	638,920	638,801	650,000	11,080	1.73%
Debt Service & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	687	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	681,811	724,561	683,610	656,572	697,156	13,546	1.98%
LIBRARIES & CULTURE NET	681,811	616,928	683,610	656,572	697,156	13,546	1.98%

BASE BUDGET HIGHLIGHTS

Revenue

The decrease in revenue reflects a reduction in memberships and overall activity in programs.

Expenses

Salaries, wages and benefits increased due to 65th to 70th percentile adjustment and merit increases.

The decrease in Recreation Administration is for the Sport Tourism Committee expenses.

There is a \$100K increase for concerts and events. Otherwise, there is a reduction in contracted services and supplies.

Parks & Facilities







2023 Net Operating Budget	\$7,209,074
2022 Net Operating Budget	\$6,429,282
Budget Change	\$779,792
% Change	12.13

Purpose

Parks & Facilities staff provide safe buildings and outdoor spaces. Parks maintains 135 acres of turf, 40 km of walking trails, 14 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 16 buildings daily, and helps operate Portage Pool, the Plamondon Arena and the Bold Center. They also maintain 64 County-owned facilities, book events at McArthur Place and the Bold Center, and take care of community sponsorships and partnership opportunities.



2022 Key Accomplishments

- Completed the Bold Center Sports Fields project. 
- Completed the Bold Center Food Court with all tenant spaces occupied. 
- Opened Owl River Campground for the first season. 
- Opened Campsite Road boat launch. 
- The outdoor rink resurfacing program was completed with the final two being converted to concrete for all seasons use. 
- Installed three new playgrounds, as well as the addition of swing sets to two existing playgrounds.  
- Developed the Golf Course Construction Plan and irrigation design, and the McArthur Park Construction Plan. 
- Renovated and moved Enforcement Services department into the Protective Services Facility. 

Key Priorities

- Golf Course construction plan to tender for front nine close and rebuild in 2024.
- Golf Course irrigation mainline install.
- Start of McArthur Park construction.

2023 Proposed Initiatives

- Establish a dock replacement program to standardize equipment and parts. 
- Upgrades to Dumasfield and Jubilee Parks to support recreation programs and public use. 



Service Levels

FACILITY OPERATIONS

The department conducts daily, weekly, monthly, and annual check-ins and inspections on 15 buildings. Within the inspections are multiple tasks assigned to our operators. Emergency repairs, office moves, maintenance of curling rink and internal concerns through ticket system are other service levels provided by the department.

MAINTENANCE & CONSTRUCTION:

Staff are responsible for daily, weekly, and monthly maintenance of County Facilities.

- Daily - 7 facilities
- Weekly - 9 facilities
- Monthly - 35 facilities

MAINTENANCE AND CONSTRUCTION:

Construction of smaller capital projects - picnic shelters, washrooms for example

Construction of interior renovations.

Interior repairs

Exterior repairs

Roofing

Handyman work - locks, taps, blinds, etc.

PROJECT MANAGEMENT:

Oversee capital projects

Oversee all trades for any required building maintenance for all 60 facilities.

PARKS WINTER OPERATIONS:

During winter operations, Parks are responsible for the maintenance of 8 outdoor rinks (start up and daily maintenance), 40 kms of walking trails, sidewalks, the Alexander Hamilton Park skating oval, Skate the Lake, snow removal at the Plamondon and Lac La Biche fire halls.

PARKS SPRING OPERATIONS:

During spring operations, Parks is responsible for annual inspections of all 16 playgrounds, including community playgrounds. Other service levels include ice management on walking trails and sidewalks, 13 boat launches, 14 dock installations, ball diamonds and bleachers, and other beautification measures within the County.

PARKS SUMMER OPERATIONS:

During summer operations, there are weekly, biweekly and other maintenance requirements, including inspections, management of turf in 43 subdivisions, 11

parcs and playgrounds, and other locations.

OTHER:

Setup tents and picnic tables for special events

Canada Day fireworks

Movie in the Parks, Plamondon and McArthur

Tree maintenance on all County owned lands including MRs and ERs

Cemetery plotting for monuments and funerals

Flag maintenance and lowering
See Click Fix responses

CUSTODIAL SERVICES

Custodial Services is responsible for the cleaning of three large facilities, and 15 other buildings within the County. Within the responsibilities include special projects and work orders as well. sure that the building is cleaned and sanitized after every event seven days a week.

COMMUNITY PARTNERSHIPS SERVICE LEVELS

External Clients inquires from clients or perspective clients will receive a response within 2 business days.

Internal Customers inquires from Team members will receive a response within 2 business days.

MAINTAIN RELATIONSHIPS WITH STRATEGIC PARTNERS

This is the "account manager" side of the job. A high percentage of time is spent interacting with counterparts at other organizations. Check-in calls, meetings over drinks or dinner, and catching up at events creates a cadence of communication that ensures no news goes unshared and no opportunities go undiscovered or unexplored. Sponsors will receive a minimum of quarterly touch base meetings.

Assess New Partnership Opportunities.

A monthly assessment will be conducted to identify new prospects through referrals, networking and advertising. New partnerships will touch every part of the funnel from lead generation to qualification to closing to retention'

Partners will have equal rights - and in cases where they don't, this should be agreed to as a partnership principle. For example, to devise a strategy it is absolutely necessary that all relevant actors agree on 1) the underlying analyses and 2) on the overall targets and principles derived from those analyses. But it is usually not possible to involve all partners in the decision-making process for the funding of single projects or measures. This would not only conflict with the assigned responsibility of government institutions for certain programmes

(“Minister’s responsibility principle”) but also violate all competition regulations and principles, leading to sub-optimal results. Especially when it comes to the funding of entrepreneurial or NGO activities, a separation of strategic and single decisions is often necessary to avoid conflicts of interest.

OWNERSHIP

Ownership which stands for the partners’ approach towards their partnership, its goals and its work. If partners feel they are somehow contributing to something that is not really in their interest or line of thinking; if they are dragged into another organization’s affiliated body without being given the opportunity to bring in their own approach; if the whole idea of a partnership is just a top-down enforcement of a certain administrative structure; and if no relevant output for them is expected – then certain “partners” will not be able to identify with the goals and objectives pursued. And this means that they will not support them wholeheartedly. But if on the other hand the partners have a high degree of identification with their partnership, this will be a firm foundation to build on. As stated above, partners have to agree on a common strategy based on shared (= unanimously accepted) results of analyses. This often means building consensus, and acceptance that some issues might constitute a problem for one group but not be considered as a problem by others. To discuss and accept this is an important step forward and can create the basis for a common approach.

PARTNERSHIP CHECKLIST

Partnership Checklist to be reviewed quarterly. One key motive for implementing local and regional partnerships is the belief that working together is more effective than working in isolation. Partnerships – an effective way of working together – operate under different local conditions, depending on the detailed nature of the problems, the institutional environment, political factors, experiences and culture. Given that requirements are always specific to these conditions, there is no one model for a successful partnership; the one linking characteristic is that partnerships are always designed to bring together relevant actors within a region to concentrate on coordinated activities in different thematic fields. The objectives of this checklist are to help people either wishing to form or already in a partnership to learn more about what will make it a successful endeavor. The checklist describes the elements that need to be considered in forming partnerships and enlisting potential partners. It does not include all possible partnership building issues and challenges.

CONTRACTUAL AGREEMENTS

Contractual Agreements will be drafted within 5 business days of a verbal agreement. A partnership is often based on a formal commitment that has been established by a number of partners signing a contract. Bound by this contract, the partners will share a strategy and implement their coordinated working program for a period determined by the partnership.

MONITORING & IMPLEMENTATION

In this phase partners are in regular contact to coordinate implementation, to extend and supplement the working program with new measures, and in some cases to test new approaches. Public relations activities will inform the wider public of the targets, activities and measures of the partnership. All agreement terms and activations will be monitored to ensure obligation fulfillment.



Parks & Facilities - Operating Budget

COMMON FACILITIES

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	33,168	38,584	33,168	27,283	33,168	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	32	13,479	32	981	32	-	0.00%
Conditional Grants	-	2,000	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	33,200	54,063	33,200	28,264	33,200	-	0.00%
OPERATING EXPENSES							
Salaries, Wages & Benefits	977,289	1,007,633	1,031,054	956,753	1,065,283	34,229	3.32%
Contracted & General Services	182,534	170,802	214,664	218,462	238,554	23,890	11.13%
Materials, Goods, Supplies & Utilities	314,832	310,833	328,952	289,074	379,908	50,956	15.49%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debt Service & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	1,474,655	1,489,269	1,574,670	1,464,289	1,683,745	109,075	6.93%
COMMON FACILITIES NET	1,441,455	1,435,206	1,541,470	1,436,025	1,650,545	109,075	7.08%

CEMETERIES

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	10,350	17,733	10,350	17,598	10,350	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	-	-	-	-	-	0.00%
Conditional Grants	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	10,350	17,733	10,350	17,598	10,350	-	0.00%
OPERATING EXPENSES							
Salaries, Wages & Benefits	-	-	-	-	-	-	0.00%
Contracted & General Services	8,950	1,084	8,950	6,917	8,950	-	0.00%
Materials, Goods, Supplies & Utilities	1,800	2,510	1,800	2,998	1,800	-	0.00%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debt Service & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	10,750	3,595	10,750	9,915	10,750	-	0.00%
CEMETERIES NET	400	-14,138	400	-7,683	400	0	0.00%



Parks & Facilities - Operating Budget Continued

RECREATION FACILITIES

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	678,254	252,266	669,254	375,656	504,254	- 165,000	-24.65%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	1,800	1,561	1,800	1,869	1,800	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	26,042	21,144	26,042	17,138	22,120	- 3,922	-15.06%
Conditional Grants	-	-	-	10,000	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	706,096	274,970	697,096	404,663	528,174	- 168,922	-24.23%
OPERATING EXPENSES							
Salaries, Wages & Benefits	2,153,356	2,152,234	2,346,163	2,486,939	2,574,721	228,558	9.74%
Contracted & General Services	739,539	599,248	586,039	551,569	637,806	51,767	8.83%
Materials, Goods, Supplies & Utilities	961,062	946,493	971,062	1,030,098	1,119,118	148,056	15.25%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debtenture & Interest	-	-	2,345	2,345	4,000	1,655	70.58%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	3,853,957	3,697,975	3,905,609	4,070,951	4,335,645	430,036	11.01%
RECREATION FACILITIES NET	3,147,861	3,423,005	3,208,513	3,666,288	3,807,471	598,958	18.67%

PARKS & OPEN SPACES

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	26,369	20,276	26,369	31,368	26,369	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	778	-	515	-	-	0.00%
Conditional Grants	-	9,290	2,100	1,849	-	2,100	-100.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	26,369	30,344	28,469	33,732	26,369	- 2,100	-7.38%
OPERATING EXPENSES							
Salaries, Wages & Benefits	1,022,568	950,387	1,080,878	991,802	1,110,773	29,895	2.77%
Contracted & General Services	345,529	274,476	397,297	265,228	411,061	13,764	3.46%
Materials, Goods, Supplies & Utilities	214,333	228,644	229,193	189,177	255,193	26,000	11.34%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debtenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	1,582,430	1,453,507	1,707,368	1,446,207	1,777,027	69,659	4.08%
PARKS & OPEN SPACES NET	1,556,061	1,423,163	1,678,899	1,412,477	1,750,658	71,759	4.27%

BASE BUDGET HIGHLIGHTS

Revenue

Facility revenues have been adjusted to reflect reduction in sponsorship revenues over the years.

Expenses

Salaries, wages and benefits increased due to 65th to 70th percentile adjustment and merit increases.

There is an increase in operating costs of all facilities, resulting in budget increases in most categories.

There are some inflationary adjustments made to contracted services and materials and supplies. Overall, budgets are mainly the same.

Refinishing all hardwood floors in the Bold Center as an additional expense of \$115,000.

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 is a purchase of debentures 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.

Funded: Projects may utilize general revenue, grants, reserves, and other sources for funding the project.

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.

Non-Operating Reserve Allocation: This refers to funds put aside for purposes that are not operational. For example, Asset Management Programs, Future Economic Development Initiatives, Capital Projects or other items.

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.

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Unfunded: Projects may get funding through a grant program and may become funded or Council may choose to move funding from a funded project to fund an unfunded project each year.

