



Lac La Biche County
welcoming by nature.

Proposed

BUDGET

SEEDING FOR GROWTH

2023

OUR COUNTY

Unless otherwise noted, all data comes from Statistics Canada.



Population

7,673

-7.9% Population Change 2016-2021



Trade Area Population

*figure determined by 2019 Retail Gap Analysis

approx. 27,000*

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



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

Leading Industries

Industries identified by Economic Development Strategy



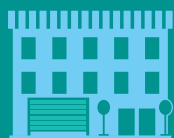
Oil & Gas



Forestry



Tourism



Public &
Government Services



Agriculture &
Agri-Food Processing

Economic Redistributors:



Construction



Retail



Personal
Services



Transportation

INTRODUCTION

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

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

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

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

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

Council and Guiding Principles and Public Input/Expectations

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

The budget guiding principles

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

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

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

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

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

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

Public Budget Input

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

New for 2022, Administration is implementing the

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

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

General Economic Outlook and Highlights

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

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

Stabilization Operating Reserve

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

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

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

Budget Highlights:

- Estimated 2023 tax revenue is based on collecting the same total dollar amounts as 2021 actuals, while maintaining the 5.89:1 tax rate ratio.
- Council has held the line for taxes for the last three years and it is becoming increasingly difficult to do so with soaring inflation and increases in service levels.
- The proposed revenues maintain the 5.89:1 tax rate ratio. There are 10 municipalities, mainly in northern Alberta, that have a tax rate ratio over 5.00. Lac La Biche County is the sixth highest of the ten.
- Council may want to consider a special small business tax rate, recently inserted into the MGA. 22 other municipalities have one, but only seven of them are lower than the County's regular urban business tax rate. At least 90% of the County's tax revenue is non-residential.
- Service levels: Departments have outlined what they do and it is in the package. A budget best practice is to calculate the costs of providing a level of service and then determining the cost of increasing the service level or decreasing the service level.
- Administration is also advising Council to continue to take steps to improve cost recovery for its utilities. Water and sewer rates have not increased since the County was created in 2007. Administration is bringing forward more information for Council to consider this as part of budget.
- 2023 capital projects have been prioritized based on the new prioritization matrix presented to Council in the fall of 2022. The 10-year capital plan is undergoing work and will be brought forward during budget.
- Major grants include the following:
 1. Municipal Sustainability Initiative (MSI) and the Investing in Canada Infrastructure Program (ICIP) - \$15 million has been allocated for design and construction of the new aquatics centre. \$9 million to date comes from MSI from 2021 and previous years. \$6 million comes from ICIP. Additional MSI for 2022 can also be used. The County also received an allocation of MSI funding for 2022 and 2023 fiscal years. Administration recommends that this allocation be kept for the pool project until all plans are finalized.
 2. Canada Community-Building Fund (formerly the Gas Tax Fund) - approximately \$550K is available for eligible capital projects in 2023. Administration suggests the Truck Fill System Upgrades and Water Treatment Plant Disinfection Upgrades projects to utilize this grant.
 3. Railway Safety Improvement Program - \$960K was approved towards railway crossings at the Caslan Connector and 105 Avenue in the hamlet of Lac La Biche.
 4. Strategic Transportation Infrastructure Program (STIP) will be applied for BF-8807 and BF85387. These projects will only be started if the grant is approved
 5. Administration is also applying for other grants on an ongoing basis and will be informing Council of any additional available grant funding.
- Debenture Debt:
 1. Council's guiding principles for the budget may consider debt financing for strategic projects that provide benefits to the entire County.
 2. Administration is proposing two new debentures for 2023. The Main Street Revitalization project was initially debentured for \$16.4 million. It is expected that this project will cost \$27 million, therefore the additional \$11 million is proposed to be debentured over similar terms.
 3. McArthur Park Project is also being proposed to be debentured for \$6.3 million and it is

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

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

Efficiencies

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

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

The Budget Process:

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

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

Administration looks forward to the discussions.

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READER'S GUIDE

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

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

Hyperlinks

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

To utilize these features:

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

BUDGET SECTIONS

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

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

Department Highlights: This section provides a brief summary of department activities, current year highlights, proposed initiatives, service levels, and financial summary for each division/department.

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

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

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

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Lac La Biche County
Alberta**

For the Fiscal Year Beginning

January 01, 2022

Christopher P. Morill

Executive Director

Our Vision

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

Our Mission

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

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

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

Budget Overview

COUNCIL'S STRATEGIC GOALS

Council has adopted Lac La Biche County's 2022-2032 Strategic Plan, creating a road map for the future success of our community. This document includes a vision that describes where Council would like Lac La Biche County to be in the next several years. You can find the vision on the previous page.

Council also adopted a variety of strategic priorities to help the County fulfill that vision, which you can read below. These priorities have guided the creation of the 2023 budget.



Priority Area: FLOURISHING ECONOMY

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



Priority Area: SERVICE EXCELLENCE

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



Priority Area: STRATEGIC COMMUNICATION

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



Priority Area: SOCIAL WELLNESS

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



Priority Area: TOURISM & RECREATION

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



Priority Area: ENVIRONMENT & AGRICULTURE

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



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

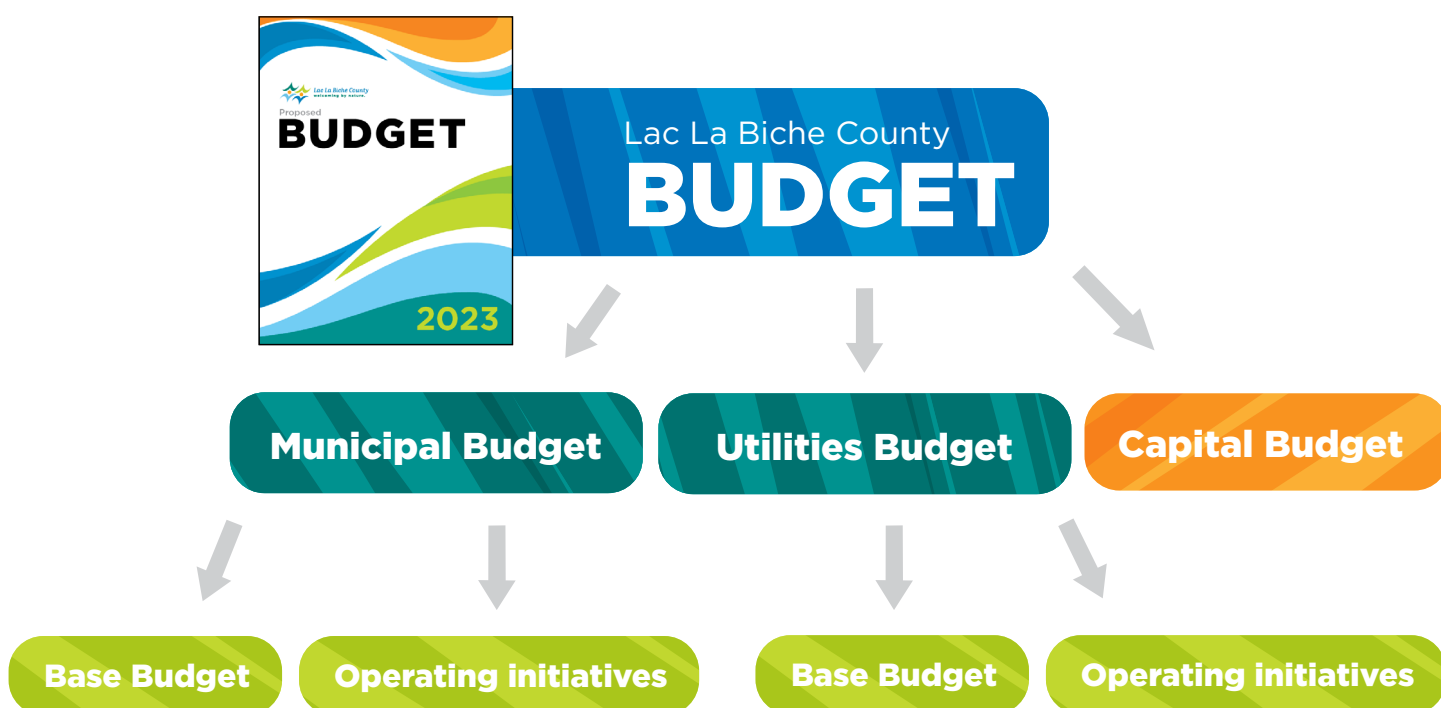
CORPORATE BUDGET HIERARCHY

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

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

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

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



Ten-Year Municipal Capital Plan

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

BUDGET GUIDELINES

Basis of Budgeting

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

Financial Policies

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

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

Fund Accounting

OPERATING FUNDS

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

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

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

RESERVE FUNDS

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

CAPITAL FUNDS

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

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



Budget Process

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

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

Council	Senior Leadership Team	All Departments	Finance & Communications
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OPERATING BUDGET

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

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

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

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

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

CAPITAL BUDGET

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

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

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

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

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

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

LAC LA BICHE COUNTY BUDGET PRIORITIZATION MATRIX

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

P1: IMPERATIVE (Must-Do)

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

P2: ESSENTIAL (Should-Do)

Projects that address clearly demonstrated needs or objectives.

P3: IMPORTANT (Could-Do)

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

P4: DESIRABLE (Other Year)

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

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

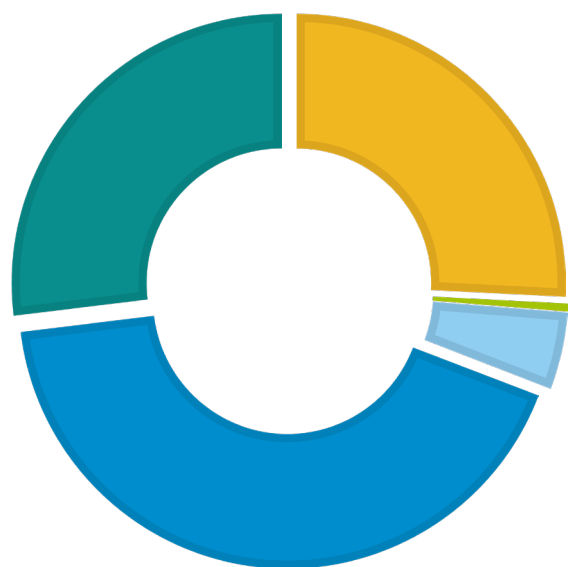
The prioritization matrix considers eight weighted criteria that reflect attributes that are critical in deciding whether a project should be initiated or funded.

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

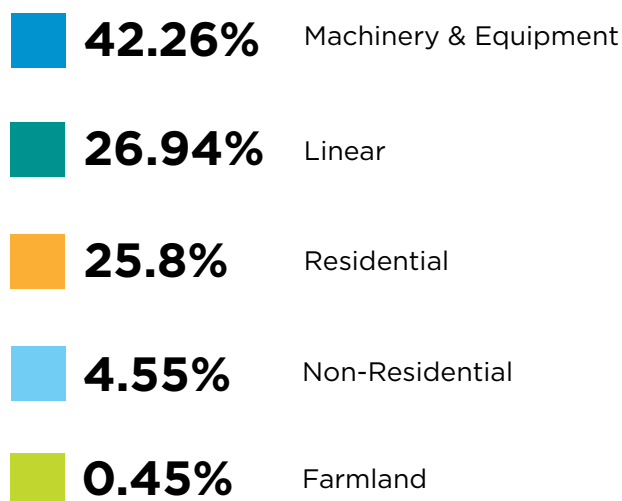
This multi-tiered approach is designed to bring consistency and minimize subjectivity in determining the right order of placing capital projects on annual proposed budgets and the 10-Year Capital Plan.

TAXATION AND ASSESSMENT

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



Assessment Value by Major Type

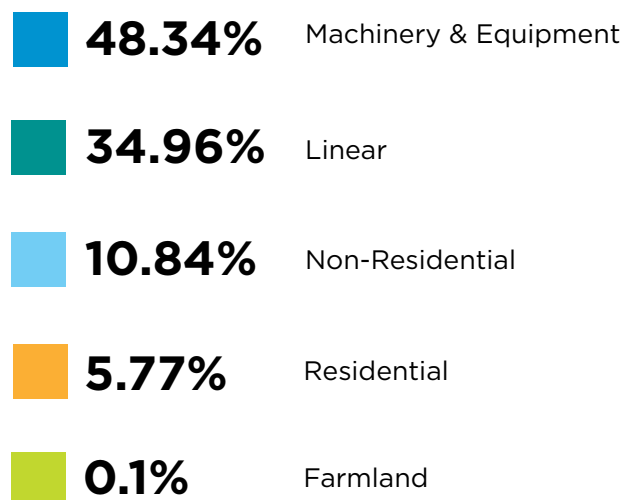


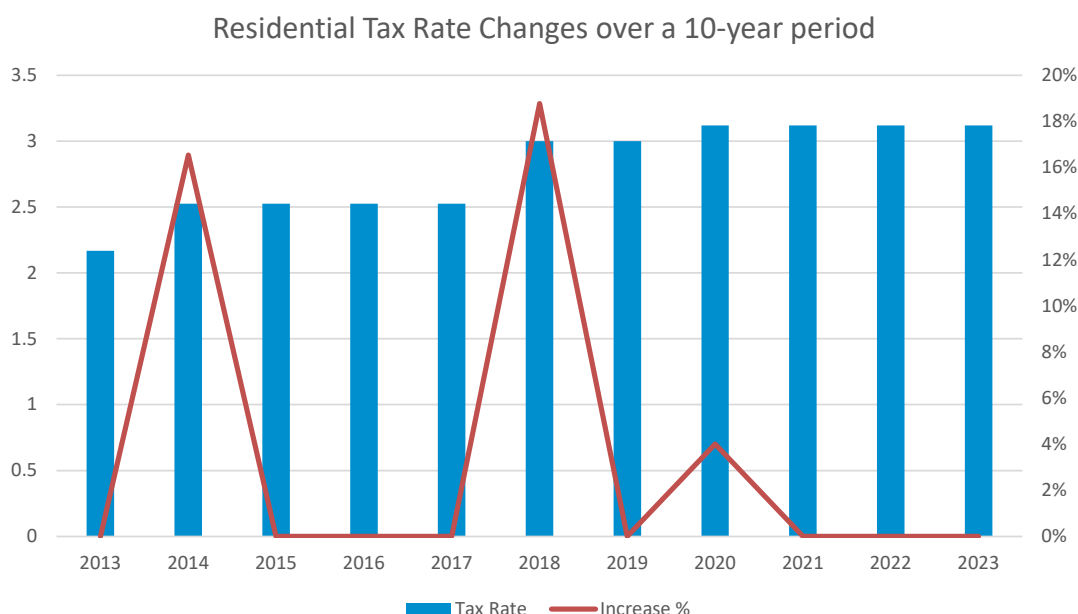
The County's revenues are mainly derived from the non-residential assessment base. This is due to the high tax rate for non-residential rural assessment, capturing mainly the heavy industrial activity of the oil and gas sector. The non-residential revenues make up a large portion of the County's total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

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



Tax Revenues by Major Type





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

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

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

2023 TAX DOLLARS AT WORK

The 2023 budget is prepared based on a 0% property tax increase and a \$67 million municipal tax revenue requirement. How will each of those dollars be spent? See the chart below for a breakdown of the services that each tax dollar funds.



■	\$0.36	Public works & planning
■	\$0.25	Community services
■	\$0.13	Corporate services
■	\$0.11	Transfer to non-operating reserves
■	\$0.07	Transfer to capital
■	\$0.05	Public utility
■	\$0.02	Council

Financial Summaries

BUDGET SUMMARY

Consolidated Operating and Capital Budget

FOR THE YEAR ENDING DECEMBER 31, 2023

OPERATING BUDGET

OPERATING REVENUES	A	78,413,618
OPERATING EXPENDITURES		
BASE EXPENDITURES		62,604,690
OPERATING INITIATIVES		1,408,889
OPERATING IMPACTS OF CAPITAL AND DEBENTURES		66,094
TOTAL OPERATING EXPENDITURES	B	64,079,673
OPERATING SURPLUS (A+B)	C	14,333,945
NON-OPERATING RESERVE ALLOCATIONS	G	7,155,704
FUNDS AVAILABLE TO FINANCE CAPITAL PROJECTS (C-G)	H	7,178,241

CAPITAL BUDGET

CAPITAL EXPENDITURES	I	41,709,319
CAPITAL REVENUES & FUNDING SOURCES		
TRANSFERS FROM CAPITAL RESERVES	J	3,310,600
CAPITAL GRANTS	K	11,950,373
OTHER FUNDING SOURCES	L	182,600
DEBT FINANCING	M	20,700,000
CAPITAL FUNDS REQUIREMENT FROM OPERATING (I+J+K+L+M)	N	(5,565,746)
FUNDS REMAINING AS AT DECEMBER 31, 2023 (H+N)	O	1,612,495

BUDGET SUMMARY

Municipal Budget Summary

FOR THE YEAR ENDING DECEMBER 31, 2023

MUNICIPAL OPERATING BUDGET

OPERATING REVENUES	A		73,169,859
OPERATING EXPENDITURES			
BASE EXPENDITURES		53,789,459	
OPERATING INITIATIVES		1,158,889	
OPERATING IMPACTS OF CAPITAL AND DEBENTURES		66,094	
TOTAL OPERATING EXPENDITURES	B		55,014,442
<hr/>			
MUNICIPAL OPERATING SURPLUS ^(A+B)	C		18,155,417
<hr/>			
TRANSFER TO UTILITY	D		3,821,472
NON-OPERATING RESERVE ALLOCATIONS	G		7,155,704
<hr/>			
FUNDS AVAILABLE TO FINANCE CAPITAL PROJECTS ^(C-D-G)	H		7,178,241

Utility Budget Summary

FOR THE YEAR ENDING DECEMBER 31, 2023

UTILITY OPERATING BUDGET

OPERATING REVENUES	A		5,243,759
OPERATING EXPENDITURES			
BASE EXPENDITURES	B	8,815,231	
OPERATING INITIATIVES	C	250,000	
TOTAL OPERATING EXPENDITURES ^(B+C)			9,065,231
<hr/>			
UTILITY OPERATING DEFICIT FOR THE YEAR ENDED DECEMBER 31, 2023 ^(D+E)	D		(3,821,472)

Operating Budget

Municipal Operating Summary by Object

AS OF OCTOBER 26, 2022

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 YEAR TO DATE	2023 BUDGET
OPERATING REVENUES - MUNICIPAL					
Property Taxes and Local Improvements	69,266,431	67,967,506	67,000,001	70,307,709	67,382,861
Oil Well Drilling Licenses	-	-	-	-	-
Sale of Goods & Services	2,233,455	1,912,145	2,207,480	1,737,457	2,214,346
Licenses and Permits	175,000	210,396	165,200	112,978	116,650
Fines & Penalties	493,000	608,526	373,000	367,800	453,000
Interest Income	400,000	636,120	630,343	962,447	1,770,498
Other Revenues	109,874	647,656	241,200	716,001	441,578
Conditional Grants	1,076,982	1,688,766	1,044,930	813,446	790,926
Transfer To/From Reserves	1,242,000	1,250,077	2,224,164	2,224,164	-
TOTAL: REVENUES - MUNICIPAL	74,996,742	74,921,192	73,886,318	77,242,002	73,169,859
OPERATING EXPENSES - MUNICIPAL					
Salaries, Wages & Benefits	23,288,504	23,464,120	24,727,042	18,994,599	26,076,369
Contracted & General Services	13,096,395	10,409,667	13,457,779	6,639,990	11,576,630
Materials, Goods, Supplies & Utilities	6,691,794	7,001,080	7,458,385	5,380,255	8,604,372
Other Expenditures	-	1,088,945	-	5,270	-
Transfers To Organizations & Individuals	3,504,395	2,154,278	3,716,051	2,797,521	2,778,504
Debenture & Interest	69,353	68,889	84,838	50,250	227,103
Bank Charges & Short Term Interest	65,000	62,127	65,000	64,528	70,001
Transfer To/From Reserves	1,827,397	2,044,470	3,170,908	2,809,090	4,456,480
TOTAL: EXPENSES - MUNICIPAL	48,542,838	46,293,577	52,680,003	36,741,505	53,789,459
OPERATING SURPLUS	(26,453,904)	(28,627,615)	(21,206,315)	(40,557,976)	(19,380,400)

Utilities Operating Summary by Object

AS OF OCTOBER 26, 2022

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 YEAR TO DATE	2023 BUDGET
OPERATING REVENUES - UTILITIES					
Sale of Goods & Services	3,819,700	4,454,292	4,701,296	3,449,644	5,211,759
Licenses and Permits	-	-	-	-	-
Fines & Penalties	26,522	42,114	26,808	41,496	32,000
Interest Income	-	-	-	-	-
Other Revenues	-	152,707	-	71,920	-
Conditional Grants	-	3,151	2,100	-	-
Transfer To/From Reserves	-	-	50,000	50,000	-
TOTAL: REVENUES - UTILITIES	3,846,222	4,652,264	4,780,204	3,613,060	5,243,759
OPERATING EXPENSES - UTILITIES					
Salaries, Wages & Benefits	1,616,116	1,437,242	1,734,088	1,180,579	2,110,109
Contracted & General Services	3,052,883	2,996,563	3,018,231	1,965,117	2,586,970
Materials, Goods, Supplies & Utilities	2,148,594	2,936,719	3,152,758	2,457,273	3,899,102
Other Expenditures	-	-	-	-	-
Transfers To Organizations & Individuals	65,000	25,273	65,000	11,165	45,000
Debt Service & Interest	254,365	252,148	254,365	180,353	174,050
Bank Charges & Short Term Interest	-	-	-	-	-
Transfer To/From Reserves	-	-	-	-	-
TOTAL: EXPENSES - UTILITIES	7,136,958	7,647,944	8,224,442	5,794,487	8,815,231
OPERATING DEFICIT	3,290,736	2,995,680	3,444,238	2,181,427	3,571,472

REVENUE

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

Property Taxes & Local Improvements

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

Oil Well Drilling Licenses

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

Sale of Goods and Services

Included in this category are all fees that are charged to customers based on usage. Examples include fees for paratransit, recreation facilities, ticket sales and rental of ice arenas, etc.

Licenses and Permits

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

Fines and Penalties

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

Interest Income

This includes interest earned on investments.

Other Revenue

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

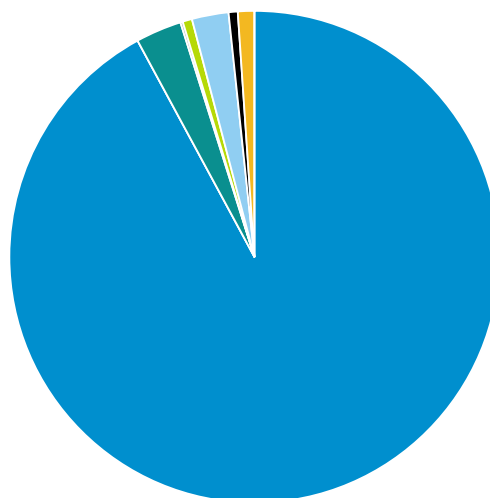
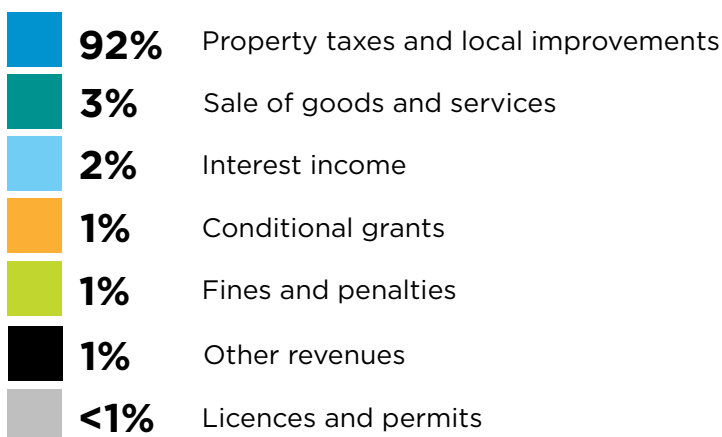
Conditional Grants

Lac La Biche County receives conditional grants from other levels of government. These grants must be used as directed by the granting government and the County must adhere to the reporting requirements of each grant.

Transfers to/from Reserves

These are transfers between operating and reserve funds.

Revenue Profile



EXPENDITURES

Salaries, Wages and Benefits

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

Contracted and General Services

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

Materials, Goods, Supplies and Utilities

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

Other Expenses

This includes corporate contingency expenses like bed debts.

Transfers to Organizations and Individuals

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

Debtenture and Interest

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

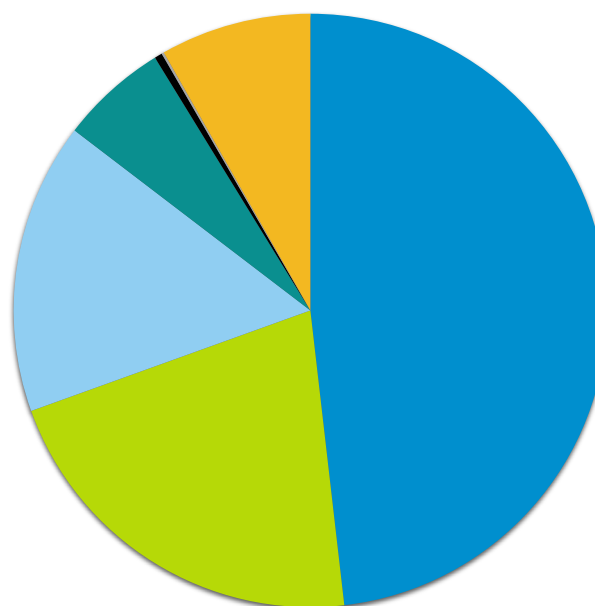
Bank Charges and Short Term Interest

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

Transfers to/from Reserves

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

Expense Profile



Municipal Operating Summary by Function - Revenues

AS OF OCTOBER 26, 2022

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 YEAR TO DATE	2023 BUDGET
OPERATING REVENUES - MUNICIPAL					
General Municipal	70,285,001	69,653,457	69,715,344	73,490,162	69,533,359
Council	-	1,322	-	321	-
General Administration	-	77,169	2,100	78,977	74,000
Records Management	-	3,150	-	92	-
Human Resources	-	9,435	-	17,934	-
Health & Safety	-	-	-	-	-
Graphical Information Systems	2,000	999	1,000	820	1,000
Information Technology	17,000	36,735	3,000	12,088	4,000
Finance	53,600	69,048	98,480	61,177	65,351
Legislative Services	-	31,326	-	1,245	-
Communications	-	3,150	2,100	-	-
Fire Services	175,300	458,249	219,345	198,750	175,300
Enforcement Services	71,200	180,596	51,200	251,251	395,300
Emergency Management Services	-	477,772	26,510	-	-
Common Services	233,200	147,931	296,993	229,921	33,200
Transportation Services	131,835	149,164	134,473	111,159	134,473
Airport Operations	71,400	81,867	72,828	27,764	72,828
Waste & Recycling Management	715,244	884,412	715,244	726,735	880,844
FCSS & Community Services	473,577	448,454	458,877	460,108	454,677
Cemeteries	10,350	17,733	10,350	17,598	10,350
Planning & Development	248,050	211,986	174,500	101,244	117,650
Environmental Services	4,500	3,191	4,500	1,717	4,500
Agriculture Services	132,265	130,340	132,300	142,985	135,153
Tourism & Economic Development	130,332	85,000	115,952	35,000	95,952
Community Group Supports	118,153	129,529	547,317	579,867	123,824
Recreation Facilities & Programs	1,107,305	516,654	1,103,905	680,560	858,098
Libraries & Culture	-	107,633	-	-	-
TOTAL OPERATING REVENUES - MUNICIPAL	73,980,312	73,916,302	73,886,318	77,227,475	73,169,859

Municipal Operating Summary by Function - Expenses

AS OF OCTOBER 26, 2022

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 YEAR TO DATE	2023 BUDGET
OPERATING EXPENSES - MUNICIPAL					
Council	1,011,558	853,701	1,013,560	766,709	1,027,199
General Administration	1,821,104	1,859,815	2,970,430	2,419,832	2,039,286
Records Management	365,595	325,899	317,838	190,348	272,019
Human Resources	731,125	822,618	852,923	588,332	968,624
Health & Safety	276,558	277,229	303,700	214,608	329,498
Graphical Information Systems	353,875	310,877	416,991	303,841	427,519
Information Technology	3,375,436	3,263,236	3,470,668	954,031	1,340,117
Finance	1,948,900	2,786,256	2,074,316	1,515,651	2,038,611
Legislative Services	306,954	332,621	308,065	200,531	337,482
Communications	640,982	525,874	623,458	453,924	717,256
Fire Services	1,475,624	1,599,768	2,036,071	1,164,740	2,184,575
Enforcement Services	2,544,957	2,327,889	2,892,572	1,754,849	3,307,744
Emergency Management Services	46,500	7,991	56,072	24,201	48,375
Common Services	6,803,976	7,098,745	7,372,437	6,238,854	9,690,378
Transportation Services	8,235,013	8,146,806	8,040,659	5,922,442	9,206,870
Airport Operations	122,841	108,344	205,902	57,476	232,380
Waste & Recycling Management	2,429,059	2,666,734	2,464,323	1,773,797	2,848,646
FCSS & Community Development	1,919,314	1,530,338	2,043,807	1,327,737	2,056,223
Cemeteries	10,750	3,595	10,750	9,915	10,750
Planning & Development	1,368,939	781,173	1,312,798	761,603	1,143,175
Environmental Services	312,094	300,960	331,489	259,362	357,198
Agriculture Services	716,415	646,141	747,083	587,906	836,257
Tourism & Economic Development	1,141,634	485,088	1,408,985	640,255	1,213,155
Community Group Supports	2,398,215	1,653,501	2,604,931	1,752,563	1,681,054
Recreation Facilities & Programs	7,503,609	6,853,817	8,116,565	6,203,616	8,777,912
Libraries & Culture	681,811	724,561	683,610	654,382	697,156
TOTAL OPERATING EXPENSES - MUNICIPAL	48,542,838	46,293,577	52,680,003	36,741,505	53,789,459
OPERATING SURPLUS - MUNICIPAL	(25,437,474)	(27,622,723)	(21,206,315)	(40,543,450)	(19,380,400)

Utilities Operating Summary by Function

AS OF OCTOBER 26, 2022

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 YEAR TO DATE	2023 BUDGET
OPERATING REVENUES - UTILITIES					
Drainage & Storm	-	-	-	-	-
Water	1,384,768	1,390,542	890,059	687,187	878,367
Wastewater	1,282,564	1,396,486	791,049	593,616	744,957
Natural Gas	2,195,320	2,870,129	3,099,096	2,346,783	3,620,435
TOTAL OPERATING REVENUES - UTILITIES	4,862,652	5,657,157	4,780,204	3,627,586	5,243,759
OPERATING EXPENSES - UTILITIES					
Drainage & Storm	518,849	597,236	836,473	559,013	860,606
Water	1,956,359	1,890,772	1,890,363	1,419,913	2,156,172
Wastewater	2,736,890	2,542,549	2,764,725	1,894,001	2,646,740
Natural Gas	1,924,860	2,617,387	2,732,880	1,921,560	3,151,713
TOTAL OPERATING EXPENSES - UTILITIES	7,136,958	7,647,944	8,224,442	5,794,487	8,815,231
OPERATING DEFICIT - UTILITIES	2,274,306	1,990,788	3,444,238	2,166,900	3,571,472

Operating Initiatives

OPERATING INITIATIVES

The Senior Leadership Team reviews all requested operating business cases for their merit and alignment with Council strategic priorities. Each case is weighed for its ability to provide value for money and/or bring efficiencies to the organization. This process helps Administration in determining a concise and cohesive list of business cases to be presented to Council as part of the 2023 Proposed Budget. For priority level definitions, see page 15.

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

Base business cases are those that are needed to sustain current operations and service levels. This also includes business cases related to meeting regulatory requirements. **Service level-enhancement business cases** improve the County's existing service levels. This also includes action items from studies or master plans that are recommended and best aligned with Council's strategic priorities.

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

CHIEF ADMINISTRATIVE OFFICER DIVISION

Base Business Cases

#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2023 NET	2023 EXPENSE	2023 REVENUES	2024-2028
1	Corporate Services Clerical Support Pg. 122	Hiring two clerks to support Legislative Services, Economic Development and Finance operations, to progress Council's mandate, sustain existing service levels and support work-life balance for staff. Among other tasks, this POI will support the rollout and setup of a business licensing program in accordance with draft Bylaw 21-010.	P1	1.00	53,560	88,560	35,000	-

Service Level Enhancements

#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2023 NET	2023 EXPENSE	2023 REVENUES	2024-2028
2	Indigenous Relations Advisor Pg. 127	Council has established the Indigenous Collaboration Committee, and Administration is recommending the development of a Reconciliation Action Plan to align with the committee's work in building relationships with Indigenous peoples, communities and organizations, gaining cultural perspective and achieving equitable outcomes.	P2		60,000	60,000		120,000
3	Indigenous Collaboration Committee & Focus Indigenous Engagement Pg. 132	The Indigenous Collaboration Committee and internal "Focus Indigenous" initiative have been established to help advance reconciliation at the Council and administrative levels. These groups require adequate budget to host events, facilitate training, network and conduct other activities that are impactful and culturally appropriate.	P2		30,000	30,000		150,000
4	Investment Readiness Assessment Pg. 136	Dependent on additional staff resources. Independent assessment of the County's readiness to attract and welcome investors, looking at land availability, existing plans and processes, infrastructure and other considerations.	P3		75,000	75,000		-
5	Regional Trade Area Study Update Pg. 140	Motion of the Economic Development Advisory Committee: To recommend that the County determines an appropriate process to utilize regional population data and retail catchment area data to update the official Retail Gap Analysis report.	P3		15,000	15,000		-
6	Shop Local Campaign Pg. 144	Council has included in its Strategic Plan a direction to create a "Buy in Lac La Biche County" initiative that demonstrates the multiplier effect of money spent in the region, and the costs of travel to other communities to shop.	P3		15,000	15,000		30,000

CORPORATE SERVICES DIVISION

Base Business Cases								
#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2023 NET	2023 EXPENSE	2023 REVENUES	2024-2028
7	Network & Systems Analyst Pg. 148	The Information & Technology Services department has been seeing increased demand for service and growth in expectations as the organization grows. This position would replace a 0.33 Summer Student position with 1 FTE.	P1	0.67	40,106	40,106		544,321
8	Census Program Pg. 152	The County's census program previously enumerated residents and shadow population members every three years. The practice was suspended when the Government of Alberta stopped accepting data for the Municipal Affairs Population List. If the government moves forward with accepting municipal census data again, Administration recommends conducting a census locally again. It is also anticipated that provisions for counting the shadow population will be reinstated.	P2		80,000	80,000		80,000

FINANCE & PLANNING DIVISION

Base Business Cases								
#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2023 NET	2023 EXPENSE	2023 REVENUES	2024-2028
9	Grant Clerk Pg. 156	This position would assist with filing grant applications, organizing correspondence, processing grant payments, etc.	P1	0.60	48,065	48,065		268,603

Service Level Enhancements								
#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2023 NET	2023 EXPENSE	2023 REVENUES	2024-2028
10	Lands Officer Pg. 161	Hiring a Lands Officer to become part of the Planning & Development department but also to assist all departments with lands matters.	P2	1.00	98,291	98,291		551,199
11	Lac La Biche Gas Co-op Grant Pg. 166	As per motion 22.577, Administration is bringing forward information related to a five-year annual funding commitment of \$150,000.	P3		150,000	150,000		750,000
12	Lac la Biche Back Country Riders Assistance Pg. 170	Collaboration and funding for Lac la Biche Back Country Riders to develop a trail system. The developed trails would not only be for snowmobile users, but may also be used by hikers and cross-country skiers and eventually become an all-season trail network.	P3		50,000	50,000		100,000
13	Medical Professional Attraction/Retention Program Pg. 174	Administration will begin developing a policy and formalize a variety of programs and initiatives that will improve attraction and retention of medical professionals in Lac La Biche County.	P2		-	141,000	141,000	

INFRASTRUCTURE SERVICES DIVISION (Excluding Utilities)

Base Business Cases

#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2023 NET	2023 EXPENSE	2023 REVENUES	2024-2028
14	Engineer Pg. 178	Demands on the Engineering Services team are increasing. Hiring two additional Engineering Technologists will help efficiently manage the construction projects currently underway as well as those planned for the future. Staff will also be available to assist other departments with surveying, project management, etc.	P2	0.65	121,594	121,594		718,247
15	Journeyman Automotive Technician Pg. 182	Hiring one Journeyman Automotive Technician to join a team of five responsible for the maintenance and repair of 442 County equipment and fleet vehicles. The County fleet has been growing by 10 units, on average, per year for the last five years.	P1	1.00	96,699	96,699		562,812
16	Weed and Pest Control Program Pg. 186	The County is mandated by the Province to control noxious weeds and agricultural pests and diseases. Due to a large area to monitor and enforce, and a lack of resources, the department needs an additional inspector to meet expected service levels. This may also result in increased funding from the Province, as output is a factor in the Agricultural Service Board funding formula.	P2	0.40	27,336	27,336		136,980

Service Level Enhancements

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

RECREATION & COMMUNITY SERVICES DIVISION

Base Business Cases

#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2023 NET	2023 EXPENSE	2023 REVENUES	2024-2028
18	Young Family Programmer Pg. 196	Increasing two current .6 positions to .8 FTE. Recent changes in partner agencies have resulted in Young Family Connections staff taking on greater responsibility for early childhood development and parenting programming.	P3	0.40	40,110	40,110		226,096
19	Community Outreach Worker Pg. 202	Programming support for children ages 7-12, increasing an existing .6 FTE to 1 FTE.	P3	0.40	43,316	43,316		238,511
20	Social Development Plan Pg. 207	Creation of a well-rounded strategy to support social development in Lac La Biche County.	P3		65,000	65,000		-

Service Level Enhancements

#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2023 NET	2023 EXPENSE	2023 REVENUES	2024-2028
21	Community Access Bus Program Pg. 212	Administration is proposing to increase the Community Access Bus' service hours. The service provides low-cost transportation for low-income residents to attend appointments, run errands and participate in community activities. The existing pool of casual staff would be repurposed to meet the enhanced service level.	P3		16,142	16,742	600	17,227

UTILITIES

Base Business Cases								
#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2023 NET	2023 EXPENSE	2023 REVENUES	2024-2028
22	Water and Sewer Master Plan Pg. 217	Complete a master plan to give Administration and Council clear direction on where to invest in expanding infrastructure. This will also reassess existing infrastructure to ensure the County meets current and future demand.	P3		250,000	250,000		-

TOTAL MUNICIPAL OPERATING INITIATIVES & CAPITAL IMPACTS ON OPERATING	6.62	1,158,889	1,335,489	176,600	4,662,721
TOTAL UTILITIES OPERATING INITIATIVES & CAPITAL IMPACTS ON OPERATING	-	250,000	250,000		
TOTAL OF ALL OPERATING INITIATIVES & CAPITAL IMPACTS ON OPERATING	6.62	1,408,089	1,585,489	176,600	4,662,721

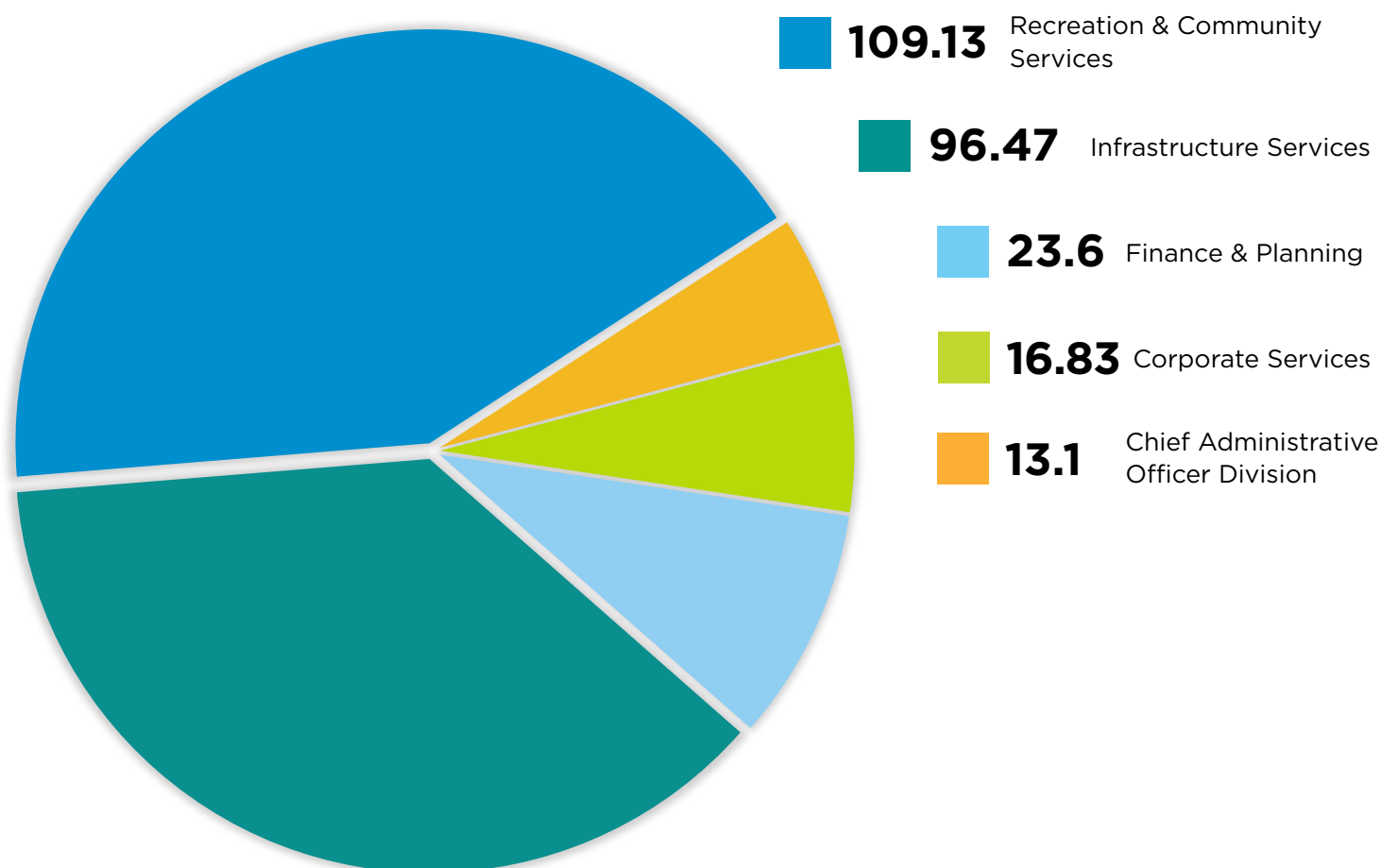
Note: The total in the 2024-2028 column is a sum of expenditures for the next five years.

Staffing Overview

PROPOSED POSITIONS

DIVISION	2022 APPROVED FTE	2022 AMENDMENTS	2022 AMENDED FTE	2023 BUSINESS CASES	2023 PROPOSED FTE
Chief Admin. Officer Division	12.1	1	13.1	0.00	13.1
Corporate Services	16.16	-0.5	15.66	1.17	16.83
Finance & Planning	21	0.5	21.5	2.1	23.6
Infrastructure Services	90.92	0	90.92	5.55	96.47
Recreation & Community Services	109.33	-1	108.33	0.8	109.13
TOTAL FULL-TIME EQUIVALENT STAFF	249.51	0.00	249.51	9.62	259.13

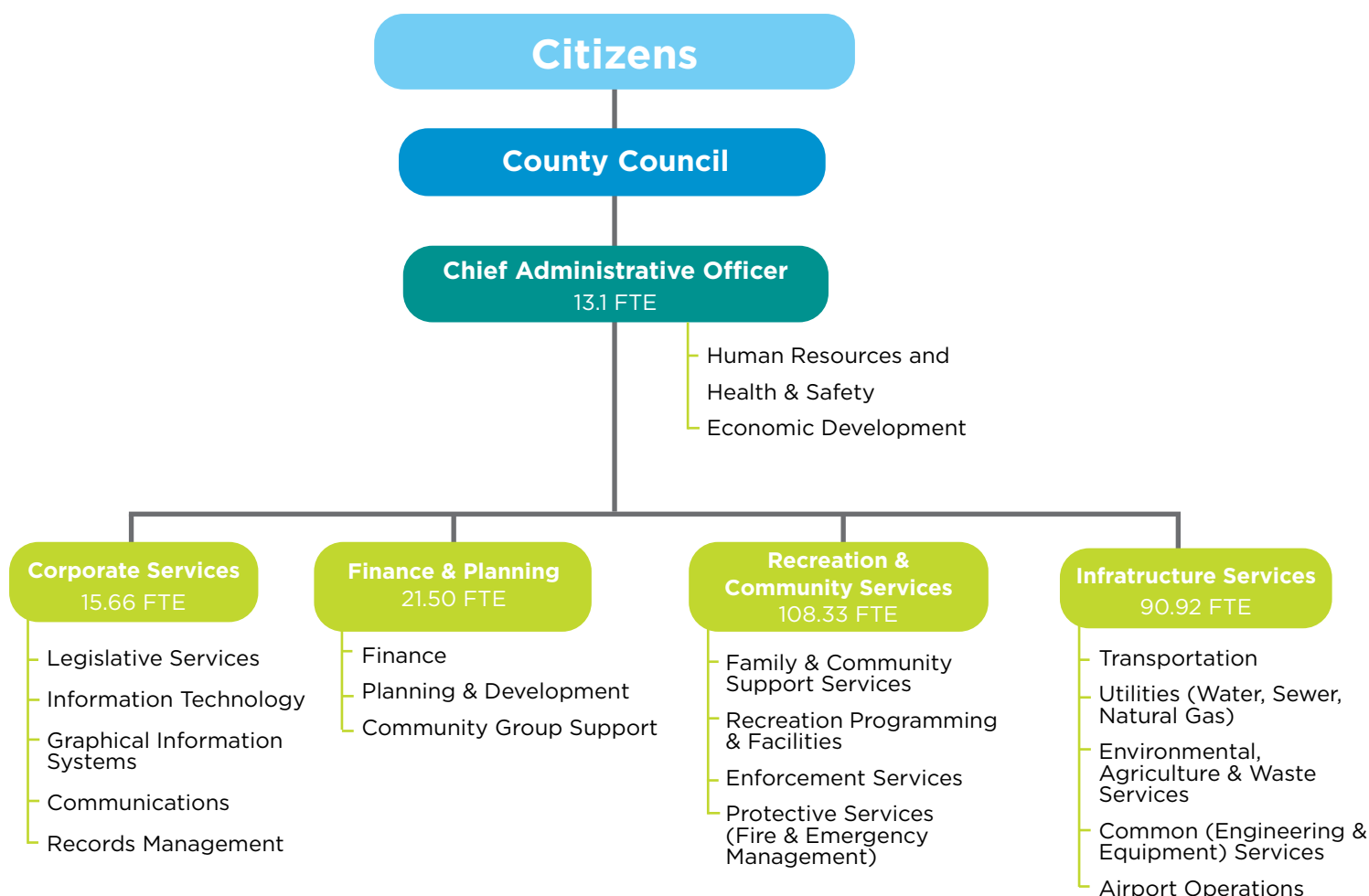
Proposed FTE Allocation by Division (2023)



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

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

CURRENT ORGANIZATION CHART (2022)



FULL-TIME EQUIVALENT STAFFING (FTE)

The current staffing chart is comprised of all approved positions with an aggregate Full-Time Equivalent (FTE)* total for each division. The only positions or staff that are not included in this chart are the council and mayor position(s), as they are elected officials of Lac La Biche County. Administration is proposing 6.62 additional FTE for the 2023 budget year.

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

Capital Budget

CARRY-FORWARDS

AS OF OCTOBER 26, 2022

	2022 BUDGET	2022 CARRY FORWARD
FIRE PROTECTION		
Rescue Vehicles	598,886	486,633
TOTAL: FIRE PROTECTION	598,886	486,633
COMMON FACILITIES		
County Center Office Renovation	200,000	194,550
Transitional Housing Project	650,000	375,000
TOTAL: COMMON FACILITIES	850,000	569,550
EQUIPMENT SERVICES		
County Center Shop Expansion	119,086	41,342
Common Services - Vehicles	1,362,300	890,811
TOTAL: EQUIPMENT SERVICES	1,481,386	932,153
TRANSPORTATION		
Plamondon Main Street(Hwy 858)	759,305	759,305
Old Conklin-New Gravel Road	459,070	459,070
Walking Trail Program Funding	90,348	90,348
Tarrabain Drive Eng./Con/Pave	1,506,917	1,483,735
Lac La Biche Main Street Revitalization	7,669,259	6,618,524
Bridge Replacement Program	138,180	45,488
Subdivision Road Upgrade Program	735,183	735,183
County Center Parking Lot & Yard Reconfiguration	128,524	64,149
Mission - Lac La Biche Walking Trail	23,794	23,178
Hamlet Back Lane Paving Program	227,505	48,703
Subdivision Entrance Sign Program	157,968	107,490
Blais Resort Base And Pave	50,000	22,431
Bridge File 72382 (RR132)	1,798,605	1,791,861
Lac La Biche Shoreline Erosion	1,480,000	1,455,286
Youngs Beach Base And Pave	4,681,966	3,540,556
New Road - NW-15-63-11-W4	30,000	30,000
Imperial Mills Walking Bridge	60,000	60,000
TOTAL: TRANSPORTATION	19,996,624	17,335,308
AIRPORT		
Airport Security Fence/Gate	30,000	30,000
Airport Modernization	359,000	351,190
TOTAL: AIRPORT	389,000	381,190

CARRY-FORWARDS (CONTINUED)

AS OF OCTOBER 26, 2022

	2022 BUDGET	2022 CARRY FORWARD
WATER UTILITY		
Sentinel Park Water & Sewer	127,882	127,882
Sentinel East Storm Pond	409,047	389,688
Dry Hydrants Fire Service	85,562	85,562
Hydrovac Receiving Station	53,586	53,586
Campsite Water & Sewer Service	250,000	250,000
Dry Hydrant/Cistern - Bayview	125,000	125,000
TOTAL: WATER UTILITY	1,051,077	1,031,718
SEWER UTILITY		
Rich Lake Sani Dump	41,433	35,343
Plamondon Wastewater Lift Station	4,000,000	3,959,820
McGrane Lift Station Generator	150,000	124,697
TOTAL: SEWER UTILITY	4,191,433	4,119,860
NATURAL GAS UTILITY		
Regulator Station Replacement	265,000	179,988
Line Loop On Lakeland Drive	208,000	201,516
TOTAL: NATURAL GAS UTILITY	473,000	381,504
ENVIROMENTAL SERVICES		
Bold Center Wetland Replacement	82,464	64,011
Field Lake Wetland Replacement	69,790	55,148
TOTAL: ENVIROMENTAL SERVICES	152,254	119,158
RECREATION FACILITIES		
Bold Center Sport Fields	1,798,621	484,140
New Aquatic Center	5,133,685	5,103,085
Bold Center Lounge Renovation	150,520	113,388
TOTAL: RECREATION FACILITIES	7,082,826	5,700,613
PARKS & OPEN SPACES		
Walking Trail Resurface Program	31,000	31,000
Outdoor Rink Resurfacing Program	36,600	36,600
Future Cemetery Development	186,128	186,128
Golf Course Master Plan	760,371	313,056
Birch Grove Playground	75,000	75,000
McArthur Park Development	925,040	925,040
TOTAL: PARKS & OPEN SPACES	2,014,139	1,566,824
TOTAL:	38,280,625	32,624,511

RESERVES BALANCE



Reserve Name	2023				2024	2025	2026	2027	2028	COMMENTS
	OPENING BALANCE	TRANSFER OUT	TRANSFER IN	ENDING BALANCE						
Special Purpose Reserves										
Municipal Parks Reserve	553,433	(535,000)	9,500	27,933	37,433	46,933	56,433	65,933	75,433	Allocated to the Dock Replacement Program, Bayview Beach Playground, Dumasfield Park Upgrades, and Jubilee Park Enhancement in 2023
Resident Response Fund	490,836			490,836	597,190	703,545	703,545	703,545	703,545	
Economic Development Fund	0.00			0.00	0.00	0.00	0.00	0.00	0.00	
Medical Professional Attraction and Retention	392,000									
	1,436,269	(535,000)	-	518,769	634,623	750,478	759,978	769,478	778,978	
Stabilization and Contingency Reserve										
Stabilization Operating Reserve	2,000,000									
Fire	-		1,314,038	3,314,038	5,359,300	7,404,562	7,404,562	7,404,562	7,404,562	
Building Repair & Maintenance			8,333	33,333	116,667	200,000	200,000	200,000	200,000	
Water, Sewer, Storm, Natural Gas Services			33,333	8,333	25,000	41,667	41,667	41,667	41,667	
Snow & Ice Control			33,333	33,333	116,667	200,000	200,000	200,000	200,000	
Emergency Services/Disaster Relief			33,333	33,333	116,667	200,000	200,000	200,000	200,000	
			33,333	33,333	366,667	700,000	700,000	700,000	700,000	
	2,000,000	-	1,455,704	3,455,704	6,100,967	8,746,229	8,746,229	8,746,229	8,746,229	
Asset Management Program Reserves										
Sidewalk Replacement	750,000		250,000	1,000,000	1,250,000	1,500,000	1,750,000	2,000,000	2,250,000	
Road Resurfacing	750,000		250,000	1,000,000	1,250,000	1,500,000	1,750,000	2,000,000	2,250,000	
Bridge Structure Replacement	250,000		250,000	500,000	750,000	1,000,000	1,250,000	1,500,000	1,750,000	
Chipseal Program	500,000		250,000	750,000	1,000,000	1,250,000	1,500,000	1,750,000	2,000,000	
Water & Sewer Replacement	7,500,000		2,500,000	10,000,000	12,500,000	15,000,000	17,500,000	20,000,000	22,500,000	
Cast Iron Water Line Replacement Program	1,000,000	(2,000,000)	1,000,000	0	1,000,000	2,000,000	3,000,000	4,000,000	5,000,000	Allocated to 101a Street Water and Sewer Replacements in 2023.
Natural Gas Infrastructure	-			-	-	-	-	-	-	
	10,750,000	(2,000,000)	4,500,000	13,250,000	17,750,000	22,250,000	26,750,000	31,250,000	35,750,000	
New Infrastructure Program Reserves										
Subdivision Road Network	3,000,000		1,000,000	4,000,000	5,000,000	6,000,000	7,000,000	8,000,000	9,000,000	
Walking Trails Network Development	400,000		200,000	600,000	800,000	1,000,000	1,200,000	1,400,000	1,600,000	
Road Network Upgrades	-		-	-	-	-	-	-	-	
	3,400,000	-	1,200,000	4,600,000	5,800,000	7,000,000	8,200,000	9,400,000	10,600,000	

RESERVES BALANCE (CONTINUED)

		2023				2024	2025	2026	2027	2028	
Reserve Name	Opening Balance	Transfer Out	Transfer In	Ending Balance	Ending Balance	Ending Balance	Ending Balance	Ending Balance	Ending Balance	Ending Balance	Comments
Operating Project Reserves											
Operating Project - Field Lake Pipeline Removal	-			-	-	-	-	-	-	-	
Operating Project - Fibre Optic Infrastructure	-			-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	
Capital Project Reserves											
Archery Facility	-			-	-	-	-	-	-	-	
McArthur Park Area Redevelopment	-			-	-	-	-	-	-	-	
Transitional Housing Wrap Around Services Center	1,579,900			1,579,900	1,579,900	1,579,900	1,579,900	1,579,900	1,579,900	1,579,900	
Sports Field Change Rooms	500,000			-	-	-	-	-	-	-	
Low Income Housing	606,258			-	-	-	-	-	-	-	
Capital Projects Unallocated Reserves											
	2,686,158	-	-	1,579,900	1,579,900	1,579,900	1,579,900	1,579,900	1,579,900	1,579,900	
Total Project Reserves	20,272,427	(2,535,000)	7,155,704	23,404,373	31,865,490	40,326,607	46,036,107	51,745,607	57,455,107		
Fleet & Equipment Replacement Reserve											
Fire Apparatus replacement	2,813,858		644,336	3,458,194	3,267,741	3,500,049	3,497,857	3,497,857	3,053,174		Allocated to Vehicle and Equipment purchases in 2023
Enforcement Vehicles replacement	247,960	(82,500)	156,636	322,096	214,240	198,380	29,820	29,820	172,600		
Equipment and Vehides replacement	8,718,338	(693,100)	3,655,508	11,680,746	7,619,897	7,924,581	7,239,377	7,239,377	5,822,990		
IT equipment	-			-	-	-	-	-	-	-	
Exercise Equipment	-			-	-	-	-	-	-	-	
	11,780,156	(775,600)	4,456,480	15,461,036	11,101,878	11,623,010	10,767,054	10,767,054	9,048,763		
TOTAL RESERVES BALANCE	32,052,583	(3,310,600)	11,612,184	38,865,409	42,967,367	51,949,617	56,803,161	62,512,661	66,503,870		





2023 CAPITAL BUDGET

2023										
	General Revenue	Reserves	Grants	Sale of Assets	Local Improvement	Other	User Fees	Debt Financing	Developer Contribution	Operating Impact
Transportation Services										
BF- 8807 Kiliuso Bridge(NE 17-66-15-W4M)	498,469	124,617	373,852							Pg. 221
BF- 85387 Culvert Replacement	492,694	123,173	369,521							Pg. 225
Hamlet Back Lane Paving Program	200,000	200,000								Pg. 229
Railway Crossing Signals Plamondon – Caslan Connector & LLB	1,200,000	240,000	960,000							Pg. 233
Snow Fence	82,200	82,200							10,000	Pg. 237
Snow Dump Site	100,000	100,000								Pg. 242
Airport Operations										
Airport Modernization	340,000	340,000								Pg. 246
Water & Sewer Utility										
101 Avenue (Main Street Lac La Biche) Water and Sewer Rehabilitation and Revitalization	16,000,000							16,000,000		Pg. 251
101 A Street & 104 Ave Water and Sewer Replace	2,000,000	2,000,000								Pg. 255
105 St - South of Tracks - Water & Sewer Installation	808,000	808,000								Pg. 259
TruckFill System Upgrades	100,000		100,000							Pg. 263
WTP Disinfection Upgrade	422,000		422,000						6,844	Pg. 267
Utility Shop Lunch Room	80,000	80,000								Pg. 271
Natural Gas Utility										
Churchill Dr - 104 St to 101 St (1000m) - Natural Gas Rehabilitation	250,000	250,000								Pg. 275
Fleet Services										
Replacement Vehicles and Equipment	1,344,500	471,300	693,100	180,100						Pg. 279
Growth/New Vehicles and Equipment	268,600	268,600								Pg. 284
Enforcement Services										
Replacement Vehicles and Equipment	85,000		82,500	2,500						Pg. 289
Protective Services Security Cameras	30,000	30,000								Pg. 293
Environmental Services										
Beaver Lake Landfill Slope	469,556	469,556								Pg. 297
Common & Recreation Facilities										
Legislative Services Privacy Partitions	13,000	13,000								Pg. 302
McArthur Hall Commercial Dishwasher Replacement	24,000	24,000								Pg. 306
McArthur Place Inside Front Door Replacement	12,000	12,000								Pg. 310
New Aquatic Center	12,900,000		9,700,000					3,200,000		Pg. 314
Recreation Equipment Replacements	68,300	68,300								Pg. 318
Mini Rink	25,000		25,000							Pg. 322
Parks & Open Spaces										
McArthur Park Development	1,500,000							1,500,000		Pg. 326
Dock Replacement Program	80,000	80,000								Pg. 330
Bayview Beach Playground	75,000	75,000								Pg. 334
Dumasfield Park upgrades - washroom/walking trail	225,000	225,000								Pg. 338
Golf Course Development	620,000	620,000								Pg. 342
Mission Walking Trail Bridge	60,000	60,000								Pg. 346
Jubilee Park Enhancement	155,000		155,000							Pg. 350
New Cemetery	300,000	300,000								Pg. 354
Information Technology & GIS										
Information Technology Equipment	786,000	786,000								Pg. 358
Bold Center Cellular Booster	65,000	65,000								Pg. 362
Shop Wi-Fi Expansion	30,000	30,000								Pg. 365
Grand Total	41,709,319	5,565,746	3,310,600	11,950,373	182,600			20,700,000		16,844

2023 CAPITAL PROJECTS

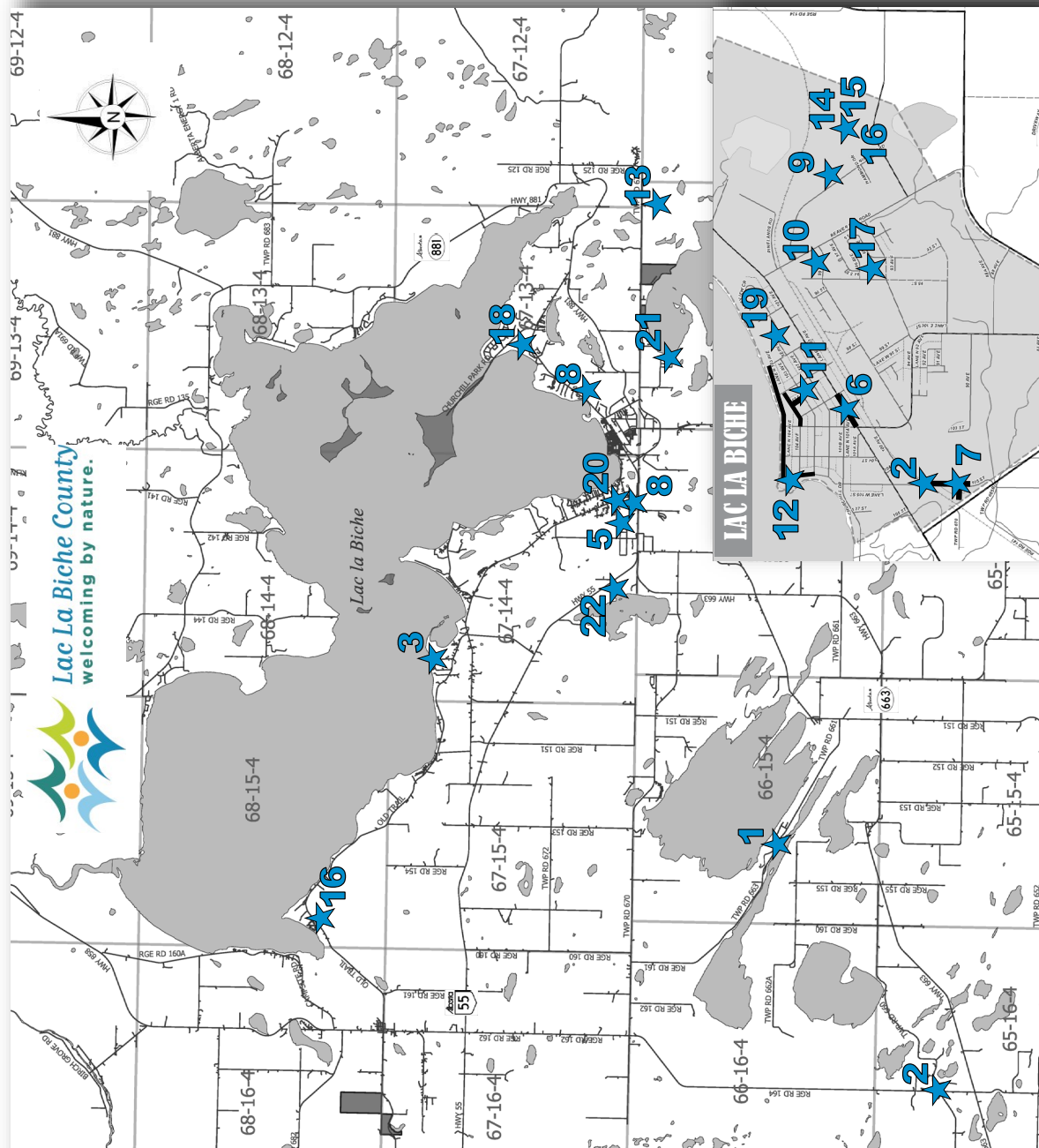
CONSTRUCTION PROJECTS ★

1. Bridge File 8807 — Kiniuso Bridge Replacement
2. Railway Crossing Signals (2 Locations)
3. Bridge File 85387 — Black Bird Creek Culvert Replacement
4. Snow Dump Site (Location TBD)
5. Airport Modernization
6. 101 Avenue (Main Street Lac La Biche) Water & Sewer Rehabilitation and Revitalization
7. 105 Street—90 Ave to 100 Ave—Water & Sewer Installation
8. Truckfill System Upgrades (2 Locations)
9. Utility Shop New Lunch Room
10. WTP Disinfection Upgrade
11. 101 A Street & 104 Avenue Water and Sewer Rehabilitation
12. Churchill Drive, 104 Street to 101 Street (1000m) - Natural Gas Rehabilitation
13. Beaver Lake Landfill Slope
14. New Aquatic Centre
15. Mini Rink
16. Bayview Beach Playground
17. Dumasfield Park Upgrades—Washroom/Walking Trail
18. Golf Course Development
19. McArthur Park Development
20. Mission Road Walking Trail Bridge
21. Jubilee Park Enhancement
22. New Cemetery

CONSTRUCTION PROGRAMS

(NOT SHOWN ON MAP — MULTIPLE LOCATIONS)

23. Hamlet Back Lane Paving
24. Snow Fence Install
25. Dock Replacement Program

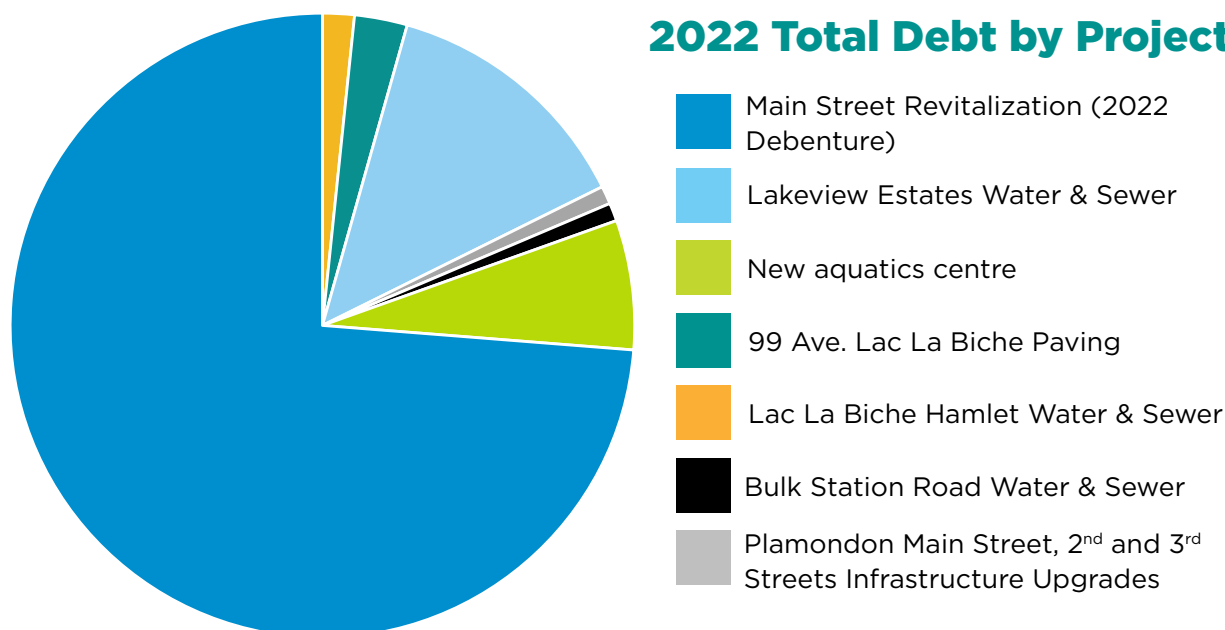


MAP UPDATE: OCTOBER 31, 2023

DEBT

CURRENT

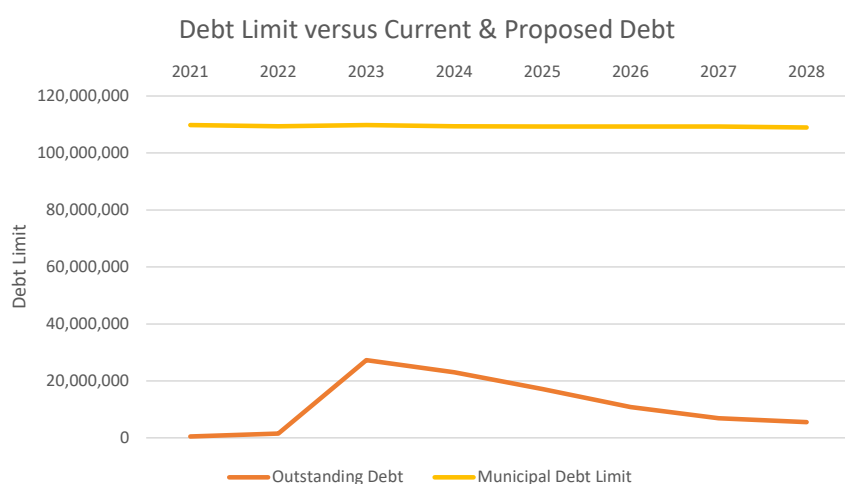
2022 Total Debt by Projects



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

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

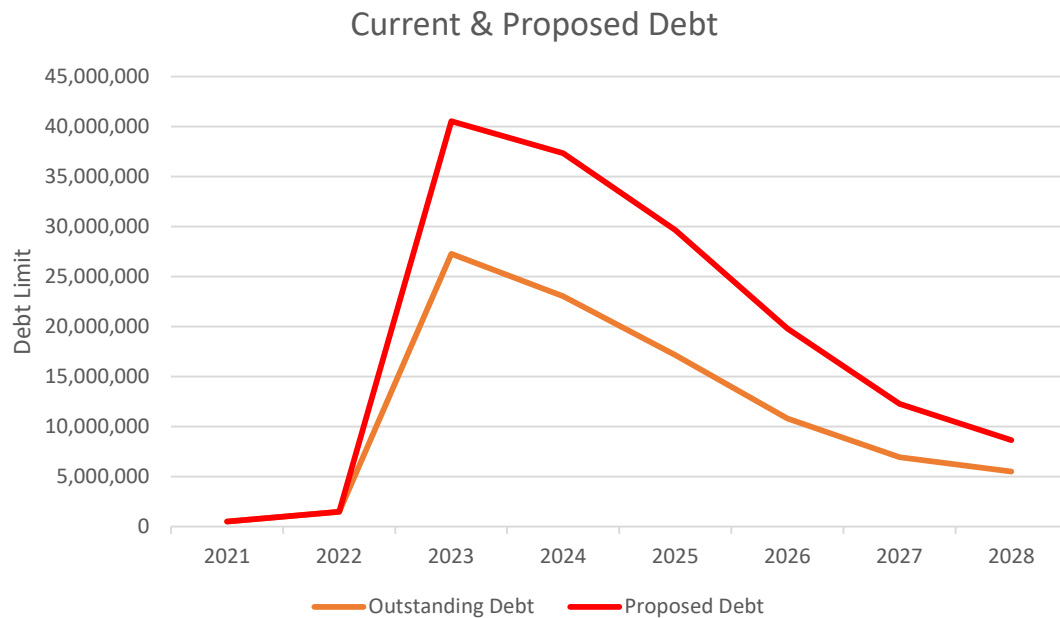
- Main Street Revitalization — \$11,739,135
- McArthur Park Development — \$6,300,000



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

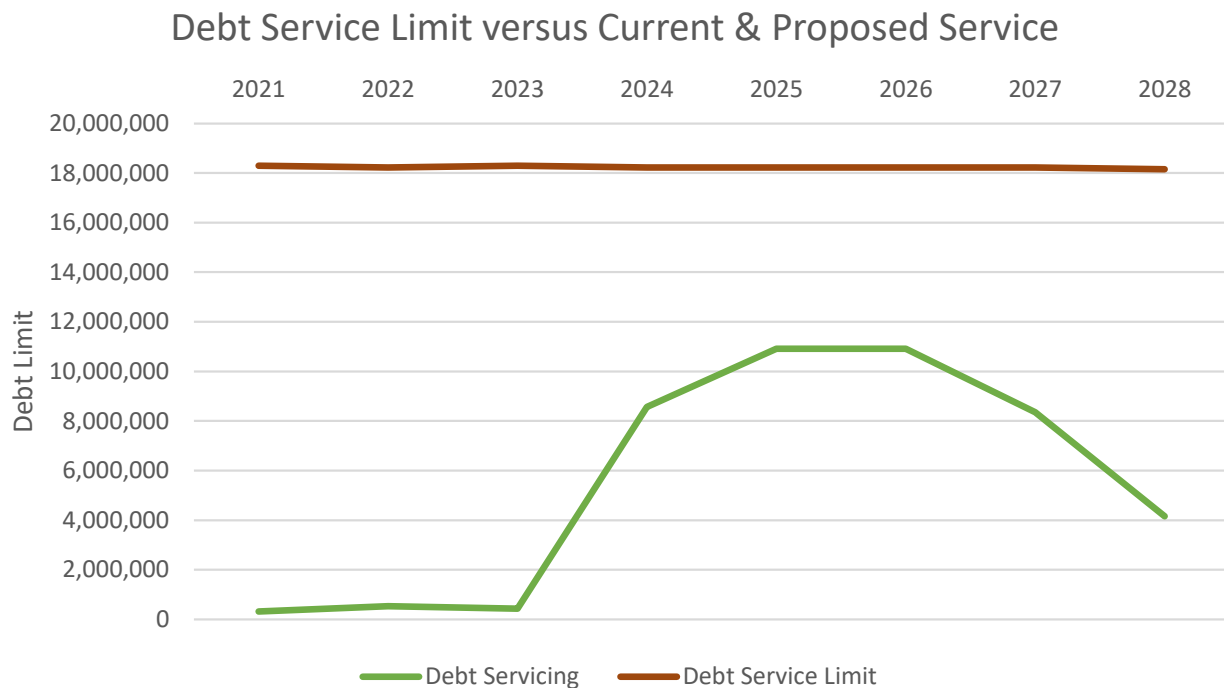
DEBT

CURRENT



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

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



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

Financial Plans

CONSOLIDATED FIVE-YEAR FINANCIAL PLAN

		2023	2024	2025	2026	2027	2028
OPERATING BUDGET							
Base Revenues	A	78,413,618	78,144,919	78,134,119	78,115,066	78,021,830	77,753,148
Base Expenditures	B	62,604,690	64,377,887	64,457,739	64,296,407	60,933,117	56,471,286
Operating Initiatives	C	1,408,889	1,368,659	1,188,600	948,391	978,127	1,072,657
Operating Impacts Of Capital	D	16,844	-	-	-	-	-
Operating Impacts Of Debenture	E	49,250	2,125,398	4,152,295	4,152,295	4,152,295	877,843
Total Operating Expenditures (B+C+D+E)	F	64,079,673	67,871,944	69,798,634	69,397,093	66,063,539	58,421,786
OPERATING SURPLUS (A-F)	G	14,333,945	10,272,975	8,335,485	8,717,973	11,958,291	19,331,362
Non-Operating Reserve Allocations							
	H	7,155,704	8,461,118	5,709,500	5,709,500	5,709,500	5,709,500
FUNDS AVAILABLE TO FINANCE CAPITAL PROJECTS (G-H)	I	7,178,241	1,811,858	2,625,985	3,008,473	6,248,791	13,621,862



MUNICIPAL FIVE-YEAR FINANCIAL PLAN

	2023	2024	2025	2026	2027	2028
OPERATING BUDGET						
Base Revenues	A	73,169,859	72,888,925	72,878,125	72,865,676	72,868,393
Base Expenditures	B	53,789,459	56,974,141	56,986,605	56,783,285	53,479,940
Operating Initiatives	C	1,158,889	1,368,659	1,188,600	948,391	978,127
Operating Impacts Of Capital	D	16,844	-	-	-	-
Operating Impacts Of Debt	E	49,250	2,125,398	4,152,295	4,152,295	4,152,295
Total Operating Expenditures (B+C+D+E)	F	55,014,442	60,468,198	62,327,500	61,883,971	58,610,362
OPERATING SURPLUS (A-F)	G	18,155,417	12,420,727	10,550,625	10,981,705	14,258,031
Transfer To Utility		3,821,472	2,147,752	2,215,140	2,263,732	2,299,740
Non-Operating Reserve Allocations	H	7,155,704	8,461,118	5,709,500	5,709,500	5,709,500
FUNDS AVAILABLE TO FINANCE CAPITAL PROJECTS (G-H-I)	J	7,178,241	1,811,858	2,625,985	3,008,473	6,248,791
						13,621,862

UTILITIES FIVE-YEAR FINANCIAL PLAN

	2023	2024	2025	2026	2027	2028
OPERATING BUDGET						
BASE REVENUES	A	5,243,759	5,255,994	5,249,390	5,153,437	5,141,185
BASE EXPENDITURES	B	8,815,231	7,403,746	7,471,134	7,513,122	7,453,177
OPERATING INITIATIVES	C	250,000	-	-	-	-
TOTAL OPERATING EXPENDITURES (B+C)	D	9,065,231	7,403,746	7,471,134	7,513,122	7,453,177
OPERATING DEFICIT (A-D)	E	(3,821,472)	(2,147,752)	(2,215,140)	(2,263,732)	(2,299,740)
						(2,098,308)



Department Highlights

READER'S GUIDE

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



Flourishing Economy



Service Excellence



Strategic Communication



Social Wellness



Tourism and Recreation



Environment and Agriculture



Core Operations*

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

Council

2023 Net Operating Budget	\$1,027,199
2022 Net Operating Budget	\$1,013,560
Budget Change	\$13,639
% Change	1.35
Members of Council	9

Purpose

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

2022 Key Accomplishments

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



2023 Proposed Initiatives

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



Council - Operating Budget

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	-	-	-	-	-	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	1,322	-	321	-	-	0.00%
Conditional Grants	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	-	1,322	-	321	-	-	0.00%
OPERATING EXPENSES							
Salaries, Wages & Benefits	761,630	712,543	763,012	560,666	762,729	- 283	-0.04%
Contracted & General Services	214,928	125,238	212,048	190,204	238,970	26,922	12.70%
Materials, Goods, Supplies & Utilities	35,000	15,921	38,500	15,839	25,500	- 13,000	-33.77%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individu:	-	-	-	-	-	-	0.00%
Debenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	1,011,558	853,701	1,013,560	766,709	1,027,199	13,639	1.35%
COUNCIL NET	1,011,558	852,380	1,013,560	766,388	1,027,199	13,639	1.35%

BASE BUDGET HIGHLIGHTS

Expenses

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

Increased legal expenses due to increased use of services.

Reduced the promotional supplies budget to reflect minimal usage.

General Administration

2023 Net Operating Budget	\$1,965,286
2022 Net Operating Budget	\$2,968,330
Budget Change	-\$1,003,044
% Change	-33.79

2022 Key Accomplishments

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

Key Priorities

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



Purpose

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

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

Service Levels

TRANSPARENT COMMUNICATION INTERNALLY AND EXTERNALLY

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

HEALTH AND SAFETY

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

LEGAL ADVICE & DIRECTION

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

INTERGOVERNMENTAL AFFAIRS

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

FOLLOW-UPS PUBLICLY, ORGANIZATIONALLY AND WITH COUNCIL

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

General Administration - Operating Budget

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	-	77,169	-	78,977	74,000	74,000	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	-	-	-	-	-	0.00%
Conditional Grants	-	-	2,100	-	-	2,100	-100.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	-	77,169	2,100	78,977	74,000	71,900	3423.81%
OPERATING EXPENSES							
Salaries, Wages & Benefits	1,319,421	1,317,113	1,365,283	943,301	1,484,744	119,461	8.75%
Contracted & General Services	464,933	426,119	568,097	370,091	516,076	52,021	-9.16%
Materials, Goods, Supplies & Utilities	36,750	60,525	37,050	43,630	38,466	1,416	3.82%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	56,058	-	-	-	-	0.00%
Debenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	1,000,000	1,000,000	-	1,000,000	-100.00%
TOTAL: EXPENSES	1,821,104	1,859,815	2,970,430	2,357,022	2,039,286	931,144	-31.35%
GENERAL ADMINISTRATION NET	1,821,104	1,782,646	2,968,330	2,278,044	1,965,286	-1,003,044	-33.79%

BASE BUDGET HIGHLIGHTS

Revenue

Removed one-time grant revenues from 2022.

Expenses

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

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

Insurance budget increase by \$10K.

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

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

Information & Technology Services (IT, GIS & Records)

2023 Net Operating Budget	\$2,034,655
2022 Net Operating Budget	\$4,201,497
Budget Change	-\$2,121,023
% Change	-51.57

Purpose

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

2022 Key Accomplishments

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



2023 Key Initiatives

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



Key Priorities

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

Service Levels

HELP DESK & DESKTOP SUPPORT

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

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

Maintain asset inventory.

Provide user guides, knowledge base and individual training.

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

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

INFRASTRUCTURE

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

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

Maintain inventory of assets.

Manage and maintain data storage locations verifying data is available.

Buildings with IT services	34
Servers	96
Monitored devices	168

TELECOMMUNICATIONS

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

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

SECURITY

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

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

APPLICATIONS

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

Applications	79
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TRAINING

Provide training on technology systems and related equipment.

MAP PRODUCTION AND SUPPORT

Manage and maintain overall GIS systems and services

Process mapping requests.

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

Conduct data research and data collection.

Maps Produced	400
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SPATIAL ANALYTICS

Maintain geospatial datasets based on organization needs.

Create and maintain metadata.

Review and interpret drawings for digitization.

RECORDS SUPPORT

Inventory, classify, scan and archive paper records.

Search for records, including FOIP requests.

Manage and maintain property land files and County agreement register.

Respond to or redirect generic or unknown SeeClickFix inquiries.

Records Searches	350
Agreements	3,878
Redirected SeeClickFix issues	21

Information & Technology Services - Operating Budget

INFORMATION TECHNOLOGY	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	-	2,400	-	2,200	-	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	17,335	3,000	9,888	4,000	1,000	33.33%
Conditional Grants	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	17,000	17,000	-	-	-	-	0.00%
TOTAL: REVENUES	17,000	36,735	3,000	12,088	4,000	1,000	33.33%
OPERATING EXPENSES							
Salaries, Wages & Benefits	449,545	453,720	509,002	380,582	534,676	25,674	5.04%
Contracted & General Services	2,859,441	2,724,256	2,797,966	517,047	648,891	- 2,149,075	-76.81%
Materials, Goods, Supplies & Utilities	66,450	85,259	163,700	49,247	156,550	- 7,150	-4.37%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individu	-	-	-	-	-	-	0.00%
Debenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	3,375,436	3,263,236	3,470,668	946,877	1,340,117	- 2,130,551	-61.39%
INFORMATION TECHNOLOGY NET	3,358,436	3,226,500	3,467,668	934,789	1,336,117	-2,131,551	-61.47%

GRAPHICAL INFO. SYSTEMS	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	2,000	999	1,000	820	1,000	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	-	-	-	-	-	0.00%
Conditional Grants	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	2,000	999	1,000	820	1,000	-	0.00%
OPERATING EXPENSES							
Salaries, Wages & Benefits	214,274	188,837	220,087	172,303	233,269	13,182	5.99%
Contracted & General Services	135,101	122,040	192,404	129,968	189,750	- 2,654	-1.38%
Materials, Goods, Supplies & Utilities	4,500	-	4,500	1,521	4,500	-	0.00%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individu	-	-	-	-	-	-	0.00%
Debenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	353,875	310,877	416,991	303,791	427,519	10,528	2.52%
GRAPHICAL INFORMATION							
SYSTEMS NET	351,875	309,878	415,991	302,971	426,519	10,528	2.53%

Information & Technology Services - Operating Budget Cont'd

RECORDS MANAGEMENT

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	-	-	-	-	-	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	-	-	92	-	-	0.00%
Conditional Grants	-	3,150	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	-	3,150	-	92	-	-	0.00%
OPERATING EXPENSES							
Salaries, Wages & Benefits	328,875	322,489	258,832	162,532	184,923	- 73,909	-28.55%
Contracted & General Services	32,320	2,654	54,106	8,271	84,596	30,490	56.35%
Materials, Goods, Supplies & Utilities	4,400	755	4,900	4,849	2,500	- 2,400	-48.98%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individu	-	-	-	-	-	-	0.00%
Debenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	365,595	325,899	317,838	175,653	272,019	- 45,819	-14.42%
RECORDS MANAGEMENT NET	365,595	322,749	317,838	175,561	272,019	-45,819	-14.42%

BASE BUDGET HIGHLIGHTS

Expenses

Salaries, wages and benefits increased due to 65th to 70th percentile adjustment, merit increases and COLA adjustment. Telus Fibre project payments have not been rebudgeted in 2023 (\$2.3 million).

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

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







Human Resources

2023 Net Operating Budget	\$1,298,122
2022 Net Operating Budget	\$156,623
Budget Change	\$141,499
% Change	12.3

Purpose

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

2022 Key Accomplishments







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



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

Key Priorities

2023 Proposed Initiatives

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



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

Service Levels

RECRUITMENT AND SELECTION

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

TRAINING & EMPLOYEE DEVELOPMENT

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

ADVISORY SERVICES & EMPLOYEE RELATIONS

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

ORGANIZATIONAL EFFECTIVENESS

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

COMPENSATION AND BENEFITS ADMINISTRATION

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

OCCUPATIONAL HEALTH, SAFETY AND WELLNESS, AND DISABILITY MANAGEMENT

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

Human Resources - Operating Budget

HUMAN RESOURCES	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	-	-	-	-	-	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	2,891	-	17,934	-	-	0.00%
Conditional Grants	-	6,544	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	-	9,435	-	17,934	-	-	0.00%
OPERATING EXPENSES							
Salaries, Wages & Benefits	589,784	671,654	687,754	542,693	781,808	94,054	13.68%
Contracted & General Services	102,901	100,616	129,569	41,638	151,416	21,847	16.86%
Materials, Goods, Supplies & Utilities	7,440	13,013	7,600	2,992	7,400	200	-2.63%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	31,000	37,335	28,000	1,000	28,000	-	0.00%
Debt Service & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	731,125	822,618	852,923	588,322	968,624	115,701	13.57%
HUMAN RESOURCES NET	731,125	813,184	852,923	570,388	968,624	115,701	13.57%
HEALTH & SAFETY							
OPERATING REVENUES							
Sale of Goods & Services	-	-	-	-	-	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	-	-	-	-	-	0.00%
Conditional Grants	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	-	-	-	-	-	-	0.00%
OPERATING EXPENSES							
Salaries, Wages & Benefits	206,902	220,268	216,968	178,817	241,208	24,240	11.17%
Contracted & General Services	59,306	49,372	72,082	29,863	73,445	1,363	1.89%
Materials, Goods, Supplies & Utilities	10,350	7,589	14,650	5,914	14,845	195	1.33%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debt Service & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	276,558	277,229	303,700	214,593	329,498	25,798	8.49%
HEALTH & SAFETY NET	276,558	277,229	303,700	214,593	329,498	25,798	8.49%

BASE BUDGET HIGHLIGHTS

Expenses

Salaries, wages and benefits increased due to 65th to 70th adjustment, merit increases and COLA adjustment. The increase in salary is also a result of an increase in one FTE in the department, reallocated from another area of the organization.

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

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

Finance

2023 Net Operating Budget	\$1,973,260
2022 Net Operating Budget	\$1,975,836
Budget Change	-\$2,576
% Change	-0.13

2022 Key Accomplishments

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



2023 Proposed Initiatives

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

Key Priorities

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

Purpose

The Finance Department oversees financial activities, such as:

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

The department leads preparations for the annual operational and capital budgets, as well as the year-end financial statement audit. Finance looks after the County's insurance portfolio and provides risk mitigation and management advice and services to all County departments. Finance also provides front counter reception and customer service at McArthur Place.

Service Levels

GENERAL FINANCIAL ADMINISTRATION

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

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

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

FINANCIAL REPORTING AND AUDIT

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

Monthly review and bank reconciliations.

Prepare working papers for the annual financial audit.

Liaise with auditors to perform the annual financial audit.

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

ANNUAL BUDGETING

Coordinate the preparation and finalization of annual budgeting process.

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

FRONT COUNTER SERVICES AT COUNTY ADMINISTRATIVE OFFICES

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

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

TAXATION AND ASSESSMENT

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

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

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

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

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

GENERAL AND UTILITY BILLINGS

Provide Accounts receivable services to all County department.

Prepare monthly invoices for all monthly charges including utility billings.

Liaise with customer for all billing accounts

ACCOUNTS PAYABLE SERVICES

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

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

INVENTORY MANAGEMENT

Manage the inventory management module with the ERP system.

Liaise with departments for annual inventory counts for audit purposes.

Provide ongoing support to departments for processing inventory transactions.

RISK MANAGEMENT

Manage insurance portfolio for the entire County.

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

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

Finance - Operating Budget

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	12,400	13,828	12,400	11,843	14,151	1,751	14.12%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	41,200	55,220	41,200	49,334	51,200	10,000	24.27%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	-	-	-	-	-	0.00%
Conditional Grants	-	-	44,880	-	-	44,880	-100.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	53,600	69,048	98,480	61,177	65,351	33,129	-33.64%
OPERATING EXPENSES							
Salaries, Wages & Benefits	1,130,569	1,143,737	1,247,350	908,206	1,328,674	81,324	6.52%
Contracted & General Services	741,756	495,965	750,391	533,495	631,836	118,555	-15.80%
Materials, Goods, Supplies & Utilities	11,575	4,340	11,575	3,729	8,100	3,475	-30.02%
Other Expenditures	-	1,080,774	-	5,118	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debt Service & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	65,000	61,440	65,000	64,516	70,001	5,001	7.69%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	1,948,900	2,786,256	2,074,316	1,515,064	2,038,611	35,705	-1.72%
FINANCE NET	1,895,300	2,717,208	1,975,836	1,453,887	1,973,260	-2,576	-0.13%

BASE BUDGET HIGHLIGHTS

Revenue

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

Expenses

Salaries, wages and benefits increased due to 65th to 70th percentile adjustment, merit increases and COLA adjustment. Contracted services reduced, reflecting the progress made on the Project Costing POI from 2021. This project is partially carried over to 2023.

Audit costs have been reduced by \$30K to reflect the completion of the procurement audit.

Legislative Services

2023 Net Operating Budget	\$337,482
2022 Net Operating Budget	\$308,065
Budget Change	\$29,417
% Change	9.55

2022 Key Accomplishments

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



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.

2023 Proposed Initiatives

- Facilitate policy development to support Council's review of service levels.
- 2023 Census, pending provincial direction.
- Review and development of procedures respecting departments' procedures.



Key Priorities

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

Service Levels

COUNCIL MEETINGS AND ELECTRONIC MEETING MANAGEMENT FUNCTIONS

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

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

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

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

BOARDS & COMMITTEES

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

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

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

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

FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT

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

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

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

PETITION VALIDATION

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

- Report on sufficiency within 45 days.

Provides general advice regarding the petition process, as required.

BYLAWS

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

Manages the bylaw register.

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

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

POLICY MANUAL

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

MUNICIPAL ELECTIONS & CENSUS

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

Oversees municipal census, as required.

COMMISSIONER FOR OATHS

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

Legislative Services - Operating Budget

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	-	-	-	-	-	-	0.00%
Licenses and Permits	-	250	-	1,245	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	-	-	-	-	-	0.00%
Conditional Grants	-	31,076	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	-	31,326	-	1,245	-	-	0.00%
OPERATING EXPENSES							
Salaries, Wages & Benefits	228,989	234,888	210,120	173,829	237,737	27,617	13.14%
Contracted & General Services	74,815	90,623	96,495	26,175	98,295	1,800	1.87%
Materials, Goods, Supplies & Utilities	3,150	7,111	1,450	428	1,450	-	0.00%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	306,954	332,621	308,065	200,431	337,482	29,417	9.55%
LEGISLATIVE SERVICES NET	306,954	301,295	308,065	199,187	337,482	29,417	9.55%

BASE BUDGET HIGHLIGHTS

Expenses

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

Communications

2023 Net Operating Budget	\$717,256
2022 Net Operating Budget	\$621,358
Budget Change	\$95,898
% Change	15.43

Purpose

Communications is responsible for sharing information with County employees and the public. Staff accomplish this by producing newsletters like Your County In Touch, advertising in print and radio, and maintaining both the Lac La Biche County website and social media accounts, among other communication tools. The department also ensures that the public is updated during emergency situations, using a local emergency alerting system and Alberta Emergency Alert.

2022 Key Accomplishments

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

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

2023 Proposed Initiatives

- No new initiatives at this time.

Key Priorities

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

Service Levels

MARKETING COUNTY PROGRAMS & SERVICES

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

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

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

PROMOTIONAL ITEMS & MERCHANDISE

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

CREATION OF MAJOR COUNTY PUBLICATIONS

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

BRANDING, PRINT LAYOUT, & DIGITAL DESIGN

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

COUNCIL COMMUNICATIONS SUPPORT

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

MEDIA RELATIONS & KEY MESSAGES

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

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

INTERNAL COMMUNICATIONS & STAFF ENGAGEMENT

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

Communications - Operating Budget

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	-	-	-	-	-	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	-	-	-	-	-	0.00%
Conditional Grants	-	3,150	2,100	-	-	2,100	-100.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	-	3,150	2,100	-	-	2,100	-100.00%
OPERATING EXPENSES							
Salaries, Wages & Benefits	344,592	314,390	403,018	283,823	517,716	114,698	28.46%
Contracted & General Services	259,890	184,813	183,140	147,563	162,240	20,900	-11.41%
Materials, Goods, Supplies & Utilities	36,500	26,672	37,300	17,357	37,300	-	0.00%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debt Service & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	640,982	525,874	623,458	448,742	717,256	93,798	15.04%
COMMUNICATIONS NET	640,982	522,724	621,358	448,742	717,256	95,898	15.43%

BASE BUDGET HIGHLIGHTS

Revenue

Removed one-time grant revenues from 2022.

Expenses

Salaries, wages and benefits increased due to 65th to 70th percentile adjustment, merit increases and COLA adjustment. There was a transfer of FTE from another department, resulting in an increase in salaries budget over prior year. The Citizen Satisfaction Survey and the Communication Strategy POIs are complete and removed. There is a slight increase in software expenses due to implementation of internal Help Desk and overall consulting dollars.








Protective Services - Fire and Emergency Management

2023 Net Operating Budget	\$2,057,650
2022 Net Operating Budget	\$1,846,288
Budget Change	\$158,342
% Change	11.45




Purpose

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

2022 Key Accomplishments

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

2023 Proposed Initiatives

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



Key Priorities

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

Service Levels

Under Protective Services, there are 5 fire stations:

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

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

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

EMERGENCY RESPONSE

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

STRUCTURAL FIREFIGHTING

LLBCFR shall provide Structural Firefighting at the Operation level.

MEDICAL EMERGENCIES

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

DANGEROUS GOODS

LLBCFR shall provide dangerous goods response at the Awareness level.

CLASS B FIRE FIGHTING

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

WILDLAND & WILDLAND URBAN INTERFACE (WUI) FIREFIGHTING

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

VEHICLE FIRE FIGHTING

LLBCFR shall provide Vehicle Firefighting at the Operation level.

RESCUE CALLS

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

OTHER SERVICES

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

MUTUAL AID AGREEMENTS

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

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

SAFETY CODES

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

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

FIRE SMART

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

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

EMERGENCY MANAGEMENT

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

Protective Services - Operating Budget

FIRE SERVICES	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	125,000	86,460	125,000	115,625	125,000	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	1,500	203,949	1,500	1,125	1,500	-	0.00%
Conditional Grants	48,800	167,841	92,845	82,000	48,800	- 44,045	-47.44%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	175,300	458,250	219,345	198,750	175,300	- 44,045	-20.08%
OPERATING EXPENSES							
Salaries, Wages & Benefits	706,534	854,306	975,971	636,637	908,899	- 67,072	-6.87%
Contracted & General Services	283,053	287,415	478,210	144,503	306,697	- 171,513	-35.87%
Materials, Goods, Supplies & Utilities	270,162	184,071	310,082	154,776	324,643	14,561	4.70%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individu	1,500	1,100	1,200	950	-	- 1,200	-100.00%
Debenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	214,375	272,875	270,608	225,507	644,336	373,728	138.11%
TOTAL: EXPENSES	1,475,624	1,599,768	2,036,071	1,162,373	2,184,575	148,504	7.29%
FIRE SERVICES NET	1,300,324	1,141,519	1,816,726	963,623	2,009,275	192,549	10.60%
EMERGENCY MANAGEMENT	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	-	-	-	-	-	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	-	-	-	-	-	0.00%
Conditional Grants	-	477,772	26,510	-	-	26,510	-100.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	-	477,772	26,510	-	-	26,510	-100.00%
OPERATING EXPENSES							
Salaries, Wages & Benefits	-	1,421	26,651	23,094	-	- 26,651	-100.00%
Contracted & General Services	33,950	2,717	16,679	271	35,319	18,640	111.76%
Materials, Goods, Supplies & Utilities	12,550	3,853	12,742	799	13,056	314	2.46%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individu	-	-	-	-	-	-	0.00%
Debenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	46,500	7,991	56,072	24,165	48,375	- 7,697	-13.73%
EMERGENCY MANAGEMENT NET	46,500	-469,781	29,562	24,165	48,375	-34,207	63.64%

BASE BUDGET HIGHLIGHTS

Revenues

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

Expenses

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

General contracted services have been reduced in all halls.

\$373K increase in reserve allocation for fire apparatus. This reflects the increase in replacement cost estimates.

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

Enforcement Services










2023 Net Operating Budget	\$2,912,444
2022 Net Operating Budget	\$2,841,372
Budget Change	\$71,072
% Change	2.5

Purpose

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

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






2022 Key Accomplishments

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

Key Priorities

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

2023 Proposed Initiatives

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

Service Levels

COMPLAINT RESPONSE:

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

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

SCHOOL RESOURCE OFFICER / YOUTH ENGAGEMENT & EDUCATION:

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

SAFER MUNICIPALITY ADVISORY COMMITTEE (SMAC):

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

COMMUNITY CRIME PREVENTION PROJECT:

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

COMMUNITY STREET AMBASSADORS:

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

YOUTH RESTORATIVE JUSTICE / CRIME REDUCTION / POSITIVE ENGAGEMENT:

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

URBAN / RURAL PATROLS:

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

MUNICIPAL SECURITY AND PROPERTY CHECKS:

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

COMMUNITY EVENT ATTENDANCE:

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

LAW ENFORCEMENT TRAINING PROGRAM:

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

ADMINISTRATIVE COMMUNITY SUPPORT:

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

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

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

DEPARTMENT OVERSIGHT / GUIDANCE / STAFF DEVELOPMENT:

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

Enforcement Services - Operating Budget

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	-	-	-	380	-	-	0.00%
Licenses and Permits	1,200	695	1,200	542	9,500	8,300	691.67%
Fines & Penalties	70,000	39,319	50,000	58,690	50,000	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	119,876	-	187,589	335,800	335,800	0.00%
Conditional Grants	-	20,706	-	4,050	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	71,200	180,596	51,200	251,251	395,300	344,100	672.07%
OPERATING EXPENSES							
Salaries, Wages & Benefits	1,422,068	1,466,645	1,544,469	1,123,755	1,507,923	- 36,546	-2.37%
Contracted & General Services	828,521	595,326	1,010,869	309,454	1,365,320	354,451	35.06%
Materials, Goods, Supplies & Utilities	227,928	199,478	207,594	190,359	260,865	53,271	25.66%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	17,000	-	17,000	-	0.00%
Debt Service & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	66,440	66,440	112,640	93,867	156,636	43,996	39.06%
TOTAL: EXPENSES	2,544,957	2,327,889	2,892,572	1,717,435	3,307,744	415,172	14.35%
ENFORCEMENT SERVICES NET	2,473,757	2,147,293	2,841,372	1,466,184	2,912,444	71,072	2.50%

BASE BUDGET HIGHLIGHTS

Revenue

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

Expenses

Salaries, wages and benefits increased due to 65th to 70th percentile adjustment, merit increases and COLA adjustment. There was a transfer of one FTE from this department to another, resulting in an overall decrease in salaries.

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

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

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

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



Engineering Services (Project Coordination Team)

2023 Net Operating Budget	\$1,017,349
2022 Net Operating Budget	\$1,086,280
Budget Change	-\$68,931
% Change	-6.35







Purpose

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

2022 Key Accomplishments

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

2023 Proposed Initiatives

- Initiate and execute approved 2023 County Capital projects. 
- Further development of project management, with a focus on best practices that are transferrable to all County departments. 
- Improve service levels internally and externally, including stakeholder consultation and involvement.  
- One (1) Engineer FTE request.  

Key Priorities

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

Service Levels

PROJECT MANAGEMENT

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

CONSTRUCTION MANAGEMENT

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

SUPPORT DELIVERY

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

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

Engineering Services - Operating Budget

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	-	-	-	-	-	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	-	133,000	221,600	-	133,000	-100.00%
Conditional Grants	200,000	74,426	130,793	-	-	130,793	-100.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	200,000	74,426	263,793	221,600	-	263,793	-100.00%
OPERATING EXPENSES							
Salaries, Wages & Benefits	691,320	859,466	704,797	551,682	735,124	30,327	4.30%
Contracted & General Services	468,599	186,827	636,151	216,107	274,100	-362,051	-56.91%
Materials, Goods, Supplies & Utilities	11,625	9,161	9,125	3,237	8,125	-1,000	-10.96%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	1,171,544	1,055,454	1,350,073	771,026	1,017,349	332,724	-24.64%
ENGINEERING SERVICES NET	971,544	981,028	1,086,280	549,426	1,017,349	-68,931	-6.35%

BASE BUDGET HIGHLIGHTS

Revenue

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





Expenses

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

Fleet Services

2023 Net Operating Budget	\$6,966,676
2022 Net Operating Budget	\$4,447,694
Budget Change	\$2,518,982
% Change	56.64

2022 Key Accomplishments

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

2023 Proposed Initiatives

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

Purpose

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

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

Key Priorities

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

Service Levels

442 PIECES OF EQUIPMENT

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

ANNUAL NUMBER OF REPLACEMENT AND NEW EQUIPMENT ADDED TO FLEET

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

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

EQUIPMENT & VEHICLE REPAIR SERVICE

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

Scheduled Preventative Maintenance. Follow the manufactures recommendations.

Unscheduled Repairs. Perform all unscheduled repairs in timely matter.

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

PROCUREMENT OF PARTS & INVENTORY AND CONSUMABLES

Parts Purchased to support the Maintenance Program.

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

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

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

Review repair orders to see that inventory is properly recorded.

Parts Purchased in Support of Other Departments.

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

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

EQUIPMENT VEHICLE ALLOCATION

Coordinate the departmental requirements for vehicles and equipment.

Reassign equipment based on department needs.

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

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

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

Coordinate and perform seasonal equipment change overs.

PROCUREMENT & DISPOSITION OF EQUIPMENT & VEHICLES

Purchase Capital Replacement & New Equipment.

Disposal of Replacement Equipment.

Assist Departments with Future Equipment Requirements.

Insurance & Registration.

Catalogue Equipment Inventory.

Growth Monitoring and Reporting.

Fleet Services - Operating Budget

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	-	-	-	-	-	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	19,443	-	14,030	-	-	0.00%
Conditional Grants	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	-	19,443	-	14,030	-	-	0.00%
OPERATING EXPENSES							
Salaries, Wages & Benefits	1,147,995	1,114,620	1,187,577	916,909	1,283,528	95,951	8.08%
Contracted & General Services	317,600	273,561	301,700	233,601	414,900	113,200	37.52%
Materials, Goods, Supplies & Utilities	1,145,600	1,482,459	1,170,757	1,476,296	1,612,740	441,983	37.75%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debt Service & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	1,546,582	1,683,382	1,787,660	1,489,717	3,655,508	1,867,848	104.49%
TOTAL: EXPENSES	4,157,777	4,554,022	4,447,694	4,116,523	6,966,676	2,518,982	56.64%
FLEET SERVICES NET	4,157,777	4,534,579	4,447,694	4,130,553	6,966,676	2,518,982	56.64%

BASE BUDGET HIGHLIGHTS

Expenses

Salaries, wages and benefits increased due to 65th to 70th percentile adjustment, merit increases and COLA adjustment. Contracted services are seeing an increase due to the need to repair more equipment externally for staff shortages. Concrete refinishing (\$50K - County Shop)

The materials are seeing an increase due to fuel costs (\$369K) and costs increases in parts replacements (\$110K). \$1.86 million increase in reserve allocation for all County fleet vehicles and equipment. This reflects the increase in replacement cost estimates.

Transportation Services

2023 Net Operating Budget	\$9,231,949
2022 Net Operating Budget	\$8,039,260
Budget Change	\$1,192,689
% Change	14.84

2022 Key Accomplishments

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



2023 Proposed Initiatives

- Phase 2 of Airport Development Plan.
- Continuation of 5-Year Back Lane Paving Program (two back lanes to be completed in 2023).



Purpose

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

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

Key Priorities

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

Service Levels

ADMINISTRATION AND GENERAL OPERATIONS

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

Service: Human Resources

Key services include

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

Service: Finance and Purchasing

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

Service: Customer Service

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

Service: Engineering Support Functions

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

Service: Development

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

APPROACH CONSTRUCTION & MAINTENANCE

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

ROADSIDE BRUSHING & WINDSTORM CLEAN-UP

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

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

DUST CONTROL

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

LINE PAINTING

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

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

RE-GRAVELING PROGRAM

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

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

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

GRAVEL ROAD REHABILITATION

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

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

RE-OILING PROGRAM

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

POTHOLE REPAIRS & PATCHING

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

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

CRACK SEALING

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

SIGN MAINTENANCE AND DELINEATORS

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

STREET SWEEPING

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

SUMMER GRADING PROGRAM

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

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

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

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

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

AIRPORT OPERATIONS

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

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

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

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

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

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

SIDEWALK INSPECTION AND REPAIR PROGRAM

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

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

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

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

GRAVEL PIT OPERATIONS

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

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

ASPHALT REPAIRS

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

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

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

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

ROADSIDE CLEAN-UP

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

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

To be completed in-house for 2021.

STREETLIGHTS

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

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

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

RAILWAY CROSSING MAINTENANCE

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

County boundaries include 3 signalized crossings.

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

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

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

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

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

FENCE REPAIRS

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

Approximately 20 kms of fence under Transportation Services jurisdiction.

WINTER OPERATIONS

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

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

ROADWAY INFRASTRUCTURE PROTECTION, ROAD BANS, HIGHLOAD PERMITS

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

Road Bans and High Load Permits

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

FLOOD RESPONSE AND RECOVERY

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

Transportation Services - Operating Budget

TRANSPORTATION SERVICES

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	65,535	27,470	66,847	28,512	66,847	-	0.00%
Licenses and Permits	-	19,239	-	15,873	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	66,300	102,455	67,626	66,774	67,626	-	0.00%
Conditional Grants	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	131,835	149,164	134,473	111,159	134,473	-	0.00%
OPERATING EXPENSES							
Salaries, Wages & Benefits	3,501,249	3,510,668	3,426,045	2,837,021	3,626,200	200,155	5.84%
Contracted & General Services	1,930,929	1,668,947	1,255,633	1,216,189	1,810,583	554,950	44.20%
Materials, Goods, Supplies & Utilities	2,733,482	2,898,302	3,276,488	1,814,671	3,546,984	270,496	8.26%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debt Service & Interest	69,353	68,889	82,493	50,250	223,103	140,610	170.45%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	8,235,013	8,146,806	8,040,659	5,918,131	9,206,870	1,166,211	14.50%
TRANSPORTATION SERVICES NET	8,103,178	7,997,642	7,906,186	5,806,972	9,072,397	1,166,211	14.75%

AIRPORT OPERATIONS

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	71,400	72,216	72,828	27,764	72,828	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	9,651	-	-	-	-	0.00%
Conditional Grants	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	71,400	81,867	72,828	27,764	72,828	-	0.00%
OPERATING EXPENSES							
Salaries, Wages & Benefits	40,929	43,417	110,590	35,901	114,068	3,478	3.14%
Contracted & General Services	48,012	47,661	59,012	13,436	73,512	14,500	24.57%
Materials, Goods, Supplies & Utilities	33,900	17,266	36,300	7,950	44,800	8,500	23.42%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debt Service & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	122,841	108,344	205,902	57,286	232,380	26,478	12.86%
AIRPORT OPERATIONS NET	51,441	26,477	133,074	29,522	159,552	26,478	19.90%

Transportation Services - Operating Budget Continued

TRANSPORTATION OPERATIONAL EXPENSES	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
General Administration	3,892,832	3,843,688	3,731,974	2,983,713	4,186,501	454,527	12.18%
Training Sessions & Conferences	23,535	8,679	28,539	22,807	29,939	1,400	4.91%
Building Maintenance	19,053	10,154	21,053	20,505	21,053	-	0.00%
Approach Construction	70,400	39,350	70,400	85,413	70,400	-	0.00%
Asphalt Repair	483,000	386,148	133,000	253,625	179,950	46,950	35.30%
Beaver Control	0	0	0	0	0	-	0.00%
Bridge Maintenance	15,000	0	15,000	0	140,000	125,000	833.33%
Brushing	121,700	113,368	45,200	11,075	71,700	26,500	58.63%
Culvert Maintenance	0	3,315	0	0	0	-	0.00%
Dust Control	228,050	193,057	256,050	237,081	256,050	-	0.00%
Gravel Pit Operations & Maintenance	119,300	149,901	69,300	37,656	69,300	-	0.00%
Line Painting	149,054	154,147	153,054	106,063	153,054	-	0.00%
Mowing	0	0	0	0	0	-	0.00%
Oiling	530,900	733,874	880,900	348,957	880,900	-	0.00%
Regravel	1,473,000	1,321,675	1,532,000	662,015	1,582,000	50,000	3.26%
Road Grading	10,000	17,100	10,000	5,400	10,000	-	0.00%
Roadside Cleanup	45,940	-60	45,940	12,693	45,940	-	0.00%
Shoulder Pulls	0	0	0	0	0	-	0.00%
Sidewalk Repairs	30,000	18,620	30,000	255	30,000	-	0.00%
Sign Maintenance	37,500	55,590	32,500	29,766	36,500	4,000	12.31%
Snow & Ice Control	361,200	574,870	361,200	744,195	736,200	375,000	103.82%
Street Sweeping	5,150	404	5,150	84	2,650	2,500	-48.54%
Street Lights	279,999	348,415	279,999	272,787	364,333	84,334	30.12%
Ditching & Drainage	0	5,299	0	0	0	-	0.00%
Railway Crossing Maintenance	10,200	6,768	10,200	5,139	10,200	-	0.00%
Patch Gravel	58,000	20,974	58,000	522	58,000	-	0.00%
Fence Repairs	11,000	6,864	11,000	262	11,000	-	0.00%
Rural Addressing	0	0	0	0	0	-	0.00%
Ice Roads	10,200	9,345	10,200	23,345	11,200	1,000	9.80%
Sub Grade Repairs	250,000	125,260	250,000	54,774	250,000	-	0.00%
TOTAL: TRANSPORTATION EXPENSES	8,235,013	8,146,806	8,040,659	5,918,131	9,206,870	9,206,870	14.50%

BASE BUDGET HIGHLIGHTS

Expenses

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

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

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

The streetlight electricity costs have increased over prior years.

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

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







2023 Net Operating Budget	\$3,571,472
2022 Net Operating Budget	\$3,444,237
Budget Change	\$127,235
% Change	3.69

Purpose

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

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









2022 Key Accomplishments

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

Key Priorities

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

2023 Proposed Initiatives

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

Service Levels

The County has approximately 3400 known culverts.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Utilities - Operating Budget

DRAINAGE & STORM

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	-	-	-	-	-	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	-	-	-	-	-	0.00%
Conditional Grants	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	-	-	-	-	-	-	0.00%
OPERATING EXPENSES							
Salaries, Wages & Benefits	39,999	72,273	200,923	97,092	223,956	23,033	11.46%
Contracted & General Services	411,000	441,440	451,000	342,859	452,100	1,100	0.24%
Materials, Goods, Supplies & Utilities	67,850	83,523	184,550	119,062	184,550	-	0.00%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debt Service & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	518,849	597,236	836,473	559,013	860,606	24,133	2.89%
UTILITIES - DRAINAGE NET	518,849	597,236	836,473	559,013	860,606	24,133	2.89%

WATER & STORM

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	852,071	841,980	863,232	605,980	848,367	14,865	-1.72%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	24,482	42,114	24,727	41,496	30,000	5,273	21.32%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	2,951	-	32,449	-	-	0.00%
Conditional Grants	-	1,051	2,100	-	-	2,100	-100.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	876,553	888,096	890,059	679,925	878,367	11,692	-1.31%
OPERATING EXPENSES							
Salaries, Wages & Benefits	524,163	431,172	487,983	395,908	537,281	49,298	10.10%
Contracted & General Services	606,715	558,120	563,426	347,255	664,966	101,540	18.02%
Materials, Goods, Supplies & Utilities	690,186	758,933	703,659	582,295	846,900	143,241	20.36%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	15,000	23,273	15,000	11,165	20,000	5,000	33.33%
Debt Service & Interest	120,295	119,274	120,295	83,289	87,025	33,270	-27.66%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	1,956,359	1,890,772	1,890,363	1,419,913	2,156,172	265,809	14.06%
UTILITIES - WATER NET	1,079,806	1,002,676	1,000,304	739,989	1,277,805	277,501	27.74%

Utilities - Operating Budget Continued

SEWER

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	774,349	773,748	741,049	496,882	744,957	3,908	0.53%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	119,242	-	39,472	-	-	0.00%
Conditional Grants	-	1,050	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	50,000	50,000	-	50,000	-100.00%
TOTAL: REVENUES	774,349	894,040	791,049	586,354	744,957	46,092	-5.83%
OPERATING EXPENSES							
Salaries, Wages & Benefits	551,231	380,692	484,674	324,039	868,012	383,338	79.09%
Contracted & General Services	1,677,427	1,694,131	1,763,168	1,218,712	1,229,129	534,039	-30.29%
Materials, Goods, Supplies & Utilities	324,162	332,851	332,813	254,186	437,574	104,761	31.48%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	50,000	2,000	50,000	-	25,000	25,000	-50.00%
Debt Service & Interest	134,070	132,874	134,070	97,064	87,025	47,045	-35.09%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	2,736,890	2,542,549	2,764,725	1,894,001	2,646,740	117,985	-4.27%
UTILITIES - SEWER NET	1,962,541	1,648,509	1,973,676	1,307,647	1,901,783	-71,893	-3.64%

NATURAL GAS

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	2,193,280	2,838,565	3,097,015	2,346,783	3,618,435	521,420	16.84%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	2,040	-	2,081	-	2,000	81	-3.89%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	30,514	-	-	-	-	0.00%
Conditional Grants	-	1,050	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	- 2,195,320	- 2,870,129	- 3,099,096	- 2,346,783	- 3,620,435	521,339	16.82%
OPERATING EXPENSES							
Salaries, Wages & Benefits	500,723	553,104	560,508	363,540	480,860	79,648	-14.21%
Contracted & General Services	357,741	302,871	240,636	56,290	240,775	139	0.06%
Materials, Goods, Supplies & Utilities	1,066,396	1,761,412	1,931,736	1,501,730	2,430,078	498,342	25.80%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debt Service & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	1,924,860	2,617,387	2,732,880	1,921,560	3,151,713	418,833	15.33%
UTILITIES - NATURAL GAS NET	-270,460	-252,742	-366,216	-425,223	-468,722	-102,506	27.99%

BASE BUDGET HIGHLIGHTS



Expenses

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





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

2023 Net Operating Budget	\$3,021,604
2022 Net Operating Budget	\$2,690,851
Budget Change	\$330,753
% Change	12.29

2022 Key Accomplishments

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

2023 Proposed Initiatives

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

Purpose

The Environmental Services department provides three types of services: waste & recycling management, environmental services, and agricultural services. The department operates two landfills and four transfer stations, in addition to the curbside pickup program. Staff also educate the public on environmental stewardship, planning a variety of educational events, and monitor the quality of local water bodies. The department provides agricultural services with the support of the provincial Agricultural Service Board (ASB) grant program. Mowing, weed inspections, equipment rentals, chemical and tree sales, the Community Garden, the Rural Beautification Award, the 100 Year Farm Family Award, conducting ASB meetings, and public outreach & education (among other initiatives) are all offered to support local producers.

Key Priorities

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

Service Levels

AGRICULTURAL SERVICE BOARD (ASB)

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

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

The ASB participates in the Provincial Invasive Species Council programs

AGRICULTURAL PROGRAMS AND SERVICES DELIVERY

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

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

VEGETATION, PEST & PREDATOR CONTROL

Agricultural Services has a robust vegetation management program that includes:

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

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

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

WATERSHED QUALITY MANAGEMENT:

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

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

Liaison/networking with watershed groups/organizations.

Sharing of water quality data with other groups.

EDUCATION AND OUTREACH:

Annual events

Youth programs (Mad About Science).

Open houses and workshops.

PROGRAMS AND SERVICES:

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

Respond to inquiries pertaining to environmental impact activity

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

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

ENVIRONMENTAL SUPPORT:

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

Internal and external compliance with provincial and federal environmental regulations.

Records search for Environmental Phase I Site Assessments.

LANDFILL AND TRANSFER STATION SITE OPERATIONS

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

Sites are open to the public 7.5 hours daily.

Composting services at Beaver Lake Landfill (in progress).

Waste disposal and recycling services at all sites.*

Equipment operations.

Site preparation and maintenance.

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

EDUCATION & OUTREACH

Annual events, youth programs, open houses and workshops.

PROGRAMS AND SERVICES

Community based*:

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

*Performance measurables are documented annually for all recycling programs.

Environmental Services - Operating Budget

WASTE & RECYCLING MANAGEMENT	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	715,244	875,398	715,244	726,698	880,844	165,600	23.15%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	937	-	37	-	-	0.00%
Conditional Grants	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	8,077	-	-	-	-	0.00%
TOTAL: REVENUES	715,244	884,412	715,244	726,735	880,844	165,600	23.15%
OPERATING EXPENSES							
Salaries, Wages & Benefits	1,337,408	1,386,568	1,378,200	1,119,489	1,468,272	90,072	6.54%
Contracted & General Services	946,685	1,164,064	930,421	570,496	1,139,847	209,426	22.51%
Materials, Goods, Supplies & Utilities	144,966	115,555	155,702	77,290	240,527	84,825	54.48%
Other Expenditures	-	548	-	110	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	2,000	-	-	0.00%
Debenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	2,429,059	2,666,734	2,464,323	1,769,385	2,848,646	384,323	15.60%
WASTE & RECYCLING MANAGEMENT NET	1,713,815	1,782,323	1,749,079	1,042,650	1,967,802	218,723	12.51%
ENVIRONMENTAL SERVICES							
OPERATING REVENUES							
Sale of Goods & Services	4,500	3,191	4,500	1,717	4,500	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	-	-	-	-	-	0.00%
Conditional Grants	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	4,500	3,191	4,500	1,717	4,500	-	0.00%
OPERATING EXPENSES							
Salaries, Wages & Benefits	245,094	243,610	245,584	211,067	276,992	31,408	12.79%
Contracted & General Services	45,160	45,415	60,605	29,764	58,201	2,404	-3.97%
Materials, Goods, Supplies & Utilities	21,840	11,934	25,300	17,407	22,005	3,295	-13.02%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	312,094	300,960	331,489	258,238	357,198	25,709	7.76%
ENVIRONMENTAL SERVICES NET	307,594	297,769	326,989	256,521	352,698	25,709	7.86%

Environmental Services - Operating Budget Continued

AGRICULTURE SERVICES

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	14,265	12,187	14,300	19,260	16,500	2,200	15.38%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	-	-	5,072	500	500	0.00%
Conditional Grants	118,000	118,153	118,000	118,653	118,153	153	0.13%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	132,265	130,340	132,300	142,985	135,153	2,853	2.16%
OPERATING EXPENSES							
Salaries, Wages & Benefits	484,266	461,817	472,324	406,135	506,029	33,705	7.14%
Contracted & General Services	69,039	26,838	79,959	59,941	87,924	7,965	9.96%
Materials, Goods, Supplies & Utilities	48,150	48,436	78,300	21,140	127,804	49,504	63.22%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	114,960	109,050	116,500	100,500	114,500	2,000	-1.72%
Debt Service & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	716,415	646,141	747,083	587,716	836,257	89,174	11.94%
AGRICULTURE SERVICES NET	584,150	515,801	614,783	444,731	701,104	86,321	14.04%

BASE BUDGET HIGHLIGHTS

Expenses

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

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

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

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

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

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






Planning & Development

2023 Net Operating Budget	\$1,025,525
2022 Net Operating Budget	\$1,138,298
Budget Change	-\$112,773
% Change	-9.91

Purpose

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



2022 Key Accomplishments

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

Key Priorities

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

2023 Proposed Initiatives

- Proposal to add new Lands Officer position (1 FTE).  

Service Levels

LONG RANGE PLANNING

Statutory Planning

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

Planning Studies and Reports

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

Collaboration

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

LAND DEVELOPMENT PLANNING

Subdivisions

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

Plan Amendments

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

Rezoning Applications

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

Land Use Bylaw Amendments

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

LAND MANAGEMENT

Land Leases

- Process applications in accordance with Land Lease Policy.

Encroachment Agreements

- Process applications in accordance with Encroachment Agreement Policy.

License of Occupation Agreements

- Process applications in accordance with License of Occupation Policy.

Road Closure Bylaws

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

Land Sales

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

DEVELOPMENT PERMITTING

Development Permits

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

Management of Development Agreements

- Process Development Agreements, monitor deliverables, manage security.

SAFETY CODES

Contract Management

- Revise, review and update contract with service provider.

Inspections and Compliance Monitoring

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

Monthly Reconciliation

- Process and reconcile monthly permit billing.

Yearly Audit

- Complete yearly audit of all closed files.

ADMINISTRATIVE MANAGEMENT

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

Planning & Development - Operating Budget

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	250	-	500	720	500	-	0.00%
Licenses and Permits	173,800	190,213	164,000	95,318	107,150	- 56,850	-34.66%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	16,000	21,773	10,000	5,206	10,000	-	0.00%
Conditional Grants	58,000	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	248,050	211,986	174,500	101,244	117,650	- 56,850	-32.58%
OPERATING EXPENSES							
Salaries, Wages & Benefits	802,904	567,838	723,928	584,782	783,141	59,213	8.18%
Contracted & General Services	559,135	189,981	581,170	168,054	352,834	- 228,336	-39.29%
Materials, Goods, Supplies & Utilities	6,900	1,581	7,700	1,080	7,200	- 500	-6.49%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	21,773	-	-	-	-	0.00%
TOTAL: EXPENSES	1,368,939	781,173	1,312,798	753,916	1,143,175	- 169,623	-12.92%
PLANNING & DEVELOPMENT NET	1,120,889	569,187	1,138,298	652,671	1,025,525	-112,773	-9.91%

BASE BUDGET HIGHLIGHTS

Revenue

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

Expenses

Salaries, wages and benefits increased due to 65th to 70th percentile adjustment, merit increases and COLA adjustment.
 \$130K reduction in contracted services for MDP update and other engineering expenses.
 \$80K reduction in contracted services for Safety Codes permits contract.

Economic Development

2023 Net Operating Budget	\$1,117,203
2022 Net Operating Budget	\$1,293,033
Budget Change	-\$175,830
% Change	-13.6

Purpose

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




2022 Key Accomplishments

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

Key Priorities

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

2023 Proposed Initiatives

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

Service Levels

MARKETING

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

BUSINESS ATTRACTION:

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

BUSINESS RETENTION

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

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

Economic Development - Operating Budget

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	-	-	-	-	-	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	-	-	-	-	-	0.00%
Conditional Grants	130,332	85,000	95,952	15,000	95,952	-	0.00%
Transfer To/From Reserves	-	-	20,000	20,000	-	20,000	-100.00%
TOTAL: REVENUES	130,332	85,000	115,952	35,000	95,952	-	-17.25%
OPERATING EXPENSES							
Salaries, Wages & Benefits	282,412	197,201	277,185	230,522	292,380	15,195	5.48%
Contracted & General Services	811,700	272,959	1,070,650	396,400	882,125	-	-17.61%
Materials, Goods, Supplies & Utilities	47,522	14,929	41,150	5,416	38,650	-	-6.08%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	20,000	5,739	-	20,000	-100.00%
Debt Service & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	1,141,634	485,088	1,408,985	638,077	1,213,155	-	-13.90%
ECONOMIC DEVELOPMENT NET	1,011,302	400,088	1,293,033	603,077	1,117,203	-175,830	-13.60%

BASE BUDGET HIGHLIGHTS

Expenses

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

Placemaking POI and Lieutenant Governor of Alberta Arts Awards are not budgeted for 2023, reducing budget by \$122K.

Wayfinding & Interpretive Signage POI budget is reduced by \$55K.





Family & Community Support Services (FCSS) and Community Development

2022 Net Operating Budget	\$1,601,546
2021 Net Operating Budget	\$1,584,930
Budget Change	\$16,616
% Change	1.05

Purpose

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



2022 Key Accomplishments

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

Key Priorities

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

2023 Proposed Initiatives

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

Service Levels

EARLY CHILDHOOD (0-6 YEARS):

Fall / Winter / Spring programs

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

Summer programs 4 programs

Events 3x/yr

On-going services throughout the year

- Ages & Stages supports

CHILDREN (7-12 YEARS):

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

Summer programs (1 program / week)

Irregular programs (6 x / year)

One-on-one supports (children)

Networking with community agencies

Summer Camp - 4 days for 1 week

YOUTH (13-18 YEARS):

Full Year programs 1 program bi-weekly

Oct-June - 1 program bi-weekly

Summer Camp - 5 days for 1 week

July-Sept- 1 program

Youth volunteer development - 1 program, 6x/year

One-on-one service (youth)

Networking with community agencies

FAMILIES / ADULTS:

Family programs

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

Parent support groups 4 programs

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

Programs connecting adults

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

Events 2x/yr (Family Resource Network)

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

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

SENIORS:

Weekly programs 2 programs / 50 wks/yr

Monthly programs 1/month 10x/yr

Summer programs 1/month 6x/yr

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

Events 5x/yr

One-on-one service

Networking with community agencies

COMMUNITY DEVELOPMENT:

Community development activity

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

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

Information & Referral

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

Volunteer Supports

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

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

CHILD MINDING:

Drop in child minding service:

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

Indoor Playground supervision

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

Programs / Program Supports

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

Events / Programs Supports

140 hrs annually

Birthday Program 90 hrs/yr

COMMUNITY ACCESS SERVICE (PARATRANSIT, TRANSPORTATION SERVICE)

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

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

Event transportation for seniors, general public: 8x year

Programs supports out of regular hours: 12x/year

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

FCSS & Community Development - Operating Budget

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	69,880	28,505	54,680	40,611	50,480	-	-7.68%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	9,516	-	-	-	-	0.00%
Conditional Grants	403,697	410,433	404,197	419,497	404,197	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	473,577	448,454	458,877	460,108	454,677	-	-0.92%
OPERATING EXPENSES							
Salaries, Wages & Benefits	1,128,534	1,051,664	1,273,842	869,189	1,271,666	-	-0.17%
Contracted & General Services	296,376	96,770	304,193	133,054	278,359	-	-8.49%
Materials, Goods, Supplies & Utilities	180,154	136,280	182,772	80,314	224,748	-	22.97%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	314,250	245,623	283,000	236,008	281,450	-	-0.55%
Debenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	1,919,314	1,530,338	2,043,807	1,318,565	2,056,223	12,416	0.61%
FAMILY AND COMMUNITY SUPPORT							
SERVICES NET	1,445,737	1,081,884	1,584,930	858,458	1,601,546	16,616	1.05%

BASE BUDGET HIGHLIGHTS

Expenses

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

Community Grants

2023 Net Operating Budget	\$1,557,230
2022 Net Operating Budget	\$2,057,614
Budget Change	-\$500,384
% Change	-24.32

Purpose

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

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

2022 Key Accomplishments

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

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



Key Priorities

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

2023 Proposed Initiatives

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

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

Service Levels

SEEKING OUT AND IDENTIFYING ELIGIBLE PROJECTS

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

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

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

Develops and submits grant applications for County projects.

GRANT FUNDING AGREEMENT MONITORING AND COMPLIANCE

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

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

Liaises with the grant provider on projects.

GRANT REPORTING

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

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

Community Grants - Operating Budget

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	-	-	-	-	-	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	276	-	-	-	-	0.00%
Conditional Grants	118,153	129,252	118,153	150,703	123,824	5,671	4.80%
Transfer To/From Reserves	-	-	429,164	429,164	-	429,164	-100.00%
TOTAL: REVENUES	118,153	129,528	547,317	579,867	123,824	- 423,493	-77.38%
OPERATING EXPENSES							
Salaries, Wages & Benefits	-	-	-	-	-	-	0.00%
Contracted & General Services	3,450	2,327	2,500	983	2,500	-	0.00%
Materials, Goods, Supplies & Utilities	-	-	-	-	-	-	0.00%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	2,394,765	1,651,175	2,602,431	1,748,752	1,678,554	923,877	-35.50%
Debenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	2,398,215	1,653,501	2,604,931	1,749,736	1,681,054	- 923,877	-35.47%
COMMUNITY GROUP SUPPORT NET	2,280,062	1,523,973	2,057,614	1,169,868	1,557,230	-500,384	-24.32%

BASE BUDGET HIGHLIGHTS

Expenses

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











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

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




Recreation & Culture

2023 Net Operating Budget	\$3,030,496
2022 Net Operating Budget	\$2,808,858
Budget Change	\$221,638
% Change	7.89

2022 Key Accomplishments

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

2023 Proposed Initiatives

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

Purpose

The Recreation & Culture department is responsible for the development, facilitation, efficient administration and financial management of all recreation, culture, fitness and aquatics programs, services and community events within Lac La Biche County. The department works collaboratively with other county entities, community groups and non-profit associations to provide programming, events, and initiatives. The department's core functions include:

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

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

Key Priorities

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

Service Levels

BOLD CENTER ADMINISTRATION/CUSTOMER SERVICE

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

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

FITNESS FACILITY ADMINISTRATION

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

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

PORTAGE POOL ADMINISTRATION/CUSTOMER SERVICE

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

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

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

BOLD CENTER FACILITY ADMINISTRATION/MONITORING

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

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

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

FITNESS PROGRAMMING & TRAINING SERVICES

16 classes per week x 30 weeks = 480/year

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

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

Personal/Small Group Training

Administer RxTGA program (consultation, tracking and correspondence)

AQUATICS PROGRAMS & SERVICES

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

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

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

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

RECREATION & CULTURE PROGRAMMING

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

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

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

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

GENERAL ADMINISTRATION

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

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

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

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

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

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

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

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

Recreation and Culture Services - Operating Budget

RECREATION ADMINISTRATION

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	-	-	-	-	-	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	-	-	-	-	-	0.00%
Conditional Grants	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	-	-	-	-	-	-	0.00%
OPERATING EXPENSES							
Salaries, Wages & Benefits	-	-	-	-	-	-	0.00%
Contracted & General Services	50,900	29,430	197,500	33,423	154,475	43,025	-21.78%
Materials, Goods, Supplies & Utilities	9,900	10,650	11,900	12,900	12,600	700	5.88%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debt Service & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	60,800	40,080	209,400	46,323	167,075	42,325	-20.21%
RECREATION ADMINISTRATION NET	60,800	40,080	209,400	46,323	167,075	-42,325	-20.21%

RECREATION PROGRAMS

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	374,840	208,554	371,040	304,546	303,555	67,485	-18.19%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	120	-	60	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	2,667	-	11,831	-	-	0.00%
Conditional Grants	-	-	7,300	13,543	-	7,300	-100.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	374,840	211,341	378,340	329,980	303,555	74,785	-19.77%
OPERATING EXPENSES							
Salaries, Wages & Benefits	1,769,997	1,529,642	2,040,359	1,527,861	2,144,983	104,624	5.13%
Contracted & General Services	149,299	59,126	176,288	45,919	263,512	87,224	49.48%
Materials, Goods, Supplies & Utilities	78,126	61,773	68,541	37,386	52,325	16,216	-23.66%
Other Expenditures	-	7,623	-	42	-	-	0.00%
Transfers To Organizations & Individuals	9,000	4,091	9,000	6,984	9,000	-	0.00%
Debt Service & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	2,006,422	1,662,256	2,294,188	1,618,192	2,469,820	175,632	7.66%
RECREATION PROGRAMS NET	1,631,582	1,450,915	1,915,848	1,288,212	2,166,265	250,417	13.07%

Recreation and Culture Services - Operating Budget Continued

LIBRARIES & CULTURE

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	-	4,603	-	-	-	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	1,457	-	-	-	-	0.00%
Other Revenues	-	-	-	-	-	-	0.00%
Conditional Grants	-	101,573	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	-	107,633	-	-	-	-	0.00%
OPERATING EXPENSES							
Salaries, Wages & Benefits	-	485,343	-	-	-	-	0.00%
Contracted & General Services	32,044	92,998	32,990	9,837	32,486	504	-1.53%
Materials, Goods, Supplies & Utilities	10,847	95,686	11,700	5,208	14,670	2,970	25.38%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	638,920	49,847	638,920	638,767	650,000	11,080	1.73%
Debt Service & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	687	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	681,811	724,561	683,610	653,812	697,156	13,546	1.98%
LIBRARIES & CULTURE NET	681,811	616,928	683,610	653,812	697,156	13,546	1.98%

BASE BUDGET HIGHLIGHTS

Revenue

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

Expenses

Salaries, wages and benefits increased due to 65th to 70th percentile adjustment, merit increases and COLA adjustment. The decrease in Recreation Administration is for the Sport Tourism Committee expenses.

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

Parks & Facilities










2023 Net Operating Budget	\$7,360,027
2022 Net Operating Budget	\$6,429,282
Budget Change	\$930,745
% Change	14.48

Purpose

Parks & Facilities staff provide safe buildings and outdoor spaces. Parks maintains 135 acres of turf, 40 km of walking trails, 14 boat launches, 7 outdoor skating rinks, and all parks and playgrounds. They also maintain sports fields and collect litter from main streets and parks in both Plamondon and Lac La Biche.

Facilities cleans 16 buildings daily, and helps operate Portage Pool, the Plamondon Arena and the Bold Center. They also maintain 64 County-owned facilities, book events at McArthur Place and the Bold Center, and take care of community sponsorships and partnership opportunities.



2022 Key Accomplishments

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

Key Priorities

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

2023 Proposed Initiatives

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



Service Levels

FACILITY OPERATIONS

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

MAINTENANCE & CONSTRUCTION:

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

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

MAINTENANCE AND CONSTRUCTION:

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

Construction of interior renovations.

Interior repairs

Exterior repairs

Roofing

Handyman work – locks, taps, blinds, etc.

PROJECT MANAGEMENT:

Oversee capital projects

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

PARKS WINTER OPERATIONS:

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

PARKS SPRING OPERATIONS:

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

PARKS SUMMER OPERATIONS:

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

parks and playgrounds, and other locations.

OTHER:

Setup tents and picnic tables for special events

Canada Day fireworks

Movie in the Parks, Plamondon and McArthur

Tree maintenance on all County owned lands including MRs and ERs

Cemetery plotting for monuments and funerals

Flag maintenance and lowering
See Click Fix responses

CUSTODIAL SERVICES

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

COMMUNITY PARTNERSHIPS SERVICE LEVELS

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

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

MAINTAIN RELATIONSHIPS WITH STRATEGIC PARTNERS

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

Assess New Partnership Opportunities.

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

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

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

OWNERSHIP

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

PARTNERSHIP CHECKLIST

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

CONTRACTUAL AGREEMENTS

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

MONITORING & IMPLEMENTATION

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

Parks & Facilities - Operating Budget

COMMON FACILITIES

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	33,168	38,584	33,168	22,325	33,168	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	32	13,479	32	26	32	-	0.00%
Conditional Grants	-	2,000	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	33,200	54,063	33,200	22,351	33,200	-	0.00%
OPERATING EXPENSES							
Salaries, Wages & Benefits	977,289	1,007,633	1,031,054	785,503	1,087,891	56,837	5.51%
Contracted & General Services	182,534	170,802	214,664	174,056	238,554	23,890	11.13%
Materials, Goods, Supplies & Utilities	314,832	310,833	328,952	238,442	379,908	50,956	15.49%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	1,474,655	1,489,269	1,574,670	1,198,001	1,706,353	131,683	8.36%
COMMON FACILITIES NET	1,441,455	1,435,206	1,541,470	1,175,649	1,673,153	131,683	8.54%

CEMETERIES

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

Parks & Facilities - Operating Budget Continued

RECREATION FACILITIES

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	678,254	252,266	669,254	292,743	504,254 -	165,000	-24.65%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	1,800	1,561	1,800	1,419	1,800	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	26,042	21,144	26,042	16,502	22,120 -	3,922	-15.06%
Conditional Grants	-	-	-	10,000	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	706,096	274,971	697,096	320,664	528,174 -	168,922	-24.23%
OPERATING EXPENSES							
Salaries, Wages & Benefits	2,153,356	2,152,234	2,346,163	2,002,770	2,628,019	281,856	12.01%
Contracted & General Services	739,539	599,248	586,039	419,443	637,806	51,767	8.83%
Materials, Goods, Supplies & Utilities	961,062	946,493	971,062	835,958	1,119,118	148,056	15.25%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debt Service & Interest	-	-	2,345	-	4,000	1,655	70.58%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	3,853,957	3,697,975	3,905,609	3,258,172	4,388,943	483,334	12.38%
RECREATION FACILITIES NET	3,147,861	3,423,005	3,208,513	2,937,507	3,960,769	752,256	23.45%

PARKS & OPEN SPACES

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 ACTUAL	2023 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
OPERATING REVENUES							
Sale of Goods & Services	26,369	20,276	26,369	29,611	26,369	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	778	-	305	-	-	0.00%
Conditional Grants	-	9,290	2,100	-	- -	2,100	-100.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: REVENUES	26,369	30,344	28,469	29,916	26,369 -	2,100	-7.38%
OPERATING EXPENSES							
Salaries, Wages & Benefits	1,022,568	950,387	1,080,878	825,528	1,133,770	52,892	4.89%
Contracted & General Services	345,529	274,476	397,297	222,448	363,111 -	34,186	-8.60%
Materials, Goods, Supplies & Utilities	214,333	228,644	229,193	181,358	255,193	26,000	11.34%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debt Service & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
TOTAL: EXPENSES	1,582,430	1,453,507	1,707,368	1,229,335	1,752,074	44,706	2.62%
PARKS & OPEN SPACES NET	1,556,061	1,423,163	1,678,899	1,199,419	1,725,705	46,806	2.79%

BASE BUDGET HIGHLIGHTS

Revenue

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

Expenses

Salaries, wages and benefits increased due to 65th to 70th percentile adjustment, merit increases and COLA adjustment. There is an increase in operating costs of all facilities, resulting in budget increases in most categories.

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

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

Appendices

The background of the page is a solid dark blue. Overlaid on this are several diagonal stripes of a lighter, medium blue color. These stripes run from the top-left towards the bottom-right, creating a dynamic, geometric pattern. The stripes vary in width and are spaced apart, adding visual interest to the otherwise solid background.



GLOSSARY

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

Assets: All tangible property owned by the County.

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

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

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

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

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

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

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

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

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

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

Debt: A financial obligation resulting from the borrowing of money. Typical is a purchase of debentures from Alberta Capital Finance Corporation.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Reference Sheets

READER'S GUIDE



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



To return to the full list of Proposed Operating Initiatives, click this icon.



To return to the proposed Capital Budget and full capital projects list, click this icon.

These icons are found in the top right corner of the first page of each reference sheet.

Operating Request: Corporate Services Clerical Support

Lead Department: Finance **Type:** Base Business Case



Background:

- Finance department has been operating the front counter services with limited resources for entire duration of COVID restrictions.
 - Finance hired a temporary worker for the tax season in 2022 to help with managing front counter operations. This support is no longer available.
 - The workload for this area has been gradually increasing year over year and this is resulting in substantial increases in overtime expenses for the department. This increase has been there for the last two years while the department-tired finding efficiencies within.
 - After a careful analysis, it is determined that a minimum of a .5FTE is required to sustain departments operations effectively while limiting overtime. Continuous use of overtime results in staff fatigue and is detrimental for staff retention over the long term.
-
- Legislative Services department is operating with minimal resources resulting in increased overtime being consumed for the past two years.
 - There are several projects that have been put on hold due to lack of time.
 - Increase in FOIP requests over the past two years has also taken away valuable time that could be used up for other projects.
 - Economic Development department also has clerical duties that are being dealt with by the EDO or the Director which is not efficient use of their time.
 - Launching a Business License Program will require significant staff time to contact businesses, coordinate communications, engage local partners, answer inquiries, and perform data entry. After a careful analysis, it is determined that a minimum of a .5FTE is required to sustain the operations and address the back log of projects. This is a shared position, so it maximizes the efficiency for the organization.

Current State:

- Staff are working significant hours of overtime every week to sustain operations. While the work is being done, staff are finding themselves reacting to issues rather than proactively managing the workload and delivery on assigned projects. Delays in manufactured home bylaw response, updates to website content are examples of projects that are on the back burner due to limited resources.
- Legislative services staff time is consumed mainly in Council meetings, policy reviews, agenda prep and other supports. FOIP requests further exacerbate the time commitments which is resulting in significant overtime in the department.

- Much of the work in Legislative Services is tied to constrained timelines and legislated processes, which cannot be deferred for other department initiatives.
- Economic Development department has also demonstrated a need for clerical assistance for committee meetings and coordination of daily activities. The upcoming business licensing bylaw will require significant resources for a period of 4-6 months for the initial roll out of the program.
- All of the above are valid resource requirements needed to sustain existing service levels and support upcoming projects.

Alternatives:

Scenario 1

- Council approves the request.

Pros:

- Reduce overtime expenses (\$30,000) for the County and increase employee morale.
- Allow Administration to dedicate resources for the business licensing program to be a success. This is directly aligned with Council's priorities.
- Allow departments to focus on projects and complete them in a reasonable timeframe. This will help with reducing the outstanding items on the FAL as well as progress the organization forward.

Cons:

- Slight increase in the operational budget for 2023 and beyond.

Scenario 2

- Council does not approve the request.
- Pros:
 - Requested budget can be allocated to other priorities.
- Cons:
 - Staff continue to work overtime. This may lead to burnout without tangible progress towards several priorities.
 - Delays and issues with business licensing program roll out.

Recommended alternative: Scenario 1

Strategic Alignment: Service Excellence

- Business retention and expansion has been identified in the County's Economic Development Strategic Plan.

Stakeholders:

Finance, Legislative Services, Economic Development, Chamber of Commerce, local businesses.

Timeline:

- Q1 2023

Associated Capital Request:

Priority Matrix: Priority I : Imperative

Funding Requirements:

Frequency: On going

Number of Years: N/A

Operational Impacts:

Number of Full Time Equivalents (FTE) .5:

Position: New Position

	2023	2024	2025	2026	2027	2028
Salaries & Benefits	81,560					
Training & PD	2,000					
Computer & Communication	5,000					
Vehicle & Office						
Other Expense						
Subtotal	\$88,560	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery	-35,000					
Total Cost	\$53,560	\$0	\$0	\$0	\$0	\$0

Comments:

A temporary clerical position is contemplated for year 1 with some funding for communications.

Appendix (photos, supporting documents, etc.):

List attached documents here: Click or tap here to enter text.



Department Manager: Zeeshan Hasan, Melanie McConnell and John Anderson

Associate CAO: Dan Small

Operating Request: Indigenous Relationship Advisor (Contract)

Lead Department: General Municipal **Type:** Service Level Enhancement



Background:

- Council established the Indigenous Collaboration Committee with a mandate to collaborate with Indigenous Communities and Organizations in a renewed commitment for reconciliation, strengthening relationships, gaining cultural perspective and achieving equitable outcomes. The Indigenous Collaboration Committee has been actively building relationships with Indigenous Partners.
- Administration has created the internal Focus Indigenous Committee to create an inclusive, authentic and judgement-free environment for County employees, with a focus on Indigenous initiatives including but not limited to education, ceremony and educational activities; the mandate was inspired by the Truth and Reconciliation Commission of Canada's Call To Action #57.
- Both of these committees have recently hosted successful meetings and events to further their mandates.

Current State:

- In alignment with the work of the aforementioned committees, Administration is recommending a contracted Indigenous Relationship Advisor to support Council and Administration in meeting the County's commitment to reconciliation and relationship building with Indigenous communities in and neighbouring to Lac La Biche County. Administration is recommending a 3-year contract.
- As a public body governing an area in three Treaty territories and the Métis Homeland, neighbouring a number of Indigenous communities and home to many Indigenous residents, Lac La Biche County is uniquely positioned to set a positive example in this field.
- The proposed role will provide dedicated support to the Indigenous Collaboration Committee with the goal of establishing a foundation for ongoing partnerships and engagement between the County and Indigenous Communities and Organizations. Ensuring the longevity of these partnerships and continuation of the dialogue was a key discussion point raised during the Inaugural meeting of the Indigenous Collaboration Committee.
- The Advisory will also serve as a point of contact between Lac La Biche County and Indigenous Communities, streamlining communications and dialogue between organizations.
- The Indigenous Relations Advisor would also help build cultural understanding within the organization by identifying opportunities for staff to participate in learning about Indigenous Peoples. The Advisor will be a key resource for Council and Administration to understand and respect cultural protocols.
- Further, the role will help identify meaningful acts of reconciliation, and will lead consultation and preparation of the development of a Reconciliation Action Plan for the County. A Reconciliation Action Plan would be an implementation framework to address the Truth and Reconciliation Commission's Calls to Action directed to municipal governments. This plan would be a long term, living document, recognizing true reconciliation requires action.

Alternatives:

Scenario 1

- Allocate \$60,000/year for 3 years to contract an Indigenous Relations Advisor.

Scenario 2:

- Approve an FTE for an Indigenous Relations Advisor position within Administration.

Scenario 3:

- Postpone or deny consideration of an Indigenous Relations Advisor.

Recommended alternative: Scenario 1

Strategic Alignment: Social Wellness

- Continue to strengthen our relationships with Indigenous peoples in and outside of Lac La Biche County and seek opportunities for positive dialogue and mutually beneficial partnerships.
- Reconciliation is an ongoing process of establishing and maintaining respectful relationships; the work of the Indigenous Collaboration Committee is to work out historical differences and build healthy relationships.

Stakeholders:

- Lac La Biche County Council and Staff
- Lac La Biche County Residents
- Neighbouring Indigenous Nations, Settlements, Region and Organizations

Timeline:

- The terms of reference for the contract would be completed in the first quarter. Selection of the Indigenous Relations Advisor would follow.



Lac La Biche County
welcoming by nature.

OPERATING INITIATIVES

Associated Capital Request:

Priority Matrix: Priority II: Essential

Funding Requirements:

Frequency: One Time

Number of Years: N/A

Operational Impacts:

Number of Full Time Equivalents (FTE): N/A

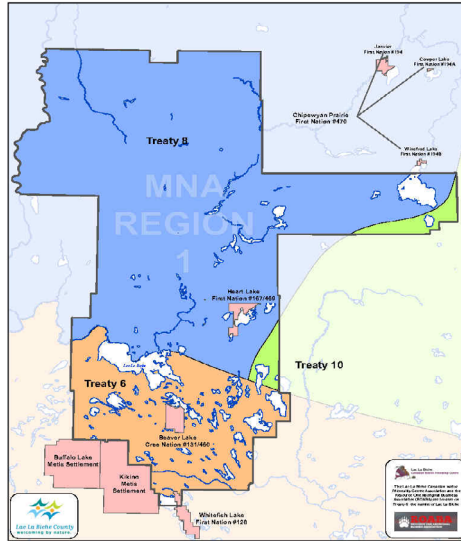
Position: Not applicable

	2023	2024	2025	2026	2027	2028
Salaries & Benefits						
Training & PD						
Computer & Communication						
Vehicle & Office						
Other Expense	\$60,000	60,000	60,000			
Subtotal	\$60,000	\$60,000	\$60,000	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$60,000	\$60,000	\$60,000	\$0	\$0	\$0

Comments:

Appendix (photos, supporting documents, etc.):

List attached documents here:



Department Manager: Melanie McConnell, Associate CAO, Corporate Services

Associate CAO: Melanie McConnell, Associate CAO, Corporate Services

Operating Request: Indigenous Collaboration Committee and Focus Indigenous Engagement



Lead Department: General Municipal **Type:** Service Level Enhancement

Background:

- Council established the Indigenous Collaboration Committee with a mandate to collaborate with Indigenous Communities and Organizations in a renewed commitment for reconciliation, strengthening relationships, gaining cultural perspective and achieving equitable outcomes. The Indigenous Collaboration Committee has been actively building relationships with Indigenous Partners.
- Administration has created the internal Focus Indigenous Committee to create an inclusive, authentic and judgement-free environment for County employees, with a focus on Indigenous initiatives including but not limited to education, ceremony and educational activities; the mandate was inspired by Call To Action #57.
- Both of these committees have recently hosted successful meetings and events to further their mandates.

Current State:

- These committees require adequate budget to host events that are culturally appropriate and impactful. The budget proposed is meant for ceremonial costs, hosting, gifts, honorariums and employee relations/professional development.
- Administration is recommending \$20,000 for the Indigenous Collaboration Committee and \$10,000 for the Focus Indigenous Committee.

Alternatives:

Scenario 1

- Allocate \$20,000 for the Indigenous Collaboration Committee and \$10,000 for the Focus Indigenous Committee.

Scenario 2:

- Allocate alternative amounts to the committees.

Scenario 3:

- Do not allocate funding for the committees.

Recommended alternative: Scenario 1

Strategic Alignment: Social Wellness

- Continue to strengthen our relationship with Indigenous peoples in and outside of Lac La Biche County and seek opportunities for positive dialogue and mutually beneficial partnerships.
- Reconciliation is an ongoing process of establishing and maintaining respectful relationships; the work of the Indigenous Collaboration Committee is to work out historical differences and build healthy relationships.

Stakeholders:

- Lac La Biche County Council and Staff
- Neighbouring Indigenous Nations, Settlements, Region and Organizations

Timeline:

- Meetings of the ICC are held on a regional basis, quarterly. Other ad-hoc meetings may be scheduled.
- Events honouring significant dates, such as National Indigenous Peoples Day, National Indigenous History Month and National Day for Truth and Reconciliation, Métis Week can be scheduled, in addition to other future ceremonial events.
- Staff training and professional development can be considered, pending budget approval.

Associated Capital Request: n/a

Priority Matrix: Priority II: Essential

Funding Requirements:

Frequency: On going

Number of Years: 5+

Operational Impacts:

Number of Full Time Equivalents (FTE): N/A

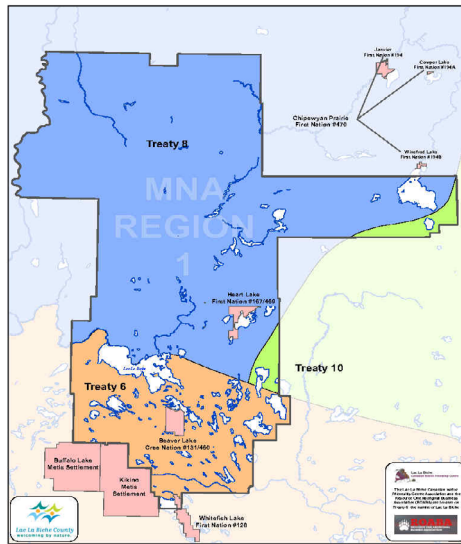
Position: Not applicable

	2023	2024	2025	2026	2027	2028
Salaries & Benefits						
Training & PD						
Computer & Communication						
Vehicle & Office						
Other Expense	30,000	30,000	30,000	30,000	30,000	30,000
Subtotal	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Revenue/Cost Recovery						
Total Cost	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000

Comments:

Appendix (photos, supporting documents, etc.):

List attached documents here: Click or tap here to enter text.



Department Manager: Melanie McConnell, Associate CAO, Corporate Services

Associate CAO: Melanie McConnell, Associate CAO, Corporate Services

Operating Request: Investment Readiness Assessment



Lead Department: Economic Development **Type:** Base Business Case

Background:

- Investment-ready land is critical to respond to imminent investment inquiries. A lack of investment-ready inventory is a limiting factor to investment attraction.
- Privately landowners aware of development potential can increase their land sales valuations anticipating developers have deep pockets. This tendency can lead to the loss of investment interest in prime real estate.

Current State:

- Council has a Strategic Plan.
- The County has an Economic Development Strategic Plan.
- The County has a Retail Trade Gap Analysis Study.
- The County has a Tourism Strategy.
- Council is approving a new Municipal Development Plan and East Area Structure Plan.
- The County has Invest Alberta-approved marketing material.
- The County has limited Industrial lands that are serviced and zoned for imminent investment readiness.

Alternatives:

Scenario 1

- Identification of new Industrial Development land and servicing plan.
- Pro: Enhancing investment readiness will help to enable potential development.
- Con: Development of investment ready land is costly and not guaranteed to result in short-term development.
- \$75,000

Scenario 2

- Work with developers on a development-specific initiative and facilitate new industrial on a case-by-case basis.
- Pro: The County doesn't build infrastructure and zoning to unknown requirements.
- Con: The County is less attractive for timely investment opportunities.
- \$0 (project specific deferred spending)

Recommended alternative: Scenario 1

Strategic Alignment: Economic Growth

- Investment readiness and investment attraction have been identified in the County's Economic Development Strategic Plan.

Stakeholders:

- N/A

Timeline:

- Q4 2023 (following learnings from the SiteLink Forum)
-

Associated Capital Request: \$75,000

Priority Matrix: Priority III: Important

Funding Requirements:

Frequency: One Time

Number of Years: N/A

Operational Impacts:

Number of Full Time Equivalents (FTE): 1

Position: Not applicable

	2023	2024	2025	2026	2027	2028
Salaries & Benefits						
Training & PD						
Computer & Communication						
Vehicle & Office						
Other Expense	75,000					
Subtotal	\$75,000	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$75,000	\$0	\$0	\$0	\$0	\$0

Comments:

Appendix (photos, supporting documents, etc.):

List attached documents here:

Department Manager: John Andersen

Associate CAO:

Operating Request: Regional Trade Area Study Update

Lead Department: Economic Development **Type:** Service Level Enhancement



Background:

- Motion of the Economic Development Advisory Committee to Council: to recommend that the County determines an appropriate process to utilize regional population and retail catchment area data to update the official Retail Gap Analysis report – CARRIED UNANIMOUSLY
- Commercial and Retail investment decisions are heavily influenced by regional populations and traffic counts.

Current State:

- In 2019 Lac La Biche County received a retail trade gap analysis. The report identified the County serves a retail trade area of approximately 27,000 people.

Alternatives:

Scenario 1

- Commission a new report to supplement the 2019 Retail Gap Analysis document with new data on trade area estimation to leverage Q4 2022 data in development of a 2023 Retail Trade Area Analysis.
- Pro: current and new data to supplement existing economic development documentation and promotional materials.
- Con: new data may not improve the regional trading population.
- Approximately \$15,000

Scenario 2:

- Commission a new report to supplement the 2019 Retail Gap Analysis document with new data on trade area estimation to leverage Q4 2023 data in development of a 2024 Retail Trade Area Analysis.
- Pro: current and new data to supplement existing economic development documentation and promotional materials.
- Con: new data may not improve the regional trading population
- Approximately \$15,000

Recommended alternative: Scenario 2

Strategic Alignment: Economic Growth

- Investment Attraction is identified in the County's Economic Development Strategic Plan and Retail

Stakeholders:

- Administration and consulting firm

Timeline:

- Q1 2023 (scenario 1)
- Q4 2023 (scenario 2)

Associated Capital Request: \$15,000

Priority Matrix: Priority III: Important

Funding Requirements:

Frequency: One Time

Number of Years: N/A

Operational Impacts:

Number of Full Time Equivalents (FTE): 1

Position: Existing Position

	2023	2024	2025	2026	2027	2028
Salaries & Benefits						
Training & PD						
Computer & Communication						
Vehicle & Office						
Other Expense	15,000					
Subtotal	\$15,000	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$15,000	\$0	\$0	\$0	\$0	\$0

Comments:

Click or tap here to enter text.

Appendix (photos, supporting documents, etc.):

List attached documents here:

Department Manager: John Andersen

Associate CAO:

Operating Request: Shop Local Campaign



Lead Department: Economic Development **Type:** Service Level Enhancement

Background:

- Council has included in their strategic plan the direction to create a “Buy in Lac La Biche County” initiative that demonstrates the multiplier effect of money spent in the region and cost of travel to other communities to shop.

Current State:

- N/A

Alternatives:

Scenario 1

- Engage in a 3-year pilot Shop Local Campaign beginning in Q2, 2023 leveraging existing County Communications Platforms including local radio and newspaper advertisements and social media paid advertisements.
- Pro: Coordination use of existing platforms and local service providers will support local businesses
- Pro: Encouragement of buying local can help local retailers and is a visible demonstration of County support to the business community.
- \$15,000 per year for 3 years.

Scenario 2:

- Engage in a 1-year pilot Shop Local Campaign beginning in Q2, 2023 leveraging existing County Communications Platforms including local radio and newspaper advertisements and social media paid advertisements and revisit future years with Council.
- Pro: Coordination use of existing platforms and local service providers will support local businesses
- Pro: Encouragement of buying local can help local retailers and is a visible demonstration of County support to the business community.
- \$15,000.

Recommended alternative: Option 1

Strategic Alignment: Strategic Communications

- Support for local spending supports business retention and expansion, identified in the Economic Development Strategic Plan.

Stakeholders:

- Chamber of Commerce, Community Futures, local businesses.

Timeline:

- Options 1 and 2 could begin in Q2 of 2023.

Associated Capital Request: N/A

Priority Matrix: Priority III: Important

Funding Requirements:

Frequency: On going

Number of Years: 3

Operational Impacts:

Number of Full Time Equivalents (FTE): 1

Position: Existing Position

	2023	2024	2025	2026	2027	2028
Salaries & Benefits						
Training & PD						
Computer & Communication						
Vehicle & Office						
Other Expense	15,000	15,000	15,000			
Subtotal	\$15,000	\$15,000	\$15,000	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$15,000	\$15,000	\$15,000	\$0	\$0	\$0

Comments:

This will be a service level enhancement to the Communications Department

Appendix (photos, supporting documents, etc.):

List attached documents here:

Department Manager: John Andersen

Associate CAO:



Operating Request: Network & Systems Analyst

Lead Department: Information Technology **Type:** Base Business Case

Background:

- Before 2021 the Information Technology department included 3.33 FTE positions. 2 full time positions, 1 summer student and 1 manager.
- 2021 the GIS department was moved under IT, going from a dedicated manager to a shared manager.
- 2021 a new IT support position was added to the Information Technology department, making the IT team 4.33 FTE total. 3 full time positions, 1 summer student and 1 manager.
- 2022 there was a re-organization. The Information Technology and GIS departments was combined with the Records department to create the new Information & Technology Services department. Making a shared Manager for all 3 departments and re-purposed the old Network & Systems Analyst position into an IT Supervisor position.
- - Since the re-organization, the IT department lost 75% of an FTE to other responsibilities and functions instead of working on day to day matters and IT related projects.

Current State:

- The information technology department has been dealing with increasing demands for service and expectations from both internal and external people due to the continual ongoing growth of the organization.
 - Since the re-organizations in 2021 and 2022, the IT department lost 75% of an FTE to other responsibilities and functions instead of working on day to day matters and IT related projects.
 - This new position is to help deal with the day-to-day operations and projects within the department.
 - Help with items related to infrastructure such as connectivity, servers, telecommunications with the biggest part is the security audit and security related tasks.
 - For the last 5 years, the IT department only been able to complete 50% of projects for the year.
 - This added position will also allow for some crossover training and coverage during vacation and sick days.
 - The new position would replace the 0.33 FTE summer student position with 1 FTE position.
 - Recruitment would start mid year which is why the first year of operating costs are low.
 - A comparison of surrounding IT department staffing levels with a comparable level of IT systems is below. To make us comparable to the MD of Bonnyville we would need a total of 7 FTEs and to compare with the City of Cold Lake we would need a total of 9 FTEs.
- Lac La Biche County - 84 users per IT position. With 362 users in total being supported.

City of Cold Lake - 40 users per IT position
MD of Bonnyville - 50 users per IT position

Alternatives:

Scenario 1

- Replace the 0.33 summer student position with a new 1 FTE position on the Information Technology team.

Recommended alternative: Scenario 1

Strategic Alignment: Service Excellence

- Affects all strategic goals as it allows other departments to operate.

Stakeholders:

- None

Timeline:

- Start the hiring process in mid 2023.

Associated Capital Request: N/A

Priority Matrix: Priority I : Imperative

Funding Requirements:

Frequency: On going

Number of Years: N/A

Operational Impacts:

Number of Full Time Equivalents (FTE): 1

Position: Repurposed Position

	2023	2024	2025	2026	2027	2028
Salaries & Benefits	31,326	97,070	100,984	105,085	109,353	113,829
Training & PD	2,000	3,000	3,000	3,000	3,000	3,000
Computer & Communication	4,280	600	600	600	600	600
Vehicle & Office	2,500					
Other Expense						
Subtotal	\$40,106	\$100,670	\$104,584	\$108,685	\$112,953	\$117,429
Revenue/Cost Recovery						
Total Cost	\$40,106	\$100,670	\$104,584	\$108,685	\$112,953	\$117,429

Comments:

Appendix (photos, supporting documents, etc.):

List attached documents here:

Department Manager: Travis Simmons

Associate CAO:

Operating Request: Census Program

Lead Department: Legislative Services **Type:** Service Level Enhancement



Background:

- Lac La Biche County's census program previously enumerated residents and shadow population every 3 years. The 3-year cycle was required to maintain Municipal Affairs approval to include the shadow population (the people who reside within the County for work for a specified period of time, but live elsewhere. This would include people living in workcamps).
- Due to changes made by the Government of Alberta, the County suspended the census program as the data would not have been accepted for the Municipal Affairs Population List.
- The Government is now reconsidering the direction to discontinue the Municipal Affairs Population List, meaning the municipal census data may again be accepted. As the consultation is currently underway, the specific details of a future census regulation are not known. Although official confirmation has not been received, Administration does anticipate this reinstatement will occur.

Current State:

- A census was not conducted in 2022; the last municipal census was in 2019 with 8,654 usual residents and 982 shadow population, totalling 9,636. However, the 2021 federal census has reported a population decrease, with a count of 7,673 (the federal census does not count the shadow population).
- If the government moves forward with accepting municipal census data once again, Administration recommends conducting a census locally (provided the regulation favours this direction). It is also anticipated that provisions for counting the shadow population will be reinstated.
- It is important to note that the census will only count the residents of Lac La Biche County, and not "regional" residents.
- Administration estimates that each resident equates to approximately \$200 - \$250 in grant dollars annually.
- The oversight of the previous census was through existing staff. However, staffing resources are more limited for this scale of a project. Therefore, Administration is recommending an increased budget to allow for additional resources, either a term position or through contracted services.

Alternatives:

Scenario 1

- Conduct a 2023 census, allowing a local count of residents and likely a count of the shadow population.
- The 2023 municipal census results would then be the official population of the County and the data could be used to inform decision making. Once the details from the province are known, the County would then continue conducting a census, likely every 3 or 5 years.

Scenario 2:

- Consider a census for future years - this would postpone expenses to future years, however the opportunity to increase the official population would also be delayed.

Scenario 3:

- Do not consider a census program - there would be no expenses and the County would rely on the population counts through other sources, such as the federal census.

Recommended alternative: Scenario 1

Strategic Alignment: Economic Growth

- Complete a data analysis and census so we can make educated decisions about new economic development.
- The data will inform all aspects of the County's strategic plan.

Stakeholders:

- All Lac La Biche County residents.
- Those commercial or industrial businesses that employ the shadow population.
- Alberta Municipal Affairs.

Timeline:

- Census planning will need to be in late 2022, once the government provides additional details.
- Enumeration will likely occur in quarter 2 of 2023.
- Results would likely be available prior to quarter 4.

Associated Capital Request: N/A

Priority Matrix: Priority II: Essential

Funding Requirements:

Frequency: On going

Number of Years: N/A

Operational Impacts:

Number of Full Time Equivalents (FTE): N/A

Position: Not applicable

	2023	2024	2025	2026	2027	2028
Salaries & Benefits						
Training & PD						
Computer & Communication						
Vehicle & Office						
Other Expense	80,000					
Subtotal	\$80,000	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$80,000	\$0	\$0	\$0	\$0	\$0

Comments:

The census cycle is anticipated to be every 5 years, however it may be sooner, depending on the future regulation.

Appendix (photos, supporting documents, etc.):

List attached documents here:

Department Manager: Melanie McConnell, Associate CAO, Corporate Services

Associate CAO: Melanie McConnell, Associate CAO, Corporate Services



Operating Request: .6 FTE Grants Clerk

Lead Department: Finance **Type:** Base Business Case

Background:

- The Grants Department (sub-section of the Finance Department) deals with the administration and management of the majority of grants distributed to community organizations, as well as with the majority of cases where funding is obtained by the County for its projects.
- The Grants department has a two-fold task which could arguably be something that is handled by 2 separate individuals but is nonetheless tasked to a single business unit.
- The Grants Department is requesting a .6 FTE "Grants Clerk", estimated to cost \$48,537 based on Level 2 Step 3 of the Salary Grid. These costs include benefits.

Current State:

- The Grants Department is normally managed, coordinated, administered (all clerical tasks) by the Grants and Community Funding Coordinator; one single individual. This includes the management, coordination, and administration of several large grant programs, multiple smaller ones, and other funding agreements with community organizations.
- In addition to the management, coordination, and administration of these programs and other agreements, the Grants and Community Funding Coordinator is also responsible for seeking out funding opportunities for the County, writing these grant applications, administering, and monitoring funding agreements, completing interim and final reporting, and cost tracking and preparing internal financial information regarding these grants.
- In addition to these 2 functions, the Grants and Community Funding Coordinator is also tasked with managing other larger ongoing projects such as the Disaster Recovery program (DRP) claim and Census.
- Normally, all work, from the repetitive data entry and filing to the more strategic development and analysis of program effectiveness, as well as presenting to Council, is completed by the Grants and Community Funding Coordinator, there is no clerk or manager to do one or the other.
- As a result, work must be triaged and prioritized based on urgency.

Alternatives:

Scenario 1 - Status Quo

- Advantages: No increase to budget
- Disadvantage: all areas of the "Community Grant" Programs suffer to a greater or lesser extent, depending on their overall priority and necessity, given that there is insufficient manpower to fully complete all tasks with the vigilance the Community and Grants Coordinator expects.
- Disadvantage: there is a potential loss in grant revenues as the Grants and Community Funding Coordinator believes that with additional manpower, a more systematic and continual and focused effort could be made to constantly seek out and evaluate grant opportunities and access them against potential County projects.

Scenario 2: Approve the Part-Time Position as requested

- Disadvantages: the County would incur an additional \$48,537 in salary costs.
- Advantages: all areas of the Community Grant Programs, from the routine clerical work, to the higher level program analysis would now have increased manpower to give it more attention, closer to what it actually warranted in order to provide a quality of work that is to the satisfaction of the Grants and Community Funding Coordinator.
- Advantage: additional revenue could be obtained by the County, offsetting existing County project costs and providing revenues for new projects that would not otherwise be possible.

Recommended alternative: Scenario 2

Strategic Alignment: Tourism and Recreation

- This position would complement Goal 2: Recreation and Culture as it would allow the Grants Department to better handle files related to grant funding it has issued to community organizations.
- This position would benefit the County overall as it would allow more time to be spent seeking out and obtaining additional grant funding for the County, which would allow the County to either complete more projects, or offset existing costs, freeing more money up for additional projects.

Stakeholders:

- This position will benefit approximately 30 external stakeholders, which regularly apply for grant funding on an annual basis.
- Enhanced communication (reduced wait times, better rapport, etc.) will improve the County's reputation among these external stakeholders.
- This position will benefit internal County departments as it will help increase revenues for their projects.

Timeline:

- Hire position when budget is approved

Associated Capital Request: N/A

Priority Matrix: Priority I : Imperative

Funding Requirements:

Frequency: On going

Number of Years: N/A

Operational Impacts:

Number of Full Time Equivalents (FTE): .6

Position: New Position

	2023	2024	2025	2026	2027	2028
Salaries & Benefits	48,065	49,985	51,989	54,085	56,272	56,272
Training & PD						
Computer & Communication						
Vehicle & Office						
Other Expense						
Subtotal	\$48,065	\$49,985	\$51,989	\$54,085	\$56,272	\$56,272
Revenue/Cost Recovery						
Total Cost	\$48,065	\$49,985	\$51,989	\$54,085	\$56,272	\$56,272

Comments:

Appendix (photos, supporting documents, etc.):

List attached documents here:

Department Manager: Carl Kurppa

Associate CAO: Dan Small

Operating Request: Request for FTE - Lands Officer



Lead Department: Planning & Development **Type:** Service Level Enhancement

Background:

- The Planning and Development department oversees and approves all development within the County. This includes developing long range planning tools and documents, land development which consists of subdivisions, rezonings, statutory plans and amendments as well as regular land use bylaw amendments. This department reviews and oversees development permits and monitors all safety code permits issued by our contractor to maintain accreditation.
- In addition, the Planning and Development department manages all land matters that pertain to land leases, encroachment agreements, license of occupation agreements, road closures and land sales.
- Planning staff assist both internal departments and outside organizations with development matters within the County.

Current State:

- In 2021, Planning and Development underwent some staffing changes within the department. A Development Officer moved into the Manager position and the Compliance Officer moved into a Development Officer position. This allowed for a vacant FTE within the Planning and Development Department.
- Currently, Planning and Development staff include one (1) Manager, three (3) Development Officers, one (1) Planning Technician and two (2) Clerks.
The Development Officers review and process all development, rezoning and subdivision applications. They process land use bylaw amendments which include providing a recommendation to Council for consideration. They monitor compliance by reviewing issued permits and conditions of approval. The Development Officers research and review County bylaws and policies to ensure accuracy and completes revisions when required. These Officers provide recommendations to Council, the Municipal Planning Commission and also prepares reports for appeal hearings.
The Planning Technician is responsible for managing new statutory plan projects as well as the revision/amendments of existing statutory plans. This position also manages special projects and works alongside internal departments as a resource.
The Planning and Development Clerks are the main point of contact for residents. They provide information on the application process and respond to inquiries. They are responsible for managing the Municipal Planning Commission by preparing agendas, taking live minutes and tracking member's expenses. They also oversee the safety code process to maintain accreditation by reviewing all issued permits for accuracy.
- In April of 2022, the vacant FTE position was moved to the Finance Department.
- Each department currently has their own process to manage agreements, caveats and right of ways.

- The proposal is to add a Lands Officer position (new FTE) who would be part of the Planning and Development team, however this role would also compliment and benefit other departments such as GIS, Records and the Infrastructure Services division.
- The Lands Officer would oversee all land management matters in the County and be the main point of contact which would help simplify the County's current process. This position would ensure documents are properly registered with the Land Titles Office and also that the proper discharge/removal of these caveats are completed in a timely manner.
- The Lands Officer would assist with managing land agreements in the County and guarantee they are up to date and all relevant information such as security and engineering is received. This position would be responsible to monitor expiry dates and timelines.
- The Lands Officer would assist the Utility department with easements; right of way caveats; natural gas, water and sewer right of ways; issuing temporary field authorizations; damage control licenses and support applications for Water Act approvals for the purpose of utility installation and or repairs.
- The Lands Officer would play a role in land acquisition requests for the County for all departments.
- This position could track and update information received by the Alberta Energy Regulator (for pipeline infrastructure) and ensure GIS has the most updated information for tracking.
- The Lands Officer would work with Records to confirm that information is shared and updated in the respective land files/agreement register so that it is easily accessed by all County personnel.

Alternatives:

Scenario 1 No new position: responsibilities fall within each department to monitor land matters.

- Each department would be accountable for maintaining, updating and sharing information. Each department has their own way of taking care of agreements and caveats, which can be seen as inconsistent when the public is dealing with several departments.
- Currently the Manager of Planning governs all land related matters which can be time consuming and takes away from mentoring staff and assisting other departments and outside organizations with planning related matters.
- Staff feel overwhelmed with dealing with land matters that are not done on a regular basis. The Land Titles Office is very particular on how caveats are received and discharged. Not following their process can lead to rejections and a much longer timeline.
- Having a centralized position would eliminate the current situation whereas old caveats are not being discharged and security is not properly tracked.

Scenario 2: new position is created, but falls under a different umbrella in the County

- Perhaps a more centralized location of the FTE would be more appropriate so all departments feel they can use the resources available.

- This would still require an FTE within the Organization.

Recommended alternative: Scenario 2

Strategic Alignment: Service Excellence

- Service Excellence: This position would enhance service levels for the County by streamlining the process for all land related matters into one centralized position. The Lands Officer would assist all departments with managing information and timelines. Having one position to oversee agreements, caveats, right of ways and security tracking will ensure that information is consistent, and timelines are not missed.

Stakeholders:

- Internal Departments (Utilities, Transportation, Engineering, Records, GIS)
- Alberta Environment Protection (Water Act Approvals)
- Alberta Energy Regulator
- Land Titles Office
- Lac La Biche Gas Coop (for natural gas easements/right of ways)
- County Residents

Timeline:

- Permanent position within the organization

Associated Capital Request: N/A

Priority Matrix: Priority II: Essential

Funding Requirements:

Frequency: On going

Number of Years: N/A

Operational Impacts:

Number of Full Time Equivalents (FTE): 1

Position: New Position

	2023	2024	2025	2026	2027	2028
Salaries & Benefits	98,291	102,483	106,647	110,997	115,536	115,536
Training & PD						
Computer & Communication						
Vehicle & Office						
Other Expense						
Subtotal	\$98,291	\$102,483	\$106,647	\$110,997	\$115,536	\$115,536
Revenue/Cost Recovery						
Total Cost	\$98,291	\$102,483	\$106,647	\$110,997	\$115,536	\$115,536

Comments:

Appendix (photos, supporting documents, etc.):

List attached documents here:

Department Manager: Diane Cloutier

Associate CAO: Dan Small

Operating Request: Lac La Biche Gas Co-op

Lead Department: General Municipal **Type:** Service Level Enhancement



Background:

- Lac La Biche Gas Co-Op requested Council for funding support to improve their infrastructure and service delivery in the franchise area with covers the rural area in Lac La Biche County.
- On May 10, 2022 Lac LA Biche District Natural Gas Co-Op Ltd. came to Council as a delegation to discuss some of the issues faced by the Co-Op in relation to the TELUS PureFibre Program costs and their Natural Gas Infrastructure.
- Following the discussion, Administration brought forward a report to Council on October 11, 2022 to inform Council on the County's relationship with the Gas Co-Op.
- Council requested Administration to bring forward this request to the 2023 budget process.

Current State:

- Currently, the County and the Gas Co-Op have a good relationship and work together on strategic projects that benefit both parties.
- There are several capital projects completed by the County and the Co-Op over several years in the past and Administration wishes to continue to do that.

Alternatives:

Scenario 1

- Council approves the request.

Pros:

- Gas Co-Op will receive annual funding that they can use for any purpose they wish to use it for.

Cons:

- County will have 150K less to spend on operations or capital.

Scenario 2

- Council does not approve the request.
- Council direct Administration to scope future projects per the approved capital plan and work with Gas Co-Op in planning phase to ensure minimal disruption for Gas Co-Op's annual operations and allow the Co-Op ample opportunity to plan ahead.
- Pros:
- County will keep the funds and use them as desired.

- Cons:
- Gas Co-Op will not get the funding.

Scenario 3

- Council only fund Gas Co-op projects that are mutually beneficial.

Pros:

- Gas Co-Op will have the opportunity to plan and respond to the changes coming in future years.
- The mutually beneficial partnership between the County and the Co-Op will continue to grow.
- Council will have control over which projects are approved and how the funds are spent.

Cons:

- Gas Co-Op will not get direct funding, however, they will still benefit on projects that are strategic for both organizations.

Recommended alternative: Scenario 3

Strategic Alignment: Service Excellence

- The recommended alternative is aligned with Council's strategic goal of providing service excellence. This way Council can have influence over the natural gas services in rural subdivisions.

Stakeholders:

Finance, Utilities, Residents

Timeline:

Q2 2023

Associated Capital Request: N/A

Priority Matrix: Priority III: Important

Funding Requirements:

Frequency: On going

Number of Years: N/A

Operational Impacts:

Number of Full Time Equivalents (FTE):

Position: New Position

	2023	2024	2025	2026	2027	2028
Salaries & Benefits						
Training & PD						
Computer & Communication						
Vehicle & Office						
Other Expense	150,000	150,000	150,000	150,000	150,000	150,000
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000

Comments:

Appendix (photos, supporting documents, etc.):

List attached documents here: Click or tap here to enter text.



Department Manager: Dan Small

Associate CAO: Dan Small

Operating Request: Snowmobile Club Assistance

Lead Department: Parks & Open Spaces **Type:** Service Level Enhancement



Background:

- Following the presentation of the Lac La Biche Back Country Riders Club (new snowmobile Club). County council made the following motion: " To fund the \$50,000 request from the Lac La Biche Back Country Riders Club from the Resident Response Fund and further to bring forward information to the 2023 budget deliberations on collaboration and funding options for the trail system

Current State:

- Lac La Biche Back Country Rider Club is a local non-profit organization that is affiliated with the Alberta Snowmobile Association.
- The Club is working towards the development of 200 km of trails to meet provincial standards. The cost of developing these trails is estimated at an average of \$1,000.00 per Km. They also wish to develop a trail mapping system with GPS co-ordinates to assist finding the trails and for safety of riders.
- All trails will be developed within provincial standards and meet environment regulations.
- The developed trails system would not only be for snowmobilers, but may be used by hikers, cross county skiers and eventually be an all-season trail system.
- The club is working towards more events and activities within Lac la Biche.
- They are requesting financial, in-kind and assistance from the County to link trails across areas and utilize County areas.
- As any community organization we would ask that this club matches County funding support with contributions or volunteer labour. Administration would work out the details with the Club on how this would be accomplished.

Alternatives:

Scenario 1:

- Provide the County \$50,000.00 contribution to the Club for trail development. This could be funding, County equipment or in-kind contributions

Scenario 2:

- Provide the Club with County equipment and in-kind contributions to support trail development

Scenario 3:

- Support the Club with grant applications for the development of trails through other funding available.

Recommended alternative: The Club request was to develop 200km of trail at an estimated average cost of \$1,000.00 per km. At \$50,000.00 per year this would be a 4-year program. The County has already committed \$50,000.00 in 2022, there would be another 3 years at \$50,000.00 per year. This could be funding, in-kind, or County equipment. This would support trail development, mapping and GPS coordinates. This could be supported and coordinated through the parks Department of Lac La Biche County. There will need to be more discussions and details to support the 4-year program

Strategic Alignment: Tourism and Recreation

- Promote the natural beauty and amenities of our community that make Lac La Biche County a tourist destination for fun, recreation, and relaxation.
- Foster local and non-local partnerships to deliver diverse recreational programs and activities to draw tourists.

Stakeholders:

- Lac La Biche Back Country Riders Club

Timeline:

- The club will complete 50km in 2022
- Continue with a 4-year program to complete 200km in total

Associated Capital Request: N/A

Priority Matrix: Priority I : Imperative

Funding Requirements:

Frequency: One Time

Number of Years: 1

Operational Impacts:

Number of Full Time Equivalents (FTE): N/A

Position: Not applicable

	2023	2024	2025	2026	2027	2028
Salaries & Benefits						
Training & PD						
Computer & Communication						
Vehicle & Office						
Other Expense	50,000	50,000	50,000			
Subtotal	\$50,000	\$50,000	\$50,000	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$50,000	\$50,000	\$50,000	\$0	\$0	\$0

Comments:

Appendix (photos, supporting documents, etc.):

List attached documents here:

Department Manager: Gary Harman

Associate CAO: Darrell Lessmeister

Operating Request: Medical Personnel Recruitment and Retention

Lead Department: Economic Development **Type:** Service Level Enhancement



Background:

- On October 25, 2022, the County established a special reserve fund to be used to fund programs and initiatives related to the attraction and retention of medical professionals. The reserve fund is \$392,000 and was created using unspent grant dollars the County initially budgeted as part of their contribution to the Health Foundation for the CT scanner project.
- To date, the County and/or organizations like the Lac La Biche Regional Attraction and Recruitment Committee have been delivering some smaller recruitment initiatives (events, dinners), as well as providing some financial incentives to doctors. This has been done on a largely ad hoc basis.
- The Economic Development department has recently begun working more closely with local stakeholders to develop a more formal retention and recruitment strategy. This includes developing programs and initiatives that would serve this end.
- The County proposes implementing several programs in 2023, as well as establishing more formal processes to govern practices pertaining to medical professional recruitment and retention which has thus far been done on a more ad hoc basis.
- Assuming the POI is approved, Administration will begin developing a policy and formalize a variety of programs and initiatives that will improve attraction and retention of medical professions in Lac La Biche County.

Current State:

- While healthcare is not a direct responsibility of municipal government, more municipalities, particularly rural ones, are becoming more active in the recruitment and retention of medical professionals as they are all often commonly faced with the same problem of staff shortages.
- Lack of medical professionals creates viability issues within the County. If people must travel for medical services, they may be less inclined to continue to reside in the County. Additionally, people may be less inclined to move to Lac La Biche County if services are not available. This in turn, can create shortages in other areas of the local economy as the population and workforce stagnates or decreases.
- Individuals who choose to continue to reside in the County but must travel for medical services, may also use the opportunity to access other services elsewhere, meaning less money reinvested in the local economy.
- All expectant mothers are currently seeking delivery options in other communities. It's important to provide the best possible start for our brand-new residents and adding the stress of additional costs for travel, hotels, etc., to safely deliver their child elsewhere and far from home, is certainly not ideal.

- Our current doctors are possibly facing burn-out and practice fatigue, creating further risk to our medical services for Lac La Biche County. It's important to try and do what we can to ensure they are supported so they can continue to provide healthcare to our residents and visitors.

Alternatives:

Scenario 1: Council approves the POI

- Advantages: increased medical professional recruitment and retention, more formalized recruitment and retention processes.
- Advantages: The County begins to implement programs and initiatives, which is anticipated to improve the retention and recruitment of medical professionals
- Advantages: The County is seen as a healthcare partner who is doing everything it can to improve the state of healthcare in the community.
- Advantages: The County is seen to be supportive of doctors, nurses and medical students and this in itself, creates a welcoming message to help with recruitment and retention.
- Advantages: This program potentially fills all of the current medical openings in our community, and we can revisit it in future years to determine future needs.
- Disadvantages: More staff time must be spent developing programs and initiatives and administering them.

Scenario 2: Council does not approve POI

- Advantages: No staff time is spent developing programs and initiatives or administering them.
- Advantages: An additional \$392,000 becomes available for other projects.
- Disadvantages: No increase to medical professional retention and recruitment.
- Disadvantages: Potential risks to the health and wellbeing of our residents and visitors due to reduced healthcare services.

Recommended alternative: Scenario 1

Strategic Alignment: Social Wellness

- Economic Development: Having a well-functioning medical center and medical services (clinics, etc.) that offer a variety of services is a consideration when individuals are determining whether to move or continue to live in Lac La Biche County.

- Social Wellness: Accessible medical services are foundational for a person's well being.

Stakeholders:

- Internal Stakeholders --
- Economic Development: Economic development will develop and administer the programs and initiatives.
- Finance and Recreation Staff: Collaboration with the recreation staff and the Finance Department will be vital in order to establish a streamlined system to track bold center passes and memberships (which will be issued as part of the program), as well as costs related the various programs and initiatives.
- Family Community Support Services (FCSS): FCSS offers various community support and resources. These resources will be incorporate into the programs and initiatives.
- Other departments as needed: other departments, such as communications may be requested to provide assistance, on an ad hoc basis.
- External Stakeholders --
 - All residents, visitors and surrounding communities around and in Lac La Biche County.
 - AHS, local medical clinic and other medical service organization in and around Lac La Biche County.

Timeline:

- Develop program and imitative guiding documents (policy, other materials): January - March 2023
- Implement program and initiatives: March to December, 2023

Associated Capital Request: N/A

Priority Matrix: Priority II: Essential

Funding Requirements:

Frequency: On going

Number of Years: N/A

Operational Impacts:

Number of Full Time Equivalents (FTE): N/A

Position: Not applicable

	2023	2024	2025	2026	2027	2028
Salaries & Benefits						
Training & PD						
Computer & Communication						
Vehicle & Office						
Other Expense	141,000	75,000	50,000	25,000		
Subtotal	\$141,000	\$75,000	\$50,000	\$25,000	\$0	\$0
Revenue/Cost Recovery	141,000	75,000	50,000	25,000		
Total Cost	\$0	\$0	\$0	\$0	\$0	\$0

Comments:

Operating Request: Project Engineer

Lead Department: Engineering Services **Type:** Base Business Case



Background:

- The Engineering Services department at Lac La Biche County manages a variety of capital projects that the County wishes to undertake. Projects currently under the supervision of the Manager Engineering Services include multi-surfaced road upgrades, infrastructure revitalization, bridge replacements, and recreational facility upgrades.

Current State:

With Council's priority to continue upgrading the County's aging infrastructure, demands on the Engineering Services team have increased. Hiring an additional Engineer will help to efficiently manage the projects currently under construction as well as those planned for the future. The successful proponent will also be available to assist other County departments with their in-house design projects, supervision, survey requirements, and overall project management of County operational and capital projects.

Engineering Services, when fully staffed, manage up to 50 capital projects at concept, engineering, construction, and warranty stages. We currently have the following positions: (1) Manager of Engineering Services, (1) Project Engineer, (2) Engineering Technologists, (1) Project Services Clerk and (1) Seasonal Engineering Technologist to assist our department.

Alternatives:

Scenario 1

- Re-designate the Seasonal Engineering Technologist to a Full Time Permanent Project Engineer position emphasizing civil design. A Design Engineer (P. Eng.) for in-house projects will not only reduce the use of Consultants for certified designs on small projects (In-House) but also for construction supervision, potentially saving the County more than \$1M annually.

Scenario 2:

- Approve a Temporary position as proposed in 2022 Budget.

Scenario 3:

- Not approve the additional Project Engineer position and increase the operational budget to accommodate additional support from Engineering Consultants.

Recommended alternative: Scenario 1

Strategic Alignment: Economic Growth

- Replace existing and install new infrastructure to support current and future business, industry, and agricultural growth.

Stakeholders:

- County Administration and multiple operational departments

Timeline:

- January 2023

Associated Capital Request: N/A

Priority Matrix: Priority II: Essential

Funding Requirements:

Frequency: On going

Number of Years: N/A

Operational Impacts:

Number of Full Time Equivalents (FTE): .65

Position: New Position

	2023	2024	2025	2026	2027	2028
Salaries & Benefits	110,594	134,995	138,159	145,921	145,921	145,921
Training & PD	1,000	1,000	1,000	1,000	1,000	1,000
Computer & Communication	10,000	10,000	10,000	10,000	10,000	10,000
Vehicle & Office						
Other Expense						
Subtotal	\$121,594	\$145,995	\$149,159	\$156,921	\$156,921	\$156,921
Revenue/Cost Recovery						
Total Cost	\$121,594	\$145,995	\$149,159	\$156,921	\$156,921	\$156,921

Comments:

Appendix (photos, supporting documents, etc.):

List attached documents here:



Department Manager: Ali Memon, P.Eng., Manager, Engineering Services

Associate CAO: Brian Shapka, Associate CAO, Infrastructure Services

Operating Request: Journeyman Automotive Service Technician



Lead Department: Fleet Services **Type:** Base Business Case

Background:

- Hire one Journeyman Automotive Service Technician to join a team of three Journeyman HD Techs, one Apprentice HD Tech and one Apprentice Automotive Tech responsible for the maintenance and repair of 442 County equipment and fleet vehicles, including, but not limited to the following: 120+ Fleet vehicles, fire apparatus, medium and heavy-duty trucks, medium and heavy-duty trailers, off road equipment, tractors, mowers and lawn equipment.
- This position is responsible for the development and mentoring of apprentices and to ensure continued personal growth is maintained by all staff within the department.
- The County fleet has been growing on average of 10 units per year for the last 5 years.

Current State:

- The County fleet has been growing on average of 10 units per year for the last 6 years.
- Fleet Services has not grown at the same pace as the equipment fleet.
- We currently have the following FTE positions; 3 Journeyman HD Technicians, One Apprentice HD Technician and 1 Apprentice Automotive Service Technician.
- When fully staffed, we have 60 to 80 units waiting on repairs or maintenance.
- Utilizing external shops with rates ranging from \$120 to \$170 per hour can put added strain to repair and maintenance budgets.

Alternatives:

Scenario 1:

Approve the Journeyman Automotive Service Technician position.

Scenario 2:

Not approve the Journeyman Automotive Service Technician position and increase the operational budget to allow for higher repair costs.

Recommended alternative: Scenario 1

Strategic Alignment: Environment & Agriculture

- Lac La Biche County is committed to building a region of excellence by delivering progressive, sustainable programs and services.

Stakeholders:

- All County Departments

Timeline:

- The existing Apprentice has completed their training in November of 2021 and could move into this requested Journeyman position in January 2023. This would open up an opportunity to hire another Apprentice in the term position.

Associated Capital Request: N/A

Priority Matrix: Priority I : Imperative

Funding Requirements:

Frequency: On going

Number of Years: N/A

Operational Impacts:

Number of Full Time Equivalents (FTE): 1

Position: New Position

	2023	2024	2025	2026	2027	2028
Salaries & Benefits	94,009	99,384	104,880	110,709	116,871	123,368
Training & PD	690	700	710	720	730	740
Computer & Communication	2,000		2,000		2,000	
Vehicle & Office						
Other Expense						
Subtotal	\$96,699	\$100,084	\$107,590	\$111,429	\$119,601	\$124,108
Revenue/Cost Recovery						
Total Cost	\$96,699	\$100,084	\$107,590	\$111,429	\$119,601	\$124,108

Comments:

Appendix (photos, supporting documents, etc.):

List attached documents here:



Department Manager: Leslie Cote

Associate CAO: Brian Shapka

Operating Request: Weed and Pest Control Program

Lead Department: Agricultural Services **Type:** Base Business Case



Background:

- Lac La Biche County is mandated by the provincial legislation to control noxious and prohibited noxious weeds, control agricultural pests and diseases, and implement the Soil Conservation Act.
- The Weed/Pest Inspectors, under the direction of the Agricultural Fieldman conduct inspections for designated weeds, spot spray and hand pulling of weeds, roadside spray. In addition, the same team surveys more than 50 farms a year for scheduled pests and diseases such as grasshoppers, clubroot, blackleg, fusarium head blight etc.
- The Inspectors also control weeds at all county facilities including at the Landfills and Transfer Stations, the Airport, all Utility assets, the Bold Center and other locations.
- The Inspectors also assist Environmental Services department to deliver programs and services such the Community Garden, Rural Beautification Award, Equipment Rental and water sampling.
- Because of the huge responsibilities on the Inspectors, most municipalities, even those smaller than Lac La Biche County, have more Inspectors than this County has. Some municipalities appoint different staff for Pest Inspection, Pest Control and Soil Conservation.
- The County's Agricultural programs and services were reviewed by Alberta Agriculture, and it was recommended that the number of inspectors be increased to be able to do most of the legislative tasks required of the County.

Current State:

- Currently, the County employs three Summer Weed Inspectors who double as Pest Inspectors and Sprayers from May to August/September.
- Per Council policy ENV-63-002, the team is required to spray at least one third of County roads each in addition to spot sprays and inspections.
- With the current resources, the requirements and standards outlined in the County's Integrated Management Policy & Procedure are a challenge to achieve.
- It is also difficult to conduct post-inspection follow ups and post-herbicide application follow-ups, due to lack of resources.
- Increasing the number of Inspectors to 4 will ensure that the current vegetation management and pest control standards are met, in addition to addressing public expectations.
- Also, the County currently does not have a soil conservation policy and inspectors to enforce it. It is, however, a requirement from the Province. A new policy is being drafted for Council's approval. Following the approval, the workload on the existing inspectors will further increase.

Alternatives:

Scenario 1: Maintain the current number of Inspectors (3)

Advantage: The County may save approximately \$27,000 a year on Inspector's wages and benefits by not hiring another one.

Disadvantage: Required legislative duties may not be completed and this may negatively impact the ASB funding levels.

Scenario 2: Hire an additional Summer Inspector to bring the number of inspectors to 4

Advantage: Hiring an additional Inspector ensures that the department is able to achieve its basic service levels which lead to higher public satisfaction. This may also lead to increase funding from the Province as output is a factor of the ASB funding formula.

Disadvantage: The hiring of an additional inspector will increase the Department's operational budget by approximately \$27,000 a year.

Recommended alternative: Hire an additional Inspector to bring the number of inspectors to 4.

Strategic Alignment: Environment & Agriculture

Economic Development: The presence of regulated pests, noxious and prohibited noxious weeds can significantly reduce the economic value of agricultural crops and farmlands.

Environment: Nuisance pests and weeds negatively impact the environment and limit the use to which an area can be used for. These must be monitored and controlled under provincial regulations.

Stakeholders:

- Alberta Agriculture and Forestry
- Provincial Agricultural Service Board
- Lac La Biche County residents

**Timeline:**

- Hiring to be completed in April 2023.
- Additional Mover Operator to start work in May 2023 and end in September 2023.

Associated Capital Request: N/A

Priority Matrix: Priority II: Essential

Funding Requirements:

Frequency: On going

Number of Years: N/A

Operational Impacts:

Number of Full Time Equivalents (FTE): .4

Position: New Position

	2023	2024	2025	2026	2027	2028
Salaries & Benefits	25,336	25,396	25,396	25,396	25,396	25,396
Training & PD	500	500	500	500	500	500
Computer & Communication	1,000	1,000	1,000	1,000	1,000	1,000
Vehicle & Office	500	500	500	500	500	500
Other Expense						
Subtotal	\$27,336	\$27,396	\$27,396	\$27,396	\$27,396	\$27,396
Revenue/Cost Recovery						
Total Cost	\$27,336	\$27,396	\$27,396	\$27,396	\$27,396	\$27,396

Comments:

The current budget already makes provision for the Inspectors' communication and vehicle use. Two sprayers per vehicle using one county provided cell phone and LTE equipped tablet. The \$1000 allocated under Computer and Communication is for Computer only. The \$500 Vehicle/Office allocation is for Office use only. Training cost is maintained the same for each year, assuming no staff returns (highly unlikely). Training of returning staff costs less. As this position is seasonal (0.5 FTE), future costs have not been provided as it varies each season.

Appendix (photos, supporting documents, etc.):

List attached documents here:

Department Manager: Molly Fyten

Associate CAO: Brian Shapka



Operating Request: Additional Mower Operator (Mower Operator I)

Lead Department: Agricultural Services **Type:** Base Business Case

Background:

Current Service Levels:

The County's Mower Operators are directed by the Agricultural Fieldman or designate to mow County roads and other areas throughout the County. As per the County's Integrated Vegetation Management Policy, ENV-63-002, "It is the intention that the County will be able to mow the full right-of-way where suitable and within the Integrated Vegetation Management Program budget. Mowing of right of ways shall occur at a minimum of twice a year, the first pass will be a single shoulder pass and the second pass will be of the full right of way".

Service Level Enhancement Request:

During the July 5, 2022 Regular Council Meeting, Council made a motion directing Administration to complete the grass cutting for the main entrances coming into the hamlets of Lac La Biche and Plamondon, and to bring forward information on budget implications. This evaluation was completed during the July 16, 2022, Regular Council Meeting. At this meeting, Council requested a service level enhancement of the department's current mowing service levels, with a motion directing Administration to complete this season's mowing program with current in-house staffing levels, and further directing Administration to bring forward to a future Council meeting a mowing service level policy for Council's considerations.

Current State:

- Currently the County employs two Level I Mower Operators, and one Level II Mower Operator (both seasonal positions). Under normal circumstances, the AG Equipment Operator (full time, year-round) typically assists with the mowing and onsite seasonal supervision, during the mowing season. This results in a total of four Mower Operators during a regular season. The department currently has 4 mower tractors, with the potential to utilize a fifth tractor from another County department.
- Based on the current resource levels, the standard service levels for the department have been difficult to achieve based on the vast areas within the County boundaries, delays experienced by deviating weather, repair, and maintenance issues, and increased public demands. The additional service level enhancement expectation will make this increasingly challenging for the department, as the request will divert attention away from the priority areas already in place.
- The enhanced service levels expected by the department will require additional staff resources in order to complete these duties, which will also assist the department in achieving the basic service levels as currently set via policy.

Alternatives:

Scenario 1 Maintain the current number of Mower Operators (4)

Advantage: The County may save approximately \$33,000 a year on mower wages and benefits by not hiring another one.

Disadvantage: Productivity will suffer, and areas will take longer to mow; enhanced service level expectations will not be met and current service levels will continue to be challenging.

Scenario 2: Hire an additional Mower Operator (Level I) to bring the total number of Mower Operators to 5.

Advantage: Hiring an additional mower ensures that the department is able to achieve its basic service levels which ensures vegetation is controlled for public safety and aesthetic purposes, also leading to higher public satisfaction. The additional resources will ensure the department is able to achieve its current service levels and the enhanced service levels being requested by Council.

Disadvantage: The hiring of an additional mower will increase the Department's operational budget by approximately \$33,000 a year.

Recommended alternative: Hire an additional Mower Operator (Level I), increasing the total number of Mower Operators to 5.

Strategic Alignment: Environment & Agriculture

Environment: The County's mowing program ensures that vegetation is controlled. This also ensures public safety and provides an aesthetically pleasing view for the public

Stakeholders:

- Council
- Agricultural Service Board
- Environmental Services

Timeline:

- Hiring to be completed in April 2023.

- Additional Mover Operator to start work in May 2023 and end in the fall of 2023 (weather dependent).

Associated Capital Request: N/A

Priority Matrix: Priority I : Imperative

Funding Requirements:

Frequency: On going

Number of Years: N/A

Operational Impacts:

Number of Full Time Equivalents (FTE): .5

Position: New Position

	2023	2024	2025	2026	2027	2028
Salaries & Benefits	31,670	31,745	31,745	31,745	31,745	31,745
Training & PD	500	500	500	500	500	500
Computer & Communication	1,000	1,000	1,000	1,000	1,000	1,000
Vehicle & Office	500	500	500	500	500	500
Other Expense						
Subtotal	\$33,670	\$33,745	\$33,745	\$33,745	\$33,745	\$33,745
Revenue/Cost Recovery						
Total Cost	\$33,670	\$33,745	\$33,745	\$33,745	\$33,745	\$33,745

Comments:

The current budget already makes provision for the mower operator's vehicle use. The \$1000 allocated under Computer and Communication is for Computer only. The \$500 Vehicle/Office allocation is for Office use only. Training cost is maintained the same for each year, assuming no staff returns. Training of returning staff costs less. As this position is seasonal (0.5 FTE), future costs have not been provided as it varies each season.

Appendix (photos, supporting documents, etc.):

List attached documents here:

Department Manager: Molly Fyten

Associate CAO: Brian Shapka

Operating Request: Increase Young Family Programmer FTE



Lead Department: Family & Community Support Services **Type:** Base Business Case

Background:

- Two Young Family Programmer 2 positions were created to develop and execute programs supporting early childhood development, and parent education and support. The positions were created as permanent part time to allow for flexibility in program scheduling. This allows for some programming to be available during the day and some for evenings to support working parents.
- These positions have been valuable supports to young families:
 - who have no familial connections here,
 - who are struggling with their new roles as parents,
 - who are trying to parent in a more informed way than they were raised.

Current State:

The Young Family Programmer 2 (YFP2) positions were originally created more than ten years ago to plan and execute programs for the Parent Link programs.

- The position design is two permanent part-time positions to allow flexibility for planning programs during the day and the evening to accommodate working parents.
- Between the Young Family Connections Supervisor and 2 YFP2 staff, 165 families are supported to encourage positive early childhood development and parents are supported in expanding their capacities as informed caregivers.
- While people have generally been very happy to have the pandemic restrictions removed, after two years of these isolation protocols staff are finding very high levels of anxiety among parents and inhibited social development in very young children. This is requiring extra care in supporting families coming to program, calming fears and making people comfortable in social settings again.
- Connections with new parents have not occurred naturally as would have before pandemic restrictions, meaning that extra work is needed to connect with families unfamiliar with supports available to them. Staff have great concern for young families being isolated during such stressful times as navigating the challenges of parenting and how this impacts household life patterns.
- Information from a Statistics Canada survey indicates heightened concern among parents/caregivers about children and families since the pandemic indicating higher levels of stress on families particularly regarding work life balance, the negative impacts on finances, inflating costs of living and economic downsizing.
- Other information emerging is increased use of alcohol among caregivers/parents due to increased stress levels.

- Recent changes in how partner agencies operate has resulted in Young Family Connections staff taking on more responsibilities for programs that have proven to be very impactful on early childhood development and parenting capacities. The outcomes from these programs and activities warrants ongoing delivery.

Alternatives:

Scenario 1 Increase the two (2) positions from .6 FTE to .8 FTE

PROS

- Early childhood development programs continue to be offered at the current level, with capacity to respond to intermittent opportunities to enhance programming on a limited basis.
- Parents / Caregivers are provided learning opportunities regularly to improve and expand their parenting capacities.
- Staff continue to be available regularly for one-on-one conversations to support parents in their growth and during stressful situations. This is part of our responsibilities within the Northern Lakes Family Resource Network - It Takes a Village services.
- Preventive services programming mitigates future individual and family dysfunction by supporting improved parenting skills and connection to community resources.

CONS

- The Family Resource Network funding is not sufficient to cover all the costs for the early childhood programming.

Scenario 2: Increase one (1) position from .6 to .8 FTE

PROS

- Early childhood development programs continue to be offered at the current level, with very limited capacity to respond to intermittent opportunities to enhance programming on a limited basis.
- Caregivers have better access to support from knowledgeable staff.
- One-on-one caregiver / parenting supports are available but may not be responsive in as quick a manner as in Scenario 1.
- Service and program offerings will improve alignment with Northern Lakes Family Resource Network funding agreement.

CONS

- The Family Resource Network funding agreement does not provide sufficient funding to cover all the costs associated with programs and services supporting families.

Scenario 3: Do not increase the time allocation for the position.

PROS

- The increase to the budget for this age demographic only relates to inflation.

- Programs continue as they are currently being delivered.
- CONS
- Opportunities to capitalize on opportunities for parent / caregiver education or strengthening early childhood development activities are very limited.
- Staff are very taxed with the current level of activities.

Recommended alternative: Scenario 1

Strategic Alignment: Social Wellness

- Take a proactive approach to delivering family services to support residents in need.
- Foster partnerships with local volunteer and community organizations to strengthen the County's ability to respond to the community's changing needs.
- Ensure access to affordable basic municipal services.
- Create a welcoming and inclusive community for all newcomers including new immigrants through events, programs, and public spaces.
- Support initiatives that enable Lac La Biche County to provide support and services with empathy for our residents facing challenges.

Stakeholders:

- Alberta Children's Services
- Alberta Health Services
- Lac La Biche County Libraries
- Lac La Biche Canadian Native Friendship Centre
- Northern Lakes Family Resource Network
- Lac La Biche County Family & Community Support Services

Timeline:

- Increased time upon budget implementation (January) allows for change of staff alignment, annual schedule and program planning within one month.



Lac La Biche County
welcoming by nature.

OPERATING INITIATIVES

Associated Capital Request: N/A

Priority Matrix: Priority III: Important

Funding Requirements:

Frequency: On going

Number of Years: N/A

Operational Impacts:

Number of Full Time Equivalents (FTE): .4

Position: Not applicable

	2023	2024	2025	2026	2027	2028
Salaries & Benefits	40,110	41,783	43,424	45,144	46,934	48,811
Training & PD						
Computer & Communication						
Vehicle & Office						
Other Expense						
Subtotal	\$40,110	\$41,783	\$43,424	\$45,144	\$46,934	\$48,811
Revenue/Cost Recovery						
Total Cost	\$40,110	\$41,783	\$43,424	\$45,144	\$46,934	\$48,811

Comments:

This request will result in .2 FTE increase in two positions, resulting in an increase of .4 FTE within the Young Family Connections business unit

Appendix (photos, supporting documents, etc.):

List attached documents here:

Department Manager: Anita Polturak

Associate CAO: Darrell Lessmeister

Operating Request: Increase Community Outreach Worker FTE

Lead Department: Family & Community Support Services **Type:** Service Level Enhancement

Background:

- The Community Outreach Worker - Children position was created in 2021 in response to identified need for support for this age demographic and their caregivers. This was also in response to contract requirements for serving families with children in this age group. The position targeting children was created utilizing time budgeted prior to 2021 for casual Parent Link Programmers.

Current State:

- The current position design for the Community Outreach Worker - children was set as .6 FTE position with the intention of limiting the individual's time for team initiatives such as the Housing & Services Needs Survey, general community development, etc. which are a small percentage of position descriptions for the full time Community Outreach Workers.
- After initial work with the children, it became quickly evident that the developmental differences in the age group was problematic for quality programming, and for meeting the disparate needs of the children.
- In response the Community Outreach Worker created two streams of programs: one for children 7-9 years of age; one for children 10-12 years of age. This creates programs better tailored for the specific ages of children, particularly considering developmental differences.
- Separating these age groups also provides better opportunity for working with parents facing challenges resulting from the different levels of development.
- Two groupings of children's programs result in a significant increase in program planning and execution. This creates increased time constraints for supporting caregivers, families, and children.

Alternatives:

Scenario 1 Increase the position from .6 FTE to 1.0 FTE

PROS

- Children aged 7-12-year have access to high quality social programs supporting their healthy, positive development. Caregivers have good access to support from knowledgeable staff.
- Caregiver workshops and training for this age level of children are offered on a regular basis.
- We are better able to serve one of the age demographics identified in the Family Resource Network funding agreement.



- Preventive services programming mitigates future individual and family dysfunction by supporting improved parenting skills and connection to community resources.

CONS

- The Family Resource Network funding is not sufficient to cover all the costs for the programming.

Scenario 2: Increase the position from .6 to .8 FTE

PROS

- Better support is available to families with children in the 7–12-year range.
- Caregivers have better access to support from knowledgeable staff.
- Caregiver / parenting courses are offered less frequently but are available.
- Service and program offerings will better align with Northern Lakes Family Resource Network funding agreement.

CONS

- The Family Resource Network funding agreement does not provide sufficient funding to cover all the costs associated with programs and services supporting families.

Scenario 3: Do not increase the time allocation for the position.

PROS

- The increase to the budget for this age demographic only relates to inflation.
- Programs continue as they are currently being delivered.

CONS

- Caregivers of children aged 7-12 years have limited access to knowledgeable support for their parenting challenges specific to this age group.
- Opportunities to capitalize on the synergies between this position and the Community Outreach Worker - Youth are constrained by time.
- Opportunities to support children of this age group in healthy development, particularly those children living in challenging circumstances, is constrained by time.

Recommended alternative: Scenario 1

Strategic Alignment: Social Wellness

Social Wellness:

- Take a proactive approach to delivering family services to support residents in need.
- Ensure access to affordable basic municipal services.
- Support initiatives that enable Lac La Biche County to provide support and services with empathy for our residents facing challenges.

Stakeholders:

- Alberta Children's Services
- Northern Lakes Family Resource Network
- Lac La Biche County Family & Community Support Services

Timeline:

- Increased time upon budget implementation (January) allows for change of program offerings within two months, and on-going.

Associated Capital Request: N/A

Priority Matrix: Priority I : Imperative

Funding Requirements:

Frequency: On going

Number of Years: N/A

Operational Impacts:

Number of Full Time Equivalents (FTE): .4

Position: Existing Position

	2023	2024	2025	2026	2027	2028
Salaries & Benefits	43,316	45,144	46,934	48,811	48,811	48,811
Training & PD						
Computer & Communication						
Vehicle & Office						
Other Expense						
Subtotal	\$43,316	\$45,144	\$46,934	\$48,811	\$48,811	\$48,811
Revenue/Cost Recovery						
Total Cost	\$43,316	\$45,144	\$46,934	\$48,811	\$48,811	\$48,811

Comments:

Appendix (photos, supporting documents, etc.):

List attached documents here:

Department Manager: Anita Polturak

Associate CAO: Darrell Lessmeister

Operating Request: Social Development Strategy

Lead Department: Family & Community Support Services **Type:** Base Business Case



Background:

- Lac La Biche County is a community with many high needs as identified through various agencies providing prevention and intervention social services.
- The community has many agencies and organizations providing supports to people across the spectrum of those having high needs to helping healthy families be resilient.
- The Early Childhood Mapping project was a 5-year study on kindergarten readiness of young children. In this study Lac La Biche area children ranked 92nd out of 97 communities for children 'experiencing great difficulty in 1 or more areas of development'. Lac La Biche County ranked 95th out of 97 communities for children 'experiencing great difficulty in 2 or more areas of development.' (In this scoring, five areas of developmental domains were used as the benchmarks for kindergarten readiness.)
- While the Early Childhood Mapping project demonstrates a need for work to be done to encourage childhood readiness for school, this cannot be done in isolation.
- Preparing children for school requires healthy adults and community to support the children's development.
- This work cannot be done by one organization independent of other organizations. It is the interconnected work of all the agencies in the community that can create a collaborative effort to move the community forward.
- Creating a common understanding of the current state of affairs, and a common goal to strive toward will provide opportunities for healthy, resilient families to thrive.

Current State:

- There are many good service organizations in the community who desire to create a brighter future for all people living within the community.
- Creating a coordinated approach to social development in the community will strengthen individuals, families and the community.
- Healthy individuals and community stimulate healthy economic development.

Alternatives:

Scenario 1 Hire a contractor to write a social development plan created through facilitated community conversations.

Pros

- An opportunity for all demographics to provide input on this social development strategy.
- An opportunity for all parts of the community to gain an understanding of their role in moving the community forward.
- No one organization is needed to take responsibility for all the work in moving the community forward socially.

Cons

- This project requires significant financial and time investment from Lac La Biche County.
- Engaging all sectors of the community may prove challenging.

Scenario 2: Create a Social Master Plan emphasizing the County's roles and responsibilities for social development and well-being.

Pros

- This can be done with less money and less time from County staff.
- There can be limiting parameters put on how far the plan can go.

Cons

- Recommendations from the master plan will likely focus on the County's responsibilities for work to come from the plan.
- People in the community may have less ownership of how recommended activities are executed.

Scenario 3: Create a social inventory that demonstrates the intersection of all the agencies.

Pros

- This requires less funding and less time from County staff.

Cons

- Will not create a robust document to support coordination of efforts to move the community forward.
- Actions coming from this project would be limited.

Recommended alternative: Scenario 1

Strategic Alignment: Social Wellness

- 3. Take a proactive approach to delivering family services to support residents in need.

- 4. Foster partnerships with local volunteer and community organizations to strengthen the County's ability to respond to the community's changing needs.
- 7. Provide facilities and programs that promote the diversity of our community.
- 8. Complete public engagement to understand the challenges that our residents face and create actions to overcome this.
- 9. Ensure our residents understand the range of our social programs and how they can access them.
- 10. Continue to strengthen our relationship with Indigenous peoples in and outside of Lac La Biche County and seek opportunities for positive dialogue and mutually beneficial partnerships. (The focus for this project would be those Indigenous people and organizations within the County.)
- 11. Create a welcoming and inclusive community for all newcomers including new immigrants through events, programs and public spaces.
- 12. Support initiatives that enable Lac La Biche County to provide support and services with empathy for our residents facing challenges.

Stakeholders:

- Recreation & Community Enhancement Division
- Lac La Biche County Economic Development
- County service organizations such as Hope Haven, CNFC, Portage College, MNA, school divisions, etc.
- Government Organizations
- Chamber of Commerce
- Agricultural and Recreation Associations
- Citizens

Timeline:

- The first 6 months will be establishing a Task Force to lead the project, and to set parameters for the project request for proposal.
- This project will take 18-24 months starting with the adoption of the 2023 budget.

Associated Capital Request: N/A

Priority Matrix: Priority III: Important

Funding Requirements:

Frequency: On going

Number of Years: 1

Operational Impacts:

Number of Full Time Equivalents (FTE): N/A

Position: Not applicable

	2023	2024	2025	2026	2027	2028
Salaries & Benefits						
Training & PD						
Computer & Communication						
Vehicle & Office						
Other Expense	\$65,000					
Subtotal	\$65,000	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$65,000	\$0	\$0	\$0	\$0	\$0

Comments:

Appendix (photos, supporting documents, etc.):

List attached documents here:

Department Manager: Anita Polturak

Associate CAO: Darrell Lessmeister

Operating Request: Community Access Bus Program

Lead Department: Family & Community Support Services **Type:** Service Level Enhancement



Background:



- The Community Access Program is provided for residents of Lac La Biche County to support a good quality of life. The Paratransit Service, part of the overall Community Access Program, allows people with mobility challenges to attend medical and professional appointments, do errands, and participate in community activities generally. This service is door-to-door and is utilized by the elderly, people with disabilities and those recovering from health challenges such as surgery.
- The Community Access service provides low-cost transportation for low income people to attend appointments, do errands and participate in community activities. People using this service must board the bus at one of the stops identified as part of the Community Access route.

Current State:

- The Community Access program provides service from 10 a.m. to 5 p.m. weekdays.
- This level of service precludes people who use wheelchairs from visiting family members working through the week and low-income working people from utilizing the service for errands on the weekend.
- We propose making the service available from 9 a.m. to 6 p.m. and on Saturdays from 10 a.m. to 4 p.m.
- The earlier start time allows people to go for lab work earlier in the day, access professional appointments for a broader range of time (i.e., mental health supports, Alberta Works, etc.) and better supports low-income people move through the community.
- The living wage for Lac La Biche was calculated to be 20.34/hr in 2021.
- Recent increases to fuel costs and general costs of living will make it even more challenging for people to manage financially, particularly if they are earning the minimum wage of \$15.00 per hour.
- At the time of writing this POI, we have been informed that at least one of the local taxi companies will no longer operate because of escalating operational costs.

Alternatives:

Scenario 1 **Community Access Service hours change to 9 a.m. to 6 p.m. daily and Saturdays from 10 a.m. - 4 p.m.**

Pros

- People with mobility issues have better access to health and professional appointments and can visit with family and friends when they are not working.



- Low-income people can plan to do errands after work or on the weekend when bus service is available to take them home.
- People normally on the fringes of society because of income or accessibility issues are better able to participate in services and shopping. This may include homeless individuals trying to improve their lives, people recovering from surgeries, etc.

Cons

- Increased cost to operations.
- Does not meet every need for engagement in the community for the target audience.

Scenario 2: Community Access Service adds regular service on Saturdays, 10 a.m.-4 p.m.

Pros

- This increase in level of service provides wheelchair accessible transportation for people to have visits with family and friends on the weekend.
- Saturday service allows low-income people transportation to stores for shopping, errands.

Cons

- Increased cost to operation.
- Limits the support for target populations' engagement in the community.

Scenario 3: No changes to Community Access Service levels.

Pros

- Community is already familiar with service hours of this program.
- No significant changes to operational costs.

Cons

- Mental / emotional wellness supports are limited.

Recommended alternative: Scenario 1 - Increase Community Access Service to be 9 a.m. - 6 p.m. daily, 10 a.m.- 4 p.m. Saturdays

Strategic Alignment: Social Wellness

- 3. Take a proactive approach to delivering family services to support residents in need.
- 12. Support initiatives that enable Lac La Biche County to provide support and services with empathy for our residents facing challenges.

- 13. Prioritize mental healthy, affordable housing, and addiction initiatives.

Stakeholders:

- FCSS - Community Access Program
- Equipment Services
- Service patrons

Timeline:

- When the 2023 budget is approved.

Associated Capital Request: N/A

Priority Matrix: Priority I : Imperative

Funding Requirements:

Frequency: On going

Number of Years: N/A

Operational Impacts:

Number of Full Time Equivalents (FTE): 1

Position: Not applicable

	2023	2024	2025	2026	2027	2028
Salaries & Benefits	6,742	7,927	9,124	10,382	11,679	11,679
Training & PD						
Computer & Communication						
Vehicle & Office	10,000	10,000				
Other Expense						
Subtotal	\$16,742	\$17,927	\$9,124	\$10,382	\$11,679	\$11,679
Revenue/Cost Recovery	600	700	800	900	1,000	1100
Total Cost	\$16,142	\$17,227	\$8,324	\$9,482	\$10,679	\$11,679

Comments:

The current staffing hours will be reconfigured to include 1 permanent full-time driver/team lead, two permanent part-time drivers and casual hours. This results in some increase for benefits but not staffing hours. The 'Vehicle' cost encompasses increased fuel and maintenance costs incurred by the increased service times.

Appendix (photos, supporting documents, etc.):

List attached documents here:

Department Manager: Anita Polturak

Associate CAO: Darrell Lessmeister



Operating Request: Water and Wastewater Master plan Update Study

Lead Department: Water Utility Services **Type:** Base Business Case

Background:

- The Water and Wastewater master plan was last completed in 2015. This master plan only looked at the current system and future upgrades for the current system. It did not look at future expansion and growth outside of the current servicing area. The 2015 Master Plan is still missing information regarding the wastewater system.

Current State:

- The economy is constantly changing within Lac La Biche County, and it has been seven years since we last looked at the water and wastewater plan. We need to set a plan in place that looks at the entire county to determine where we should be expanding services and what needs to be done to existing infrastructure to meet those needs.

Alternatives:

Scenario 1: Update the Water and Wastewater master plan

Give administration and Council a better direction to where we should be investing into expanding infrastructure.

Reassess existing infrastructure to ensure we are meeting current and future demands.

Get updated pricing on cost of upgrades.

- Determine the level of fire flow to be provided in critical areas and work towards achieving that

Scenario 2: Choose not to do the update study

May not have a clear direction on where to expand the water and sewer infrastructure.

Money saved by not doing study can be put into infrastructure.

Risk having to redo projects because future growth was not accounted for.

Recommended alternative: Scenario 1

Strategic Alignment: Economic Growth

- Ensure physical and technological infrastructure is in place to support current and future business, industry, and agriculture

Stakeholders:

Lac La Biche County residents
Lac La Biche County staff

Timeline:

An in-depth study that will take 2 years. Completed by end of 2024

Associated Capital Request: N/A

Priority Matrix: Priority II: Essential

Funding Requirements:

Frequency: One Time

Number of Years: 2

Operational Impacts:

Number of Full Time Equivalents (FTE): N/A

Position: Not applicable

	2023	2024	2025	2026	2027	2028
Salaries & Benefits						
Training & PD						
Computer & Communication						
Vehicle & Office						
Other Expense	250,000					
Subtotal	\$250,000	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$250,000	\$0	\$0	\$0	\$0	\$0

Comments:

Appendix (photos, supporting documents, etc.):

List attached documents here:

Department Manager: Jon Skjersven

Associate CAO: Brian Shapka



Capital Request: Bridge File 8807 Replacement

Lead Department: Engineering Services **Type:** RMR

Asset Category: Bridges

Background:

- In service since 1952, Bridge File 8807 (Missawawi) consists of a single span 6.1 metre, Type 'G' concrete girder bridge on a treated timber substructure and is located on Township Road 662 and has been identified as requiring replacement by County resources and the Alberta Transportation Bridge Identification Management (BIM) System.
- WSP Canada Inc. was selected as our consultant for this project and has completed the required environmental and structural assessments for the bridge replacement. The Consultant is currently completing the design and drafting the tender documents and drawings. The proposed replacement structure is single 3 metre diameter bridge file culvert.
- Due to environmental restrictions, the ideal time to complete this work is during winter conditions to best accommodate the protection of the environment and aquatic species.

Current State:

- Deteriorating at a fast rate.

Alternatives:

Scenario 1

- To fund the replacement of Bridge File 8807 in the 2023 Capital Budget.

Scenario 2:

- To add the replacement of Bridge File 8807 to the 2023 Unallocated Capital Projects list and reconsider at a later time.

Scenario 3:

- To close Township Road 662 should the existing structure deteriorate any further.

Recommended alternative: Scenario 1 – Fund the replacement of Bridge File 8807 in the 2023 Capital Budget.

Strategic Alignment: Economic Growth

- This project is in alignment with Council's Strategic goal for economic growth and social wellness.

Stakeholders:

- Transportation Services, Utilities, Parks and Open Spaces and Environmental Services County departments
- Alberta Environment Protection (AEP), Department of Fisheries and Oceans (DFO)
- County residents of Missawawi Lake Subdivisions

Timeline:

- Administration would target a construction schedule for March 2023.

Associated Operating Request:

Priority Matrix: Priority I : Imperative

Financial Information:

Frequency: One Time

Number of Years: 1

Project Details	Amount	Project Funding	Amount
Land		General Revenue	124,618
Engineering	90,469	Reserves	
Site Work		Grants	373,851
Contracting	408,000	Local Improvement	
Project Management		Sale of Assets	
Acquisition		Developer Contribution	
Construction Supply		User Fees	
Other		Other	
		Debt Financing	
Total	\$498,469	Total	\$498,469

	2023	2024	2025	2026	2027	2028
Cashflow	\$498,469					

Operational Impacts:

	2023	2024	2025	2026	2027	2028
Computer & Communication						
Vehicle & Office						
Other Expense						
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$0	\$0	\$0	\$0	\$0	\$0

Comments:

Appendix (photos, supporting documents, etc.):

List attached documents here:



Department Manager: Ali Memon, P.Eng., Engineering Services

Associate CAO: Brian Shapka, Infrastructure Services

Capital Request: Bridge File 85387 Culvert Replacement

Lead Department: Engineering Services **Type:** RMR

Asset Category: Bridges

Background:

- Bridge File 85387 (Maccagno Boat Launch Culvert) was identified as requiring replacement by County resources.
- Wood Environment & Infrastructure Solutions was selected the Consultant for this project and has completed the required environmental and structural assessments for the culvert's replacement. The design is now complete, and the tender documents and drawings have been drafted. The proposed replacement structure is twin 2 metre diameter, 27.5 metre long CSP bridge file culverts.
- Due to environmental restrictions, the ideal time to complete this work is during winter conditions to best accommodate the protection of the environment and aquatic species. Winter construction would affect access to the ice road however if the structure were to fail, the access point would be closed regardless.

Current State:

- The current bridge file consists of a 1,524 millimeter diameter, 12 metre long culvert, which is severely rusted and has extensive damage to both ends. The condition of the existing bridge file has deteriorated to a point where there is a risk that it could collapse and cause the closure of the Maccagno Boat Launch.

Alternatives:

Scenario 1

- To fund the replacement of Bridge File 85387 in the 2023 Capital Budget.

Scenario 2:

- To add the replacement of Bridge File 85387 to the 2023 Unallocated Capital Projects list and reconsider at a later time.

Scenario 3:

- To close the Maccagno Boat Launch should the existing structure deteriorate any further.

Recommended alternative: Scenario 1 – Fund the replacement of Bridge File 85387 in the 2023 Capital Budget.

Strategic Alignment: Economic Growth

- This project is in alignment with Council's Strategic goal for economic growth and social wellness.

Stakeholders:

- Transportation Services, Utilities, Parks and Open Spaces and Environmental Services County departments
- Alberta Environment Protection (AEP), Department of Fisheries and Oceans (DFO)
- County residents of Missawawi Lake Subdivisions

Timeline:

- Administration would target a construction schedule for March 2023.

Associated Operating Request:

Priority Matrix: Priority I : Imperative

Financial Information:

Frequency: One Time

Number of Years: 1

Project Details	Amount	Project Funding	Amount
Land	10,000	General Revenue	123,173
Engineering	95,000	Reserves	
Site Work		Grants	369,522
Contracting	387,695	Local Improvement	
Project Management		Sale of Assets	
Acquisition		Developer Contribution	
Construction Supply		User Fees	
Other		Other	
		Debt Financing	
Total	\$492,695	Total	\$492,695

	2023	2024	2025	2026	2027	2028
Cashflow	\$492,695					

Operational Impacts:

	2023	2024	2025	2026	2027	2028
Computer & Communication						
Vehicle & Office						
Other Expense						
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$0	\$0	\$0	\$0	\$0	\$0

Comments:

Appendix (photos, supporting documents, etc.):

List attached documents here:



Department Manager: Ali Memon, P.Eng., Engineering Services

Associate CAO: Brian Shapka, Infrastructure Services



Capital Request: Hamlet Back Lane Paving

Lead Department: Transportation Services **Type:** New Capital

Asset Category: Water & Sewer

Background:

- As an in-house construction project, this is the third year of an approved five-year plan to upgrade selected County graveled back lanes to asphalt concrete pavement (ACP) road top surface. Road construction will include selective grading, granular base course (GBC) and asphalt concrete pavement (ACP) road top, geotextile underlay and utility cover and valve adjustments as required. As a result of paving the hamlet backlanes, residents will still have access to the laneways but will have the additional benefits of reduced dust in the summer months and snow clearing via plow truck in the winter months .

Current State:

- The backlanes are currently gravel surfaced and will require drainage improvements prior to proceeding with the surfacing improvements.

Alternatives:

Scenario 1

- To add the next phase of the Hamlet Backlane Paving Project to the 2023 Capital Budget.

Scenario 2:

- To add the next phase of the Hamlet Backlane Paving Project to the 2023 Capital Budget but to amend the program to utilize cold mix surfacing.

Scenario 3:

- To add the next phase of the Hamlet Backlane Paving Project to the 2023 Unallocated Capital Projects list and reconsider at a later time.

Recommended alternative: Scenario 1

Strategic Alignment: Economic Growth

- This project aligns with the strategic goal for Economic Development.

Stakeholders:

- Alberta Environment Protection (AEP)
- County departments: Transportation Services, Utilities, Emergency Services, Finance
- Landowners and hamlet residents

Timeline:

- January 2023 – Tender
- June 2023 – Construction Start
- October 2023 – Construction Complete

Associated Operating Request:**Priority Matrix:** Priority III: Important

As per Lac La Biche County's Prioritization Matrix this request was not ranked as a priority, based on Administration's recommendation it has been included for consideration in 2023

Financial Information:

Frequency: On going

Number of Years: 3

Project Details	Amount	Project Funding	Amount
Land		General Revenue	200,000
Engineering		Reserves	
Site Work		Grants	
Contracting	200,000	Local Improvement	
Project Management		Sale of Assets	
Acquisition		Developer Contribution	
Construction Supply		User Fees	
Other		Other	
		Debt Financing	
Total	\$200,000	Total	\$200,000

	2023	2024	2025	2026	2027	2028
Cashflow	\$200,000	\$200,000	\$200,000			

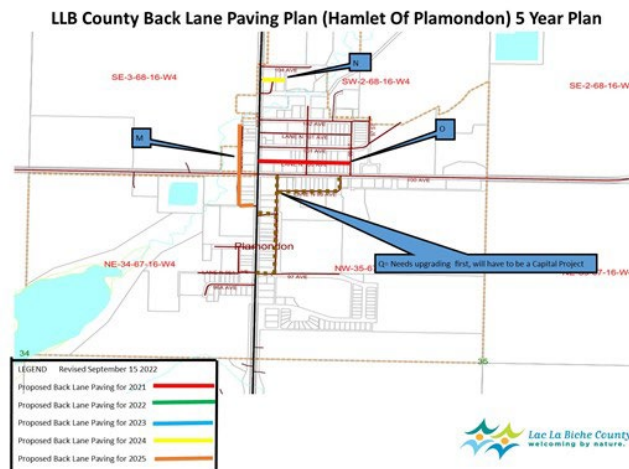
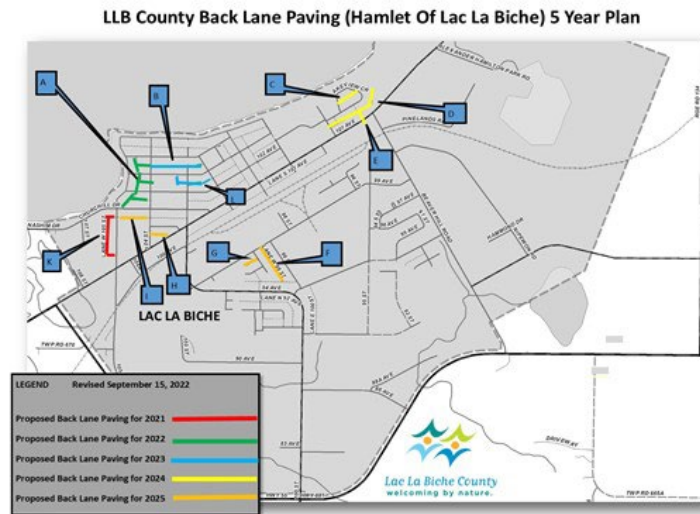
Operational Impacts:

	2023	2024	2025	2026	2027	2028
Computer & Communication						
Vehicle & Office						
Other Expense						
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$0	\$0	\$0	\$0	\$0	\$0

Comments:

Appendix (photos, supporting documents, etc.):

List attached documents here:



Department Manager: Ali Memon

Associate CAO: Brian Shapka



Capital Request: Rail Safety Improvement Program

Lead Department: Transportation Services **Type:** New Capital

Asset Category: Roads

Background:

- Two locations were identified as requiring safety improvements including new flashing lights, bells and gates at the grade crossing.
Plamondon/Caslan Connector - Range Road 164 at mile 92.53
Hamlet of Lac La Biche - 105 Street at mile 112.5
- Lac La Biche County applied for funding in 2021 and has entered into an agreement with the Minister of Transportaion to have the locations upgraded in 2023.
The total estimated project cost at the time of submission was \$1,200,000, of which Lac La Biche County would only be responsible for \$240,000.

Current State:

- These locations currently have signage in place at the railway crossings that is now considered inadequate.

Alternatives:

Scenario 1

- To fund the County's portion of the Rail Safety Improvement Program in the 2023 Capital Budget.

Scenario 2:

- To add the Rail Safety Improvement Program to the 2023 Unallocated Capital Projects list and reconsider at a later time.

Scenario 3:

- To allocate the funds for the Rail Safety Improvement Program from another source.

Recommended alternative: Scenario 1

Strategic Alignment: Social Wellness

- This project aligns with Council's strategic goal for social wellness as it promotes the safety of County residents and visitors at the identified railway crossings.

Stakeholders:

- County Departments: Engineering Services, Transportation
- Canadian National Railway
- County residents and visitors

Timeline:

- Request for Proposal & Consultant Selection – January 2023
- Preliminary Engineering & Detailed Design – Winter/ Spring 2023
- Tender for Construction – Spring 2023
- Construction – Summer 2023

Associated Operating Request: N/A

Priority Matrix: Priority II: Essential

Financial Information:

Frequency: One Time

Number of Years: 1

Project Details	Amount	Project Funding	Amount
Land		General Revenue	240,000
Engineering		Reserves	
Site Work		Grants	960,000
Contracting	1,200,000	Local Improvement	
Project Management		Sale of Assets	
Acquisition		Developer Contribution	
Construction Supply		User Fees	
Other		Other	
		Debt Financing	
Total	\$1,200,000	Total	\$1,200,000

	2023	2024	2025	2026	2027	2028
Cashflow	\$1,200,000					

Operational Impacts:

	2023	2024	2025	2026	2027	2028
Computer & Communication						
Vehicle & Office						
Other Expense						
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$0	\$0	\$0	\$0	\$0	\$0

Comments:

Appendix (photos, supporting documents, etc.):

List attached documents here: Click or tap here to enter text.



Department Manager: Ali Memon

Associate CAO: Brian Shapka



Capital Request: Snow Fencing – Winter Operations - Ice and Snow Control

Lead Department: Transportation Services **Type:** New Capital

Asset Category: Roads

Background:

- The County previously installed drift controls (snow fencing) at high impacted areas; however, the use of snow fencing for some reason was discounted years ago. Due to the above average snow fall and storms this past winter drifting did occur in some areas and became problematic for some of the roads throughout the service areas.

Current State:

- Currently there is no drift control program in place, other then the response by the maintenance crews to the areas of concern following weather events as per the Policy. Due to the impacts from the above average snow fall last winter the response times to clear the drifting in a few areas of the County was not responded to immediately; however they were responded to. This did impact a couple of roads whereas traffic delays for a couple of residents did accure. At the May 31, 2022 Special Council meeting, Council requested that a snow fencing plan be included in the budget deliberations for their consideration. Transportation Services as completed a review of all the County roads and has identified approximately 5 kms road that could benefit from snowfencing.

Alternatives:

Scenario 1

- County installs snow fencing in key high impact areas thru out the County, estimated 5 kms to be addressed and will be evaluated for expansion for future years. The County will enter into access agreements to install snow fencing on private lands.

Scenario 2:

- During above heavy snow drifting events that Transportation Services to engage more snow plowing equipment and/or contractual services to help reduce response times across all county roads during high impact snow fall years.

Scenario 3:

Status Quo – Continue with existing service levels as per policy

Recommended alternative: Scenario 3

Strategic Alignment: Social Wellness

- Improve traffic safety on County roads.

Stakeholders:

- County Residents and Visitors
- County Council

Timeline:

- Program will be initiated once approved. Materials will be ordered, and a contractor will be engaged to install and take down snow fencing annually.

Associated Operating Request:

Priority Matrix: Priority III: Important

Financial Information:

Frequency: One Time

Number of Years: 1

Project Details	Amount	Project Funding	Amount
Land		General Revenue	82,200
Engineering		Reserves	
Site Work		Grants	
Contracting		Local Improvement	
Project Management		Sale of Assets	
Acquisition		Developer Contribution	
Construction Supply	82,200	User Fees	
Other		Other	
		Debt Financing	
Total	\$82,200	Total	\$82,200

	2023	2024	2025	2026	2027	2028
Cashflow	\$82,200	\$0				

Operational Impacts:

	2023	2024	2025	2026	2027	2028
Computer & Communication						
Vehicle & Office	10,000	10,000	10,000	10,000	10,000	10,000
Other Expense						
Subtotal	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Revenue/Cost Recovery						
Total Cost	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000

Comments: Initial capital investment of \$82,200, and an annual operational budget impact of \$10,000 annually. Program will be evaluated each year for possible expansion to the program. .

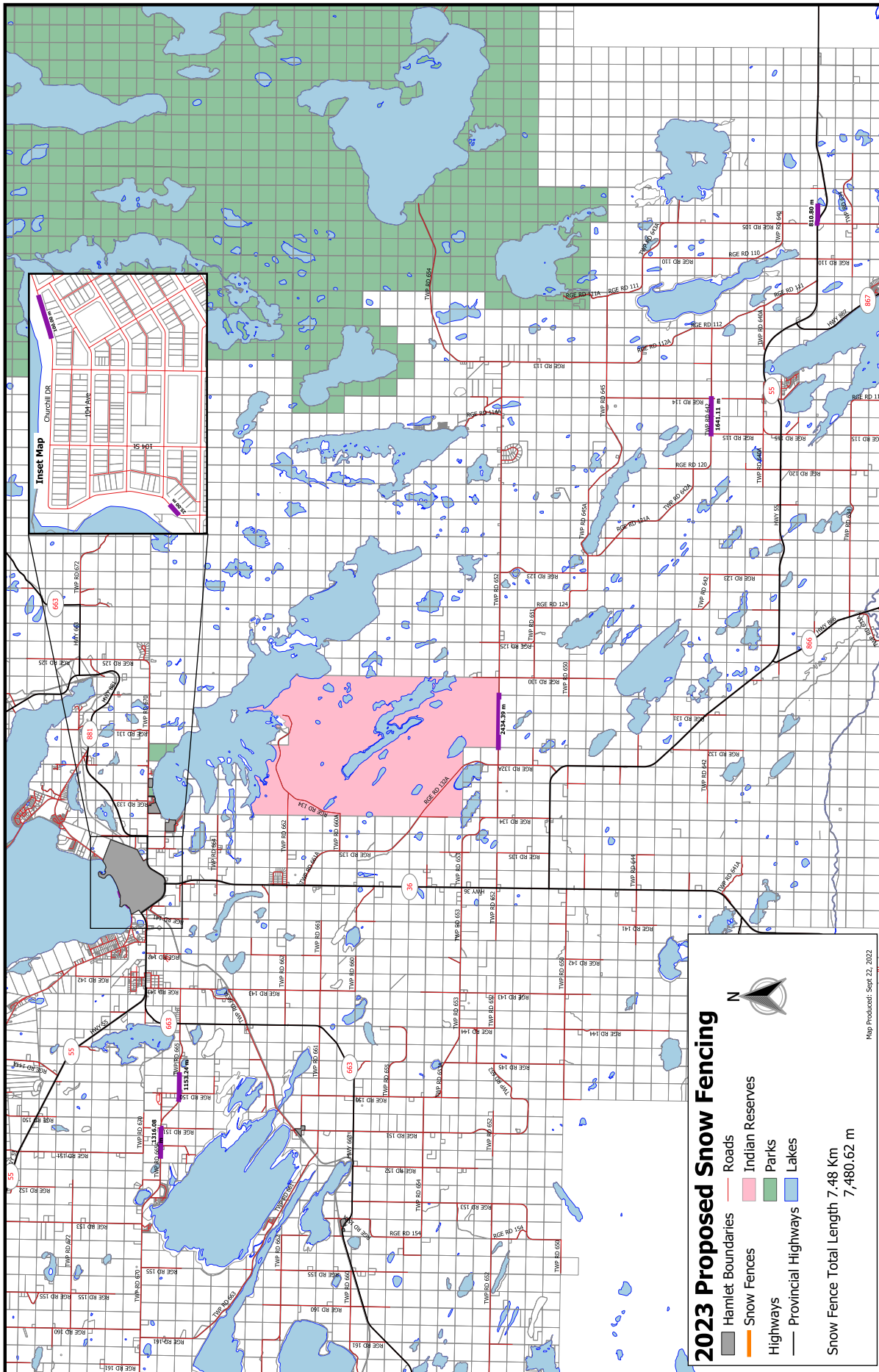
Appendix (photos, supporting documents, etc.):

List attached documents here:



Department Manager: Dave McPhee., Transportation Services

Associate CAO: Brian Shapka, Infrastructure Services



2023 Proposed Snow Fencing

- Hamlet Boundaries
- Roads
- Snow Fences
- Indian Reserves
- Parks
- Lakes
- Provincial Highways
- Highways

Snow Fence Total Length 7.48 Km
7,480.62 m

Map Produced: Sept 22, 2022

Capital Request: Snow Dump Site

Lead Department: Transportation Services **Type:** New Capital

Asset Category: Roads

Background:

- Transportation Services has been utilizing the area behind the County Center as a snow dump site for many years. This land has been identified for the potential for prime development and Transportation Services has been tasked with finding and developing a new site.

Current State:

- Snow dump site behind the County Center needs to be reclaimed for future development.

Alternatives:

Scenario 1

- Continue to use existing site. Development preparation for this land will be affected and/or delayed.

Scenario 2:

- Find new location, Complete engineering in 2023 and complete construction in 2024.

Recommended alternative: Scenario 2

Strategic Alignment: Service Excellence

-

Stakeholders:

- County Residents
- Developers
- Contractors

Timeline:





- Once approved Engineering Service/Project Manager will proceed with site selection, and completion of the new Snow Dump site.

Associated Operating Request:

Priority Matrix: Priority III: Important

As per Lac La Biche County's Prioritization Matrix this request was not ranked as a priority, based on Administration's recommendation it has been included for consideration in 2023.

Financial Information:

Frequency: One Time

Number of Years: 1

Project Details	Amount	Project Funding	Amount
Land		General Revenue	900,000
Engineering	100,000	Reserves	
Site Work		Grants	
Contracting	800,000	Local Improvement	
Project Management		Sale of Assets	
Acquisition		Developer Contribution	
Construction Supply		User Fees	
Other		Other	
		Debt Financing	
Total	\$900,000	Total	\$900,000

	2023	2024	2025	2026	2027	2028
Cashflow	\$100,000	\$800,000				

Operational Impacts:

	2023	2024	2025	2026	2027	2028
Computer & Communication						
Vehicle & Office						
Other Expense						
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$0	\$0	\$0	\$0	\$0	\$0

Comments:

Appendix (photos, supporting documents, etc.):

List attached documents here:



Department Manager: Dave McPhee., Transportation Services

Associate CAO: Brian Shapka, Infrastructure Services



Capital Request: Airport Development Plan

Lead Department: Airport Operations **Type:** New Capital

Asset Category: Roads

Background:

The Airport Master Plan was completed and adopted by Council early in 2021 with the following guiding principals.

The Priority #1: HIGH priority - the plan was adopted based on meeting the Financial Sustainability, Business Continuity and the Economic Development elements in the Priorities and Principles Guide.

Priority #2: HIGH priority - the plan was adopted based on meeting the Transport Canada Regulations and the Canadian Transportation Airport Development Guidelines. (TP 312)

The adopted Airport Master Plan provided a new roadway plan, a new lease lot plans and a highway and roadside development growth opportunity plan. The area structure plan and the amendments to the LUB have also been approved by Council.

The future development, capital and operating costs required to continue to operate and maintain the airport infrastructure are provided within the Airport Master Plan. The development plan and the investments are divided into short term development, medium term development and long-term development phases.

Current State:

- It is the intent of Transportation Services to completed phase 1 &2 during 2022 & 2023. The Airport phase development plan needs to be completed to support and promote economic growth and sustainability in and around the airport. Phase 2 of the development phane will involve the development of the helicopter lease area and access road on the west side of the runway just south of the Forestry Tanker Base.

Alternatives:

Scenario 1

- Phase 2 in scheduled to be completed in 2023 with phase 3 being completed in the future when required. The helicopter disengnated development area will encourage develop on and around the airport thus generating economic growth opportunities within the County

Scenario 2:

- Delay the development of the Airport and Roadside development to future years. Delaying the development may result in the delay of economic growth and delayed business opportunity in the area

Scenario 3:

- Do not complete the Airport Phase develop plan. This will result in no economic growth and business opportunity within the airport lands.

Recommended alternative: Scenario 1

Strategic Alignment: Service Excellence

- The Lac La Biche Airport Master Plan is supported by the Area Structure Plan and Land Use Bylaws that ensure the long-term viability of the airport while informing the County of potential aviation and non-aviation commercial and light industrial developments at the airport. The plan also protects environmentally sensitive areas while ensuring transportation corridors are not compromised. The Trail system that connects the airport with Lac La Biche considers the environmentally sustainable options for accessing the airport.

Stakeholders:

- Alberta Government - Forestry Branch
- Alberta Health Services
- Stars and Air Ambulance
- Local Business
- County's Finance, Utility, Planning and Development, Economic Development, Legislation Services, and Transportation Services departments.
- Council and Residents of Lac La Biche County

Timeline:

- Phase 1 - Completed in 2022
- Phase 2 - Completed in 2023
- Phase 3 - to be completed in future as demand require it.



Associated Operating Request: N/A

Priority Matrix: Priority II: Essential

Financial Information:

Frequency: One Time

Number of Years: 1

Project Details	Amount	Project Funding	Amount
Land		General Revenue	340,000
Engineering	10,000	Reserves	
Site Work		Grants	
Contracting	330,000	Local Improvement	
Project Management		Sale of Assets	
Acquisition		Developer Contribution	
Construction Supply		User Fees	
Other		Other	
		Debt Financing	
Total	\$340,000	Total	\$340,000

	2023	2024	2025	2026	2027	2028
Cashflow	\$340,000					

Operational Impacts:

	2023	2024	2025	2026	2027	2028
Computer & Communication						
Vehicle & Office						
Other Expense						
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$0	\$0	\$0	\$0	\$0	\$0

Comments:

Appendix (photos, supporting documents, etc.):

List attached documents here:



Department Manager: Dave McPhee

Associate CAO: Brian Shapka



Capital Request: Lac La Biche Main Street Revitalization Phase 2

Lead Department: Water Utility Services **Type:** RMR

Asset Category: Water & Sewer

Background:

- There are 69 commercial properties affected. There have been seventeen water main breaks, four water main valve replacements and four sewer backups on this section in the past five years. Existing infrastructure was installed in 1953.
- The existing water main is cast iron and the sewer main is non-reinforced concrete and clay tile. Replacement of aging water and sewer infrastructure will eliminate water and sewer line breaks, which will decrease annual cost of repairs of Utility Services operation budget by 10-15 percent and will improve the water quality to businesses and residents.
- An infrastructure deficit report completed in June 2008 recommended replacement of water and sewer lines in this area by 2016, due to the age of existing infrastructure and history of line breaks. Based on water modeling, sections of 101 Avenue require water main upsizing to accommodate fire flows.
- The length of the project is 1,200 meters and will be constructed over three years. Phase 1 – 105 Street to 103 Street, Phase 2 – 103 Street to 102 Street and Phase 3 – 102 Street to 100 Street.

Current State:

- Phase 1 of this project is completed. Replacement of water and sewer infrastructure on 101ave between 103 street and 102 street will continue to improve the quality and consistency of the water and sewer system along main street. This includes surface improvements as well. Phase 2 was tendered in 2022 but bids came in way over budget. There is \$6,497,235 from 2022 to carryover.

Alternatives:

Scenario 1: Fund the project to complete phase 2 in 2023

- Aligns with the plan to have all phases of the project complete in 2024.
- Reduce operational costs of water breaks and sewer back ups.
- Includes main street for revitalization.

Scenario 2: Choose not to do phase 2 of project all.

- Continue to have disruptions in water and sewer services
- Increased operational costs.
- Could use funds for other projects.

Recommended alternative: Scenario 1

Strategic Alignment: Economic Growth

- Ensure physical infrastructure is in place to support current and future business, industry, and agriculture.

Stakeholders:

- Residents connected to infrastructure
- Businesses
- Transportation Services

Timeline:

- Completed October 2023

Associated Operating Request:

Priority Matrix: Priority I : Imperative

Financial Information:

Frequency: One Time

Number of Years: 1

Project Details	Amount	Project Funding	Amount
Land		General Revenue	
Engineering		Reserves	
Site Work		Grants	
Contracting	16,000,000	Local Improvement	
Project Management		Sale of Assets	
Acquisition		Developer Contribution	
Construction Supply		User Fees	
Other		Other	
		Debt Financing	16,000,000
Total	\$16,000,000	Total	\$16,000,000

	2023	2024	2025	2026	2027	2028
Cashflow	\$16,000,000	\$11,000,000				

Operational Impacts:

	2023	2024	2025	2026	2027	2028
Computer & Communication						
Vehicle & Office						
Other Expense						
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$0	\$0	\$0	\$0	\$0	\$0

Comments:



Appendix (photos, supporting documents, etc.):

List attached documents here:



Department Manager: Ali Memon, P.Eng., Engineering Services & Jon Skjersven, Utility Services

Associate CAO: Brian Shapka, Infrastructure Services



Capital Request: 101A Street & 104 Ave Water and Sewer Replacement

Lead Department: Water Utility Services **Type:** RMR

Asset Category: Water & Sewer

Background:

- There are 8 residential properties, the Legion, a church, The Native Friendship Center and 2 multi dwelling buildings affected. There have been seven water main breaks, one water main valve replacement in the past five years. Existing infrastructure is sixty plus years old. The existing water main is cast iron and the sewer main is clay tile. Replacement of aging water and sewer infrastructure will eliminate water and sewer line breaks, which will decrease annual cost of repairs of Utility Services operation budget and will improve the water quality to businesses and residents. An infrastructure deficit report completed in June 2008 recommended replacement of water and sewer lines in this area by 2016, due to the age of existing infrastructure and history of line breaks. The length of the project is 365 meters.

Current State:

- Residents affected have recently voiced concerns of when the water main is going to be replaced. In the past, there has been three flooded basements. Replacement of the water and sewer infrastructure will continue to improve the quality and consistency of the water and sewer system in that area. The sidewalks and pavement have been done already so only sections of sidewalk will need to be replaced and narrow trenches to be repaved. The funding for this project could come from the Cast Iron replacement reserves that we have been allocating to every year.

Alternatives:

Scenario 1: Replace water and sewer on 104ave and 101A street.

- Aligns with plan to replace the cast iron water mains
- Improves water quality
- Reduces maintenance

Scenario 2: Choose not to replace water and sewer

- Continue dealing with water breaks
- Deal with water quality issues
- Increased maintenance costs

Recommended alternative: Scenario

Strategic Alignment: Economic Growth

- Ensure physical infrastructure is in place to support current and future business, industry, and agriculture.

Stakeholders:

- Residents of Lac La Biche
- Utilities Services

Timeline:

- Engineering design Completed March 2023
- Project completion October 2023

Associated Operating Request: n/a

Priority Matrix: Priority I : Imperative

Financial Information:

Frequency: One Time

Number of Years: 1

Project Details	Amount	Project Funding	Amount
Land		General Revenue	2,000,000
Engineering	250,000	Reserves	
Site Work		Grants	
Contracting	1,750,000	Local Improvement	
Project Management		Sale of Assets	
Acquisition		Developer Contribution	
Construction Supply		User Fees	
Other		Other	
		Debt Financing	
Total	\$2,000,000	Total	\$2,000,000

	2023	2024	2025	2026	2027	2028
Cashflow	\$2,000,000					

Operational Impacts:

	2023	2024	2025	2026	2027	2028
Computer & Communication						
Vehicle & Office						
Other Expense						
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$0	\$0	\$0	\$0	\$0	\$0

Comments:

Appendix (photos, supporting documents, etc.):

List attached documents here:



Department Manager: Jon Skjersven

Associate CAO: Brian Shapka



Capital Request: 105 street – South of tracks – Water and Sewer Extension

Lead Department: Water Utility Services **Type:** New Capital

Asset Category: Water & Sewer

Background:

- It was identified that there are six lots south of the railway tracks on 105 Street that do not have water and sewer services.

Current State:

- By providing water and sewer south of the railway tracks on 105 Street, it will promote development to existing and future business..

Alternatives:

Scenario 1: Install water and sewer south of tracks on 105 street

- Promote development in the area
- Ensure all properties within the hamlet have access to services

Scenario 2: Choose not to install

- Funds to be used for other projects
- Properties within hamlet have no access to water and sewer services

Recommended alternative: Scenario 1

Strategic Alignment: Economic Growth

- Develop a community profile that highlights the County's advantages to attract new business, residents, and tourists

Stakeholders:



- Residents in area
- Business in area

Timeline:

- Completed November 2023

Associated Operating Request: n/a

Priority Matrix: Priority III: Important

Financial Information:

Frequency: One Time

Number of Years: 1

Project Details	Amount	Project Funding	Amount
Land		General Revenue	808,000
Engineering	90,000	Reserves	
Site Work		Grants	
Contracting	718,000	Local Improvement	
Project Management		Sale of Assets	
Acquisition		Developer Contribution	
Construction Supply		User Fees	
Other		Other	
		Debt Financing	
Total	\$808,000	Total	\$808,000

	2023	2024	2025	2026	2027	2028
Cashflow	\$808,000					

Operational Impacts:

	2023	2024	2025	2026	2027	2028
Computer & Communication						
Vehicle & Office						
Other Expense						
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$0	\$0	\$0	\$0	\$0	\$0

Comments:

Appendix (photos, supporting documents, etc.):

List attached documents here:



Department Manager: Jon Skjersven

Associate CAO: Brian Shapka



Capital Request: Truckfills Card System Upgrades

Lead Department: Water Utility Services **Type:** RMR

Asset Category: Water & Sewer

Background:

- The Airport and Summit Heights Truckfills use account and coin systems for ways of residents to purchase water. The coin systems are dated causing maintenance issues. Operators have to collect coins every week and deliver to finance department to be counted..

Current State:

- In 2022, we are installing debit/credit card systems at the Lac La Biche RV dump, Beaver Lake RV dump and Plamondon Reservoir Truckfill. Upgrading the Airport and Summit Heights truckfills will eliminate handling coins and reduce operational maintenance at the truckfills.

Alternatives:

Scenario 1

- Install debit/credit card system at Airport and Summit Heights truckfills
- Reduce maintenance costs
- Give residents a more up to date option for payment when not having an account
- This involves monthly service charges to have credit/debit system

Scenario 2:

- Leave coin systems in place
- Increased maintenance costs for repairing coin systems

Scenario 3:

- Have accounts only at truckfills
- Many residents still do not want to have accounts
- People from out of town cannot get water if they don't have an account

Recommended alternative: Scenario 1

Strategic Alignment: Economic Growth

- Ensure physical and technological infrastructure is in place to support current and future business, industry, and agriculture

Stakeholders:

- Utilities Services Staff
- Residents of Lac La Biche County
- Tourists

Timeline:

- November 2023

Associated Operating Request:**Priority Matrix:** Priority III: Important

As per Lac La Biche County's Prioritization Matrix this request was not ranked as a priority, based on Administration's recommendation it has been included for consideration in 2023.

Financial Information:

Frequency: One Time

Number of Years: 2

Project Details	Amount	Project Funding	Amount
Land		General Revenue	
Engineering	100,000	Reserves	
Site Work		Grants	100,000
Contracting		Local Improvement	
Project Management		Sale of Assets	
Acquisition		Developer Contribution	
Construction Supply		User Fees	
Other		Other	
		Debt Financing	
Total	\$100,000	Total	\$100,000

	2023	2024	2025	2026	2027	2028
Cashflow	\$100,000					

Operational Impacts:

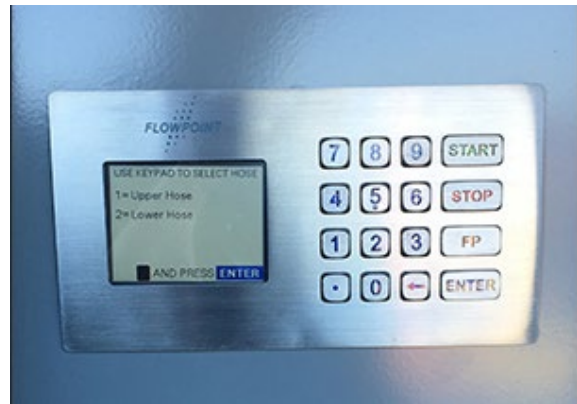
	2023	2024	2025	2026	2027	2028
Computer & Communication						
Vehicle & Office						
Other Expense						
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$0	\$0	\$0	\$0	\$0	\$0

Comments:

Fully funded through the Federal Gas Tax Fund grant.

Appendix (photos, supporting documents, etc.):

List attached documents here: Click or tap here to enter text.



Department Manager: Jon Skjersven

Associate CAO: Brian Shapka

Capital Request: Water Treatment Plant Disinfection Upgrade

Lead Department: Water Utility Services **Type:** New Capital

Asset Category: Water & Sewer

Background:

- Lac La Biche County has retained MPE Engineering Ltd. (MPE) to complete a study to investigate process optimization at the water treatment plant (WTP). The goal of the project is to optimize organics reduction and review methods to reduce Disinfection By-Products (DBPs), such as trihalomethanes (THMs) and haloacetic acids (HAAs), in the distribution network where limits are exceeded. MPE completed the design for upgrades to the WTP in 2016 and 2017 to improve water treatment system performance, improve treated water quality, increase capacity, and to reduce the operational difficulties that were previously experienced during summer months due to high organic loading. Since the upgrades have been completed, treated water quality has improved and filtered Ultra-Violet Transmittance (UVT) values have increased, correlating to reduced THM and HAA formation in the distribution system. Although THMs can be consistently reduced below limits when the treatment system is optimized, HAAs still periodically exceed the regulated limit in the furthest reaches of the distribution network..

Current State:

- The Lac La Biche County Approval from Alberta Environment and Parks (AEP) requires us to follow the limits set out in the Guidelines for Canadian Drinking Water Quality summary table (GCDWQ). Trhalomethanes and Haloacetic acids are sampled quarterly in the furthest reaches of the distribution network and are calculated based on a rolling average. We regurally exceed these limits and are therefor in contravention with AEP.

Alternatives:

Scenario 1

- Chloramination (Full system switchover)
- Reletively low capital cost (\$422,000)
- Lowest annual operational cost (\$6,844.28)
- Further operational savings by removing sodium hypochorite injection systems at reservoirs reducing chemical and manpower costs.
- Reduce corrosion of electrical equipment caused by the Sodium hypochorite injection systems at reservoirs.

Scenario 2:

- Chloramination (Partial system switchover)
- Lowest capital cost (\$335,000)
- Higher annual operational cost (\$12,850.30)

- No further operational savings at reservoirs

Scenario 3:

- Look into Reverse Osmosis, Ozone disinfection and Granular Activated Carbon systems
- Substantially higher Capital costs (\$3.2 million to \$13.1 million)
- Substantial increase in operational costs

Recommended alternative: Scenario 1

Strategic Alignment: Environment & Agriculture

- To protect and sustain the valuable natural assets our citizens and visitors enjoy.

Stakeholders:

- Utilities Services staff
- Alberta Environment and Parks
- Residents of Lac La Biche County

Timeline:

- Completed November 2023

Associated Operating Request: N/A

Priority Matrix: Priority II: Essential

Financial Information:

Frequency: One Time

Number of Years: 1

Project Details	Amount	Project Funding	Amount
Land		General Revenue	
Engineering	54,000	Reserves	
Site Work	267,000	Grants	422,000
Contracting	25,000	Local Improvement	
Project Management	61,000	Sale of Assets	
Acquisition		Developer Contribution	
Construction Supply	15,000	User Fees	
Other		Other	
		Debt Financing	
Total	\$422,000	Total	\$422,000

	2023	2024	2025	2026	2027	2028
Cashflow	\$422,000					

Operational Impacts:

	2023	2024	2025	2026	2027	2028
Computer & Communication						
Vehicle & Office						
Other Expense	6,844	6,844	6,844	6,844	6,844	6,844
Subtotal	\$6,844	\$6,844	\$6,844	\$6,844	\$6,844	\$6,844
Revenue/Cost Recovery						
Total Cost	\$6,844	\$6,844	\$6,844	\$6,844	\$6,844	\$6,844

Comments:

Fully funded using the Federal Gas Tax Fund grant.



Capital Request: Lunchroom in Utilities Shop

Lead Department: Water Utility Services **Type:** New Capital

Asset Category: Buildings

Background:

- Utilities Services has made improvements to the office space at the Utilities shop. Utilities has also expanded to include Drainage Services which includes more staff..

Current State:

- Utilities staff need more space for a lunchroom which includes a sink, cupboards, dishwasher, and refrigerator.

Alternatives:

Scenario 1: Renovate a portion of the downstairs parts room into a lunchroom

- A place for staff to have breaks
- A sanitary and clean place to eat
- A place to wash dishes and store food
- A place for collaboration

Scenario 2: No renovation

- Not enough space for staff
- Unsanitary place for staff to eat lunch

Recommended alternative: Scenario 1

Strategic Alignment: Social Wellness

- Provide facilities and programs that promote the diversity of our community.

Stakeholders:

- Utilities staff

Timeline:

- Completed November 2023

Associated Operating Request:

Priority Matrix: Priority III: Important

As per Lac La Biche County's Prioritization Matrix this request was not ranked as a priority, based on Administration's recommendation it has been included for consideration in 2023.

Financial Information:

Frequency: One Time

Number of Years: 1

Project Details	Amount	Project Funding	Amount
Land		General Revenue	80,000
Engineering		Reserves	
Site Work		Grants	
Contracting	80,000	Local Improvement	
Project Management		Sale of Assets	
Acquisition		Developer Contribution	
Construction Supply		User Fees	
Other		Other	
		Debt Financing	
Total	\$80,000	Total	\$80,000

	2023	2024	2025	2026	2027	2028
Cashflow	\$80,000					

Operational Impacts:

	2023	2024	2025	2026	2027	2028
Computer & Communication						
Vehicle & Office						
Other Expense						
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$0	\$0	\$0	\$0	\$0	\$0

Comments:

Appendix (photos, supporting documents, etc.):

List attached documents here:



Department Manager: Jon Skjersven

Associate CAO: Brian Shapka



Capital Request: Steel Gas line Replacement Churchill Drive, 104 st to 101 st

Lead Department: Natural Gas Utility Services **Type:** RMR

Asset Category: Natural Gas

Background:

- The Lac La Biche County Natural gas system is required to upgrade the existing steel gas line to polyethylene. The steel line is corroding due to exceeding its life expectancy which could create leaks. The gas service lines coming off the main line to homes is 5/8" tubing which is not repairable and risers at the homes are deteriorating.

Current State:

- Inspections were completed on all the steel gas lines within the franchise area. This area was identified as in critical condition.

Alternatives:

Scenario 1: Replace steel gas line and services

- Prevent unplanned outages
- Improve cathodic protection on the existing steel gas lines
- Remove aging infrastructure that cant be repaired

Scenario 2: Do not replace steel gas lines and services

- Unplanned outages
- Lack of cathodic protection
- Risk of dangerous gas leaks

Recommended alternative: Scenario 1

Strategic Alignment: Economic Growth

- Develop a community profile that highlights the County's advantages to attract new business, residents, and tourists.

Stakeholders:

- Utilities Services
- Residents

Timeline:

- Completed October 2023

Associated Operating Request:

Priority Matrix: Priority I : Imperative

Financial Information:

Frequency: On going

Number of Years: 2

Project Details	Amount	Project Funding	Amount
Land		General Revenue	250,000
Engineering		Reserves	
Site Work		Grants	
Contracting	250,000	Local Improvement	
Project Management		Sale of Assets	
Acquisition		Developer Contribution	
Construction Supply		User Fees	
Other		Other	
		Debt Financing	
Total	\$250,000	Total	\$250,000

	2023	2024	2025	2026	2027	2028
Cashflow	\$250,000					

Operational Impacts:

	2023	2024	2025	2026	2027	2028
Computer & Communication						
Vehicle & Office						
Other Expense						
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery			0			
Total Cost	\$0	\$0	\$0	\$0	\$0	\$0

Comments:

Capital Request: Replacement Capital Equipment

Lead Department: Fleet Services **Type:** RMR

Asset Category: Machinery & Equipment



Background:

The following vehicles and equipment have reached their replacement threshold. Each unit has replacement funds set aside in reserves and has a salvage value. Due to higher replacement costs, or the condition of the unit, added revenue from the general account is required to offset these costs.

Equipment Description	Budget	General	Reserve	Other/Sell
Unit 477 - 2013 GMC K1500 crew cab 4X4	54,000	14,000	36,000	4,000
Unit 478 - 2013 GMC K1500 crew cab 4X4	54,000	14,000	36,000	4,000
Unit 479 - 2013 GMC K1500 crew cab 4X4	54,000	14,000	36,000	4,000
Unit 480 - 2013 GMC K1500 crew cab 4X4	54,000	14,000	36,000	4,000
Unit 481 - 2013 GMC K1500 crew cab 4X4	54,000	14,000	36,000	4,000
Unit 482 - 2013 GMC K1500 crew cab 4X4	54,000	14,000	36,000	4,000
Unit 333 - 2013 Case Tractor	175,000	70,000	78,000	27,000
Unit 334 - 2013 John Deere 72" mower	69,000	34,000	25,700	9,300
Unit 335 - 2013 John Deere 72" mower	69,000	34,000	25,700	9,300
Unit 645 - 2008 Zamboni (Electric)	165,000	57,000	81,000	27,000
Unit 652 - 2010 Sweepster Airport Sweeper	75,000	40,000	25,800	9,200
Unit 656 - 2013 Bobcat E80 Mini Excavator	165,000	55,000	83,000	27,000
Unit 657 - 2013 Bobcat Toolcat 5600	105,000	20,000	65,200	19,800
Unit 658 - 2013 Bobcat T770 Tracked Skid Steer	136,000	51,000	63,000	22,000
Unit 673 - 2012 Bobcat Forestry Cutter/Mulcher	45,000	23,000	16,500	5,500
Unit 848 - 2013 Zamboni Edger (Electric)	8,200	1,000	7,200	0
Unit 856 - 2013 Advanced Floor Scrubber	8,300	2,300	6,000	0
	1,344,500	471,300	693,100	180,100

Current State:

- The capital replacement plan was put in place to utilize the vehicles and equipment to its fullest, while still retaining a good salvage value.

Alternatives:

Scenario 1

- Approve the requests – There are benefits of sticking to the equipment capital replacement plan.
 - Getting maximum residual values.
 - Saving on repair costs, which include parts and contracted services.

Scenario 2:

- Do not approve – reverse of the above

Scenario 3:

- Lease some of the equipment – Benefits of having more funds available to do other things but paying more in the long run.
- Leasing Cons
 - Higher overall cost
 - Interest on payments
 - No ownership
 - Restrictions on kilometers or hours
 - Potential for extra fees (early termination, mile overages and a range of other unexpected costs in the fine print) Glass, rust, tires, dents, scratches, ETC
- Leasing Pros
 - Frees up cash
 - Lower payments (If Financing purchase)
 - Upgrade equipment sooner
 - Keeps fleet up to date with technology and fuel economy
 - Lower repair costs

Recommended alternative: Scenario 1

Strategic Alignment: Service Excellence

Lac La Biche County is committed to building a region of excellence by delivering progressive, sustainable programs and services

Stakeholders:

- All Departments

Timeline:

The purchasing of new equipment starts immediately after budgets are approved. Equipment may take several months to arrive.

Associated Operating Request: Not applicable

Priority Matrix: Priority II: Essential

Financial Information:

Frequency: One Time

Number of Years: 1

Project Details	Amount	Project Funding	Amount
Land		General Revenue	471,300.00
Engineering		Reserves	693,100.00
Site Work		Grants	
Contracting		Local Improvement	
Project Management		Sale of Assets	180,100.00
Acquisition	1,344,500.00	Developer Contribution	
Construction Supply		User Fees	
Other		Other	
		Debt Financing	
Total	\$1,344,500.00	Total	\$1,344,500.00

	2023	2024	2025	2026	2027	2028
Cashflow	1,344,500					

Operational Impacts:

	2023	2024	2025	2026	2027	2028
Computer & Communication						
Vehicle & Office						
Other Expense						
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0

Revenue/Cost Recovery						
Total Cost	\$0	\$0	\$0	\$0	\$0	\$0

Comments:

Not applicable

Appendix (photos, supporting documents, etc.):

List attached documents here:





Lac La Biche County
welcoming by nature.

CAPITAL



Department Manager: Les Cote, Manager, Equipment Maintenance Cote

Associate CAO: Brian Shapka, Associate CAO, Infrastructure Services

Capital Request: New Growth Capital Equipment

Lead Department: Fleet Services **Type:** New Capital

Asset Category: Machinery & Equipment

Background:

The following list of new growth equipment was requested by many departments to maintain and enhance their service levels:

Equipment Description	Budget	General	Reserve	Other/Sell
Tracked Skidsteer (Smaller Unit for Parks)	72,000			
Vehicle Directional Safety Light Bars X 4	6,000			
Tidy Tanks with Pump and Meter X 3 (450 L)	10,000			
Rock Windrower (ASB Rental Fleet)	22,000			
Gasoline Powered Post Pounder (ASB Rental Fleet)	23,000			
Seeder (ASB Rental Fleet)	47,600			
1/2 ton pickup (Utilities B&R Plant)	54,000			
48" Trencher for Skid Steer (Utilities)	16,000			
24' Tri-Axle Trailer 21,000 lbs (Utilities)	18,000			
	\$ 268,600	\$ -	\$ -	\$ -

Current State:

- All the equipment listed will provide the resources to maintain or exceed service level expectations throughout the County.

Alternatives:

Scenario 1

- Approve the purchase of all equipment listed.

Scenario 2:

- Approve certain pieces of equipment as per Council deliberations and input from the stake holders.

Recommended alternative: Scenario 1

Strategic Alignment: Service Excellence

Lac La Biche County is committed to building a region of excellence by delivering progressive, sustainable programs and services

Stakeholders:

- All County departments requesting new equipment.

Timeline:

The purchasing of new equipment starts immediately after budgets are approved. Equipment may take several months to arrive.

Associated Operating Request: Not applicable

Priority Matrix: Priority III: Important

As per Lac La Biche County's Prioritization Matrix this request was not ranked as a priority, based on Administration's recommendation it has been included for consideration in 2023.

Financial Information:

Frequency: One Time

Number of Years: 1

Project Details	Amount	Project Funding	Amount
Land		General Revenue	268,600
Engineering		Reserves	
Site Work		Grants	
Contracting		Local Improvement	
Project Management		Sale of Assets	
Acquisition	268,600	Developer Contribution	
Construction Supply		User Fees	
Other		Other	
		Debt Financing	
Total	\$268,600	Total	\$268,600

	2023	2024	2025	2026	2027	2028
Cashflow	\$268,600					

Operational Impacts:

	2023	2024	2025	2026	2027	2028
Computer & Communication						
Vehicle & Office						
Other Expense						
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$0	\$0	\$0	\$0	\$0	\$0

Comments:

Not applicable

Appendix (photos, supporting documents, etc.):

List attached documents here:





Lac La Biche County
welcoming by nature.

CAPITAL



Department Manager: Les Cote, Manager, Equipment Maintenance

Associate CAO: Brian Shapka, Associate CAO, Infrastructure Services



Capital Request: Patrol Vehicle Replacement

Lead Department: Enforcement Services **Type:** RMR

Asset Category: Machinery & Equipment

Background:

The Enforcement Services Department is operating under a patrol vehicle replacement plan that allows for patrol vehicles to be replaced every 5 years. It is anticipated that after approximately 5 years patrol vehicles incur approximately 600,000km due to operational mileage and idling of vehicles while meeting operational demands.

Replacing patrol vehicles after 5 years of service has greatly reduced the cost of operational repairs and ensures that vehicles are safer while being operated under varying conditions.

Current State:

- The Enforcement Services Department maintains a fleet of seven enforcement patrol vehicles that are shared between eleven Community Peace Officers. Currently, unit 4018 is a 2018 Ford F150 and is scheduled to be replaced in 2023. This truck will be replaced with another truck that will meet the requirements of the Department. Due to rising costs and supply issues the new vehicle will be retrofitted with some existing equipment from the existing vehicle. This is equipment that has a 10 year anticipated life span and can be refurbished and placed in a new vehicle. These items include things such as ticket printers, radios and other equipment. Due to supply issues this vehicle will be ordered in 2023 but will not arrive until 2024. The vehicle will be required to be paid for out of the 2023 operational budget. The replacement of this vehicle is budgeted in the replacement reserves.

Alternatives:

Scenario 1: Purchase and Replace the Patrol Vehicle

- Decrease in budgeted repair expenses.
- Decrease in the amount of time the vehicle is out of service due to repairs.
- Allows for better operational planning and prompt response to complaints.
- Increased cost return when removed from service and sold in auction.

Scenario 2: Deny Replacement of the Patrol Vehicle

- Increased operating cost due to repairs.

- Increased service and time in which the vehicle is out of service.
- Possible reduction in service due to vehicle maintenance.

Decreased cost return when removed from service and sold in auction

Recommended alternative: Approve the purchase of the vehicle.

Strategic Alignment: Choose an item.

- Social wellness
- Tourism
- Environment

Stakeholders:

- Residents and visitors of Lac La Biche County
- Other internal departments of Lac La Biche County
- Other Law Enforcement and Emergency Service agencies

Timeline:

- Purchase in January of 2023.

Associated Operating Request: None.

Priority Matrix: Priority I : Imperative

Financial Information:

Frequency: One Time

Number of Years: 1

Project Details	Amount	Project Funding	Amount
Land		General Revenue	
Engineering		Reserves	82,500
Site Work		Grants	
Contracting		Local Improvement	
Project Management		Sale of Assets	2,500
Acquisition		Developer Contribution	
Construction Supply		User Fees	
Other	85,000	Other	
		Debt Financing	
Total	\$85,000	Total	\$85,000

	2023	2024	2025	2026	2027	2028
Cashflow	\$85,000					

Operational Impacts:

	2023	2024	2025	2026	2027	2028
Computer & Communication						
Vehicle & Office						
Other Expense						
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$0	\$0	\$0	\$0	\$0	\$0

Comments:

Appendix (photos, supporting documents, etc.):

List attached documents here:



Department Manager: Chris Clark

Associate CAO: Darrell Lessmeister



Capital Request: Protective Services Building Security Program

Lead Department: Enforcement Services **Type:** New Capital

Asset Category: IT Equipment

Background:

- Both the Enforcement Services & Fire Services Department are now operational in the Protective Services Building. The building is equipped with an alarm system but currently only contains two security cameras to monitor activities around the building. The request is for a full camera system to be added to the building to capture all surrounding areas.

Current State:

- The Protective Services Building contains two operational security cameras that capture a very small area of the building. The building contains a significant cost of equipment within Fire Services and Enforcement Services, and in the event that there was a theft there is no way of identifying persons responsible. The projected project to place cameras on the building would cover the full exterior of the building and assist in providing investigative avenues if there was a theft or incident on the property, such as vandalism. The cameras would be linked into our existing camera network and be viewable at all times as well as past incidents. The installation of security cameras was not originally included in the budget for the construction and retrofitting of the premise

Alternatives:

Scenario 1: Purchase and Install Cameras on the Building

- Assist in identifying incidents.
- Assist in possibly identifying persons responsible for incidents.
- Provides security for persons inside the building during an incident.
- Integrated as part of our current security camera system.

Scenario 2: Deny the Purchase and Installation of Cameras on the Building

- Reduce the overall security of the area.
- Reduce the ability to locate incidents and persons involved.
- Reduce the ability to assist with investigations and incidents in the immediate area around the building.

Recommended alternative: Approve the purchase and installation of the security cameras.

Strategic Alignment: Social Wellness

-

Stakeholders:

- Residents and visitors of Lac La Biche County
- Other internal departments of Lac La Biche County
- Other Law Enforcement and Emergency Service agencies

Timeline:

- Purchase in January of 2023.

Associated Operating Request: None.

Priority Matrix: Priority III: Important

As per Lac La Biche County's Prioritization Matrix this request was not ranked as a priority, based on Administration's recommendation it has been included for consideration in 2023.

Financial Information:

Frequency: One Time

Number of Years: 1

Project Details	Amount	Project Funding	Amount
Land		General Revenue	30,000
Engineering		Reserves	
Site Work		Grants	
Contracting		Local Improvement	
Project Management		Sale of Assets	
Acquisition		Developer Contribution	
Construction Supply		User Fees	
Other	30,000	Other	
		Debt Financing	
Total	\$30,000	Total	\$30,000

	2023	2024	2025	2026	2027	2028
Cashflow	\$30,000					

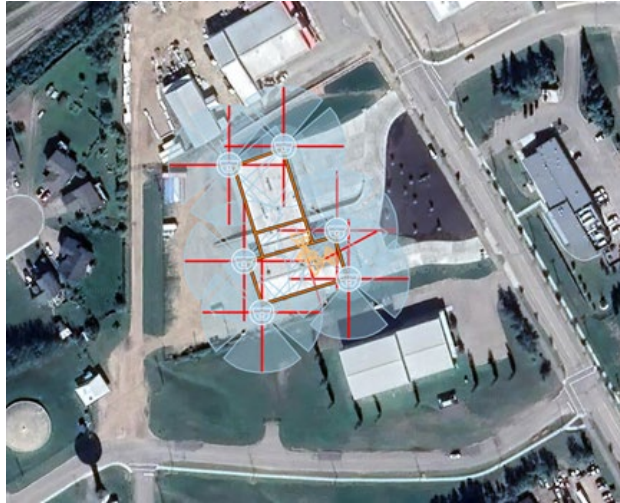
Operational Impacts:

	2023	2024	2025	2026	2027	2028
Computer & Communication						
Vehicle & Office						
Other Expense						
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$0	\$0	\$0	\$0	\$0	\$0

Comments:

Appendix (photos, supporting documents, etc.):

List attached documents here:



Department Manager: Chris Clark

Associate CAO: Darrell Lessmeister



Capital Request: Beaver Lake Landfill Slope Repair

Lead Department: Waste & Recycling Management **Type:** New Capital

Asset Category: Land Improvements

Background:

In the spring of 2020, the County experienced flooding which prompted a landslide at the Beaver Lake landfill on the south facing slope. The slope failed, slumping down into the perimeter ditch while filling it with soil and damaging the perimeter road. In 2021, Environmental Services presented a proposal for remediation which included an estimate at \$250,000 for repair of the area in question. Council approved \$25,000 to complete the engineering portion and in-depth study, with the intent to examine this information as part of a future budget request to conduct the final repair. Information has been provided as based on the engineer's report.

Current State:

- After the landslide, the ditch was excavated in order for it to function; however, the failure of the south facing slope remains a major issue for the landfill. Without proper repair, this portion of the landfill site will continue to cause problems in the future until it is fully addressed via a long-term repair. Administration is proposing that the final capping of the southern end of this area is completed alongside the slope repair, in order to utilize the on-site equipment and resources for greater efficiency. The repair of this slope will ensure that historically buried waste is properly covered and protected, and that surface runoff drains towards the site's stormwater pond. As this landfill has been operating before the current provincial legislation, historical operations did not ensure the material was properly compacted and covered. Completing this repair will also assist in enhancing the amount of life left for landfill capacity. A site visit was conducted by a local AEP representative in the summer of 2022 and has indicated that this work is required in order to align with regulations regarding surface water management onsite.

Alternatives:

Scenario 1: Short Term Slope Stability Repairs

It is recommended that the following short-term repairs be completed to return the site to the conditions prior to the slope stability issues:

- Regrading of the waste slopes to remove slopes steeper than 3H:1V;
- Remove all material from the perimeter ditch and perimeter road and lace it back in the landfill;

- Clean and repair existing twin 300mm culverts conveying surface water from the perimeter ditch to the stormwater pond;
- Re-establish the perimeter ditch at the toe of the slope; and
- Repair any damage to the perimeter road caused by the slope stability issue.

Scenario 2: Long Term Slope Stability Issue Repairs

The proposed long-term repairs include:

- Construction of a 1 meter high and 3.5 meter high toe berm between the stormwater pond and area of slope stability issues;
- Removal of the existing corrugated steel culverts that convey stormwater under the perimeter road to the stormwater pond;
- Installation of new corrugated steel culverts to increase the volume of water conveyed under the newly constructed berm;
- Construction of final cover over the area of slope stability issues; and
- Installation of stormwater down chutes on a stormwater bench to collect and convey stormwater from the bench to the stormwater pond.

The high-end estimated cost provided by the engineering firm for scenario 1 is \$215,250.00. This work will have to be completed before scenario 2 (estimated cost of 254,306.25). TOTAL ESTIMATED PROJECT COST: \$496,556.25

Based on discussions with the Provincial Alberta Emergency Management Agency, the County has been advised that there is potential to receive \$80,000 in funding towards this project, as provided through the Disaster Recovery Program (DRP). However, this funding has not been 100% confirmed at this time. As this project work is required to align with provincial landfill regulations, it will not be grant/funding dependent.

Recommended alternative: Administration is recommending the long-term repair (scenario 2) so that the slope issue is completely addressed for future purposes.

Strategic Alignment: Environment & Agriculture

This aligns with Council's strategic priority of Environment. The repair of this slope will ensure that historically buried waste is covered and protected, and that surface runoff drains properly towards the site's stormwater pond. As this landfill has been operating before the current provincial legislation, historical operations did not ensure the material was properly compacted and covered.

**Stakeholders:**

- Lac La Biche County Environmental Services Department
- External Contractors and In-House Resources
- Alberta Environment and Parks (AEP)
- Provincial Alberta Emergency Management Agency

Timeline:

- Project is anticipated to commence in the spring of 2023, with completion by the fall of 2023.

Associated Operating Request:

Priority Matrix: Priority II: Essential

Financial Information:

Frequency: One Time

Number of Years: 1

Project Details	Amount	Project Funding	Amount
Land		General Revenue	469,556
Engineering	7,500	Reserves	
Site Work		Grants	
Contracting	412,256	Local Improvement	
Project Management	5,000	Sale of Assets	
Acquisition		Developer Contribution	
Construction Supply	39,800	User Fees	
Other	5,000	Other	
		Debt Financing	
Total	\$469,556	Total	\$469,556

	2023	2024	2025	2026	2027	2028
Cashflow	\$469,556					

Operational Impacts:

	2023	2024	2025	2026	2027	2028
Computer & Communication						
Vehicle & Office						
Other Expense						
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$0	\$0	\$0	\$0	\$0	\$0

Comments:

Appendix (photos, supporting documents, etc.):

List attached documents here:



Department Manager: Molly Fyten

Associate CAO: Brian Shapka



Capital Request: Legislative Services Privacy Partitions

Lead Department: Common Facilities **Type:** New Capital

Asset Category: Buildings

Background:

- Legislative Services deals with private information including phone calls, so require privacy and limited interruptions.
- This project includes the addition of glass partitions/sliding doors for privacy, while still allowing light from the windows to the rest of the area.

Current State:

- Currently the Legislative Services Department office spaces are in an open area in McArthur Place not allowing for privacy.

Alternatives:

Scenario 1

- Council approves this expense as this is an important requirement for Legislative Services.

Scenario 2:

- The expense is not approved, and operations continue as is.

Recommended alternative: Scenario 1

Strategic Alignment: Service Excellence

- Administrative requirement

Stakeholders:

- Legislative Services Department
- Facilities Department

Timeline:

- February 2023

Associated Operating Request: n/a

Priority Matrix: Priority III: Important

As per Lac La Biche County's Prioritization Matrix this request was not ranked as a priority, based on Administration's recommendation it has been included for consideration in 2023.

Financial Information:

Frequency: One Time

Number of Years: 1

Project Details	Amount	Project Funding	Amount
Land		General Revenue	\$13,000
Engineering		Reserves	
Site Work		Grants	
Contracting		Local Improvement	
Project Management		Sale of Assets	
Acquisition		Developer Contribution	
Construction Supply	\$13,000	User Fees	
Other		Other	
		Debt Financing	
Total	\$13,000	Total	\$13,000

	2023	2024	2025	2026	2027	2028
Cashflow	\$13,000					

Operational Impacts:

	2023	2024	2025	2026	2027	2028
Computer & Communication						
Vehicle & Office						
Other Expense						
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$0	\$0	\$0	\$0	\$0	\$0

Comments:

Appendix (photos, supporting documents, etc.):

List attached documents here:



Department Manager: Gary Harman

Associate CAO: Darrell Lessmeister



Capital Request: McArthur Hall Commercial Dishwasher Replacement

Lead Department: Common Facilities **Type:** RMR

Asset Category: Buildings

Background:

- The current commercial dishwasher in the McArthur Hall kitchen is over 15 years old and is due for replacement
- Parts are becoming very hard to source, when parts are sourced, they can take over six weeks to be received.
- As rentals are starting to pick up, it is necessary to have an operational commercial dishwasher in this kitchen.
- In 2022 it was down twice for longer than 6 weeks each time. This is frustrating for staff and renters.

Current State:

- Currently when the dishwasher is down, custodial staff haul the dishes to the Bold Center, clean them, and then deliver them back to McArthur Place.

Alternatives:

Scenario 1

- That the capital request is approved, and the dishwasher is replaced. This is the only scenario as it is also required for food safe and health.

Scenario 2:

- The capital request isn't approved, and administration continues to source parts.

Recommended alternative: Scenario 1

Strategic Alignment: Service Excellence

Stakeholders:

- Rental groups
- Internal programs
- Facilities Department

Timeline:

- January 2023

Associated Operating Request: None

Priority Matrix: Priority I : Imperative

As per Lac La Biche County's Prioritization Matrix this request was not ranked as a priority, based on Administration's recommendation it has been included for consideration in 2023.

Financial Information:

Frequency: One Time

Number of Years: 1

Project Details	Amount	Project Funding	Amount
Land		General Revenue	\$24,000
Engineering		Reserves	
Site Work		Grants	
Contracting	\$2,000	Local Improvement	
Project Management		Sale of Assets	
Acquisition	\$22,000	Developer Contribution	
Construction Supply		User Fees	
Other		Other	
		Debt Financing	
Total	24,000	Total	24,000

	2023	2024	2025	2026	2027	2028
Cashflow	\$24,000					

Operational Impacts:

	2023	2024	2025	2026	2027	2028
Computer & Communication						
Vehicle & Office						
Other Expense						
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$0	\$0	\$0	\$0	\$0	\$0

Comments:



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CAPITAL

Appendix (photos, supporting documents, etc.):

List attached documents here:

Department Manager: Gary Harman

Associate CAO: Darrell Lessmeister



Capital Request: McArthur Place Inside Front Door Replacement

Lead Department: Common Facilities **Type:** RMR

Asset Category: Buildings

Background:

- This is to create a more attractive and appealing entrance into our main administrative facility by replacing the old wooden doors with glass sliding doors to match the main front doors.
- McArthur Place is the main administration building for the County where residents come to pay bills and other business.
- McArthur Hall is a very popular rental facility.

Current State:

- Currently the inside front door works fine, this is to make the entrance more appealing for public and renters.

Alternatives:

Scenario 1

- Replace the old wooden double doors with sliding glass doors to match the main entrance at McArthur Place.

Scenario 2:

- Leave the entrance to McArthur Place as is, as this is not a critical replacement, just aesthetics.

Recommended alternative: Scenario 1

Strategic Alignment: Service Excellence

- To create a more inviting entrance to the facility that everyone is proud of.

Stakeholders:

- Residents and Rental Groups

- Facilities Department

Timeline:

- September 2023

Associated Operating Request: None

Priority Matrix: Priority III: Important

As per Lac La Biche County's Prioritization Matrix this request was not ranked as a priority, based on Administration's recommendation it has been included for consideration in 2023.

Financial Information:

Frequency: One Time

Number of Years: 1

Project Details	Amount	Project Funding	Amount
Land		General Revenue	\$12,000
Engineering		Reserves	
Site Work		Grants	
Contracting		Local Improvement	
Project Management		Sale of Assets	
Acquisition		Developer Contribution	
Construction Supply	\$12,000	User Fees	
Other		Other	
		Debt Financing	
Total	\$12,000	Total	\$12,000

	2023	2024	2025	2026	2027	2028
Cashflow	\$12,000					

Operational Impacts:

	2023	2024	2025	2026	2027	2028
Computer & Communication						
Vehicle & Office						
Other Expense						
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$0	\$0	\$0	\$0	\$0	\$0

Comments:



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CAPITAL

Appendix (photos, supporting documents, etc.):

List attached documents here:

Department Manager: Gary Harman

Associate CAO: Darrell Lessmeister

Capital Request: New Aquatic Center

Lead Department: Recreation Facilities **Type:** New Capital

Asset Category: Buildings



Background:

- The existing Portage Pool is at life expectancy and experiencing operational concerns
- The 2019 Lac La Biche County Recreation and Parks Master Plan identified the development of a new aquatic centre as a top priority for the community.
- In July of 2020 Lac La Biche County was approved for an Infrastructure Grant to develop a new aquatic centre for the region. The county presently has approval for \$6.0 million Infrastructure Grant and \$9.0 million MSI funding.
- RC Strategies & BR2 Architecture in January 2021 was retained for consulting services to complete a Community Consultation process to complete an Aquatic concept Plan.
- From January to April 2021 a community consultation process was completed with a total participation of 364 households yields a margin of error of 5.1%, 19 times out of 20 you would receive the same result. The community consultation process asked what the community would like for feature within the new aquatic centre.
- In April 2021 County Council received and accepted the Community Consultation process and information and directed Administration to complete a concept with estimated capital and operating costs.
- In June 2021 County Council accepted an aquatic centre concept with estimated Capital and operating costs. The report also reviewed existing and future aquatic programming for the community. County Council directed Administration to complete a community consultation with the accepted Concept.
- A community consultation process is being completed from July to October 2021.

Current State:

- Lac La Biche County has retained the services of a project Management Company and proceeding with Progressive Construction Management

Alternatives:

Scenario 1

- Lac La Biche County Continue with the development of the \$27.0 million Aquatic Center

Scenario 2:

- Lac La Biche County stop the development of the Aquatic Center

Scenario 3:

- Lac La Biche County re-evaluate the New Aquatic Center project

Recommended alternative: Scenario 1**Strategic Alignment:** Tourism & Recreation

- Enhance and support additional recreation amenities and programs including a pool, outdoor playgrounds, sports fields, and senior recreation.

Stakeholders:

- Community Residents
- Swim Club

Timeline:

- Started in 2022, planned to be completed in Fall, 2025

Associated Operating Request:

Priority Matrix: Priority I : Imperative

Financial Information:

Frequency: On going

Number of Years: 3

Project Details	Amount	Project Funding	Amount
Land		General Revenue	
Engineering		Reserves	
Site Work		Grants	9,700,000
Contracting	12,900,000	Local Improvement	
Project Management		Sale of Assets	
Acquisition		Developer Contribution	
Construction Supply		User Fees	
Other		Other	
		Debt Financing	3,200,000
Total	\$12,900,000	Total	\$12,900,000

	2023	2024	2025	2026	2027	2028
Cashflow	\$12,900,000	\$8,000,000	\$6,000,000			

Operational Impacts:

	2023	2024	2025	2026	2027	2028
Computer & Communication						
Vehicle & Office						
Other Expense						
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$0	\$0	\$0	\$0	\$0	\$0

Comments:



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CAPITAL

Appendix (photos, supporting documents, etc.):

List attached documents here:

Department Manager: Gary Harman

Associate CAO: Darrell Lessmeister



Capital Request: Recreation Capital Equipment replacements

Lead Department: Recreation Programming **Type:** New Capital

Asset Category: Buildings

Background:

- Last year, Council approved replacement of fitness cardio equipment. All existing recreation facility equipment (goal posts, volleyball poles/stands, hockey nets, etc.), machine and stationary weights, benches, etc. are original to the Bold Center which opened in 2011. Administration has prepared a 10-year capital replacement spreadsheet with anticipated replacement items and costs for recreation and aquatics equipment, software and hardware to operate guest service functions, programs and facilities.

Current State:

- Lac La Biche County staff have maintained most of the equipment to such high standards over the years, we have prolonged the lifespans of the majority of items, but they are starting to show wear and tear, replacement pieces and maintenance are starting to become more costly than just a full replacement at this point.

Alternatives:

Scenario 1

- Council approves the capital replacement plan for recreation and aquatics equipment for 2023 at a cost of \$68,300.

Scenario 2:

- Council approves a portion of the capital replacement

Scenario 3:

- Council denies the capital replacement plan for recreation and aquatics equipment for the 2023 budget as presented.

Recommended alternative: Scenario 1 - Council approves the capital replacement plan for recreation and aquatics equipment for 2023 at a cost of \$68,300.

Strategic Alignment: Tourism & Recreation

- Include new or improved infrastructure that enhances our natural resources to the Capital Plan
- Enhance and support additional recreation amenities and programs.
- Ensure safety of all user groups, participants and staff with well-maintained equipment

Stakeholders:

- Residents, visitors, users, participants
- Recreation & Facilities departments

Timeline:

- 2023

Associated Operating Request: within approved funding/service level operating – same as current

Priority Matrix: Priority II: Essential

Financial Information:

Frequency: One Time

Number of Years: 1

Project Details	Amount	Project Funding	Amount
Land		General Revenue	68,300
Engineering		Reserves	
Site Work		Grants	
Contracting		Local Improvement	
Project Management		Sale of Assets	
Acquisition	68,300	Developer Contribution	
Construction Supply		User Fees	
Other		Other	
		Debt Financing	
Total	\$68,300	Total	\$68,300

	2023	2024	2025	2026	2027	2028
Cashflow	\$68,300					

Operational Impacts:

	2023	2024	2025	2026	2027	2028
Computer & Communication						
Vehicle & Office						
Other Expense						
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$0	\$0	\$0	\$0	\$0	\$0

Comments:

10 year capital replacement spreadsheets available upon request.

Appendix (photos, supporting documents, etc.):

List attached documents here: Click or tap here to enter text.



ADULT DUMMY WITH CPR
MONITOR (4)
SA-58513



Department Manager: Staci Lattimer, Recreation & Culture

Associate CAO: Darrell Lessmeister, Associate CAO Recreation & Community Services



Capital Request: Mini Rink at Bold Center

Lead Department: Recreation Programming **Type:** New Capital

Asset Category: Buildings

Background:

- Mini rinks are becoming popular additions to multi-plex settings. They provide a safe environment for youth to develop social connections, physical literacy skills, and allows creativity, accessibility, and spontaneous play while guardians can supervise and spectate activities occurring on the ice/dry ice surfaces.

Current State:

- COVID-19 has had impacts on youth wanting to participate in sport, created social anxiety and isolation affecting youth mental wellness. Busy facilities do not always allow for spontaneous/drop-in play and majority of younger children need to be supervised in activity areas while siblings are on the ice. The mini-rink will provide a safe spot for all kids to play within reach of guardians and sponsorship/grants are being sought to cover or offset majority of initial costs. The mini-rink will also provide additional rental options and programming space for youth.

Alternatives:

Scenario 1

- Council approves the mini-rink project as presented with prospects of all or most of the costs being covered through grants and/or sponsors.

Scenario 2:

- Council denies mini-rink project unless 100% supported by grants/sponsors.

Recommended alternative: Scenario 1 – approve mini-rink project as presented with prospects of all or most of costs covered by grants and/or sponsorship.

Strategic Alignment: Tourism & Recreation

- Creates affordable, safe spontaneous play options with guardian supervision in same location (free to use when rinks open)
- Creates accessibility for children with physical, social or cognitive disabilities

- Provides extra programming and rental (birthday / team party) options in rural Alberta

Stakeholders:

- Residents, visitors, users, participants
- Recreation & Facilities departments

Timeline:

- Proposal and costs were developed by internship student from May to August 2022. Grants have been applied for. Sponsorship opportunities were posted August 2022 and have a few prospects, but nothing secured to date. Had hoped to have installed by start of hockey season (October 2022) contingent on grants/sponsorships.

Associated Operating Request: None

Priority Matrix: Priority III: Important

Financial Information:

Frequency: One Time

Number of Years: 1

Project Details	Amount	Project Funding	Amount
Land		General Revenue	
Engineering		Reserves	
Site Work		Grants	\$25,000
Contracting		Local Improvement	
Project Management		Sale of Assets	
Acquisition	\$25,000	Developer Contribution	
Construction Supply		User Fees	
Other		Other	
		Debt Financing	
Total	\$25,000	Total	\$25,000

	2023	2024	2025	2026	2027	2028
Cashflow	\$25,000					

Operational Impacts:

	2023	2024	2025	2026	2027	2028
Computer & Communication						
Vehicle & Office						
Other Expense						
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$0	\$0	\$0	\$0	\$0	\$0

Comments:

Mini-rink proposal is available for full details.

Appendix (photos, supporting documents, etc.):

List attached documents here:



Department Manager: Staci Lattimer, Recreation & Culture

Associate CAO: Darrell Lessmeister, Associate CAO Recreation & Community Services



Capital Request: McArthur Park Development

Lead Department: Parks & Open Spaces **Type:** RMR

Asset Category: Land Improvements

Background:

- The Recreation and Parks Master Plan identified the completion of a McArthur Park Master Plan.
- With the development of the Bold Center Sports Field there has been a change in the usage and purpose of McArthur Park. With the introduction of the Spray Park, Concession, Washrooms, Rental Equipment, Museum and Beach Volleyball Court, McArthur Park has been utilized by the community and visitors to the community for passive activities, which is in conflict with sporting activities.
- In Fall of 2020 and the Spring 2021 a community consultation process was completed, with County Council approving of a McArthur Park Master Plan in May 2021.
- The McArthur Park Master Plan has an estimated capital Cost of \$4,625,200. Administration is developing a 5-year Capital Work Plan in coordination with the community and organization to utilize the park.

Current State:

- Lac La Biche County Council has approved a draft 5-year capital plan to complete the Master Plan Development of McArthur Park

Alternatives:

Scenario 1

- Lac La Biche County continue with the 5-year Master Plan Development of McArthur Park

Scenario 2:

- Lac La Biche County adapt the McArthur Park Master Plan to be completed in 3 years.

Scenario 3:

- Lac La Biche County discontinue the Development of McArthur Park and re-evaluate the Master Plan

Recommended alternative: Scenario 2

Strategic Alignment: Tourism & Recreation

- Promote the natural beauty and amenities of our community that make Lac La Biche County a tourist destination for fun, recreation, and relation.

Stakeholders:

- Lac La Biche County Residents
- Lac La Biche Museum
- Lac La Biche Chamber of Commerce
- Lac La Biche organization that provide programs and events in the community

Timeline:

- 2022 to 2027

Associated Operating Request:

Priority Matrix: Priority II: Essential

Financial Information:

Frequency: On going

Number of Years: 3

Project Details	Amount	Project Funding	Amount
Land		General Revenue	
Engineering	700,000	Reserves	
Site Work	800,000	Grants	
Contracting	4,800,000	Local Improvement	
Project Management		Sale of Assets	
Acquisition		Developer Contribution	
Construction Supply		User Fees	
Other		Other	
		Debt Financing	6,300,000
Total	\$6,300,000	Total	\$6,300,000

	2023	2024	2025	2026	2027	2028
Cashflow	\$1,850,000	\$2,500,000	\$1,950,000			

Operational Impacts:

	2023	2024	2025	2026	2027	2028
Computer & Communication						
Vehicle & Office						
Other Expense						
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$0	\$0	\$0	\$0	\$0	\$0

Comments:



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CAPITAL

Appendix (photos, supporting documents, etc.):

List attached documents here:

Department Manager: Gary Harman

Associate CAO: Darrell Lessmeister



Capital Request: Dock Replacement/Standardize Program

Lead Department: Parks & Open Spaces **Type:** New Capital

Asset Category: Playgrounds

Background:

- Currently the Parks Department is utilizing and maintaining 17 seasonal dock systems.
- Out of the 17 docks there are three different models.
- Five of the dock systems currently in use, there are no longer parts available.
- The dock replacement program at \$80,000/year for three years would standardize the docks we currently use down to the two main styles, build an inventory of spare parts, allow for flexibility for length and shape of the docks.

Current State:

- Currently some of our dock systems are obsolete and parts are not interchangeable. The “big dock” system is shorter due to two damaged lengths so requires parts.

Alternatives:

Scenario 1

- Council approves the dock replacement and standardization program, which would allow for interchangeable parts, flexibility, and spare parts.

Scenario 2:

- If there is not a program in place dock systems and lengths will change over time, and we will not be able to maintain the number of docks that are currently in use.

Scenario 3:

- An option if Council does not want to approve the program. Administration would recommend that two new docks, two new lengths for the “big dock”, and a supply of parts be purchased in 2023. A onetime \$100,000 budget, and administration could bring the program back for review in two years.

Recommended alternative: Council approves the three-year program.

Strategic Alignment: Tourism & Recreation

- Recreation
- Tourism

Stakeholders:

- Parks and Open Spaces
- Residents
- Tourists

Timeline:

- The program will be in place for 3 years.

Associated Operating Request: None

Priority Matrix: Priority II: Essential

Financial Information:

Frequency: On going

Number of Years: 3

Project Details	Amount	Project Funding	Amount
Land		General Revenue	
Engineering		Reserves	\$80,000
Site Work		Grants	
Contracting		Local Improvement	
Project Management		Sale of Assets	
Acquisition	\$80,000	Developer Contribution	
Construction Supply		User Fees	
Other		Other	
		Debt Financing	
Total	80,000	Total	80,000

	2023	2024	2025	2026	2027	2028
Cashflow	\$80,000	\$80,000	\$80,000			

Operational Impacts:

	2023	2024	2025	2026	2027	2028
Computer & Communication						
Vehicle & Office						
Other Expense						
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$0	\$0	\$0	\$0	\$0	\$0

Comments:

Appendix (photos, supporting documents, etc.):

List attached documents here:



Department Manager: Gary Harman

Associate CAO: Darrell Lessmeister



Capital Request: Bayview Beach Playground

Lead Department: Parks & Open Spaces **Type:** New Capital

Asset Category: Playgrounds

Background:

- There is a large size Municipal Reserve in Bayview Beach, which a playground could be constructed on.
- There has been a request for a playground at Bayview Beach through Council.

Current State:

- Currently there is not a playground at Bayview Beach Subdivision.

Alternatives:

Scenario 1

- Council approves the addition of a playground on the Municipal Reserve land in Bayview Beach Subdivision.

Scenario 2:

- Council does not approve the project or postpones it to future capital.

Recommended alternative: Scenario 1

Strategic Alignment: Tourism & Recreation

- Recreation
- Social Wellness

Stakeholders:

- Bayview Beach residents
- Parks and Open Spaces
- Recreation Department

Timeline:

- September 2023

Associated Operating Request: None

Priority Matrix: Priority III: Important

As per Lac La Biche County's Prioritization Matrix this request was not ranked as a priority, based on Administration's recommendation it has been included for consideration in 2023.

Financial Information:

Frequency: One Time

Number of Years: 1

Project Details	Amount	Project Funding	Amount
Land		General Revenue	
Engineering		Reserves	\$75,000
Site Work		Grants	
Contracting		Local Improvement	
Project Management		Sale of Assets	
Acquisition	\$75,000	Developer Contribution	
Construction Supply		User Fees	
Other		Other	
		Debt Financing	
Total	\$75,000	Total	\$75,000

	2023	2024	2025	2026	2027	2028
Cashflow	\$75,000					

Operational Impacts:

	2023	2024	2025	2026	2027	2028
Computer & Communication						
Vehicle & Office						
Other Expense						
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$0	\$0	\$0	\$0	\$0	\$0

Comments:

Appendix (photos, supporting documents, etc.):

List attached documents here:



Department Manager: Gary Harman

Associate CAO: Darrell Lessmeister



Capital Request: Dumasfield Park Enhancements

Lead Department: Parks & Open Spaces **Type:** New Capital

Asset Category: Playgrounds

Background:

- Dumasfield Park is a well-used park by residents.
- The Recreation Department and FCSS use the park for programs including the popular Summer Shack Program.
- Currently a portable washroom is brought into the park for the summer.
- There has been requests from residents for a picnic shelter.
- Parks also puts in a winter trail through the park for the walkers, this is just plowed on top of the grass.
- This project will see the addition of a fully serviced washroom, picnic shelter, and proper walking trail around the park.

Current State:

- Currently there is not a permanent washroom or picnic shelter in this well used park.

Alternatives:

Scenario 1

- Council approves the additions to Dumasfield Park to enhance the area.

Scenario 2:

- Council does not approve the enhancements

Scenario 3:

- Council moves the project to a future year.

Recommended alternative: Scenario 1

Strategic Alignment: Tourism & Recreation

- Dumasfield Park is a place to for recreation and play.

**Stakeholders:**

- Parks and Open Spaces
- Recreation Department
- Facilities Department
- Residents

Timeline:

- September 2023

Associated Operating Request: None

Priority Matrix: Priority III: Important

As per Lac La Biche County's Prioritization Matrix this request was not ranked as a priority, based on Administration's recommendation it has been included for consideration in 2023.

Financial Information:

Frequency: One Time

Number of Years: 1

Project Details	Amount	Project Funding	Amount
Land		General Revenue	
Engineering	\$5,000	Reserves	\$225,000
Site Work	\$70,000	Grants	
Contracting		Local Improvement	
Project Management		Sale of Assets	
Acquisition		Developer Contribution	
Construction Supply	\$150,000	User Fees	
Other		Other	
		Debt Financing	
Total	\$225,000	Total	\$225,000

	2023	2024	2025	2026	2027	2028
Cashflow	\$225,000					

Operational Impacts:

	2023	2024	2025	2026	2027	2028
Computer & Communication						
Vehicle & Office						
Other Expense						
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$0	\$0	\$0	\$0	\$0	\$0

Comments:

Appendix (photos, supporting documents, etc.):

List attached documents here:



Department Manager: Gary Harman

Associate CAO: Darrell Lessmeister



Capital Request: Golf Course Development

Lead Department: Parks & Open Spaces **Type:** RMR

Asset Category: Land Improvements

Background:

- Lac La Biche County owns the Lac La Biche Golf Course. In 2009 Lac La Biche County entered a 99-year lease with the Lac La Biche Golf Society to operate and manager the Golf Course. Within the lease agreement there is a capital plan that the County reviews on annual basis and supports each year. Over the last 5 years Lac La Biche County has completed \$1.5 million in capital upgrades, which included maintenance shop, club house upgrades, irrigation pump house & lake intake and paving cart paths.
- Partnership with the Lac La Biche Golf Club, Lac La Biche County completed a Lac La Biche Golf Course Master Plan. The Golf Course Master Plan was approved by Lac La Biche County Council in March 2021.
- The Golf Course Master Plan has an estimated cost of \$4,455,003 to complete the work identified in the Master Plan
- Lac La Biche County Council has approved a 7-year plan to complete the Golf Course Development

Current State:

- Lac La Biche County has approved a 7-year plan to complete the Golf Course Development according to the approved master plan. 2002 was the first year of the plan

Alternatives:

Scenario 1

- Lac La Biche County continues with the 7-year plan to complete the Master Plan Development

Scenario 2:

- That Lac La Biche County discontinue the Master Plan Development of the Golf Course

Scenario 3:

- That Lac La Biche County revisit the Master Plan Development and extent the development over more years

Recommended alternative: Scenario 1



Strategic Alignment: Tourism & Recreation

- Include new or improved infrastructure that will enhance our natural resources to the capital plan.
- Enhance and support additional recreational amenities and programs including a pool, outdoor playgrounds, sports fields and senior recreation

Stakeholders:

- Golf Club Society

Timeline:)

- The development started in 2022 and plan to be completed in 2028

Associated Operating Request:

Priority Matrix: Priority II: Essential

Financial Information:

Frequency: On going

Number of Years: 5+

Project Details	Amount	Project Funding	Amount
Land		General Revenue	620,000
Engineering	20,000	Reserves	
Site Work	200,000	Grants	
Contracting	400,000	Local Improvement	
Project Management		Sale of Assets	
Acquisition		Developer Contribution	
Construction Supply		User Fees	
Other		Other	
		Debt Financing	
Total	\$620,000	Total	\$620,000

	2023	2024	2025	2026	2027	2028
Cashflow	\$620,000	\$1,300,000	\$495,000	\$155,000	\$920,000	370,000

Operational Impacts:

	2023	2024	2025	2026	2027	2028
Computer & Communication						
Vehicle & Office						
Other Expense						
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$0	\$0	\$0	\$0	\$0	\$0

Comments:

The Golf Course Development started in 2022 and planned to continue until 2028



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Appendix (photos, supporting documents, etc.):

List attached documents here:

Department Manager: Gary Harman

Associate CAO: Darrell Lessmeister



Capital Request: Mission Walking Trail Bridge Replacement

Lead Department: Parks & Open Spaces **Type:** New Capital

Asset Category: Playgrounds

Background:

- Along with the repairs and resurfacing of this walking trail the bridge is due for replacement.
- The bridge is poorly constructed, wood structure, sagging, and requires board replacement every year.
- The new bridge will be designed for easier maintenance and snow removal.

Current State:

- The bridge is poorly constructed, wood structure, sagging, and requires board replacement every year.
- Machinery can not be used for snow removal, requires hand clearing.

Alternatives:

Scenario 1

- Council approves the required budget to replace the bridge, as well Council approves the increased budget in the walking trail resurfacing program to complete the connecting trail.

Scenario 2:

- Council moves the replacement of the bridge to a future year.

Recommended alternative: The Mission Trail bridge is replaced.

Strategic Alignment: Tourism & Recreation

- Recreation
- Tourism

**Stakeholders:**

- Parks and Open Spaces
- Public works project management team
- Trail users

Timeline:

- Completion by fall 2023

Associated Operating Request: None

Priority Matrix: Priority III: Important

As per Lac La Biche County's Prioritization Matrix this request was not ranked as a priority, based on Administration's recommendation it has been included for consideration in 2023.

Financial Information:

Frequency: One Time

Number of Years: 1

Project Details	Amount	Project Funding	Amount
Land		General Revenue	\$60,000
Engineering	\$5,000	Reserves	
Site Work		Grants	
Contracting		Local Improvement	
Project Management		Sale of Assets	
Acquisition		Developer Contribution	
Construction Supply	\$55,000	User Fees	
Other		Other	
		Debt Financing	
Total	\$60,000	Total	\$60,000

	2023	2024	2025	2026	2027	2028
Cashflow	\$60,000					

Operational Impacts:

	2023	2024	2025	2026	2027	2028
Computer & Communication						
Vehicle & Office						
Other Expense						
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$0	\$0	\$0	\$0	\$0	\$0

Comments:

The bridge has been a concern and a source of many complaints over the last year.

Appendix (photos, supporting documents, etc.):

List attached documents here:



Department Manager: Gary Harman

Associate CAO: Darrell Lessmeister



Capital Request: Jubilee Park Enhancements

Lead Department: Parks & Open Spaces **Type:** New Capital

Asset Category: Playgrounds

Background:

- Jubilee Park is a well-used park by residents in Youngs Beach Subdivision.
- The Recreation Department and FCSS use the park for programs including the popular Summer Shack Program.
- Currently a portable washroom is brought into the park for the summer.
- There has been requests from residents for a picnic shelter and a fully serviced washroom.
- This project will see the addition of a fully serviced washroom, and a picnic shelter.

Current State:

- Currently there is not a permanent washroom or picnic shelter in this well used park.

Alternatives:

Scenario 1

- Council approves the additions to Jubilee Park to enhance the area.

Scenario 2:

- Council does not approve the enhancements

Scenario 3:

- Council moves the project to a future year.

Recommended alternative: Scenario 1

Strategic Alignment: Tourism & Recreation

- Jubilee Park is a place to for recreation and play.

**Stakeholders:**

- Parks and Open Spaces
- Recreation Department
- Facilities Department
- Residents

Timeline:

- September 2023

Associated Operating Request: None

Priority Matrix: Priority III: Important

Financial Information:

Frequency: One Time

Number of Years: 1

Project Details	Amount	Project Funding	Amount
Land		General Revenue	
Engineering	\$5,000	Reserves	\$155,000
Site Work		Grants	
Contracting		Local Improvement	
Project Management		Sale of Assets	
Acquisition		Developer Contribution	
Construction Supply	\$150,000	User Fees	
Other		Other	
		Debt Financing	
Total	\$155,000	Total	\$155,000

	2023	2024	2025	2026	2027	2028
Cashflow	\$155,000					

Operational Impacts:

	2023	2024	2025	2026	2027	2028
Computer & Communication						
Vehicle & Office						
Other Expense						
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$0	\$0	\$0	\$0	\$0	\$0

Comments:

Appendix (photos, supporting documents, etc.):

List attached documents here:



Department Manager: Gary Harman

Associate CAO: Darrell Lessmeister



Capital Request: New Cemetery Development

Lead Department: Cemeteries **Type:** New Capital

Asset Category: Land Improvements

Background:

- The existing Cemetery in Lac La Biche is filling up and a New Cemetery is needed in the next 2 to 3 yrs. A new cemetery concept plan has been developed and approved by County Council. In 2021 the New Cemetery has been cleared and in 2022 rough grading and surveying is being completed.

Current State:

- The existing Lac La Biche cemetery is filling up and a new cemetery needed to be established in the next 2 to 3 years. A new cemetery concept plan has been developed and approved. Clearing has been completed and rough grading and surveying is being completed with a cost estimate to complete the cemetery development.

Alternatives:

Scenario 1:

Continue with the development of the New Cemetery over the next 2 to 3 years

Scenario 2:

- Look for other areas for future cemetery areas for Lac La Biche

Scenario 3:

- Put the develop of the new cemetery on hold for future years

Recommended alternative: Scenario 1

Strategic Alignment: Social Wellness

- Include new or improved infrastructure that will enhance our natural resources to the Capital Plan

Stakeholders:

- Community

Timeline:

- 2023 to 2025

Associated Operating Request: n/a

Priority Matrix: Priority II: Essential

Financial Information:

Frequency: On going

Number of Years: 3

Project Details	Amount	Project Funding	Amount
Land		General Revenue	300,000
Engineering		Reserves	
Site Work		Grants	
Contracting	300,000	Local Improvement	
Project Management		Sale of Assets	
Acquisition		Developer Contribution	
Construction Supply		User Fees	
Other		Other	
		Debt Financing	
Total	\$300,000	Total	\$300,000

	2023	2024	2025	2026	2027	2028
Cashflow	\$300,000	\$300,000	\$300,000			

Operational Impacts:

	2023	2024	2025	2026	2027	2028
Computer & Communication						
Vehicle & Office						
Other Expense						
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$0	\$0	\$0	\$0	\$0	\$0

Comments:

We presently have a approved concept plan for the new cemetery, engineers are working out the development costs to complete the cemetery over the next few years.



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Appendix (photos, supporting documents, etc.):

List attached documents here:

Department Manager: Gary Harman

Associate CAO: Darrel Lessmeister



Capital Request: IT Equipment

Lead Department: Information Technology **Type:** RMR

Asset Category: IT Equipment

Background:

- The IT department replaces equipment on a rotating schedule each year.
- The replacement schedule is based on industry best practices using manufacturers supported end dates, manufacturer recommendations and/or the item is becoming a nuisance to keep operational.
- Most equipment has a 5-year life span with some having 7 and 10 year life spans.
- Replacing equipment on a schedule allows us to take advantage of available discounts and can plan for changes in advance of a failure.

Current State:

- These are the items that are included in the 2023 replacement schedule:
 - Computers \$145,000, Firewall \$10,000, Downtown Surveillance Cameras \$36,000, Meeting Room \$15,000, Water Tower Equipment \$140,000, Network Switches \$220,000, Storage System \$220,000

Alternatives:

Scenario 1

- Replace the equipment that is due for replacement.

Scenario 2:

- Approve a portion of the equipment that is due for replacement and push the others to future years.

Scenario 3:

- Approve the equipment replacement but on a lease as part of the operating budget.
- Leases cost more in the end due to the added financing costs but allows for payments to be spread over multiple years. The County does not have the same tax incentives that corporations can take advantage of that make leases appealing within the corporate world

Recommended alternative: Scenario 1 – Replace the equipment that is due to be replaced in 2023.

Strategic Alignment: Service Excellence



- Aids the organization in achieving all the strategic goals.

Stakeholders:

- All internal departments are affected by these upgrades with some less affected than others. Does not directly affect any external stakeholders.

Timeline:

- Equipment will be purchased and replaced throughout the whole year.

Associated Operating Request: none

Priority Matrix: Priority I : Imperative

Financial Information:

Frequency: One Time

Number of Years: 1

Project Details	Amount	Project Funding	Amount
Land		General Revenue	786,000
Engineering		Reserves	
Site Work		Grants	
Contracting		Local Improvement	
Project Management		Sale of Assets	
Acquisition		Developer Contribution	
Construction Supply		User Fees	
Other	786,000	Other	
		Debt Financing	
Total	\$786,000	Total	\$1,572,000

	2023	2024	2025	2026	2027	2028
Cashflow	786,000					

Operational Impacts:

	2023	2024	2025	2026	2027	2028
Computer & Communication						
Vehicle & Office						
Other Expense						
Subtotal	\$786,000	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$786,000	\$0	\$0	\$0	\$0	\$0

Comments:



Lac La Biche County
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CAPITAL

Appendix (photos, supporting documents, etc.):

List attached documents here:

Department Manager: Travis Simmons

Associate CAO: Melanie McConnell



Capital Request: Bold Center Cellular Booster

Lead Department: Information Technology **Type:** New Capital

Asset Category: IT Equipment

Background:

- The Bold Center does not and has never had reliable cellular service within the building. This equipment purchase would provide general cellular coverage within the building.

Current State:

- None

Alternatives:

Scenario 1

- Install cellular booster within Bold Center

Scenario 2:

- Potentially negotiate something with Telus.

Scenario 3:

- Continue as is.

Recommended alternative: Scenario 1 – install booster

Strategic Alignment: Service Excellence

- Affects all 6 strategic priorities.

Stakeholders:

- All users of the Bold Center would be the users of the system.

Timeline:

- 4-6 months to be completely installed.

Associated Operating Request: none

Priority Matrix: Priority III: Important

Financial Information:

Frequency: One Time

Number of Years: 1

Project Details	Amount	Project Funding	Amount
Land		General Revenue	65,000
Engineering		Reserves	
Site Work	65,000	Grants	
Contracting		Local Improvement	
Project Management		Sale of Assets	
Acquisition		Developer Contribution	
Construction Supply		User Fees	
Other		Other	
		Debt Financing	
Total	\$65,000	Total	\$65,000

	2023	2024	2025	2026	2027	2028
Cashflow	65,000					

Operational Impacts:

	2023	2024	2025	2026	2027	2028
Computer & Communication						
Vehicle & Office						
Other Expense						
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$0	\$0	\$0	\$0	\$0	\$0

Comments:

This is a onetime equipment purchase with a 7 to 10 year replacement schedule, depending on cellular service changes in the area.



Lac La Biche County
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CAPITAL

Appendix (photos, supporting documents, etc.):

List attached documents here:

Department Manager: Travis Simmons

Associate CAO: Melanie McConnell



Capital Request: Shop Wi-Fi Expansion

Lead Department: Information Technology **Type:** New Capital

Asset Category: IT Equipment

Background:

- Manufacturers for graders, trucks, etc. have been slowly adding more and more technology to their equipment.
- For the mechanics to work on and for warranty services to be performed they require reliable Wi-Fi connectivity for their diagnostic tools and software.
- Repair and maintenance manuals are accessed on laptops requiring WIFI.

Current State:

- There is very low or no Wi-Fi signal available within the old and new County Center Shops.

Alternatives:

Scenario 1

- Install Wi-Fi services covering the shop area.

Scenario 2:

- Continue as is.

Recommended alternative: Scenario 1 – Install Wi-Fi covering the shop area.

Strategic Alignment: Service Excellence

Stakeholders:

- Internal – Equipment Maintenance

Timeline:

-

Associated Operating Request: none

Priority Matrix: Priority II: Essential

Financial Information:

Frequency: One Time

Number of Years: 1

Project Details	Amount	Project Funding	Amount
Land		General Revenue	30,000
Engineering		Reserves	
Site Work		Grants	
Contracting		Local Improvement	
Project Management		Sale of Assets	
Acquisition		Developer Contribution	
Construction Supply		User Fees	
Other	30,000	Other	
		Debt Financing	
Total	\$30,000	Total	\$30,000

	2023	2024	2025	2026	2027	2028
Cashflow	\$30,000					

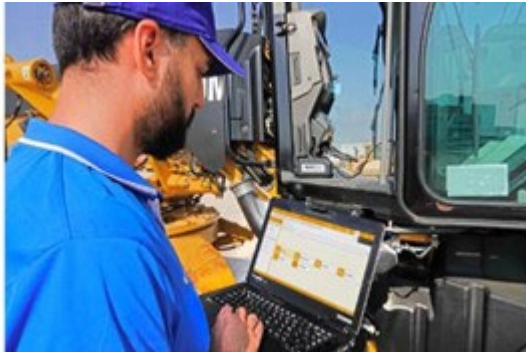
Operational Impacts:

	2023	2024	2025	2026	2027	2028
Computer & Communication						
Vehicle & Office						
Other Expense						
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0
Revenue/Cost Recovery						
Total Cost	\$0	\$0	\$0	\$0	\$0	\$0

Comments:

Appendix (photos, supporting documents, etc.):

List attached documents here:



Department Manager: Travis Simmons

Associate CAO: Melanie McConnell

