



Lac La Biche County
welcoming by nature.

BUDGET

Building on a Strong Foundation

2022



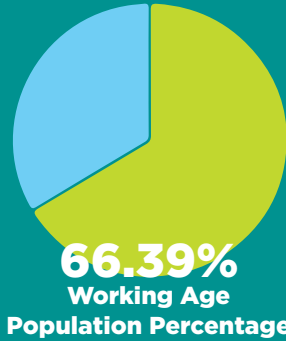
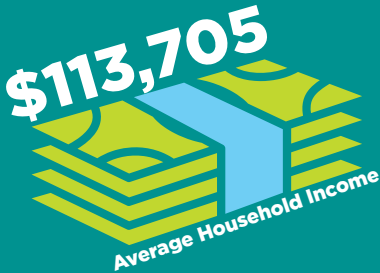
OUR COMMUNITY



Population

9,636*

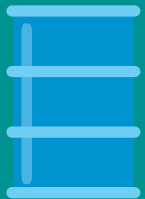
**Including shadow population from the 2019 municipal census*



55%

Residents aged
25-64 with
post-secondary
education

Leading Industries



Oil & Gas



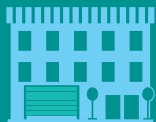
Tourism



Agriculture



Forestry



**Government
Institutions**



Transportation



Retail

Developing Industries



Agritourism



Tourism



Manufacturing

INTRODUCTION

The Lac La Biche County 2022 Budget
Building on a Strong Foundation

Introduction and Administration
Commentary, October 29, 2021

Presented by:

**Dan Small, CPA, CMA, Associate Chief
Administrative Officer, Finance and
Planning**

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

1. The draft 2022 Operating and
Capital Budget
2. The draft 2023 - 2027
Financial Plan
3. The draft 2023 - 2032 Capital
Plan (Funded and Unfunded)

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 2022
and the future.

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

Council and Guiding Principles and Public Input/Expectations

Budget preparation takes months to
accomplish with dozens of staff of all
levels of the organization working on
it, starting in earnest in early August.
Although County Council is a continuing
body, it reflects guiding principles of
the Council of the day. However, it
is hoped that discussion of the draft
budget package by the new Council
during budget meetings will result in
the new Council having a high degree of
ownership of the final product when it
adopts the 2022 budget in an amended
format.



The budget guiding principles adopted by Council at its August 3, 2021 meeting are:

- Taxation – Maintain tax revenues for the 2022 fiscal year based on 2021 actual tax revenues, 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 was directed to hold up to two open houses to solicit input into the budget process in its formative stages, in addition to an online survey.

Because the budget is being discussed shortly after the new Council was sworn in, it will also serve as an orientation or introduction to each department/business unit. Managers will be in attendance to present their department’s budget, which will also help to answer questions about their operations from both new and continuing members of Council.

The approved budget attempts to be consistent with the County’s 2019 – 2024 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 choice of northern Alberta.”

As the budget must be balanced in accordance with the MGA, the draft budget submitted is balanced for 2022. 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.

What We Heard – Public Budget Input

In accordance with best practices, as part of the budget process County administration hosted two open houses to gather input on the approved budget on August 10 in Plamondon, and August 12 in Lac La Biche. Administration also invited online input on the County’s webpage during August and September.

Comments (usually by one or two people each) included:

- Less wasteful spending and focused spending on real priorities.
- Don’t paint the water tower.
- Paint the water tower.
- Road, ditch, walking path, drainage, and lighting upgrades in Missawawi phase one.
- Playground, walking path, and day area at Mission Beach.
- Improve Dumasfield Park with upgraded 3 season rink and skate park.
- Get a master plan for expansion of water/sewer to unserved subdivisions.
- Redevelop the area around the Bold Center to spur growth.
- Stop ignoring our community.
- Reduce project spending to maintain or lower taxes.
- Sidewalks and paved streets for hamlet of Beaver Lake (Young’s Beach).
- New boat launch and paved parking lot in the hamlet of Lac La Biche.
- Paving/curbs/drainage and garbage/recycling pickup at Bayview Beach.
- Two ladder trucks would be useful in Lac La Biche.
- Fund McArthur Park upgrades.
- Increased waste management outside the hamlet of Lac La Biche. Have more waste bins and drop off sites in subdivisions.
- Generally satisfied with Lac La Biche County services.
- Regular maintenance of paved trails.
- Address areas of poor trail connectivity (McArthur park east).
- More informed services aimed at age group appropriations.
- FCSS programming is amazing and definitely love seeing more of them.
- More recreation leagues.
- 100% user pay/cost recovery for some FCSS and recreation programs.
- Continue to support FCSS Family Nights and Summer Days.
- Program to incent vacant downtown buildings and facade improvement.
- Program to incent movement of non – conforming land uses downtown to industrial areas.
- Excited to see new aquatic centre and McArthur Park improvements.
- Trail to Mission would be a good addition.
- Generally satisfied with capital projects list.
- Specific matters relating to Bold Center/recreation scheduling are being forwarded to that department.

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 \$70 US/barrel level. On the other hand, we are looking at inflation as a potential budget disrupter. The September 2021 Consumer Price Index (CPI) was 4.0%/year in Alberta (2020 - 0.6%, 2019 - 1.3%, 2018 - 3.1%) and 4.4%/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 may also increase but not significantly.

Federal and provincial COVID stimulus programs are not expected to continue in 2022. Despite higher energy prices, expect provincial deficit financing to result in no grant increases and continued downloading of provincial costs, such as policing. Assessment holidays given to the energy industry will continue for another two years.

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. The balance of this reserve remains at \$3.775 million.

Budget Highlights

- Estimated 2022 tax revenue is based on collecting the same total dollar amounts as 2021 actuals, while maintaining the 5.89:1 tax rate ratio. There are fourteen municipalities, mainly in northern Alberta, that have a tax rate ratio over 5.00. Lac La Biche County is the sixth highest of the fourteen. Council may want to consider a special small business tax rate, recently inserted into the MGA. Seventeen other municipalities have one, but only six 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 are new to the budget package. 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.
- The budget package contains more detail on the ten - year capital plan. Capital projects are listed as either funded or not funded. Funded projects are financed with tax revenues, grants, or reserves. Unfunded projects are listed with no funding assigned. Unfunded projects can only proceed if they move to funded status, either by unfunding other projects or finding additional revenue from taxes or debt.

Major grants include the following:

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.

Canada Community - Building Fund (formerly the Gas Tax Fund) - approximately \$1.1 million is available for eligible capital projects in 2022. Administration suggests the Tarrabain Drive project.

Disaster Recovery Program (DRP) - associated with the June 2020 flood, Administration is continuing to submit claims on this event.

Alberta Municipal Water/Wastewater Partnership (AMWWP) - funds approximately \$1.8 million towards lift stations connecting the hamlet of Plamondon wastewater system to the County's Bio-nutrient Removal (BNR) plant.

Debenture Debt

Council's guiding principles for the budget may consider debt financing for strategic projects that provide benefits to the entire County.

A sample of recent fixed - term indicative debenture rates are:

Year	2021	2020	2019	2018
10-year	2.7210%	1.3042%	2.382%	3.16%
15-year	3.0800%	1.6867%	2.538%	3.30%
20-year	3.2980%	1.9620%	2.646%	3.43%



For reference, the Bold Center debenture paid off in 2020 was 4.315%.

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

The Budget Process

After budget distribution on October 29, there will be a couple weeks for Council to read it on their own. The first of five budget meetings start on November 12 and end on December 3, with final adoption of the 2022 budget scheduled for December 14. 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 both new and experienced councillors 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, if they can't be answered in a budget meeting. In addition, for the first time, an email address will be available for direct public response at budget@laclabichcounty.com. Administration looks forward to the discussions.

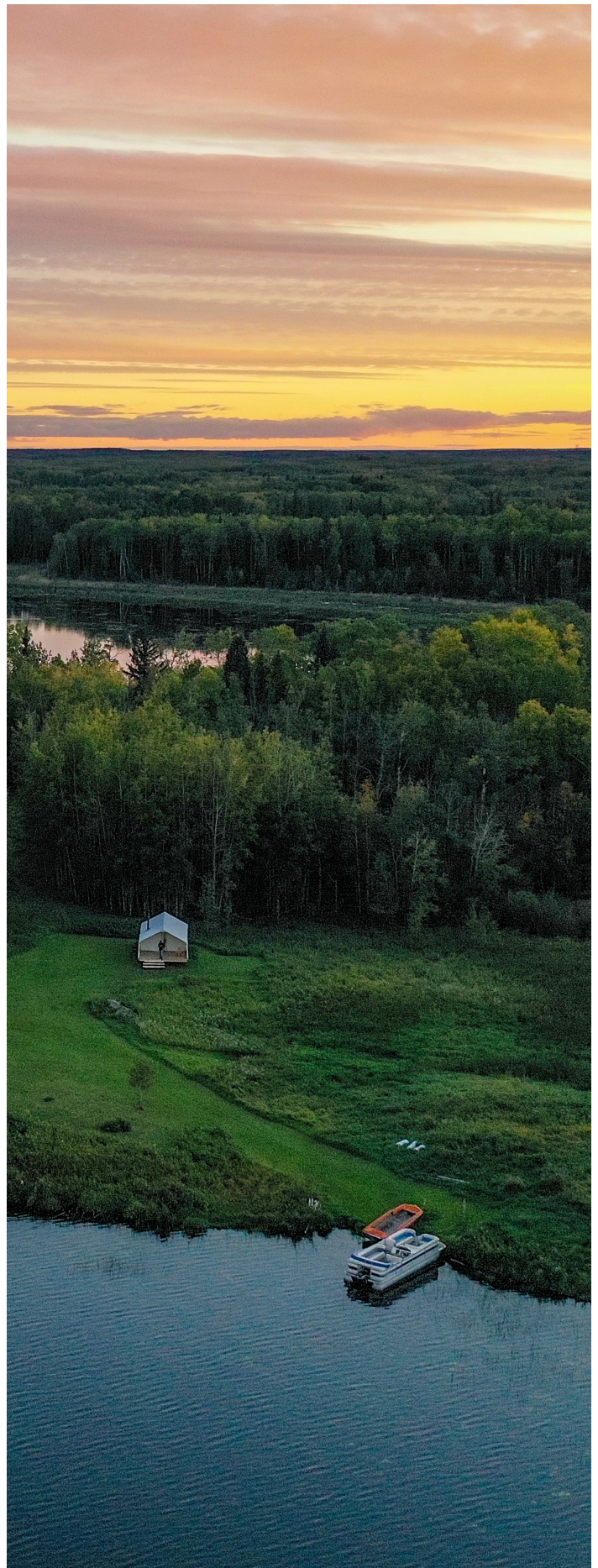




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READER'S GUIDE

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 Approved 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 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 goals for the County along with a description of the budget guidelines and process.

Department Highlights: This section provides a brief summary of department activities, current year highlights, approved 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 and the Ten-Year Capital Budget Plan.

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

The **Capital Budget** section includes: Carry Forwards from prior years, Reserves Balance, Approved Capital Budget (funded and unfunded), 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, 2021

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 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, 2021.

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

Council also adopted a variety of strategic priorities to help the County reach that vision, which you can read below. These priorities have guided the creation of the 2022 budget.



Strategic Goal: Economic Development

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

Strategic Outcomes

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



Strategic Goal: Recreation and Culture

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

Strategic Outcomes

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



Strategic Goal: Social Wellness

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

Strategic Outcomes

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



Strategic Goal: Tourism

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

Strategic Outcomes

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



Strategic Goal: Environment

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

Strategic Outcomes

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

To read the full 2019-2024 Strategic Plan and learn about how it was developed, visit laclabichecounty.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 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

The Ten-Year Municipal Capital Plan has identified approximately \$363 million in capital investment. The plan includes various projects ranging from improvements to civic buildings, major road expansion and alignment, and replacement of mobile equipment.



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 County’s financial statements.

Financial Policies

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

CS-10-001	Investment of Surplus Cash on Hand
CS-10-002	Travel and Subsistence for Staff
CS-10-004	Procurement Policy
CS-10-007	Miscellaneous Accounts Receivable Collections
CS-10-008	Reserve Funds
CS-10-011	Annual Operating & Capital Budget
CS-10-012	Schedule of Fees & Charges
CM-71-001	Recreational/Cultural Operational Funding Request
CM-71-002	Capital Project Assistance Grant
CM-71-003	Special Events Grants
CM-71-004	Community Action Grant
CM-71-005	Ad Hoc Funding
CM-72-003	Community Development Grant Program

All of Lac La Biche County’s Budget Policies can be seen on our website:
<https://www.laclabichedcounty.com/p/policies>





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. Municipal Parks Reserves)

All County departments are directly embedded in the operating fund with the exception of 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. Lac La Biche County is currently working towards revamping its operating reserves policy to make it more relatable to the existing operations and economic realities.

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
- Capital funds transferred to build capital reserves (i.e. proceeds from sale put to reserves for future use).





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 public in mid to late October. 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							
Public Budget Open House							
Senior Leadership Budget Review							
Prepare Budget Package for Council							
Final Budget Package Submission to Council							
Council Budget Deliberations							
Final Budget Approval by Council							

Council	Senior Leadership Team	Departments	Finance
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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 para-transit and infrastructure, to recreation and enforcement services, these are all the services you depend on each day as a Lac La Biche County resident and are tangible examples of your municipal taxes put to work. The taxes you pay each year go toward funding various services and program areas within the County.

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

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

1. Base – the foundation for required resources to maintain Council-approved service standards and to meet statutory and/or regulatory requirements. Any changes to the base budget would be considered a tax requirement and would ultimately affect the tax rate. If the change is significant, the amendment is presented as a base business case and would be voted for by Council.

2. Service Level Enhancement – initiatives related to new operating programs or recommended changes to service levels. These are also presented as business cases and can be funded through reserves or general tax revenues.

Administration has worked to identify the current service levels that the organization provides. Each departments Service Levels are included in the Department Highlights section, which are reflective of the approved 2022 Budget. Administration continues to work on developing meaningful performance measures to gauge the service levels as they relate to Councils Strategic Priorities.

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, which includes funding sources, debt financing and any operational impacts the project may have.

New in 2022, The Capital Budget has been broken into two major sections called Funded and Unfunded. For any given year, we have more projects to do than we have funds available for and therefore Council must make decisions on which projects get funded for the budget year under consideration.

The current year Funded Capital Budget outlines projects that fall within the budgetary scope and can be completed within available revenues. The current year Unfunded Capital Budget outlines projects that Council can choose to fund by either unfunding another project, increasing taxes or a combination of other funding sources. Similarly, the Ten-Year Capital plan is also outlined with funded and unfunded projects and is updated annually to reflect ongoing direction from Council.

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 the Senior Management Team determine which projects should be included in the budget for Council's approval, projects are ranked by the following:

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)

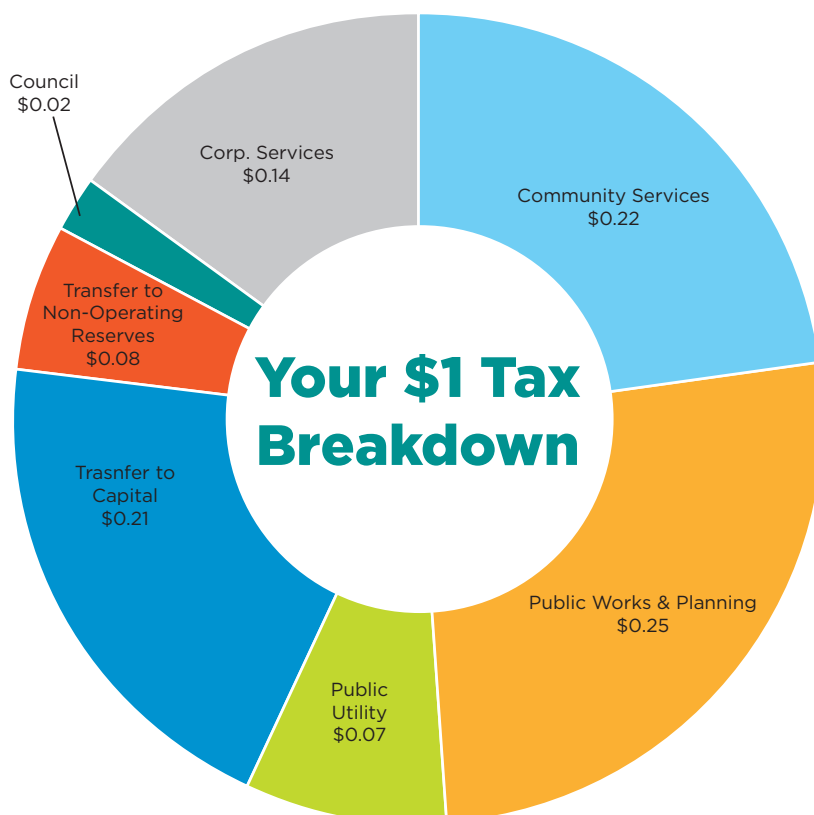
Projects that benefit the community but may be delayed without detrimental effects to basic services.

P4: DESIRABLE (Other Year)

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

2022 TAX DOLLARS AT WORK

The 2022 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.



Financial Summaries



BUDGET SUMMARY

Operating and Capital Budget Summary

FOR THE YEAR ENDING DECEMBER 31, 2022

FORECASTED ACCUMULATED SURPLUS, AS AT DECEMBER 31, 2021	A	5,815,231
OPERATING BUDGET FOR THE YEAR ENDED DECEMBER 31, 2022		
OPERATING REVENUES	B	77,925,120
OPERATING EXPENDITURES		
BASE EXPENDITURES		-58,273,029
OPERATING INITIATIVES		-766,054
OPERATING IMPACTS OF CAPITAL AND DEBENTURES		-2,326,784
TOTAL OPERATING EXPENDITURES	C	-61,365,867
OPERATING SURPLUS FOR THE YEAR ENDED DECEMBER 31, 2022 (B+C)	D	16,559,253
NON-OPERATING RESERVE ALLOCATIONS	E	-6,700,000
FUNDS AVAILABLE TO FINANCE CAPITAL PROJECTS (A+D+E)	F	15,674,484
CAPITAL BUDGET FOR THE YEAR ENDED DECEMBER 31, 2022		
CAPITAL EXPENDITURES	G	-32,297,806
TRANSFERS FROM CAPITAL RESERVES	H	3,304,914
CAPITAL GRANTS	I	5,378,267
OTHER FUNDING SOURCES	J	490,500
DEBT FINANCING	K	7,707,275
FUNDS REQUIRED TO FUND CAPITAL PROJECTS (G+H+I+J+K)	L	-15,416,850
FUNDS REMAINING AS AT DECEMBER 31, 2022 (F+L)	M	257,634

Operating Budget

The background of the page is a solid blue color with several curved, overlapping bands of varying shades of blue, creating a sense of depth and movement. The text 'Operating Budget' is positioned in the upper left quadrant, rendered in a clean, white, sans-serif font.



Operating Summary by Object

As of December 16, 2021

	2020 ACTUAL	2021 BUDGET	2021 YEAR TO DATE	2022 BUDGET
OPERATING REVENUES				
PROPERTY TAXES & LOCAL IMPROVEMENTS	-69,620,706	-69,266,431	-69,482,526	-67,000,001
OIL WELL DRILLING LICENSES	-124,587	0	0	0
SALE OF GOODS & SERVICES	-6,960,966	-7,147,677	-6,760,559	-8,104,127
OTHER REVENUES	-293,513	-109,874	-671,438	-108,200
GOVERNMENT TRANSFERS	-5,920,966	-2,318,982	-2,071,733	-2,712,792
TOTAL: REVENUES	-82,920,738	-78,842,964	-78,986,256	-77,925,120
OPERATING EXPENSES				
SALARIES, WAGES & BENEFITS	23,787,298	24,924,620	23,564,554	26,454,542
CONTRACTED SERVICES	14,607,071	16,010,463	11,455,340	16,531,808
CONSUMABLE SUPPLIES	10,273,087	8,840,388	8,009,498	10,260,877
GRANT TRANSFERS	8,930,291	5,342,117	4,688,404	5,282,795
DEBENTURE & INTEREST	5,188,135	388,718	344,828	2,835,845
TOTAL: OPERATING EXPENSES BY OBJECT	62,785,882	55,506,306	48,062,623	61,365,867
OPERATING SURPLUS	-20,134,856	-23,336,658	-30,923,633	-16,559,253



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

As of Jan 1, 2021, Alberta Government recently announced to eliminate Well Drilling taxes. This category will no longer be applicable in the future.

Sale of Goods and Services

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

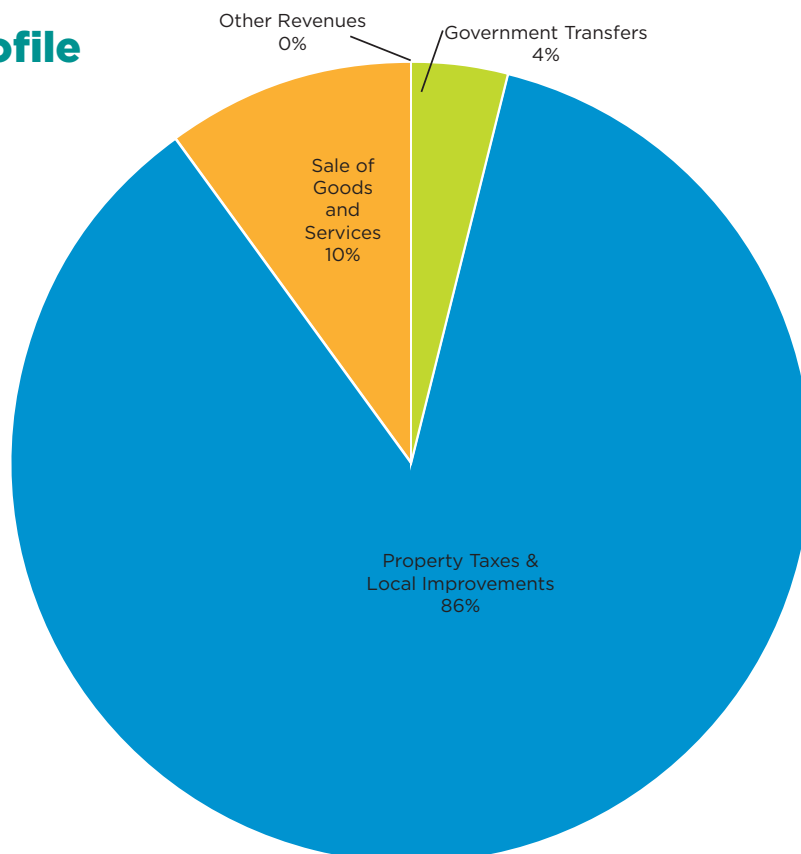
Other Revenue

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

Government Transfers

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

Revenue Profile





EXPENDITURES

Salaries, Wages and Benefits

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

Contracted Services

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

Consumable Supplies

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

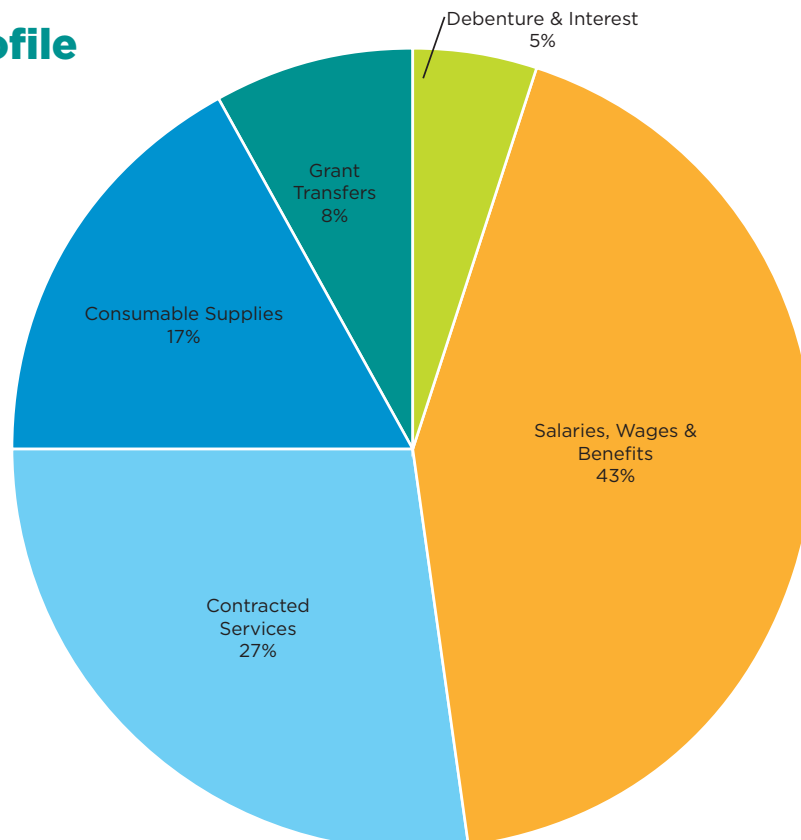
Grant Transfers

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

Debenture Principal and Interest Repayment

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

Expense Profile





Operating Summary by Function - Revenues

As of December 16, 2021

	2020 ACTUAL	2021 BUDGET	2021 YEAR TO DATE	2022 BUDGET
OPERATING REVENUES				
GENERAL MUNICIPAL REVENUES	-70,947,419	-70,285,001.00	-71,930,730	-69,715,344
COUNCIL	-2,383	0.00	-1,322	0
GENERAL ADMINISTRATION	0	0	-77,169	0
RECORDS MANAGEMENT	0	0	-3,150	0
HUMAN RESOURCES	-4,099	0	-6,544	0
HEALTH & SAFETY	0	0	0	0
GIS	-1,660	-2,000.00	-960	-1,000
INFORMATION TECHNOLOGY	-2,285,400	-17,000	-36,735	-3,000
FINANCE	-57,989	-53,600.00	-68,259	-98,480
LEGISLATIVE SERVICES	-300	0	-30,275	0
COMMUNICATIONS	0	0	-3,150	0
FIRE SERVICES	-202,467	-175,300.00	-252,601	-199,300
ENFORCEMENT SERVICES	-143,226	-71,200.00	-162,989	-51,200
EMERGENCY MANAGEMENT SERVICES	-1,586,673	0	0	-26,510
COMMON SERVICES	-22,754	-233,200.00	-75,328	-33,200
TRANSPORTATION SERVICES	-20,431	-131,835.00	-103,427	-134,473
AIRPORT OPERATIONS	-69,246	-71,400.00	-9,683	-72,828
UTILITIES - DRAINAGE	0	0.00	0	0
UTILITIES - WATER	-1,383,444	-1,384,768.00	-818,341	-887,959
UTILITIES - SEWER	-1,194,657	-1,282,564.00	-824,722	-791,049
WASTE & RECYCLING MANAGEMENT	-662,014	-715,244.00	-822,149	-715,244
UTILITIES - NATURAL GAS	-2,355,511	-2,195,320.00	-2,339,377	-3,099,096
FCSS & COMMUNITY DEVELOPMENT	-484,945	-473,577.00	-418,456	-458,877
CEMETERIES	-15,325	-10,350.00	-18,558	-10,350
PLANNING & DEVELOPMENT	-278,304	-248,050.00	-179,442	-174,500
ENVIRONMENTAL SERVICES	-1,740	-4,500.00	-3,191	-4,500
AGRICULTURE SERVICES	-138,976	-132,265.00	-130,255	-132,300
TOURISM & ECONOMIC DEVELOPMENT	-98,248	-130,332.00	-99,500	-95,952
COMMUNITY GROUP SUPPORTS	-138,178	-118,153.00	-129,529	-118,153
RECREATION FACILITIES & PROGRAMS	-707,028	-110,730.5	-440,415	-1,101,805
LIBRARIES & CULTURE	-118,323	0	0	0
TOTAL OPERATING REVENUES	-82,920,738	-78,842,964	-78,986,256	-77,925,120



Operating Summary by Function - Expenses

As of December 16, 2021

	2020 ACTUAL	2021 BUDGET	2021 YEAR TO DATE	2022 BUDGET
OPERATING EXPENSES				
COUNCIL	805,105	1,011,558	750,982	1,013,560
GENERAL ADMINISTRATION	6,858,538	1,821,104	1,812,339	2,007,988
RECORDS MANAGEMENT	311,497	365,595	317,136	380,435
HUMAN RESOURCES	772,591	731,125	773,329	763,984
HEALTH & SAFETY	187,516	276,558	250,417	303,700
GIS	327,549	353,875	304,881	416,991
INFORMATION TECHNOLOGY	3,152,647	3,375,436	3,208,920	3,452,272
FINANCE	3,516,707	1,948,900	1,704,665	1,952,112
LEGISLATIVE SERVICES	232,616	306,954	317,884	308,065
COMMUNICATIONS	512,391	640,982	497,002	567,238
FIRE SERVICES	1,369,300	1,475,624	1,515,849	2,016,026
ENFORCEMENT SERVICES	2,303,751	2,544,957	2,012,682	2,955,745
EMERGENCY MANAGEMENT SERVICES	1,786,511	46,500	7,991	56,072
COMMON SERVICES	5,966,768	6,803,976	6,733,021	6,983,654
TRANSPORTATION SERVICES	9,477,293	8,235,013	7,408,381	9,919,482
AIRPORT OPERATIONS	158,572	122,841	102,010	205,902
UTILITIES - DRAINAGE	0	518,849	533,851	836,473
UTILITIES - WATER	1,691,898	1,956,359	1,646,386	1,877,452
UTILITIES - SEWER	2,740,965	2,736,890	2,158,449	2,753,914
WASTE & RECYCLING MANAGEMENT	2,495,780	2,429,059	2,053,256	2,494,407
UTILITIES - NATURAL GAS	1,886,514	1,924,860	1,869,706	2,722,069
FCSS & COMMUNITY DEVELOPMENT	1,466,549	1,919,314	1,441,894	2,043,807
CEMETERIES	8,309	10,750	3,418	10,750
PLANNING & DEVELOPMENT	818,676	1,368,939	714,170	1,393,920
ENVIRONMENTAL SERVICES	331,635	312,094	290,608	365,255
AGRICULTURAL SERVICES	512,906	716,415	631,710	755,783
TOURISM & ECONOMIC DEVELOPMENT	523,563	1,141,634	462,937	1,388,985
COMMUNITY GROUP SUPPORT	1,926,991	2,341,040	1,587,723	1,955,767
RECREATION FACILITIES & PROGRAMS	9,954,095	7,387,294	6,298,940	8,780,449
LIBRARIES & CULTURE	688,652	681,811	652,088	683,610
TOTAL OPERATING EXPENSES	62,785,882	55,506,306	48,062,623	61,365,867
OPERATING SURPLUS	-20,134,856	-23,336,658	-30,923,633	-16,559,253

Operating Initiatives

The background of the slide is composed of several overlapping, wavy bands of color. The top band is a dark orange, followed by a lighter orange band, then a yellow-orange band, and finally a dark orange band at the bottom. The lines between the bands are smooth and curved, creating a sense of movement and depth.



OPERATING INITIATIVES

The Senior Management Team reviews all requested operating business cases for their merit and alignment with Council strategic priorities. Each case is weighed for its ability to provide value for money and/or bring efficiencies to the organization. This process helps Administration in determining a concise and cohesive list of business cases to be presented to Council as part of the 2022 Budget. For priority level definitions, see page 12.

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 cost for each item. The 2023-2027 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

Service Level Enhancement								
#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2022 NET	2022 EXPENSE	2022 REVENUES	2023-2027
1	Five-Year Brand Standards & Placemaking Strategy Implementation	Program to carry out the brand implementation and marketing plan developed through 2021's Brand Standards & Placemaking Strategy project. Program may include staff training, additional program development to deliver on brand promise, marketing of Lac La Biche County to internal and external audiences, etc.	P2		50,000	50,000		200,000
2	Business Improvement Program	Pilot project to enhance existing street fronts in the hamlet of Lac La Biche's downtown core. The County will cover a portion (amount TBD) of eligible building improvement costs. Program may operate in partnership with Community Futures Lac La Biche.	P2		100,000	100,000		200,000
3	Business Retention and Expansion Program	Dependent on additional staff resources. Five-year program to support existing business and attract new business through training, networking opportunities, tourism development grants, expansion or relocation incentives, customer service certification, etc.	P2		125,000	125,000		625,000
4	Five-Year Wayfinding & Interpretive Signage - Implementation	First phase of implementation of findings of 2021 project's inventory and needs assessment. Program includes possible design, procurement and installation of wayfinding and interpretive signage.	P2		45,000	45,000		180,000

CORPORATE SERVICES DIVISION

Business Cases								
#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2022 NET	2022 EXPENSE	2022 REVENUES	2023-2027
5	Geographical Information Systems (GIS) Strategic Plan	There has been no strategic plan created for the GIS department since the department was formed. The plan would serve as a guiding document for the organization as it would give a road map for the department to make sure that the services and technology is being utilized to its full extent. Would aid in the alignment and planning for the budget for what the organization wants over the next 5 years.	P2		40,000	40,000		-



Service Level Enhancement

#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2022 NET	2022 EXPENSE	2022 REVENUES	2023-2027
6	Contracted Ethics Commissioner (Code of Conduct Investigator)	The Municipal Government Act requires Council to establish a Code of Conduct Bylaw. The Code of Conduct applies to all Members equally and establishes systems for complaints and associated investigations relating to breaches of the Code. This would pre-establish the independent body to receive and investigate complaints.	P3		50,000	50,000		250,000

FINANCE & PLANNING DIVISION

Business Cases

#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2022 NET	2022 EXPENSE	2022 REVENUES	2023-2027
7	Land Use Bylaw Re-Write	The Land Use Bylaw establishes regulations to control the type, location and intensity of land use and buildings within Lac La Biche County. It also outlines the process for rezoning land or subdividing land and applying for permits in order to achieve orderly development within our municipality. Regular updates have occurred since 2020 and a consolidated clean copy would assist in interpretation, regulating and enforcing the Land Use Bylaw.	P2		75,000	75,000		-
8	Municipal Internship Position	The Municipal Intern position is an 18-month term position which receives provincial funding through the province's Municipal Internship Program. The County has submitted an application to host a finance intern and the application is currently pending. If approved, the County will receive \$60,000 to support wages and other position related costs. The intern's focus will be the finance department, but they will also spend time with other departments as well.	P3		-	44,880	44,880	84,340

Service Level Enhancement

#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2022 NET	2022 EXPENSE	2022 REVENUES	2023-2027
9	Online Public Participation and Visual Presentation Software for Budget	Public participation is key to understanding how public's needs and wants are being addressed by the County. As part of the budget process, public participation has played a key role in informing the County of areas that residents are most interested in. The attendance at in person public open houses has been declining over the years. With the shifting demographics and an overall reliance on online platforms and social media, the County should also pivot to cater to the audience. An online public participation tool will allow the County to collect feedback from residents at their convenience. It is expected that the participation rate will grow leading to more informed decision making by Council.	P3		30,000	30,000		125,000



INFRASTRUCTURE SERVICES DIVISION

Business Cases

#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2022 NET	2022 EXPENSE	2022 REVENUES	2023-2027
10	Field Lake Pipeline Removal	Field Lake is currently housing a decommissioned pipeline installed in 1981 for sanitary discharge. It is currently a safety hazard due to the pipe floating at surface level as identified by Alberta Environment. Administration is planning to hire an engineer to determine the best method of removal and estimated cost of removal.	P3		25,000	75,000	50,000	-

Service Level Enhancement

#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2022 NET	2022 EXPENSE	2022 REVENUES	2023-2027
11	Online Platform For Recycling Education And Inquiries	Digital tool package which includes the 'waste wizard', mobile app, website tool, curbside audit tool, and essential success package; all providing an easy to use platform for public education and outreach, and for administrative purposes for program tracking, contamination auditing, and much more. Assists with department benchmarking, evaluation, and reporting for recycling programs in the community. Can be incorporated into existing County software tools and programs. Price will be significantly less in following years.	P2		6,054	6,054		30,270
12	ICI & Multi-Family Housing Waste & Recycling Collection Program	ICI (Industrial, Commercial, and Institutional) and multi-family housing units currently are not provided with waste and recycling services offered by the County, and are responsible for their own collection and disposal methods via self-haul to landfills/transfer stations or via contracted services. Administration and Council has received interest from ICI and multi-family housing to expand the waste and recycling programs by providing these services to them. The proposed option consists of a modified/ secured communal bin program, located within centralized spots throughout Lac La Biche and Plamondon. This would be implemented as a phased-in approach with education as the first step. Estimated cost provided is based on the County covering all costs for the program. Exact net cost of the program will be dependent upon Council's approved rate of subsidy.	P3		15,000	15,000		-
13	Herbicide Mapping System	The County's Agricultural Services department applies herbicide on municipal roads and on other public properties within it, and in some cases on private properties. In any given year, more than 300 sites are spot sprayed. The County is required to track where chemicals are applied.	P1		15,000	15,000		7,500



RECREATION & COMMUNITY ENHANCEMENT DIVISION

Service Level Enhancement									
#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2022 NET	2022 EXPENSE	2022 REVENUES	2023-2027	
14	Sport Tourism Committee & Community Development	Contract a dedicated Sport Tourism Coordinator to complete hosting policy, strategic plan and work with working group, local and regional partners with goal of attracting more major sporting and cultural events to region.	P2		100,000	100,000		640,000	
15	Boat Launch & Dock Master Plan	As directed by County Council to complete a Boat Launch & Dock Master Plan for Lac La Biche County. To review our existing Boat Launches & Docks and review possible for future Boat Launches and Docks within Lac La Biche County. This will review the operations of the existing Boat Launches and community needs for boat Launches and Docks.	P2		25,000	25,000		-	
16	Park Benches And Picnic Tables Replacement And Additions	There are many old benches and picnic tables throughout the County that require replacement; As well, there is a requirement for additional benches and picnic tables through all parks and trail systems. This would be a five year program.	P2		40,000	40,000		160,000	
17	Park Tree Replacement And Additions	The existing operational budget is not enough to support existing replacement requirements and does not allow for growth. There are many new and existing areas that will require trees to continue to develop the parks. For example the new Bold Campground and Sports Fields trails.	P2		25,000	25,000		125,000	
TOTAL OPERATING INITIATIVES & CAPITAL IMPACTS ON OPERATING					-	766,054	860,934	-94,880	3,002,110

The total in the 2023-2027 column is a sum of expenditures for the next five years.

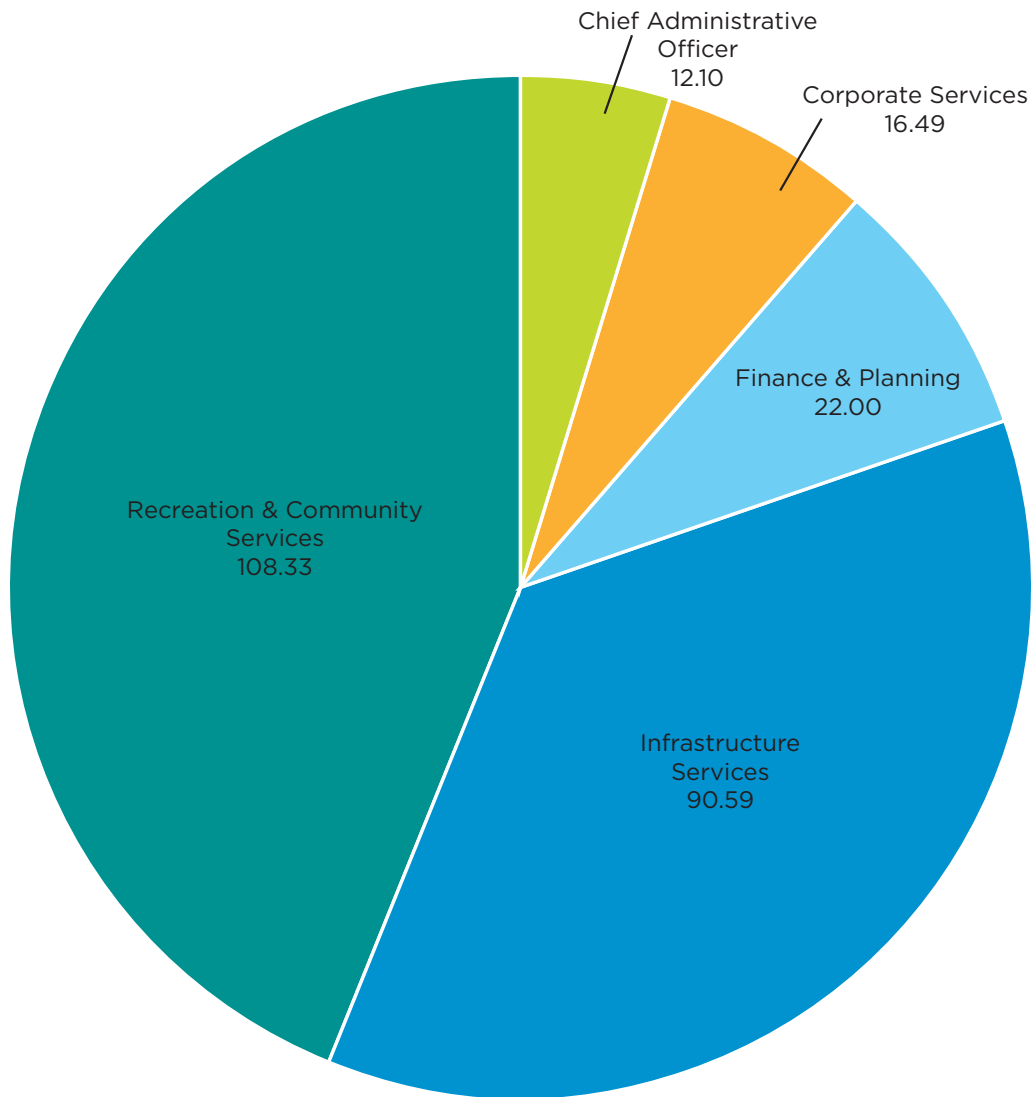
Staffing Overview



APPROVED POSITIONS

DIVISION	2021 APPROVED POSITIONS	2021 AMENDMENTS	2021 AMENDED POSITIONS	2022 BUSINESS CASES	2022 APPROVED POSITIONS
Chief Administrative Officer	12.10	0.00	12.10	0.00	12.10
Corporate Services	16.16	0.00	16.16	0.00	16.16
Finance & Planning	21.00	0.00	21.00	0.00	21.00
Infrastructure Services	90.92	0.00	90.92	0.00	90.92
Recreation & Community Services	109.33	0.00	109.33	0.00	109.33
TOTAL FULL-TIME EQUIVALENT STAFF	249.51	0.00	249.51	0.00	249.51

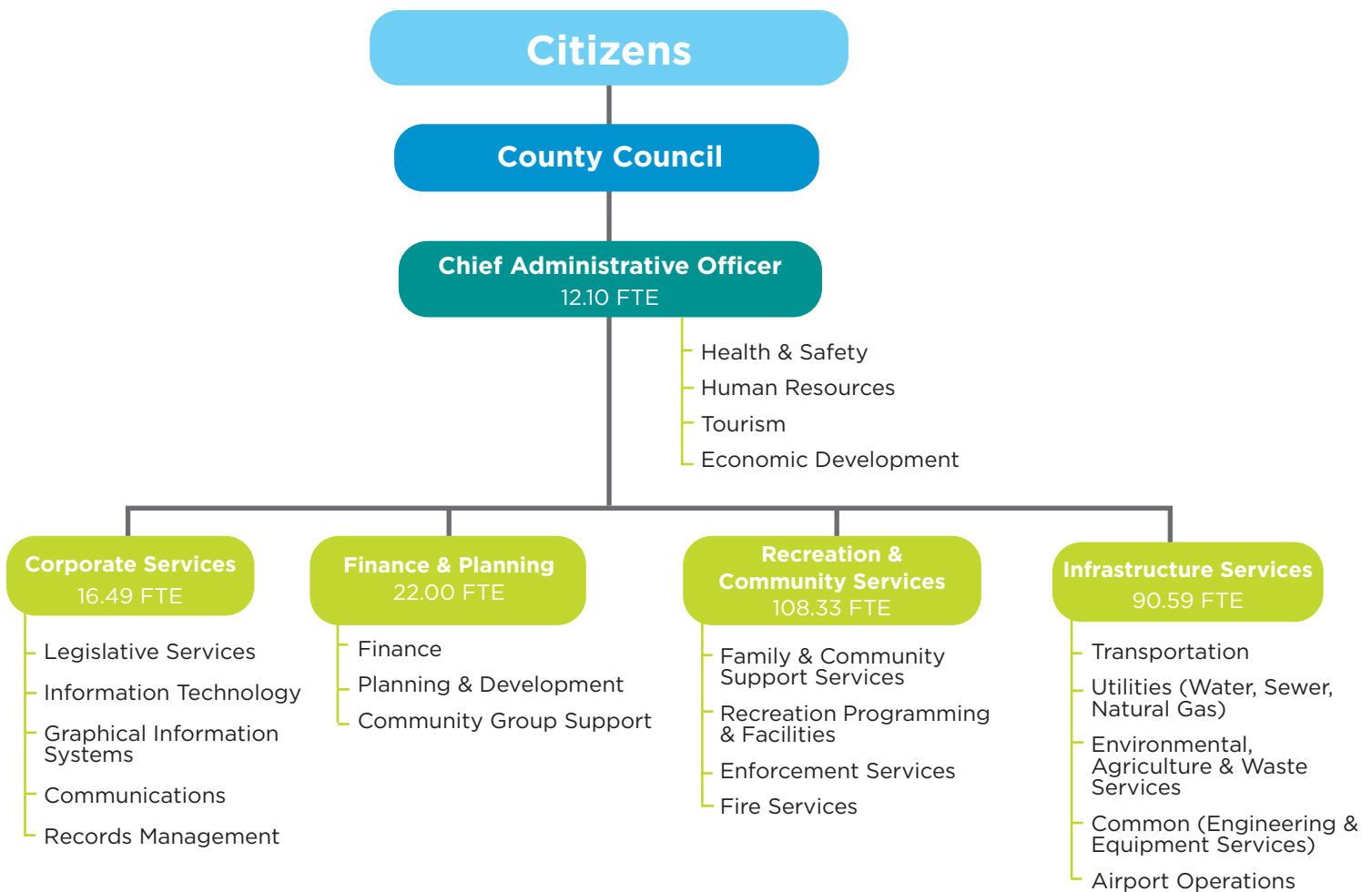
Approved FTE Allocation by Division (2022)



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.



CURRENT ORGANIZATION CHART (2021)



FULL-TIME EQUIVALENT STAFFING (FTE)

The current staffing chart is comprised of all approved positions with an aggregate Full-Time Equivalent (FTE)* total for each division. The only positions or staff that are not included in this chart are the council and mayor position(s), as they're elected officials of Lac La Biche County. Administration is not proposing any additional FTE for the 2022 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



2021 CARRY FORWARDS

As of December 16, 2021

	2021 BUDGET	2021 CARRY FORWARD
GENERAL ADMINISTRATION		
TELEPHONES	56,000	12,583
COUNCIL CHAMBERS IT & FURNITURE	75,000	61,506
TOTAL: GENERAL ADMINISTRATION	131,000	74,089
FIRE PROTECTION		
RESCUE VEHICLES	409,430	356,886
TOTAL: FIRE PROTECTION	409,430	356,886
COMMUNITY PEACE OFFICERS		
DRONES	30,000	30,000
TOTAL: COMMUNITY PEACE OFFICERS	30,000	30,000
COMMON FACILITIES		
PROTECTIVE SERVICES FACILITY	924,210	196,811
	924,210	196,811



	2021 BUDGET	2021 CARRY FORWARD
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TRANSPORTATION

PLAMONDON MAIN STREET(HWY 858)	759,305	759,305
LOGAN RIVER PIT ACCESS ROAD	459,070	459,070
WALKING TRAIL PROGRAM FUNDING	139,025	90,107
LLB MAIN STREET REVITALIZATION	3,790,125	1,470,783
BRIDGE REPLACEMENT PROGRAM	180,540	147,580
SUBDIVISION ROAD UPGRD PROGRAM	739,170	735,431
CC PARKING LOT & YARD RECONFIGURATION	228,665	208,346
MISSION - LLB WALKING TRAIL	65,160	24,163
CROSSWALK LIGHTING HWY 881	100,000	100,000
SUBDIVISION ENTRANCE SIGN PROG	118,450	107,968
TOTAL: TRANSPORTATION	6,579,510	4,102,754

AIRPORT

AIRPORT SECURITY FENCE/GATE	30,000	30,000
TOTAL: AIRPORT	30,000	30,000

DRAINAGE SERVICES

YOUNGS BEACH DRAINAGE	400,000	128,752
TOTAL: DRAINAGE SERVICES	400,000	128,752



	2021 BUDGET	2021 CARRY FORWARD
WATER UTILITY		
MISSION BEACH W/S DESIGN	28,320	2,779
SENTINEL PARK WATER & SEWER	134,485	127,882
SENTINEL EAST STORM POND	472,220	427,910
DRY HYDRANTS FIRE SERVICE	100,000	88,692
BAYVIEW BEACH WATER AND SEWER	1,993,000	1,363,308
UTILITY YARD COLD STORAGE SHED	300,000	181,634
BL LIFT STATION GENERATOR/PUMP	600,000	443,376
STANDBY GENERATOR SUNSET BAY	150,000	123,997
TOTAL: WATER UTILITY	3,778,025	2,759,578

SEWER UTILITY		
PL WASTEWATER LIFT STATION	2,035,264	1,827,110
TOTAL: SEWER UTILITY	2,035,264	1,827,110

SOLID WASTE MANAGEMENT		
BEAVERLAKE LF. COMPOST PAD	269,590	78,201
TOTAL: SOLID WASTE MANAGEMENT	269,590	78,201



	2021 BUDGET	2021 CARRY FORWARD
NATURAL GAS UTILITY		
GAS LINE REPLACE 104 ST BACKLANE	210,250	133,578
TOTAL: NATURAL GAS UTILITY	210,250	133,578

AGRICULTURE SERVICES		
CHEMICAL STORAGE WAREHOUSE	64,250	64,250
REALLOCATE COMMUNITY GARDEN	62,500	53,787
TOTAL: AGRICULTURE SERVICES	126,750	118,037

RECREATION FACILITIES		
BOLD CENTER SPORT FIELDS	4,789,930	2,547,318
NEW AQUATIC CENTER	4,250,000	133,685
BOLD CENTER LOUNGE RENOVATION	317,000	150,520
TOTAL: RECREATION FACILITIES	9,356,930	2,831,524



	2021 BUDGET	2021 CARRY FORWARD
PARKS & OPEN SPACES		
CAMPSITE ROAD BOAT LAUNCH	406,000	289,439
FUTURE CEMETERY DEVELOPMENT	255,090	211,028
FORK LK ACCESS,PARKING,WASHROO	24,970	9,351
HOLOWACHUK BEACH ACCESS W/STAIRS	29,925	20,785
GOLF COURSE MASTER PLAN	250,000	208,545
ALEX HAMILTON TRAIL PAVING	80,000	80,000
BOLD CENTER BASKETBALL/TENNIS	350,000	201,550
TOTAL: PARKS & OPEN SPACES	1,395,985	1,020,697
TOTAL:	24,752,734	13,688,016

RESERVES BALANCE



	2022	2023	2024	2025	2026	2027	COMMENTS
	OPENING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	
	TRANSFER OUT	TRANSFER IN					
OPERATIONAL RESERVES							
Municipal Parks Reserve	540,761	9,500	559,761	578,761	588,261	597,761	2022 and future transfers estimated based on five year average (2016-2020) Used \$1.775 million in 2022 to balance
Stabilization Operating Reserve	3,775,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	the budget
	4,315,761 -	9,500	2,559,761	2,578,761	2,588,261	2,597,761	
CAPITAL AND OTHER RESERVES							
Asset Management Programs							
Sidewalk Replacement	500,000	250,000	750,000	1,000,000	1,750,000	2,000,000	
Road Resurfacing	500,000	250,000	750,000	1,000,000	1,750,000	2,000,000	
Bridge Structure Replacement	0	250,000	500,000	1,000,000	1,250,000	1,500,000	
Water / Sewer Replacement	5,000,000	2,500,000	7,500,000	10,000,000	17,500,000	20,000,000	
Cast Iron Water line replacement program	0	1,000,000	1,000,000	2,000,000	4,000,000	6,000,000	
Chipseal Program	250,000	250,000	500,000	750,000	1,500,000	1,750,000	
New Infrastructure Programs							
Subdivision Road Network Upgrading	2,000,000	1,000,000	3,000,000	4,000,000	7,000,000	8,000,000	
Walking Trails Network Development	200,000	200,000	400,000	600,000	1,200,000	1,400,000	
Project Allocations							
Field Lake Pipeline Removal	50,000		0	0	0	0	Allocated to the Pipeline Removal POI for 2022
Archery Facility	64,300		0	0	0	0	
Low Income Housing	1,500,000		1,500,000	1,500,000	1,500,000	1,500,000	
McArthur Park Area Redevelopment	500,000		0	0	0	0	Allocated to McArthur Park
Transitional Housing Wrap Around Services Center	500,000		500,000	500,000	500,000	500,000	Development Program in 2022
Fibre Optic Infrastructure	0		0	0	0	0	
Sports Field Change Rooms	1,579,900		0	0	0	0	Allocated to Bold Sport field
Other Reserves							0 Changeroom project for 2022
Resident Response Fund	0	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	
	12,644,200 -	6,700,000	17,150,000	22,850,000	34,250,000	45,650,000	
EQUIPMENT REPLACEMENT RESERVES							
Fire Apparatus replacement	2,714,550	270,608	2,743,158	2,964,733	3,427,157	3,124,332	Allocated to Vehicle and Equipment
Enforcement Vehicles replacement	135,320	112,640	247,960	278,100	198,380	13,460	purchases in 2022
Equipment and Vehicles replacement	7,799,166	1,787,660	8,609,812	7,425,137	7,834,555	6,773,041	
	10,649,036 -	2,170,908	11,600,930	10,942,952	11,462,284	9,910,833	
TOTAL RESERVES BALANCE	27,608,997 -	8,880,408	31,301,191	42,062,213	53,330,183	58,158,594	

2022 CAPITAL BUDGET FUNDED

	PROJECT COST	GENERAL REVENUE	RESERVES	GRANTS	SALE OF ASSETS	LOCAL IMPROVEMENTS	DEVELOPER CONTRIBUTIONS	USER FEES	OTHER DEBT FINANCING	OPERATING IMPACT
General Municipal										
One-Time Purchase										
Scanner	13,000	13,000								
General Municipal Total	13,000	13,000								
Transportation Services										
Engineering Only										
Blais Resort Base and Pave (2.438 km Gravel to ACP)	50,000	50,000								
Construction Only										
Hamlet Back Lane Paving Program	200,000	200,000								
Youngs Beach Subdivision Base and Pave	4,320,520	4,320,520								
Bridge File 72382 (RR132 South of Highway 55)	1,798,605	1,798,605								
Tarrabain Drive Base and Pave (0.9 KM)	1,806,917	678,650		1,128,267						
Lac La Biche Shoreline Erosion Protection	1,480,000	1,480,000								
One-Time Purchase										
Subdivision Sign Replacement Program	50,000	50,000								
Transportation Services Total	9,706,042	8,577,775		1,128,267						
Airport Operations										
Engineering and Construction										
Airport Modernization	359,000	359,000								
Airport Operations Total	359,000	359,000								
Water & Sewer Utility										
Engineering Only										
Campsite Road Water and Sewer Services	250,000	250,000								
Construction Only										
101 Avenue (Main Street Lac La Biche) Water and Sewer Rehabilitation and Revitalization	6,957,275								6,957,275	
Engineering and Construction										
Dry Hydrant/Cistern - Bayview Beach	125,000	125,000								
McGrane Lift Station Generator	150,000	150,000								
Lac La Biche and Beaver Lake RV Dump Upgrades	150,000	150,000								
Culvert Replacement on Mission Road	122,000	122,000								
One-Time Purchase										
Turbidimeter at Various Reservoirs	84,000	84,000								
Water Control System	225,000	225,000								
Water & Sewer Utility Total	8,063,275	1,106,000							6,957,275	
Natural Gas Utility										
Engineering and Construction										
Regulator Station Replacement	265,000	265,000								
Natural Gas Line Loop on Lakeland Drive (Alex Hamilton Park Road to Summit Heights - 1,040 Meters)	208,000	208,000								
Natural Gas Utility Total	473,000	473,000								



2022 CAPITAL BUDGET FUNDED CONTINUED

	PROJECT COST	GENERAL REVENUE	RESERVES	GRANTS	SALE OF ASSETS	LOCAL IMPROVEMENTS	DEVELOPER CONTRIBUTIONS	USER FEES	OTHER	DEBT FINANCING	OPERATING IMPACT
Fleet Services											
One-Time Purchase											
Replacement Vehicles and Equipment	2,153,300	744,086	918,714		490,500						
Growth/New Vehicles and Equipment	841,000	841,000									
Fleet Services Total	2,994,300	1,585,086	918,714		490,500						
Fire Services											
One-Time Purchase											
Replacement Vehicles and Equipment	242,000		242,000								
Fire Services Total	242,000		242,000								
Environmental Services											
Engineering and Construction											
Finishing of Equipment Storage (Pole) Sheds at Beaver Lake and Plamondon Landfills	250,000	250,000									10,000
ASB Chemical Shed Construction	336,820	336,820									
One-Time Purchase											
Containment System for Transfer Stations	60,000	60,000									
Hydrometric Equipment	34,000	34,000									
Environmental Services Total	680,820	680,820									10,000
Common & Recreation Facilities											
Engineering and Construction											
County Center Office Renovations	200,000	200,000									
New Aquatic Center	5,000,000			4,250,000							750,000
Bold Center Sports Field Change Room Facility	1,579,900	-64,300	1,644,200								
Common & Recreation Facilities Total	6,779,900	135,700	1,644,200	4,250,000							750,000



2022 CAPITAL BUDGET FUNDED CONTINUED

	PROJECT COST	GENERAL REVENUE	RESERVES	GRANTS	SALE OF ASSETS	LOCAL IMPROVEMENTS	DEVELOPER CONTRIBUTIONS	USER FEES	OTHER DEBT FINANCING	OPERATING IMPACT
Parks & Open Spaces										
Construction Only										
Concrete Washrooms at County Parks Program	60,000	60,000								
Outdoor Rink Resurfacing Program	30,000	30,000								
Walking Trail Resurfacing Program	50,000	50,000								
Engineering and Construction										
Blais Resort - Playground	75,000	75,000								
Crescent Heights Playground	75,000	75,000								
Birch Grove (Russian Village) Playground	75,000	75,000								
Golden Sands Swing Set	30,000	30,000								
Missawaw Lake Swing Set	30,000	30,000								
Dumasfield Rink Resurfacing	70,000	70,000								
McArthur Park Development	925,040	425,040	500,000							
Golf Course Development	636,429	636,429								
Maccagno Boat Launch Improvements	115,000	115,000								
Willow Park Cemetery - Road Paving (Last Section)	60,000	60,000								
Parks & Open Spaces Total	2,231,469	1,731,469	500,000							
Information Technology & GIS										
One-Time Purchase										
Aerial Imagery	150,000	150,000								
LIDAR Elevation Data	60,000	60,000								
Information Technology Equipment	515,000	515,000								
Bold Center Walking Track Wi-Fi	30,000	30,000								
Information Technology & GIS Total	755,000	755,000								
Grand Total	32,297,806	15,416,850	3,304,914	5,378,267	490,500			7,707,275		10,000





2022 CAPITAL BUDGET UNFUNDED

	PROJECT COST	GENERAL REVENUE	RESERVES	GRANTS	SALE OF ASSETS	LOCAL IMPROVEMENTS	DEVELOPER CONTRIBUTIONS	USER FEES	OTHER
General Municipal	775,000	775,000							
One-Time Purchase									
Document Management Software	75,000	75,000							
Electronic Signs for Plamondon & Lac La Biche	700,000	700,000							
Transportation Services	11,051,611	9,565,937		1,485,674					
Engineering Only									
105 St - 100 Ave to HWY 55 (450m) - Oil to ACP	100,000	100,000							
Plamondon Paving - Lot East of Cuning Rink (3767 sq m)	300,000	300,000							
Railway Crossing between Main/Roina (114 sq m)	370,000	370,000							
Rich Lake Road from Store (3.16 KM)	300,000	300,000							
RR 135 - HWY 581 to 91 Ave (600m) - New ACP Road	125,000	125,000							
Touchwood Lake Road (27.7 km main, 4.4 Park rd.)	200,000	200,000							
Range Road 151 (From Highway 55 to Township Road 674 - 0.7 KM) and Range Road 151A (From Township Road 674 to Old Trail - 1.3 KM)	160,000	160,000							
Construction Only									
Campsite Road Base and Paving	4,946,611	4,420,937		525,674					
Mission Walking Trail	1,500,000	1,500,000							
Plamondon Paving - Back Alley by Double L (568 sq m)	850,000	850,000							
Engineering and Construction									
Rural Road Upgrades - Program	1,000,000	1,000,000							
Plamondon - Casian Connector Railway Crossing Signals	600,000	120,000		480,000					
105 Street adjacent to the Independent Grocery Store Railway Crossing Signals	600,000	120,000		480,000					
Water & Sewer Utility	1,000,000	872,500				127,500			
Engineering and Construction									
Beaver Lake Ranger Station water and Sewer	250,000	122,500				127,500			
Septage Receiving Station - Plamondon	600,000	600,000							
One-Time Purchase									
Generator - Deer Meadows	150,000	150,000							
Fire Services	475,000	446,000	29,000						
One-Time Purchase									
Fire Coordinator Vehicle	50,000	21,000	29,000						
First Responder Center on Highway 881	250,000	250,000							
Owl River Lean-To	80,000	80,000							
Station #2 - Plamondon - Station addition	95,000	95,000							
Environmental Services	212,000	212,000							
One-Time Purchase									
Employee Swipe Card System at all Sites	212,000	212,000							
Tourism & Economic Development	90,000	90,000							
One-Time Purchase									
Unmanned V/C Kiosks	15,000	15,000							
Wayfinding and Interpretive Signage	75,000	75,000							
Common & Recreation Facilities	160,000	160,000							
Construction Only									
Plamondon Arena Rink Boards	160,000	160,000							
Enforcement Services	16,000	16,000							
One-Time Purchase									
Patrol Quad	16,000	16,000							
Parks & Open Spaces	1,975,000	1,975,000							
Construction Only									
Skate/BMX Park	500,000	500,000							
Water Tower Revamp	750,000	750,000							
Engineering and Construction									
Dumasfield Park upgrades - washroom/walking trail	225,000	225,000							
Fork Lake Campground and access	500,000	500,000							
Grand Total	15,754,611	14,112,437	29,000	1,485,674		127,500			

2022 CAPITAL PROJECTS

ENGINEERING ONLY PROJECTS

1. Blais Resort Base & Pavé
2. Campsite Road Water & Sewer

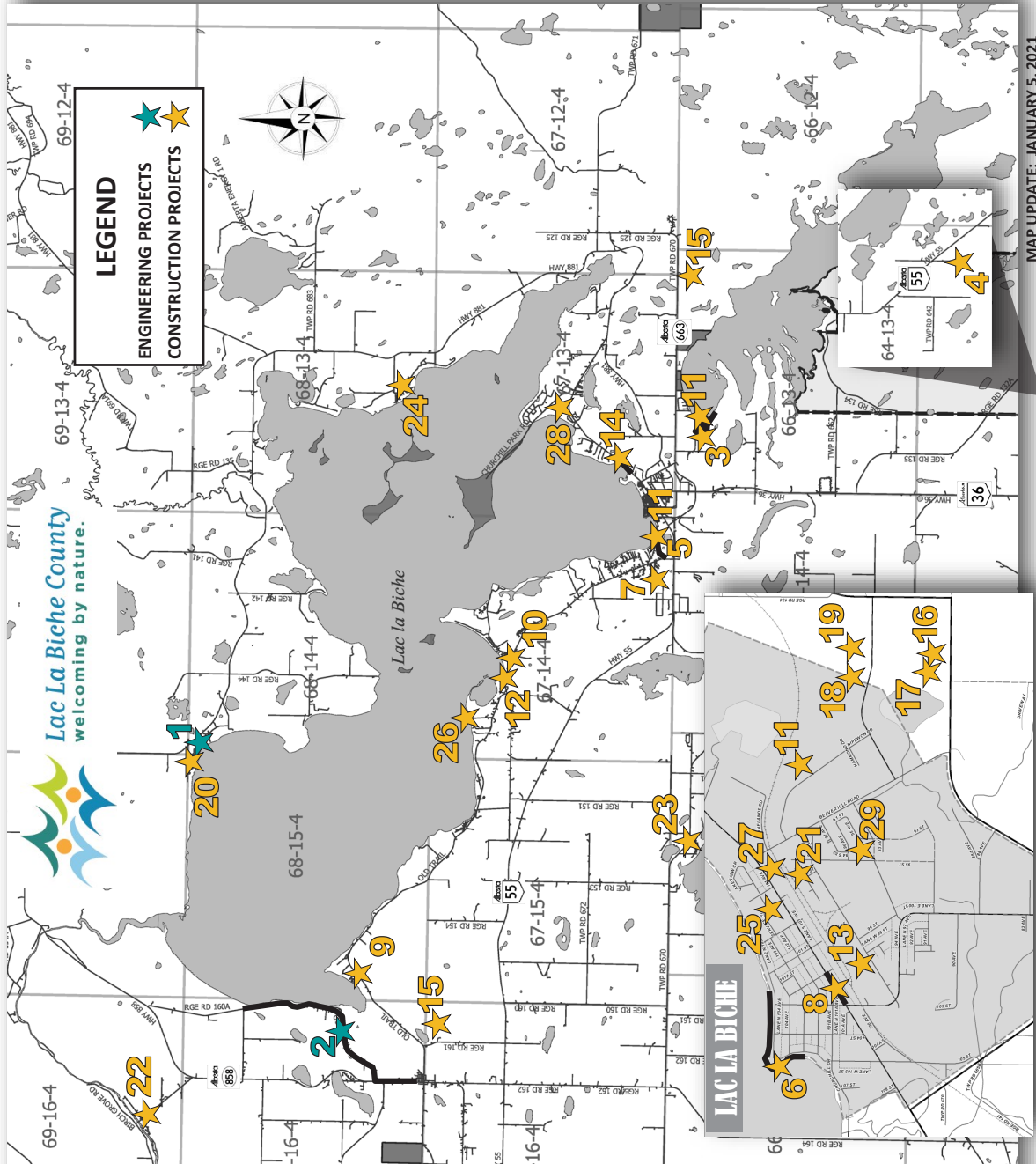
CONSTRUCTION PROJECTS

3. Young's Beach Base & Pavé
4. Bridge File 72382 Replacement
5. Tarrabain Drive Base & Pavé
6. Lac La Biche Shoreline Erosion Protection
7. Airport Modernization
8. 101 Ave Water & Sewer Rehabilitation & Revitalization - Phase 2 - 103 St to 102 St
9. Bayview Beach Dry Hydrant/Cistern
10. McGrane Lift Station Generator
11. Lac La Biche & Beaver Lake RV Dump Upgrades
12. Culvert Replacement on Mission Road
13. Natural Gas Regulator Station Replacement
14. Natural Gas Line Loop on Lakeland Drive (Alex Hamilton Park Road to Summit Heights)
15. Complete Pole Sheds at Beaver Lake & Plamondon Landfills
16. ASB Chemical Shed Construction
17. County Centre Office Renovations
18. New Aquatic Center
19. Bold Center Sports Field Change Room Facility
20. Blais Resort Playground
21. Crescent Heights Playground
22. Birch Grove Playground
23. Missawawi Swing Set
24. Golden Sands Swing Set
25. McArthur Park Development
26. Maccagno Boat Launch Improvements
27. Willow Park Cemetery - Road Paving (Last Section)
28. Golf Course Development
29. Dumasfield Rink Resurfacing

CONSTRUCTION PROGRAMS

(NOT SHOWN ON MAP — MULTIPLE LOCATIONS)

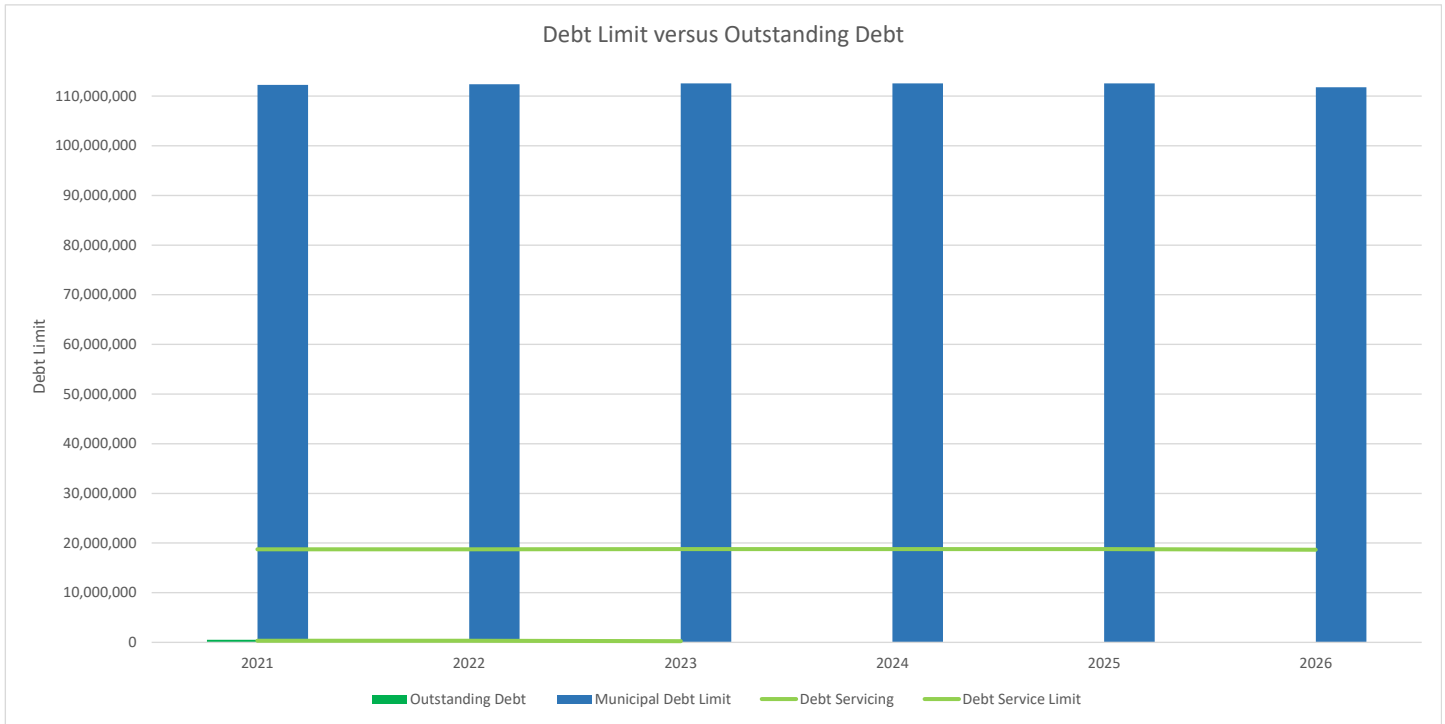
31. Hamlet Back Lane Paving
32. Subdivision Entrance Signs
33. Outdoor Rink Resurfacing
34. Walking Trail Resurfacing
35. Concrete Washrooms at County Parks



MAP UPDATE: JANUARY 5, 2021



DEBT CURRENT

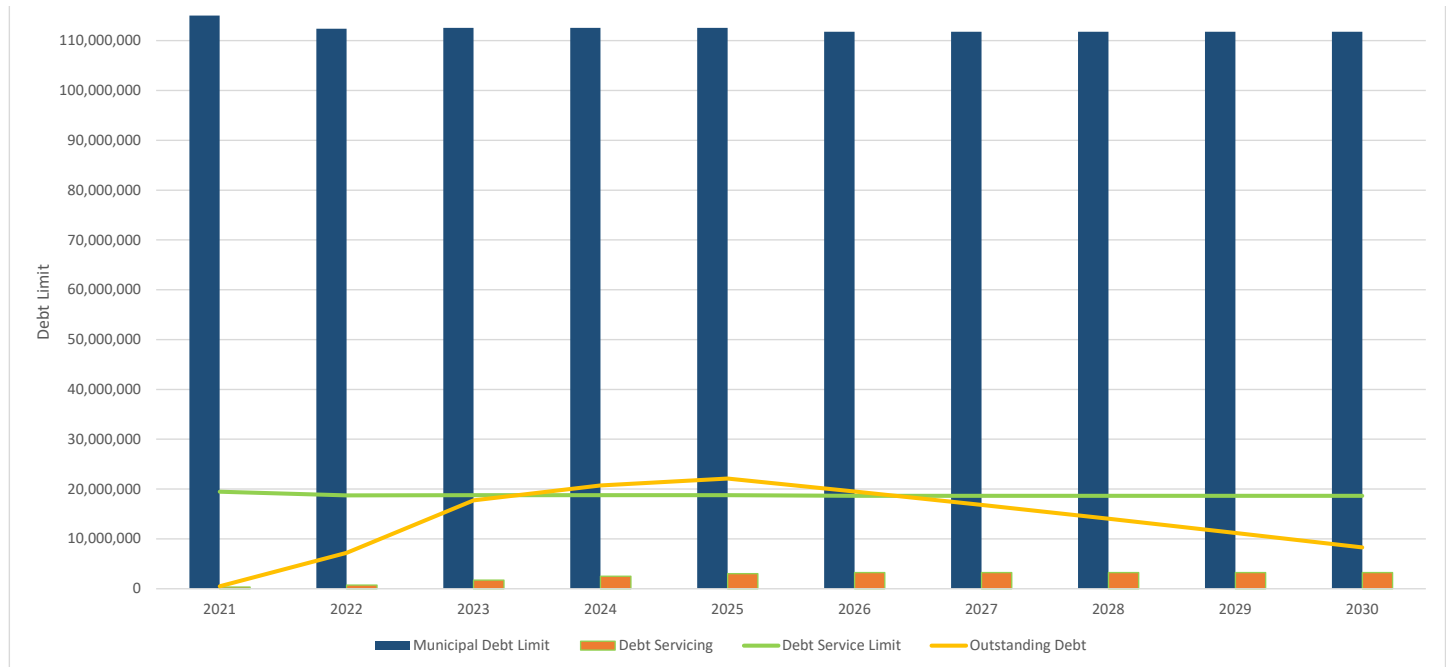


The County’s long-term debt relates to various infrastructure projects. All of the County’s existing debentures will be paid in full by the end of year 2023.

All balances are presented as of December 31, 2021.



APPROVED



The chart above depicts the approved debt structure for reader’s understanding of the County’s debt portfolio.

There are numerous scenarios that can be looked at when structuring the debt for future capital projects.

Administration considered Council’s guiding principles for the debt structure. Below are the main assumptions embedded in the plan.

- Rates based on Loans to Local Authorities (LTLA), formerly known as Alberta Capital Finance Authority (ACFA), website as of October 15, 2021
- 10 Year term used to estimate for budgeting purposes
- Repayments to start six months following the draw of funds
- .2% added for each additional year to compensate for rate increases

LTLA rates will change without notice, therefore the plan is subject to change based on rate moves from ACFA.

Administration will bring forward updated debt portfolio for Council review based on budget deliberations.

Financial Plans

FIVE-YEAR FINANCIAL PLAN

	2022	2023	2024	2025	2026	2027	
FORECASTED ACCUMULATED SURPLUS, BEGINNING OF YEAR	A	5,815,231	257,634	-4,428,053	-9,287,630	-15,717,122	-20,629,595
BASE OPERATING BUDGET							
BASE REVENUES	B	77,925,120	74,934,507	75,036,006	75,036,006	75,040,904	74,528,975
BASE EXPENDITURES	C	-58,273,029	-52,408,704	-52,008,666	-52,234,110	-52,030,774	-51,273,076
OPERATING INITIATIVES	D	-766,054	-1,939,394	-762,554	-672,554	-672,554	-537,554
OPERATING IMPACTS OF CAPITAL	E	-10,000	0	0	0	0	0
OPERATING IMPACTS OF DEBENTURE		-2,316,784	-4,723,757	-4,822,308	-4,870,239	-4,894,255	-3,138,520
TOTAL OPERATING EXPENDITURES (C+D+E)	F	-61,365,867	-59,071,855	-57,593,528	-57,776,903	-57,597,583	-54,949,150
BASE OPERATING SURPLUS (A+B+F)	G	22,374,484	16,120,286	13,014,425	7,971,473	1,726,200	-1,049,771
NON-OPERATING RESERVE ALLOCATIONS	H	-6,700,000	-5,700,000	-5,700,000	-5,700,000	-5,700,000	-5,700,000
FUNDS AVAILABLE TO FINANCE CAPITAL PROJECTS (G+H)	I	15,674,484	10,420,286	7,314,425	2,271,473	-3,973,800	-6,749,771
PROPOSED CAPITAL EXPENDITURES	J	-32,297,806	-39,290,859	-28,481,069	-26,565,769	-19,832,969	-18,501,429
TRANSFERS FROM CAPITAL RESERVES	K	3,304,914	2,869,850	1,304,000	867,800	1,962,600	1,909,300
CAPITAL GRANTS	L	5,378,267	5,450,000	4,535,674	3,735,674	525,674	525,674
LOCAL IMPROVEMENTS	M	0	3,005,430	629,340	0	0	0
SALE OF ASSETS	N	490,500	1,063,650	460,000	223,700	688,900	305,700
DEVELOPER CONTRIBUTIONS	O	0	0	0	0	0	0
USER FEES	P	0	0	0	0	0	0
OTHER FUNDING SOURCES	Q	0	0	0	0	0	0
DEBT FINANCING	R	7,707,275	12,053,590	4,950,000	3,750,000	0	0
FUNDS REQUIRED TO FINANCE CAPITAL PROJECTS (J+K+L+M+N+O+P+Q+R)	S	-15,416,850	-14,848,339	-16,602,055	-17,988,595	-16,655,795	-15,760,755
FORECASTED ACCUMULATED SURPLUS, END OF YEAR (I+S)	T	257,634	-4,428,053	-9,287,630	-15,717,122	-20,629,595	-22,510,526





BUDGET FOR FUTURE YEARS - FUNDED

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Grand Total
Dry Hydrant/Cistern - Bayview Beach	125,000											125,000
HWY 36 - 91 Ave to 99 St - Water & Sewer Rehabilitation (840m)		4,600,000										4,600,000
Tarrabin Crescent water and sewer Servicing		80,000	288,000									368,000
Mission Village Phase 2 water and Sewer		120,000	399,000									519,000
BNR Plant and Neighbouring Properties - Water & Sewer Installation			437,000									437,000
Water and Sewer Upgrades - Beaver Lake Booster							1,050,000					1,050,000
92 Ave - 102 St to 101 St to 91 Ave - Water & Sewer Rehabilitation (620m)			1,375,000									1,375,000
Churchill Drive - 100 St to 101 St - Water & Sewer Rehabilitation (275m)			1,225,000									1,225,000
Water and Sewer Upgrades - Main Reservoir			700,000									700,000
101B Ave - 101 Ave to 103 St - Water & Sewer Rehabilitation (140m)			125,000									125,000
104 St - 104 Ave South to Back Lane - Water Rehabilitation (50m)				1,320,000								1,320,000
101 Ave - Beaverhill Rd to Lakeview Crescent Back Lane - Water & Sewer Rehabilitation (440m)			2,000,000									2,000,000
101 St - 101 Ave Back Lane to 104 Ave - Water & Sewer Rehabilitation (400m)				750,000								750,000
101A Ave - 104 St to 101 Ave - Water & Sewer Rehabilitation (150m)					2,950,000							2,950,000
102 Ave - 103 St to 100 St - Water & Sewer Rehabilitation (590m)						1,200,000						1,200,000
100 Street - South of 99 Ave (Pork street) - Water & Sewer Rehabilitation (240m)						1,855,000						1,855,000
Water and Sewer Upgrades - Airport Reservoir						1,500,000						1,500,000
100 St - 101 Ave to Churchill Drive - Water & Sewer Rehabilitation (300m)							2,650,000					2,650,000
103 Ave - 100 St to 103 St - Water & Sewer Rehabilitation (530m)						1,950,000						1,950,000
99 Ave - 103 St to 101 St - Water & Sewer Rehabilitation (390m)						1,750,000						1,750,000
Water and Sewer Upgrades - Plamondon Reservoir												
103 St - 101 Ave to 104 Ave - Water & Sewer Rehabilitation (450m)							2,250,000					2,250,000
99 Ave - 100 St to 95 St - Water & Sewer Rehabilitation (762m)							3,810,000					3,810,000
94 Ave - HWY 36 to 95 St - Water & Sewer Rehabilitation (460m)												
101A St - 103 Ave to 104 Ave - Water & Sewer Rehabilitation (100m)									2,300,000			2,300,000
										50,000		50,000
Natural Gas Utility												
Natural Gas Line Loop on Lakeland Drive (Alex Hamilton Park Road to Summit Heights - 1,040 Meters)	208,000											208,000
Regulator Station Replacement	265,000	207,500	207,500									680,000
Churchill Dr - 104 St to 101 St (1000m) - Natural Gas Rehabilitation		145,000										145,000
HWY 36 - 91 Ave to 99 Ave (2750m) - Natural Gas Rehabilitation			400,000									400,000
104 Ave - 104 St to 102 St including 104 St to Churchill Drive (850m) - Natural Gas Rehabilitation				124,000								124,000
100 St - South of 99 Ave (Pork street) (675m) - Natural Gas Rehabilitation					98,000							98,000
100 St - 101 Ave to Churchill Drive (180m) - Natural Gas Rehabilitation						270,000						270,000
99 Ave - 103 St to 100 St (900m) - Natural Gas Rehabilitation						130,500						130,500
99 Ave - 100 St to 95 St (1140m) - Natural Gas Rehabilitation							166,000					166,000
94 Ave - HWY 36 to 95 St (1070m) - Natural Gas Rehabilitation										155,150		155,150
92 Ave - West of 102 St to 91 Ave, 91 Ave - 100 St to 102 St (1360m) - Natural Gas Rehabilitation											197,000	197,000
Fleet Services												
Replacement Vehicles and Equipment	2,153,300	3,834,500	1,594,000	1,006,500	2,141,500	1,617,000	1,918,000	1,729,500	1,809,000	1,585,000	305,500	19,693,800
Growth/New Vehicles and Equipment	841,000											841,000
Fire Services												
Replacement Vehicles and Equipment	242,000	14,000		255,000		598,000	345,000	78,500		10,000		1,542,500
Growth/New Vehicles and Equipment		242,000										242,000
Enforcement Services												
Replacement Vehicles and Equipment		85,000	170,000	85,000	255,000		105,000			255,000		955,000
Environmental Services												
Finishing of Equipment Storage (Pole) Sheds at Beaver Lake and Plamondon Landfills	250,000											250,000
Hydrometric Equipment	34,000											34,000
Containment System for Transfer Stations	60,000											60,000
ASB Chemical Shed Construction	336,820											336,820
New Cell for Plamondon Landfill		250,000										250,000
Shop Finishing - Plamondon		75,000										75,000
Plamondon Landfill Transfer Site Reconfiguration			240,000									240,000
Tourism & Economic Development												
Unmanned VIC Kiosks		7,500										7,500
Wayfinding and Interpretive Signage			75,000									150,000
Common & Recreation Facilities												
Bold Center Sports Field Change Room Facility	1,579,900											1,579,900
County Center Office Renovations	200,000											200,000
New Aquatic Center	5,000,000	8,000,000	8,000,000	6,000,000								27,000,000

BUDGET FOR FUTURE YEARS - FUNDED



	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032 Grand Total	
Parks & Open Spaces												
Maccagno Boat Launch Improvements	115,000										115,000	
Dumasfield Link Resurfacing	70,000										70,000	
Golf Course Development	636,429	636,429	636,429	636,429	636,429	636,429	636,429				4,455,003	
Concrete Washrooms at County Parks Program	60,000	30,000	30,000	30,000	30,000	30,000					210,000	
McArthur Park Development	925,040	925,040	925,040	925,040	925,040						4,625,200	
Golden Sands Swing Set	30,000										30,000	
Blais Resort - Playground	75,000										75,000	
Outdoor Link Resurfacing Program	30,000	30,000									60,000	
Walking Trail Resurfacing Program	50,000	50,000	50,000								150,000	
Willow Park Cemetery - Road Paving (Last Section)	60,000										60,000	
Crescent Heights Playground	75,000										75,000	
Missawabi Lake Swing Set	30,000										30,000	
Birch Grove (Russian Village) Playground	75,000										75,000	
Information Technology & GIS												
Aerial Imagery	150,000										150,000	
LIDAR Elevation Data	60,000										60,000	
Information Technology Equipment	515,000	680,000	475,000	495,000	377,000	625,000					3,167,000	
Bold Center Walking Track Wifi	30,000										30,000	
Cameras	85,000	35,000	35,000	105,000	50,000	40,000	60,000	38,000	115,000	5,000	578,000	
Plotter - McArthur Place	10,000								12,000		22,000	
Storage	230,000					250,000				280,000	760,000	
Firewalls			160,000					160,000			320,000	
Wireless Access Points			85,000				100,000				185,000	
Large Format Scanner				25,000					30,000		55,000	
Core Switches			150,000						180,000		330,000	
Satellite Headend Bold Center				20,000					24,000		44,000	
Telephone System (servers & gateways)						40,000				50,000	90,000	
Computer Refresh							160,000	160,000	160,000	400,000	880,000	
Plotter - County Center							12,000				12,000	
Servers									185,000	25,000	210,000	
UPS - McArthur Place										12,000	12,000	
Multifunction Printers											170,000	
Telephone Handsets											80,000	
Grand Total	32,297,806	39,290,859	28,481,069	26,565,769	19,832,969	18,501,429	18,806,929	17,692,000	18,375,000	17,827,000	16,912,650	254,583,480



BUDGET FOR FUTURE YEARS - UNFUNDED

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Grand Total
General Municipal												
Electronic Signs for Plamondon & Lac La Biche	700,000											700,000
Bold Center Jobs developed for Resale		0										0
Document Management Software	75,000											75,000
Transportation Services												
105 St. - 100 Ave to HWY 55 (450m) - Oil to ACP	100,000	400,000										500,000
Composite Road Base and Paving	4,946,611											4,946,611
Mission Walking Trail	1,500,000											1,500,000
Plamondon Paving - Back Alley by Double L (568 sq m)	850,000											850,000
Plamondon Paving - Lot East of Curling Rink (3767 sq m)	300,000											300,000
Railway Crossing between Main/Rona (114 sq m)	370,000											370,000
Rich Lake Road from Store (3.16 KM)	300,000											300,000
RR 135 - HWY 881 to 91 Ave (600m) - New ACP Road	125,000	575,000										700,000
Rural Road Upgrades - Program	1,000,000	1,000,000										2,000,000
Touchwood Lake Road (27.7 km main, 4.4 Park rd)	200,000	4,530,000								1,000,000		4,730,000
Plamondon - Caslan Connector Railway Crossing Signals	600,000											600,000
105 Street adjacent to the Independent Grocery Store Railway Crossing Signals	600,000											600,000
Range Road 151 (From Highway 55 to Township Road 674 - 0.7 KM) and Range Road 151A (From Township Road 674 to Old Trail - 1.3 KM)	160,000	460,000										620,000
BF- 8807 Kintuso Bridge(NE 17-66-15-W4M)		195,000	1,305,000									1,500,000
Range Road 142 Engineering, base and pave (From Highway 55 to Deer Meadows. 8 kms)		3,594,100										3,594,100
Pleasant Acres Subdivision		40,000	485,000									525,000
BF- 8346 Plamondon Creek		170,000	2,250,000									2,420,000
Deer Meadows Paving (2.02 KM)		968,846										968,846
John Martin Subdivision		2,850,000										2,850,000
Blais Resort Base and Pave (2.438 km Gravel to ACP)			780,000	5,220,000								5,999,000
Range Road 153 Engineering (From Twp Rd 670 to Highway 55 - 6.4km)		150,000	500,000									650,000
Mission Sub. - McGrane Estates - Eng. & Paving (400m) - Gravel to ACP		50,000	480,000									530,000
BF- 74848 North of Rich Lake		50,000	1,280,000									1,330,000
BF- 73614 TWP RD 652 (Shoreyko Bridge)			756,700									756,700
Range Road 155 (From TWP RD 670 to TWP RD 672)		325,000	3,375,000									3,700,000
Township Road 654 - RR 113 to Park Boundary (3.63km) - Gravel to ACP			1,030,600									1,030,600
Twp Rd 662 - (From RR 164 to TWP RD 662A)			50,000	600,000								650,000
BF- 72890 Amisk River (RR 165)			180,000	1,820,000								2,000,000
Hamlet of Hylco - Engineering & Paving (1.5km) - Gravel and Oil to ACP **			225,000	3,775,000								4,000,000
Mission Sub. - McGrane Rd - Eng. & Paving (3.45km) - Oil/Gravel to ACP			180,000	1,820,000								2,000,000
Venice Road - Phase 2 Roads - Eng. & Paving (1.7km) - Oil to ACP			180,000	1,820,000								2,000,000
Venice Road - HWY 663 to RR 151 (5.5km) - Oil to ACP			490,000	5,510,000								6,000,000
Township Road 652 - RR 151 to RR 153 (2.2km) - New Gravel Road				1,589,400								1,589,400
Bonesville Subdivision - Eng. & Paving (2.2km) - Gravel and Oil to ACP			200,000	2,300,000								2,500,000
Range Road 153 - TWP Rd 670 to Old Trail (9.70km) - Gravel to ACP			800,000	9,200,000								10,000,000
Range Road 155 - Alpac K. Rd to TWP Rd 701 (1.29km) - Gravel to ACP			100,000	1,000,000								1,100,000
Range Road 150 (From TWP RD 650 to TWP RD 651A)				993,200								993,200
Rich Lake Hall & Store Access**			250,000	2,750,000								3,000,000
Township Road 684 - HWY 858 to RR 170 (6.52km) - Gravel to ACP			550,000	6,550,000								7,100,000
Township Road 690A - RR 105 to HWY 867 (0.84km) - Gravel to ACP				85,000								85,000
Township Road 661 - RR 151 to RR 160 (7.3km) - Gravel to ACP				6,625,000								6,625,000
Range Road 134 (From Highway 55 to Range Road 652)			100,000	2,750,000								2,850,000
Range Road 145 - TWP Rd 650 to TWP Rd 653A (5.53km) - Gravel to ACP			475,000	4,725,000								5,200,000
Range Road 105 - HWY 55 to TWP Rd 643A (8.30km) - Gravel to ACP			630,000	8,370,000								9,000,000
Township Road 643A - RR 105 to East of RR 110 (2.03km) - Gravel to ACP			190,000	1,910,000								2,100,000
Township Road 644 - RR 110 to RR 110A (1.38km) - Gravel to ACP			125,000	125,000								250,000
Township Road 645 - RR 110A to RR 113 (2.03km) - Gravel to ACP			185,000	185,000								370,000
Township Road 650 - HWY 36 to RR 145 (8.14km) - Gravel to ACP			560,000	560,000								1,120,000
Township Road 652 (From RR 151 to RR 153 including RR 152 connector)			300,000	300,000								600,000
Township Road 653 - HWY 36 to RR 134 (4.4km) - Gravel to ACP			350,000	350,000								700,000
Township Road 665 Engineering and base and pave (From RR 143 to Hwy 663 - 2.0km)			325,000	325,000								650,000
TWP Rd 695A - HWY 881 to TWP 693A - (7.82km) - Gravel to ACP				7,065,000								7,065,000

BUDGET FOR FUTURE YEARS - UNFUNDED



	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032 Grand Total
Water & Sewer Utility											
Beaver Lake Hanger Station water and Sewer	250,000										250,000
Septage Receiving Station - Plamondon	600,000										600,000
Generator - Deer Meadows	150,000										150,000
Sentinel Park West Water & Sewer		10,000,000									10,000,000
105 St - South of Tracks - Water & Sewer Installation		240,000									240,000
Water and Sewer Upgrades - Airport Truck fill Expansion				300,000							300,000
Water and Sewer Upgrades - East Lift Station				550,000							550,000
Water and Sewer Upgrades - Summit Heights Reservoir				1,050,000							1,050,000
Water and Sewer Upgrades - Airport Reservoir				1,960,000							1,960,000
Natural Gas Utility											
Back Lane 103 Ave - 104 St to 102 St (1065m) - Natural Gas Rehabilitation		155,000									155,000
Fire Services											
Owl River Lean-To	80,000										80,000
Fire Coordinator Vehicle	50,000										50,000
First Responder Center on Highway 881	250,000										250,000
Station #2 - Plamondon - Station addition	95,000										95,000
Rich Lake Lean-To		75,000									75,000
Enforcement Services											
Patrol Quad	16,000										16,000
Environmental Services											
Employee Swipe Card System at all Sites	212,000										212,000
New System to Replace Geoware	45,000										45,000
Organics Collection Curbside	100,000										100,000
ICI and Multi Family Recycling		473,600									473,600
Tourism & Economic Development											
Unmanned VIC Kiosks	15,000										15,000
Wayfinding and Interpretive Signage	75,000										75,000
Common & Recreation Facilities											
Plamondon Arena Rink Boards	160,000										160,000
Parks & Open Spaces											
Dumasfield Park upgrades - washroom/walking trail	225,000										225,000
Water Tower Revamp	750,000										750,000
Fork Lake Campground and access	500,000										500,000
Skate/BMX Park	500,000										500,000
Plamondon Ball Diamonds	300,000										300,000
Plamondon Outdoor Skating Rink	130,000										130,000
Playground Bold Campsite	70,000										70,000
Youngs Beach Skating Rink	130,000										130,000
Big Dock Update				5,000,000							5,000,000
Lakeside Development - Marina											0
Information Technology & GIS											
Water Tower Wireless Network	400,000										400,000
Plamondon Wireless Network	50,000										50,000
Grand Total	15,754,611	26,552,946	5,543,600	12,127,300	13,840,000	8,199,400	19,293,200	16,585,000	10,280,000	15,255,000	151,496,057

Department Highlights

READER'S GUIDE

These icons represent how our accomplishments and approved initiatives support our strategic goals (page 9):



Economic Development



Recreation and Culture



Social Wellness



Tourism



Environment



Core Operations*

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










Council

2022 Net Operating Budget	\$1,013,560
2021 Net Operating Budget	\$1,011,558
Budget Change	2,002
% Change	0.20%
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.

2021 Key Accomplishments

- Adoption of the County’s Asset Management Policy. 
- Adoption of the McArthur Park Master Plan. 
- Adoption of the Airport Master Plan. 
- Engagement and phased approval of Main Street Lac La Biche Revitalization Project. 
- Initiation of concept planning for a new aquatics centre. 
- Adoption of the Indigenous Collaboration Committee Terms of Reference. 
- Initiation of the Transitional Housing Task Force. 

2022 Approved Initiatives

- Review of the County’s Strategic Plan and Priorities. 
- Alignment of strategic priorities and service levels. 
- Continued work on the transitional housing and affordable housing initiative. 
- Downtown infrastructure repair in the hamlet of Lac La Biche and streetscape revitalization. 
- Engagement with First Nations and Metis Settlements on the role of the municipality in Truth and Reconciliation. 
- Implementation of 25 year Asset Management Strategy. 
- Development of new Aquatic Centre. 
- Establish Resident Response Fund 



Council - Operating Budget

	2020 ACTUAL	2021 BUDGET	2021 YEAR TO DATE	2022 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	0	0	0	0	0.00%
OTHER REVENUES	-2,383	0	-1,322	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	-2,383	0	-1,322	0	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	699,622	761,630	661,533	763,012	0.18%
CONTRACTED SERVICES	90,406	214,928	74,326	212,048	-1.34%
CONSUMABLE SUPPLIES	15,077	35,000	15,123	38,500	10.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	805,105	1,011,558	750,982	1,013,560	0.20%
COUNCIL NET	802,721	1,011,558	749,660	1,013,560	0.20%

Base Budget Highlights

- Council's budget will be updated based on decisions of new Council following the organizational meeting after election.
- There is a slight change in the budget due to an increase in promotional supplies budget which was offset by reduction in computer equipment purchases from 2021.



General Administration

2022 Net Operating Budget	\$2,007,988
2021 Net Operating Budget	\$1,821,104
Budget Change	\$186,884
% Change	10.26%

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, who's 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.

2021 Key Accomplishments

- The TELUS Fibre Project was successfully installed in 2021.
- The Phase 1 of the Main Street in the hamlet of Lac La Biche project was completed.
- The Asset Management Program is well underway.
- The COVID-19 Response Team was formed in 2020 and has been ongoing since then to support our staff and the public during the pandemic.
- The County completed the Sports Fields near the Bold Center.
- The Community Engagement for the Aquatic Centre was completed.
- The McArthur Place Master Plan was adopted.
- Bayview Water and Sewer Project.
- Drainage at Young's Beach Subdivision.
- Beaverhill Road improvements and development readiness.
- After-hours call answering service implemented to direct urgent calls to on-call services.



Key Priorities

- Continue to advocate for development growth in Lac La Biche County.
- Complete the Asset Management Program.
- Continue to refine and work on our 10 Year Capital Plan.
- Re-write the Land Use Bylaw development and user friendly.
- Becoming a collaborative organization that looks for "yes".



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

	2020 ACTUAL	2021 BUDGET	2021 YEAR TO DATE	2022 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	0	0	-77,169	0	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	0	0	-77,169	0	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	1,243,545	1,319,421	1,321,184	1,443,183	9.38%
CONTRACTED SERVICES	581,701	464,933	381,816	527,755	13.51%
CONSUMABLE SUPPLIES	33,292	36,750	53,281	37,050	0.82%
GRANT TRANSFERS	5,000,000	0	56,058	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	6,858,538	1,821,104	1,812,339	2,007,988	10.26%
GENERAL ADMINISTRATION NET	6,858,538	1,821,104	1,735,170	2,007,988	10.26%

Base Budget Highlights

- Salaries, Wages and Benefits increased due to an increase in budget for succession planning purposes. Otherwise, the County is experiencing a reduction in overall salaries and wages expenses due to a reduction in the Local Authorities Pension Plan (LAPP).
- Contracted services are noting an increase for the annual allocation of professional development program for supervisory staff. This increase is offset by a decrease in departmental professional development costs.







Records Management

2022 Net Operating Budget	\$380,435
2021 Net Operating Budget	\$365,595
Budget Change	\$14,840
% Change	4.06%



Purpose

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

2021 Key Accomplishments

- Centralization of all County records and information to McArthur Place. 
- Commenced digitization program for County land files. 
- Involvement in the Asset Management program development. 
- Completed the records storage renovation project. 

2022 Approved Initiatives

- Carry over of process mapping project from 2021 budget. 
- Capital purchase of high-end scanner. 

Key Priorities

- Supporting continuity of County services through timely and reliable access to the County’s records and information.
- Digitization, disposition, and classification of records.
- Preservation of vital records.



Service Levels

VITAL RECORDS PROGRAM

Inventory, classify, scan and then archive off-site and integrate into departments emergency management and business continuity plans.

Vital records include bylaws, council agendas/ minutes, land files, cemetery files, surveys & maps, and asset management records.

RETENTION AND CLASSIFICATION PROGRAM

Ensure all official records and information are classified, current and accurate. This includes analysis and classification of records from all departments (in all formats) on an ongoing basis. Further, inactive records are analyzed and transferred accordingly.

DIGITIZATION PROGRAM

Integrate quality standards and dept training for ensuring digital and electronic information is reliable and authentic. This includes facilitation of the County’s imaged source guideline, metadata templates and scanning quality control processes for all departments.

DISPOSITION PROGRAM

Facilitate and manage annual disposition, of both electronic and paper information.

CORPORATE SUPPORT/SERVICE:

Carryout comprehensive history searches, including searches for FOIP requests.

- As required, and within a few business days (depending on nature of request).

Management of the property files, and administration of file requests.

- Ongoing management. File request within next business day.

Management of the County’s agreement register.

- Ongoing management. Register updated within 2 business days.

Administration of the main office email

- Within next business day.

Administration of SeeClickFix citizen requests.

- Within next business day.

Review records and assist with office transition when staff depart.

- Within 2 business days.

Search requests relating to audits – as required.

MAIL RUN, CORPORATE OFFICE SUPPLIES AND GROCERIES

Distribute mail and parcels between corporate facilities twice daily.

Order and distribute supplies to offices.



Records and Information Management - Operating Budget

	2020 ACTUAL	2021 BUDGET	2021 YEAR TO DATE	2022 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	0	0	0	0	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	0	0	-3,150	0	0.00%
TOTAL REVENUES	0	0	-3,150	0	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	305,379	328,875	315,106	336,885	2.44%
CONTRACTED SERVICES	3,462	32,320	1,274	38,650	19.59%
CONSUMABLE SUPPLIES	2,656	4,400	755	4,900	11.36%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	311,497	365,595	317,136	380,435	4.06%
RECORDS MANAGEMENT NET	311,497	365,595	313,986	380,435	4.06%

Base Budget Highlights

- Salaries, Wages and Benefits remained mostly the same due to decrease in benefit costs offsetting any staff or pay grid changes.
- Contracted services increase by 5K for electronic data management system implementation.



Human Resources and Health & Safety

2022 Net Operating Budget	\$1,067,684
2021 Net Operating Budget	\$1,007,683
Budget Change	\$60,001
% Change	5.95%

Purpose

Human Resources department provides a full range of Human Resources 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.

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

2021 Key Accomplishments

- Roll out and Implementation of Lighthouse, the new safety program.
- Updated and evaluated all County position descriptions.
- Compensation Review.
- Supported the County with numerous COVID related initiatives including, repurposing of positions, work from home playbook, COVID related supports to staff throughout the pandemic.
- County wide Equity, Diversity, and Inclusiveness training.
- Implemented new safety processes to meet COR Audit Action Plan.
- Transitioning Firefighters from Volunteers to Casual County employees.
- Supporting Finance with the project costing implementation.



2022 Approved Initiatives

- Employee Satisfaction and Engagement Survey.
- Safety Ambassadors Program.
- Countywide Professional Development Plan including Succession Planning.
- Review and Revision of the Orientation and Onboarding program.
- Noise Management Program.



Key Priorities

- 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 and Health & Safety - Operating Budget

	2020 ACTUAL	2021 BUDGET	2021 YEAR TO DATE	2022 BUDGET	BUDGET CHANGE
HUMAN RESOURCES					
OPERATING REVENUES					
SALE OF GOODS & SERVICES	0	0	0	0	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	-4,099	0	-6,544	0	0.00%
TOTAL REVENUES	-4,099	0	-6,544	0	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	686,595	589,784	639,227	607,315	
CONTRACTED SERVICES	46,965	102,901	85,297	121,069	17.66%
CONSUMABLE SUPPLIES	13,856	7,440	11,469	7,600	2.15%
GRANT TRANSFERS	25,175	31,000	37,335	28,000	-9.68%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	772,591	731,125	773,329	763,984	4.49%
HUMAN RESOURCES NET	768,492	731,125	766,785	763,984	4.49%

HEALTH & SAFETY

OPERATING REVENUES					
SALE OF GOODS & SERVICES	0	0	0	0	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	0	0	0	0	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	173,501	206,902	213,925	216,968	4.87%
CONTRACTED SERVICES	9,861	59,306	28,959	72,082	21.54%
CONSUMABLE SUPPLIES	4,153	10,350	7,532	14,650	41.55%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	187,516	276,558	250,417	303,700	9.81%
HEALTH & SAFETY NET	187,516	276,558	250,417	303,700	9.81%

Base Budget Highlights

- Salaries, Wages and Benefits remained mostly the same due to decrease in benefit costs offsetting any staff or pay grid changes.
- Contracted services are increasing for 2022 due to employee satisfaction survey.
- There is a \$5000 allocated for excellence awards program increasing the Grant Transfers.
- There is \$12K increase in contracted services related to professional development activities.



Information Technology & Geographical Information Systems







2022 Net Operating Budget	\$3,868,263
2021 Net Operating Budget	\$3,710,311
Budget Change	\$157,952
% Change	4.26%

Purpose

The Information Technology department ensures that all computers, telephones, and other County systems are secure and operational. Supporting roughly 350 users and manage 250 computers, 187 telephones, 181 cellular devices, 96 servers, swipe card systems, security systems, and a network that connects 34 buildings.

The GIS department provides mapping data services for all staff, Council and the public. Municipal governments utilize GIS to make improvements to decision making processes, public engagement and delivery of services.







2021 Key Accomplishments

- Replaced 53 computers as part of the regular computer replacement schedule. 
- Replaced 60 cellphones as part of the regular replacement schedule. 
- Completed the migration of email services to Office 365. 
- Liquidated 3 years' worth of old IT assets through the online auction. 450 items in total were liquidated. 
- Migrated all SharePoint services to Office 365. 
- Replaced the telephone system with a system that has the features and growth that is required by the organization. 
- Updated address bylaw.
- Updated datasets for integration into the Asset Management Plan.
- Consolidated our maps onto one webpage making them more accessible to the public.
- Updated the ward boundary maps.
- Produced over 300 maps and figures for various stakeholders.

Key Priorities

- Implement recommendations from external security assessment.
- Implement On-Call schedule.
- Replace equipment.
- Complete 5 year strategic plan and start implementing the plan.
- Update aerial imagery and LiDAR data.

2022 Approved Initiatives

- Regular equipment replacement as per scheduled replacement. 
- Implement On-Call schedule. 
- Install wireless access on Bold Center walking track. 
- Complete 5 year GIS strategic plan. 
- Update Aerial Imagery. 
- Update LiDAR data. 



Service Levels

HELP DESK & DESKTOP SUPPORT

Respond to 1st and 2nd level support requests using the ticket system, telephone, email, teams, etc.

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

Maintain inventory.

Provide user guides and knowledge base.

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

Average Tickets per year	2,400
Computers/Laptops	247
Printers/Copiers	72
Average pages printed per year	1,142,489
Swipe Cards	635
User Accounts	351
User Accounts per IT Member	88

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.

Manage and maintain data storage locations verifying data is available.

Maintain secure storage.

Buildings with IT services	34
Servers	96
Monitored devices	170

TELECOMMUNICATIONS

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

Cellphones	178
Desk phones	191
AFRRCS 2-way Radios (Fire, CPOs)	90
VHF 2-way Radios (Public Works, etc)	200

SECURITY

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

Video Requests	108
Surveillance Cameras	236
Doors with swipe	58

DISASTER RECOVERY

Maintain, test and continually improve technology disaster recovery plans and processes.

APPLICATIONS

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

Applications	60
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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 that are received from internal and external customers.

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

Conduct data research and data collection.

Maps Produced	360
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SPATIAL ANALYTICS

Maintain geospatial datasets based on organization needs.

Create and maintain metadata.

Review and interpret drawings for digitization.

GIS APPLICATION SUPPORT

Manage, maintain and troubleshoot GIS software.



Information Technology & GIS - Operating Budget

	2020 ACTUAL	2021 BUDGET	2021 YEAR TO DATE	2022 BUDGET	BUDGET CHANGE
INFORMATION TECHNOLOGY					
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-2,400	0	-2,400	0	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	-2,283,000	-17,000	-17,000	0	-100.00%
TOTAL REVENUES	-2,285,400	-17,000	-19,400	0	-100.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	375,308	449,545	435,480	490,606	9.13%
CONTRACTED SERVICES	2,682,208	2,859,441	2,688,798	2,797,966	-2.15%
CONSUMABLE SUPPLIES	95,131	66,450	84,643	163,700	146.35%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	3,152,647	3,375,436	3,208,920	3,452,272	2.28%
INFORMATION TECHNOLOGY NET	867,247	3,358,436	3,189,520	3,452,272	2.79%

GIS

OPERATING REVENUES					
SALE OF GOODS & SERVICES	-1,660.00	-2,000.00	-960.00	-1,000.00	-50.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	-1,660	-2,000	-860	-1,000	-50.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	202,734	214,274	183,791	220,087	2.71%
CONTRACTED SERVICES	117,520	135,101	121,089	192,404	42.41%
CONSUMABLE SUPPLIES	7,294	4,500	0	4,500	0.00%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	327,549	353,875	304,881	416,991	17.84%
GRAPHICAL INFORMATION SYSTEMS					
NET	325,889	351,875	303,921	415,991	18.22%

Base Budget Highlights

- Salaries, Wages and Benefits remained mostly the same due to decrease in benefit costs offsetting any staff or pay grid changes.
- There is \$15K increase in software costs for GIS in 2022.
- The increase in IT's consumable supplies is a transfer from contracted services due to a change of practice for County's cell phone program. There is no increase to the budget as a result of this change.



Finance




2022 Net Operating Budget	\$ 1,853,632
2021 Net Operating Budget	\$1,895,300
Budget Change	-\$41,668
% Change	-2.20%

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.

2021 Key Accomplishments

- Distinguished Budget Presentation Award for the 2020 and 2021 Budget Packages. 
- Review and improvement of the entire budgeting process. 
- Integration of the Fixed Assets database with Municipal GIS system to produce maps of County owned lands. 

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 advise and services to all County departments. Finance also provides front counter reception and phone support at McArthur Place.

2022 Approved Initiatives

- Online Public Participation and Visual Presentation Software for Budget. 

Key Priorities

- 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.
- Re-vamping operating and capital reserve policies, along with other outdated policies.



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.

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).

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.

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.

ANNUAL BUDGETING

Coordinate the preparation and finalization of annual budgeting process.

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

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.

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.

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.

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.



Finance - Operating Budget

	2020 ACTUAL	2021 BUDGET	2021 YEAR TO DATE	2022 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-57,989	-53,600	-68,259	-53,600	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	-44,880	0.00%
TOTAL REVENUES	-57,989	-53,600	-68,259	-98,480	83.73%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	1,113,927	1,130,569	1,105,461	1,155,146	2.17%
CONTRACTED SERVICES	499,563	741,756	481,434	720,391	-2.88%
CONSUMABLE SUPPLIES	20,567	11,575	4,099	11,575	0.00%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	1,882,650	65,000	113,670	65,000	0.00%
TOTAL EXPENSES	3,516,707	1,948,900	1,704,665	1,952,112	0.16%
FINANCE NET	3,458,717	1,895,300	1,636,405	1,853,632	-2.20%

Base Budget Highlights

- Salaries, Wages and Benefits remained mostly the same due to decrease in benefit costs offsetting any staff or pay grid changes.
- The term position from 2021 is no longer in budget for 2022 resulting in decrease of \$25K approximately.
- Contracted services reduced slightly reflecting the progress made on the Project Costing POI from 2021. This project is carried over to 2022 for completion.








Legislative Services

2022 Net Operating Budget	\$308,065
2021 Net Operating Budget	\$306,954
Budget Change	\$1,111
% Change	0.36%




Purpose

The Legislative Services department provides a full range of support to Council, committees, 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.

2021 Key Accomplishments

- Planned and carried out the 2021 general municipal election and Council Orientation. 
- Revised the Subdivision and Development Appeal Board (SDAB) Bylaw and prepared Board procedures. 
- Prepared petition overview guideline for the public. 
- Drafted Active and Routine Disclosure Policy/Procedures to facilitate public access to information. 
- Coordinated with Human Resources regarding the Council Remuneration Review Project. 

2022 Approved Initiatives

- Bylaw review/audit and roll out of bylaw guidelines for staff. 
- Implement meeting management for committees. 
- Review of departmental processes to support effective decision making by Council. 

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

	2020 ACTUAL	2021 BUDGET	2021 YEAR TO DATE	2022 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-300	0	-250	0	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	0	0	-30,025	0	0.00%
TOTAL REVENUES	-300	0	-30,275	0	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	198,499	228,989	228,496	210,120	-8.24%
CONTRACTED SERVICES	32,835	74,815	82,856	96,495	28.98%
CONSUMABLE SUPPLIES	1,282	3,150	6,531	1,450	-53.97%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	232,616	306,954	317,884	308,065	0.36%
LEGISLATIVE SERVICES NET	232,316	306,954	287,609	308,065	0.36%

Base Budget Highlights

- Salaries, Wages and Benefits remained mostly the same due to decrease in benefit costs offsetting any staff or pay grid changes.
- The overall reduction in budget is related to the elections budget from 2021 of approximately 66K.
- There is a \$5K increase in contracted services budget to reflect the actual software costs.

Communications

2022 Net Operating Budget	\$567,238
2021 Net Operating Budget	\$640,982
Budget Change	-73,744
% Change	-11.50%

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.

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

2021 Key Accomplishments

- Continued to support all County departments throughout the COVID-19 pandemic, creating new marketing materials and publications that focused on sharing information on pandemic-adapted programs and services.
- Supported Legislative Services with the 2021 Municipal Election, communicating nomination information, advance voting, voting procedures, and other details of the election to voters, candidates, and the general public. Shared results of the 2021 Municipal Election on Election Day.
- Launched a refreshed Lac La Biche County website that is easier to navigate and better adapted to mobile usage. This is expected to be completed in November 2021.



2022 Approved Initiatives

- Update the Strategic Communications Plan with the help of a third-party contractor, to more clearly identify the role and expectations of the Communications department.
- Complete the bi-annual Citizen Satisfaction Survey, which staff and Council use to improve and adapt County programs and services to residents' needs.



Key Priorities

- Update the Strategic Communications Plan with the help of a third-party contractor, to more clearly identify the role and expectations of the Communications department.
- Complete the bi-annual Citizen Satisfaction Survey, which staff and Council use to improve and adapt County programs and services to residents' needs.
- Review the structure of the Communications department to ensure that its staffing composition can meet the goals and tactics outlined by the new Strategic Communications Plan.



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.).

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.

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.



Communications - Operating Budget

	2020 ACTUAL	2021 BUDGET	2021 YEAR TO DATE	2022 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	0	0	0	0	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	0	0	-3,150	0	0.00%
TOTAL REVENUES	0	0	-3,150	0	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	338,093	344,592	302,586	346,798	0.64%
CONTRACTED SERVICES	111,425	259,890	176,512	183,140	-29.53%
CONSUMABLE SUPPLIES	62,872	36,500	17,904	37,300	2.19%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	512,391	640,982	497,002	567,238	-11.50%
COMMUNICATIONS NET	512,391	640,982	493,852	567,238	-11.50%

Base Budget Highlights

- Salaries, Wages and Benefits remained mostly the same due to decrease in benefit costs offsetting any staff or pay grid changes.
- The website redevelopment POI has been completed and removed from 2022 budget for \$75K.

Protective Services - Fire and Emergency Management

2022 Net Operating Budget	\$1,846,288
2021 Net Operating Budget	\$1,346,824
Budget Change	\$499,464
% Change	37.08%

Purpose

Lac La Biche County Fire Rescue's main function is to serve the citizens and visitors of Lac La Biche County. Our goal is to protect life, property, and the environment by providing quality in services and public safety.

2021 Key Accomplishments

- Fire Services saw a 30% increase in call volume for 2021 with 502 incident responses as of October 28, 2021.
- Lac La Biche County Fire Rescue personnel gained "casual employee" status in 2021.
- Continued meetings for COVID-19 Response Team, updated and developed the Lac La Biche County Flood Plan, Lac La Biche County Livestock Plan, and Lac La Biche County Pandemic Plan.
- Disaster Services Division Type 3 SPU crew assisted with Saskatchewan "La Ronge" wildfire for 7 days and the BC Cache Creek wildfires for 14 days.
- Protective Services moved into PSB - Protective Services Building January 2021.
- There was a 35% increase in Fire Smart initiatives from 2020: 127 properties have been scheduled for assessments and wood chipping and a Fire Smart mitigation project in Deer Ridge Park as of October 28, 2021.
- 62 Safety Codes inspections scheduled to October 28, 2021.



Fire Services responds to emergency incidents like structure fires, wildland fires, motor vehicle collisions, water/ice rescues, and medical assists. They also conduct safety codes inspections, provide mutual aid to other municipalities, teach property owners Fire Smart principles, and educate the public on fire prevention and safety.

Emergency Management establishes a framework for Lac La Biche County's coordinated and effective emergency response to safeguard the health, welfare, and property of citizens, and to protect the environment and economies of areas affected by emergencies. This branch also organizes emergency management training for Council, County staff, Fire Services, and the public. We are a member of the Alberta Saskatchewan Incident Support Team and the Alberta All Hazards Incident Management Team.

2022 Approved Initiatives

- Purchase of Initial Fire Attack Apparatus.



Key Priorities

- Purchase of Initial Fire Attack Apparatus.
- Building review of Station #2 - Plamondon for station addition



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:

- 7 - Engines - one for each Hall with two spares
- 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.



Fire and Emergency Management Services - Operating Budget

	2020 ACTUAL	2021 BUDGET	2021 YEAR TO DATE	2022 BUDGET	BUDGET CHANGE
FIRE SERVICES					
OPERATING REVENUES					
SALE OF GOOD & SERVICES	-126,817	-125,000	-69,413	-125,000	0.00%
OTHER REVENUES	-800	-1,500	-181,910	-1,500	0.00%
GOVERNMENT TRANSFER	-74,850	-48,800	0	-72,800	49.18%
TOTAL REVENUES	-202,467	-175,300	-251,323	-199,300	13.69%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	753,608	706,534	820,771	955,926	35.30%
CONTRACTED SERVICES	164,674	283,053	279,639	478,210	68.95%
CONSUMABLE SUPPLIES	238,913	270,162	160,728	310,082	14.78%
GRANT TRANSFERS	212,105	215,875	254,710	271,808	25.91%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	1,369,300	1,475,624	1,515,849	2,016,026	36.62%
FIRE SERVICES NET	1,166,833	1,300,324	1,264,526	1,816,726	39.71%

EMERGENCY MANAGEMENT

OPERATING REVENUES					
SALE OF GOODS & SERVICES	0	0	0	0	0.00%
OTHER REVENUES	-10,789	0	0	0	0.00%
GOVERNMENT TRANSFERS	-1,575,884	0	0	-26,510	0.00%
TOTAL REVENUES	-1,586,673	0	0	-26,510	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	354,942	0	1,421	26,651	0.00%
CONTRACTED SERVICES	1,186,182	33,950	2,717	16,679	-50.87%
CONSUMABLE SUPPLIES	245,386	12,550	3,854	12,742	1.53%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	1,786,511	46,500	7,991	56,072	20.58%
EMERGENCY MANAGEMENT NET	199,838	46,500	7,991	29,562	-36.43%

Base Budget Highlights

- Wages increase significantly, \$242K, due to:
 - 2021 employee status change to Casual Employees – minimum 3 hour call-out – Alberta Labour Law
 - Proposed and foreseen staff increase to 75 members – full Department compliment
 - Additional operational costs for manpower -work duties – Safety Codes: Inspections, Occupancy Loads, and pre-incident site plans for high hazard risk occupancies (new for 2021/22)
 - Additional operational costs manpower for Public Education
 - Additional operational cost for providing back-up staff for administrative clerk - holidays, sickness, medical.
- There are also corresponding increases in contracted services and consumable supplies.

Enforcement Services

2022 Net Operating Budget	\$2,904,545
2021 Net Operating Budget	\$2,473,757
Budget Change	\$430,788
% Change	17.41%

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 that 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.

2021 Key Accomplishments

- Assisted the Province and Alberta Health Services with the response to the COVID-19 Pandemic by providing complaint/enforcement response as well as public education to regulations and the Public Health Act.
- Lac La Biche County Enforcement Services was the first municipal agency in the Province of Alberta to utilize and assist in the roll out of the new electronic ticketing program.
- Conducted various training courses for front line law enforcement officers and other first responders through our Law Enforcement Training Program. The Program also conducted the very first Community Peace Officer Induction Program that involved officers from different agencies around the province. This initiative and partnership with Alberta Justice is the first of its kind in the Province of Alberta.
- The Law Enforcement Training Program successfully developed and had a "Bridge Program" accredited for roll out that will assist the Community Peace Officer Level II officer to transition to a Community Peace Officer Level I officer. The training program also developed and rolled out a Community Peace Officer Shotgun New User and Recertification program for Peace Officers.
- Department staff continue to spear head law enforcement training in the Province of Alberta by closely working with partner agencies and the Province to make recommendations and promote changes in the way front line Peace Officers are trained. Staff also assisted Alberta Justice with conducting training for Peace Officers, Correctional Peace Officers and Provincial Sheriff's.
- Department staff partnered with Fire Services to provide mental health supports to front line responders. This will ensure that staff are mentally well and proactively caring for themselves which will result in lower stress levels at work and increase staff's abilities in dealing with persons.
- Worked with Recreation Services to develop a subsidized spay and neuter program for persons who qualify for financial assistance. This will also assist in reducing the volume of stray animals in the County.
- Enforcement Services and SMAC has been proactively engaged with the Canadian Association for Crime Prevention and continues to be part of a crime reduction trial project strategy with various other Alberta communities.
- Work continues on the new Protective Services Centre with the Enforcement Services Department completing the move and working operationally out of this building by December 2021.



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.

2022 Approved Initiatives

- The Safer Municipality Advisory Committee will work on community engagement and examine the possibility and feasibility of a Citizens on Patrol Program.
- Enforcement Services will work on rolling out a property registry program for Lac La Biche residents that will assist in tracking of valuable items in case they are lost or stolen.
- Enforcement Services staff will complete training for all staff to become Community Peace Officer Level I officers in accordance with changes made to the Provincial Peace Officer program.
- Staff will enhance their authorities by obtaining authorization to enforce Criminal Code warrants as well as other provincial statutes and Criminal Code authorities previously requested by Council.
- Enforcement Services will roll out their Remotely Piloted Aircraft System, also referred to as their drone program in early 2022. This program will allow staff to assist local emergency services with emergency response and conducting searches. Also, these aircraft will be utilized to assist other municipal departments when required. A strong policy outlining use has been developed to ensure the program complies with federal laws.





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 meets on a monthly basis and works on providing oversight, operations, rollout and follow up on a variety of community based projects.

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:

To provide and operate the Community Peace Officer Law Enforcement Training Program at a provincial standard

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

	2020 ACTUAL	2021 BUDGET	2021 YEAR TO DATE	2022 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-52,892	-71,200	-39,919	-51,200	-28.09%
OTHER REVENUES	-90,334	0	-118,220	0	0.00%
GOVERNMENT TRASFERS	0	0	-4,850	0	0.00%
TOTAL REVENUES	-143,226	-71,200	-162,989	-51,200	-28.09%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	1,270,305	1,422,068	1,421,067	1,624,908	14.26%
CONTRACTED SERVICES	498,721	828,521	344,996	996,869	20.32%
CONSUMABLE SUPPLIES	260,515	227,928	180,180	204,328	-10.35%
GRANT TRANSFERS	274,210	66,440	66,440	129,640	95.12%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	2,303,751	2,544,957	2,012,682	2,955,745	16.14%
ENFORCEMENT SERVICES NET	2,160,525	2,473,757	1,849,693	2,904,545	17.41%

Base Budget Highlights

- Salaries, Wages and Benefits remained mostly the same due to decrease in benefit costs offsetting any staff or pay grid changes.
- There is a \$185K increase due to the enhanced policing model cost increases.
- The grant transfers increase is related to reserve allocations for purchases of new CPO vehicles.

Engineering Services (Project Coordination Team)

2022 Net Operating Budget	\$986,422
2021 Net Operating Budget	\$971,544
Budget Change	\$14,878
% Change	1.53%

Purpose

The purpose of Engineering Services department is to provide Lac La Biche County Administration with professional project management delivery, construction management and support delivery on County Capital projects including addressing public complaints in a timely manner.

2021 Key Accomplishments

- Successful completion of Capital Projects in particular Roads, Bridges, Water and Sewer, Back alleys, Buildings and Boat launches on time and within Budget.



2022 Approved Initiatives

- Approved Capital projects for the year 2022.
- Development of Project administration with a focus on best practices that are transferable to all County Departments.
- Improve service levels.
- Improvement in attending complaints with public consultation /open meetings/Q/A sessions.



Key Priorities

- Establishing Project management Reporting Tools.
- Create Department guidelines and procedures.
- Successful completion of upcoming County Capital projects on time and within Budget in 2022.
- To complete the Engineered Shovel ready projects to fulfill the requirement of 10 Year 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.

If 3 techs looks after 10 projects each, then:

$30 / 2 = 15$
 $15 \times \$1,000,000 = \$15M$
 $15 \times \$100,000 = \$1.5M$

Total average projects: 30
Total average costs: \$16.5M



Engineering Services - Operating Budget

	2020 ACTUAL	2021 BUDGET	2021 YEAR TO DATE	2022 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	0	0	0	0	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	-5,280	-200,000	-3,120	0	-100.00%
TOTAL REVENUES	-5,280	-200,000	-3,120	0	-100.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	668,489	691,320	830,459	702,697	1.65%
CONTRACTED SERVICES	75,223	468,599	198,840	274,600	-41.40%
CONSUMABLE SUPPLIES	3,893	11,625	8,637	9,125	-21.51%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	747,605	1,171,544	1,037,937	986,422	-15.80%
ENGINEERING SERVICES NET	742,325	971,544	1,034,817	986,422	1.53%

Base Budget Highlights






- Salaries, Wages and Benefits remained mostly the same due to decrease in benefit costs offsetting any staff or pay grid changes.
- Engineering services budget is seeing a decrease in 2022 due to the one time increase in 2021 for special projects.





Fleet Services

2022 Net Operating Budget	\$4,437,905
2021 Net Operating Budget	\$4,157,777
Budget Change	\$280,128
% Change	6.74%

2021 Key Accomplishments

- Procure all 2021 equipment capital replacement and new growth approved by Council. 
- The 2021 Equipment Replacement program includes the following: Two graders, Five Pickup Trucks, Landfill Compactor, Equipment Trailer, Plow truck and a Floor scrubber for Facilities. 
- New growth for equipment in 2021 included the following: Sports Field maintenance equipment for the new artificial turf fields at the Bold Center, Two High volume water pumps for flood mitigation, Sidewalk and outdoor ice rink skid steer attachments, UTV, Flex Arm attachment for mowers, Debris Blower attachment for skid steer, Wide area mower for sports fields, Ventrac Mower and a Shop press. 
- Launch GovDeals.ca, an online auction site, which is utilized by other departments in the County to sell surplus equipment. 
- Completion of the new connector building between old shop and new shop. This will house locker rooms, training room, lunchroom, small work bay and storage rooms. 

2022 Approved Initiatives

- The 2022 Equipment Replacement program includes the following: Two graders, Six Pickup Trucks, Mechanic Service truck, HD Plow truck, Medium Duty Plow Truck, Two Tracked Skid Steer Loaders, 15 Foot Rotary mower, Brush Cutter. 
- New growth for equipment in 2022 included the following: 1 Ton Pickup Truck with Flat Deck, HD Truck Column Lifts for New Shop, Community Access Bus, Wireless Remotes for Two Overhead Cranes, Sand-Bag Filling Machine, Two 1-ton Pickup Trucks with Chipper Boxes, 3 Pickup Trucks, Brush Chipper, Asphalt Planer, Pull Type Gravel Reclaimer, Tracked Skid Steer, Rock Picker for ASB Rental, Livestock Scale for ASB Rental, Twista-Wrist Bucket/ Chuck Blade for Excavator. 

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 matter.
- 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 19 (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

	2020 ACTUAL	2021 BUDGET	2021 YEAR TO DATE	2022 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	0	0	0	0	0.00%
OTHER REVENUES	0	0	-6,418	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	0	0	-6,418	0	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	1,142,771	1,147,995	1,069,784	1,177,788	2.60%
CONTRACTED SERVICES	356,673	317,600	257,073	301,700	-5.01%
CONSUMABLE SUPPLIES	1,256,478	1,145,600	1,281,479	1,170,757	2.20%
GRANT TRANSFERS	1,086,127	1,546,582	1,683,382	1,787,660	15.59%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	3,842,049	4,157,777	4,291,718	4,437,905	6.74%
FLEET SERVICES NET	3,842,049	4,157,777	4,285,300	4,437,905	6.74%

Base Budget Highlights

- Salaries, Wages and Benefits remained mostly the same due to decrease in benefit costs offsetting any staff or pay grid changes.
- The slight increase in consumable supplies is mainly attributed to increase in fuel costs.
- The reduction in grant transfers is related to the reserve allocation for vehicle and equipment replacements.



Transportation Services and Airport Services

2022 Net Operating Budget	\$8,113,533
2021 Net Operating Budget	\$8,204,619
Budget Change	-\$91,086
% Change	-1.11%

Purpose

The Transportation Services Department manages the operations and maintenance activities on all County paved, oiled and graveled roadways in all seasons. The department oversees contractual matters, complaint issues, regulatory approvals, residents' concerns, and public input through open meetings and communication with stakeholders.

2021 Key Accomplishments

- Completion of the Services Level Program Objectives.
- Airport Master Plan Approved.
- 5 year Back Lane Paving Program (2 back lanes completed in 2021).
- Temporary Asphalt repair completed on Main Street.



Key Priorities

- Maintenance of gravel roads, bridges, urban streets, rural roads, sidewalks, boulevards, overland roadway ditches and drainage courses.
- Maintenance and repair of traffic signage, traffic control devices and street lighting.
- Winter road maintenance and street safety including snow and ice control programs (Seniors and Disabled Residents Sidewalk Assistance Program, Driveway Plowing and Grading Program).
- Preparation of work plans and construction supervision of infrastructure improvement programs.
- Review engineering plans and development plans for residential and other development proposals. Liaison with Industries for Road Use Permits and agreements for protection of the infrastructure.
- Airport Management, Operations and Maintenance.



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 and Airport Operations - Operating Budget

	2020 ACTUAL	2021 BUDGET	2021 YEAR TO DATE	2022 BUDGET	BUDGET CHANGE
TRANSPORTATION					
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-36,749	-65,535	-56,116	-66,847	2.00%
OTHER REVENUES	16,319	-66,300	-47,311	-67,626	2.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	-20,431	-131,835	-103,427	-134,473	2.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	3,350,881	3,501,249	3,400,144	3,437,274	-1.83%
CONTRACTED SERVICES	2,313,109	1,930,929	1,516,158	1,730,633	-10.37%
CONSUMABLE SUPPLIES	3,744,392	2,733,482	2,441,829	2,926,488	7.06%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	68,911	69,353	50,250	1,825,087	2531.59%
TOTAL EXPENSES	9,477,293	8,235,013	7,408,381	9,919,482	20.45%
TRANSPORTATION SERVICES NET	9,456,862	8,153,178	6,187,612	7,980,459	-2.12%

AIRPORT

OPERATING REVENUES					
SALE OF GOODS & SERVICES	-69,246	-71,400	-9,683	-72,828	2.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	-69,246	-71,400	-9,683	-72,828	2.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	39,706	40,929	40,709	110,590	170.20%
CONTRACTED SERVICES	96,758	48,012	47,551	59,012	22.91%
CONSUMABLE SUPPLIES	22,107	33,900	13,749	36,300	7.08%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	158,572	122,841	102,010	205,902	67.62%
AIRPORT OPERATIONS NET	89,326	51,441	92,326	133,074	158.69%

Base Budget Highlights

- Salaries, Wages and Benefits remained mostly the same due to decrease in benefit costs offsetting any staff or pay grid changes.
- The airport salaries are increasing due to an increased allocation towards the Airport from Transportation.
- The slight increase in Airport contracted services is related to line painting at the airport.







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

2022 Net Operating Budget	\$3,461,804
2021 Net Operating Budget	\$2,274,306
Budget Change	\$1,187,495
% Change	52.21%

Purpose

The Utilities Services department provides safe, consistent drinking water from the lake to the homes. From the homes, the wastewater is collected and treated to the highest standards in Alberta to protect the environment. Maintaining drainage throughout the County to protect infrastructure and the environment. To provide natural gas within our servicing area in a safe and economical way.









2021 Key Accomplishments

- Replaced approx. 300 natural gas meters in 2021 to remain compliant with regulations. 
- Completed natural gas interconnect south of town by hotels to ensure consistent supply of natural gas to residents. 
- Completed natural gas audit with near perfect score. 
- Completed upgrades to natural gas supply at 12-3 station and commissioned newly acquired 150mm high pressure pipeline which feeds the towns natural gas system. 
- Created Utilities Drainage department by hiring seasonal trappers and full-time Drainage Coordinator. 
- Set up Hydrovac receiving station to protect the environment and minimize illegal dumping within the county. 

Key Priorities

- Streamline Utilities operations by reviewing the departments maintenance process and scheduling.
- Investigating options for chlorine disinfection by-products removal.
- Regulation station upgrades to eliminate outdated and obsolete natural gas equipment.
- Improve water and sewer inspections process to protect residents and the county.
- Replace 100 culverts that are listed as critical failure.

2022 Approved Initiatives

- Beaver Lake Booster SCADA. 
- Lakeland drive natural gas loop. 
- Culvert replacement Mission road. 
- Regulation Station upgrades. 
- RV dump upgrades. 
- Turbmeter installs at Plamondon, Summit Heights, and beaver Lake reservoirs. 
- McGrane lift station generator. 
- 101 Ave phase 2 water and sewer replacement. 



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

	2020 ACTUAL	2021 BUDGET	2021 YEAR TO DATE	2022 BUDGET	BUDGET CHANGE
WATER					
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-1,383,444	-1,384,768	-816,014	-887,959	-35.88%
OTHER REVENUES	0	0	-1,276	0	0.00%
GOVERNMENT TRANSFERS	0	0	-1,051	0	0.00%
TOTAL REVENUES	-1,383,444	-1,384,768	-818,341	-887,959	-35.88%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	416,958	524,163	421,689	470,605	-10.22%
CONTRACTED SERVICES	469,069	606,715	479,820	567,893	-6.40%
CONSUMABLE SUPPLIES	664,247	690,186	644,302	703,659	1.95%
GRANT TRANSFERS	22,298	15,000	17,285	15,000	0.00%
DEBENTURE & INTEREST	119,326	120,295	83,289	120,295	0.00%
TOTAL EXPENSES	1,691,898	1,956,359	1,646,386	1,877,452	-4.03%
UTILITIES - WATER NET	308,454	571,591	828,044	989,493	73.11%

SEWER

OPERATING REVENUES					
SALE OF GOODS & SERVICES	-1,157,895	-1,282,564	-704,430	-741,049	-42.22%
OTHER REVENUES	-36,762	0	-119,242	0	0.00%
GOVERNMENT TRANSFERS	0	0	-1,050	0	0.00%
TOTAL REVENUES	-1,194,657	-1,282,564	-824,722	-741,049	-42.22%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	413,443	551,231	359,970	469,396	-14.85%
CONTRACTED SERVICES	1,876,838	1,677,427	1,427,290	1,767,635	5.38%
CONSUMABLE SUPPLIES	317,751	324,162	273,125	332,813	2.67%
GRANT TRANSFERS	0	50,000	1,000	50,000	0.00%
DEBENTURE & INTEREST	132,934	134,070	97,064	134,070	0.00%
TOTAL EXPENSES	2,740,965	2,736,890	2,158,449	2,753,914	0.62%
UTILITIES - SEWER NET	1,546,308	1,454,326	1,333,727	2,012,865	38.41%



Utilities - Operating Budget Continued

	2020 ACTUAL	2021 BUDGET	2021 YEAR TO DATE	2022 BUDGET	BUDGET CHANGE
NATURAL GAS					
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-2,326,757	-2,195,320	-2,307,723	-3,099,096	41.17%
OTHER REVENUES	-28,755	0	-30,604	0	0.00%
GOVERNMENT TRANSFERS	0	0	-1,050	0	0.00%
TOTAL REVENUES	-2,355,511	-2,195,320	-2,339,377	-3,099,096	41.17%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	495,598	500,723	538,030	545,230	8.89%
CONTRACTED SERVICES	137,473	357,741	237,381	245,103	-31.49%
CONSUMABLE SUPPLIES	1,253,443	1,066,396	1,094,295	1,931,736	81.15%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	1,886,514	1,924,860	1,869,706	2,722,069	41.42%
UTILITIES - NATURAL GAS NET	-468,997	-270,460	-469,670	-377,027	39.40%

DRAINAGE

OPERATING REVENUES					
SALE OF GOODS & SERVICES	0	0	0	0	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	0	0	0	0	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	0	39,999	66,313	200,923	402.32%
CONTRACTED SERVICES	0	411,000	391,232	451,000	9.73%
CONSUMABLE SUPPLIES	0	67,850	76,307	184,550	172.00%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	0	518,849	533,851	836,473	61.22%
UTILITIES - DRAINAGE NET	0	518,849	533,851	836,473	61.22%

Base Budget Highlights

- Salaries, Wages and Benefits remained mostly the same due to decrease in benefit costs offsetting any staff or pay grid changes.
- The revenues for both Water and Sewer are reduced due to local improvement revenues removed for Bayview Beach Subdivision.
- The Natural Gas revenues and corresponding expense have been slightly adjusted for 2022 to reflect the change in activity
- There is also a budgeted reduction in repair/maintenance costs for the gas system.
- The Drainage services budget is seeing a significant increase due to the needed maintenance in that area.














Environmental Services (Agriculture Services and Waste & Recycling Management)

2022 Net Operating Budget	\$2,742,347
2021 Net Operating Budget	\$2,605,559
Budget Change	\$136,788
% Change	5.25%

Purpose

The Environmental Services department provides three types of services: waste & recycling management, environmental services, and agricultural services. They operate two landfills and four transfer stations, 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.












2021 Key Accomplishments

- Completion of the compost pad at the Beaver Lake Landfill. 
- Installation of bear proof fence at Beaver Lake Landfill. 
- Completion of tire recycling bunker at Craigend Transfer Station. 
- Single-use plastics, littering, and illegal dumping campaigns initiated. 
- Partnered with ALMS (Alberta Lake Management Society) and the University of Alberta. 
- Implementation of new Environmental Stewardship Awards. 
- Lac La Biche County Watershed Management Plan approved by Council. Implementation will continue in 2022. 
- Successful implementation of new Clubroot Agreement Policy. 
- Agricultural Symposium held in collaboration with Portage College. 
- Due to extreme drought conditions, Council declared state of Agricultural Disaster on August 3, 2021. 
- Two proposals have been approved to AEP for the Wetland Replacement Program. 

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).
- Electronic software and digital tools to assist with public education and record collection for multiple programs and services.
- Construction/installation of containment buildings and storage units for the department as required, to provide proper storage of hazardous materials and protection of County equipment, tools and supplies.

2022 Approved Initiatives

- Community Hall Recycling Containers. 
- Hydrometric Monitoring Equipment and Support.  
- ICI & Multi-Family Housing Waste & Recycling Collection Program. 
- Herbicide Mapping System.  
- ReCollect Software.  
- ASB Chemical Shed Construction. 
- Completion of storage sheds at the Beaver Lake and Plamondon Landfills. 
- Containment System for Transfer Sites. 



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 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

	2020 ACTUAL	2021 BUDGET	2021 YEAR TO DATE	2022 BUDGET	BUDGET CHANGE
WASTE & RECYCLING					
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-613,418	-715,244	-821,570	-715,244	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	-48,596	0	0	0	0.00%
TOTAL REVENUES	-662,014	-715,244	-821,570	-715,244	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	1,356,978	1,337,408	1,338,983	1,365,338	2.09%
CONTRACTED SERVICES	954,627	946,685	611,592	980,421	3.56%
CONSUMABLE SUPPLIES	178,607	144,966	102,133	169,702	17.06%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	5,568	0	548	0	0.00%
TOTAL EXPENSES	2,495,780	2,429,059	2,053,256	2,515,461	3.56%
WASTE & RECYCLING MANAGEMENT					
NET	1,833,766	1,713,815	1,231,686	1,779,163	3.81%

ENVIRONMENTAL SERVICES

OPERATING REVENUES					
SALES OF GOODS & SERVICES	-1,740	-4,500	-3,191	-4,500	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	-1,740	-4,500	-3,191	-4,500	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	237,287	245,094	239,682	258,296	5.39%
CONTRACTED SERVICES	77,497	45,160	39,835	60,605	34.20%
CONSUMABLE SUPPLIES	16,852	21,840	11,091	25,300	15.84%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	331,635	312,094	290,608	344,201	10.29%
ENVIRONMENTAL SERVICES NET	329,895	307,594	287,416	\$339,701	17.28%



Environmental Services - Operating Budget Continued

	2020 ACTUAL	2021 BUDGET	2021 YEAR TO DATE	2022 BUDGET	BUDGET CHANGE
AGRICULTURAL SERVICES					
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-13,600	-14,265	-12,102	-14,300	0.25%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	-125,376	-118,000	-118,153	-118,000	0.00%
TOTAL REVENUES	-138,976	-132,265	-130,255	-132,300	0.03%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	293,992	484,266	445,860	472,324	-2.47%
CONTRACTED SERVICES	48,032	69,039	24,522	88,659	28.42%
CONSUMABLE SUPPLIES	65,551	48,150	52,279	78,300	62.62%
GRANT TRANSFERS	105,332	114,960	109,050	116,500	1.34%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	512,906	716,415	631,710	755,783	5.50%
AGRICULTURE SERVICES NET	373,931	584,150	501,455	623,483	6.73%

Base Budget Highlights

- Salaries, Wages and Benefits remained mostly the same due to decrease in benefit costs offsetting any staff or pay grid changes.
- Collapsible bags and Community Hall recycling bins are part of the 13% increase in waste and recycling management.
- Contracted services increased by 324% due to increase in advertising, Watershed Management Plan implementation and building rentals for events.
- Agriculture services contacted services increase by \$25K due to increase demand in chemical purchases.















Planning & Development

2022 Net Operating Budget	\$1,219,420
2021 Net Operating Budget	\$1,120,889
Budget Change	\$98,531
% Change	8.79%

Purpose

The Planning and Development department regulates the build and natural environment by creating and referring to documents like the Municipal Development Plan, Area Structure Plans, the Land Use Bylaw, and County Policies. Provincial and federal legislation such as the *Municipal Government Act (MGA)* and the *Safety Codes Act* also guide the department's decisions.

2021 Key Accomplishments

- Reviewed and issued decisions on development applications, subdivision applications, compliance certificate requests, letters of concurrence, statutory plan amendments and applications for rezoning. 
- Assisted Legislative Services with Routine Disclosure and F.O.I.P. requests. 
- Completed regular updates to the Land Use Bylaw to help reduce red tape and provide clarification. 
- Managed Land Use matters such as temporary field authorization consent letters, requests for encroachment agreements, land lease proposals, road closures and license of occupation agreements. 
- Held Council Workshop regarding Recreational Vehicles. 
- Completed on-line presentation regarding the Environmental Reserve Bylaw updates. 
- Prepared and published 'did you know' inclusions in the InTouch newsletter. 
- Finalized the preliminary study for the Municipal Development Plan re-write. 
- Collaborated with internal and external departments such as advisory committee meetings for Engineering Services, Fire Services, Green Team, Joint Health and Safety and Watershed Steering Committee. 
- Collaborated with Human Resources on job description review project. 
- Worked with Economic Development on Place Branding project. 
- Participated in the Highway Vicinity Management Agreement pilot project. 
- Completed yearly Safety Codes Audit.

Key Priorities

- Re-Write of the Municipal Development Plan (last approved in 2013).
- Re-Write of the Land Use Bylaw (last approved in 2017).
- Complete review of three (3) Area Structure Plans.
- Renew Safety Codes Contract.
- Update outdated Planning Policies and Procedures.

2022 Approved Initiatives

- Land Use Bylaw Re-Write 



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.

Erosion Concerns

- Track concerns from residents and forward to County's insurance company. Work with landowners on mitigation when required.

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

	2020 ACTUAL	2021 BUDGET	2021 YEAR TO DATE	2022 BUDGET	BUDGET CHANGE
PLANNING & DEVELOPMENT					
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-237,560	-174,050	-157,669	-164,500	-5.49%
OTHER REVENUES	-3,250	-16,000	-21,773	-10,000	-37.50%
GOVERNMENT TRANSFERS	-37,494	-58,000	0	0	-100.00%
TOTAL REVENUES	-278,304	-248,050	-179,442	-174,500	-29.65%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	628,673	822,904	543,282	835,050	1.48%
CONTRACTED SERVICES	185,593	539,135	169,657	551,170	2.23%
CONSUMABLE SUPPLIES	1,160	6,900	1,231	7,700	11.59%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	3,250	0	0	0	0.00%
TOTAL EXPENSES	818,676	1,368,939	714,170	1,393,920	1.82%
PLANNING & DEVELOPMENT NET	540,372	1,120,889	534,728	1,219,420	8.79%

Base Budget Highlights

- Salaries, Wages and Benefits remained mostly the same due to decrease in benefit costs offsetting any staff or pay grid changes.

Economic Development

2022 Net Operating Budget	\$1,293,033
2021 Net Operating Budget	\$1,011,302
Budget Change	\$281,731
% Change	27.86%

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.

2021 Key Accomplishments

- Successfully applied for cooperative funding through Travel Alberta to support the Northeast Collaborative (#TakeItToTheLake/#NEAB) tourism marketing campaign.
- Assisted with various multi-department initiatives, like the Sport Tourism Working Group, Museums Sustainability project and redevelopment of Lac La Biche County's website (new microsites dedicated to tourism and economic development are coming soon).
- Awarding contracts for Wayfinding & Interpretive Signage (Inventory, Needs Assessment & Implementation Plan) and Brand Standards & Placemaking Strategy projects.
- Partnering with various organizations to promote tourism experiences and continue tourism industry development.



Key Priorities

- Execution of the above proposed initiatives to support and attract businesses and capitalize on emerging opportunities post-pandemic.
- Continuation of the County's existing marketing programs while seeking new opportunities to promote the region as a destination for tourism and economic investment.

2022 Approved Initiatives

- Business Retention & Expansion (BRE) program to support existing businesses and attract newcomers to the market through education and training, events and networking, grants and incentives, etc.
- Business Improvement program in partnership with Community Futures Lac La Biche, to encourage local business owners to invest in façade renovations, interior upgrades and other enhancements to their premises.
- Implementation of Wayfinding & Interpretive Signage and Brand Standards & Placemaking Strategy action items.





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

	2020 ACTUAL	2021 BUDGET	2021 YEAR TO DATE	2022 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	0	0	0	0	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	-98,248	-130,332	-99,500	-95,952	-26.38%
TOTAL REVENUES	-98,248	-130,332	-99,500	-95,952	-26.38%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	179,829	282,412	183,481	277,185	-1.85%
CONTRACTED SERVICES	313,973	811,700	264,886	1,070,650	31.90%
CONSUMABLE SUPPLIES	29,762	47,522	14,570	41,150	-13.41%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE PAYMENTS	0	0	0	0	0.00%
TOTAL EXPENSES	523,563	1,141,634	462,937	1,388,985	21.67%
ECONOMIC DEVELOPMENT NET	425,316	1,011,302	363,437	1,293,033	27.86%

Base Budget Highlights

- Salaries, Wages and Benefits remained mostly the same due to decrease in benefit costs offsetting any staff or pay grid changes.
- The reduction in revenue is reflective of the program revenues to be collected from municipalities.
- The reduction in contracted services is related to the completion of Museum Sustainability Project.



Family & Community Support Services (FCSS) and Community Development

2022 Net Operating Budget	\$1,584,930
2021 Net Operating Budget	\$1,445,737
Budget Change	\$139,193
% Change	9.63%

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.

2021 Key Accomplishments

- Transitional Housing Task Force regular meetings, sub-committee meetings for development of move-forward strategies on this initiative.
- Transitional Housing Task Force Report accepted by Council.
- Advocacy to retain FCSS funding allocations in Provincial Budget.
- Hosted the FCSS Northeast Spring Regional Meeting.
- Community Engagement Projects.
- Maintained a full suite of programs across age demographics regardless of pandemic protocols in place.
- Re-energized Emergency Social Services training.
- Reporting from the Housing & Service Needs Survey and Living Wage calculations.



Key Priorities

- Full time programmer supports for families with children aged 7-12 years.

2022 Approved Initiatives

- Temporary Homeless Camp transportation supports.
- Setting up / operationalize Transitional Housing Program.
- Expanding parenting support programs. Pandemic circumstances revealed the lack of natural supports available for many people without extended family in the community.





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 2 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

YOUTH (13-18 YEARS):

Full Year programs 1 program bi-weekly

Oct-June - 1 program bi-weekly

July-Sept- 1 program

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)

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

Volunteer Supports

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

Emergency Social Services - planning, training, execution

CHILD MINDING:

Drop in child minding service:

- September-March 54 hours/week
- April-August 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

Events / Programs Supports

140 hrs annually

Birthday Program 90 hrs/yr

COMMUNITY ACCESS SERVICE (PARATRANSIT, TRANSPORTATION SERVICE)

Paratransit Service 8 hrs/day, 5 days/week (excluding statutory holidays), 52 weeks/year

Community Access Service 8 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



FCSS & Community Development - Operating Budget

	2020 ACTUAL	2021 BUDGET	2021 YEAR TO DATE	2022 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-23,887	-69,880	-25,893	-54,680	-21.75%
OTHER REVENUES	-32,252	0	-9,516	0	0.00%
GOVERNMENT TRANSFERS	-428,805	-403,697	-383,047	-404,197	0.12%
TOTAL REVENUES	-484,945	-473,577	-418,456	-458,877	-3.10%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	991,846	1,128,534	1,013,980	1,273,842	12.88%
CONTRACTED SERVICES	97,914	296,376	75,357	304,193	2.64%
CONSUMABLE SUPPLIES	147,965	180,154	117,191	182,772	1.45%
GRANT TRANSFERS	228,825	314,250	235,366	283,000	-9.94%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	1,466,549	1,919,314	1,441,894	2,043,807	6.49%
FAMILY AND COMMUNITY SUPPORT					
SERVICES NET	981,604	1,445,737	1,023,439	1,584,930	9.63%

Base Budget Highlights

- Salaries, Wages and Benefits remained mostly the same due to decrease in benefit costs offsetting any staff or pay grid changes.

Community Grants

2022 Net Operating Budget	\$1,837,614
2021 Net Operating Budget	\$2,222,887
Budget Change	-\$385,273
% Change	-17.33%

2021 Key Accomplishments

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

- \$438,000 in operational grants under the Recreational/Cultural Operating Grant Program.
- \$394,275 in operating funding to the PDCDS, including staffing costs.
- \$150,000 in funding to install an improved cooling system at the Plamondon Festival Centre.
- \$181,000 in capital projects assistance approved under the Capital Projects Assistance Grant program.
- \$37,500 in additional funding to complete the Rich Lake Community Hall project.
- \$154,000 made available in funding for events.
- \$130,000 in operational funding issued to the Lakeland interpretive Society.
- \$100,000 in sponsorship contributions to the Portage College.
- \$65,000 for contributions to community cemeteries through the Community Cemetery Improvement Program.
- \$43,000 for insurance coverage to community organizations.
- \$7,500 for hall inspections.
- \$10,000 for ad hoc grants.
- \$1,000 for grant program advertising



Purpose

Lac La Biche County provides grants to a 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.

Key Priorities

- Establish service level expectations for community halls to help guide capital funding decisions.
- Codify the grant administration processes via a standard operating procedure.

**These amounts do not necessarily reflect the amount of funding paid out or approved.*



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

	2020 ACTUAL	2021 BUDGET	2021 YEAR TO DATE	2022 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	0	0	0	0	0.00%
OTHER REVENUES	-9,000	0	-276	0	0.00%
GOVERNMENT TRANSFERS	-129,178	-118,153	-129,252	-118,153	0.00%
TOTAL REVENUES	-138,178	-118,153	-129,529	-118,153	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	0	0	0	0	0.00%
CONTRACTED SERVICES	1,049	950	2,088	2,500	163.16%
CONSUMABLE SUPPLIES	0	0	0	0	0.00%
GRANT TRANSFERS	1,925,942	2,340,090	1,585,635	1,953,267	-16.53%
DEBENTURE PAYMENTS	0	0	0	0	0.00%
TOTAL EXPENSES	1,926,991	2,341,040	1,587,723	1,955,767	-16.46%
COMMUNITY GROUP SUPPORT NET	1,788,813	2,222,887	1,454,039	1,837,614	-17.33%

Base Budget Highlights

- The grant programs are included in the base budget at prior year levels . This eliminated any additional funding Council approved throughout 2021.



Recreation & Culture

2022 Net Operating Budget	\$ 2,788,246
2021 Net Operating Budget	\$2,374,193
Budget Change	\$414,053
% Change	17.44%

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 & 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 who report to the Associate CAO, Recreation & Community Services through the Recreation & Culture Manager.


The department strives to fulfill the following priorities from Council's 2019-2024 Lac La Biche County Strategic Plan:

- Recreation & Culture.
- Social Wellness.

2021 Key Accomplishments

- Enhanced art and cultural programming in community. 
- Increased fitness services by adding casual instructors, renovating Synergy Studio and purchasing capital replacement of cardio equipment.  
- Developed capital replacement costs inventory and tracking process. 
- Finalize Fair Access Fee Assistance and Community Advertising policies.  
- Established Sport Tourism Working Group and Terms of Reference. 
- Complete Museum Sustainability Plan (in conjunction with Economic Development & Tourism and Tourism Café - contractor) - to be completed by end of 2021. 

2022 Approved Initiatives

- Sport Tourism OI - to hire dedicated position / contract \$100,000 as submitted. 

Key Priorities

- Assessing and measuring effectiveness of department core functions, resources and costs to determine future growth, efficiencies and modifications of current service levels (programs and events inventory, KPI's, stats, costs, etc).
- Improve communications and cross-promotion of programs and services working with other county departments, referencing strategic plans and guiding documents and working within the community to increase engagement, awareness, efficiencies in events/program service delivery and reduce duplication/competition.
- Planning for post-pandemic issues and concerns - loss of revenues, getting creative with spaces and program delivery options, engaging public/community to consider social, mental and emotional wellness, cultural sensitivity and technology related issues (requires training for majority of staff).
- Continue to enhance cultural programming and 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

Laser Tag drop in & rentals (offered seasonally May to August)

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) offered at minimum of 2 sites

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

	2020 ACTUAL	2021 BUDGET	2021 YEAR TO DATE	2022 BUDGET	BUDGET CHANGE
RECREATION ADMINISTRATION					
OPERATING REVENUES					
SALE OF GOODS & SERVICES	0	0	0	0	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	0	0	0	0	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	0	0	0	0	0.00%
CONTRACTED SERVICES	35,899	50,900	29,430	197,500	288.02%
CONSUMABLE SUPPLIES	13,207	9,900	9,823	11,900	20.20%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	49,106	60,800	39,253	209,400	244.41%
RECREATION ADMINISTRATION NET	49,106	60,800	39,253	209,400	244.41%

RECREATION PROGRAMS

OPERATING REVENUES					
SALE OF GOODS & SERVICES	-235,896	-374,840	-188,418	-371,040	-1.01%
OTHER REVENUES	-10,751	0	0	0	0.00%
GOVERNMENT TRANSFERS	-2,120	0	-7,300	-7,300	0.00%
TOTAL REVENUES	-248,768	-374,840	-195,718	-378,340	0.93%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	1,598,943	1,769,997	1,466,387	2,019,747	14.11%
CONTRACTED SERVICES	95,200	149,299	55,127	176,288	18.08%
CONSUMABLE SUPPLIES	67,391	78,126	45,243	68,541	-12.27%
GRANT TRANSFERS	431	9,000	3,376	9,000	0.00%
DEBENTURE & INTEREST	72	0	7	0	0.00%
TOTAL EXPENSES	1,762,036	2,006,422	1,570,139	2,273,576	13.31%
RECREATION PROGRAMS NET	1,513,269	1,631,582	1,374,421	1,895,236	16.16%



Recreation and Culture Services - Operating Budget Continued

	2020 ACTUAL	2021 BUDGET	2021 YEAR TO DATE	2022 BUDGET	BUDGET CHANGE
LIBRARIES					
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-6,537	0	0	0	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	-111,786	0	0	0	0.00%
TOTAL REVENUES	-118,323	0	0	0	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	470,802	0	130	0	0.00%
CONTRACTED SERVICES	92,733	32,044	8,982	32,990	2.95%
CONSUMABLE SUPPLIES	74,656	10,847	4,209	11,700	7.86%
GRANT TRANSFERS	49,847	638,920	638,767	638,920	0.00%
DEBENTURE & PAYMENTS	613	0	0	0	0.00%
TOTAL EXPENSES	688,652	681,811	652,088	683,610	0.26%
LIBRARIES & CULTURE NET	570,329	681,811	649,844	683,610	0.26%

Base Budget Highlights

- Salaries, Wages and Benefits remained mostly the same due to decrease in benefit costs offsetting any staff or pay grid changes.
- The increase in Recreation Administration is associated to the transfer of budget from one area to another for the printing of annual activity guides and the recreation software.
- The increase in Recreation Administration is associated to the transfer of budget from one area to another for the printing of annual activity guides and the recreation software.



Parks & Facilities

2022 Net Operating Budget	\$7,100,535
2021 Net Operating Budget	\$6,029,462
Budget Change	\$1,071,073
% Change	17.76%

Purpose

Parks & Facilities staff provide safe buildings and outdoor spaces. Parks maintains 135 acres of turf, 40 km of walking trails, 13 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.

2021 Key Accomplishments

- Completed Phase 1 and 2 of the Bold Center Sports Fields.
- Completed the Bold Center Campground.
- Completed Owl River Campground.
- Moved Fire Services and Peace Officers to the new Protective Services Facility and completed landscaping.
- Skate the Lake.
- Upgrades to Elinor Lake and Poplar Point Boat Launches with the addition of parking.
- McArthur Park Master Plan.
- Golf Course Master Plan.
- Alexander Hamilton Park Disc Golf Course.



Facilities cleans 14 buildings daily, and helps operate Portage Pool, the Plamondon Arena, and the Bold Center. They also maintain 60 County-owned facilities, book events at McArthur Place and the Bold Center, and take care of community sponsorships and partnership opportunities.

2022 Key Priorities

- New Aquatic Facility.
- McArthur Park Master Plan Implementation.
- County Centre Renovation.
- Golf Course Master Plan Implementation.

2022 Approved Initiatives

- Establish a tree replacement program along with a program for the addition of trees.
- Addition of several playgrounds throughout the County.
- Upgrades to Maccagno Point Boat Launch.
- Completion of Bold Center Sports Field Phase 3.





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

	2020 ACTUAL	2021 BUDGET	2021 YEAR TO DATE	2022 BUDGET	BUDGET CHANGE
COMMON FACILITIES					
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-15,005	-33,168	-37,796	-33,168	0.00%
OTHER REVENUES	0	-32	-3	-32	0.00%
GOVERNMENT TRANSFERS	0	0	-2,000	0	0.00%
TOTAL REVENUES	-15,005	-33,200	-39,799	-33,200	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	880,269	977,289	975,614	1,015,711	3.93%
CONTRACTED SERVICES	167,455	182,534	155,291	214,664	17.60%
CONSUMABLE SUPPLIES	329,389	314,832	272,460	328,952	4.48%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	1,377,114	1,474,655	1,403,366	1,559,327	5.74%
COMMON FACILITIES NET	1,362,108	1,441,455	1,363,567	1,526,127	5.87%
CEMETERIES					
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-15,325	-10,350	-18,558	-10,350	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	-15,325	-10,350	-18,558	-10,350	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	0	0	0	0	0.00%
CONTRACTED SERVICES	5,764	8,950	1,070	8,950	0.00%
CONSUMABLE SUPPLIES	2,545	1,800	2,119	1,800	0.00%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	8,309	10,750	3,189	10,750	0.00%
CEMETERIES NET	-7,016	400	-11,294	400	0.00%



Parks & Facilities - Operating Budget Continued

	2020 ACTUAL	2021 BUDGET	2021 YEAR TO DATE	2022 BUDGET	BUDGET CHANGE
RECREATION FACILITIES					
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-423,044	-680,054	-203,539	-671,054	-1.32%
OTHER REVENUES	-12,630	-26,042	-10,090	-26,042	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	-435,674	-706,096	-213,628	-697,096	-1.27%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	1,966,201	2,153,356	2,054,540	2,346,163	8.95%
CONTRACTED SERVICES	514,900	623,224	448,400	586,039	-5.97%
CONSUMABLE SUPPLIES	926,121	961,062	782,624	961,062	0.00%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	2,974,811	0	0	691,393	0.00%
TOTAL EXPENSES	6,382,033	3,737,642	3,285,564	4,584,657	22.66%
RECREATION FACILITIES NET	5,946,359	3,031,546	3,071,936	3,887,561	28.24%

PARKS & OPEN SPACES

OPERATING REVENUES					
SALE OF GOODS & SERVICES	-16,992	-26,369	-20,276	-26,369	0.00%
OTHER REVENUES	0	0	-506	0	0.00%
GOVERNMENT TRANSFERS	-4,170	0	-9,290	0	0.00%
TOTAL REVENUES	-21,162	-26,369	-30,072	-26,369	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	938,574	1,022,568	925,469	1,078,778	5.50%
CONTRACTED SERVICES	665,768	345,529	264,045	405,845	17.46%
CONSUMABLE SUPPLIES	156,577	214,333	214,471	228,193	6.47%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	1,760,919	1,582,430	1,403,985	1,712,816	8.24%
PARKS & OPEN SPACES NET	1,739,758	1,556,061	1,373,913	1,686,447	8.38%

Base Budget Highlights

- Salaries, Wages and Benefits remained mostly the same due to decrease in benefit costs offsetting any staff or pay grid changes.
- There is an increase in operating costs of all facilities resulting in budget increases in most categories.
- The sportsfields addition is also resulting in an increase of operational costs.

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.

Performance Measures: Regular measurement of corporate outcomes and results, which generate reliable data on the effectiveness and efficiency of initiatives.

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.

Service Levels: Defines the frequency, amount, or type of service provided by the County.

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.

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.

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.



Lac La Biche County By the Numbers



Lac La Biche County currently employs

204

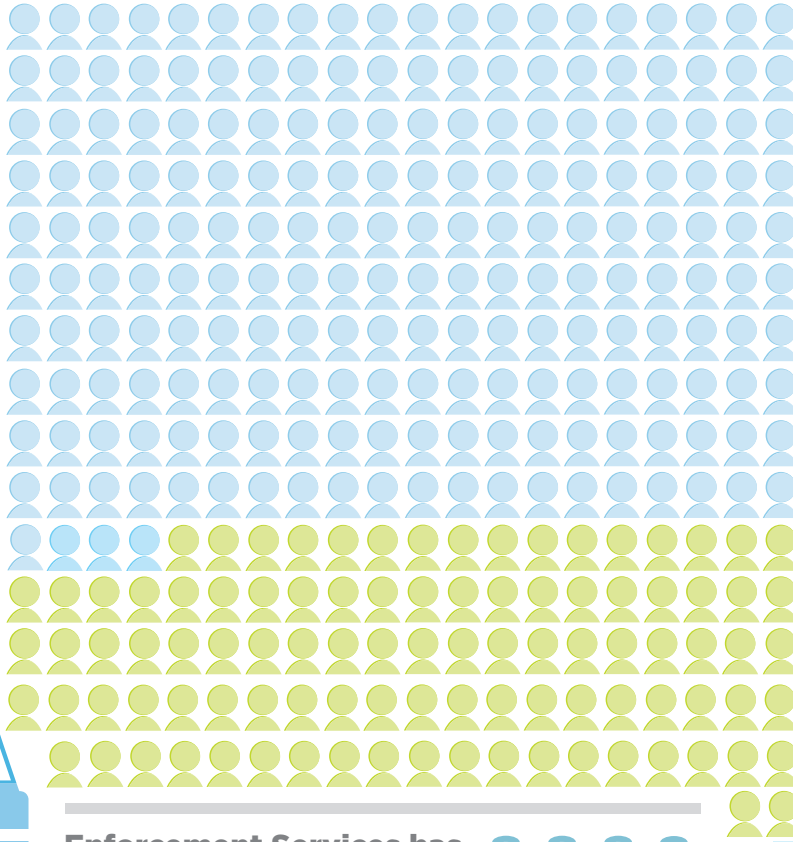
Full-time and part-time employees

+ 97

casual/seasonal employees

+ 64

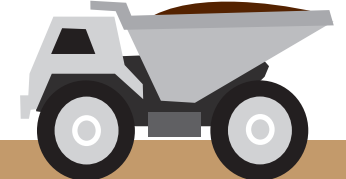
Fire Services members, including seven cadets.



Staff maintain **170 km** of paved roads,



105 km of oiled surfaces,



& 916 km of gravel roads.

Enforcement Services has **11 peace officers.** They have responded to **3,159 complaints.***



The County cares for

- 1 spray park,
- 3 campgrounds,
- 1 cemetery,
- 7 ball diamonds,
- 2 tennis courts,
- 4 outdoor basketball courts,
- 7 outdoor rinks,
- 14 boat launches,
- 16 parks & playgrounds,
- 40 km of walking trails, and
- 135 acres of open space.

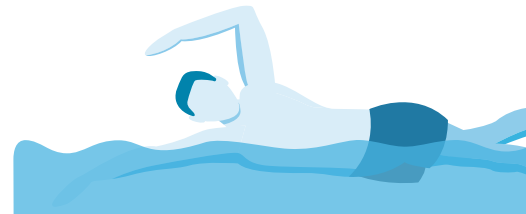


719 TONNES

of waste was recycled in 2021*.

150,000 visits to the Bold Center.*

6,084 drop-ins at Portage Pool.



Lac La Biche County
welcoming by nature.

*Approximately