



Lac La Biche County
welcoming by nature.

BUDGET

Creating a Foundation for the Future

2021

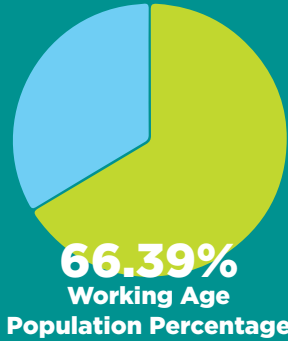
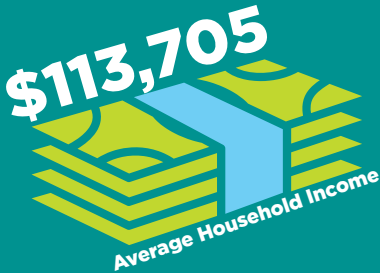
OUR COMMUNITY



Population

9,636*

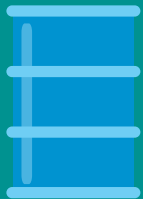
*Including shadow population from the 2019 municipal census



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

Creating a Foundation for the Future:
The Lac La Biche County 2021 Budget

Attached are the following documents
for consideration by Lac La Biche
County Council:

1. The 2021 Operating and Capital Budget
2. The 2022 - 2026 Financial Plan
3. The 2022 - 2031 Capital Plan

3 Year Financial Plans and 5 Year Capital Plans are required to be completed annually by Alberta Municipal Affairs, but more importantly, are necessary to create a foundation to help and guide Council and Administration to making good business decisions in 2021 and in the future. Our County is going above this to create 5 year Financial Plans and 10 year Capital Plans.

Council and Public Expectations:

This budget document meets Council's financial, capital, and service level expectations based on the following four guidelines:

1. The County's strategic plan, drafted in 2018, that acts as a foundation document that will guide the County through the next four years to 2024. The vision as outlined in the plan, is:

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

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

1. Economic development: our blueprint for resilient growth;



2. Recreation: strengthening our unique assets;
3. Social Wellness: maintaining a high quality of life for our citizens;
4. Tourism: marketing our strengths: and
5. Environment: protecting and sustaining our valuable natural assets.

2. In addition, Council established budget guiding principles at their July 28, 2020 meeting which were:

Economic Development

- Business Friendly Procedure.
- Push Tourism Development through marketing and projects to advance sport tourism.

Environment

- Long term investment in water management to protect and enhance water from contamination.
- Ensure County facilities contribute to Lac La Biche County’s mission of Environmental Stewardship.

Social Wellness

- Maintain our quality of life programs and facilities to live better in Lac La Biche County.
- Increased programs and focus on community safety and bylaw enforcements.

Recreation and Parks

- Continue to be proactive in planning for rural and hamlet opportunities.

Other Matters:

Transportation:

- Ensure highway de-gazetting and maps to Alberta Transportation are priority as these are our routes to our communities and to further economic development.
- Provide for long-term planning of road and infrastructure upgrades.

Drainage - Storm Water Management & Utilities

- Ensure infrastructure utilities and storm water are enhanced both in rural areas and hamlets.

3. The County also held open houses with members of the public at Lac La Biche on August 29, 2020 and at Plamondon on September 2, 2020. The feedback was formally presented to Council at a Council meeting on September 22, 2020. This feedback is included elsewhere in the budget package.

Budget Constraints:

- As required by the Municipal Government Act, the 2021 proposed budget is balanced. Financial

and capital plans for the succeeding years do not have this requirement but need to be relatively close for usefulness and relevancy by Council and Administration.

- In adopting this budget, Council, like in previous years, has taken a conservative point of view financially. It is better to have a surplus at the end of the year versus an unbudgeted deficit.

Creating a Foundation for the Future - Why this theme?

This budget truly creates a foundation for the future by funding new infrastructure to provide for future economic development, such as:

- The Telus PureFibre fibre optic and wireless project to serve the hamlets of Lac La Biche, Plamondon, and surrounding areas, which will enhance local business and attract new businesses to the County.
- Using federal funding to construct a new aquatics centre attached to the Bold Center, which will enhance this unique and busy facility, and along with the new sports fields, will attract additional sports tourism economic opportunities.
- Using provincial COVID-19 municipal stimulus funding to replace and repair five bridges/culverts to support the agricultural and transportation industries.
- New sports fields, campground, and boat launches to support local and regional tourism.

Other operating initiatives that will create a foundation for the future are:

- More emphasis on the Economic Development Department in attracting and retaining businesses;
- Reducing red tape in the planning, development and procurement functions to be more business-friendly.

General Economic Highlights

Threats in the 2020 budget focused on reduction in provincial grants and downloading of costs from the province such as policing. While several grants were reduced, economic stimulus due to the COVID-19 pandemic largely offset them. Although the County is still concerned about changes in designated industrial property assessment, most of the changes were deferred to 2021 and it appears that the scenarios that would hurt rural Alberta the hardest have been dropped from consideration. Policing charges will not hit the County’s bottom line until 2022. In addition, the County’s enrollment in the provincial Disaster Recovery Program (DRP) due to the June 2020 floods also helped mitigate infrastructure damages.

Inflation is falling, year over year. 2018’s change in the Alberta Consumer Price Index (CPI) was 3.05. In 2019, it fell to 1.3%, and it fell to 0.6% in August 2020, no doubt



related to the economic situation and COVID-19. Energy prices and the economic situation show little signs of improving in 2021.

Operating Costs

For the 2020 operating budget, Council requested that Administration strive to reduce budgeted expenditures (before new operating initiatives) by 5%. The actual budget reduction, including debenture payments, was 8.1% (3.8% excluding debentures). Because of the potential of lost tax dollars due to designated industrial property assessment changes in 2021, Administration is proposing a budget with a minor increase of under 1%.

The public need to be aware that service levels have associated costs and that increases in service levels, especially through new infrastructure, have operating and maintenance costs that need to be considered. Further cost reductions will result in lower service levels.

Taxes and Assessment

Lac La Biche County must continue to reduce its mill rate ratio to comply with the Municipal Government Act (MGA). Three years ago, the ratio was 7.35. Due to lower assessments, the residential mill rate was raised to maintain bottom line taxes, resulting in a ratio of 6.12. In 2020, the reduction of the Greater North seniors' foundation requisition resulted in the current 5.89 ratio. Our municipal assessor has indicated that residential assessments may fall in 2021, perhaps giving an opportunity to reduce the ratio closer to 5.00. Currently, there are 11 municipalities in Alberta with ratios over 5.00. Lac La Biche County is the fifth highest of the eleven.

The County's tax base is 95% non-residential and vulnerable to economic impacts in the oil and gas industry. The current assessment review could severely cut the County's tax base. The County is also expecting the province to substantially increase its education requisition, raising the bottom line on both residential and non-residential tax bills.

Major Grants for 2021

Municipal Sustainability Initiative (MSI), and the Investing in Canada Infrastructure Program (ICIP)

Since the Bold Center debenture was paid off (partially with MSI), MSI annual capital funding has been banked to fund construction of the new aquatics centre. Out of the \$15 million budgeted cost, \$9 million will come from MSI and \$6 million will be funded by the federal ICIP program.

Gas Tax Fund (GTF)

Used on Beaver Hill Road, the Old Trail, and the Plamondon-Caslan Connector in previous years, GTF

partially funded the Mystic Beach road in 2020. GTF funding of approximately \$551,000 will be used in 2021 to upgrade the Young's Beach sewage lift station (including an emergency generator) in 2020.

Disaster Recovery Program (DRP)

The County was approved for DRP in September for the June 2020 overland flooding state of local emergency. Although much work was completed in 2020, DRP will be used in 2021 to restore bridges, large culverts, as well as other non-insurable damage on County property, such as landfills and the golf course, for example.

Municipal Stimulus Program (MSP) and Municipal Operating Support Transfer (MOST)

MSP will be used to restore four bridges and culverts that could not be funded otherwise, including Gold River, Campsite Road, Nashim Drive, and Missawawi projects, in synchronization with DRP. Combined with MOST, which helped with COVID-19 related costs, total pandemic assistance totalled approximately \$2 million for Lac La Biche County.

Alberta Municipal Water/Wastewater Partnership (AMWWP)

This grant will fund 90% of the approximately \$2 million cost of lift stations between the Plamondon sewage lagoon and the Lac La Biche Bio-Nutrient Removal (BNR) plant.

Conclusion

Despite uncertainties such as the pandemic, bad weather in agriculture, and continuing low energy prices, the County is still in better shape than most rural Alberta municipalities and has significant cash flow to create a foundation for the future. Administration, and the dozens of staff members who worked on this package, are proud to submit this to County Council.



DONORS
The monument was erected by the
Lac La Poudre Chapter of the
Boy Scouts of America in 1911.
The plaque is the property of the
Boy Scouts of America.

**DAVID THOMPSON
AND
LAC LA POUDE**
David Thompson was born in
London, England in 1771. He came to
Canada in 1792. He was the
first to cross the Rocky Mountains.
He was the first to discover the
Pacific Ocean. He was the first to
discover the source of the
Colorado River. He was the first to
discover the source of the
Yellowstone River. He was the first to
discover the source of the
Snake River. He was the first to
discover the source of the
Columbia River. He was the first to
discover the source of the
Oregon River. He was the first to
discover the source of the
Washington River. He was the first to
discover the source of the
Idaho River. He was the first to
discover the source of the
Montana River. He was the first to
discover the source of the
Wyoming River. He was the first to
discover the source of the
Utah River. He was the first to
discover the source of the
Nevada River. He was the first to
discover the source of the
California River. He was the first to
discover the source of the
Arizona River. He was the first to
discover the source of the
New Mexico River. He was the first to
discover the source of the
Texas River. He was the first to
discover the source of the
Louisiana River. He was the first to
discover the source of the
Mississippi River. He was the first to
discover the source of the
Gulf of Mexico. He was the first to
discover the source of the
Atlantic Ocean. He was the first to
discover the source of the
Indian Ocean. He was the first to
discover the source of the
Pacific Ocean. He was the first to
discover the source of the
Arctic Ocean. He was the first to
discover the source of the
Antarctic Ocean. He was the first to
discover the source of the
Earth. He was the first to
discover the source of the
Universe.

**DAVID THOMPSON
AND
LAC LA POUDE**
The monument was erected by the
Lac La Poudre Chapter of the
Boy Scouts of America in 1911.
The plaque is the property of the
Boy Scouts of America.

**DAVID THOMPSON
AND
LAC LA POUDE**
The monument was erected by the
Lac La Poudre Chapter of the
Boy Scouts of America in 1911.
The plaque is the property of the
Boy Scouts of America.

TABLE OF CONTENTS



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

BUDGET OVERVIEW

Council's Strategic Goals	9
Corporate Budget Hierarchy	10
Budget Guidelines	11
Operating Budget	14
Capital Budget	14
Prioritization Matrix	15
Your 2021 Tax Dollar at Work	15
What We Heard: Budget Feedback	16

FINANCIAL SUMMARIES

Budget Summary	19
----------------	----

OPERATING BUDGET

Operating Summary by Object	21
Revenue	22
Expenditures	23
Operating Summary by Function	24

OPERATING INITIATIVES

CAO Division	27
Finance & Grants Division	27
Legislative & Information Services Division	28
Planning & Economic Development Division	28
Public Works Division	29
Recreation & Community Enhancement Division	29

STAFFING OVERVIEW

Approved Positions	32
Current Organization Chart	33

CAPITAL BUDGET

2020 Carry Forwards	35
Reserves Balance	39
2021 Capital Budget	40
Capital Project Map	43
Debt	44

FINANCIAL PLANS

Five-Year Financial Plan	46
Ten-Year Capital Budget Plan	47

DEPARTMENT HIGHLIGHTS

Council	54
General Administration	56
Records and Information Management	58
Human Resources and Health & Safety	60
Information Technology	62
Finance	64
Legislative Services	66
Communications	68
Fire and Emergency Management	70

Enforcement Services	72
Engineering Services	74
Equipment Services	76
Transportation Services and Airport Operations	78
Utilities	80
Environmental Services	83
Planning & Development and Geographic Information Systems	86
Economic Development	88
Family & Community Support Services and Community Development	90
Community Grants	92
Recreation & Aquatic Services	94
Parks & Facilities	97

APPENDICES

Glossary	101
Lac La Biche County: By the Numbers	102

READER'S GUIDE

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

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

Hyperlinks

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

To utilize these features:

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

BUDGET SECTIONS

Appendices: This section contains a Glossary, feedback from our budget open houses, 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, proposed initiatives 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 and Five-Year Financial Plan.

The **Capital Budget** section includes: Carry forwards from prior years, Capital and Replacement Reserves, Proposed Capital Budget, 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 1, 2020

Christopher P. Morill

Executive Director

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, 2020. 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.

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.

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 2021 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.



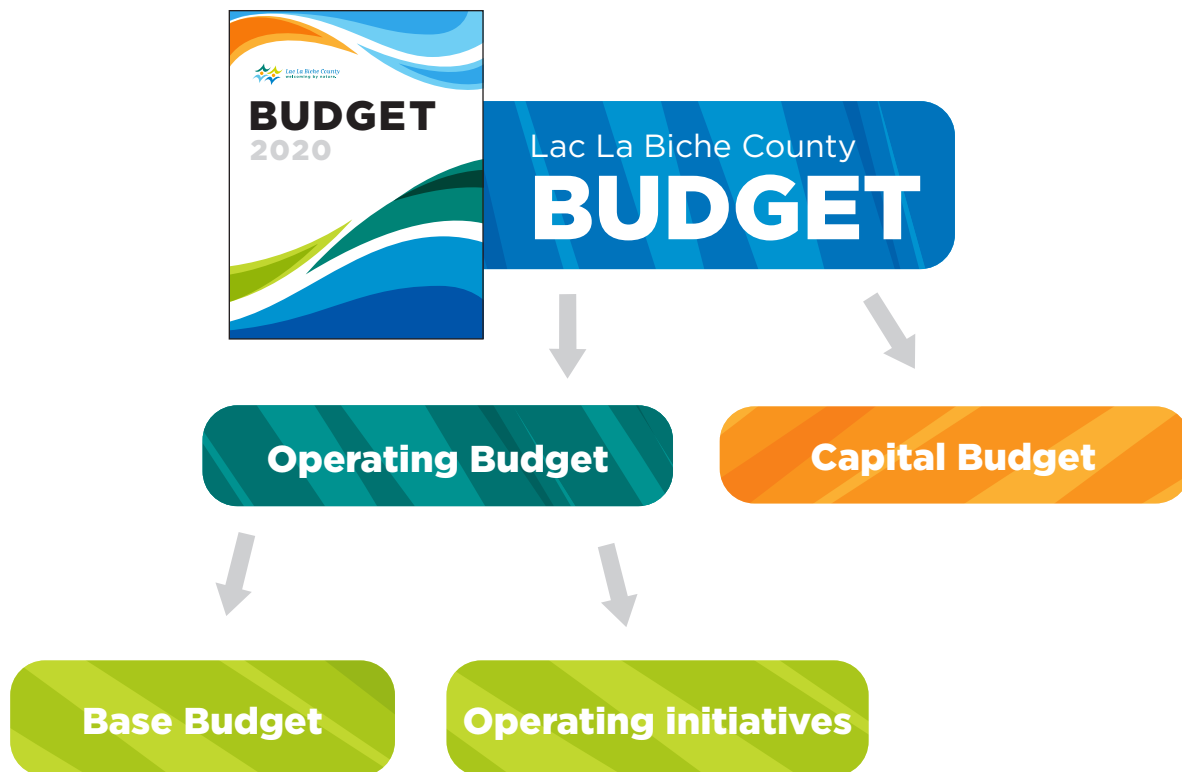
CORPORATE BUDGET HIERARCHY

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 \$313 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:
www.laclabichecounty.com/our-council/budgets-bylaws-and-policies/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.

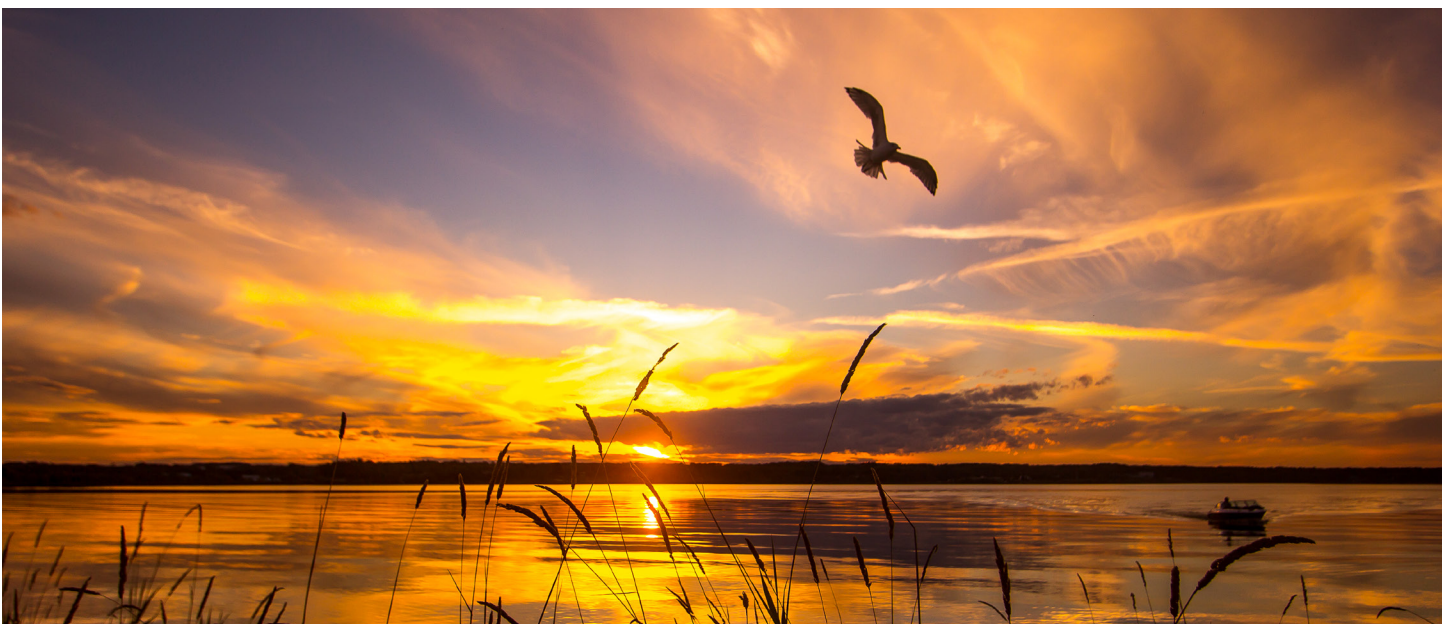
RESERVE FUNDS

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
---------	------------------------	-------------	---------



OPERATING BUDGET

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

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

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

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

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

CAPITAL BUDGET

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

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

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

P3: IMPORTANT (Could-Do)

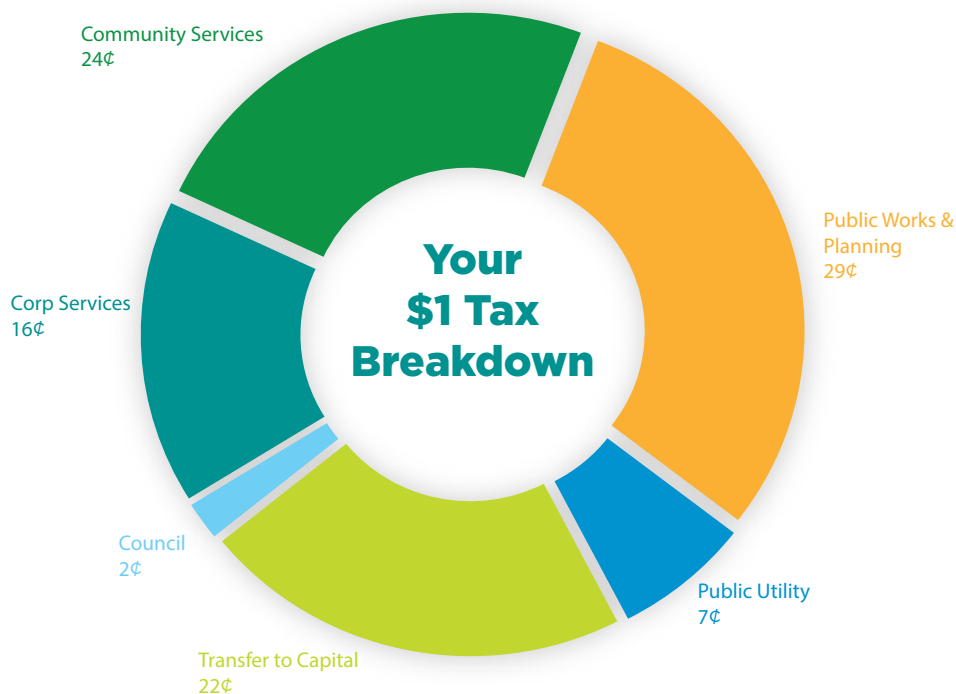
Projects that benefit the community but may be delayed without detrimental effects to basic services.

P4: DESIRABLE (Other Year)

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

2021 TAX DOLLARS AT WORK

The 2021 budget is prepared based on a 0% property tax increase and a \$68.25 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.





WHAT WE HEARD

Open Houses

Lac La Biche County held two in-person open houses to gather residents' feedback on the 2021 proposed budget. The first was in the hamlet of Lac La Biche on Saturday, August 29, and the second was in the hamlet of Plamondon on Wednesday, September 2. Two residents attended the Lac La Biche Open House. 13 attended the Plamondon Open House. Both events were advertised in the weekly paper on August 11, 18, and 25 as well as online.

Some feedback collected from in-person discussions included:

- A discussion about the golf course, and concerns about its operation, management, and long-term viability.
- Feedback on the Old Conklin Road not needing gravelling this year, and how funds should be spent on other priorities.

Online

Residents were also given the option of sharing their feedback online. An online survey was available on laclabichedcounty.com until September 11.

Survey

There were a total of 45 respondents to the County's 2021 Budget Survey. 41 residents completed the survey online, and 4 completed a paper copy of the survey at the open houses. Feedback collected from the surveys is summarized as follows.

- All 45 respondents said they were residents or tax payers. Six of the 45 respondents noted that they do not live or work in the County full-time.
- This is a small selection of County residents. Though ideas for improving County services and programs may be taken from this data, this is not necessarily an accurate cross-selection of the public. This data should not be taken as representative of County residents' opinions as a whole.

Survey Question 1: One of Council's strategic priorities is the environment: specifically, protecting and sustaining the valuable natural assets that our citizens and visitors enjoy. What aspects of the County's natural environment do you feel are the most important to preserve and improve?

- Most respondents to this question emphasized the importance of protecting Lac La Biche County's lakes and watershed. Specifically, they focused on improving lake health and fish stocks, along with preventing algae blooms in the summer. Some residents were interested in seeing more water and sewer hookups to protect the watershed—a few advocated for a Bayview Beach water and sewer hook-up.

- Several residents also mentioned County parks as an important focus, along with walking paths or hiking trails to improve access to the natural environment.
- A smaller theme was the need to improve downtown Lac La Biche to prevent car idling, encourage biking, and make Main Street more pedestrian-friendly.

Survey Question 2: The County is fortunate to be home to many lakes and water bodies. How can the County better leverage the advantages of its lakes (i.e. development of McArthur Park, building a marina on Lac La Biche Lake, etc.) while still remaining environmentally sustainable?

- Many residents supported the idea of building a marina. A few suggested building it in an environmentally-sustainable way (i.e. limiting it to a single area to prevent lake disturbance). Like the previous question, residents emphasized protecting the lake as much as possible.
- Several residents were interested in seeing McArthur Park developed further and better maintained (like the beach area).

Survey Question 3: Caring for rural roads and infrastructure is one of the many ways that the County provides value to rural residents. Do you have any ideas for how the County can better care for or plan rural infrastructure, especially in light of the 2020 flooding incident?

- Residents were generally supportive of the way that the County handled the 2020 flooding incident. Though it was difficult to find common themes in the answers to this question, a few residents mentioned enhancing grading schedules, replacing culverts, and applying more pressure on the provincial government to maintain provincial highways.
- Several residents also suggested improving the County's sewage system (plumbing and drainage).

Survey Question 4: Should the County encourage future development by becoming its own developer, offering incentives, building an off-site levy program, working with external developers, or bringing forward other options? Where would you like to see development?

- Many respondents supported developing the downtown area of the hamlet of Lac La Biche, specifically with filling vacant buildings and empty lots.
- Some residents were supportive of offering incentives for development (i.e. tax breaks), but were concerned about seeing those costs passed down to taxpayers.

Survey Question 5: The County heavily subsidizes many of its services, including the cost of municipal water. Should the County seek to recover more of its costs by levying improvement taxes or charging higher service fees?

- Overall, 19 residents were not in support of increasing service fees, especially given the difficult economic climate.
- However, a significant minority of responses (8) were in favour of small/slow increases to County service fees to subsidize them less.

Final Survey Question: Use this box to provide any other feedback on the 2021 budget, including projects or services that you would like to see implemented in 2021.

Residents had other concerns and suggestions, which are summarized as follows:

- Spend less on athletic fields, and more on roads. Spend less on the Bold Center.
- Spend more on RCMP and Peace Officer resources to deal with rural crime.
- Spend less on items that don't improve quality of life, like promotional items.
- Repair utility lines along Main Street Lac La Biche.
- Do something different with the Devonian Park on Main Street Lac La Biche.
- Improve parks with amenities like firepits or cook stoves.
- Build a new boat launch in the hamlet of Lac La Biche, or expand the current one.
- Pave the first kilometre of Golden Sands road from Highway 881.
- Create a walkway with lights near Juliana Manor where the train tracks used to run. Create a safe space near these apartment buildings by building a park or municipal structure.
- Make water availability throughout the County a priority.
- Monitor County spending and the duplication of staff.
- Concerns about the lack of federal government aid downloading more responsibilities onto municipalities.
- Create a 3-season outdoor ice rink. Build a roof on some outdoor rinks.
- Expand curbside pickup to other outlying areas.
- Keep residential taxes as is.
- Fix the main ball diamond on Main Street Lac La Biche.
- Don't plan major capital projects like swimming pools or soccer fields.
- Prioritize road repairs in rural subdivisions, and focus on replacing and maintaining infrastructure throughout the County.
- Focus less on items that wealthy citizens benefit from, like boat launches, private beaches, and sports fields. Lobby for rent control and affordable housing.
- Do something to diversify business and provide more value to families.
- Make infrastructure improvements to the Missawawi Subdivision.
- Take the opinions of seasonal residents into consideration as much as full-time residents.
- Return to delivering the basics of municipal services, and minimize risks until the economy recovers.
- Look at agricultural tax rates—they're low.
- Improve the County's inclusivity, and improve the quality of life for all people in the County.
- Renovate the golf course clubhouse.
- Don't raise pay for Mayor and Council.
- Provide water and sewer services at Bayview Beach.
- Build a road between the chapel and old convent in the hamlet of Plamondon.



Financial Summaries



BUDGET SUMMARY

Operating and Capital Budget Summary

FOR THE YEAR ENDING DECEMBER 31, 2021

FORECASTED ACCUMULATED SURPLUS, AS AT DECEMBER 31, 2020	<i>A</i>	2,016,590
OPERATING BUDGET FOR THE YEAR ENDED DECEMBER 31, 2021		
OPERATING REVENUES	<i>B</i>	76,601,534
OPERATING EXPENDITURES		
BASE EXPENDITURES		-54,380,213
OPERATING INITIATIVES		-1,073,000
OPERATING IMPACTS OF CAPITAL		-24,325
TOTAL OPERATING EXPENDITURES	<i>C</i>	-55,477,538
OPERATING SURPLUS FOR THE YEAR ENDED DECEMBER 31, 2021 (B+C)	<i>D</i>	21,123,996
NON-OPERATING RESERVE ALLOCATIONS	<i>E</i>	-5,950,000
FUNDS AVAILABLE TO FINANCE CAPITAL PROJECTS (A+D+E)	<i>F</i>	17,190,586
CAPITAL BUDGET FOR THE YEAR ENDED DECEMBER 31, 2021		
CAPITAL EXPENDITURES	<i>G</i>	-28,314,034
TRANSFERS FROM CAPITAL RESERVES	<i>H</i>	5,324,335
CAPITAL GRANTS	<i>I</i>	7,901,620
OTHER FUNDING SOURCES	<i>J</i>	1,633,430
DEBT FINANCING	<i>K</i>	0
FUNDS REQUIRED TO FUND CAPITAL PROJECTS (G+H+I+J+K)	<i>L</i>	-13,454,649
FUNDS REMAINING AS AT DECEMBER 31, 2021 (F+L)	<i>M</i>	3,735,937

Operating Budget

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



Operating Summary by Object (Balance as of December 2, 2020)

	2019 ACTUAL	2020 BUDGET	2020 YEAR TO DATE	2021 BUDGET
OPERATING REVENUES				
PROPERTY TAXES & LOCAL IMPROVEMENTS	-63,711,645	-68,841,523	-75,346,514	-68,250,001
OIL WELL DRILLING LICENSES	-193,985	-200,000	-124,587	0
SALE OF GOODS & SERVICES	-9,035,689	-7,518,512	-5,547,413	-7,147,677
OTHER REVENUES	-523,323	-222,019	-325,453	-109,874
GOVERNMENT TRANSFERS	-1,311,398	-3,077,602	-4,303,587	-1,093,982
TOTAL: REVENUES	-74,776,041	-79,859,656	-85,647,554	-76,601,534
OPERATING EXPENSES				
SALARIES, WAGES & BENEFITS	24,059,117	25,054,159	21,270,852	25,327,110
CONTRACTED SERVICES	13,833,237	15,536,387	12,034,137	15,805,007
CONSUMABLE SUPPLIES	9,195,770	8,818,624	7,750,754	9,034,635
GRANT TRANSFERS	3,802,046	10,864,828	9,253,229	4,922,068
DEBENTURE & INTEREST	6,809,400	3,369,046	3,328,690	388,718
TOTAL: OPERATING EXPENSES BY OBJECT	57,699,569	63,643,044	53,637,662	55,477,538
OPERATING SURPLUS	-17,076,472	-16,216,612	-32,009,892	-21,123,996



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

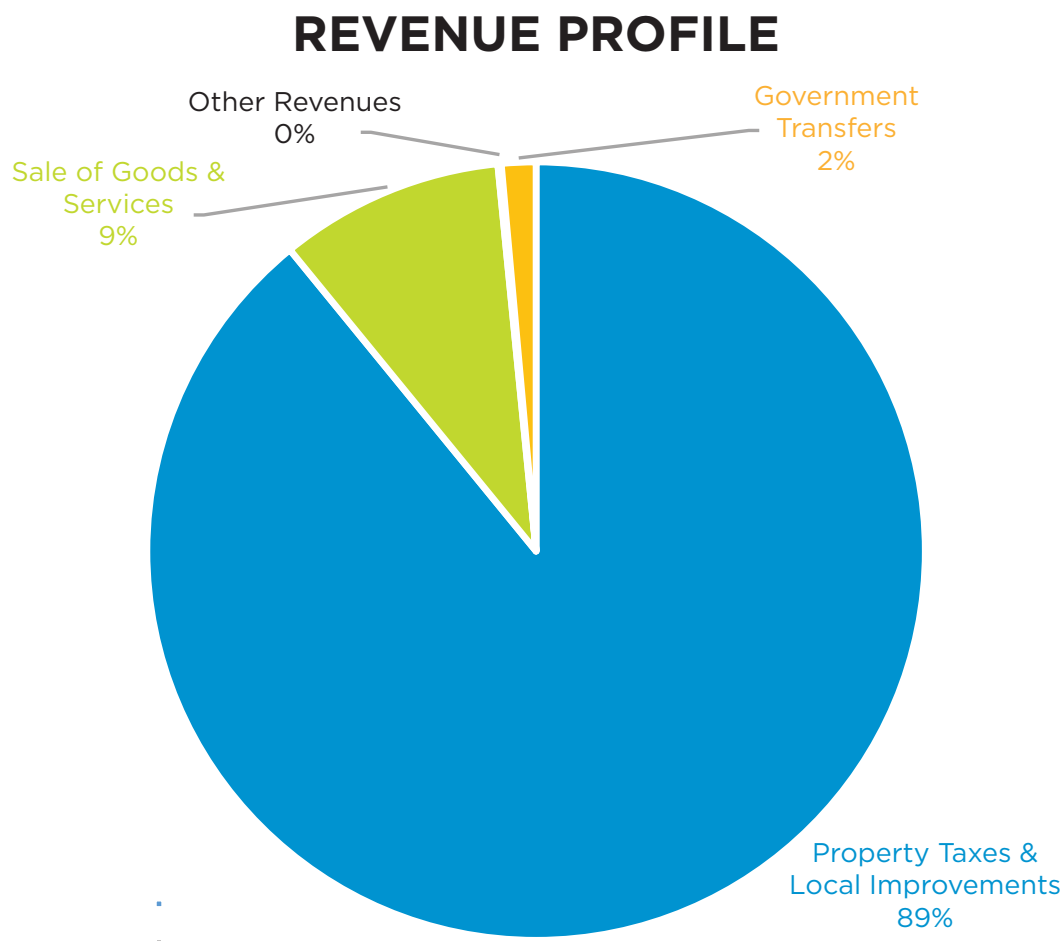
Included in this category are all fees that are charged to customers based on usage. Examples include fees for paratransit, recreation facilities, subdivision and development fees, ticket sales and rental of ice arenas, etc. This category also includes revenues received for fines issued by Enforcement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





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.

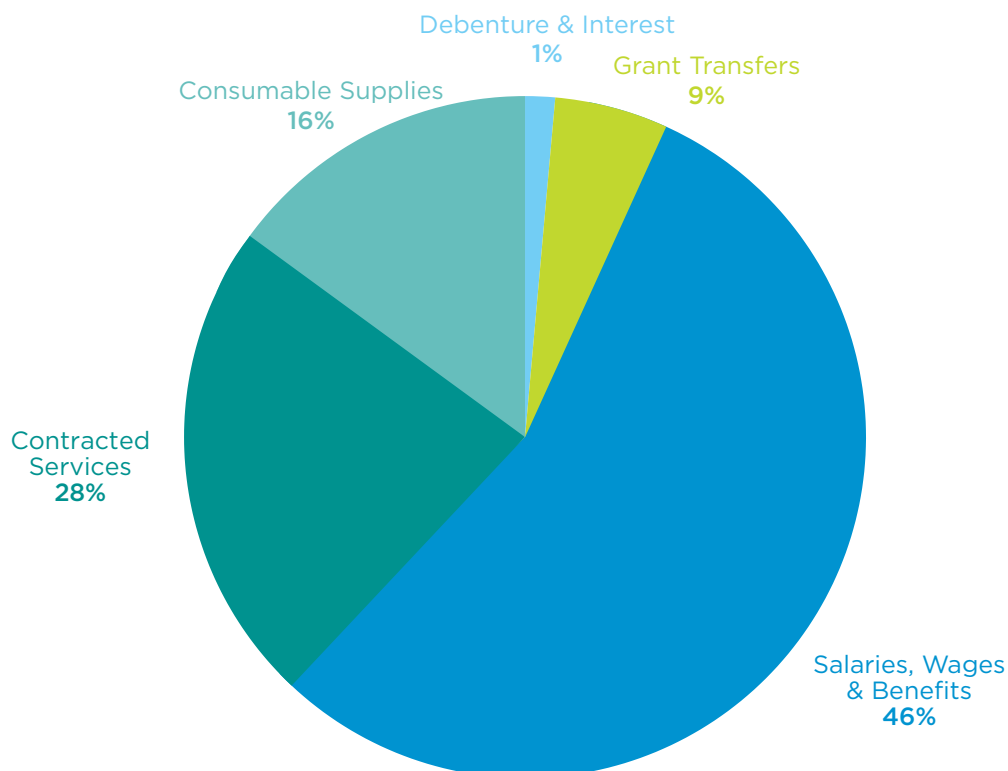
Grant Transfers

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 (Balance as of December 2, 2020)

	2019 ACTUAL	2020 BUDGET	2020 YEAR TO DATE	2021 BUDGET
GENERAL MUNICIPAL REVENUES	-66,546,932	-70,551,523.00	-76,558,402	-69,060,001
COUNCIL	-4,324	-2,563.00	-2,383	0
GENERAL ADMINISTRATION	-448	0	0	0
RECORDS MANAGEMENT	0	0	0	0
HUMAN RESOURCES	-2,782	0	0	0
HEALTH & SAFETY	0	0	0	0
GIS	-1,975	-2,000.00	-1,600	-2,000
INFORMATION TECHNOLOGY	-2,400	-228,300.00	-2,285,400	-17,000
FINANCE	-59,607	-53,600.00	-56,985	-53,600
LEGISLATIVE SERVICES	-475	0	-275	0
COMMUNICATIONS	0	0	0	0
FIRE SERVICES	-292,952	-162,300.00	-149,986	-175,300
ENFORCEMENT SERVICES	-66,242	-71,200.00	-141,024	-71,200
EMERGENCY MANAGEMENT SERVICES	0	0	-10,789	0
COMMON SERVICES	-101,319	-33,200.00	-18,292	-233,200
TRANSPORTATION SERVICES	-54,527	-129,250.00	-264,736	-131,835
AIRPORT OPERATIONS	-69,696	-70,000.00	-71,081	-71,400
UTILITIES - WATER	-878,860	-871,191.00	-1,260,393	-876,553
UTILITIES - SEWER	-698,804	-766,683.00	-1,092,574	-774,349
WASTE & RECYCLING MANAGEMENT	-959,719	-715,244.00	-516,393	-715,244
UTILITIES - NATURAL GAS	-2,330,982	-1,757,199.00	-1,722,073	-2,195,320
FCSS & COMMUNITY DEVELOPMENT	-581,891	-576,893.00	-465,099	-473,577
CEMETERIES	-11,515	-10,350.00	-12,275	-10,350
PLANNING & DEVELOPMENT	-300,248	-242,000.00	-160,170	-248,050
ENVIRONMENTAL SERVICES	-8,456	-4,500.00	-1,740	-4,500
AGRICULTURE SERVICES	-183,496	-174,717.00	-130,858	-132,265
TOURISM & ECONOMIC DEVELOPMENT	-126,950	-94,000.00	-100,332	-130,332
COMMUNITY GROUP SUPPORTS	-118,153	-128,153.00	-129,178	-118,153
RECREATION FACILITIES & PROGRAMS	-1,271,393	-1,160,090.00	-495,517	-1,107,305
LIBRARIES & CULTURE	-101,897	0	0	0
TOTAL OPERATING REVENUES	-74,776,041	-79,859,656	-85,647,554	-76,601,534



Operating Summary by Function (Balance as of December 2, 2020)

	2019 ACTUAL	2020 BUDGET	2020 YEAR TO DATE	2021 BUDGET
COUNCIL	936,775	1,016,445	659,704	1,011,558
GENERAL ADMINISTRATION	2,119,306	6,999,984	6,659,870	1,865,104
RECORDS MANAGEMENT	356,128	331,465	284,701	340,595
HUMAN RESOURCES	506,221	658,402	664,092	722,125
HEALTH & SAFETY	184,985	198,683	170,173	276,558
GIS	275,575	344,836	298,941	353,875
INFORMATION TECHNOLOGY	864,706	3,213,106	3,108,804	3,381,436
FINANCE	2,197,988	1,708,877	1,622,944	1,938,900
LEGISLATIVE SERVICES	325,718	221,561	276,143	306,954
COMMUNICATIONS	494,197	602,601	449,203	640,982
FIRE SERVICES	1,459,639	1,450,698	1,113,510	1,485,824
ENFORCEMENT SERVICES	1,805,239	2,439,915	1,734,599	2,659,940
EMERGENCY MANAGEMENT SERVICES	4,433	1,622,230	1,702,229	46,500
COMMON SERVICES	6,657,561	6,227,222	5,073,580	6,603,976
TRANSPORTATION SERVICES	8,192,154	8,692,123	8,102,266	8,845,863
AIRPORT OPERATIONS	95,853	202,735	103,869	122,841
UTILITIES - WATER	1,775,007	1,934,571	1,440,269	2,021,358
UTILITIES - SEWER	2,342,377	2,833,277	2,373,184	2,736,890
WASTE & RECYCLING MANAGEMENT	5,658,304	2,327,151	2,004,855	2,425,028
UTILITIES - NATURAL GAS	1,647,391	1,499,685	1,279,497	1,924,860
FCSS & COMMUNITY DEVELOPMENT	1,484,519	1,770,897	1,284,291	1,849,314
CEMETERIES	3,384	10,750	8,099	10,750
PLANNING & DEVELOPMENT	976,764	1,303,513	699,690	1,383,939
ENVIRONMENTAL SERVICES	355,998	315,374	269,167	312,094
AGRICULTURAL SERVICES	604,171	741,232	487,221	716,415
TOURISM & ECONOMIC DEVELOPMENT	544,266	876,751	473,276	1,099,512
COMMUNITY GROUP SUPPORT	1,666,799	2,786,748	1,902,830	1,989,991
RECREATION FACILITIES & PROGRAMS	13,449,219	10,625,953	8,740,174	7,722,545
LIBRARIES & CULTURE	714,892	686,259	650,484	681,811
TOTAL OPERATING EXPENSES	57,699,569	63,643,044	53,637,662	55,477,538
OPERATING SURPLUS	-17,076,472	-16,216,612	-32,009,892	-21,123,996

Operating Initiatives

The background of the slide is composed of several overlapping, wavy, organic shapes in various shades of orange and yellow. The top right corner is a dark orange, while the bottom left is a lighter, almost white-yellow. The overall effect is a modern, dynamic, and warm aesthetic.



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 2021 Proposed 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 FTE , current and future years cost for each item. The 2022-2026 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

Business Cases								
#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2021 NET	2021 EXPENSE	2021 REVENUES	2022-2026
1	Lighthouse HSE Management Software	Lighthouse will assist the department with providing simple, efficient, and effective safety solutions which will make the job of the safety staff more about safety and less about document administration so they can utilize their expertise to improve the safety in the County operations and move towards the goal of eliminating incidents in the workplace.	P2		10,404	10,404		34,020
2	Seasonal Safety Officer	Due to an increase in the number of employees and construction projects during the summer season, and in turn an increase in workload pressures, the Health & Safety department requires assistance with functions of the department every May to October.	P1	0.60	41,500	41,500		200,000
3	Compensation Review	To remain competitive in the constantly changing job market, Lac La Biche County needs to continually evaluate and update the County's salary grid. The County had its last compensation review in 2016. The recommended industry standard for external compensation reviews is between 3 to 5 years. Regular compensation comparisons with the external market allows the County to address any pay inequities while positioning the County as an employer of choice in the region.	P3		20,000	20,000		

FINANCE & GRANTS DIVISION

Business Cases								
#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2021 NET	2021 EXPENSE	2021 REVENUES	2022-2026
4	Enterprise Resource Planning (ERP) System Module Development and Implementation	To maintain and improve the need for transparency and accuracy of the financial reporting capacity of the County, the financial ERP must be capable to capture, compile and report relevant, timely and accurate information at all levels. To achieve this, the next steps are for the County to develop its project costing and work order modules. Administration is proposing to configure and implement these modules in Q1 and Q2 of 2021 to start capturing the needed information.	P2		150,000	150,000		30,000



Business Cases								
5	Critical Incident Stress Management Team	The team meets regularly to complete training skill refreshers and other pertinent training. One of the roles on the team, that is currently vacant is designated for a Mental Health Professional. The development of this role within our team would allow for dedicated funds to assist with this position and offer the CISM team as well as our emergency services and County staff better access to training, information and interventions by professional help.	P2		20,000	20,000		100,000

LEGISLATIVE & INFORMATION SERVICES DIVISION

Business Cases								
#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2021 NET	2021 EXPENSE	2021 REVENUES	2022-2026
6	Corporate Process Mapping (Consulting Services)	Administration will be preparing an electronic content management (ECM) strategy to support the overall Information Governance Program of the County. Part of this ECM strategy is the comprehensive analysis of the County's corporate processes, for which Administration is seeking funding for business analyst consulting services.	P2		25,000	25,000		-
7	Council Remuneration Review	The Council Remuneration and Expenses Policy strives to adequately and fairly compensate elected officials for performing their duties. In September 2020, Council directed Administration to contract a third party to provide an independent review of Council compensation, to be completed and presented before the 2021 municipal election. This request considers completion of Council's compensation review along with the employee compensation review requested by Human Resources.	P2		10,000	10,000		-

Service Level Enhancement								
#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2021 NET	2021 EXPENSE	2021 REVENUES	2022-2026
8	Communications Plan Strategy	The Communications department is proposing to engage Council in creating a new Strategic Communications Plan.	P2		30,000	30,000		-

PLANNING & ECONOMIC DEVELOPMENT DIVISION

Business Cases								
#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2021 NET	2021 EXPENSE	2021 REVENUES	2022-2026
9	Area Structure Plan - Update Program	Area Structure Plans are a vital component of land use planning for the County. Their purpose is to set the tone of how a particular parcel and or area will be developed which includes current and future zoning, road networks, water, sewer and storm services and how the proposed land use will be compatible with adjacent land uses.	P1		125,000	125,000		475,000



Service Level Enhancement

#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2021 NET	2021 EXPENSE	2021 REVENUES	2022-2026
10	Re-purpose Existing Coordinator to Economic Development Manager	This reclassification would create a managerial position to manage the department, ensuring the economic development portions of the current strategic plan are followed. This person would be a leader as well as a working supervisor to work on current economic initiatives.	P1	0.00	39,500	39,500		197,500

PUBLIC WORKS DIVISION

Business Cases

#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2021 NET	2021 EXPENSE	2021 REVENUES	2022-2026
11	Transportation Master Plan	Lac La Biche County's current Transportation Master Plan expires at the end of 2019. This document must be revised to brought up to date to keep it compliant with other plans like the MDP and ASPs etc. It provides an inventory and condition rating of current transportation infrastructure, which is useful for asset management and capital planning.	P1		150,000	150,000		-
12	Water Treatment Plant Exterior Maintenance	The water treatment plant which was commissioned in 2007 requires exterior upgrades for both functionality and appearance.	P3		50,000	50,000		-
13	RMO Reclamation	Removal of buildings and above ground piping at 09-05 and 06-10 Natural Gas Regulating Metering Odorizing stations that are no longer needed.	P1		130,000	130,000		-
14	Repair of Slope at Beaver Lake Landfill	Investigation and corresponding remedial action to fix slumping issue at the Beaver Lake Landfill.	P1		25,000	25,000		-

RECREATION & COMMUNITY ENHANCEMENT DIVISION

Business Cases

#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2021 NET	2021 EXPENSE	2021 REVENUES	2022-2026
15	Re-purpose FCSS Supervisor to FCSS Community Development Manager	FCSS is a large and diversified portfolio with continued growth and visibility in the community. FCSS works in partnership with the Government of Alberta and has been awarded spoke service of the newly established Family Resource Network (FRN) this past year. As one of the larger organizations in Alberta, FCSS requires a dedicated manager to support the programs, service and staff working for the community and ensure financial reporting and obligations of the FRN contract are fulfilled.	P2	0.00	19,700	19,700		657,300
16	Plamondon Arena Exterior Wall Siding Upgrades	Over the past two years, there has been a number of upgrades to the Plamondon Arena. This building still has the existing siding and areas need to be replaced and other areas upgraded to have an updated look to the building.	P3		100,000	100,000		-



Service Level Enhancement									
#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2021 NET	2021 EXPENSE	2021 REVENUES	2022-2026	
17	Property Registry	The program would provide residents with the ability to register for a free service that would allow for the inputting of household items, tools, recreational vehicles, bicycles, firearms and other significant cost items.	P3		10,000	10,000		50,000	
18	Subsidized Feline Spay and Neuter Program	Several Alberta communities offer a subsidized program for spay and neutering of both felines and canines. These programs all pertain to residents of the municipality, some are for those in financial need and others are available to all residents usually at a reduced cost. Most of these programs strive for mandatory licensing through microchip identification.	P3		17,000	17,000		85,000	
19	Sports Tourism Committee	Sport Tourism is a critical part of tourism attraction efforts for municipalities, who can benefit from the increased business, promotion of community profile and attraction of new visitors and residents. With several provincial, national and world-class events being held in the region and more infrastructure being built, it has been an interest of the community and Council to develop a Sport Tourism Committee to submit bid packages to promote opportunities within the community to secure major sporting events.	P2		25,000	25,000		125,000	
20	Synergy Studio Renovation	These renovations will enhance programming and expand weight room area for efficiency.	P2		41,800	47,400	-5,600	-36,400	
21	Street Banner Program	Many of our street lights along main street, Beaver Hill Road and other areas in Lac La Biche County have hangers to support street banners. By purchasing banners and developing a plan, we can improve the streetscape and promote local activities and events in the County.	P3		33,096	33,096		70,000	
OPERATING INITIATIVES TOTAL					.60	1,073,000	1,078,600	-5,600	1,987,420
OPERATING IMPACTS FROM CAPITAL						15,325	15,325		-93,000
TOTAL OPERATING INITIATIVES & CAPITAL IMPACTS ON OPERATING					.60	1,088,325	1,093,925	-5,600	1,894,420

The total in the “2022-2026” column is a sum of expenditures for the next five years.

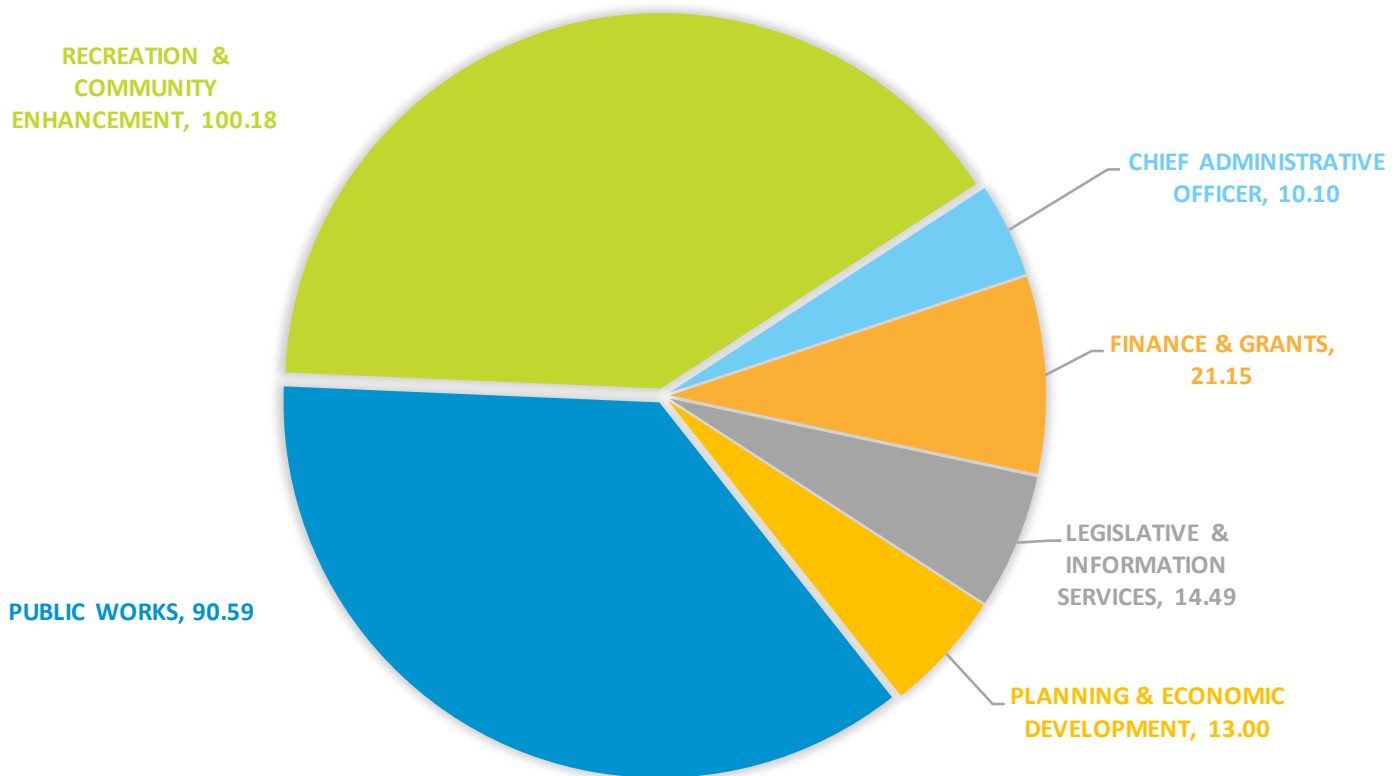
Staffing Overview



APPROVED POSITIONS

DIVISION	2020 APPROVED POSITIONS	2020 AMENDMENTS	2020 AMENDED POSITIONS	2021 BUSINESS CASES	2021 APPROVED POSITIONS
Chief Administrative Officer	9.50	0.00	9.50	0.60	10.10
Finance & Grants	16.65	4.50	21.15	0	22.15
Legislative & Information Services	14.49	0.00	14.49	0	14.49
Planning & Economic Development	14.00	(1.00)	13.00	0	13.00
Public Works	89.93	0.66	90.59	0	90.59
Recreation & Community Enhancement	100.98	(0.80)	100.18	0	100.18
TOTAL FULL-TIME EQUIVALENT STAFF	245.55	3.36	248.91	.60	249.51

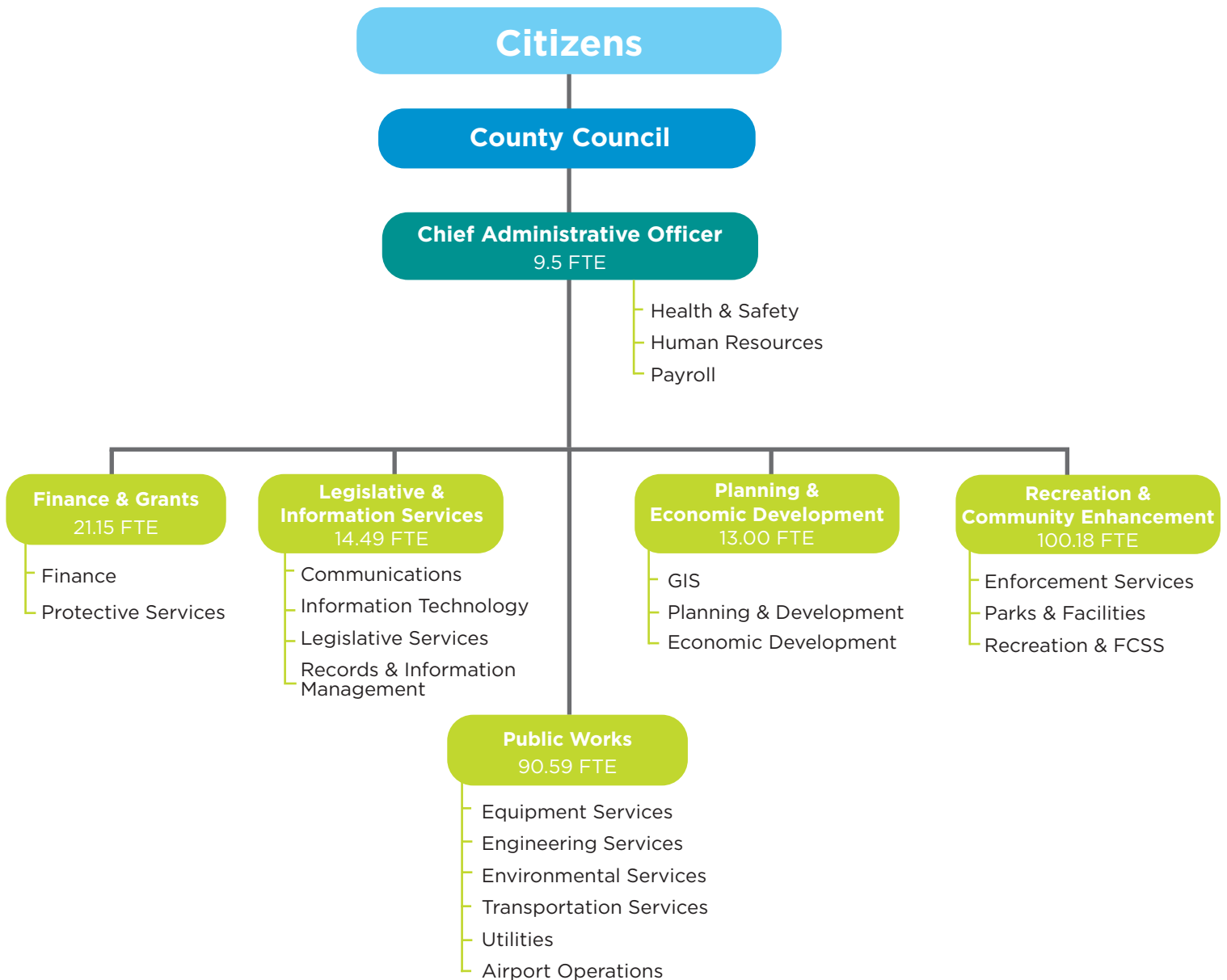
2021 APPROVED FTE ALLOCATION BY DIVISION



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 (2020)



FULL-TIME EQUIVALENT STAFFING (FTE)

The current staffing chart is comprised of all approved positions with an aggregate Full-Time Equivalent (FTE)* total for each division. The only positions or staff that are not included in this chart are the council and mayor position(s), as they're elected officials of Lac La Biche County. All the additions proposed for 2021 budget year are presented in detail in the Operating Initiatives section of this document.

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

Capital Budget



2020 CARRY FORWARDS

AS OF DECEMBER 2, 2020

	2020 BUDGET	2020 CARRY FORWARD
FIRE PROTECTION		
HYLO FIRE HALL ADDITION	80,000	80,000
RESCUE VEHICLES	315,000	39,429
TOTAL: FIRE PROTECTION	395,000	119,429
COMMON FACILITIES		
PROTECTIVE SERVICES FACILITY	792,635	561,893
TOTAL: COMMON FACILITIES	792,635	561,893
EQUIPMENT SERVICES		
COUNTY CENTER SHOP EXPANSION	1,749,488	1,461,907
COMMON SERVICES - VEHICLES	887,000	315,000
TOTAL: EQUIPMENT SERVICES	2,636,488	1,776,907
TRANSPORTATION		
PLAMONDON MAIN STREET REVITALIZATION	759,305	759,305
CAMPSITE RD ENG. FOR BASE & PA	30,865	26,989
OLD CONKLIN-NEW GRAVEL ROAD	459,070	459,070
WALKING TRAIL PROGRAM FUNDING	210,000	170,153
BLAIS RESORT DRAINAGE	77,570	46,128
LLB MAIN STREET REVITALIZATION	72,335	16,789
BRIDGE REPLACEMENT PROGRAM	204,625	69,804
SUBDIVISION ROAD UPGRD PROGRAM	839,420	744,344
HOLLOWACHUK ACCESS & WLK. TRL.	68,335	48,820



	2020 BUDGET	2020 CARRY FORWARD
BRIDGE REPLACE CAMPSITE RD	250,000	235,272
CC PARKING LOT & YARD RECONFIG	250,000	197,817
MISSION - LLB WALKING TRAIL	30,000	30,000
CROSSWALK LIGHTING HWY 881	100,000	100,000
TOTAL: TRANSPORTATION	3,351,525	2,904,491

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

WATER UTILITY		
MISSION BEACH W/S DESIGN	247,970	29,522
95 ST. WATER & STORM 91-83 AVE	1,774,835	1,774,835
SENTINEL PARK WATER & SEWER	152,550	142,303
SENTINEL EAST STORM POND	501,040	477,264
DRY HYDRANTS FIRE SERVICE	100,000	100,000
REGULATOR STATIONS MAINTENANCE	68,000	68,000
TOTAL: WATER UTILITY	2,844,395	2,591,924

SOLID WASTE MANAGEMENT		
BEAVERLAKE LF. COMPOST PAD	400,000	245,123
FENCE OWL RIVER TRANSFER SITE	40,000	40,000
OWL RIVER TRANSFER SITE OFFICE	27,500	2,115
FIRE SUPPRESSION UNITS	6,335	6,335
TOTAL: SOLID WASTE MANAGEMENT	473,835	293,574

**NATURAL GAS UTILITY**

NATURAL GAS METER AT RMO 12-03	19,195	19,195
NATURAL GAS PIPELINES UPGRADE	53,150	53,150
REGULATOR STATIONS MAINTENANCE	34,000	34,000
MANITOK NATURAL GAS UPGRADE	180,000	176,325

TOTAL: NATURAL GAS UTILITY	286,345	282,670
-----------------------------------	----------------	----------------

AGRICULTURE SERVICES

CHEMICAL STORAGE WAREHOUSE	65,000	65,000
----------------------------	--------	--------

TOTAL: AGRICULTURE SERVICES	65,000	65,000
------------------------------------	---------------	---------------

ECONOMIC DEVELOPMENT

TOURISM & EC DEV - EQUIPMENT	30,000	21,601
------------------------------	--------	--------

TOTAL: ECONOMIC DEVELOPMENT	30,000	21,601
------------------------------------	---------------	---------------

RECREATION FACILITIES

BOLD CENTER SPORT FIELDS	7,601,542	2,347,600
NEW AQUATIC CENTER	250,000	250,000
DEVON HALL LIGHTING UPGRADES	60,000	60,000
BOLD CENTER HEAT RECOVERY	75,000	25,175

TOTAL: RECREATION FACILITIES	7,986,542	2,682,775
-------------------------------------	------------------	------------------

PARKS & OPEN SPACES

CAMPSITE ROAD BOAT LAUNCH	463,450	244,814
---------------------------	---------	---------



	2020 BUDGET	2020 CARRY FORWARD
OWLRIVER BOAT LAUNCH CAMGROUND	252,170	216,659
POPLAR POINT BOAT LAUNCH	71,120	436
SUBDIVISION ENTRANCE SIGN PROG	72,850	68,449
CAMPSITE AT BOLD CENTER	987,700	942,277
FUTURE CEMETERY DEVOLPEMENT	600	90
GOLF COURSE TRAIL PAVING	96,200	2,810
FORK LK ACCESS,PARKING,WASHROO	150,000	148,740
POPLAR POINT MUN. BEACH ACCESS	30,000	29,254
HOLOWACHUK BEACH ACCESS W/STAI	30,000	27,500
MCARTHUR PARK STAIRCASE BY GAZ	50,000	50,000
OLD TRAIL LAUNCH SHELTER/WASHR	67,215	6,641
CONCRETE WASHROOM @ PARK PROG.	5,000	2,220
PLAMONDON DOUBLE WASHROOM	65,035	18,270
ALEXANDER HAMILTON WASHROOM	110,000	63,207
TOTAL: PARKS & OPEN SPACES	2,451,340	1,821,367
TOTAL:	21,343,105	13,151,630

RESERVES BALANCE



	2021		2022		2023		2024		2025		2026	
	OPENING BALANCE	TRANSFERS ALLOCATION	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
OPERATIONAL RESERVES												
Municipal Parks Reserve	518,910		518,910	518,910	518,910	518,910	518,910	518,910	518,910	518,910	518,910	518,910
Stabilization Operating Reserve	5,000,000		5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
	5,518,910	-	5,518,910	5,518,910	5,518,910	5,518,910	5,518,910	5,518,910	5,518,910	5,518,910	5,518,910	5,518,910
CAPITAL AND OTHER RESERVES												
Asset Management Programs												
Sidewalk Replacement	250,000	250,000	500,000	750,000	1,000,000	1,000,000	1,250,000	1,250,000	1,500,000	1,500,000	1,750,000	1,750,000
Road Resurfacing	250,000	250,000	500,000	750,000	1,000,000	1,000,000	1,250,000	1,250,000	1,500,000	1,500,000	1,750,000	1,750,000
Bridge Structure Replacement	250,000	-500,000	0	250,000	500,000	500,000	750,000	750,000	1,000,000	1,000,000	1,250,000	1,250,000
Water / Sewer Replacement	2,500,000	2,500,000	5,000,000	7,500,000	10,000,000	10,000,000	12,500,000	12,500,000	15,000,000	15,000,000	17,500,000	17,500,000
Cast Iron Water line replacement program		-1,000,000	0	1,000,000	2,000,000	2,000,000	3,000,000	3,000,000	4,000,000	4,000,000	5,000,000	5,000,000
New Infrastructure Programs												
Subdivision Road Network Upgrading	1,000,000	1,000,000	2,000,000	3,000,000	4,000,000	4,000,000	5,000,000	5,000,000	6,000,000	6,000,000	7,000,000	7,000,000
Walking Trails Network Development		200,000	200,000	400,000	600,000	600,000	800,000	800,000	1,000,000	1,000,000	1,200,000	1,200,000
Project Allocations												
Field Lake Pipeline Removal	50,000		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Archery Facility	64,300		64,300	64,300	64,300	64,300	64,300	64,300	64,300	64,300	64,300	64,300
Low Income Housing	1,500,000		1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
McArthur Park Area Redvelopment	500,000		500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Transitional Housing Wrap Around Services Center		500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Fibre Optic Infrastructure	17,000	-17,000	0	0	0	0	0	0	0	0	0	0
	6,381,300	- 1,517,000	10,814,300	16,264,300	21,714,300	21,714,300	27,164,300	27,164,300	32,614,300	32,614,300	38,064,300	38,064,300
EQUIPMENT REPLACEMENT RESERVES												
Fire Apparatus replacement	3,050,975	-278,000	2,986,550	3,177,158	3,359,733	3,553,041	3,746,349	3,746,349	3,746,349	3,746,349	3,746,349	3,705,157
Enforcement Vehicles replacement	248,640	-235,000	80,080	146,520	130,460	20,400	38,340	38,340	38,340	38,340	40,280	40,280
Equipment and Vehicles replacement	8,610,010	-1,536,500	8,620,092	8,484,173	6,872,819	6,816,575	6,779,681	6,779,681	6,779,681	6,779,681	6,532,292	6,532,292
	11,909,625	- 2,049,500	11,686,722	11,807,851	10,363,012	10,390,016	10,564,370	10,564,370	10,564,370	10,564,370	10,277,729	10,277,729
TOTAL RESERVES BALANCE	23,809,835	- 3,566,500	28,019,932	33,591,061	37,596,222	43,073,226	48,697,580	48,697,580	53,860,939	53,860,939	58,342,729	58,342,729

2021 CAPITAL BUDGET



	2021 FUNDING SOURCES							OPERATIONS IMPACT	PRIORITY	DEBT FINANCING	FUTURE YEARS
	PROJECT COST	GENERAL REVENUE	RESERVES	GRANTS	OTHER						
GENERAL MUNICIPAL											
Centralize County's Records and Information	67,500	67,500							P2		-
Council Chambers - IT equipment and Furniture	75,000	75,000							P2		-
	142,500	142,500	-	-	-	-	-	-	-	-	-
TRANSPORTATION											
Bridges											
BF-79415 Bridge Replacement (Gold River)	535,000	305,915		229,085					P1		-
BF-13640 Bridge Replacement (Nashim Drive)	861,000	131,915	500,000	229,085					P1		-
BF-74197 Culvert Replacement - (Old 46)	411,000			411,000					P1		-
BF-72757 Bridge Replacement (Missawawi Creek)	650,000	241,831		408,169					P1		-
BF-77865 Culvert Replacement (Campsite Road)	272,000	42,915		229,085					P1		-
Construction											
Hamlet Back lane Paving Program	200,000	200,000							P3		1,000,000
	2,929,000	922,576	500,000	1,506,424					-	-	1,000,000
UTILITIES - WATER & SEWER											
101 Avenue (Main Street Lac La Biche) Water and Sewer Rehabilitation and Revitalization	3,786,000	1,011,165	2,774,835						P2		15,908,000
Bayview Beach Water and Sewer	1,993,000	976,570		1,016,430					P3		-
Plamondon Waste Water Lift Station Upgrade	2,035,264	203,264		1,832,000					P2		-
Beaver Lake Lift Station Generator Upgrade	150,000	48,804		101,196					P1		-
Beaver Lake Lift Station Pump Upgrade	450,000			450,000					P1		-
Muscle Wall for Main Lift Station	85,000	85,000							P1		-
Standy Generator for Sunset Bay Lift Station	150,000	150,000							P1		-
Utility Yard Cold Storage Pole Shed - Replacement	300,000	300,000							P1		-
Waste Water Plant Bio-Train Covers	275,000	275,000							P2		-
Hydrovac Receiving Station	100,000	100,000							P3	24,325	-
	9,324,264	3,149,803	2,774,835	2,383,196	1,016,430				-	24,325	15,908,000
UTILITIES - NATURAL GAS											
Gas line Replacement 104 St. Back Lane 104 Ave to 101B Ave	210,250	210,250							P2		-
	210,250	210,250	-	-	-	-	-	-	-	-	-

2021 CAPITAL BUDGET CONTINUED



	2021 PROJECT COST	FUNDING SOURCES				DEBT FINANCING	PRIORITY	OPERATIONS IMPACT	FUTURE YEARS
		GENERAL REVENUE	RESERVES	GRANTS	OTHER				
COMMON SERVICES - EQUIPMENT									
Replacement Vehicles and Equipment Growth/New Vehicles and Equipment	2,389,500 432,800	281,000 432,800	1,536,500	-	572,000		P2 P1/P2		13,423,900 350,000
FIRE SERVICES									
Fire Services Tender Replacement	370,000	67,000	278,000	25,000		P1			1,345,500
	370,000	67,000	278,000	25,000					1,345,500
ENFORCEMENT SERVICES									
Replacement Vehicles and Equipment	255,000		235,000	20,000		P1			255,000
	255,000		235,000	20,000					255,000
ENVIRONMENTAL SERVICES									
Tire Bunker at Craigend Transfer Station	15,000	15,000				P3			-
Beaver Lake Landfill Fence Upgrade	77,720	77,720				P1			-
Access Matting for Landfills	40,000	40,000				P3			-
Relocate Community Garden	62,500	62,500				P2			-
	195,220	195,220							
TOURISM & ECONOMIC DEVELOPMENT									
Unmanned VIC Kiosks	15,000	15,000				P3			22,500
Traffic Counters	15,000	15,000				P3			-
	30,000	30,000							22,500
COMMON AND RECREATION FACILITIES									
New Aquatic Center	4,000,000		4,000,000			P1			11,000,000
Bold Center Lounge Renovation	150,000	150,000				P2		9,000	-
Fitness Center Cardio Equipment	190,000	190,000				P2			-
Audio Visual Equipment - McArthur Room & Wildrose Room	30,000	30,000				P3			-
	4,370,000	370,000	4,000,000					9,000	11,000,000

2021 CAPITAL BUDGET CONTINUED



	2021 PROJECT COST	FUNDING SOURCES					DEBT FINANCING	PRIORITY	OPERATIONS IMPACT	FUTURE YEARS
		GENERAL REVENUE	RESERVES	GRANTS	OTHER					
PARKS & OPEN SPACES										
Walking Trail Resurfacing Program	50,000	50,000					P2		150,000	
Concrete Washrooms at County Parks Program	30,000	30,000					P2		150,000	
Subdivision Sign Replacement Program	50,000	50,000					P3		100,000	
Outdoor Rink Resurfacing Program	30,000	30,000					P3		60,000	
Golf Course Master Plan	250,000	250,000					P3		400,000	
Bold Center Sports Field - Phase 3	5,400,000	5,400,000					P1		-	
Future Cemetery Development	300,000	300,000					P2		-	
Alex Hamilton Park Trail Paving	80,000	80,000					P3		-	
Bold Center Outdoor Basketball/Tennis Court	350,000	350,000					P1		-	
Bold Center Campground Equipment	200,000	200,000					P1		-	
Elinor Lake Boat Launch Parking	200,000	200,000					P2		-	
Poplar Point Boat Launch Parking	200,000	200,000					P2		-	
Campsite Road Boat Launch	175,000	175,000					P1		-	
Rich Lake Area Sani Dump	110,000	110,000					P3		-	
	7,425,000	7,425,000							860,000	
INFORMATION TECHNOLOGY										
McArthur UPS	8,000	8,000					P1		-	
Network Switches	20,000	20,000					P1		-	
Plamondon Landfill Camera	12,000		12,000				P1		-	
Plotter Printer	9,500	9,500					P2		-	
Telephones	56,000	56,000					P1		-	
Workstations	135,000	135,000					P1		-	
	240,500	228,500			12,000				-	
TOTAL CAPITAL REQUESTS	28,314,034	13,454,649	5,324,335	7,901,620	1,633,430			15,325	44,164,900	



2021 CAPITAL PROJECTS

CONSTRUCTION PROJECTS ★

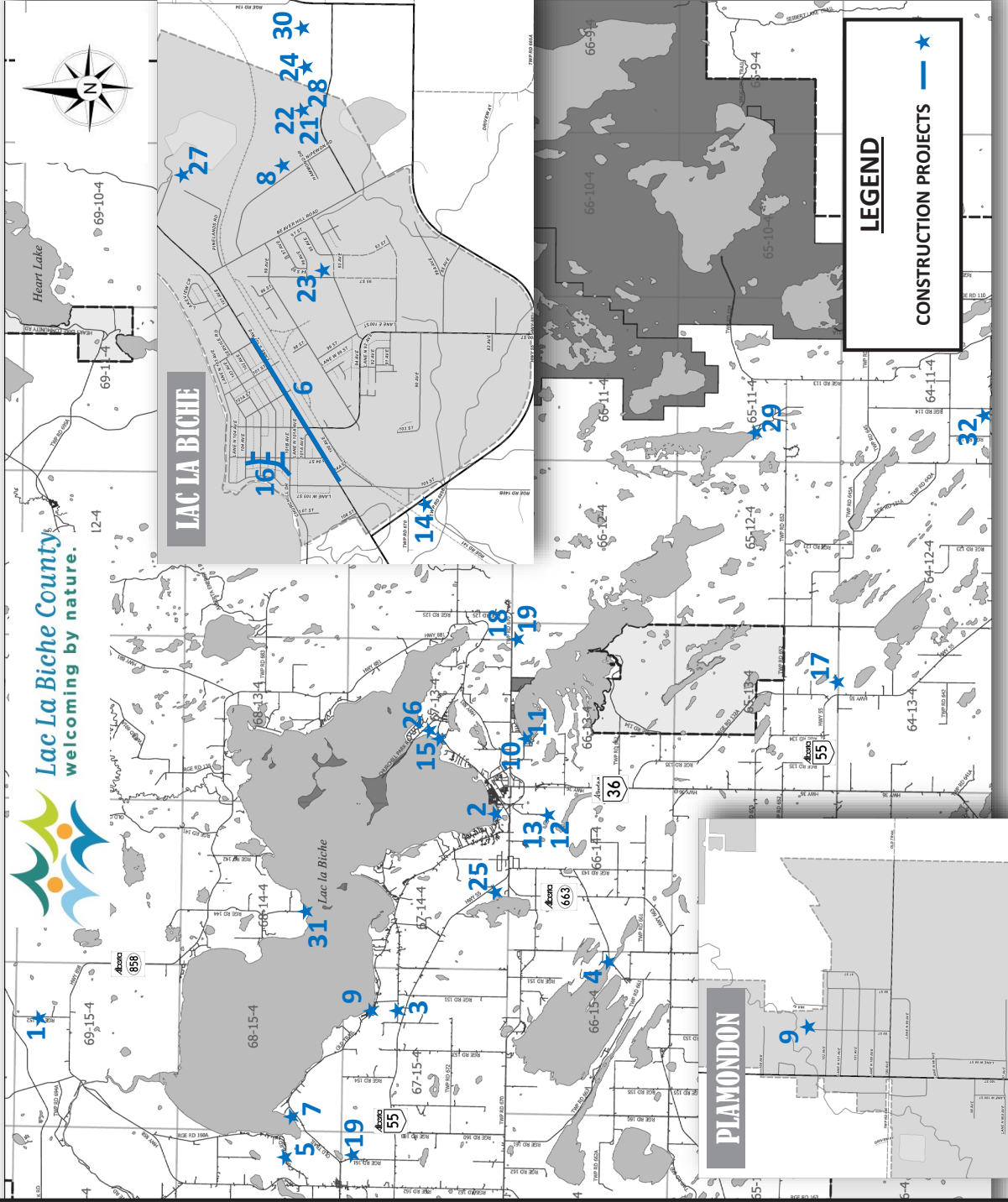
1. BF 79415 Bridge Replacement — Gold River
2. BF 13640 Bridge Replacement — Nashim Drive
3. BF 74197 Culvert Replacement — Old 46
4. BF 72757 Bridge Replacement — Missawabi Creek
5. BF 77865 Culvert Replacement — Campsite Road
6. 101 Ave Water & Sewer Rehabilitation — 100 St to 105 St
7. Bayview Beach W&S Servicing (92 Services)
8. Utility Yard Pole Shed
9. 2 Plamondon Wastewater Lift Stations
10. Beaver Lake Lift Station Generator Upgrade
11. Beaver Lake Lift Station Pump Upgrade
12. BNR Plant — Bio-Train Covers
13. BNR Plant — Hydro-vac Receiving Station
14. BNR Lift Station—Muscle Wall Kit—Emergency Dike System
15. Generator — Sunset Bay
16. Natural Gas Rehabilitation — Back Lane 104 St—104 Ave to 101B Ave (1450m)

17. Tire Bunker at Craigend Transfer Station
18. Beaver Lake Landfill Fence Upgrade
19. Access Matting for Landfills
20. Relocate Community Garden (Location TBD)
21. New Aquatic Center
22. Bold Center Lounge Renovations
23. Concrete Washrooms at County Parks
24. Bold Center Sports Field—Phase 3
25. Future Cemetery Development
26. Golf Course Golf Cart Trail Paving
27. Alex Hamilton Park Trail Paving
28. Bold Center Outdoor Basketball / Tennis Court
29. Elinor Lake Boat Launch Parking
30. Bold Center Campground Equipment
31. Poplar Point Boat Launch Parking
32. Rich Lake Area Sani Dump

CONSTRUCTION PROGRAMS

(NOT SHOWN ON MAP — MULTIPLE LOCATIONS)

33. Hamlet Back Lane Paving
34. Subdivision Entrance Signs
35. Outdoor Rink Resurfacing



MAP UPDATE: DECEMBER 2, 2020



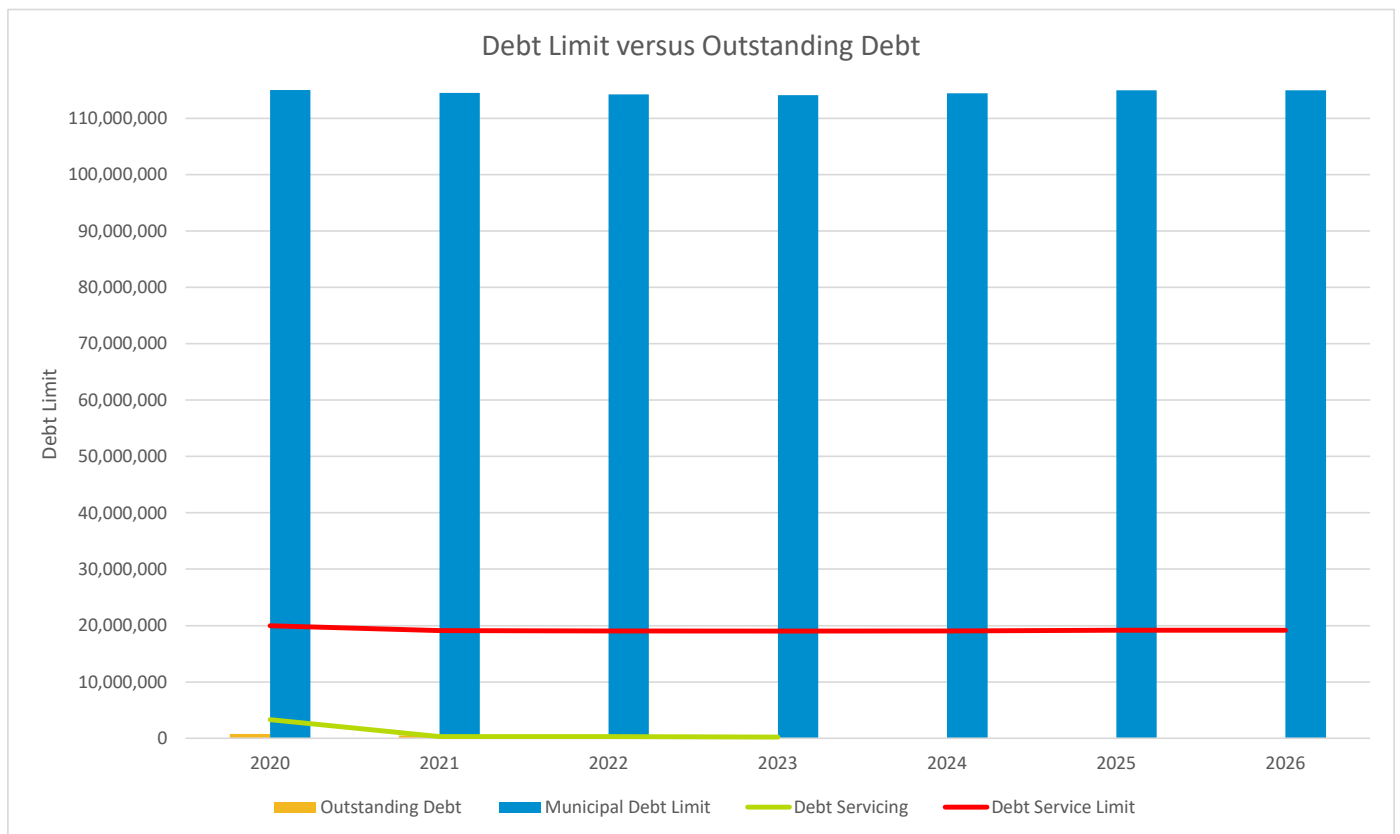
DEBT

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.

The Bold Center debenture was paid off in June 2020, which represents 91% of County’s total debt for 2020.

All balances are presented as of December 31, 2020.

	2018	2019	2020	2021	2022	2023	2024	2025	2026
Outstanding Debt	9,903,703	3,989,430	796,361	507,425	204,595	0	0	0	0
Municipal Debt Limit	119,892,923	-500,000	119,789,484	114,501,801	114,275,276	114,138,075	114,438,075	114,963,075	114,963,075
Debt Servicing	6,467,156	6,284,376	3,304,048	323,719	323,719	212,255	0	0	0
Debt Service Limit	19,982,154	18,483,495	19,964,914	19,083,634	19,045,879	19,023,013	19,073,013	19,160,513	19,160,513



Financial Plans



FIVE-YEAR FINANCIAL PLAN

		2021	2022	2023	2024	2025	2026
FORECASTED ACCUMULATED SURPLUS, BEGINNING OF YEAR	<i>A</i>	2,016,590	3,735,937	-6,598,002	-32,991,687	-35,903,088	-37,047,851
BASE OPERATING BUDGET							
BASE REVENUES	<i>B</i>	76,601,534	76,183,517	76,092,050	76,292,050	76,642,050	76,642,050
BASE EXPENDITURES	<i>C</i>	-54,380,213	-53,679,512	-51,804,071	-51,579,727	-51,722,819	-51,367,437
OPERATING INITIATIVES	<i>D</i>	-1,073,000	-1,841,818	-1,455,268	-1,380,268	-1,355,668	-1,233,168
OPERATING IMPACTS OF CAPITAL	<i>E</i>	-24,325	13,000	18,000	20,000	20,000	22,000
TOTAL OPERATING EXPENDITURES (C+D+E)	<i>F</i>	-55,477,538	-55,508,330	-53,241,339	-52,939,995	-53,058,487	-52,578,605
BASE OPERATING SURPLUS (A+B+F)	<i>G</i>	23,140,586	24,411,124	16,252,709	-9,639,632	-12,319,525	-12,984,406
NON-OPERATING RESERVE ALLOCATIONS	<i>H</i>	-5,950,000	-5,450,000	-5,450,000	-5,450,000	-5,450,000	-5,450,000
FUNDS AVAILABLE TO FINANCE CAPITAL PROJECTS (G+H)	<i>I</i>	17,190,586	18,961,124	10,802,709	-15,089,632	-17,769,525	-18,434,406
PROPOSED CAPITAL EXPENDITURES	<i>J</i>	-28,314,034	-37,447,300	-59,259,000	-23,209,600	-20,780,000	-23,189,400
TRANSFERS FROM CAPITAL RESERVES	<i>K</i>	5,324,335	1,560,000	7,869,850	1,064,000	764,800	1,135,500
CAPITAL GRANTS	<i>L</i>	7,901,620	9,525,674	2,525,674	525,674	525,674	525,674
OTHER FUNDING SOURCES	<i>M</i>	1,633,430	802,500	5,069,080	806,470	211,200	210,900
DEBT FINANCING	<i>N</i>	0	0	0	0	0	0
FUNDS REQUIRED TO FINANCE CAPITAL PROJECTS (J+K+L+M+N)	<i>O</i>	-13,454,649	-25,559,126	-43,794,396	-20,813,456	-19,278,326	-21,317,326
FORECASTED ACCUMULATED SURPLUS, END OF YEAR (I+O)	<i>P</i>	3,735,937	-6,598,002	-32,991,687	-35,903,088	-37,047,851	-39,751,732



10-YEAR CAPITAL PLAN

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST
GENERAL MUNICIPAL											
Centralize County's Records and Information	67,500	-	-	-	-	-	-	-	-	-	-
Council Chambers - IT equipment and Furniture	75,000	-	-	-	-	-	-	-	-	-	-
Electronic Signs for Plamondon & Lac La Biche	-	700,000	-	-	-	-	-	-	-	-	-
Document Management Software	-	75,000	-	-	-	-	-	-	-	-	-
	142,500	775,000									
TRANSPORTATION											
Bridges											
BF-79415 Bridge Replacement (Gold River)	535,000	-	-	-	-	-	-	-	-	-	-
BF-13640 Bridge Replacement (Nashim Drive)	861,000	-	-	-	-	-	-	-	-	-	-
BF-74197 Culvert Replacement - (Old 46)	411,000	-	-	-	-	-	-	-	-	-	-
BF-72757 Bridge Replacement (Missawawi Creek)	650,000	-	-	-	-	-	-	-	-	-	-
BF-77865 Culvert Replacement (Campsite Road)	272,000	-	-	-	-	-	-	-	-	-	-
Construction											
Hamlet Back lane Paving Program	200,000	200,000	200,000	200,000	200,000	200,000	-	-	-	-	-
Engineering											
Range Road 151 (From Hwy 55 to Twp. Rd 674 - 0.7km) and Range Road 151A (From Twp. Rd 674 to Old Trail - 1.3km)	-	160,000	2,000,000	-	-	-	-	-	-	-	-
Youngs Beach Subdivision Base and Pave Highway 55 to Deer Meadows, & Krns)	-	4,216,000	-	-	-	-	-	-	-	-	-
Range Road 142 Engineering, base and pave (From Highway 55 to Deer Meadows, & Krns)	-	1,500,000	-	-	-	-	-	-	-	-	-
Range Road 153 Engineering (From Twp Rd 670 to Highway 55 - 6.4km)	-	-	-	-	-	-	190,000	2,000,000	5,000,000	-	-
Township Road 665 Engineering and base and pave (From RR 143 to Hwy 663 - 2.0km)	-	2,500,000	-	-	-	-	-	-	-	-	-
Township Road 652 Engineering (From RR 134 to RR 135 1.6 Kms) Near Craigend Hall	-	-	-	2,500,000	-	-	-	-	-	-	-
Tarrabain Drive Engineering, construction & paving	-	1,400,000	-	-	-	-	-	-	-	-	-
Campsite Road Base and Paving	-	-	7,310,000	-	-	-	-	-	-	-	-
Township Road 654A - New road construction	-	250,000	-	-	-	-	-	-	-	-	-
Range Road 134 (From Highway 55 to Range Road 652) Gravel to ACP	-	-	-	-	-	-	-	-	100,000	2,750,000	-
Range Road 125 - TWP Rd 672 to Hwy 663 (3.18km) - Pleasant Acres Subdivision	-	2,900,000	-	-	-	-	-	-	-	-	-
Sunset Bay Subdivision	-	-	3,008,000	-	-	-	-	-	-	-	-
John Martin Subdivision	-	-	1,370,000	-	-	-	-	-	-	-	-
Range Road 150 (From TWP RD 650 to TWP RD 651A) Rich Lake Hall & Store Access**	-	-	1,180,000	-	-	-	-	-	-	-	-
Hamlet of Hulo - Engineering & Paving (1.5km) - Gravel and Oil to ACP **	-	-	-	-	-	2,000,000	-	-	2,500,000	3,000,000	-
105 St - 100 Ave to HWY 55 (450m) - Oil to ACP	-	-	500,000	-	-	-	-	-	-	-	-
RR 135 - HWY 881 to 91 Ave (600m) - New ACP Road	-	-	750,000	-	-	-	-	-	-	-	-
101 Avenue Revitalization - Lac La Biche	-	-	5,000,000	-	-	-	-	-	-	-	-
Summit Heights Engineering and Paving	-	-	60,000	480,000	-	-	-	-	-	-	-
Range Road 153 - (From Hwy 55 to Old Trail)	-	-	-	-	-	-	-	-	-	-	7,000,000
Golden Sands Subdivision	-	-	3,800,000	-	-	-	-	-	-	-	-
Sand and Salt Storage Plamondon	-	-	250,000	-	-	-	-	-	-	-	-
Heated Equipment Storage County Center	-	-	1,600,000	-	-	-	-	-	-	-	-
Township Road 652 (From RR 151 to RR 153 including RR 152 connector)	-	-	-	-	-	-	-	-	-	-	-
Birch Grove/Russian Village - Eng. & Paving (6.7km) - Gravel & Oil to ACP**	-	-	-	7,500,000	-	-	-	-	-	-	4,600,000



10-YEAR CAPITAL PLAN CONTINUED

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST
Range Road 141/141A (From Hwy 858 to Twp Rd 690 - 3.8km)	-	-	-	-	4,100,000	-	-	-	-	-	-
Twp Rd 662 - (From RR 164 to TWP RD 662A)	-	-	-	-	2,400,000	-	-	-	-	-	-
Range Road 155 (From TWP RD 670 to TWP RD 672)	-	-	-	-	2,000,000	-	-	-	-	-	-
Range Road 161 (From Hwy 55 to Old Trail Road)	-	-	-	-	3,375,000	-	-	-	-	-	-
Mission Sub - McGrane Estates - Eng. & Paving (400m) - Gravel to ACP	-	-	-	-	650,000	-	-	-	-	-	-
Greenbank Estates - Engineering & Paving (600m) - Oil to ACP	-	-	-	-	-	750,000	-	-	-	-	-
Mission Sub - Phase 2 Roads - Eng. & Paving (1.7km) - Oil to ACP	-	-	-	-	-	2,000,000	-	-	-	-	-
Mission Sub - McGrane Rd - Eng. & Paving (3.45km) - Oil/Gravel to ACP	-	-	-	-	-	4,000,000	-	-	-	-	-
91 Ave - 92 St to 93 St - New ACP Road & Utilities (200m)	-	-	-	-	-	1,250,000	-	-	-	-	-
92 St - 91 Ave to 93 Ave - New ACP Road & Utilities (270m)	-	-	-	-	-	1,750,000	-	-	-	-	-
95 St - 91 Ave to 88 Ave - New ACP Road & Utilities (300m)	-	-	-	-	-	1,000,000	-	-	-	-	-
Township Road 654 - RR 113 to Park Boundary (3.63km) - Gravel to ACP	-	-	-	-	-	3,700,000	-	-	-	-	-
Fork Lake Estates - Engineering & Paving (2.2km) - Oil to ACP	-	-	-	-	-	-	2,500,000	-	-	-	-
Pine Lane Access - Engineering & Paving (900m) - Gravel to ACP	-	-	-	-	-	-	1,000,000	-	-	-	-
Mission Sub - Phase 1 Roads - Eng. & Paving (1.3km) - Oil to ACP	-	-	-	-	-	-	1,500,000	-	-	-	-
Mission Sub - Ph 3 Beach & RR 142A - Eng. & Paving (1.1km) - Gravel to ACP	-	-	-	-	-	-	1,250,000	-	-	-	-
Township Road 652 - RR 134 to RR 132A (2.5km) - Gravel to ACP	-	-	-	-	-	-	2,750,000	-	-	-	-
Venice Road - HWY 663 to RR 151 (5.5km) - Oil to ACP	-	-	-	-	-	-	6,000,000	-	-	-	-
Township Road 652 - RR 151 to RR 153 (3.2km) - New Gravel Road	-	-	-	-	-	-	4,000,000	-	-	-	-
Bonesville Subdivision - Eng. & Paving (2.2km) - Gravel and Oil to ACP	-	-	-	-	-	-	-	2,500,000	-	-	-
Range Road 151 - HWY 663 to TWP Rd 661A (2.9km) - Oil to ACP	-	-	-	-	-	-	-	3,600,000	-	-	-
Range Road 155 - Alpac K. Rd to TWP Rd 701 (1.29km) - Gravel to ACP	-	-	-	-	-	-	-	1,100,000	-	-	-
Range Road 154A - HWY 858 to Alpac K. Rd (4.16km) - Gravel to ACP	-	-	-	-	-	-	-	3,900,000	-	-	-
Range Road 153 - TWP Rd 670 to Old Trail (9.70km) - Gravel to ACP	-	-	-	-	-	-	-	10,000,000	-	-	-
Range Road 161 - TWP Rd 665 to TWP Rd 670 (2.53km) - Oil/Gravel to ACP	-	-	-	-	-	-	-	-	2,400,000	-	-
Township Road 663 - RR 160 to RR 161 (4.21km) - Gravel to ACP	-	-	-	-	-	-	-	-	4,000,000	-	-
Township Road 661 - RR 151 to RR 160 (7.3km) - Gravel to ACP	-	-	-	-	-	-	-	-	7,200,000	-	-
Township Road 684 - HWY 858 to RR 170 (6.52km) - Gravel to ACP	-	-	-	-	-	-	-	-	7,100,000	-	-
Range Road 113 - TWP Rd 652 to TWP Rd 654 (2.0km) - Gravel to ACP	-	-	-	-	-	-	-	-	-	2,000,000	-
Range Road 113 - TWP Rd 652 to TWP Rd 645 (4.85km) - Gravel to ACP	-	-	-	-	-	-	-	-	-	4,600,000	-
Range Road 112A - TWP Rd 642A to TPW Rd 645 (1.97km) - Gravel to ACP	-	-	-	-	-	-	-	-	-	1,900,000	-
Range Road 112 - TWP Rd 640A to TWP Rd 642A (4.91km) - Gravel to ACP	-	-	-	-	-	-	-	-	-	5,000,000	-
Range Road 111 - HWY 55 to TWP Rd 640A (2.78km) - Gravel to ACP	-	-	-	-	-	-	-	-	-	2,500,000	-
Range Road 145 - TWP Rd 650 to TWP Rd 653A (5.53km) - Gravel to ACP	-	-	-	-	-	-	-	-	-	5,200,000	-



10-YEAR CAPITAL PLAN CONTINUED

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST
Township Road 630A - RR 105 to HWY 867 (0.84km) - Gravel to ACP	-	-	-	-	-	-	-	-	-	900,000	-
Township Road 645 - RR 110A to RR 113 (2.03km) - Gravel to ACP	-	-	-	-	-	-	-	-	-	-	3,000,000
Range Road 111 - TWP Rd 644 to 645 (1.64km) - Gravel to ACP	-	-	-	-	-	-	-	-	-	-	1,700,000
Township Road 644 - RR 110 to RR 110A (1.38km) - Gravel to ACP	-	-	-	-	-	-	-	-	-	-	1,300,000
Township Road 643A - RR 105 to East of RR 110 (2.03km) - Gravel to ACP	-	-	-	-	-	-	-	-	-	-	2,100,000
Range Road 105 - HWY 55 to TWP Rd 643A (8.30km) - Gravel to ACP	-	-	-	-	-	-	-	-	-	-	9,000,000
Township Road 650 - HWY 36 to RR 145 (8.14km) - Gravel to ACP	-	-	-	-	-	-	-	-	-	-	8,000,000
2,929,000	13,126,000	21,315,000	15,910,000	13,205,000	16,650,000	19,190,000	25,100,000	31,300,000	24,850,000	36,700,000	
UTILITIES - WATER & SEWER											
101 Avenue (Main Street Lac La Biche) Water and Sewer Rehabilitation and Revitalization	3,786,000	6,566,000	9,342,000	-	-	-	-	-	-	-	-
Bayview Beach Water and Sewer	1,993,000	-	-	-	-	-	-	-	-	-	-
Plamondon Waste Water Lift Station Upgrade	2,035,264	-	-	-	-	-	-	-	-	-	-
Beaver Lake Lift Station Generator Upgrade	150,000	-	-	-	-	-	-	-	-	-	-
Beaver Lake Lift Station Pump Upgrade	450,000	-	-	-	-	-	-	-	-	-	-
Muscle Wall for Main Lift Station	85,000	-	-	-	-	-	-	-	-	-	-
Standy Generator for Sunset Bay Lift Station	150,000	-	-	-	-	-	-	-	-	-	-
Utility Yard Cold Storage Pole Shed - Replacement	300,000	-	-	-	-	-	-	-	-	-	-
Waste Water Plant Bio-Train Covers	275,000	-	-	-	-	-	-	-	-	-	-
Hydrovac Receiving Station	100,000	-	-	-	-	-	-	-	-	-	-
Campsite Road Water and Sewer Services	-	250,000	5,895,000	-	-	-	-	-	-	-	-
Generator - Deer Meadows	-	150,000	-	-	-	-	-	-	-	-	-
Tarrabain Crescent water and sewer Servicing	-	-	80,000	288,000	-	-	-	-	-	-	-
Mission Village Phase 2 water and Sewer	-	-	120,000	399,000	-	-	-	-	-	-	-
Sentinel Park West Water & Sewer	-	-	10,000,000	-	-	-	-	-	-	-	-
Beaver Lake Ranger Station water and Sewer	-	250,000	-	-	-	-	-	-	-	-	-
Water and Sewer Upgrades - Main Reservoir	-	-	-	1,225,000	-	-	-	-	-	-	-
Water and Sewer Upgrades - Summit Heights Reservoir	-	-	-	-	1,050,000	-	-	-	-	-	-
Water and Sewer Upgrades - Airport Truck fill Expansion	-	-	-	-	300,000	-	-	-	-	-	-
Water and Sewer Upgrades - East Lift Station	-	-	-	-	550,000	-	-	-	-	-	-
Water and Sewer Upgrades - Airport Reservoir	-	-	-	-	-	1,960,000	1,855,000	-	-	-	-
Water and Sewer Upgrades - Plamondon Reservoir	-	-	-	-	-	-	-	1,750,000	-	-	-
Water and Sewer Upgrades - Beaver Lake Booster	-	-	-	-	-	-	-	-	1,050,000	-	-
HWY 36 - 91 Ave to 99 St - Water & Sewer Rehabilitation (840m)	-	-	4,600,000	-	-	-	-	-	-	-	-
Churchill Drive - 100 St to 101 St - Water & Sewer Rehabilitation (275m)	-	-	-	1,375,000	-	-	-	-	-	-	-
101B Ave - 101 Ave to 103 St - Water & Sewer Rehabilitation (140m)	-	-	-	700,000	-	-	-	-	-	-	-
104 St - 104 Ave South to Back Lane - Water Rehabilitation (50m)	-	-	-	125,000	-	-	-	-	-	-	-
101 St - 101 Ave Back Lane to 104 Ave - Water & Sewer Rehabilitation (400m)	-	-	-	-	2,000,000	-	-	-	-	-	-
101 Ave - Beaverhill Rd to Lakeview Crescent Back Lane - Water & Sewer Rehabilitation (440m)	-	-	-	-	1,320,000	-	-	-	-	-	-
101A Ave - 104 St to 101 Ave - Water & Sewer Rehabilitation (150m)	-	-	-	-	750,000	-	-	-	-	-	-
102 Ave - 103 St to 100 St - Water & Sewer Rehabilitation (590m)	-	-	-	-	-	2,950,000	-	-	-	-	-



10-YEAR CAPITAL PLAN CONTINUED

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST
100 St - 101 Ave to Churchill Drive - Water & Sewer Rehabilitation (300m)	-	-	-	-	-	-	1,500,000	-	-	-	-
100 Street - South of 99 Ave (Pork street) - Water & Sewer Rehabilitation (240m)	-	-	-	-	-	-	1,200,000	-	-	-	-
99 Ave - 103 St to 101 St - Water & Sewer Rehabilitation (390m)	-	-	-	-	-	-	-	1,950,000	-	-	-
103 Ave - 100 St to 103 St - Water & Sewer Rehabilitation (530m)	-	-	-	-	-	-	-	2,650,000	-	-	-
99 Ave - 100 St to 95 St - Water & Sewer Rehabilitation (762m)	-	-	-	-	-	-	-	-	3,810,000	-	-
103 St - 101 Ave to 104 Ave - Water & Sewer Rehabilitation (450m)	-	-	-	-	-	-	-	-	2,250,000	-	-
	9,324,264	7,216,000	30,035,000	4,112,000	5,970,000	4,910,000	4,555,000	6,350,000	7,110,000	-	-
UTILITIES - NATURAL GAS											
Gas Line Replacement-104 St. Back Lane-104 Ave to 101B Ave	210,250	-	-	-	-	-	-	-	-	-	-
Regulator Stations Maintenance Turn Around	-	680,000	-	-	-	-	-	-	-	-	-
Lakeland Drive - A.H. Park Rd to Summit Trail (1040m) - Natural Gas Line Loop	-	208,000	-	-	-	-	-	-	-	-	-
Churchill Dr - 104 St to 101 St (1000m) - Natural Gas Rehabilitation	-	-	145,000	-	-	-	-	-	-	-	-
Back Lane-103 Ave - 104 St to 102 St (1065m) - Natural Gas Rehabilitation	-	-	155,000	-	-	-	-	-	-	-	-
HWY 36 - 91 Ave to 99 Ave (2750m) - Natural Gas Rehabilitation	-	-	-	400,000	-	-	-	-	-	-	-
104 Ave - 104 St to 102 St including 104 St to Churchill Drive (850m) - Natural Gas Rehabilitation	-	-	-	-	124,000	-	-	-	-	-	-
100 St - South of 99 Ave (Pork street) (675m) - Natural Gas Rehabilitation	-	-	-	-	-	98,000	-	-	-	-	-
100 St - 101 Ave to Churchill Drive (180m) - Natural Gas Rehabilitation	-	-	-	-	-	-	270,000	-	-	-	-
99 Ave - 103 St to 100 St (900m) - Natural Gas Rehabilitation	-	-	-	-	-	-	-	130,500	-	-	-
99 Ave - 100 St to 95 St (1140m) - Natural Gas Rehabilitation	-	-	-	-	-	-	-	-	166,000	-	-
	210,250	888,000	300,000	400,000	124,000	98,000	270,000	130,500	166,000	-	-
COMMON SERVICES - EQUIPMENT											
Replacement Vehicles and Equipment	2,389,500	2,180,000	3,834,500	1,294,000	976,000	1,091,400	1,410,000	1,918,000	1,729,500	442,000	268,000
Growth/New Vehicles and Equipment	432,800	350,000	-	-	-	-	-	-	-	-	-
	2,822,300	2,540,000	3,834,500	1,294,000	976,000	1,091,400	1,410,000	1,918,000	1,729,500	442,000	268,000
FIRE SERVICES											
Fire Services Tender Replacement	370,000	45,000	14,000	-	-	255,000	598,000	345,000	78,500	-	10,000
Fire Coordinator Vehicle	-	65,300	-	-	-	-	-	-	-	-	-
Plamondon Lean-To	-	80,000	-	-	-	-	-	-	-	-	-
First Responder Center on Highway 881	-	250,000	-	-	-	-	-	-	-	-	-
Owl River Lean-To	-	80,000	-	-	-	-	-	-	-	-	-
Rich Lake Lean-To	-	-	-	75,000	-	-	-	-	-	-	-
	370,000	520,300	14,000	75,000	-	255,000	598,000	345,000	78,500	-	10,000
ENFORCEMENT SERVICES											
Replacement Vehicles and Equipment	255,000	-	85,000	170,000	-	-	-	-	-	-	-
	255,000	-	85,000	170,000	-	-	-	-	-	-	-



10-YEAR CAPITAL PLAN CONTINUED



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST
ENVIRONMENTAL SERVICES											
Tire Bunker at Craigend Transfer Station	15,000	-	-	-	-	-	-	-	-	-	-
Beaver Lake Landfill Fence Upgrade	77,720	-	-	-	-	-	-	-	-	-	-
Access Matting for Landfills	40,000	-	-	-	-	-	-	-	-	-	-
Relocate Community Garden	62,500	-	-	-	-	-	-	-	-	-	-
Plamondon Landfill Transfer Site Reconfiguration	-	-	-	240,000	-	-	-	-	-	-	-
Recycling Truck and roll off bins	-	-	-	-	-	-	-	-	-	-	-
Employee Swipe Card System at all Sites	-	212,000	-	-	-	-	-	-	-	-	-
Split Grade Hyla	-	200,000	-	-	-	-	-	-	-	-	-
Split Grade Owl River	-	200,000	-	-	-	-	-	-	-	-	-
3 X Sea-Can Containment for Transfer Stations	-	30,000	-	-	-	-	-	-	-	-	-
Reconfiguration Project for Plamondon	-	200,000	-	-	-	-	-	-	-	-	-
Shop Finishing - Beaver Lake (Insulating, heat etc.)	-	200,000	-	-	-	-	-	-	-	-	-
New System to Replace Geoware	-	-	45,000	-	-	-	-	-	-	-	-
New Cell for Plamondon Landfill	-	-	250,000	-	-	-	-	-	-	-	-
Organics Collection Curbside	-	-	100,000	-	-	-	-	-	-	-	-
Shop Finishing - Plamondon	-	-	75,000	-	-	-	-	-	-	-	-
ICI and Multi Family Recycling	-	-	-	473,600	-	-	-	-	-	-	-
	195,220	1,042,000	470,000	713,600	-	-	-	-	-	-	-
TOURISM & ECONOMIC DEVELOPMENT											
Unmanned VIC kiosks	15,000	15,000	7,500	-	-	-	-	-	-	-	-
Traffic Counters	15,000	-	-	-	-	-	-	-	-	-	-
Wayfinding and Interpretive Signage	-	75,000	75,000	75,000	75,000	-	-	-	-	-	-
	30,000	90,000	82,500	75,000	75,000	-	-	-	-	-	-
COMMON AND RECREATION FACILITIES											
New Aquatic Center	4,000,000	9,000,000	2,000,000	-	-	-	-	-	-	-	-
Bold Center Lounge Renovation	150,000	-	-	-	-	-	-	-	-	-	-
Fitness Center Cardio Equipment	190,000	-	-	-	-	-	-	-	-	-	-
Audio Visual Equipment - McArthur Room & Wildrose Room	30,000	-	-	-	-	-	-	-	-	-	-
County Center Office Renovations	-	50,000	150,000	-	-	-	-	-	-	-	-
Plamondon Arena Rink Boards	-	160,000	-	-	-	-	-	-	-	-	-
	4,370,000	9,210,000	2,150,000	-	-	-	-	-	-	-	-
PARKS & OPEN SPACES											
Walking Trail Resurfacing Program	50,000	50,000	50,000	50,000	-	-	-	-	-	-	-
Concrete Washrooms at County Parks Program	30,000	30,000	30,000	30,000	30,000	30,000	-	-	-	-	-
Subdivision Sign Replacement Program	50,000	50,000	50,000	-	-	-	-	-	-	-	-
Outdoor Rink Resurfacing Program	30,000	30,000	30,000	30,000	-	-	-	-	-	-	-
Golf Course Master Plan	250,000	100,000	100,000	100,000	100,000	-	-	-	-	-	-
Bold Center Sports Field - Phase 3	5,400,000	-	-	-	-	-	-	-	-	-	-
Future Cemetery Development	300,000	-	-	-	-	-	-	-	-	-	-
Alex Hamilton Park Trail Paving	80,000	-	-	-	-	-	-	-	-	-	-
Bold Center Outdoor Basketball/Tennis Court	350,000	-	-	-	-	-	-	-	-	-	-
Bold Center Campground Equipment	200,000	-	-	-	-	-	-	-	-	-	-
Elinor Lake Boat Launch Parking	200,000	-	-	-	-	-	-	-	-	-	-
Poplar Point Boat Launch Parking	200,000	-	-	-	-	-	-	-	-	-	-
Campsite Road Boat Launch	175,000	-	-	-	-	-	-	-	-	-	-
Rich Lake Area Sani Dump	110,000	-	-	-	-	-	-	-	-	-	-
McArthur Park Old Curling Rink Renovations	-	-	-	-	-	-	-	-	-	-	-

10-YEAR CAPITAL PLAN CONTINUED



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST	PROJECT COST
White Sands Resort Dock	-	150,000	-	-	-	-	-	-	-	-	-
Skate/BMX Park	-	500,000	-	-	-	-	-	-	-	-	-
Water Tower Revamp	-	750,000	-	-	-	-	-	-	-	-	-
	7,425,000	1,660,000	260,000	180,000	130,000	30,000	-	-	-	-	-
INFORMATION TECHNOLOGY											
McArthur UPS	8,000	-	-	-	-	-	-	-	-	-	-
Network Switches	20,000	-	-	-	-	-	-	-	-	-	-
Plymouon Landfill Camera	12,000	-	-	-	-	-	-	-	-	-	-
Plotter Printer	9,500	-	-	-	-	-	-	-	-	-	-
Telephones	56,000	-	-	-	-	-	-	-	-	-	-
Workstations	135,000	-	-	-	-	-	-	-	-	-	-
Cameras - Bold Center	-	-	-	-	80,000	-	-	-	-	85,000	-
Cameras - County Center	-	35,000	-	30,000	-	-	-	-	33,000	-	-
Cameras - Downtown (101 Ave/101 Street)	-	-	-	-	-	-	40,000	-	-	-	-
Cameras - Downtown (101 Ave/102 Street)	-	-	25,000	-	-	-	-	30,000	-	-	-
Cameras - Downtown (101 Ave/103 Street)	-	-	25,000	-	-	-	-	30,000	-	-	-
Cameras - Downtown (101 Ave/Subway)	-	-	-	5,000	-	-	-	-	5,000	-	-
Cameras - McArthur Place	-	-	-	-	25,000	-	-	-	-	30,000	-
Core Switches	-	-	-	160,000	150,000	-	-	-	-	180,000	-
Firewalls	-	-	-	-	-	-	-	-	160,000	-	-
Large Format Scanner	-	-	-	-	25,000	-	-	-	-	30,000	-
Meeting Room - Bold Center admin	-	-	-	-	-	-	-	-	-	-	-
Meeting Room - County Center	-	-	-	-	-	-	-	-	-	-	-
Meeting Room - McArthur Place 1st Floor	-	-	-	-	-	-	-	-	-	-	-
Meeting Room - McArthur Place 2nd Floor	-	-	-	-	-	-	-	-	-	-	-
Meeting Room - McArthur Place Basement	-	-	-	-	-	-	-	-	-	-	-
Meeting Room - Tea Room	-	-	-	-	-	-	-	-	-	-	-
Meeting Room - View Point Room	-	130,000	-	-	-	-	-	-	-	-	-
Multifunction Printers	-	-	-	-	-	-	150,000	-	-	-	-
Plymouon Landfill Scale Cameras	-	-	-	-	-	-	-	-	-	-	-
Plymouon Wireless Network	-	-	50,000	-	-	-	-	-	-	-	-
Plotter - County Center	-	-	-	-	-	-	-	12,000	-	-	-
Plotter - McArthur Place	-	-	10,000	-	-	-	-	-	-	12,000	-
Satellite Headend Bold Center	-	-	-	-	20,000	-	-	-	-	24,000	-
Servers - Backup tape drive/library	-	20,000	-	-	-	-	-	-	-	-	-
Servers - Geoware	-	15,000	-	-	-	25,000	-	-	-	25,000	-
Servers - Veeam	-	100,000	-	-	-	-	20,000	-	-	-	-
Servers - VMware	-	-	-	-	-	130,000	-	-	-	-	-
Storage	-	50,000	-	-	-	-	250,000	-	-	160,000	-
Telephone Handsets	-	30,000	-	-	-	-	-	-	-	-	280,000
Telephone System (servers & gateways)	-	-	200,000	-	-	-	-	-	-	-	-
UPS - DR Server Room	-	-	-	-	-	-	40,000	-	-	-	-
UPS - McArthur Place	-	-	-	-	-	-	-	-	-	-	12,000
UPS - Prod Server Room	-	-	-	-	-	-	-	-	-	-	-
Water Tower Wireless Network	-	-	400,000	-	-	-	-	-	-	-	-
Wireless Access Points	-	-	-	85,000	-	-	-	-	100,000	-	-
	240,500	380,000	710,000	280,000	300,000	155,000	500,000	72,000	298,000	546,000	292,000
TOTAL CAPITAL REQUESTS	28,314,034	37,447,300	59,259,000	23,209,600	20,780,000	23,189,400	26,523,000	33,915,500	40,682,000	25,838,000	37,270,000

Department Highlights

READER'S GUIDE

These icons represent how our accomplishments and proposed 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

2021 Net Operating Budget	\$1,010,840
2020 Net Operating Budget	\$1,013,882
Budget Change	-3,042
% Change	-0.30%
Members of Council	9











Purpose

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

2020 Key Accomplishments

- Approved partnership with TELUS for the fibre optic and cell tower initiative. 
- Sponsored advocacy regarding the provincial physician funding framework. 
- Participated in advocacy efforts regarding the provincial assessment model review. 
- Adopted Intermunicipal Collaboration Frameworks (ICFs), with neighbouring municipalities as required by legislation. 
- Increased governance transparency by adopting a webcasting policy for Council Meetings. 

2021 Approved Initiatives

- Provide governance direction regarding strategic plans and initiatives, such as the McArthur Park Master Plan, Transportation Master Plan, Main Street (Lac La Biche) infrastructure and design, and aquatics centre planning.     
- Continue to establish policy and direction to promote the County's economic development initiatives. 
- Continue public engagement on a proposed environmental reserve (ER) bylaw.  
- Review elected official compensation prior to the general municipal election. 
- Following the general election, participate in orientation as required by legislation. 



Council - Operating Budget

	2019 ACTUAL	2020 BUDGET	2020 YEAR TO DATE	2021 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	0	0	0	0	0.00%
OTHER REVENUES	-4,324	-2,563	-2,383	0	-100.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	-4,324	-2,563	-2,383	0	-100.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	719,518	793,567	576,105	761,930	-3.99%
CONTRACTED SERVICES	202,688	206,878	70,929	214,628	3.75%
CONSUMABLE SUPPLIES	14,568	16,000	12,670	35,000	118.75%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	936,775	1,016,445	659,704	1,011,558	-0.48%
COUNCIL NET	932,450	1,013,882	657,320	1,011,558	-0.23%

Base Budget Highlights

- Reduced expenditures relating to ad hoc/community meetings.
- Reduction in expenditures relating to committees.
- Reduction in expenditures for speeches.
- Increased post-election expenditures for attractive items and orientation.



General Administration

2021 Net Operating Budget	\$1,860,797
2020 Net Operating Budget	\$6,999,984
Budget Change	-\$5,134,880
% Change	-73.36%

Purpose

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

2020 Key Accomplishments

- Declared a State of Local Emergency to deal with flooding and evacuations: this resulted in a lot of recovery work. Submitted a Disaster Recovery Program (DRP) application to the province, and received approval for funding.
- Formed a COVID-19 Response Team to support our staff and the public during the pandemic.
- Received federal and provincial funding for the Aquatics Centre.
- Paid off the Bold Center's debenture.



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 Approved Initiatives

- Continue to pursue DRP funding.
- Continue to advocate for support for our community during the tough economic times and COVID-19.
- Prepare a 5 Year Financial and 10 Year Capital Plan for improved forecasts of future years and continue to work on asset management.
- The County's general insurance will now be charged to this function.





General Administration - Operating Budget

	2019 ACTUAL	2020 BUDGET	2020 YEAR TO DATE	2021 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	0	0	0	0	0.00%
OTHER REVENUES	-448	0	0	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	-448	0	0	0	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	1,706,683	1,475,931	1,143,298	1,319,421	-10.60%
CONTRACTED SERVICES	373,136	488,554	489,488	508,933	4.17%
CONSUMABLE SUPPLIES	38,628	35,499	27,084	36,750	3.52%
GRANT TRANSFERS	859	5,000,000	5,000,000	0	-100.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	2,119,306	6,999,984	6,659,870	1,865,104	-73.36%
GENERAL ADMINISTRATION NET	2,118,859	6,999,984	6,659,870	1,865,104	-73.36%

Base Budget Highlights

- Salaries, wages and benefits reduced due to personnel changes. More information will be provided to Council in a closed session due to FOIP requirements.
- \$5M reserve transfer is not embedded in the base budget, therefore the reduction is reflected above.
- Administration is proposing to set-aside another \$5M stabilization reserve, due to assessment related revenue uncertainty in the future.



Records and Information Management

2021 Net Operating Budget	\$340,595
2020 Net Operating Budget	\$331,465
Budget Change	\$9,130
% Change	2.75%

Purpose

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

2020 Key Accomplishments

- Continued to develop and manage a variety of Records & Information Management programs, including digitization, disposition, vital records, email management, in-house shredding, and more.
- Created a centralized records storage project plan.
- Contributed to the Emergency Operations Centre during the flooding incident and assisted the COVID-19 Response Team.



2021 Approved Initiatives

- Build an enterprise content management system with a request for proposals competition.
- Centralize County records and information at McArthur Place.





Records and Information Management - Operating Budget

	2019 ACTUAL	2020 BUDGET	2020 YEAR TO DATE	2021 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	0	0	0	0	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	0	0	0	0	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	343,437	320,870	282,296	328,875	2.49%
CONTRACTED SERVICES	9,161	7,795	1,952	7,320	-6.09%
CONSUMABLE SUPPLIES	3,531	2,800	453	4,400	57.14%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	356,128	331,465	284,701	340,595	2.75%
RECORDS MANAGEMENT NET	356,128	331,465	284,701	340,595	2.75%

Base Budget Highlights

- Salaries, wages and benefits increased based on inflation and merit increases.
- Consumable supplies budget has increased due to potential incidental purchases during the year.



Human Resources and Health & Safety

2021 Net Operating Budget	\$998,683
2020 Net Operating Budget	\$857,085
Budget Change	\$141,598
% Change	16.52%

Purpose

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

2020 Key Accomplishments

- Conducted an Equity, Diversity and Inclusiveness Survey, and established an action plan.
- Repurposed staff to avoid layoffs during the COVID-19 pandemic.
- Coordinated the County's COVID-19 response, including setting safety procedures, offering online trainings, etc.
- Implemented the HR recruitment software and providing ongoing training to supervisors and hiring managers.
- Offering Equity, Diversity, and Inclusiveness training to all County staff.
- Implemented new safety processes to meet COR Audit Action Plan.
- Brought in Health & Wellness initiatives for all County staff.
- Introduced Contractor Safety Checklist to ensure contractors are receiving orientation on Lac La Biche County's safety program and that Lac La Biche County is receiving safety info from the contractor.



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

2021 Approved Initiatives

- Purchase new safety software to improve efficiency.
- Add a seasonal Safety Officer.
- Conduct an external compensation review.
- Move paid-on-call firefighters to casual County Employees.





Human Resources and Health & Safety - Operating Budget

	2019 ACTUAL	2020 BUDGET	2020 YEAR TO DATE	2021 BUDGET	BUDGET CHANGE
HUMAN SERVICES					
OPERATING REVENUES					
SALE OF GOODS & SERVICES	1,342	0	0	0	0.00%
OTHER REVENUES	-4,124	0	0	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	-2,782	0	0	0	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	397,776	548,936	616,178	589,784	7.44%
CONTRACTED SERVICES	69,522	75,816	37,396	102,901	35.72%
CONSUMABLE SUPPLIES	23,722	6,650	9,193	7,440	11.88%
GRANT TRANSFERS	15,201	27,000	1,325	22,000	-18.52%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	506,221	658,402	664,092	722,125	9.68%
HUMAN RESOURCES NET	503,439	658,402	664,092	722,125	9.68%

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	157,777.00	162,733.00	156,950.00	206,902.00	27.14%
CONTRACTED SERVICES	17,135.00	27,880.00	9,530.00	59,306.00	112.72%
CONSUMABLE SUPPLIES	10,073.00	8,070.00	3,693.00	10,350.00	28.25%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	184,985	198,683	170,173	276,558	39.20%
HEALTH & SAFETY NET	184,985	198,683	170,173	276,558	39.20%

Base Budget Highlights

- Salaries, wages and benefits increased based on inflation and merit increases.
- There is a slight increase in Health & Safety related to professional development activities.
- There is \$15K increase in contracted services related to a safety consultant and safety audit.



Information Technology

2021 Net Operating Budget	\$3,364,436
2020 Net Operating Budget	\$930,106
Budget Change	\$2,434,330
% Change	261.73%

Purpose

The Information Technology department ensures that all computers, telephones, and other County systems are secure and operational. Staff support and manage 231 computers, 187 telephones, 157 cellular devices, 69 servers, a swipe card system, security systems, and a network that connects 34 buildings.

2020 Key Accomplishments

- Upgraded Bold Center satellite system, providing a clearer picture and more available channels.
- Completed the last phase of upgrading the surveillance cameras at the Bold Center.
- Core network equipment was upgraded improving system stability.
- Started replacing computers with laptops to aid in situations where staff need to be mobile or work from home.
- Moved all email services to Office 365 as part of the Office 365 Phase 4 project.



2021 Approved Initiatives

- Complete external security assessment of information technology systems.





Information Technology - Operating Budget

	2019 ACTUAL	2020 BUDGET	2020 YEAR TO DATE	2021 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-2,400	0	-2,200	0	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	0	0	-2,283,000	-17,000	0.00%
TOTAL REVENUES	-2,400	-2,283,000	-2,285,200	-17,000	-99.26%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	341,911	406,462	331,250	449,545	10.60%
CONTRACTED SERVICES	352,943	2,775,244	2,627,274	2,865,441	3.25%
CONSUMABLE SUPPLIES	169,851	31,400	150,280	66,450	111.62%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	864,706	3,213,106	3,108,804	3,381,436	5.24%
INFORMATION TECHNOLOGY NET	862,306	930,106	823,404	3,364,436	261.73%

Base Budget Highlights





- Salaries, wages and benefits increased based on inflation and merit increases.
- Full salary for the new position approved in mid 2020 further increase the percentage increase of salaries and wages.
- There is \$25K increase in software costs for 2021.
- The operating initiatives from 2020 for Security Awareness and Multi Factor Authentication as well as call answering service have been removed totalling \$43K.
- A security assessment study has been included for \$45K.





Finance

2021 Net Operating Budget	\$ 1,885,300
2020 Net Operating Budget	\$1,655,277
Budget Change	\$220,023
% Change	13.90%

2020 Key Accomplishments

- Completed reconciliation of all County owned lands.  
- Introduced formal Payment Card Policy and Procedure and implemented the test set of payment cards for the County. 
- Approval of consolidated Fees & Charges Bylaw for the County. 

2021 Approved Initiatives

- Implementation of Project Costing and Work Order modules for Serenic, the County’s budgeting software. 
- Implementation of earlier start to the budget planning and preparation process for 2022 and beyond. 

Purpose

The Finance Department oversees financial activities, such as:

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

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



Finance - Operating Budget

	2019 ACTUAL	2020 BUDGET	2020 YEAR TO DATE	2021 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-59,607	-53,600	-47,426	-53,600	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	-59,607	-53,600	-47,426	-53,600	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	1,054,793	1,070,326	1,010,066	1,130,569	5.63%
CONTRACTED SERVICES	605,214	562,356	482,703	731,756	30.12%
CONSUMABLE SUPPLIES	9,017	11,195	19,941	11,575	3.39%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	528,964	65,000	110,234	65,000	0.00%
TOTAL EXPENSES	2,197,988	1,708,877	1,622,944	1,938,900	13.46%
FINANCE NET	2,138,381	1,655,277	1,565,959	1,885,300	13.90%

Base Budget Highlights

- Salaries, wages and benefits increased based on inflation and merit increases.
- A term employee was added to service the front counter at County Centre. This is budgeted until May 2021 slightly increasing the salary and wages.
- The consumable supplies budget is unchanged despite the spike in actuals for 2020 due to the Finance departments move to McArthur Place building.
- Contracted service budget increased slightly to reflect the increase in contract pricing for audit and assessment services.



Legislative Services

2021 Net Operating Budget	\$306,954
2020 Net Operating Budget	\$221,561
Budget Change	\$85,393
% Change	38.54%

2020 Key Accomplishments

- Implemented interim measures relating to electronic meetings under the Meeting Procedures (COVID-19 Suppression) Regulation.
- Fully implemented webcasting and electronic voting modules within the meeting management software for Council Meetings.
- Championed the administrative committee tasked with reviewing the municipal policy manual, for recommendation to Council.
- Began preparations for the 2021 general municipal election.



2021 Approved Initiatives

- Plan, prepare for and execute the 2021 general municipal election.
- Engage an external consultant to review council member remuneration.
- Expand use of meeting management software to council committees.



Purpose

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

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



Legislative Services - Operating Budget

	2019 ACTUAL	2020 BUDGET	2020 YEAR TO DATE	2021 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-475	0	-225	0	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	-475	0	-225	0	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	273,833	190,541	249,085	228,989	20.18%
CONTRACTED SERVICES	48,406	28,719	25,839	74,815	160.51%
CONSUMABLE SUPPLIES	3,479	2,301	1,219	3,150	36.90%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	325,718	221,561	276,143	306,954	38.54%
LEGISLATIVE SERVICES NET	325,243	221,561	275,868	306,954	38.54%

Base Budget Highlights

- Salaries, wages and benefits increased based on inflation and merit increases.
- Legislative services will conduct the municipal election process in 2021. The increase in all categories are related to election budget of \$42K.



Communications

2021 Net Operating Budget	\$640,982
2020 Net Operating Budget	\$602,601
Budget Change	\$38,381
% Change	6.37%

Purpose

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

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

2020 Key Accomplishments

- Supported all departments throughout COVID-19, creating new marketing materials for pandemic-adapted programs and services.
- Provided public information during the 2020 flooding incident, keeping residents informed and safe.
- Began work on a revamped Lac La Biche County website. The final product is expected to be launched in 2021.



2021 Approved Initiatives

- Build electronic signage in the hamlets of Lac La Biche and Plamondon to better market County programs and services.





Communications - Operating Budget

	2019 ACTUAL	2020 BUDGET	2020 YEAR TO DATE	2021 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	0	0	0	0	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	0	0	0	0	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	302,274	324,862	307,427	344,592	6.07%
CONTRACTED SERVICES	136,261	207,190	95,154	259,890	25.44%
CONSUMABLE SUPPLIES	55,661	70,549	46,622	36,500	-48.26%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	494,197	602,601	449,203	640,982	6.37%
COMMUNICATIONS NET	494,197	602,601	449,203	640,982	6.37%

Base Budget Highlights

- Salaries, wages and benefits increased based on inflation and merit increases.
- The website redevelopment operating initiative has been carried over to 2021.
- A citizen satisfaction survey has been added for \$21K in 2021.
- The consumable supplies has been reduced by cutting down on promotional supplies.



Fire and Emergency Management Services

2021 Net Operating Budget	\$1,357,024
2020 Net Operating Budget	\$2,910,628
Budget Change	-\$1,553,604
% Change	-53.38%

2020 Key Accomplishments

- Fire Services saw a 16% increase in call volume for 2020.
- Council approved a specified Level of Service for Fire Services.
- Implemented a new salary grid for Fire Services.
- Initiated COVID-19 Response Team and developed the Lac La Biche County Pandemic Plan.
- Assisted with Fort McMurray river flood through the Alberta-Saskatchewan Incident Support Team: two County staff deployed for 4 days.
- Initiated Lac La Biche County Highway 55 Flooding Incident Command Post, which ran from June 4- 13.
- There was a 70% increase in Fire Smart initiatives from 2019: 67 Fire Smart assessments, 67 chipping jobs, and a Fire Smart mitigation project in Blais Resort.



Purpose

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.

2021 Approved Initiatives

- Purchase of Fire Services tender.





Fire and Emergency Management Services - Operating Budget

	2019 ACTUAL	2020 BUDGET	2020 YEAR TO DATE	2021 BUDGET	BUDGET CHANGE
FIRE SERVICES					
OPERATING REVENUES					
SALE OF GOOD & SERVICES	-130,859	-125,000	-99,338	-125,000	0.00%
OTHER REVENUES	-103,891	-1,500	-800	-1,500	0.00%
GOVERNMENT TRANSFER	-58,202	-35,800	-49,848	-48,800	36.31%
TOTAL REVENUES	-292,952	-162,300	-149,986	-175,300	8.01%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	702,827	682,809	666,659	712,534	4.35%
CONTRACTED SERVICES	281,332	271,032	103,849	278,103	2.61%
CONSUMABLE SUPPLIES	280,668	284,762	147,175	279,312	-1.91%
GRANT TRANSFERS	194,812	212,095	195,827	215,875	1.78%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	1,459,639	1,450,698	1,113,510	1,485,824	2.42%
FIRE SERVICES NET	1,166,687	1,288,398	963,525	1,310,524	1.72%

EMERGENCY MANAGEMENT

OPERATING REVENUES					
SALE OF GOODS & SERVICES	0	0	0	0	0.00%
OTHER REVENUES	0	0	-10,789	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	254,000	354,942	0	-100.00%
CONTRACTED SERVICES	585	1,358,380	1,018,069	33,950	-97.50%
CONSUMABLE SUPPLIES	3,848	9,850	226,790	12,550	27.41%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	4,433	1,622,230	1,599,802	46,500	-97.13%
EMERGENCY MANAGEMENT NET	4,433	1,622,230	1,589,013	46,500	-97.13%

Base Budget Highlights

- Salaries, wages and benefits increased based on inflation and merit increases.
- The emergency management budget increased from 22K to 46K for purchases of materials and training supplies.
- The significant reduction is related to the \$1.6M budgeted for 2020 flooding related expenses.










Enforcement Services

2021 Net Operating Budget	\$2,588,740
2020 Net Operating Budget	\$2,368,715
Budget Change	\$220,025
% Change	9.29%

Purpose




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

2020 Key Accomplishments

- Assisted the Province and Alberta Health Services with the response to COVID-19 by providing complaint response and education/enforcement of pandemic rules and regulations. 
- Peace Officers worked tirelessly during the spring flooding incident to assist with evacuations and providing protection to the public and County-owned infrastructure. 
- Developed a partnership with Portage College and Alberta Justice to build a Law Enforcement Training Program that will be the first of its kind for Alberta communities and residences.  
- Established and rolled out the new Municipal Emergency Alerting System for County residents. 
- Entered into an agreement with the Canadian Municipal Network on Crime Prevention to work in a pilot project to assist in better educating residents on crime prevention methods. 
- Department staff continue to work with Alberta Justice and the Solicitor General to provide assistance in Peace Officer training provincially, as well as providing suggestions and input on training requirements and best practices at a provincial level. 

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

2021 Approved Initiatives

- Partnering with Fire Services to provide a critical piece of mental health intervention and education for first responders within our community. 
- Providing an electronic property monitoring and tracking program to residences that will allow them to input and track their property by serial number and other ways to quickly provide information to the police in the event of a theft. 
- Developing a subsidized spay and neuter program for qualifying residences that will assist in reducing the feral cat population throughout the County. 



Enforcement Services - Operating Budget

	2019 ACTUAL	2020 BUDGET	2020 YEAR TO DATE	2021 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-61,837	-71,200	-50,690	-71,200	0.00%
OTHER REVENUES	-4,405	0	-90,334	0	0.00%
GOVERNMENT TRASFERS	0	0	0	0	0.00%
TOTAL REVENUES	-66,242	-71,200	-141,024	-71,200	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	1,116,986	1,376,938	1,136,253	1,544,599	12.18%
CONTRACTED SERVICES	488,535	510,817	195,934	805,973	57.78%
CONSUMABLE SUPPLIES	176,648	277,950	159,732	242,928	-12.60%
GRANT TRANSFERS	23,070	274,210	242,680	66,440	-75.77%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	1,805,239	2,439,915	1,734,599	2,659,940	9.02%
ENFORCEMENT SERVICES NET	1,738,998	2,368,715	1,593,575	2,588,740	9.29%

Base Budget Highlights

- Salaries, wages and benefits increased based on inflation and merit increases.
- Approximately \$200K increase to salaries and wages are for full year wages for two new instructors for the Peace Officer Training program. More information will be provided to Council in a closed session due to FOIP requirements.
- There is a \$150K increase due to the enhanced policing model cost increases.
- There are expenses related to the Peace Officer Training program that are also increasing the contracted services.



Engineering Services (Project Coordination Team)

2021 Net Operating Budget	\$771,544
2020 Net Operating Budget	\$704,522
Budget Change	\$67,022
% Change	9.51%

Purpose

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

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

2020 Key Accomplishments

- Completed 13 major construction projects, including:
 - o The Plamondon/Caslan Connector North paving;
 - o Lakeview Crescent water & sewer;
 - o Mystic Beach paving;
 - o Highway 858 water & sewer;
 - o The Hamlet Resurfacing Program; and
 - o The Hamlet Sidewalk Replacement Program.
- Completed 12 engineering projects, including:
 - o Subdivisions like Pleasant Acres, Young’s Beach, Sunset Bay, Golden Sands, and John Martin;
 - o A Storm Water Master Plan; and
 - o A number of water and sewer upgrades.



2021 Approved Initiatives

- Hamlet Back Lane Paving Program
- 5 Bridge Replacements (including 79415 Gold River, 13460 Nashim Drive & Old 46 Culvert).
- 101 Ave Main Street Water & Sewer Rehabilitation.
- Bayview Beach Water & Sewer Servicing.
- The Aquatics Centre at the Bold Center.
- Plamondon Lift Station Upgrades.





Engineering Services - Operating Budget

	2019 ACTUAL	2020 BUDGET	2020 YEAR TO DATE	2021 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	-58,232	0	0	0	0.00%
TOTAL REVENUES	-58,232	0	0	0	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	725,938	659,046	608,579	678,319	2.92%
CONTRACTED SERVICES	100,719	41,531	35,241	283,100	581.66%
CONSUMABLE SUPPLIES	6,034	3,945	3,605	10,125	156.65%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	832,690	704,522	647,425	971,544	37.90%
PROJECT COORDINATION NET	774,459	704,522	641,895	771,544	9.51%

Base Budget Highlights

- Salaries, wages and benefits increased based on inflation and merit increases.
- Engineering services budget has been increased by \$25K due to the need for adhoc expenses as they arise throughout the year.







Equipment Services

2021 Net Operating Budget	\$4,157,777
2020 Net Operating Budget	\$4,130,758
Budget Change	\$27,019
% Change	0.65%

2020 Key Accomplishments

- Completion of the new County Centre shop with overhead crane and wash-bays for heavy trucks and equipment. 
- Started construction of a new County Centre connector building between the old shop and the new shop, which will house a new lunch/meeting room, locker rooms, tool rooms, and a small workspace/shipping and receiving area. 
- Launched a Lac La Biche County section on GovDeals.ca, an online auction site, which will now be utilized by other departments in the County to sell surplus equipment. 

2021 Approved Initiatives

- Completing the new connector building between the old and new shops. 
- Implement a work order and maintenance software program in collaboration with Finance. This will provide improved cost tracking and allocation of all the equipment and vehicles across the County. 
- Create user-friendly vehicle and equipment pre-trip inspections. 
- County Centre yard reconfiguration project with all departments at County Centre. 
- Plan and redesign the old shop, old lunchroom and locker rooms to better accommodate Equipment Services parts and equipment storage requirements. 

Purpose

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

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



Equipment Services - Operating Budget

	2019 ACTUAL	2020 BUDGET	2020 YEAR TO DATE	2021 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	0	0	0	0	0.00%
OTHER REVENUES	-500	0	0	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	-500	0	0	0	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	1,145,222	1,130,899	1,045,275	1,147,995	1.51%
CONTRACTED SERVICES	334,080	289,644	322,597	317,600	9.65%
CONSUMABLE SUPPLIES	1,520,658	1,235,000	982,547	1,145,600	-7.24%
GRANT TRANSFERS	1,436,385	1,475,215	933,283	1,546,582	4.84%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	4,436,345	4,130,758	3,283,703	4,157,777	0.65%
EQUIPMENT SERVICES NET	4,435,845	4,130,758	3,283,703	4,157,777	0.65%

Base Budget Highlights

- Salaries, wages and benefits increased based on inflation and merit increases.
- The fuel expense within the consumable supplies category has been reduced by 90K due to reduced consumption and lower prices.
- This can be attributed to replacement of older vehicles that required high maintenance.
- There is a slight increase in reserve transfers based on the purchases of new fleet vehicles in 2020.



Transportation Services and Airport Operations

2021 Net Operating Budget	\$8,598,008
2020 Net Operating Budget	\$8,765,469
Budget Change	\$69,861
% Change	.80%

2020 Key Accomplishments

- Completed 243 dust suppression applications by rural residences, along with inter-sectional treatments and designated haul routes.
- Conducted a resurfacing program, which consisted of 75,000 tonnes of gravel placed, covering 300 kilometres of roads, as well as shoulder pulls in some areas.
- Replaced 4 kilometres of the oil-bound network, and 60 culverts.
- Sealed cracks on 121 kilometres of paved roadway.



2021 Approved Initiatives

- Replace 8 kilometres of the oil-bound network, and 60 culverts.
- Seal cracks on 150 kilometres of the paved roadway.



Purpose

The Transportation Services Department manages the all the operational activities of paved and gravel roads in all seasons. This department also looks after the approach applications, as well as drainage issues. This department also oversees all the contractual matters, issues, regulatory approvals, resident concerns, and public input through open meetings or complaints and communication with every stakeholder. This team also assists Engineering Services to ensure that the projects are completed on time and within budget.



Transportation Services and Airport Operations - Operating Budget

	2019 ACTUAL	2020 BUDGET	2020 YEAR TO DATE	2021 BUDGET	BUDGET CHANGE
TRANSPORTATION					
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-29,185	-64,250	-36,797	-65,535	2.00%
OTHER REVENUES	-25,342	-65,000	-27,939	-66,300	2.00%
GOVERNMENT TRANSFERS	0	0	-200,000	0	0.00%
TOTAL REVENUES	-54,527	-129,250	-264,736	-131,835	2.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	3,386,406	3,443,959	3,067,441	3,501,249	1.66%
CONTRACTED SERVICES	2,103,282	2,179,929	2,082,719	2,291,929	5.14%
CONSUMABLE SUPPLIES	2,633,535	2,998,882	2,901,855	2,983,332	-0.52%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	68,931	69,353	50,250	69,353	0.00%
TOTAL EXPENSES	8,192,154	8,692,123	8,102,266	8,845,863	1.77%
TRANSPORTATION SERVICES NET	8,137,627	8,562,873	7,837,529	8,714,028	1.77%

AIRPORT

OPERATING REVENUES					
SALE OF GOODS & SERVICES	-69,696	-70,000	-71,081	-71,400	2.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	-69,696	-70,000	-71,081	-71,400	2.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	41,430	40,823	35,660	40,929	0.26%
CONTRACTED SERVICES	32,055	140,512	55,131	48,012	-65.83%
CONSUMABLE SUPPLIES	22,368	21,400	13,077	33,900	58.41%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	95,853	202,735	103,869	122,841	-39.41%
AIRPORT OPERATIONS NET	26,157	132,735	32,788	51,441	-61.25%

Base Budget Highlights

- Salaries, wages and benefits increased based on inflation and merit increases.
- The Airport Master Plan study will be concluded by the end of 2020 and is not budgeted for in 2021, reducing the budget.
- There is a 12K increase in snow and ice control chemicals for runway maintenance.



Utilities (Water, Sewer & Natural Gas Services)

2021 Net Operating Budget	\$2,836,886
2020 Net Operating Budget	\$2,872,460
Budget Change	-\$35,574
% Change	-1.24%

2020 Key Accomplishments

- Acquired new natural gas pipeline assets.
- Completed annual natural gas leak detection survey.
- Conducted mainline water valve maintenance.
- Initiated backflow preventer subsidy program.
- Completed inspection and sampling for lead pipes in older homes.
- Waste treatment plant bio-train repairs completed.



2021 Approved Initiatives

- Upgrade exterior at Water Treatment Plant.
- 09-05 Natural Gas Station decommissioning for County Campsite.
- 06-10 Natural Gas Station removal of unnecessary equipment.
- Replace approximately 200 natural gas meters within the hamlet of Lac La Biche.
- Remain compliant during 2021 Federation of Gas Co-op's O&M manual audit.
- Conduct bi-annual watermain flushing within the water distribution system.



Purpose

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

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

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



Utilities - Operating Budget

	2019 ACTUAL	2020 BUDGET	2020 YEAR TO DATE	2021 BUDGET	BUDGET CHANGE
WATER					
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-878,420	-871,191	-1,260,393	-876,553	0.62%
OTHER REVENUES	-440	0	0	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	-878,860	-871,191	-1,260,393	-876,553	0.62%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	516,827	551,331	376,525	564,162	2.33%
CONTRACTED SERVICES	385,249	573,843	358,156	631,715	10.08%
CONSUMABLE SUPPLIES	739,911	680,102	607,069	690,186	1.48%
GRANT TRANSFERS	13,645	9,000	15,230	15,000	66.67%
DEBENTURE & INTEREST	119,375	120,295	83,289	120,295	0.00%
TOTAL EXPENSES	1,775,007	1,934,571	1,440,269	2,021,358	4.49%
UTILITIES - WATER NET	896,147	1,063,380	179,876	1,144,805	7.66%

SEWER

OPERATING REVENUES					
SALE OF GOODS & SERVICES	-697,455	-766,683	-1,055,812	-774,349	1.00%
OTHER REVENUES	-1,350	0	-36,762	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	-698,804	-766,683	-1,092,574	-774,349	1.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	515,614	537,891	376,116	551,231	2.48%
CONTRACTED SERVICES	1,417,180	1,748,448	1,638,311	1,677,427	-4.06%
CONSUMABLE SUPPLIES	276,592	362,868	261,693	324,162	-10.67%
GRANT TRANSFERS	0	50,000	0	50,000	0.00%
DEBENTURE & INTEREST	132,991	134,070	97,064	134,070	0.00%
TOTAL EXPENSES	2,342,377	2,833,277	2,373,184	2,736,890	-3.40%
UTILITIES - SEWER NET	1,643,573	2,066,594	1,280,609	1,962,541	-5.03%



Utilities - Operating Budget Continued

	2019 ACTUAL	2020 BUDGET	2020 YEAR TO DATE	2021 BUDGET	BUDGET CHANGE
NATURAL GAS					
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-2,242,018	-1,757,199	-1,693,319	-2,195,320	24.93%
OTHER REVENUES	-88,964	0	-28,755	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	-2,330,982	-1,757,199	-1,722,073	-2,195,320	24.93%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	444,515	465,759	448,532	500,723	7.51%
CONTRACTED SERVICES	73,492	252,678	102,127	357,741	41.58%
CONSUMABLE SUPPLIES	1,129,384	781,248	728,839	1,066,396	36.50%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	1,647,391	1,499,685	1,279,497	1,924,860	28.35%
UTILITIES - NATURAL GAS NET	-683,591	-257,514	-442,576	-270,460	5.03%

Base Budget Highlights

- Salaries, wages and benefits increased based on inflation and merit increases.
- The natural gas revenues and corresponding expense have increased for 2021 to reflect the increase in activity.
- The increase in Water Services' grant transfer budget is due to the uptake of the Green Rebate Program.



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

2021 Net Operating Budget	\$2,601,528
2020 Net Operating Budget	\$2,489,296
Budget Change	\$122,232
% Change	4.51%

Purpose











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

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

2020 Key Accomplishments

- Started construction of a compost pad at the Beaver Lake Landfill. 
- Completion of groundwork and landscaping for new site entrance at Beaver Lake Landfill, along with installation of new scale. 
- Reconfiguration and fencing of new recycling/waste disposal area at Owl River Transfer Site. 
- Installation of new containment systems for oil, pesticide containers, paint, and hazardous materials. 
- Purchase of new 'Green Cone' composters for resale program. 2019-2020 CORE program participants diverted over 4,000 lbs of compost from our landfills. 
- Updated the Watershed Management Plan.   
- New Clubroot Agreement Policy approved by Council.  
- 4,210. 76 km of vegetation mowed along County roadsides (as of October 6, 2020).  
- Sprayed approximately 190 sites covering more than 1,000 acres of roadsides and municipal facilities.  

2021 Approved Initiatives

- Expansion of corporate recycling program. 
- Expansion of the curbside pickup program.  
- Major site repairs and maintenance for main Beaver Lake Landfill. 
- Installation of tire bunker at Craigen Transfer Station. 
- Installation of bear-proof fence at landfill to assist with site safety. 
- Possible relocation of Community Garden. 
- Implementation of fecal coliform sampling/tracking program.  
- Implementation of Wetland Restoration Program. 



Environmental Services - Operating Budget

	2019 ACTUAL	2020 BUDGET	2020 YEAR TO DATE	2021 BUDGET	BUDGET CHANGE
WASTE & RECYCLING					
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-660,156	-715,244	-516,393	-715,244	0.00%
OTHER REVENUES	-500	0	0	0	0.00%
GOVERNMENT TRANSFERS	-299,063	0	0	0	0.00%
TOTAL REVENUES	-959,719	-715,244	-516,393	-715,244	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	1,195,277	1,288,139	1,245,846	1,337,408	3.82%
CONTRACTED SERVICES	4,320,597	885,393	661,613	946,685	6.92%
CONSUMABLE SUPPLIES	141,999	153,619	91,829	140,935	-8.26%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	431	0	5,568	0	0.00%
TOTAL EXPENSES	5,658,304	2,327,151	2,004,855	2,425,028	4.21%
WASTE & RECYCLING MANAGEMENT					
NET	4,698,585	1,611,907	1,488,462	1,709,784	6.07%
ENVIRONMENTAL SERVICES					
OPERATING REVENUES					
SALES OF GOODS & SERVICES	-2,156	-4,500	-1,740	-4,500	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	-6,300	0	0	0	0.00%
TOTAL REVENUES	-8,456	-4,500	-1,740	-4,500	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	259,028	229,464	215,262	245,094	6.81%
CONTRACTED SERVICES	63,090	61,270	37,192	45,160	-26.29%
CONSUMABLE SUPPLIES	28,780	20,640	16,713	21,840	5.81%
GRANT TRANSFERS	5,100	4,000	0	0	-100.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	355,998	315,374	269,167	312,094	-1.04%
ENVIRONMENTAL SERVICES NET	347,542	310,874	267,427	307,594	-1.06%



Environmental Services - Operating Budget Continued

	2019 ACTUAL	2020 BUDGET	2020 YEAR TO DATE	2021 BUDGET	BUDGET CHANGE
AGRICULTURAL SERVICES					
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-14,644	-14,265	-12,705	-14,265	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	-168,852	-160,452	-118,153	-118,000	-26.46%
TOTAL REVENUES	-183,496	-174,717	-130,858	-132,265	-24.30%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	389,627	494,048	273,965	484,266	-1.98%
CONTRACTED SERVICES	60,678	70,819	51,808	69,039	-2.51%
CONSUMABLE SUPPLIES	35,065	61,525	56,367	48,150	-21.74%
GRANT TRANSFERS	118,800	114,840	105,082	114,960	0.10%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	604,171	741,232	487,221	716,415	-3.35%
AGRICULTURE SERVICES NET	420,675	566,515	356,363	584,150	3.11%

Base Budget Highlights

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



Planning & Development and Geographic Information Systems (GIS)

2021 Net Operating Budget	\$1,487,764
2020 Net Operating Budget	\$1,404,349
Budget Change	\$83,415
% Change	5.94%

Purpose

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

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

2020 Key Accomplishments

- Rolled out public MuniSight program.
- Completed Municipal Addressing Verification Project.
- Completed Council workshop for next steps regarding the Environmental Reserve Bylaw.
- Streamlined new Safety Codes process with The Inspections Group.
- Maintained Safety Codes Accreditation by passing the Provincial audit.
- Completed information brochures for easy reference regarding development in the County.
- Updated and amended the Land Use Bylaw.
- Participated in various sub committees to ensure compliance with planning documents, including the Airport Master Plan and Watershed Management Plan.



2021 Approved Initiatives

- Review of the County's 24 Area Structure Plans over the next 5 years.
- Work with Economic Development on a Placemaking Strategy.
- Work with Economic Development on a Downtown Area Redevelopment Plan.
- Complete a comprehensive review and update of the Municipal Development Plan.
- Complete phase one of Asset Management.





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

	2019 ACTUAL	2020 BUDGET	2020 YEAR TO DATE	2021 BUDGET	BUDGET CHANGE
PLANNING & DEVELOPMENT					
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-292,373	-234,000	-156,920	-174,050	-25.62%
OTHER REVENUES	-7,875	-8,000	-3,250	-16,000	100.00%
GOVERNMENT TRANSFERS	0	0	0	-58,000	0.00%
TOTAL REVENUES	-300,248	-242,000	-160,170	-248,050	2.50%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	723,243	892,613	574,131	822,904	-7.81%
CONTRACTED SERVICES	226,798	399,300	124,531	554,135	38.78%
CONSUMABLE SUPPLIES	18,847	11,600	1,028	6,900	-40.52%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	7,875	0	0	0	0.00%
TOTAL EXPENSES	976,764	1,303,513	699,690	1,383,939	6.17%
PLANNING & DEVELOPMENT NET	676,516	1,061,513	539,520	1,135,889	7.01%

GIS

OPERATING REVENUES

SALE OF GOODS & SERVICES	-1,975.00	-2,000.00	-1,600.00	-2,000.00	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	-1,975	-2,000	-1,060	-2,000	0.00%

OPERATING EXPENSES

SALARIES, WAGES & BENEFITS	132,724	201,936	186,948	214,274	6.11%
CONTRACTED SERVICES	139,225	133,900	110,174	135,101	0.90%
CONSUMABLE SUPPLIES	3,627	9,000	1,819	4,500	-50.00%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	275,575	344,836	298,941	353,875	2.62%

GRAPHICAL INFORMATION SYSTEMS

NET	273,600	342,836	297,341	351,875	2.64%
------------	----------------	----------------	----------------	----------------	--------------

Base Budget Highlights

- Salaries, wages and benefits changed due to personnel changes. More information will be provided to Council in a closed session due to FOIP requirements.
- The Land Use Bylaw officer position has been transferred over to Enforcement Services resulting in a decrease in salaries and wages.



Economic Development

2021 Net Operating Budget	\$969,180
2020 Net Operating Budget	\$782,751
Budget Change	\$186,429
% Change	23.82%

Purpose





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

2020 Key Accomplishments

- Completed the Economic Development Strategy. 
- Provided Zoom network sessions during the height of COVID-19 to support local businesses. 
- Hosted Council workshop for Future Development options. 
- Completed #TakeItToTheLake Marketing Campaign reaching over 400,000 within a 300 kilometer radius of Lac La Biche County.  
- Attended ICSC (International Convention of Shopping Centres) to meet with retail franchisers and developers to attract them to Lac La Biche Region. 
- Worked with Must Do Canada to promote Lac La Biche Region as a Tourism Destination.  

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

2021 Approved Initiatives

- Wayfinding and Interpretive Signage - *Continued from 2020.* 
- Business Licensing - *Continued from 2020.* 
- Continue to collect market research while promoting our County and region.  



Economic Development - Operating Budget

	2019 ACTUAL	2020 BUDGET	2020 YEAR TO DATE	2021 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-50	0	0	0	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	-97,200	-94,000	-100,332	-130,332	38.65%
TOTAL REVENUES	-97,250	-94,000	-100,332	-130,332	38.65%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	118,150	223,527	160,589	282,412	26.34%
CONTRACTED SERVICES	365,746	635,074	300,516	775,950	22.18%
CONSUMABLE SUPPLIES	20,669	18,150	12,171	41,150	126.72%
GRANT TRANSFERS	39,700	0	0	0	0.00%
DEBENTURE PAYMENTS	0	0	0	0	0.00%
TOTAL EXPENSES	544,266	876,751	473,276	1,099,512	25.41%
ECONOMIC DEVELOPMENT NET	417,316	782,751	372,944	969,180	23.82%

Base Budget Highlights

- Salaries, wages and benefits increased based on inflation and merit increases.
- There is an increase in software expenses related to business licensing.
- The Distinguished Arts Award program increase from 35K in 2020 to 65K in 2021.
- There is an increase in tourism marketing campaigns in 2021 of about 70K.



Family & Community Support Services (FCSS) and Community Development

2021 Net Operating Budget	\$1,375,737
2020 Net Operating Budget	\$1,194,004
Budget Change	\$181,733
% Change	15.22%

2020 Key Accomplishments

- Submitted successful Expression of Interest to provide a spoke service for the new Family Resource Network in our region. The Parent Link program officially ended March 31, and the Northern Lakes Family Resource Network started April 1.
- Presented a Transitional Housing proposal to Council.
- Within a week of the pandemic, COVID-19 protocols, virtual programming and wellness checks were being conducted to provide emotional support and connect people.
- Provided Emergency Social Services support to Lac La Biche County and Fort McMurray.
- Re-populated the Community Services Directory with more robust agencies information as per requests from the community.



2021 Approved Initiatives

- Continue work on short and long-term plans for Homelessness Strategy.
- Improve foundational processes for program outcomes.
- Host FCSS North East Zone Spring Gathering Meeting (was cancelled in 2020).
- Solidify on-going programming and reporting for Northern Lakes Family Resource Network.
- Repurpose casual programmer role to dedicated outreach worker to support children 7-12 years as part of Family Resource Network mandate.
- Begin community development process for engaging agencies in early childhood development and kindergarten readiness.
- Establish a formal welcoming community strategy.



Purpose

The FCSS department includes 4 distinct services, each with different mandates, objectives and funding. Community Access/Paratransit and Child Mind are 100% County-funded, whereas FCSS and Northern Lakes Family Resource Network (It Takes a Village) are funded by Lac La Biche County and the Alberta Government.

1) Family and Community Support Services is based on a philosophy that self-help contributes to a sense of integrity, self-worth and independence. Programs developed aim to “enhance the social well-being of individuals, families and community through prevention.” These programs build connections with others, facilitate and promote positive social/emotional development, and encourage the community to be connected and engaged, building resistance to crises. FCSS also works on strategies supporting the community to identify social issues.

2) Northern Lakes Family Resource Network: It Takes a Village provides universal parent/caregiver support programming including workshops, group programs and one-on-one supports, and building positive parenting/caregiving skills. These connections become a resource for parents/caregivers facing challenges beyond their current parenting/caregiving skill levels. Our spoke program also refers people to services through the Family Resource Network that provide moderate or intensive parent/caregiver supports.

3) Lac La Biche County Community Access is comprised of two parts:

- The Paratransit program offers rides for seniors and people with disabilities to medical appointments, professional services, shopping venues and social events at a low rate. The Paratransit service provides door-to-door service, and the bus is wheelchair accessible.
- The Community Access Bus is a fixed route system offering people with limited resources affordable transportation to professional services, shopping venues and social events.

4) The Cenovus Child Mind Centre provides high quality care and programming at a low cost for children aged 6 months to 12 years while parents use the fitness facilities, library, FCSS programs or enjoy other activities at the Bold Center.



FCSS & Community Development - Operating Budget

	2019 ACTUAL	2020 BUDGET	2020 YEAR TO DATE	2021 BUDGET	BUDGET CHANGE
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-52,988	-81,814	-22,283	-69,880	-14.59%
OTHER REVENUES	-150,588	-118,882	-32,252	0	-100.00%
GOVERNMENT TRANSFERS	-378,315	-376,197	-410,564	-403,697	7.31%
TOTAL REVENUES	-581,891	-576,893	-465,099	-473,577	-17.91%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	959,472	1,194,346	890,949	1,128,534	-5.51%
CONTRACTED SERVICES	182,739	182,997	75,636	286,376	56.49%
CONSUMABLE SUPPLIES	103,467	124,304	98,882	180,154	44.93%
GRANT TRANSFERS	238,841	269,250	218,825	254,250	-5.57%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	1,484,519	1,770,897	1,284,291	1,849,314	4.43%
FAMILY AND COMMUNITY SUPPORT					
SERVICES NET	902,628	1,194,004	819,193	1,375,737	15.22%

Base Budget Highlights

- Salaries, wages and benefits increased based on inflation and merit increases.
- The funding for Parent Link program is no longer being received, reducing the other revenues category to zero.
- There is a slight increase in the grant revenues for 2021.
- The family, seniors and adult programs are seeing an increase of about \$310K for 2021.
- The newly implemented Family Resource Network and the discontinuation of Parent Link program support is resulting in a reduction of \$148K.
- Other areas (professional development, advisory board, conference attendance) of the FCSS budget is also seeing increases.



Community Grants

2021 Net Operating Budget	\$1,871,838
2020 Net Operating Budget	\$2,658,595
Budget Change	-\$786,757
% Change	-29.59%

2020 Key Accomplishments

- Made the following funding available for community group supports (rounded to the nearest thousand):*
 - \$450,000 for operating grants for recreational and cultural organizations through the Cultural/Recreational Operating Program.
 - \$38,000 for insurance coverage to community organizations.
 - \$371,000 in capital grants to community organizations through the Capital Projects Assistance Grant Program.
 - \$61,000 for contributions to community cemeteries through the Community Cemetery Improvement Program.
 - \$127,000 for events (although the majority of this budget has been unspent due to COVID-19).
 - \$396,000 in operating funding to the PDCDS, including staffing costs.
 - \$100,000 for sponsorship contributions to Portage College.
 - \$166,250 for contributions to the Lac La Biche County Regional Museum for operating costs, including staffing.
 - \$550,000 for the completion of the Rich Lake Hall.
 - \$398,000 in funding for contributions relating to diagnostic imaging equipment.
 - \$75,000 to correct drainage issues at the Plamondon Ball Diamonds.
 - \$46,000 for museum collaboration and sustainability planning.
 - \$8,550 for ad-hoc funding.
 - \$1,000 for grant program advertising.
 - \$7,500 for hall inspections.



Purpose

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

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

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

2021 Approved Initiatives

- There were no proposed initiatives this year.



Community Grants - Operating Budget

	2019 ACTUAL	2020 BUDGET	2020 YEAR TO DATE	2021 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	-118,153	-128,153	-129,178	-118,153	-7.80%
TOTAL REVENUES	-118,153	-128,153	-129,178	-118,153	-7.80%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	0	0	0	0	0.00%
CONTRACTED SERVICES	856	950	1,049	950	0.00%
CONSUMABLE SUPPLIES	0	0	0	0	0.00%
GRANT TRANSFERS	1,665,943	2,785,798	1,901,781	1,989,041	-28.60%
DEBENTURE PAYMENTS	0	0	0	0	0.00%
TOTAL EXPENSES	1,666,799	2,786,748	1,902,830	1,989,991	-28.59%
COMMUNITY GROUP SUPPORT NET	1,548,646	2,658,595	1,773,652	1,871,838	-29.59%

Base Budget Highlights








- Salaries, wages and benefits increased based on inflation and merit increases.
- The grant programs are included in the base budget at prior year levels with a 5% reduction.











Recreation and Aquatic Services

2021 Net Operating Budget	\$ 2,614,332
2020 Net Operating Budget	\$2,601,144
Budget Change	\$13,188
% Change	0.51%

2020 Key Accomplishments

- Upgraded recreation software to provide better customer service. 
- Provided virtual programming and relaunch planning throughout the COVID-19 pandemic.  
- Updated Recreation & Facility User Fee schedule.  
- Conducted annual Portage Pool shutdown maintenance during the COVID-19 closure and added new swim times to accommodate different age demographics upon re-opening.  

2021 Approved Initiatives

- Enhance art and cultural programming in the community. 
- Increase fitness services by adding casual instructors and renovating the Synergy Studio. 
- Finalize Fee Assistance policy in conjunction with FCSS. 
- Establish Sport Tourism Committee.   
- Complete the aquatics efficiency assessment. 
- Begin aquatics centre conceptual plans and public participation. 

Purpose

The Recreation & Aquatics Programming Department is responsible for developing and managing all recreation and aquatics programs, services, and community events within Lac La Biche County. They work collaboratively with other County entities, community groups and non-profit associations.

The department is comprised of recreation and aquatic programming, customer service, and administrative staff who report to the Senior Manager of Recreation & Community Enhancement through the Recreation & FCSS Manager.

The department's initiatives are currently guided by the Lac La Biche County Recreation & Parks Master Plan, Council's strategic priorities, the *Framework for Recreation in Canada: Pathways to Well-Being*, Active Alberta Policy and feedback from users.



Recreation and Aquatic Services - 2019 Operating Budget

	2019 ACTUAL	2020 BUDGET	2020 YEAR TO DATE	2021 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	119,256	45,900	35,177	50,900	10.89%
CONSUMABLE SUPPLIES	8,649	9,900	12,363	9,900	0.00%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	127,905	55,800	47,540	60,800	8.96%
RECREATION ADMINISTRATION NET	127,905	55,800	44,384	35,800	-35.84%
RECREATION PROGRAMS					
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-518,898	-436,625	-261,608	-374,840	-14.15%
OTHER REVENUES	-8,931	0	-10,751	0	0.00%
GOVERNMENT TRANSFERS	-9,590	0	0	0	0.00%
TOTAL REVENUES	-537,419	-436,625	-272,360	-374,840	-14.15%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	1,834,289	1,917,152	1,496,892	1,907,527	-0.50%
CONTRACTED SERVICES	207,655	285,083	79,582	276,908	-2.87%
CONSUMABLE SUPPLIES	107,441	88,975	38,418	78,126	-12.19%
GRANT TRANSFERS	606	4,500	431	9,000	100.00%
DEBENTURE & INTEREST	77	0	1,956	0	0.00%
TOTAL EXPENSES	2,150,067	2,295,710	1,617,279	2,271,561	-1.05%
RECREATION PROGRAMS NET	1,612,648	1,859,085	1,344,919	1,896,721	2.02%



Recreation and Aquatic Services - Operating Budget Continued

	2019 ACTUAL	2020 BUDGET	2020 YEAR TO DATE	2021 BUDGET	BUDGET CHANGE
LIBRARIES					
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-20,565	0	0	0	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	-81,332	0	0	0	0.00%
TOTAL REVENUES	-101,897	0	0	0	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	488,766	0	223	0	0.00%
CONTRACTED SERVICES	119,866	36,830	6,411	32,044	-12.99%
CONSUMABLE SUPPLIES	56,388	10,509	5,083	10,847	3.22%
GRANT TRANSFERS	49,085	638,920	638,767	638,920	0.00%
DEBENTURE & PAYMENTS	787	0	0	0	0.00%
TOTAL EXPENSES	714,892	686,259	650,484	681,811	-0.65%

Base Budget Highlights















- Salaries, wages and benefits changed due to personnel changes. More information will be provided to Council in a closed session due to FOIP requirements.
- Recreation programming saw a decrease in salaries and wages due to efficiencies found after a detailed review of the department.












Parks & Facilities

2021 Net Operating Budget	\$5,958,166
2020 Net Operating Budget	\$8,910,120
Budget Change	-\$2,951,954
% Change	-33.13%

2020 Key Accomplishments

- Completed Bold Center Sports Field Phase 1. 
- Completed Golf Course Water Intake and Pump House.   
- Created a picnic shelter and washroom at Old Trail Boat Launch.  
- Added a picnic shelter on the waterfront in Lac La Biche. 
- Removal of the old pier system from Whitesands Campground. 
- Built a new boat launch at Poplar Point.  
- Upgraded Holowachuk Estates Boat Launch.  
- Added two food vendors to the Bold Center Food Court. 
- New double washroom facility at Plamondon Ball Diamonds. 

2021 Approved Initiatives

- Complete Bold Center Sports Fields Phase 2 (ball diamonds). 
- Complete Bold Center Campground. 
- Complete Owl River Campground. 
- Build disc golf course at Alexander Hamilton Park. 
- Begin Aquatics Centre project at Bold Center, including conceptual drawings, engineering, public input. 
- Complete Trails Master Plan.  
- Complete McArthur Park Master Plan.  

Purpose

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

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



Parks & Facilities - Operating Budget

	2019 ACTUAL	2020 BUDGET	2020 YEAR TO DATE	2021 BUDGET	BUDGET CHANGE
COMMON FACILITIES					
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-42,587	-33,168	-12,762	-33,168	0.00%
OTHER REVENUES	0	-32	0	-32	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	-42,587	-33,200	-12,762	-33,200	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	955,985	874,662	782,486	977,289	11.73%
CONTRACTED SERVICES	172,872	202,448	103,246	182,534	-9.84%
CONSUMABLE SUPPLIES	259,669	314,832	256,720	314,832	0.00%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	1,388,526	1,391,942	1,142,452	1,474,655	5.94%
COMMON FACILITIES NET	1,345,939	1,358,742	1,129,690	1,441,455	6.09%

CEMETERIES

OPERATING REVENUES					
SALE OF GOODS & SERVICES	-11,515	-10,350	-12,275	-10,350	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	-11,515	-10,350	-12,275	-10,350	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	0	0	0	0	0.00%
CONTRACTED SERVICES	2,076	8,950	5,764	8,950	0.00%
CONSUMABLE SUPPLIES	1,308	1,800	2,335	1,800	0.00%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	3,384	10,750	8,099	10,750	0.00%
CEMETERIES NET	-8,131	400	-4,176	400	0.00%



Parks & Facilities - Operating Budget Continued

	2019 ACTUAL	2020 BUDGET	2020 YEAR TO DATE	2021 BUDGET	BUDGET CHANGE
RECREATION FACILITIES					
OPERATING REVENUES					
SALE OF GOODS & SERVICES	-11,515	-10,350	-12,275	-10,350	0.00%
OTHER REVENUES	0	0	0	0	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	-11,515	-10,350	-12,275	-10,350	0.00%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	0	0	0	0	0.00%
CONTRACTED SERVICES	2,076	8,950	5,764	8,950	0.00%
CONSUMABLE SUPPLIES	1,308	1,800	2,335	1,800	0.00%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	0	0	0	0	0.00%
TOTAL EXPENSES	3,384	10,750	8,099	10,750	0.00%
CEMETERIES NET	-8,131	400	-4,176	400	0.00%

PARKS & OPEN SPACES

OPERATING REVENUES					
SALE OF GOODS & SERVICES	-691,991	-671,054	-198,085	-680,054	1.34%
OTHER REVENUES	-24,367	-26,042	-8,081	-26,042	0.00%
GOVERNMENT TRANSFERS	0	0	0	0	0.00%
TOTAL REVENUES	-716,357	-697,096	-206,166	-706,096	1.29%
OPERATING EXPENSES					
SALARIES, WAGES & BENEFITS	2,164,584	2,266,019	1,783,075	2,302,486	1.61%
CONTRACTED SERVICES	540,651	500,016	423,923	623,224	24.64%
CONSUMABLE SUPPLIES	1,141,194	972,062	718,880	961,062	-1.13%
GRANT TRANSFERS	0	0	0	0	0.00%
DEBENTURE & INTEREST	5,949,968	2,980,328	2,980,329	0	-100.00%
TOTAL EXPENSES	9,796,398	6,718,425	5,906,208	3,886,772	-42.15%
RECREATION FACILITIES NET	9,080,040	6,021,329	5,320,168	3,039,268	-49.52%

Base Budget Highlights

- Salaries, wages and benefits increased based on inflation and merit increases.
- The Bold Center debenture was paid off in June of 2020, reducing the facilities budget by just under \$3M.
- The Parks and Trails Master Plan and McArthur Park Master Plan are expected to be completed in 2020, therefore, these items are resulting in a reduction in 2021 budget.

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.

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

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

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

Liability: Debt or other legal obligations arising out of transactions in the past, which must be liquidated, renewed or refunded at some future date.

Line Item: A basis for distinguishing types of revenues and expenditures.

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

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

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

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

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

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

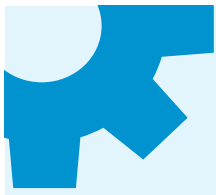
Surplus: The difference in a fund that represents the current year's excess of revenues over expenditures.

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

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

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

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



Lac La Biche County By the Numbers



Lac La Biche County
welcoming by nature.

Lac La Biche County
currently employs

200

permanent employees

+ 58

casual/seasonal employees

+ 51

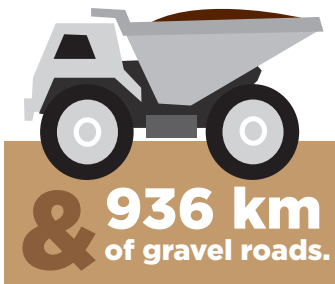
paid-on-call firefighters
and 5 cadets.



Staff maintain
131 km
of paved roads,



101 km
of oiled surfaces,



& 936 km
of gravel roads.



Firefighters have responded to
241 incidents.*

Enforcement Services has
12 peace officers.
They have responded to
2,434 complaints.*

The County cares for
1 spray park,
1 campsite,
1 cemetery,
2 ball diamonds,
2 tennis courts,
4 outdoor basketball courts,
7 outdoor rinks,
14 boat launches,
16 parks & playgrounds,
30 km of walking trails, and
125 acres of open space.



**1,000
TONNES**
of waste was
recycled in 2020*.

3,843 drop-ins*
at the Bold Center.
3,516 drop-ins*
at Portage Pool.



Lac La Biche County gave the following grant dollars to community groups in 2020:

- \$487,285.52 for operational funding and programming;
- \$1,057,082 for capital grants and capital project contribution to community groups;
- \$143,231 for event grants and ad-hoc funding; and
- \$1,105,706 for funding agreements and other contributions.

*Numbers as of October 5, 2020.