



Lac La Biche County  
welcoming by nature.

Proposed

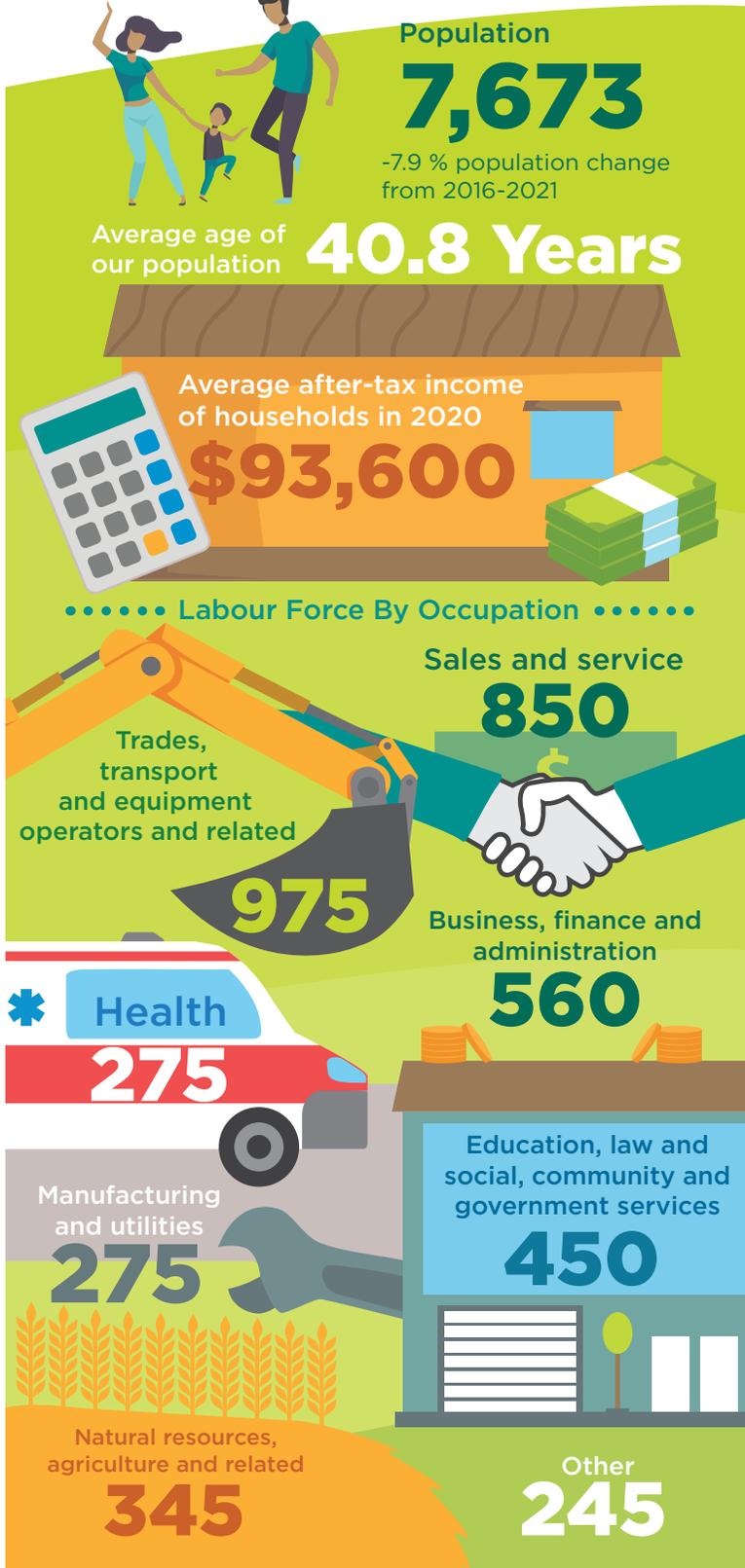
# BUDGET

GROWING AND PROSPERING TOGETHER

2024

# OUR COUNTY

Unless otherwise noted, all data comes from Statistics Canada.



# INTRODUCTION

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

1. The draft 2024 Operating and Capital Budget
2. The draft 2025 - 2029 Financial Plan

Note: The 10-Year Capital Plan has not been included in the proposed budget. The plan will be amended and included in the final budget, based on Council's decisions regarding the capital budget.

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 2024 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 four years in a row.

New for the 2024 budget, Administration has provided various alternatives for Council to consider, given the pressures on funding and various competing desires for capital projects. Readers are encouraged to review each of the alternatives in detail. The alternatives build upon one another to depict impacts in the current year, and more importantly in the future, as debt financing is at the core of supporting some of the alternatives.



### Council and Guiding Principles and Public Input/Expectations

Budget preparation takes months to accomplish with dozens of staff of all levels of the organization working on it, starting in June/July. Although County Council is a continuing body, it reflects guiding principles of the Council of the day. However, it is hoped that discussion of the draft budget package by Council during budget meetings will result in Council having a high degree of ownership over the final product when it adopts the 2024 budget.

The budget guiding principles adopted by Council at its June 27, 2023 meeting are:

- Taxation – Adjust tax revenues for the 2024 year to sustain current service levels, while reducing the existing 5.89:1 tax rate ratio as defined by the MGA.
- 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 two open houses to solicit input into the budget process in its formative stages and continue to supplement the participation with the online interactive platforms.

The annual budget also serves as an introduction to each department/business unit. Managers will be in attendance to present their department 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 2024. 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 a future year’s revenues.

Based on increasing demands and inflationary factors, balancing the 2024 budget has been a challenge for Administration. Administration has made difficult decisions to bring forward a balanced proposed budget. Administration held back 14 FTE requests to minimize the increase in operating initiatives. Administration will work with existing FTEs until the results of the efficiency review come forward to determine the best use of current FTEs.

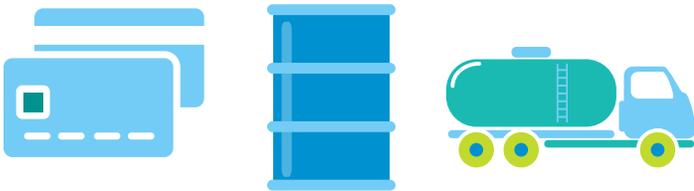
Administration has endeavoured to find savings in the budget wherever possible and has reduced the operational budget by \$1,977,500, which represents 2.71% of the total budget. Note that the significant increase in the 2024 budget is due to Council’s increased focus on cold mix and brushing programs as well as the significant debt repayments coming online for the Main Street Revitalization project. The County will have to demonstrate restraint in its spending over the next three budget years to ensure the debt repayments are off the operating budget before increasing the capital expenditures.

## 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 Nov. 1 in the hamlet of Lac La Biche and Nov. 2 in Plamondon.

After a successful online public participation campaign in 2022, Administration is continuing to engage with residents through the County's online public engagement platform, "A Balancing Act." This is a simulation for residents to take part in and provide feedback to the County 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 and learn and understand municipal budgeting and the decisions that must be made to provide services.

Residents can visit the County's website at [laclabichedcounty.com/p/budget](https://laclabichedcounty.com/p/budget) for more information. The simulation will be available starting Nov. 1. Feedback from the simulation will be collected until Nov. 20 and 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 Dec. 31, 2023.



## General Economic Outlook and Highlights

Just like previous years, inflation continues to be a concern for Canadians, despite it slowing down over previous years. On the other hand, the rising interest rates continue to mount pressure on households and business bottom lines. The September 2023 Consumer Price Index (CPI) was 3.7%/year in Alberta (2022 - 6.2%, 2021 - 4.0%, 2020 - 0.6%, 2019 - 1.3%, 2018 - 3.1%) and 3.8%/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 7.2 as of Oct. 20, 2023. The economists are not expecting the interest rates to rise due to the reduction in inflation, however, they may go up further if inflation does not come down.

## 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 the 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. Over the years Council has used the reserve to offset revenue reduction instead of increasing taxes and using it fund few capital projects. While this helps keep taxes low, it reduces the County's ability to react in emergent situations. Administration recommends that Council continues to build this reserve and maintain it at the minimum recommended level. The 2023 balance for this reserve is \$391,703.

**KEEPING TAXES LOW  
HAS ITS OWN COSTS  
AS THE COUNTY TRIES  
TO BUILD AND SAVE.**

## Budget Highlights:

- Estimated 2024 tax revenue is based on collecting enough tax dollars to sustain the 2024 proposed expenses, while reducing the 5.77:1 tax rate ratio to 5.63:1. This approach is in line with the five-year tax strategy to bring the tax ratio to 5:1.
- Council has held the line for taxes for many years prior to 2023 and it is becoming ever more difficult to do so with soaring inflation and increases in service levels. For 2023, the tax rates increased by 4% for residential and 1.5% for non-residential taxes. For 2024, the increase in residential tax rates is 11.7% and 9% for non-residential taxes. This is higher than anticipated under the long-term tax strategy due to increasing pressures on service level demands.
- The proposed revenues reduce the tax rate ratio to 5.634:1. There are ten municipalities, mainly in northern Alberta, that have a tax rate ratio over 5:1. Lac La Biche County is the sixth-highest of the ten.
- Council may want to consider a special small business tax rate, inserted into Section 297 the MGA. 23 other municipalities have one, but only eight 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. If Council chooses to do a full-scale implementation of a Small Business Tax Rate, tax revenues would reduce by approximately \$487,000.
- 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 or decreasing the service level.
- Council approved the three-year plan for the water and sewer utility rates to increase, to bring the cost recovery percentage to 60% of the actual costs. Based on current actuals, the actual cost recovery may be slightly shy of 60%. Administration will continue to monitor and may recommend changes to the plan to achieve the goal for the 2025 budget.
- 2024 capital projects have been prioritized based on the limited funding available. Administration recommends Council focus

on the three major projects — Main Street Revitalization, New Aquatics Centre and McArthur Park Development — rather than adding new projects. Administration has proposed funding approved projects from 2023 that were shelved due to lack of funding. The 10-year capital plan is in the works and will be brought forward during budget.

- **Major grants include the following:**

1. Local Government Fiscal Framework (LGFF) has replaced the Municipal Sustainability Initiative (MSI) grant starting in the 2024 fiscal year. While the amount of funding is unknown, it is expected to be lower than the MSI grant. Administration has proposed the LGFF to be placed towards the Beaver Lake Landfill Slope Project. MSI funding for 2022 and 2023 fiscal years bridges the gap for reductions in the LGFF funding for this project.
2. Canada Community-Building Fund (formerly the Gas Tax Fund) – approximately \$550,000 is available for eligible capital projects in 2024. Administration suggests the Beaver Lake Landfill Slope project to utilize this grant.
3. Administration has applied for the Housing Accelerator Fund (HAF) funding for approximately \$5 million. This funding is not allocated towards a project or an activity at this time, however, if approved the funding project is intended to generate economic activity in the housing market and address some of the housing initiatives the County wants to embark on.
4. Administration is also applying for other grants ongoingly and will be informing Council on any additional available grant funding.

**COUNCIL MUST BE AWARE OF MANY DIFFERENT FACTORS AND THEIR POTENTIAL OUTCOMES.**

*New Aquatics Centre rendering*



• **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 not proposing new debentures for 2024. The additional debenture for the New Aquatics Centre was approved in 2023.
3. Administration is cognizant of Council's desires to continue to bring new projects to the community, therefore, Administration has provided an alternative that Council can consider for borrowing for some of their highly desirable projects.
4. Administration advises that debentures take approximately six months to place, so budget planning is necessary.

**Budget Reductions**

As mandated by the Chief Administrative Officer, Administration endeavoured to find areas within the operational budget to reduce without impacting current service levels:

- The only new capital projects requested for 2024 are fully funded by reserves as per policy, IT Equipment to ensure the continuation of the County's service levels as a whole and any 2023 capital projects as motioned by Council that need additional funding in 2024.
- Total reduction of \$310,000 from Transportation Services.
- Total reduction of \$236,000 within Environmental Services functions.

- Total reduction of \$344,000 within Utilities functions.
- Total reduction of \$117,500 from Fleet Services.
- Total reduction of \$60,000 across the Finance & Planning division.
- Total reduction of \$140,000 from Enforcement Services.
- A reduction of \$77,000 between Recreation Facility and Recreation Programming functions.

**Budget Process:**

After budget distribution on Oct. 27, there will be a couple of weeks for Council to read it on their own. The budget meetings start on Nov. 14 and end on Nov. 17, with final adoption of the 2024 budget scheduled for Dec. 5, 2023. 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 and Information Request (CAIR) forms addressed to the Chief Administrative Officer/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](mailto:budget@laclabichcounty.com). Administration highly recommends the public and Council to ask their questions in advance of budget deliberations to ensure all relevant information is available during budget meetings. 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:

- a. Click on the page number for the line item you wish to view in detail
- b. 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 for Councillor Priority and Unallocated 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, service levels, proposed initiatives, carry-over and funded capital projects, and a financial summary for each department/service function.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Lac La Biche County  
Alberta**

For the Fiscal Year Beginning

**January 01, 2023**

*Christopher P. Morill*

Executive Director

## Our Vision

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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

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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, 2023.*

*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 2024 budget.



## **Priority Area: ECONOMIC GROWTH**

**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 [laclabichecounty.com](http://laclabichecounty.com).

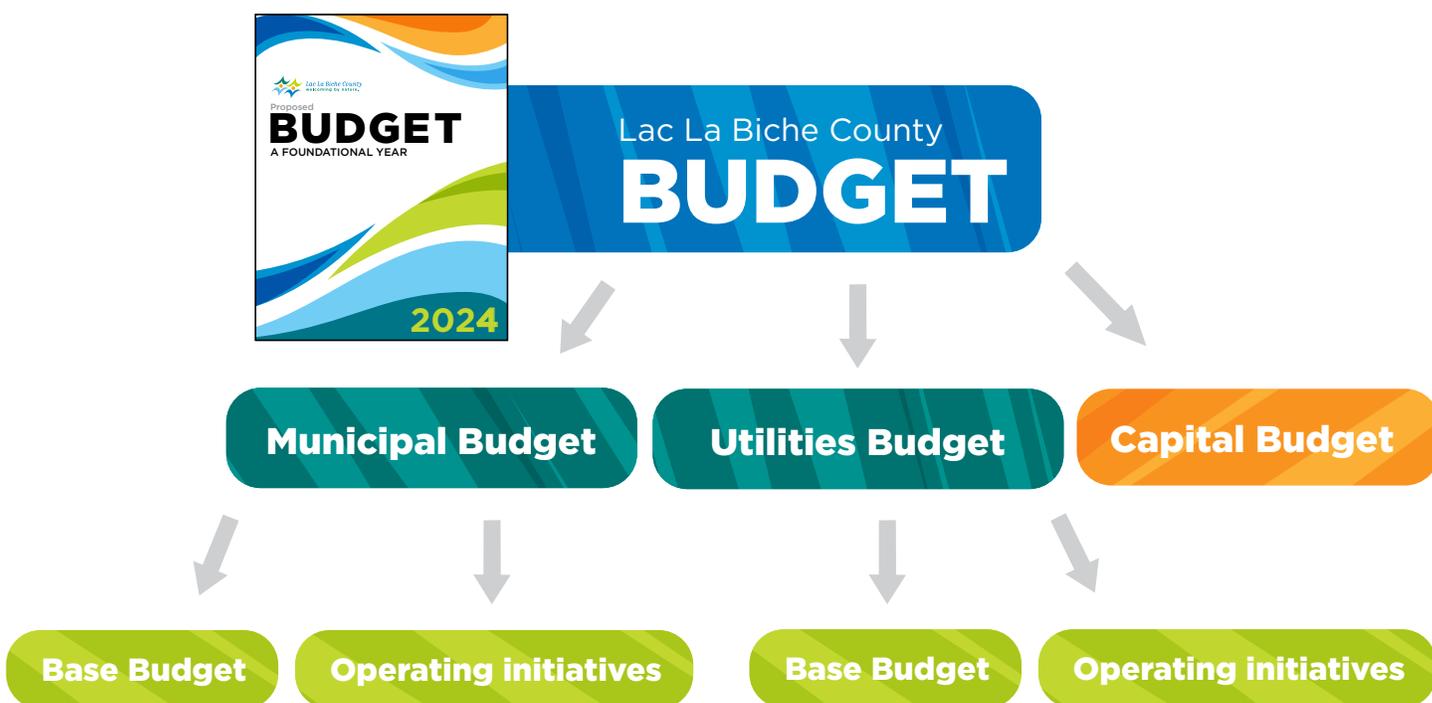
## CORPORATE BUDGET HIERARCHY

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

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

Administration establishes the budget with a strong understanding of its impacts on future years and the ability to fund those impacts, thus solidifying 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 preparing the updated 10-Year Capital Plan, which will be presented to Council during 2024 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
FIN-10-002	Travel and Subsistence for Staff
CS-10-003	Acceptance of Payments
FIN-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	Liquidation of Surplus Assets
FIN-71-002	Capital Project Assistance Grant
FIN-71-023	Event Sponsorships and Donations
FIN-71-024	Event Grant Program
CM-71-004	Community Action Grant
FIN-71-005	Ad Hoc Requests
FIN-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



*Using traditional knowledge to install artistic placemaking features as part of Main Street Revitalization (Phase 1)*



## 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.

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.



*Renderings of McArthur Park, post-redevelopment in 2025*



## 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)

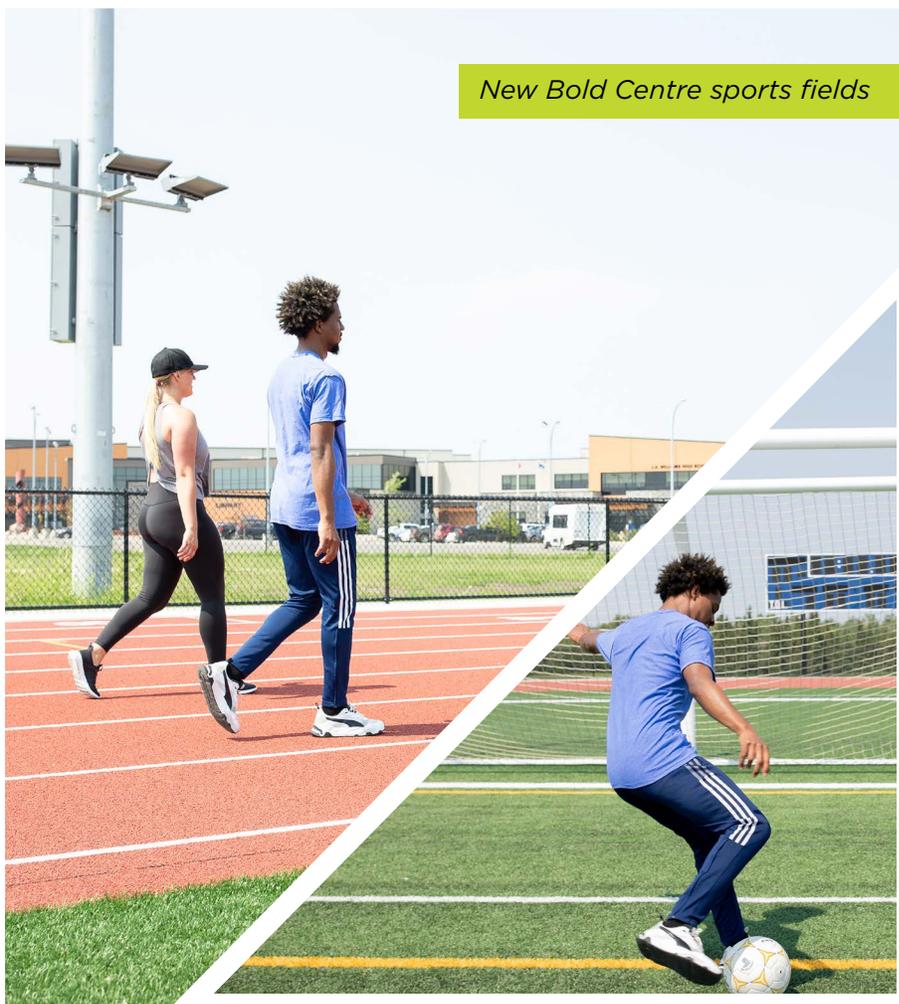
Projects that address clearly demonstrated needs or objectives.

### P3: IMPORTANT (Could-Do)

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

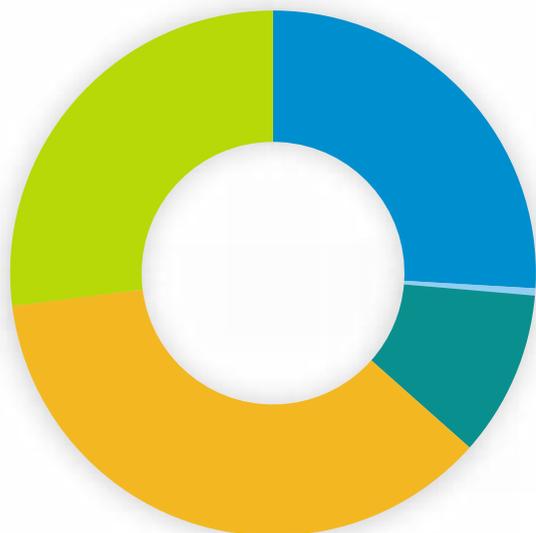
### P4: DESIRABLE (Other Year)

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

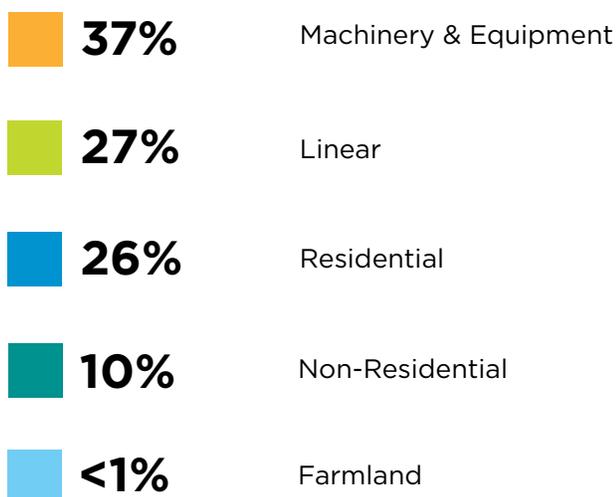


# TAXATION AND ASSESSMENT

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 73.64% while the residential assessment makes up the remaining 25.92% of the assessment base.

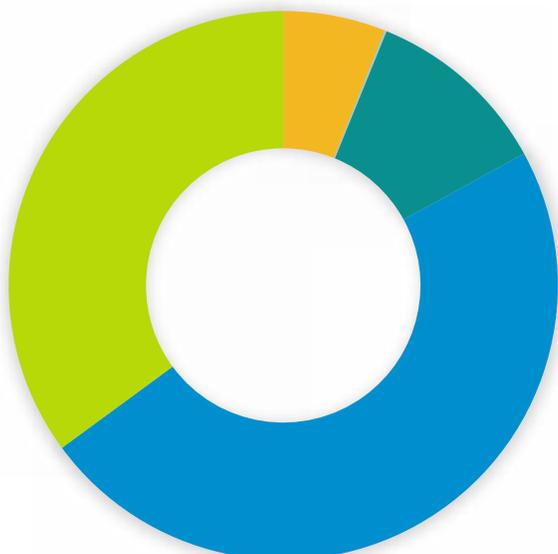


## Assessment Value by Major Type

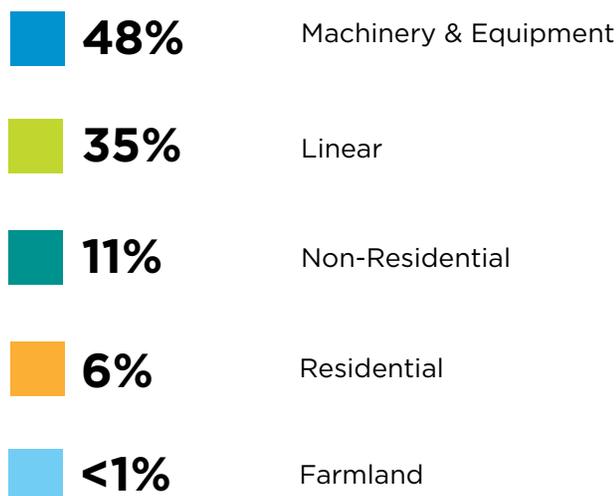


The County's revenues are mainly derived from the non-residential assessment base. This is due to the high tax rate for non-residential rural assessment, capturing mainly the heavy industrial activity of the oil and gas sector. The non-residential revenues make up a large portion of the County's total revenues at 93.88% while the residential revenues make up the remaining 6.12% of total tax revenues. This demonstrates the County's dependence on tax revenues from non-residential taxes and why they are so important to the County's growth and long-term sustainability.

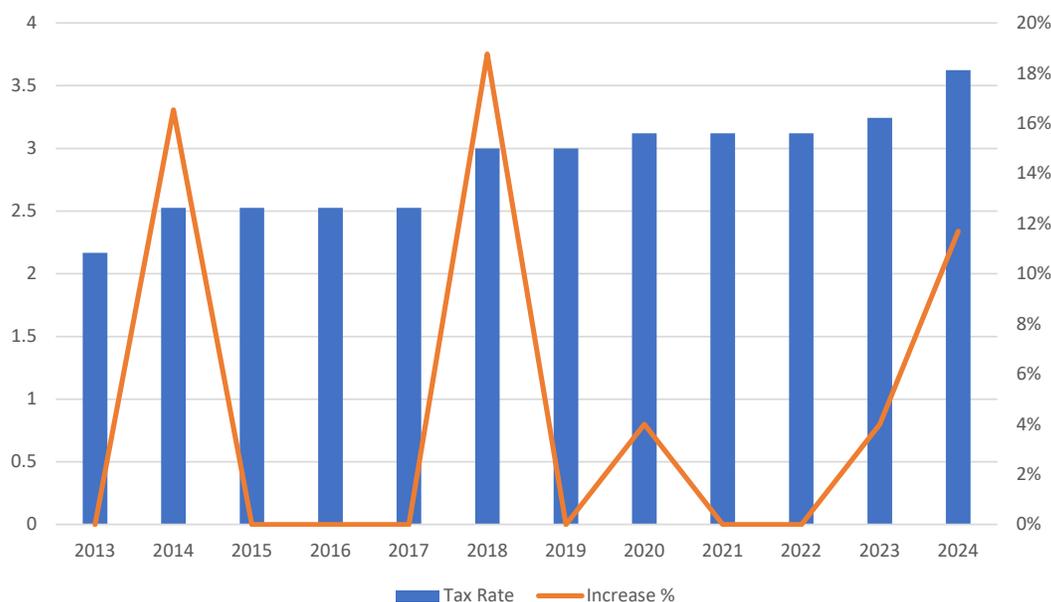
This heavy dependence is also important to consider, since any disruption in the oil and gas sector can significantly impact the County's annual tax revenues, leading to major economic challenges. Therefore it is very important for the County to consider other revenue sources to sustain its operations.



## Tax Revenues by Major Type



## Residential Tax Rate Changes Over 10-year Period



This chart depicts the changes in residential tax rates for the County. Over the years, Council has held the line in keeping the residential tax rates as low as possible. In 2023, Council approved a 4% increase to the tax rate. 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 necessary to sustain them.

Administration brought forward a 7-year tax strategy at the June 6, 2023 Regular Council Meeting. The tax strategy took into consideration a 1% cumulative assessment growth year over year, as well as 4% and 1.5% mill rate increase for residential and non-residential properties, respectively. Administration has identified that in order to balance the 2024 proposed budget, an increase in tax rates needs to be implemented.

As part of the 2024 proposed budget, a tax increase of 11.7% is needed to ensure a balanced budget. For an average home in Lac La Biche County, valued at \$450,000, the homeowner will see a \$2,676 property tax bill. If Council considers an 11.7% tax increase as proposed for 2024, the same homeowner will see a \$2,846 tax bill, an increase of \$170 annually.

Lac La Biche County's current mill rate ratio is 5.77; the proposed rate ratio that is included as part of the budget would be 5.63. This is in line with the tax strategy that was previously presented to Council.

**Note:** The total tax bill includes municipal taxes, education taxes and seniors foundation taxes. The example contemplates no changes to all categories, with an 11.7% increase in municipal taxes.

## 2024 TAX DOLLARS AT WORK

The 2024 budget is prepared based on an 11.7% residential property tax increase and 9% non-residential property tax increase and a \$77.6 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.



-  **\$0.33** Public works & planning
-  **\$0.24** Community services
-  **\$0.14** Corporate services
-  **\$0.09** Transfer to capital
-  **\$0.09** Transfer to non-operating reserves
-  **\$0.08** Public utility
-  **\$0.01** Council



# Financial Summaries



# BUDGET SUMMARY

## Consolidated Operating and Capital Budget

FOR THE YEAR ENDING DECEMBER 31, 2024

### OPERATING BUDGET

OPERATING REVENUES	A		90,760,715
OPERATING EXPENDITURES			
BASE EXPENDITURES		72,886,283	
OPERATING INITIATIVES		2,514,149	
OPERATING IMPACTS OF CAPITAL AND DEBENTURES		0	
TOTAL OPERATING EXPENDITURES	B		75,400,432
<hr/>			
OPERATING SURPLUS (A+B)	C		15,360,283
<hr/>			
NON-OPERATING RESERVE ALLOCATIONS	G		7,305,704
<hr/>			
FUNDS AVAILABLE TO FINANCE CAPITAL PROJECTS (C-G)	H		8,054,579

### CAPITAL BUDGET

CAPITAL EXPENDITURES	I	40,173,785	
CAPITAL REVENUES & FUNDING SOURCES			
TRANSFERS FROM CAPITAL RESERVES	J		7,542,485
CAPITAL GRANTS	K		5,248,000
OTHER FUNDING SOURCES	L		622,225
DEBT FINANCING	M		19,250,000
<hr/>			
CAPITAL FUNDS REQUIREMENT FROM OPERATING (I+J+K+L+M)	N		(7,511,075)
<hr/>			
FUNDS REMAINING AS AT DECEMBER 31, 2024 (H+N)	O		543,504



# BUDGET SUMMARY

## Municipal Budget Summary

FOR THE YEAR ENDING DECEMBER 31, 2024

OPERATING REVENUES	A		85,130,182
OPERATING EXPENDITURES			
BASE EXPENDITURES		60,688,937	
OPERATING INITIATIVES		2,169,626	
OPERATING IMPACTS OF CAPITAL AND DEBENTURES		0	
TOTAL OPERATING EXPENDITURES	B		62,858,563
<hr/>			
MUNICIPAL OPERATING SURPLUS <sup>(A+B)</sup>	C		22,271,619
<hr/>			
TRANSFER TO UTILITY	D		10,594,672
NON-OPERATING RESERVE ALLOCATIONS	G		3,622,371
<hr/>			
FUNDS AVAILABLE TO FINANCE CAPITAL PROJECTS <sup>(C-D-G)</sup>	H		8,054,576

## Utility Budget Summary

FOR THE YEAR ENDING DECEMBER 31, 2024

OPERATING REVENUES	A		5,630,530
OPERATING EXPENDITURES			
BASE EXPENDITURES	B	12,197,346	
OPERATING INITIATIVES	C	344,523	
TOTAL OPERATING EXPENDITURES <sup>(B+C)</sup>	D		12,541,869
<hr/>			
UTILITY OPERATING DEFICIT <sup>(A-D)</sup>	E		(6,911,339)
<hr/>			
NON-OPERATING RESERVE ALLOCATIONS	G		3,683,333
<hr/>			
UTILITY OPERATING DEFICIT FOR THE YEAR ENDED DECEMBER 31, 2023 <sup>(E-G)</sup>			(10,594,672)

# Operating Budget

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## Consolidated Operating Summary by Object

FOR THE YEAR ENDING DECEMBER 31, 2024

	2022 BUDGET	2022 ACTUAL	2023 BUDGET	2023 YEAR TO DATE	2024 BUDGET
<b>OPERATING REVENUES</b>					
Property Taxes and Local Improvements	67,000,001	67,418,812	69,161,683	73,053,828	77,633,666
Oil Well Drilling Licenses	-	-	-	-	-
Sale of Goods & Services	6,908,776	7,635,209	7,674,661	4,791,314	7,889,070
Licenses and Permits	165,200	189,305	116,650	178,010	111,360
Fines & Penalties	399,808	756,728	485,000	399,404	495,001
Interest Income	630,343	2,256,681	1,770,498	1,393,034	2,963,839
Other Revenues	241,200	781,434	441,578	613,295	634,778
Conditional Grants	1,047,030	1,446,623	970,157	951,833	1,033,001
Transfer To/From Reserves	2,279,164	2,279,164	1,369,190	1,369,190	-
<b>TOTAL: REVENUES</b>	<b>78,671,522</b>	<b>82,763,956</b>	<b>81,989,417</b>	<b>82,749,908</b>	<b>90,760,715</b>
<b>OPERATING EXPENSES</b>					
Salaries, Wages & Benefits	26,461,130	25,840,327	28,348,491	21,265,481	30,548,076
Contracted & General Services	16,350,792	15,274,205	15,915,334	8,743,975	14,376,252
Materials, Goods, Supplies & Utilities	10,614,143	11,253,508	12,240,872	7,229,643	14,479,889
Other Expenditures	-	897,562	-	60,588	1,000,000
Transfers To Organizations & Individuals	3,857,878	2,765,160	3,835,710	2,934,033	3,341,645
Debenture & Interest	339,203	338,366	426,983	145,574	7,022,385
Bank Charges & Short Term Interest	65,000	76,596	70,001	30,029	70,001
Transfer To/From Reserves	3,170,908	7,126,937	13,215,169	12,179,320	9,353,739
<b>TOTAL: EXPENSES</b>	<b>60,859,054</b>	<b>63,572,661</b>	<b>74,052,560</b>	<b>52,588,643</b>	<b>80,191,987</b>
<b>OPERATING SURPLUS</b>	<b>(17,812,468)</b>	<b>(19,191,295)</b>	<b>(7,936,857)</b>	<b>(30,161,265)</b>	<b>(10,568,728)</b>

## REVENUE

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

### *Property Taxes & Local Improvements*

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

### *Oil Well Drilling Licenses*

As of Jan. 1, 2021, this category is no longer applicable and will not be included in future budgets.

### *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. This category also includes revenues received from fines issued by Enforcement Services.

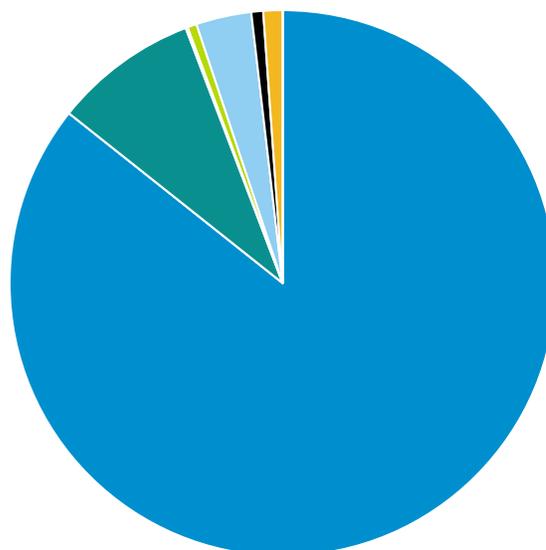
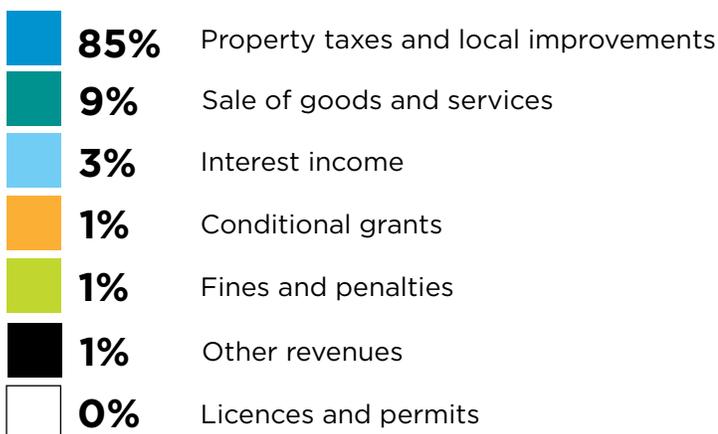
### *Other Revenue*

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

### *Government Transfers*

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

## Revenue Profile



## EXPENDITURES

### *Salaries, Wages and Benefits*

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

### *Contracted Services*

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

### *Consumable Supplies*

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

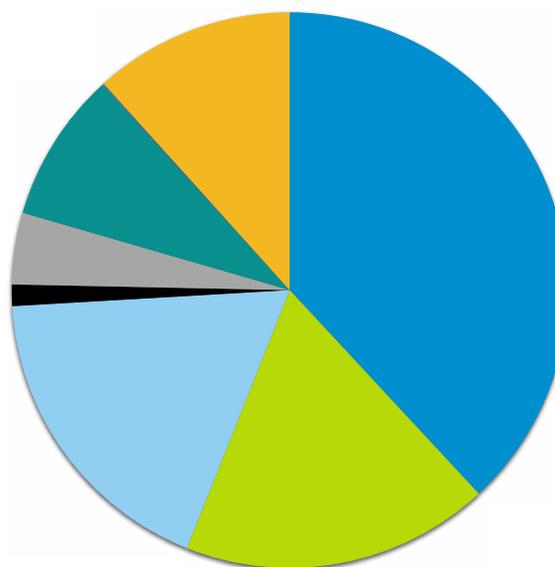
### *Transfers to Organizations and Individuals*

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 centres, and other agencies as approved by Council.

### *Debenture and Interest*

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

## Expense Profile





## Municipal Operating Summary by Function - Revenues

FOR THE YEAR ENDED DECEMBER 31, 2024

	2022 BUDGET	2022 ACTUAL	2023 BUDGET	2023 YEAR TO DATE	2024 BUDGET
<b>OPERATING REVENUES - MUNICIPAL</b>					
General Municipal Council	69,715,344	72,291,037	71,312,181	74,808,959	80,977,507
Council	-	321	-	-	-
General Administration	2,100	80,841	124,800	134,342	74,000
Records Management	-	92	25,000	25,000	-
Human Resources	-	17,934	-	6,525	-
Health & Safety	-	-	-	-	-
Graphical Information Systems	1,000	1,340	1,000	1,191	1,000
Information Technology	3,000	21,376	4,000	14,075	8,000
Finance	98,480	75,973	65,351	20,332	65,352
Legislative Services	-	1,265	-	335	-
Communications	2,100	1,838	71,600	71,600	-
Fire Services	219,345	220,127	263,990	143,473	215,100
Enforcement Services	51,200	266,308	395,300	467,817	581,200
Emergency Management Services	26,510	22,460	-	-	-
Common Services	296,993	176,053	168,900	188,752	33,200
Transportation Services	134,473	328,943	134,473	68,580	134,473
Airport Operations	72,828	77,934	72,828	45,620	72,828
Waste & Recycling Management	715,244	955,431	880,844	723,374	880,844
FCSS & Community Services	458,877	621,710	455,277	374,342	572,489
Cemeteries	10,350	19,798	10,350	2,600	10,350
Planning & Development	174,500	172,455	236,571	278,854	120,760
Environmental Services	4,500	31,766	33,697	31,261	4,500
Agriculture Services	132,300	146,797	135,153	197,222	197,444
Tourism & Economic Development	115,952	126,351	551,163	580,608	-
Community Group Supports	552,317	584,867	483,995	608,304	247,648
Recreation Facilities & Programs	1,103,905	914,763	1,116,709	940,642	933,487
Libraries & Culture	-	114,063	-	-	-
<b>TOTAL OPERATING REVENUES - MUNICIPAL</b>	<b>73,891,318</b>	<b>77,271,843</b>	<b>76,543,182</b>	<b>79,733,808</b>	<b>85,130,182</b>



## Municipal Operating Summary by Function - Expenses

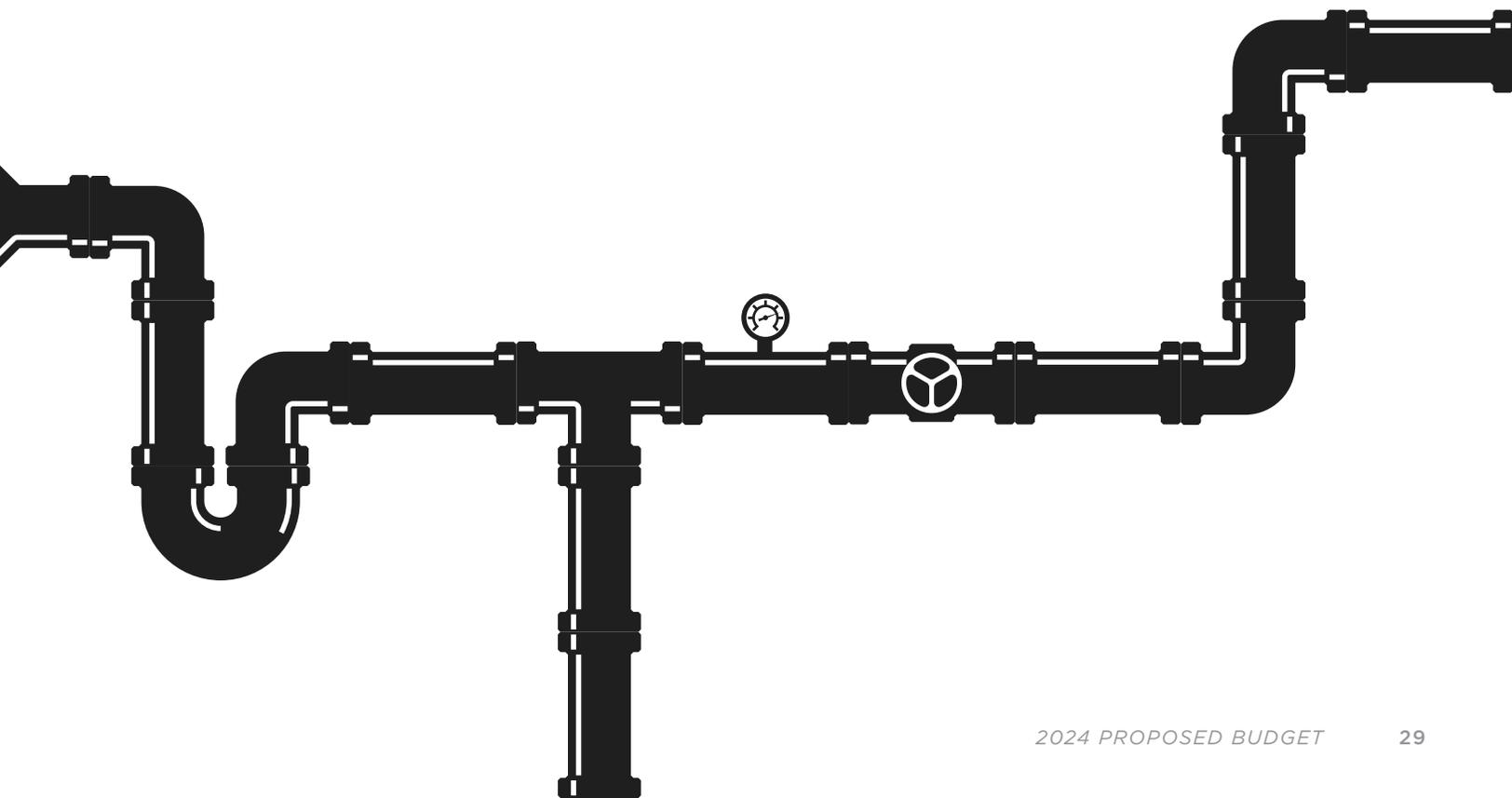
FOR THE YEAR ENDED DECEMBER 31, 2024

	2022 BUDGET	2022 ACTUAL	2023 BUDGET	2023 YEAR TO DATE	2024 BUDGET
<b>OPERATING EXPENSES - MUNICIPAL</b>					
Council	1,063,560.00	1,006,592.00	1,079,847.00	761,945.00	1,108,893.00
General Administration	2,970,430.00	5,824,474.00	5,193,330.00	4,660,210.00	3,908,883.00
Records Management	317,838.00	263,159.00	293,298.00	226,525.00	329,318.00
Human Resources	852,923.00	827,347.00	965,690.00	557,352.00	1,005,633.00
Health & Safety	303,700.00	261,152.00	324,398.00	240,232.00	416,606.00
Graphical Information Systems	416,991.00	348,639.00	422,677.00	251,596.00	405,869.00
Information Technology	3,470,668.00	3,419,080.00	1,320,713.00	911,700.00	1,695,183.00
Finance	2,074,316.00	2,702,975.00	1,969,722.00	1,382,494.00	3,066,200.00
Legislative Services	258,065.00	252,392.00	317,260.00	218,531.00	325,941.00
Communications	634,258.00	570,047.00	874,216.00	608,040.00	928,048.00
Fire Services	2,036,071.00	1,526,057.00	2,387,663.00	1,630,634.00	1,973,933.00
Enforcement Services	2,892,572.00	2,858,820.00	3,610,381.00	2,267,865.00	3,916,620.00
Emergency Management Services	56,072.00	33,489.00	81,708.00	233,172.00	66,002.00
Common Services	7,185,220.00	7,930,189.00	9,993,779.00	7,398,120.00	7,766,350.00
Transportation Services	8,105,659.00	8,041,310.00	11,149,001.00	7,876,985.00	15,184,523.00
Airport Operations	205,902.00	88,720.00	230,004.00	85,224.00	238,172.00
Waste & Recycling Management	2,464,323.00	3,307,185.00	2,786,229.00	2,019,515.00	2,736,669.00
FCSS & Community Development	2,043,807.00	1,649,070.00	2,232,907.00	1,513,244.00	2,176,148.00
Cemeteries	10,750.00	10,075.00	10,750.00	1,702.00	10,750.00
Planning & Development	1,312,798.00	1,076,991.00	1,245,708.00	684,662.00	1,068,696.00
Environmental Services	331,489.00	328,218.00	392,330.00	267,275.00	373,387.00
Agriculture Services	747,083.00	688,818.00	881,745.00	674,781.00	889,715.00
Tourism & Economic Development	1,398,185.00	1,031,041.00	1,747,234.00	664,873.00	1,184,943.00
Community Group Supports	2,681,758.00	2,616,123.00	2,106,225.00	1,800,103.00	1,984,195.00
Recreation Facilities & Programs	8,116,565.00	8,046,911.00	8,975,334.00	6,370,037.00	10,878,409.00
Libraries & Culture	683,610.00	687,793.00	697,156.00	663,174.00	672,222.00
<b>TOTAL OPERATING EXPENSES - MUNICIPAL</b>	<b>48,542,838</b>	<b>46,293,577</b>	<b>52,685,003</b>	<b>43,059,617</b>	<b>64,311,308</b>
<b>OPERATING SURPLUS - MUNICIPAL</b>	<b>(25,437,474)</b>	<b>(27,622,723)</b>	<b>(21,206,315)</b>	<b>(35,026,453)</b>	<b>(20,818,874)</b>

## Utilities Operating Summary by Function

FOR THE YEAR ENDING DECEMBER 31, 2024

	2022 BUDGET	2022 ACTUAL	2023 BUDGET	2023 YEAR TO DATE	2024 BUDGET
<b>OPERATING REVENUES - UTILITIES</b>					
Drainage & Storm	-	4,188	-	-	-
Water	890,059	897,844	947,104	674,727	995,270
Wastewater	791,049	755,381	878,696	588,754	1,014,825
Natural Gas	3,099,096	3,834,700	3,620,435	1,752,621	3,620,435
<b>TOTAL OPERATING REVENUES - UTILITIES</b>	<b>4,780,204</b>	<b>5,492,114</b>	<b>5,446,235</b>	<b>3,016,101</b>	<b>5,630,530</b>
<b>OPERATING EXPENSES - UTILITIES</b>					
Drainage & Storm	836,473.00	645,464.00	1,006,238.00	398,447.00	756,388.00
Water	1,890,363.00	1,821,164.00	5,757,349.00	4,875,145.00	7,509,194.00
Wastewater	2,764,725.00	2,606,986.00	2,700,910.00	1,764,697.00	4,344,520.00
Natural Gas	2,732,880.00	3,102,382.00	3,298,758.00	1,580,364.00	3,270,577.00
<b>TOTAL OPERATING EXPENSES - UTILITIES</b>	<b>8,224,441</b>	<b>8,175,996</b>	<b>12,763,255</b>	<b>8,618,653</b>	<b>15,880,679</b>
<b>OPERATING DEFECIT - UTILITIES</b>	<b>3,444,237</b>	<b>2,683,882</b>	<b>7,317,020</b>	<b>5,602,552</b>	<b>10,250,149</b>



# Operating Initiatives

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# 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 2024 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 2024-2029 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	2024 NET	2024 EXPENSE	2024 REVENUES	2025-2029
1	Compensation Review <a href="#">Go to page</a>	Apply the results of the employee compensation review, to reach targeted compensation levels at the intended 70th percentile within the comparator group.	P1		571,210	571,210		
2	Health & Safety Clerk <a href="#">Go to page</a>	Replace the existing 0.50 FTE with a 1.00 FTE, as the department is seeing increasing demands due to the continual ongoing growth of the organization.	P1	0.50	35,234	35,234		197,709
3	Safety Officer <a href="#">Go to page</a>	Replace the existing 0.70 FTE with a 1.00 FTE, as the department is seeing increasing demands due to the continual ongoing growth of the organization.	P1	0.30	26,452	26,452		146,911

Service Level Enhancements								
#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2024 NET	2024 EXPENSE	2024 REVENUES	2025-2029
4	Downtown Mural Program <a href="#">Go to page</a>	Develop a downtown mural program over the next three years, outside the current constraints of the existing Business Improvement Program, to encourage beautification and community pride in both Lac La Biche and Plamondon.	P2		20,000	20,000		
5	Economic Development & Tourism Department Staffing <a href="#">Go to page</a>	Hire an additional coordinator to focus on miscellaneous economic development initiatives, as the department workload has significantly increased.	P1	1.00	109,730	109,730		614,245
6	Long-Term Business Recognition Program <a href="#">Go to page</a>	Develop a recognition program for long-standing businesses operating in the County.	P3		15,000	15,000		

Service Level Enhancements (CAO Division - continued)								
#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2024 NET	2024 EXPENSE	2024 REVENUES	2025-2029
7	Project Main Street <a href="#">Go to page</a>	Create a plan to increase resident and visitor shopping and visitation to Lac La Biche's downtown area during construction and the full reopening of Main Street in 2026.	P1		25,000	25,000		50,000
8	Medical & Childcare Bursary Program <a href="#">Go to page</a>	Implement a Lac La Biche County medical and childcare scholarship program and work in partnership with local schools and Portage College.	P3		50,000	50,000		
9	Investment Attraction Package <a href="#">Go to page</a>	Develop a consolidated package to market all of the key criteria that investors and site selectors look for when considering a community, and the things that differentiate Lac La Biche County.	P2		100,000	100,000		
10	STARS Ambulance Financial Request <a href="#">Go to page</a>	In response to a delegation from STARS Foundation Administration in June of 2023, requesting financial support in the amount of \$2 per capita in 2023, 2024 and 2025.	P2		20,000	20,000		

## CORPORATE SERVICES DIVISION

Base Business Cases								
#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2024 NET	2024 EXPENSE	2024 REVENUES	2025-2029
11	Ward Boundary Review <a href="#">Go to page</a>	Review Lac La Biche County ward boundaries. The Municipal Government Act does not stipulate population thresholds for establishing ward boundaries, but provincial and federal legislation generally prescribes the population deviations to be +/-25%.	P1		30,000	30,000		
12	Elected Official Remuneration Review <a href="#">Go to page</a>	The Elected Official Remuneration Policy aims to ensure Members of Council are adequately and fairly compensated for performing the duties of office. This policy also provides for a communication allowance and reimbursement of other expenses.	P1		20,000	20,000		
13	GIS Strategic Plan Implementation <a href="#">Go to page</a>	Begin implementation of the existing Five-Year GIS Strategic Plan.	P3		300,000	300,000		
14	IT Strategic Plan <a href="#">Go to page</a>	Develop a five-year strategic plan for IT, including reviewing systems.	P3		100,000	100,000		
15	IT Server Room Co-location <a href="#">Go to page</a>	Developing a long-term solution for IT servers. Battery systems, generator and AC systems are all in need of replacement now or over the next two years.	P2		72,000	72,000		

Service Level Enhancements								
#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2023 NET	2023 EXPENSE	2023 REVENUES	2024-2028
16	Cellular Services Improvement <a href="#">Go to page</a>	Cellular service within the County has been identified as a priority in Council's Strategic Plan.	P3		50,000	50,000		

## INFRASTRUCTURE SERVICES DIVISION (Excluding Utilities)

Base Business Cases								
#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2024 NET	2024 EXPENSE	2024 REVENUES	2025-2029
17	Demolition of Old Airport Terminal <a href="#">Go to page</a>	Demolition of the old Airport Terminal building, which needs to be removed and is not included in the Airport Modernization Project. The building was condemned several years ago.	P1		60,000	60,000		60,000

Service Level Enhancements								
#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2024 NET	2024 EXPENSE	2024 REVENUES	2025-2029
18	Welcome Sign Relocation <a href="#">Go to page</a>	Relocating the existing "Welcome to Lac La Biche" sign to a location further to the west.	P3		110,000	110,000		
19	Sentinel Industrial Park Street Lighting <a href="#">Go to page</a>	Install street lighting in Sentinel Industrial Park, which has been requested by multiple businesses.	P2		180,000	180,000		
20	Standard Construction Templates <a href="#">Go to page</a>	Hiring a consultant to develop a universal contract template, for use by all County departments, to ensure contractual relationships are consistent and the County's interests are protected.	P3		200,000	200,000		
21	ICI and Multi-Family Housing Recycling Program <a href="#">Go to page</a>	Develop a recycling program for the Industrial, Commercial & Institutional sector and multi-family housing units, which are not currently provided with County waste and recycling services.	P3		75,000	75,000		30,000

<b>TOTAL MUNICIPAL OPERATING INITIATIVES &amp; CAPITAL IMPACTS ON OPERATING</b>	<b>1.80</b>	<b>2,169,626</b>	<b>2,169,626</b>		<b>7,272,217</b>
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## UTILITIES

Base Business Cases								
#	NAME	SCOPE STATEMENT	PRIORITY	FTE	2024 NET	2024 EXPENSE	2024 REVENUES	2025-2029
22	Utility Operator - BNR Plant <a href="#">Go to page</a>	Hiring a Utility Operator, as the BNR plant requires at minimum two operators seven days a week for maintenance and addressing issues.	P1	1.00	94,523	94,523		472,615
23	Water and Sewer Master Plan <a href="#">Go to page</a>	Complete a master plan to give direction for expanding water and sewer infrastructure, as well as reassessing existing infrastructure to ensure current and future demands are met.	P2		250,000	250,000		

<b>TOTAL UTILITIES OPERATING INITIATIVES &amp; CAPITAL IMPACTS ON OPERATING</b>	<b>1.00</b>	<b>344,523</b>	<b>344,523</b>		<b>472,615</b>
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<b>TOTAL OF ALL OPERATING INITIATIVES &amp; CAPITAL IMPACTS ON OPERATING</b>	<b>2.80</b>	<b>2,514,149</b>	<b>2,514,149</b>		<b>7,744,832</b>
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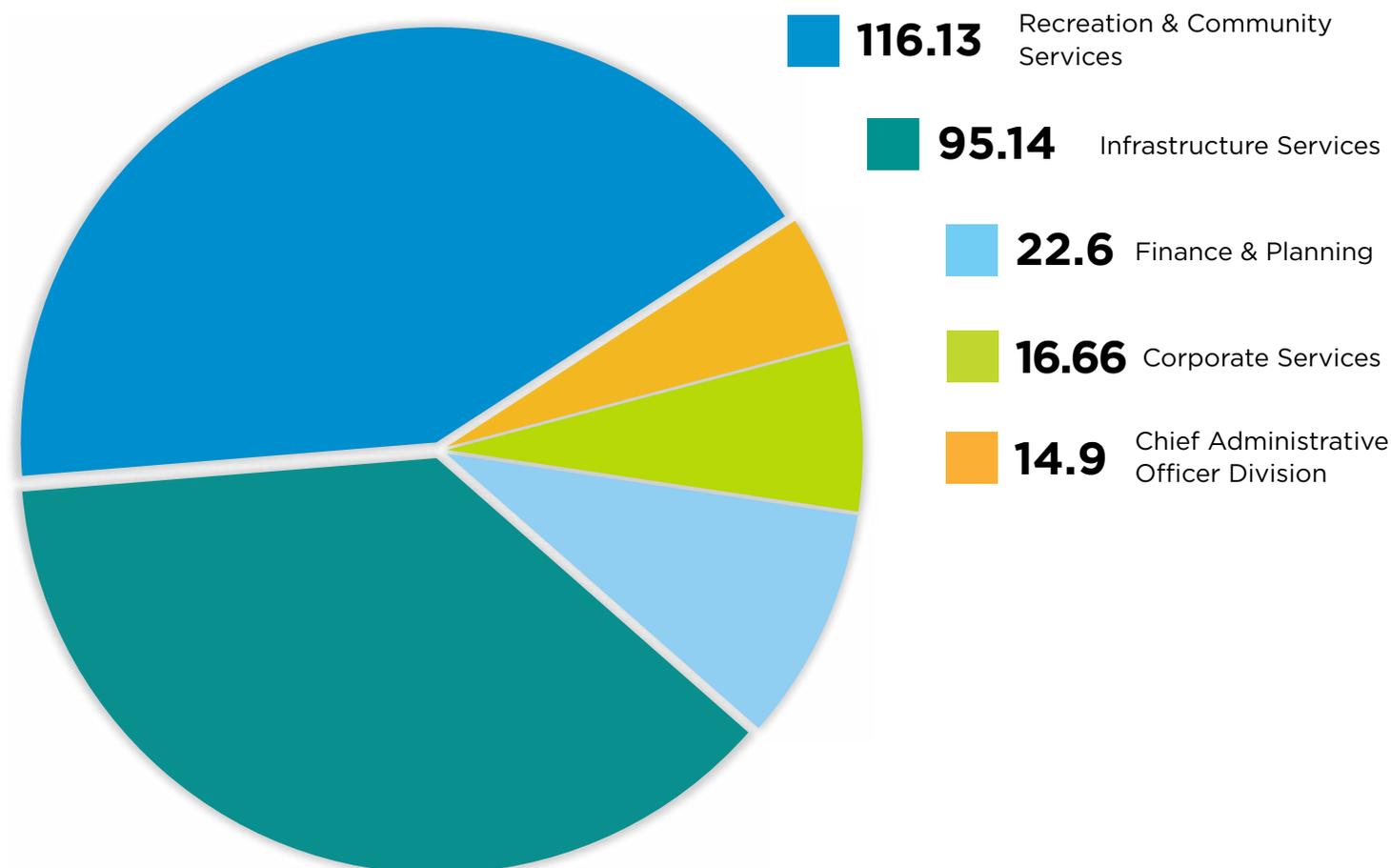
**Note:** The total in the 2025-2029 column is a sum of expenditures for the next five years.

# Staffing Overview

# PROPOSED POSITIONS

DIVISION	2023 APPROVED FTE	2023 AMENDMENTS	2023 AMENDED FTE	2024 BUSINESS CASES	2024 PROPOSED FTE
Chief Admin. Officer Division	13.1	0	13.1	1.8	14.9
Corporate Services	16.66	0	16.66	0	16.66
Finance & Planning	22.6	0	22.6	0	22.6
Infrastructure Services	94.82	-0.68	94.14	1	95.14
Recreation & Community Services	109.13	7	116.13	0	116.13
<b>TOTAL FULL-TIME EQUIVALENT STAFF</b>	<b>256.31</b>	<b>6.32</b>	<b>262.63</b>	<b>2.8</b>	<b>265.63</b>

## Proposed FTE Allocation by Division (2024)

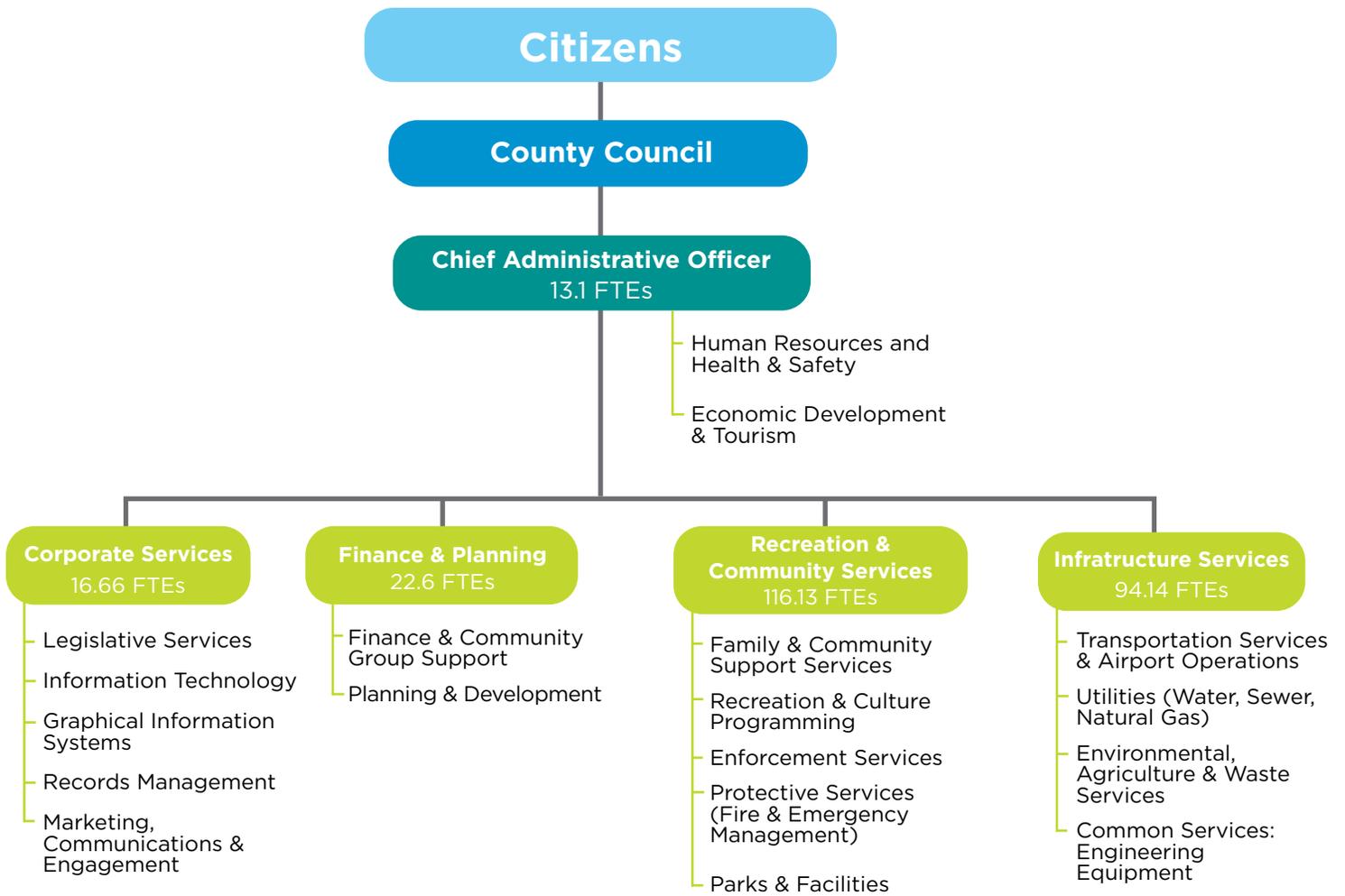


Full-Time Equivalent (FTE) is a common measure of staff levels. It is defined as the ratio of the total number of paid hours during a period for staff divided by the number of working hours in that period that would be worked by a regular full-time employee. For example, if an employee worked 4 days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

**Note:** A total of 2.8 business cases are being requested for 2024. The seven additional FTEs included in the 2023 amendments include five new positions for the Law Enforcement Training Centre and one Fire Chief. The remaining .32 FTE is restructuring of current positions within Transportation Services and Parks & Facilities departments.



## CURRENT ORGANIZATION CHART (2023)



**Proposed  
Capital  
Budget**

**&**

**Five-Year  
Financial  
Plan**



# CARRY-FORWARDS

AS OF OCTOBER 16, 2023

	2023 BUDGET	2024 CARRY FORWARD
<b>COMMUNITY PEACE OFFICERS</b>		
LAW ENFORCEMENT TRAINING	715,000	619,394
<b>TOTAL: COMMUNITY PEACE OFFICERS</b>	<b>800,000</b>	<b>649,652</b>
<b>EQUIPMENT SERVICES</b>		
COUNTY CENTER SHOP EXPANSION	34,787	34,200
COMMON SERVICES - EQUIPMENT	1,627,764	182,702
COMMON SERVICES - VEHICLES	1,159,944	418,516
<b>TOTAL: EQUIPMENT SERVICES</b>	<b>2,822,495</b>	<b>635,418</b>
<b>TRANSPORTATION</b>		
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	1,421,585	125,867
LLB MAIN STREET REVITALIZATION	16,000,000	943,309
BRIDGE REPLACEMENT PROGRAM	161,122	1,311
SUBDIVISION ROAD UPGRD PROGRAM	735,183	735,183
MISSION - LLB WALKING TRAIL	23,178	23,178
SUBDIVISION ENTRANCE SIGN PROG	64,214	20,850
LLB SHORELINE EROSION	1,430,376	1,412,103
IMPERIAL MILLS WALKING BRIDGE	140,000	44,798
RAILWAY SAFETY IMPROVEMENT	1,346,337	1,337,416
CROSSWALK LIGHTING HWY 881	190,655	155,508
HWY 55 RR 142 INTERSECTION	1,708,000	1,708,000
<b>TOTAL: TRANSPORTATION</b>	<b>24,529,373</b>	<b>7,816,247</b>
<b>AIRPORT</b>		
AIRPORT SECURITY FENCE/GATE	30,000	30,000
AIRPORT MODERNIZATION	318,690	266,934
<b>TOTAL: AIRPORT</b>	<b>348,690</b>	<b>296,934</b>

# CARRY-FORWARDS (CONTINUED)

AS OF OCTOBER 16, 2023

	2023 BUDGET	2024 CARRY FORWARD
<b>WATER UTILITY</b>		
DRY HYDRANTS FIRE SERVICE	85,562	85,562
DRY HYDRANT/CISTERN - BAYVIEW	125,000	125,000
101 A Street & 104 Ave Water a	2,000,000	1,723,959
105 St SOUTH OF TRACKS WATER &	808,000	647,726
OWL RIVER TRUCK FILL STATION	100,000	14,416
<b>TOTAL: WATER UTILITY</b>	<b>3,118,562</b>	<b>2,596,663</b>
<b>SEWER UTILITY</b>		
PL WASTEWATER LIFT STATION	3,834,573	432,221
<b>TOTAL: SEWER UTILITY</b>	<b>3,834,573</b>	<b>432,221</b>
<b>SOLID WASTE MANAGEMENT</b>		
BEAVER LAKE LANDFILL SLOPE	469,556	340,279
<b>TOTAL: SOLID WASTE MANAGEMENT</b>	<b>469,556</b>	<b>340,279</b>
<b>RECREATION FACILITIES</b>		
NEW AQUATIC CENTRE	12,900,000	11,267,352
<b>TOTAL: RECREATION FACILITIES</b>	<b>12,900,000</b>	<b>11,267,352</b>
<b>PARKS &amp; OPEN SPACES</b>		
FUTURE CEMETERY DEVOLPEMENT	292,738	226,607
GOLF COURSE MASTER PLAN	760,850	353,203
DOCK REPLACEMENT PROGRAM	80,000	14,426
MCARTHUR PARK DEVELOPMENT	4,000,000	83,918
<b>TOTAL: PARKS &amp; OPEN SPACES</b>	<b>5,133,588</b>	<b>678,154</b>
<b>TOTAL:</b>	<b>53,956,837</b>	<b>24,712,919</b>

# RESERVES BALANCE

Reserve Name	OPENING BALANCE	2024		ENDING BALANCE	2025	2026	2027	2028
		TRANSFER OUT	TRANSFER IN					
<b>Special Purpose Reserves</b>								
Municipal Parks Reserve	23,639		9,500	33,139	42,639	52,139	61,639	71,139
Resident Response Fund	480,000			480,000	480,000	480,000	480,000	480,000
Economic Development Fund	-			-	-	-	-	-
Medical Professional Attraction and Retention	251,000			251,000	251,000	251,000	251,000	251,000
	<b>731,000</b>	-	-	<b>731,000</b>	<b>731,000</b>	<b>731,000</b>	<b>731,000</b>	<b>731,000</b>
<b>Stabilization and Contingency Reserve</b>								
Stabilization Operating Reserve	391,703		1,314,038	1,705,740	3,019,778	3,019,778	3,019,778	3,019,778
Fire	33,333		33,333	66,667	100,000	100,000	100,000	100,000
Building Repair & Maintenance	8,333		8,333	16,667	25,000	25,000	25,000	25,000
Water, Sewer, Storm, Natural Gas Services	33,333		33,333	66,667	100,000	100,000	100,000	100,000
Snow & Ice Control	33,333		33,333	66,667	100,000	100,000	100,000	100,000
Emergency Services/Disaster Relief	33,333		33,333	66,667	100,000	100,000	100,000	100,000
	<b>533,369</b>	-	<b>1,455,704</b>	<b>1,989,074</b>	<b>3,444,778</b>	<b>3,444,778</b>	<b>3,444,778</b>	<b>3,444,778</b>
<b>Asset Management Program Reserves</b>								
Sidewalk Replacement	1,000,000		250,000	1,250,000	1,500,000	1,750,000	2,000,000	2,250,000
Road Resurfacing	1,000,000		250,000	1,250,000	1,500,000	1,750,000	2,000,000	2,250,000
Bridge Structure Replacement	500,000		250,000	750,000	1,000,000	1,250,000	1,500,000	1,750,000
Chipseal Program	750,000		250,000	1,000,000	1,250,000	1,500,000	1,750,000	2,000,000
Water & Sewer Replacement	8,000,000		2,500,000	7,337,475	5,237,475	5,737,475	5,937,475	4,627,475
Cast Iron Water Line Replacement Program	-		1,000,000	1,000,000	2,000,000	3,000,000	4,000,000	5,000,000
Natural Gas Infrastructure	150,000	199,000	150,000	101,000	38,000	188,000	338,000	488,000
	<b>11,400,000</b>	<b>3,361,525</b>	<b>4,650,000</b>	<b>12,688,475</b>	<b>12,525,475</b>	<b>15,175,475</b>	<b>17,525,475</b>	<b>18,365,475</b>



# RESERVES BALANCE (CONTINUED)

Reserve Name	2024		2025		2026		2027		2028	
	OPENING BALANCE	TRANSFER OUT	TRANSFER IN	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE				
<b>New Infrastructure Program Reserves</b>										
Subdivision Road Network	4,000,000		1,000,000	5,000,000	4,801,092	4,372,615	3,093,589	1,373,642		
Walking Trails Network Development	600,000		200,000	800,000	1,000,000	1,200,000	1,400,000	1,600,000		
Road Network Upgrades	-			-	-	-	-	-		
	<b>4,600,000</b>	<b>-</b>	<b>1,200,000</b>	<b>5,800,000</b>	<b>5,801,092</b>	<b>5,572,615</b>	<b>4,493,589</b>	<b>2,973,642</b>		
<b>Capital Project Reserves</b>										
Mainstreet Revitalization	5,516,179			5,516,179	5,516,179	5,516,179	5,516,179	5,516,179		
Sports Field Change Rooms	1,579,900			1,579,900	1,579,900	1,579,900	1,579,900	1,579,900		
Low Income Housing	500,000			500,000	500,000	500,000	500,000	500,000		
Capital Projects Unallocated Reserves	606,258			606,258	606,258	606,258	606,258	606,258		
	<b>7,596,079</b>	<b>-</b>	<b>-</b>	<b>7,596,079</b>	<b>7,596,079</b>	<b>7,596,079</b>	<b>7,596,079</b>	<b>7,596,079</b>		
<b>Total Project Reserves</b>	<b>24,860,448</b>	<b>-</b>	<b>7,305,704</b>	<b>28,804,628</b>	<b>30,098,424</b>	<b>32,519,947</b>	<b>33,790,921</b>	<b>33,110,974</b>		
<b>Fleet &amp; Equipment Replacement Reserve</b>										
Fire Apparatus replacement	3,005,194		275,252	3,280,446	3,555,699	3,495,037	3,129,962	2,964,306		
Enforcement Vehicles replacement	404,600		180,000	332,740	314,880	108,020	264,060	356,200		
Equipment and Vehicles replacement	12,260,160		1,474,275	12,407,719	12,659,504	11,621,135	10,268,947	8,747,230		
Information Technology Equipment	-			0	-	-	-	-		
Exercise Equipment	-			0	-	-	-	-		
	<b>15,669,953</b>	<b>-</b>	<b>2,005,227</b>	<b>16,020,905</b>	<b>16,530,082</b>	<b>15,224,191</b>	<b>13,662,969</b>	<b>12,067,737</b>		
<b>TOTAL RESERVES BALANCE</b>	<b>40,530,402</b>	<b>-</b>	<b>9,310,931</b>	<b>44,825,533</b>	<b>46,628,506</b>	<b>47,744,138</b>	<b>47,453,890</b>	<b>45,178,710</b>		



# 2024 CAPITAL BUDGET



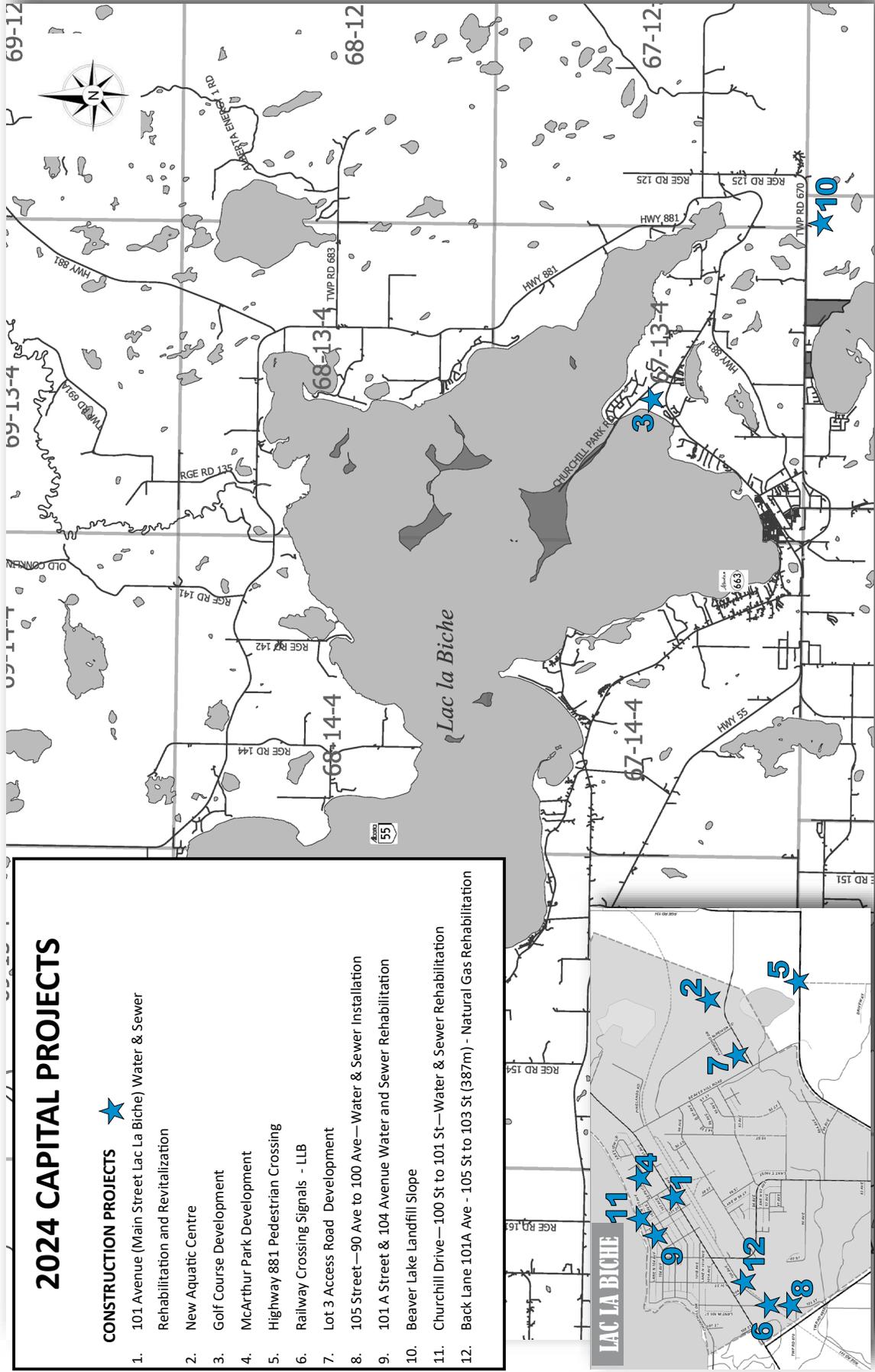
	General Revenue	Reserves	Grants	Sale of Assets	Local Improvement	Other	User Fees	Debt Financing	Developer Contribution	Operating Impact
<b>Pre-Approved</b>										
<b>Water &amp; Sewer Utility</b>										
101 Avenue (Main Street Lac La Biche) Water and Sewer Rehabilitation and Revitalization	11,000,000							11,000,000		
<b>Common &amp; Recreation Facilities</b>										
New Aquatic Center	8,000,000		3,050,000					4,950,000		
<b>Parks &amp; Open Spaces</b>										
Golf Course Development	1,300,000	1,300,000								
McArthur Park Development	3,300,000							3,300,000		
<b>Pre-Approved Total</b>	<b>23,600,000</b>	<b>1,300,000</b>	<b>3,050,000</b>					<b>19,250,000</b>		
<b>Carryforward</b>										
<b>Transportation Services</b>										
HWY 881 Pedestrian Crossing	400,000	245,000	155,000							
Railway Crossing Signals LLB	1,366,100	918,100	448,000							
Lot 3 Access Road Development	1,000,000	1,000,000								
<b>Water &amp; Sewer Utility</b>										
105 St - South of Tracks - Water/Sewer/Base/Pave	2,200,000	1,552,275	647,725							
101 A Street & 104 Ave Water and Sewer Replace	3,511,485	3,511,485								
<b>Environmental Services</b>										
Beaver Lake Landfill Slope	3,400,000	1,650,000	1,750,000							
<b>Carryforward Total</b>	<b>11,877,585</b>	<b>5,365,375</b>	<b>4,314,210</b>					<b>2,198,000</b>		
<b>Funded</b>										
<b>Water &amp; Sewer Utility</b>										
Churchill Drive - 100 St to 101 St - Water & Sewer Rehabilitation (275m)	1,375,000	1,375,000								
<b>Natural Gas Utility</b>										
Back Lane 101A Ave- 105 St to 103 St (387m)	199,000	199,000								
<b>Fleet Services</b>										
Replacement Vehicles and Equipment	2,350,200	253,700	1,474,275	622,225						
<b>Enforcement Services</b>										
Replacement Vehicles and Equipment	190,000	10,000	180,000							
<b>Information Technology &amp; GIS</b>										
Information Technology Equipment	582,000	582,000								
<b>Funded Total</b>	<b>40,173,785</b>	<b>7,511,075</b>	<b>5,248,000</b>	<b>622,225</b>				<b>19,250,000</b>		

# CONSOLIDATED FIVE-YEAR FINANCIAL PLAN

	2024	2025	2026	2027	2028	2029
<b>OPERATING BUDGET</b>						
Base Revenues	A	90,760,715	91,914,933	94,048,175	96,241,408	98,400,503
Base Expenditures	B	72,886,283	73,572,921	77,856,106	74,929,114	70,661,238
Operating Initiatives	C	2,514,149	1,462,098	1,502,707	1,619,391	1,597,181
Operating Impacts Of Capital	D	-	-	-	114,330	-
Operating Impacts Of Debenture	E	-	-	-	-	-
Total Operating Expenditures (B+C+D+E)	F	75,400,432	75,035,019	79,358,813	76,662,835	70,191,471
<b>OPERATING SURPLUS (A-F)</b>	G	<b>15,360,283</b>	<b>16,879,914</b>	<b>14,689,362</b>	<b>19,578,573</b>	<b>26,142,084</b>
<b>Non-Operating Reserve Allocations</b>	H	7,305,704	7,305,704	5,850,000	5,850,000	5,850,000
<b>FUNDS AVAILABLE TO FINANCE CAPITAL PROJECTS (G-H)</b>	I	<b>8,054,579</b>	<b>9,574,210</b>	<b>8,839,362</b>	<b>13,728,573</b>	<b>20,292,084</b>
<b>PRE-APPROVED CAPITAL EXPENDITURES</b>	J	-23,600,000	-23,900,000	-	-	-
<b>PROPOSED CAPITAL EXPENDITURES</b>	K	-16,573,785	-18,959,000	-18,629,300	-34,712,811	-24,361,000
<b>TRANSFERS FROM CAPITAL RESERVES</b>	L	7,542,485	5,680,800	3,962,600	6,934,300	5,728,200
<b>CAPITAL GRANTS</b>	M	5,248,000	7,180,000	3,141,250	2,770,000	1,964,000
<b>LOCAL IMPROVEMENTS</b>	N	-	-	-	-	-
<b>SALE OF ASSETS</b>	O	622,225	223,700	688,900	305,700	449,800
<b>DEVELOPER CONTRIBUTIONS</b>	P	-	-	-	-	-
<b>USER FEES</b>	Q	-	-	-	-	-
<b>OTHER FUNDING SOURCES</b>	R	-	70,000	-	-	-
<b>DEBT FINANCING</b>	S	19,250,000	21,650,000	-	8,050,000	7,735,000
<b>FUNDS REQUIRED TO FINANCE CAPITAL PROJECTS</b>	T	<b>-7,511,075</b>	<b>-8,054,500</b>	<b>-10,836,550</b>	<b>-16,652,811</b>	<b>-8,484,000</b>
<b>(J+K+L+M+N+O+P+Q+R+S)</b>						<b>-2,199,000</b>
<b>FORECASTED ACCUMULATED SURPLUS, END OF YEAR (H+S)</b>	U	<b>543,504</b>	<b>1,519,710</b>	<b>-1,997,188</b>	<b>-2,924,238</b>	<b>11,808,084</b>
						<b>20,061,232</b>

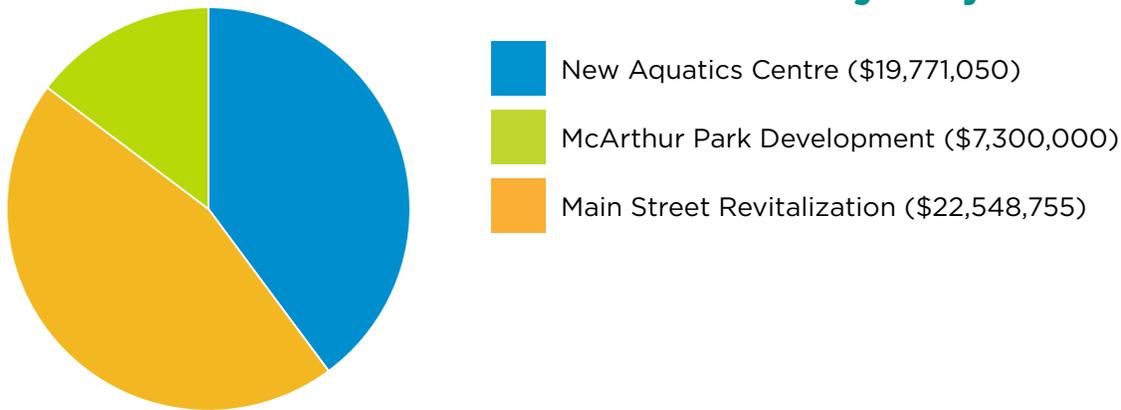


# 2024 CAPITAL PROJECTS MAP

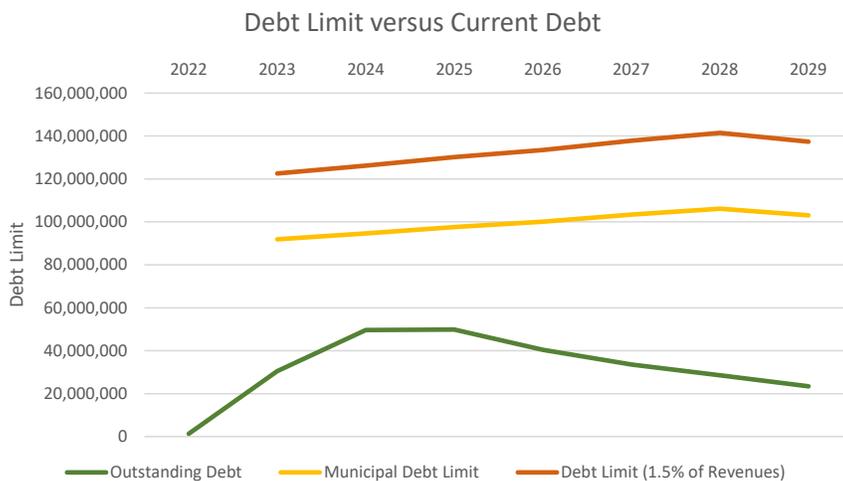


# DEBT CURRENT

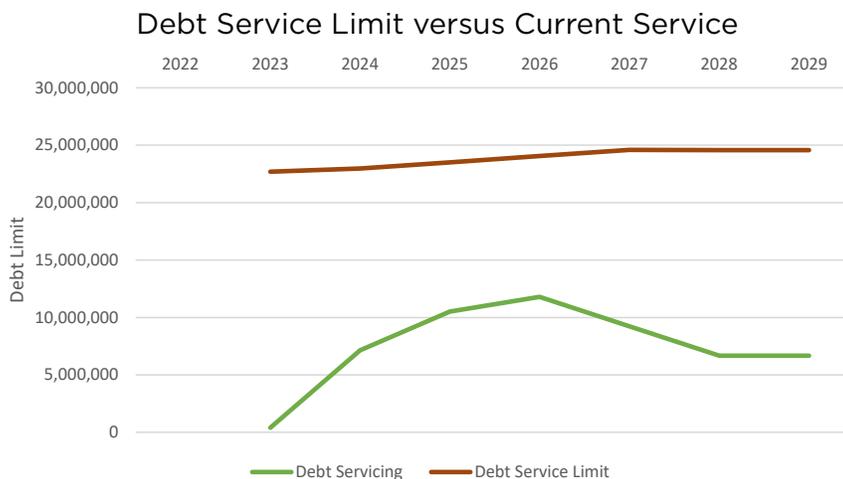
## 2024 Total Debt by Projects



Lac La Biche County has no additional debentured projects as part of the proposed 2024 budget.



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.



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.

# **Five-Year Financial Plan & Capital Budget**

## **Alternative 1**

**Administration has prepared alternative budget scenarios for Council's consideration.**

**Alternative 1 includes only pre-approved capital projects.**

# FIVE-YEAR FINANCIAL PLAN - ALTERNATIVE 1

	2024	2025	2026	2027	2028	2029
<b>OPERATING BUDGET</b>						
Base Revenues	85,418,341	86,429,888	93,484,452	90,303,817	92,303,465	92,143,694
Base Expenditures	72,886,283	73,572,921	77,856,106	74,929,114	70,661,238	68,594,290
Operating Initiatives	2,514,149	233,438	210,672	193,055	200,850	200,850
Operating Impacts Of Capital	-	-	-	114,330	-	-
<i>Operating Impacts Of Debenture</i>	-	-	-	-	-	-
Total Operating Expenditures (B+C+D+E)	75,400,432	73,806,359	78,066,778	75,236,499	70,862,088	68,795,140
<b>OPERATING SURPLUS (A-F)</b>	<b>10,017,909</b>	<b>12,623,529</b>	<b>15,417,674</b>	<b>15,067,318</b>	<b>21,441,377</b>	<b>23,348,554</b>
Non-Operating Reserve Allocations	7,305,704	7,305,704	5,850,000	5,850,000	5,850,000	5,850,000
<b>FUNDS AVAILABLE TO FINANCE CAPITAL PROJECTS (G-H)</b>	<b>2,712,205</b>	<b>5,317,825</b>	<b>9,567,674</b>	<b>9,217,318</b>	<b>15,591,377</b>	<b>17,498,554</b>
PRE-APPROVED CAPITAL EXPENDITURES	-23,900,000	-23,900,000	-	-	-	-
PROPOSED CAPITAL EXPENDITURES	-18,959,000	-18,959,000	-18,629,300	-34,712,811	-24,361,000	-13,507,000
TRANSFERS FROM CAPITAL RESERVES	-	5,680,800	3,962,600	6,934,300	5,728,200	4,128,200
CAPITAL GRANTS	3,050,000	7,180,000	3,141,250	2,770,000	1,964,000	1,750,000
LOCAL IMPROVEMENTS	-	-	-	-	-	-
SALE OF ASSETS	-	223,700	688,900	305,700	449,800	329,800
DEVELOPER CONTRIBUTIONS	-	-	-	-	-	-
USER FEES	-	-	-	-	-	-
OTHER FUNDING SOURCES	-	70,000	-	-	-	-
DEBT FINANCING	19,250,000	21,650,000	-	8,050,000	7,735,000	5,100,000
<b>FUNDS REQUIRED TO FINANCE CAPITAL PROJECTS</b> <i>(J+K+L+M+N+O+P+Q+R+S)</i>	<b>-1,300,000</b>	<b>-8,054,500</b>	<b>-10,836,550</b>	<b>-16,652,811</b>	<b>-8,484,000</b>	<b>-2,199,000</b>
<b>FORECASTED ACCUMULATED SURPLUS, END OF YEAR (H+S)</b>	<b>1,412,205</b>	<b>-2,736,675</b>	<b>-1,268,876</b>	<b>-7,435,493</b>	<b>7,107,377</b>	<b>15,299,554</b>

**NOTE:**

Alternative 1 includes Proposed Budget and includes Pre-Approved Capital Projects. A 4% increase in residential property taxes and 1.5% increase to non-residential property taxes are included in revenues based on the tax strategy that Administration presented to Council.



# 2024 CAPITAL BUDGET - ALTERNATIVE 1

	General Revenue	Reserves	Grants	Sale of Assets	Local Improvement	User Fees	Debt Financing	Developer Contribution	Operating Impact
<b>Pre-Approved</b>									
<b>Water &amp; Sewer Utility</b>									
101 Avenue (Main Street Lac La Biche) Water and Sewer Rehabilitation and Revitalization	11,000,000						11,000,000		
<b>Common &amp; Recreation Facilities</b>									
New Aquatic Centre	8,000,000		3,050,000				4,950,000		
<b>Parks &amp; Open Spaces</b>									
Golf Course Development	1,300,000								
McArthur Park Development	3,300,000								
<b>Pre-Approved Total</b>	<b>23,600,000</b>	<b>1,300,000</b>	<b>3,050,000</b>				<b>19,250,000</b>		
<b>Grand Total</b>	<b>23,600,000</b>	<b>1,300,000</b>	<b>3,050,000</b>				<b>19,250,000</b>		



# **Five-Year Financial Plan & Capital Budget**

## **Alternative 2**

**Administration has prepared alternative budget scenarios for Council's consideration.**

**Alternative 2 builds upon the proposed budget and includes Councillor Priorities as part of the Capital Plan.**

# FIVE-YEAR FINANCIAL PLAN - ALTERNATIVE 2



## Proposed Budget + Councillor Priorities

	2024	2025	2026	2027	2028	2029
<b>OPERATING BUDGET</b>						
Base Revenues	91,441,972	91,914,933	94,048,175	96,241,408	98,400,503	98,301,703
Base Expenditures	72,886,283	73,572,921	77,856,106	74,929,114	70,661,238	68,594,290
Operating Initiatives	2,514,149	233,438	210,672	193,055	200,850	200,850
Operating Impacts Of Capital	107,100	-	-	114,330	-	-
Operating Impacts Of Debenture	801,998	1,603,996	1,603,996	1,603,996	1,603,996	913,828
Total Operating Expenditures (B+C+D+E)	76,309,530	75,410,355	79,670,774	76,840,495	72,466,084	69,708,968
<b>OPERATING SURPLUS (A-F)</b>	<b>15,132,442</b>	<b>16,504,578</b>	<b>14,377,401</b>	<b>19,400,913</b>	<b>25,934,419</b>	<b>28,592,735</b>
<b>Non-Operating Reserve Allocations</b>	7,305,704	7,305,704	5,850,000	5,850,000	5,850,000	5,850,000
<b>FUNDS AVAILABLE TO FINANCE CAPITAL PROJECTS (G+H)</b>	<b>7,826,738</b>	<b>9,198,874</b>	<b>8,527,401</b>	<b>13,550,913</b>	<b>20,084,419</b>	<b>22,742,735</b>
<b>PRE-APPROVED CAPITAL EXPENDITURES</b>	-23,600,000	-23,900,000	-	-	-	-
<b>PROPOSED CAPITAL EXPENDITURES</b>	-37,143,785	-18,959,000	-18,629,300	-34,712,811	-24,361,000	-13,507,000
<b>TRANSFERS FROM CAPITAL RESERVES</b>	9,101,790	5,680,800	3,962,600	6,934,300	5,728,200	4,128,200
<b>CAPITAL GRANTS</b>	5,248,000	7,180,000	3,141,250	2,770,000	1,964,000	1,750,000
<b>LOCAL IMPROVEMENTS</b>	-	-	-	-	-	-
<b>SALE OF ASSETS</b>	622,225	223,700	688,900	305,700	449,800	329,800
<b>DEVELOPER CONTRIBUTIONS</b>	-	-	-	-	-	-
<b>USER FEES</b>	-	-	-	-	-	-
<b>OTHER FUNDING SOURCES</b>	200,000	70,000	-	-	-	-
<b>DEBT FINANCING</b>	38,060,695	21,650,000	-	8,050,000	7,735,000	5,100,000
<b>FUNDS REQUIRED TO FINANCE CAPITAL PROJECTS</b>	<b>-7,511,075</b>	<b>-8,054,500</b>	<b>-10,836,550</b>	<b>-16,652,811</b>	<b>-8,484,000</b>	<b>-2,199,000</b>
<b>FORECASTED ACCUMULATED SURPLUS, END OF YEAR (I+J+S)</b>	<b>315,663</b>	<b>1,144,374</b>	<b>-2,309,149</b>	<b>-3,101,898</b>	<b>11,600,419</b>	<b>20,543,735</b>

### NOTE:

In order to include the Councillor Priority Capital Projects, a 12% increase in residential property taxes and 10% increase to non-residential property taxes are included in revenues. This also includes an \$18,810,695 debenture to fund Councillor Priority Capital Projects. Council will have to consider increasing staffing levels to deliver on the expanded scope of the Capital Plan.

# 2024 CAPITAL BUDGET - ALTERNATIVE 2



	General Revenue	Reserves	Grants	Sale of Assets	Local Improvement	Other	User Fees	Debt Financing	Developer Contribution	Operating Impact
<b>Pre-Approved</b>										
<b>Water &amp; Sewer Utility</b>										
101 Avenue (Main Street Lac La Biche) Water and Sewer Rehabilitation and Revitalization	11,000,000							11,000,000		
<b>Common &amp; Recreation Facilities</b>										
New Aquatic Center	8,000,000		3,050,000					4,950,000		
<b>Parks &amp; Open Spaces</b>										
Golf Course Development	1,300,000	1,300,000								
McArthur Park Development	3,300,000							3,300,000		
<b>Pre-Approved Total</b>	<b>23,600,000</b>	<b>1,300,000</b>	<b>3,050,000</b>					<b>19,250,000</b>		
<b>Carryforward</b>										
<b>Transportation Services</b>										
HWY 881 Pedestrian Crossing	400,000	245,000	155,000							
Railway Crossing Signals LLB	1,366,100	918,100	448,000							
Lot 3 Access Road Development	1,000,000	1,000,000								
<b>Water &amp; Sewer Utility</b>										
105 St. - South of Tracks - Water/Sewer/Base/Pave	2,200,000	1,552,275	647,725							
101 A Street & 104 Ave Water and Sewer Replace	3,511,485	3,511,485								
<b>Environmental Services</b>										
Beaver Lake Landfill Slope	3,400,000	1,650,000	1,750,000							
<b>Carryforward Total</b>	<b>11,877,585</b>	<b>5,365,375</b>	<b>4,314,210</b>					<b>2,198,000</b>		
<b>Funded</b>										
<b>Water &amp; Sewer Utility</b>										
Churchill Drive - 100 St to 101 St - Water & Sewer Rehabilitation (275m)	1,375,000	1,375,000								
<b>Natural Gas Utility</b>										
Back Lane 101A Ave-105 St to 103 St (387m)	199,000	199,000								
<b>Fleet Services</b>										
Replacement Vehicles and Equipment	2,350,200	253,700	1,474,275	622,225						
<b>Enforcement Services</b>										
Replacement Vehicles and Equipment	190,000	10,000	180,000							
<b>Information Technology &amp; GIS</b>										
Information Technology Equipment	582,000	582,000								
<b>Funded Total</b>	<b>4,696,200</b>	<b>845,700</b>	<b>3,228,275</b>	<b>622,225</b>						
<b>Councillor Priority</b>										
<b>Transportation Services</b>										
Mission Walking Trail	1,300,000	800,000						500,000		
Beaver Hill Road Underground Powerline	400,000	400,000						400,000		
Campsite Road Base and Paving*	7,000,000							7,000,000		
Bold Center Road Network	600,000							600,000		
McGrane Road ( TWP 674a) Cold Mix	800,000							800,000		
Plamondon Mainstreet Revitalization	1,259,305	759,305						500,000		
<b>Water &amp; Sewer Utility</b>										
Claude Lake to Corner Gas Water & Sewer	2,000,000							2,000,000		
Septage Receiving Station - Plamondon	750,000							750,000		
Truck Fill Stations & Potable Water -Owl River	1,495,695							1,495,695		107,100
Plamondon truck fill expansion	600,000							600,000		

# 2024 CAPITAL BUDGET - ALT. 2 (CONTINUED)

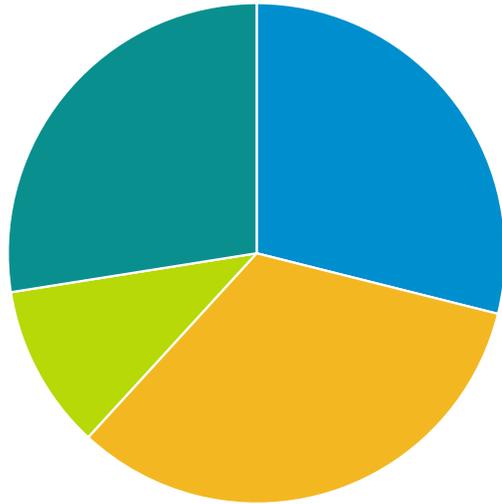
	General Revenue	Reserves	Grants	Sale of Assets	Local Improvement	Other	User Fees	Debt Financing	Developer Contribution	Operating Impact
<b>Natural Gas Utility</b>										
Auto Read Towers	300,000							300,000		
<b>Fire Services</b>										
Station #2 - Plamondon - Station addition	220,000							220,000		
<b>Enforcement Services</b>										
Emergency Vehicle Operations Driving Track	2,100,000							2,100,000		
<b>Parks &amp; Open Spaces</b>										
Alexander Park Mountain Bike Trail System	300,000				200,000			100,000		
Dumasfield Park upgrades - Phase 2	725,000							725,000		
Jubilee Park - Phase 2	245,000							245,000		
Mission Village Park Phase 1	325,000							325,000		
<b>Information Technology &amp; GIS</b>										
Tea Room- Conference Room Upgrade	150,000							150,000		
<b>Councillor Priority - Alternative 1 Total</b>	<b>20,570,000</b>	<b>1,559,305</b>	<b>5,248,000</b>	<b>622,225</b>	<b>200,000</b>	<b>200,000</b>	<b>18,810,695</b>	<b>38,060,695</b>	<b>107,100</b>	<b>107,100.00</b>
<b>Grand Total</b>	<b>60,743,785</b>	<b>7,511,075</b>	<b>9,101,790</b>	<b>5,248,000</b>	<b>622,225</b>	<b>200,000</b>	<b>38,060,695</b>	<b>107,100.00</b>	<b>107,100.00</b>	<b>107,100.00</b>



# DEBT

## ALTERNATIVE 2

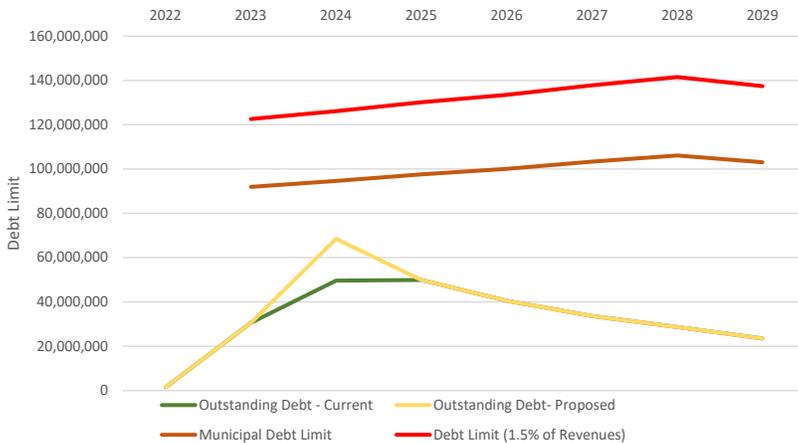
If Alternative 2 is chosen, in order to complete the projects included in the Councillor Priorities list, an \$18,810,695 debenture would have to be taken. Lac La Biche County would be at 51% of its debt limit. This impact on servicing would be approximately \$1,603,996 per year if a 20-year term debenture is acquired. As of Oct. 16, 2023, the interest rate used at calculation is 5.82%.



### 2024 Total Debt by Projects

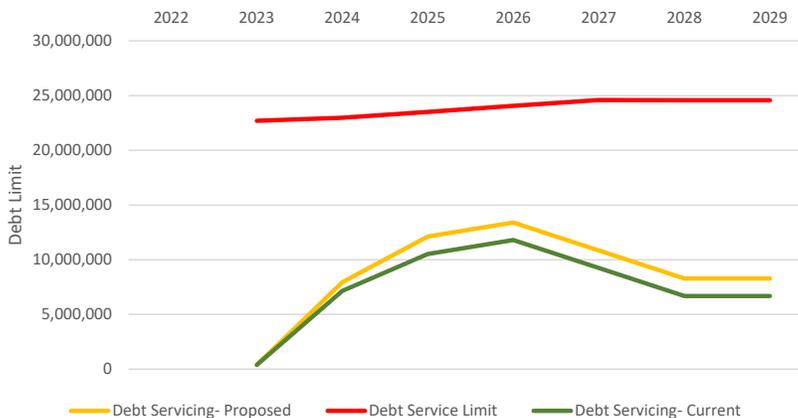
- Main Street Revitalization (\$22,548,755)
- New Aquatics Centre (\$19,771,050)
- Councillor Priorities (\$18,810,695)
- McArthur Park Development (\$7,300,000)

Debt Limit versus Current & Proposed Debt



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 \$120 million. As seen in the chart at left, the current debt level is well below the maximum limit in 2023, but peaking in 2024 if Council chooses to debenture additional capital projects.

Debt Service Limit versus Current & Proposed Service



The debt service limit refers to the ceiling of debt repayment (principle 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 at left 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 over 65% of this capacity. The importance thing to note here is that the more debt service the County has, the less it has to spend on capital or operations.

# **Five-Year Financial Plan & Capital Budget**

## **Alternative 3**

**Administration has prepared alternative budget scenarios for Council's consideration.**

**Alternative 3 builds upon the proposed budget and includes Councillor Priorities and priorities identified by Administration as part of the Capital Plan.**

# FIVE-YEAR FINANCIAL PLAN - ALTERNATIVE 3



## Proposed Budget + Councillor Priorities+Administrative Priorities

	2024	2025	2026	2027	2028	2029
<b>OPERATING BUDGET</b>						
Base Revenues	96,462,951	92,613,647	94,764,802	96,976,415	99,173,725	99,082,657
Base Expenditures	72,886,283	73,572,921	77,856,106	74,929,114	70,661,238	68,594,290
Operating Initiatives	2,514,149	233,438	210,672	193,055	200,850	200,850
Operating Impacts Of Capital	47,100	-	-	114,330	-	-
Operating Impacts Of Debtenture	801,998	1,603,996	1,603,996	1,603,996	1,603,996	913,828
Total Operating Expenditures (B+C+D+E)	76,249,530	75,410,355	79,670,774	76,840,495	72,466,084	69,708,968
<b>OPERATING SURPLUS (A-F)</b>	<b>20,213,422</b>	<b>17,203,292</b>	<b>15,094,028</b>	<b>20,135,920</b>	<b>26,707,641</b>	<b>29,373,689</b>
Non-Operating Reserve Allocations	7,305,704	7,305,704	5,850,000	5,850,000	5,850,000	5,850,000
<b>FUNDS AVAILABLE TO FINANCE CAPITAL PROJECTS (G-H)</b>	<b>12,907,717</b>	<b>9,897,588</b>	<b>9,244,028</b>	<b>14,285,920</b>	<b>20,857,641</b>	<b>23,523,689</b>
PRE-APPROVED CAPITAL EXPENDITURES	-23,600,000	-23,900,000	-	-	-	-
PROPOSED CAPITAL EXPENDITURES	-42,256,285	-18,959,000	-18,629,300	-34,712,811	-24,361,000	-13,507,000
TRANSFERS FROM CAPITAL RESERVES	9,203,790	5,680,800	3,962,600	6,934,300	5,728,200	4,128,200
CAPITAL GRANTS	5,248,000	7,180,000	3,141,250	2,770,000	1,964,000	1,750,000
LOCAL IMPROVEMENTS	-	-	-	-	-	-
SALE OF ASSETS	785,225	223,700	688,900	305,700	449,800	329,800
DEVELOPER CONTRIBUTIONS	-	-	-	-	-	-
USER FEES	-	-	-	-	-	-
OTHER FUNDING SOURCES	200,000	70,000	-	-	-	-
DEBT FINANCING	38,060,695	21,650,000	-	8,050,000	7,735,000	5,100,000
<b>FUNDS REQUIRED TO FINANCE CAPITAL PROJECTS (J+K+L+M+N+O+P+Q+R+S)</b>	<b>-12,358,575</b>	<b>-8,054,500</b>	<b>-10,836,550</b>	<b>-16,652,811</b>	<b>-8,484,000</b>	<b>-2,199,000</b>
<b>FORECASTED ACCUMULATED SURPLUS, END OF YEAR (I+T-U)</b>	<b>549,142</b>	<b>1,843,088</b>	<b>-1,592,522</b>	<b>-2,366,891</b>	<b>12,373,641</b>	<b>21,324,689</b>

**NOTE:**

Alternative 3 includes proposed budget as well as Councillor Priority and Administrative Identified Capital Projects. A 20% increase in residential property taxes and 17% increase to non-residential property taxes are included in revenues. This also includes a \$18,810,695 debtenture to fund Councillor Priority projects. While this alternative achieves all goals of Council and Administration in relation to capital projects, it will be very hard on residents and Administration. Council will have to consider increasing staffing levels to deliver on the expanded scope of the Capital Plan.

# 2024 CAPITAL BUDGET - ALTERNATIVE 3



	General Revenue	Reserves	Grants	Sale of Assets	Local Improvement	Other	User Fees	Debt Financing	Developer Contribution	Operating Impact
<b>Pre-Approved</b>										
<b>Water &amp; Sewer Utility</b>										
101 Avenue (Main Street Lac La Biche) Water and Sewer Rehabilitation and Revitalization	11,000,000							11,000,000		
<b>Common &amp; Recreation Facilities</b>										
New Aquatic Center	8,000,000		3,050,000					4,950,000		
<b>Parks &amp; Open Spaces</b>										
Golf Course Development	1,300,000	1,300,000								
McArthur Park Development	3,300,000							3,300,000		
<b>Pre-Approved Total</b>	<b>23,600,000</b>	<b>1,300,000</b>	<b>3,050,000</b>					<b>19,250,000</b>		
<b>Carryforward</b>										
<b>Transportation Services</b>										
HWY 881 Pedestrian Crossing	400,000	245,000	155,000							
Railway Crossing Signals LLB	1,366,100	918,100	448,000							
Lot 3 Access Road Development	1,000,000	1,000,000								
<b>Water &amp; Sewer Utility</b>										
105 St - South of Tracks - Water/Sewer/Base/Pave	2,200,000	1,552,275	647,725							
101 A Street & 104 Ave Water and Sewer Replace	3,511,485	3,511,485								
<b>Environmental Services</b>										
Beaver Lake Landfill Slope	3,400,000	1,650,000	1,750,000							
<b>Carryforward Total</b>	<b>11,877,585</b>	<b>5,365,375</b>	<b>4,314,210</b>					<b>2,198,000</b>		
<b>Funded</b>										
<b>Water &amp; Sewer Utility</b>										
Churchill Drive - 100 St to 101 St - Water & Sewer Rehabilitation (275m)	1,375,000	1,375,000								
<b>Natural Gas Utility</b>										
Back Lane 101A Ave- 105 St to 103 St (387m)	199,000	199,000								
<b>Fleet Services</b>										
Replacement Vehicles and Equipment	2,350,200	253,700	1,474,275	622,225						
<b>Enforcement Services</b>										
Replacement Vehicles and Equipment	190,000	10,000	180,000							
<b>Information Technology &amp; GIS</b>										
Information Technology Equipment	582,000	582,000								
<b>Funded Total</b>	<b>4,696,200</b>	<b>845,700</b>	<b>3,228,275</b>	<b>622,225</b>						
<b>Councillor Priority</b>										
<b>Transportation Services</b>										
Mission Walking Trail	1,300,000	800,000						500,000		
Beaver Hill Road Underground Powerline	400,000							400,000		
Campsite Road Base and Paving*	7,000,000							7,000,000		
Bold Center Road Network	600,000							600,000		
McGrane Road ( TWP 674a) Cold Mix	800,000							800,000		
Plamondon Mainstreet Revitalization	1,259,305	759,305						500,000		
<b>Water &amp; Sewer Utility</b>										
Claude Lake to Corner Gas Water & Sewer	2,000,000							2,000,000		
Septage Receiving Station - Plamondon	750,000							750,000		
Truck Fill Stations & Potable Water -Owl River	1,495,695							1,495,695		107,100
Plamondon truck fill expansion	600,000							600,000		
<b>Natural Gas Utility</b>										
Auto Read Towers	300,000							300,000		
<b>Fire Services</b>										
Station #2 - Plamondon - Station addition	220,000							220,000		

# 2024 CAPITAL BUDGET - ALT. 3 (CONTINUED)



	General Revenue	Reserves	Grants	Sale of Assets	Local Improvement	Other	User Fees	Debt Financing	Developer Contribution	Operating Impact
<b>Enforcement Services</b>										
Emergency Vehicle Operations Driving Track	2,100,000							2,100,000		
<b>Parks &amp; Open Spaces</b>										
Alexander Park Mountain Bike Trail System	300,000				200,000			100,000		
Dumasfield Park upgrades - Phase 2	725,000							725,000		
Jubilee Park - Phase 2	245,000							245,000		
Mission Village Park Phase 1	325,000							325,000		
<b>Information Technology &amp; GIS</b>										
Tea Room- Conference Room Upgrade	150,000							150,000		
<b>Councillor Priority - Alternative 1 Total</b>	<b>20,570,000</b>	<b>1,559,305</b>			<b>200,000</b>			<b>18,810,695</b>		<b>107,100</b>
<b>Administrative</b>										
<b>Transportation Services</b>										
Snow Dump Site	800,000							800,000		
<b>Water &amp; Sewer Utility</b>										
Waste Water Plant Lab Upgrade	80,000							80,000		
Non-Potable Water Filling Station	250,000							250,000		
BNR Septage receiving station upgrade:	1,175,000							1,175,000		
BNR SCADA upgrade	100,000							100,000		
<b>Natural Gas Utility</b>										
Regulator Station Replacement	199,000							199,000		
<b>Fleet Services</b>										
New Growth Equipment	1,468,500	1,203,500		163,000						60,000
<b>Fire Services</b>										
Communication Headsets	50,000							50,000		
Hazardous Atmosphere Detector	30,000							30,000		
<b>Common &amp; Recreation Facilities</b>										
Bold Center Kitchen Storage	25,000							25,000		
Piamondon Rink Boards	175,000							175,000		
<b>Parks &amp; Open Spaces</b>										
Dock Replacement Program	80,000							80,000		
Bold Center Sports Field Trail and Parking Paving	400,000							400,000		
Rich Lake Community Hall Playground	75,000							75,000		
Hylo Community Hall Playground	75,000							75,000		
<b>Information Technology &amp; GIS</b>										
Oblique Aerial Imagery	130,000							130,000		
<b>Administrative - Alternative 2 Total</b>	<b>5,112,500</b>	<b>4,847,500</b>	<b>102,000</b>	<b>163,000</b>				<b>163,000</b>		<b>60,000</b>
<b>Grand Total</b>	<b>65,856,285</b>	<b>12,358,575</b>	<b>9,203,790</b>	<b>5,248,000</b>	<b>785,225</b>	<b>200,000</b>		<b>38,060,695</b>		<b>47,100.00</b>

# Department Highlights

## READER'S GUIDE

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

-  Economic Growth
-  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.

 Click this icon to return from any Proposed Operating Initiative to the full POI list.

 Click this icon to return from any Capital Project sheet to the full 2024 Capital Budget.

# Council

2024 Net Operating Budget	\$1,108,893
2023 Net Operating Budget	\$1,079,847
Budget Change	\$29,046
% Change	2.69
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 to guide the delivery of programs and services from a high level. Council gives strategic direction to the Chief Administrative Officer, who then assigns duties to the rest of Administration.

## 2023 Key Accomplishments

-  Continuous lobbying and collaboration to improve access to healthcare services in the region.
-  Continuous work on relationship-building through the Indigenous Collaboration Committee.
-  Approval of the new Aquatics Centre design and approval of the Transitional Housing project.
-  Appointment of the County's first Integrity Commissioner, to perform investigative duties under Council's Code of Conduct Bylaw.

## Key Priorities

-  Continuing work on Council's priority focus areas, as outlined in the 2022-2032 Strategic Plan.
-  Continuing to advocate for investment and growth within the community to drive economic development.
-  Exploring grant opportunities for the provision of new affordable housing spaces.
-  Lobbying the Government of Alberta to update critical infrastructure on Highways 663 and 858, including roadway intersections.





## Council - Operating Budget

	2022 BUDGET	2022 ACTUAL	2023 BUDGET	2023 ACTUAL	2024 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
<b>OPERATING REVENUES</b>							
Sale of Goods & Services	-	-	-	-	-	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	321	-	-	-	-	0.00%
Conditional Grants	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
<b>TOTAL: REVENUES</b>	-	321	-	-	-	-	0.00%
<b>OPERATING EXPENSES</b>							
Salaries, Wages & Benefits	763,012	748,884	763,392	500,067	770,382	6,990	0.92%
Contracted & General Services	262,048	237,846	290,955	168,134	313,011	22,056	7.58%
Materials, Goods, Supplies & Utilities	38,500	19,863	25,500	13,076	25,500	-	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%
<b>TOTAL: EXPENSES</b>	<b>1,063,560</b>	<b>1,006,592</b>	<b>1,079,847</b>	<b>681,276</b>	<b>1,108,893</b>	<b>29,046</b>	<b>2.69%</b>
<b>COUNCIL NET</b>	<b>1,063,560</b>	<b>1,006,272</b>	<b>1,079,847</b>	<b>681,276</b>	<b>1,108,893</b>	<b>29,046</b>	<b>2.69%</b>

### BASE BUDGET HIGHLIGHTS

#### Expenses

Additional mileage added to accommodate more travel requests, attendance at public functions and ward mileage. There are no changes to salaries or daily rates. Increase reflects benefit costs and marginal changes for committee work.

# General Administration

2024 Net Operating Budget	\$3,384,883
2023 Net Operating Budget	\$5,068,530
Budget Change	-\$1,233,647
% Change	-24.34

## 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.

## 2023 Key Accomplishments

-  Preparation of the Administrative Action Plan to meet the objectives of Council's Strategic Plan.
-  Recruitment of the County's first Indigenous Relationships Coordinator.
-  Adoption of an official Land Acknowledgement for the County.

## 2024 Proposed Initiatives & Key Priorities

-  Carrying over work on the planned efficiency review, as approved in 2023.
-  Continuing progress on large capital projects, including Phase 2 of Main Street Revitalization, McArthur Park Development and the new Aquatics Centre.
-  Continuing work on the County's Asset Management Program and prioritizing work on the 10-Year Capital Plan.

## Service Levels

The Chief Administrative Officer oversees the delivery of programs and services by adhering to Lac La Biche County's policies and procedures, delegating responsibility for aspects of operations to other County employees, and making high-level decisions to ensure that Council-approved service levels are met.

## General Administration - Operating Budget

	2022 BUDGET	2022 ACTUAL	2023 BUDGET	2023 ACTUAL	2024 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
<b>OPERATING REVENUES</b>							
Sale of Goods & Services	-	78,977	74,000	74,342	74,000	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	-	-	-	-	-	0.00%
Conditional Grants	2,100	1,864	50,800	60,000	-	50,800	-100.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
<b>TOTAL: REVENUES</b>	<b>2,100</b>	<b>80,841</b>	<b>124,800</b>	<b>134,342</b>	<b>74,000</b>	<b>50,800</b>	<b>-40.71%</b>
<b>OPERATING EXPENSES</b>							
Salaries, Wages & Benefits	1,365,283	1,228,959	1,607,171	1,405,154	1,741,629	134,458	8.37%
Contracted & General Services	568,097	482,247	717,476	389,645	811,156	93,680	13.06%
Materials, Goods, Supplies & Utilities	37,050	59,479	38,466	35,194	42,060	3,594	9.34%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	53,789	-	-	-	-	0.00%
Debenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	1,000,000	4,000,000	2,830,217	2,830,217	1,314,038	- 1,516,179	-53.57%
<b>TOTAL: EXPENSES</b>	<b>2,970,430</b>	<b>5,824,474</b>	<b>5,193,330</b>	<b>4,660,210</b>	<b>3,908,883</b>	<b>- 1,284,447</b>	<b>-24.73%</b>
<b>GENERAL ADMINISTRATION NET</b>	<b>2,968,330</b>	<b>5,743,632</b>	<b>5,068,530</b>	<b>4,525,868</b>	<b>3,834,883</b>	<b>-1,233,647</b>	<b>-24.34%</b>

## BASE BUDGET HIGHLIGHTS

### Expenses

Salaries, wages and benefits increased due to 3.55% COLA and merit increases.  
Increased legal expenses due to increased use of services.

## Operating Initiative: STARS Ambulance Request

### Background

Council received a delegation from the STARS Foundation Administration in June 2023. Part of their presentation requested support financially, for \$2 per capital in 2023, 2024 and 2025. Administration requested Council direct this to be part of the 2024 Budget Deliberations. The recommendation is based off of the most recent Federal Census numbers for funding. Based on the County's census numbers, our commitment would be \$20,000 to the STARS Foundation in 2024 and 2025.

### Current State

At this time, Lac La Biche County does not fund STARS Foundation.

### Alternatives

Council may not provide funding to STARS Foundation.

### Recommended Alternative

### Strategic Alignment

Social Wellness

Providing funding to STARS Foundation would align with Council's social wellness focus. Ensuring that STARS receives the County's support is important.

### Stakeholders

STARS Foundation Ambulance

### Timeline

Funding would only be provided in 2024 and 2025.

### Associated Capital Request

### Priority Matrix

Priority II: Essential





## Operating Initiative: STARS Ambulance Request (continued)

### Budget 5 Year Forecast

	2024	2025	2026	2027	2028	2029
<b>Expenses</b>						
Other Expense	20,000	-	-	-	-	-
<b>Total Expenses</b>	20,000	-	-	-	-	-
<b>% Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>(20,000)</b>	-	-	-	-	-

# Human Resources

2024 Net Operating Budget	\$800,332
2023 Net Operating Budget	\$648,796
Budget Change	\$151,536
% Change	23.36

## 2023 Key Accomplishments

-  Completed an Employee Satisfaction and Engagement Survey, with work on an implementation plan now underway.
-  Reviewed the Human Resources Policy Manual.
-  Completed a compensation review.

## 2024 Proposed Initiatives

-  Implement the recommendations of the 2023 compensation review.
-  Continue the County-wide Professional Development Program.
-  Onboard all remaining departments to the Lighthouse Safety Program.
-  Add resources for occupational health and safety, to increase the presence of safety officers in the field and increase compliance on reporting.

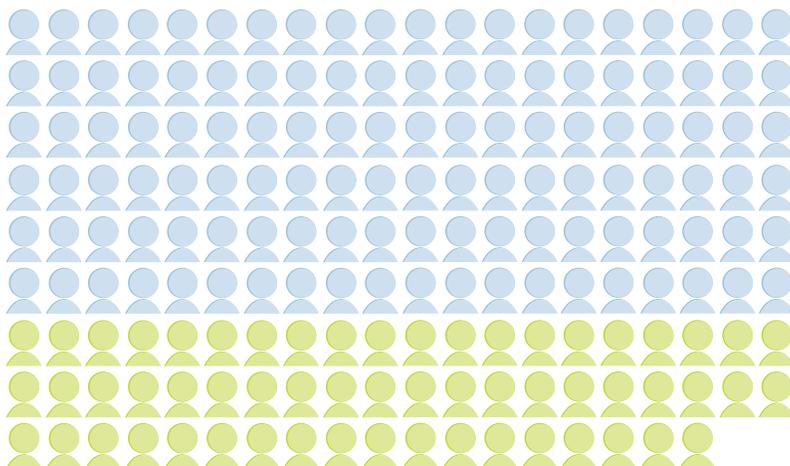
## Purpose

Human Resources is responsible for recruiting, developing and retaining the County's workforce.

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

## Key Priorities

-  Review existing processes to identify efficiencies and opportunities for streamlining.
-  Occupational health and safety and employee wellness.
-  Employee recruitment, training, professional development and retention.



## 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

<b>HUMAN RESOURCES</b>	<b>2022 BUDGET</b>	<b>2022 ACTUAL</b>	<b>2023 BUDGET</b>	<b>2023 ACTUAL</b>	<b>2024 BUDGET</b>	<b>BUDGET CHANGE (\$)</b>	<b>BUDGET HANGE (%)</b>
<b>OPERATING REVENUES</b>							
Sale of Goods & Services	-	-	-	-	-	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	17,934	-	25	-	-	0.00%
Conditional Grants	-	-	-	6,500	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
<b>TOTAL: REVENUES</b>	<b>-</b>	<b>17,934</b>	<b>-</b>	<b>6,525</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>OPERATING EXPENSES</b>							
Salaries, Wages & Benefits	687,754	691,154	748,874	494,327	749,893	1,019	0.14%
Contracted & General Services	129,569	106,822	181,416	59,597	220,040	38,624	21.29%
Materials, Goods, Supplies & Utilities	7,600	6,122	7,400	3,353	7,700	300	4.05%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	28,000	23,250	28,000	75	28,000	-	0.00%
Debenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
<b>TOTAL: EXPENSES</b>	<b>852,923</b>	<b>827,347</b>	<b>965,690</b>	<b>557,352</b>	<b>1,005,633</b>	<b>39,943</b>	<b>4.14%</b>
<b>HUMAN RESOURCES NET</b>	<b>303,700</b>	<b>261,152</b>	<b>324,398</b>	<b>218,159</b>	<b>383,726</b>	<b>59,328</b>	<b>18.29%</b>

<b>HEALTH &amp; SAFETY</b>	<b>2022 BUDGET</b>	<b>2022 ACTUAL</b>	<b>2023 BUDGET</b>	<b>2023 ACTUAL</b>	<b>2024 BUDGET</b>	<b>BUDGET CHANGE (\$)</b>	<b>BUDGET HANGE (%)</b>
<b>OPERATING REVENUES</b>							
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%
<b>TOTAL: REVENUES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>OPERATING EXPENSES</b>							
Salaries, Wages & Benefits	216,968	220,808	236,108	210,394	290,656	54,548	23.10%
Contracted & General Services	72,082	33,741	73,445	26,452	112,200	38,755	52.77%
Materials, Goods, Supplies & Utilities	14,650	6,603	14,845	3,386	13,750	1,095	-7.38%
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%
<b>TOTAL: EXPENSES</b>	<b>303,700</b>	<b>261,152</b>	<b>324,398</b>	<b>240,232</b>	<b>416,606</b>	<b>92,208</b>	<b>28.42%</b>

### BASE BUDGET HIGHLIGHTS

#### Expenses

Salaries, wages and benefits increased due to 3.55% COLA and merit increases.

Contracted services increase (Staff Relations) includes higher costs for the Summer Staff BBQ and Staff Christmas Party.

Health & Safety contracted services increase includes \$10,000 for external audit.

Workplace investigations are included for \$12,000 due to the increase in services being used.

## Operating Initiative: Employee Compensation Review

### Background

Lac La Biche County believes in fair and equitable compensation for its employees. To maintain a fair compensation portfolio, Council approved Compensation Policy HR-03-019 on December 14, 2021. The policy outlines the need for a market survey in year two of Council's term. For the current Council, this would be the year 2023 and therefore Administration hired a third party consultant to complete the survey and prepare a proposed salary grid for implementation.

The compensation is a critical component of valuing employees of the organization. Given the recent pressures of overall Canadian economic climate, it is imperative for the County to compensate employees at competitive rates to ensure the County is able to retain top talent for achieving its goals. The benefits of retaining employees longer far outweighs the increased salary cost resulting from compensation reviews.

### Current State

The last survey was completed in 2021 and its implementation was carried over two years (2022 and 2023) based on Council's direction due to the big financial impact in one year. This financial impact was large due to reduced COLA applications and the market survey not having been completed for several years. Additionally, COVID-19 pandemic also changed the economic climate with rising inflation which further exacerbated the problem. The survey in 2021 reviewed the data from 2020 and then used it to propose the new grids. Council directed to apply the new grids over two years with COLA being applied to only the first year. This inherently, did not achieve the intended results of the survey to bring the salaries up to the expected level in a reasonable timeframe.

Moving forward to 2023, the consultant reviewed data from the comparator group. This data is based on 2022 numbers for 2024 application. This point is important to consider that only applying the results of the compensation review, without applying COLA will result in employees not getting to the targeted comparable compensation. It is critical for the County to apply COLA in addition to the compensation review changes to bring the compensation at the intended true 70th percentile with the comparator group.

The proposed application of the compensation review is based on the start date of January 7, 2024

### Alternatives

The County can apply the recommendation of the compensation review. This will bring employees at the desired level of compensation and also address some of the issues identified by the consultant. This is aligned with Council's strategic goal of service excellence.

The County can choose to not apply the results of the compensation review. This will certainly disgruntle the employees given the economic pressures and rising costs of living. Some employees may choose to look at alternative employment resulting in increased costs for the County to hire and train new employees. This is not aligned with Council's strategic goal of service excellence.

### Recommended Alternative

County apply the results of the compensation review as proposed.

### Strategic Alignment

Service Excellence

This is aligned with Council objective under Service Excellence of providing an organizational culture and professional development that motivates and inspires our staff and makes us an employer of choice.





## Operating Initiative: Employee Compensation Review (continued)

### Stakeholders

County Staff

### Timeline

Q1 2024

### Associated Capital Request

### Priority Matrix

Priority II: Essential

### Budget 5 Year Forecast

	2024	2025	2026	2027	2028	2029
<b>Expenses</b>						
Other Expense	571,210	-	-	-	-	-
<b>Total Expenses</b>	571,210	-	-	-	-	-
<b>% Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>(571,210)</b>	-	-	-	-	-

## Operating Initiative: Health & Safety Clerk

### Background

In 2016 there was a re-structure completed for the organization which affected the Human Resources Department. The Health & Safety Clerk position was reduced to half time and the other half of the FTE was used for Human Resources Clerk. Since the re-structuring the safety program lost 50% of an FTE to other Human Resources responsibilities and functions, this affected the workload for the Health & Safety clerk position.

### Current State

Health & Safety has been dealing with increasing demands for service and expectations from both internal and external stakeholders resulting from growth of the organization. Health & Safety is implementing an organization wide safety data program and the Health & Safety Clerk plays an integral role in this project by assisting with the onboarding of each department. Current FTE allocation (.5) does not provide enough resources to successfully launch the safety data program and meet other increasing demands. The program implementation has been delayed over the last two years resulting in partial implementation and increased manual entry workload on departments that are not onboarded yet.

Increasing the FTE to full time will provide additional resources for the team to successfully onboard all departments along with providing follow up for any safety related supports that the departments require in a timely manner.

Additionally, the recent employee satisfaction survey indicated that staff want to see an increased focus on health and safety and this can be achieved by reestablishing the clerical role to a 1.0 FTE.

### Alternatives

The full time FTE for the clerical position will ensure the department has adequate resources to support the needs of the organization. Not increasing the FTE for the clerical position will affect the success of the implementation of the safety data program and will cause the continued struggle for the department to meet the increasing demands on the department.

### Recommended Alternative

Increase the FTE to full time

### Strategic Alignment

Service Excellence

Health & Safety is a core responsibility of the County towards its employees. It is critical for the County to maintain a healthy focus on wellbeing of the employees.

### Stakeholders

Lac La Biche County Staff, Management and Council.

### Timeline

Q1 2024

### Associated Capital Request

### Priority Matrix

Priority I : Imperative



## Operating Initiative: Health & Safety Clerk (continued)

### Budget 5 Year Forecast

	2024	2025	2026	2027	2028	2029
<b>Expenses</b>						
Salaries and Benefits	35,234	36,769	38,328	39,790	41,411	41,411
<b>Total Expenses</b>	35,234	36,769	38,328	39,790	41,411	41,411
<b>% Increase</b>		4.36%	4.24%	3.81%	4.07%	0.00%
<b>Net Total</b>	<b>(35,234)</b>	<b>(36,769)</b>	<b>(38,328)</b>	<b>(39,790)</b>	<b>(41,411)</b>	<b>(41,411)</b>

## Operating Initiative: Safety Officer

### Background

We currently have a .7 FTE for the position of Health & Safety Officer. This position is responsible for coaching and mentoring of Lac La Biche County employees and contractors, ensuring Lac La Biche County's safety program is compliant with all applicable Occupational Health and Safety legislation as well as ensuring the County maintains the Certificate of Recognition (COR). The position also Assist departments in ensuring all components of the National Safety Code Safety & Maintenance Program is being met. The position conducts site visits to help support a high level of customer service, assist in highlighting areas of risk/concern and to ensure that safety remains "top of mind" for all sites with the area of responsibility;

### Current State

The allocated time for the position is not enough for the individual to carry out the follow up actions that are required from site visits and safety/tool box meetings. There also is not a consistency to attend meeting and conduct site visits based on the work schedule for the position.

### Alternatives

Increasing the FTE to full time will increase the hours the person is available to attend meetings, conduct site visits and complete the follow up that is required. Leaving the position to a .7 FTE will continue to increase the workload for the position and will also affect the safety culture of the organization.

### Recommended Alternative

Increase the position to full time FTE.

### Strategic Alignment

Service Excellence

### Stakeholders

Lac La Biche County Staff

### Timeline

Q1 2024

### Associated Capital Request

### Priority Matrix

Priority I : Imperative

### Budget 5 Year Forecast

	2024	2025	2026	2027	2028	2029
<b>Expenses</b>						
Salaries and Benefits	26,452	27,463	28,494	29,558	30,698	30,698
<b>Total Expenses</b>	26,452	27,463	28,494	29,558	30,698	30,698
<b>% Increase</b>		3.82%	3.75%	3.73%	3.86%	0.00%
<b>Net Total</b>	<b>(26,452)</b>	<b>(27,463)</b>	<b>(28,494)</b>	<b>(29,558)</b>	<b>(30,698)</b>	<b>(30,698)</b>

# Economic Development

2024 Net Operating Budget	\$1,184,943
2023 Net Operating Budget	\$1,196,071
Budget Change	-\$11,128
% Change	-0.93

## Purpose

Economic Development encourages business growth and retention, 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.

## 2023 Key Accomplishments

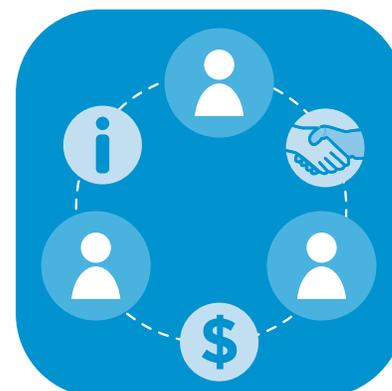
-   Implemented the County's Business License Program and revamped the Business Improvement Program.
-  Organized and hosted Sitelink Forum to showcase the County, with more than 40 economic development professionals in attendance, along with seven site selectors.
-  Updated the County's Retail Gap Analysis for 2023.
-  Successfully applied for the Rural Renewal Stream and Rural Entrepreneurship Program.
-  Completed a business needs survey in collaboration with Portage College, Community Futures Lac La Biche, Resource One Aboriginal Business Association and the Lac La Biche and District Chamber of Commerce.

## 2024 Proposed Initiatives

-   Long-Term Business Recognition Program.
-   Downtown Mural Program.
-  Project Main Street.
-   Work toward investment readiness and develop an investment attraction package.
-  Attend International Council of Shopping Centres (ICSC) conference to attract retailers and franchises to our community.
-  Attend Sitelink Forum in Bonnyville to continue building relationships with site selectors and enhance key strategies to position Lac La Biche County for investment.

## Key Priorities

-   Business retention, investment and attraction.
-   Increased collaboration between business and tourism service providers at the community, provincial and federal levels.
-  Medical staff recruitment and retention support.
-   Visitor and resident attraction.
-   Rural Renewal Stream and Rural Entrepreneurship Program participation to attract new residents and business owners and fill employment vacancies in our community.



## Service Levels

### BUSINESS RETENTION, INVESTMENT AND ATTRACTION

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

Work with existing businesses and new investors to build a strong economy.

Actively participate in business networks within the community and region to promote the County and understand business concerns and success stories.

Manage, review and process applications for the Business License Program, Business Improvement Program, Rural Renewal Stream and Rural Entrepreneurship Program.

### DOCTOR RETENTION AND ATTRACTION

Actively support the Lac La Biche County Rural Retention and Attraction Committee.

Work with Alberta Health Services and Associated Medical Clinic with Lac La Biche County incentives to attract locums, physicians and other medical professionals.

### TOURISM

Identify tourism development initiatives, and work with and support existing tourism providers and investors.

Attending various trade shows to promote the region.

Positioning Lac La Biche Region as a premier tourism destination.

Support for sport tourism and local event planning.

Identify and collaborate on marketing opportunities.

## Economic Development - Operating Budget

	2022 BUDGET	2022 ACTUAL	2023 BUDGET	2023 ACTUAL	2024 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
<b>OPERATING REVENUES</b>							
Sale of Goods & Services	-	-	-	625	-	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	-	-	-	-	-	0.00%
Conditional Grants	95,952	106,351	95,952	124,772	-	95,952	-100.00%
Transfer To/From Reserves	20,000	20,000	455,211	455,211	-	455,211	-100.00%
<b>TOTAL: REVENUES</b>	<b>115,952</b>	<b>126,351</b>	<b>551,163</b>	<b>580,608</b>	<b>-</b>	<b>551,163</b>	<b>-100.00%</b>
<b>OPERATING EXPENSES</b>							
Salaries, Wages & Benefits	277,185	287,433	298,748	206,945	430,008	131,260	43.94%
Contracted & General Services	1,059,850	541,724	893,101	420,918	530,425	362,676	-40.61%
Materials, Goods, Supplies & Utilities	41,150	9,057	38,650	23,811	49,510	10,860	28.10%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	20,000	27,015	516,735	13,200	175,000	341,735	-66.13%
Debt Service & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	165,811	-	-	-	-	0.00%
<b>TOTAL: EXPENSES</b>	<b>1,398,185</b>	<b>1,031,041</b>	<b>1,747,234</b>	<b>664,873</b>	<b>1,184,943</b>	<b>562,291</b>	<b>-32.18%</b>
<b>ECONOMIC DEVELOPMENT NET</b>	<b>1,282,233</b>	<b>904,690</b>	<b>1,196,071</b>	<b>84,265</b>	<b>1,184,943</b>	<b>-11,128</b>	<b>-0.93%</b>

### BASE BUDGET HIGHLIGHTS

#### Expenses

Salaries, wages and benefits increased due to 3.55% COLA and merit increases.

Reduction of \$125,000 in contracted services as Northeast Collaborative advertising is completed in 2023.

Increased legal fees, based on increased use of services.

Increase of \$30,000 for high-profile influencers in contracted services.

Increase of staff to enhance visitor and business services as presented to Council regarding the Visitor Information Centre.

Increased budget of \$15,000 for enhanced business and investment attraction and VIC marketing materials.

## Operating Initiative: Downtown Mural Program

### Background

The uptake on the murals included within the scope of the business improvement program has been very low, and eliminates non-profits as well as community groups from being involved due to costs and constraints of the BIP. In addition, we have a significant opportunity to engage youth and other stakeholders in the project to improve the sense of place and belonging, further encouraging residents and ultimately visitors, to be downtown in our communities. Therefore, we are recommending a downtown mural program be developed to encourage beautification in the Lac La Biche & Plamondon downtowns. In 2024, Economic Development & Tourism would work with other departments to develop a plan, potential by-law and other program development. Administration would return to Council once the program is fully developed.

### Current State

At this time the Business Improvement Plan can be used for the implementation of a mural, 50% fees are matched by Lac La Biche County up to \$20,000 but only one project has been approved to date. Numerous businesses and organizations have indicated a mural is a "nice to have" and they feel it is too costly. Administration feels it would be worthwhile providing the costs for strategic murals and partnering through agreements to move forward with mural beautification.

### Alternatives

- Keep the murals as part of the current Business Improvement Plan
- Create a downtown mural beautification program that covers the costs of the murals to encourage increased uptake

### Recommended Alternative

Create a downtown mural beautification program that covers the costs of the murals

### Strategic Alignment

Tourism & Recreation

The improvement of exterior businesses, service providers and blank walls improves the sense of place in our downtowns, creates visual appeal for both residents and visitors and showcases pride in our community, showcasing cultural, historical and other images of interest -- improving the overall appeal of our community.

### Stakeholders

Business & Building Owners, Organization Members, Community Members and Visitors

### Timeline

Q2-3 2024 and ongoing

### Associated Capital Request

### Priority Matrix

Priority II: Essential

### Budget 5 Year Forecast

	2024	2025	2026	2027	2028	2029
<b>Expenses</b>						
Other Expense	20,000	-	-	-	-	-
<b>Total Expenses</b>	20,000	-	-	-	-	-
<b>% Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>(20,000)</b>	-	-	-	-	-



# Operating Initiative: Economic Development & Tourism Department Staffing

## Background

Reviewing the action list and priorities of the department and the already increased service level increases with the addition of business licensing, business improvement program, potential Rural Renewal Stream, Rural Entrepreneur Program, Regional Attraction & Retention Society Support, physician recruitment initiatives, etc., the addition of a Coordinator is required. The department has an extensive workload with a focus on tourism and economic development, in addition to other projects and additional staff is needed to reduce overtime of existing staff and the ability to move projects along.

## Current State

There is currently only one Coordinator and one Manager in the Economic Development & Tourism Department. The Admin Action Plan highlights the significant workload for the department, in combination with other projects and base service delivery, service delivery enhancements such as business licensing, business improvement programs, medical staff retention and attraction, meeting and supporting potential investors, business growth opportunities, tourism initiatives, etc.

## Alternatives

- The department remains status quo
- The department contracts additional, necessary support
- The department hires an additional Coordinator for the department

## Recommended Alternative

The department hires an additional Coordinator for the department.

## Strategic Alignment

Economic Growth

The FTE will focus on expanding economic development initiatives, supporting tourism initiatives and other department projects. In addition, providing cross-trained support for the business license program, rural renewal stream, workforce support, etc.

## Stakeholders

Council, Administration, Business community, Tourism - visitors and residents

## Timeline

Ongoing

## Associated Capital Request

## Priority Matrix

Priority I : Imperative

## Budget 5 Year Forecast

	2024	2025	2026	2027	2028	2029
<b>Expenses</b>						
Salaries and Benefits	109,730	114,206	118,850	123,707	128,741	128,741
<b>Total Expenses</b>	109,730	114,206	118,850	123,707	128,741	128,741
<b>% Increase</b>		4.08%	4.07%	4.09%	4.07%	0.00%
<b>Net Total</b>	<b>(109,730)</b>	<b>(114,206)</b>	<b>(118,850)</b>	<b>(123,707)</b>	<b>(128,741)</b>	<b>(128,741)</b>



# Operating Initiative: Long-Term Business Recognition Program

## Background

In response to the Lac La Biche County Strategic Plan, the Admin Action Plan highlights AAP Priority 1 - Develop a recognition program for long-term businesses operating in the County. While Administration is working to attract new businesses and investment to our community, it is also important to recognize the businesses that have been in our community for a long time, employing people and providing goods and services to the region.

Anticipating approximately \$15,000 annually to recognize long-term businesses in the community (small celebration event, token of appreciation, etc.). We anticipate some years to have more recognized than others.

## Current State

At this time, Lac La Biche County does not have a formal way to recognize long-term businesses operating in the County.

## Alternatives

## Recommended Alternative

## Strategic Alignment

Economic Growth

Business retention is extremely important. New businesses are fabulous, as long as we continue to retain the businesses we already have. Recognizing long-term businesses is important to create a business friendly environment and ultimately should spark economic growth and increases service excellence.

## Stakeholders

Business owners, community at large

## Timeline

Q2-3 2024 and ongoing

## Associated Capital Request

## Priority Matrix

Priority III: Important

## Budget 5 Year Forecast

	2024	2025	2026	2027	2028	2029
<b>Expenses</b>						
Other Expense	15,000	-	-	-	-	-
<b>Total Expenses</b>	15,000	-	-	-	-	-
<b>% Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>(15,000)</b>	-	-	-	-	-

## Operating Initiative: Project Main Street

### Background

Construction is taking place over the next two years in downtown Lac La Biche and upon full completion by 2026, there is a great opportunity for a celebration with our community. A plan will be created to increase residents and visitors to shop and frequent downtown during construction and in the reopening of main street in 2026. (\$25,000 x three years)

### Current State

Economic Development & Tourism is now working collaboratively with other departments, the construction team and other stakeholders and we hope to work with the Main Street businesses to encourage residents and visitors to visit Main Street during the construction process and celebrate its completion. Supporting Main Street with additional advertising, events and other programs to encourage visiting and supporting our downtown businesses.

### Alternatives

### Recommended Alternative

### Strategic Alignment

Economic Growth

Promoting economic growth and prosperity by supporting Main Street business throughout construction and achieving increased Service Excellence.

### Stakeholders

Main Street businesses, residents, Lac La Biche County staff, other community organizations, visitors

### Timeline

Q2 - Q4

### Associated Capital Request

### Priority Matrix

Priority I : Imperative

### Budget 5 Year Forecast

	2024	2025	2026	2027	2028	2029
<b>Expenses</b>						
Other Expense	25,000	25,000	25,000	-	-	-
<b>Total Expenses</b>	25,000	25,000	25,000	-	-	-
<b>% Increase</b>		0.00%	0.00%	(100.00%)	0.00%	0.00%
<b>Net Total</b>	<b>(25,000)</b>	<b>(25,000)</b>	<b>(25,000)</b>	-	-	-



# Operating Initiative: Medical and Childcare Bursary Program

## Background

Councillor Mondal brought forward the potential for a zero tuition program that Council supported investigating further. The idea was brought to the Regional Attraction & Retention Society and supported for medical related programs and it makes sense to promote our local college for the education delivery. This proposed program ties into AAP Priority - 4 Medical Professional Attraction Retention Program and also could tie to Childcare, including childcare programs as part of the program. Administration is discussing with Portage College to determine how the program could work. It should have a specified budget and by providing a limitless zero tuition program, uptake would be very difficult to determine a required budget. Administration feels it would be better to have a bursary program for a specific number of students and recommends \$50,000 annually to provide 10-15 bursaries depending on program and tuition amount that would include a reciprocal service agreement for employment within Lac La Biche Region.

## Current State

The Lac La Biche County does not currently have medical, childcare bursary or zero tuition program.

## Alternatives

To implement a Lac La Biche County medical and childcare bursary program and work in partnership with local schools and Portage College.

## Recommended Alternative

## Strategic Alignment

Economic Growth

Growing our county's medical and childcare staff levels by providing bursaries for reciprocal service agreements in our region.

## Stakeholders

Portage College, High School Students, Regional Attraction & Retention Society, Administration, Alberta Health Services, Residents

## Timeline

2024 Q2

## Associated Capital Request

## Priority Matrix

Priority III: Important

## Budget 5 Year Forecast

	2024	2025	2026	2027	2028	2029
<b>Expenses</b>						
Other Expense	50,000	-	-	-	-	-
<b>Total Expenses</b>	50,000	-	-	-	-	-
<b>% Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>(50,000)</b>	-	-	-	-	-

## Operating Initiative: Investment Attraction Package

### Background

Lac La Biche County does not have a robust Investment Attraction Package. The Economic Development & Tourism Department needs to bring all of the components together (why choose Lac La Biche County?, labour cost, quality of life, availability of skilled labour, energy availability, construction costs, broadband, tax rates, energy costs, available land, highway/rail/airport accessibility, etc.) to market all of the key criteria site selectors and investors look for when considering a community and the things that make Lac La Biche County stand out from our neighbours and competitors.

### Current State

At this time, Lac La Biche County does not have a robust Investment Attraction Package.

### Alternatives

Council can approve funding needed to develop a robust investment attraction package.

Council can not approve funding needed to develop a robust investment attraction package.

Council can approve a reduced or higher amount to develop a robust investment attraction package.

### Recommended Alternative

Council approved funding needed to develop a robust investment attraction package.

### Strategic Alignment

Economic Growth

### Stakeholders

Potential investors, Lac La Biche County businesses, residents, Council and administration

### Timeline

Q2-Q3

### Associated Capital Request

### Priority Matrix

Priority II: Essential

### Budget 5 Year Forecast

	2024	2025	2026	2027	2028	2029
<b>Expenses</b>						
Other Expense	100,000	-	-	-	-	-
<b>Total Expenses</b>	100,000	-	-	-	-	-
<b>% Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>(100,000)</b>	-	-	-	-	-

# Legislative Services

2024 Net Operating Budget	\$325,941
2023 Net Operating Budget	\$317,260
Budget Change	\$8,681
% Change	2.74

## 2023 Key Accomplishments

-  Facilitated one Subdivision & Development Appeal Board hearing and addressed one Assessment Review Board complaint.
-  Participated in a comprehensive Agenda Process Review Implementation Plan.
-  Provided administrative support to Council's Indigenous Collaboration Committee.
-  Processed four Access Requests in accordance with the *Freedom of Information and Protection of Privacy Act* (FOIP).
-  Championed multiple Member-at-Large recruitment campaigns for Council committees.
-  Developed Recall Petition Guidelines for County residents.

## 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 adherence and petitions.

## 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.

**#DYK?** Legislative Services has a Routine Disclosure and Active Dissemination Procedure, to guide the proactive and transparent sharing of information and public records, without needing formal Access Requests.



## 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

	2022 BUDGET	2022 ACTUAL	2023 BUDGET	2023 ACTUAL	2024 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
<b>OPERATING REVENUES</b>							
Sale of Goods & Services	-	-	-	-	-	-	0.00%
Licenses and Permits	-	1,265	-	335	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	-	-	-	-	-	0.00%
Conditional Grants	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
<b>TOTAL: REVENUES</b>	<b>-</b>	<b>1,265</b>	<b>-</b>	<b>335</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>OPERATING EXPENSES</b>							
Salaries, Wages & Benefits	210,120	218,732	267,515	184,694	263,916	3,599	-1.35%
Contracted & General Services	46,495	33,127	48,295	33,510	60,575	12,280	25.43%
Materials, Goods, Supplies & Utilities	1,450	533	1,450	327	1,450	-	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%
<b>TOTAL: EXPENSES</b>	<b>258,065</b>	<b>252,392</b>	<b>317,260</b>	<b>218,531</b>	<b>325,941</b>	<b>8,681</b>	<b>2.74%</b>
<b>LEGISLATIVE SERVICES NET</b>	<b>258,065</b>	<b>251,127</b>	<b>317,260</b>	<b>218,195</b>	<b>325,941</b>	<b>8,681</b>	<b>2.74%</b>

### BASE BUDGET HIGHLIGHTS

#### Expenses

Salaries, wages and benefits increased due to 3.55% COLA and merit increases.  
Increased legal expenses due to increased use of services.

## Operating Initiative: Ward Boundary Review

### Background

The Municipal Government Act outlines provisions for the composition of council and ward boundaries. The Act does not stipulate the population thresholds for establishing ward boundaries, however provincial and federal legislation generally prescribes the population deviations to be +/-25%.

The goal is equitable and effective representation.

Tied to a ward boundary discussion is the size and composition of Council. The Act allows councils of specialized municipalities to specify the number of councillors through bylaw, provided that council is comprised of an odd number of 3 or more.

Changes to ward boundaries may not require changes to the composition of council, however any changes to the composition of council would necessitate a ward boundary review.

Through bylaw, council may divide the municipality into wards, give each ward a name or number, or eliminate wards. Additionally, through bylaw, council may provide for council members that are in addition to the councillors elected for each ward, which are elected at large and are councillors for the whole municipality, not a ward.

The election for mayor of a specialized municipality is as specified in the order that forms the specialized municipality, which is "at large" for Lac La Biche County.

Ward boundary bylaws and bylaws respecting the composition of Council are to be advertised, initiating a 60-day petitioning period prior to 2nd/3rd reading. These bylaws must be passed by December 31 of the year before the general election at which it is to take effect.

To make any changes for the 2025 general election, a bylaw would need to be passed prior to December 31, 2024.

### Current State

The County's ward boundaries are currently established by ministerial order, which also designates the County as a specialized municipality.

In 2020, Council adopted a policy that triggers a discussion on ward boundaries following the completion of a census, however whether to proceed with a review is subject to the direction of council. The policy establishes principles and criteria for developing ward boundaries: population, deviation (+/-25%), future growth, communities of interest, geographical features, least number of changes and block-shaped wards. Based upon the 2019 municipal census, the population by ward deviations from average are -32% to +30% .

Administration reported to Council earlier this year that the 2021 Federal Census data is reported in enumeration blocks that do not perfectly align with the county's ward boundaries, therefore the exact population by ward is not know in all instances.

### Alternatives

1. Perform a review of ward boundaries, which may or may not include a review of Council composition. This would be completed through an independent third-party, with public consultation and engagement. Council may consider a community based committee to inform the work of the consultant.
2. Do not perform a review.



## Operating Initiative: Ward Boundary Review (continued)

### Recommended Alternative

1. Complete a Ward Boundary Review

### Strategic Alignment

This is a governance matter that is not directly tied to the strategic plan.

### Stakeholders

Public, Council, Administration

### Timeline

Initiate in Q1 of 2024 - with first reading by August 2024.

### Associated Capital Request

### Priority Matrix

Priority III: Important

### Budget 5 Year Forecast

	2024	2025	2026	2027	2028	2029
<b>Expenses</b>						
Other Expense	30,000	-	-	-	-	-
<b>Total Expenses</b>	30,000	-	-	-	-	-
<b>% Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>(30,000)</b>	-	-	-	-	-

## Operating Initiative: Elected Official Remuneration Review

### Background

The Elected Official Remuneration Policy aims to ensure Members of Council are adequately and fairly compensated for performing the duties of office. The remuneration structure sees the Mayor compensated on a salary only basis, whereby the other Council Members are compensated through a combined salary and daily rates. This policy also provides for a communication allowance and reimbursement of other expenses.

Lac La Biche County has position descriptions that clarify expectations of Members of Council, including the time commitment. Under the position descriptions, the position of Mayor is acknowledged to be a full-time role, with the Deputy Mayor at a three-quarter time commitment, and Members of Council are part-time.

In addition to promoting fairness, the framework should be adequate to attract a variety of candidates who may be eligible for elected office and want to serve the community.

### Current State

The Elected Official Remuneration Policy does not prescribe frequency or method of reviewing or amending the compensation framework. This means that compensation reviews and target remuneration (i.e., 70th percentile) are completed on an ad-hoc basis. The most recent compensation review for council was completed in 2021 (along with the staff survey). As a result of that review, revisions were made for the seat of Mayor, however no other changes were implemented. The current salaries and daily rates have been in effect since 2019. Other policy considerations, such as mileage criteria, communication allowances, travel subsistence, etcetera have not been revised.

The County has a policy that sets out comparator municipalities that would help guide the data collection and inform recommendations respecting this policy.

### Alternatives

Alternatives 1-4 would require data gathering and presenting of recommendations respecting the remuneration framework, based upon comparator municipalities. The scope of work would be confirmed by Council, and should include review of the time commitment outlined in Council's position descriptions, along with other policy considerations. Council may also wish to direct the level of community consultation at the commencement of the review.

1. Perform this work through consulting services. An external third party would have experience in this type of work and provide independent recommendations based upon the findings. This would present the most streamlined timeline, but with direct consulting costs.
2. Perform the review in-house. This may impact other services, as this would be additional work not routinely completed by Administration. This would require a longer timeline than alternative 1, but with in-house salary costs (and possibly overtime).
3. An ad-hoc committee. Establish a committee, represented by Council and/or members of the public, to review the remuneration framework and submit recommendations. This would result in the longest timeline as committee members would need to be recruited, and once performing the committee would draft the scope of work (for Council's approval) and complete regular reporting. Administration would still need to support the committee, taking resources from other county initiatives. It should be noted, the success of this approach would be directly tied to the ability to recruit public members, which has been challenging in the past.
4. Hybrid approach. Hire an independent third party to facilitate the review by an ad hoc committee. This would still provide a timeline similar to the committee only option (including support from Administration), along with the costs of a consultant. However this option provides the external third-party expertise along with the local context of a committee (subject to the ability to recruit committee members).
5. Status Quo. Decline the business case and consider the remuneration review for future years.

### Recommended Alternative

1. Perform this work through consulting services.

## Operating Initiative: Elected Official Remuneration Review (continued)

### Strategic Alignment

Service Excellence

Continually review policies and best practices to determine optimal service levels to best serve our residents.

### Stakeholders

Council, Administration, Public.

### Timeline

Q2-3

### Associated Capital Request

### Priority Matrix

Priority III: Important

### Budget 5 Year Forecast

	2024	2025	2026	2027	2028	2029
<b>Expenses</b>						
Other Expense	20,000	-	-	-	-	-
<b>Total Expenses</b>	20,000	-	-	-	-	-
<b>% Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>(20,000)</b>	-	-	-	-	-

# Information & Technology Services (IT, GIS & Records)

2024 Net Operating Budget	\$2,421,370
2023 Net Operating Budget	\$2,006,688
Budget Change	\$353,662
% Change	20.66

## 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 information and technology industry best practices.

## 2023 Key Accomplishments

- ★ Completion of Five-Year GIS Strategic Plan.
- ★ Transition of the remote access system to a cloud-based system, and retention of a new internet provider and firewalls.
- ★ Provision of Wi-Fi access to the Bold Centre fieldhouses and walking track.

## 2024 Proposed Initiatives

- ★ Development of a Five-Year IT Strategic Plan.
- ★ Begin implementation of the Five-Year GIS Strategic Plan.
- ⚙️ Co-location of server rooms.

## Key Priorities

- ⚙️ Continue implementation of records retention schedule.
- ★ Begin engagement for an IT Strategic Plan.





# Service Levels

## HELP DESK & DESKTOP SUPPORT

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

Perform IT addition, 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	273
Printers/Copiers	46
Average pages printed per year	1,000,000
User Accounts	391
User Accounts per IT Staff Member	98

## 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 purchasing 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	39
Servers	104
Monitored devices	178

## TELECOMMUNICATIONS

Manage, maintain and purchase cellular devices, telephone systems, telephone lines, 2-way radios, 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, multi-factor authentication, digital certificates and network access control

Video Requests	66
Surveillance Cameras	237
Doors with swipe card access	118

## APPLICATIONS

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

Applications	94
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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 responding to FOIP requests.

Manage and maintain property land files and the County agreement register.

Respond to or redirect SeeClickFix inquiries.

Records Searches	71
Agreements	4,479
Redirected SeeClickFix issues	14



## Information & Technology Services - Operating Budget

<b>INFORMATION TECHNOLOGY</b>	<b>2022 BUDGET</b>	<b>2022 ACTUAL</b>	<b>2023 BUDGET</b>	<b>2023 ACTUAL</b>	<b>2024 BUDGET</b>	<b>BUDGET CHANGE (\$)</b>	<b>BUDGET CHANGE (%)</b>
<b>OPERATING REVENUES</b>							
Sale of Goods & Services	-	2,400	-	800	-	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	3,000	18,976	4,000	12,473	8,000	4,000	100.00%
Conditional Grants	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
<b>TOTAL: REVENUES</b>	<b>3,000</b>	<b>21,376</b>	<b>4,000</b>	<b>13,273</b>	<b>8,000</b>	<b>4,000</b>	<b>100.00%</b>
<b>OPERATING EXPENSES</b>							
Salaries, Wages & Benefits	509,002	480,059	515,272	369,728	528,344	13,072	2.54%
Contracted & General Services	2,797,966	2,871,228	648,891	452,236	1,010,295	361,404	55.70%
Materials, Goods, Supplies & Utilities	163,700	67,794	156,550	89,736	156,544	-6	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%
<b>TOTAL: EXPENSES</b>	<b>3,470,668</b>	<b>3,419,080</b>	<b>1,320,713</b>	<b>911,700</b>	<b>1,695,183</b>	<b>374,470</b>	<b>28.35%</b>
<b>INFORMATION TECHNOLOGY NET</b>	<b>3,467,668</b>	<b>3,397,704</b>	<b>1,316,713</b>	<b>897,625</b>	<b>1,687,183</b>	<b>370,470</b>	<b>28.14%</b>

<b>GRAPHICAL INFO. SYSTEMS</b>	<b>2022 BUDGET</b>	<b>2022 ACTUAL</b>	<b>2023 BUDGET</b>	<b>2023 ACTUAL</b>	<b>2024 BUDGET</b>	<b>BUDGET CHANGE (\$)</b>	<b>BUDGET CHANGE (%)</b>
<b>OPERATING REVENUES</b>							
Sale of Goods & Services	1,000	1,340	1,000	1,111	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%
<b>TOTAL: REVENUES</b>	<b>1,000</b>	<b>1,340</b>	<b>1,000</b>	<b>1,111</b>	<b>1,000</b>	<b>-</b>	<b>0.00%</b>
<b>OPERATING EXPENSES</b>							
Salaries, Wages & Benefits	220,087	216,313	228,427	104,739	235,344	6,917	3.03%
Contracted & General Services	192,404	130,806	189,750	146,287	167,025	-22,725	-11.98%
Materials, Goods, Supplies & Utilities	4,500	1,521	4,500	571	3,500	-1,000	-22.22%
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%
<b>TOTAL: EXPENSES</b>	<b>416,991</b>	<b>348,639</b>	<b>422,677</b>	<b>251,596</b>	<b>405,869</b>	<b>-16,808</b>	<b>-3.98%</b>
<b>GRAPHICAL INFORMATION SYSTEMS NET</b>	<b>415,991</b>	<b>347,299</b>	<b>421,677</b>	<b>250,405</b>	<b>404,869</b>	<b>-16,808</b>	<b>-3.99%</b>

## Information & Technology Services - Operating Budget Cont'd

<b>RECORDS MANAGEMENT</b>	<b>2022 BUDGET</b>	<b>2022 ACTUAL</b>	<b>2023 BUDGET</b>	<b>2023 ACTUAL</b>	<b>2024 BUDGET</b>	<b>BUDGET CHANGE (\$)</b>	<b>BUDGET CHANGE (%)</b>
<b>OPERATING REVENUES</b>							
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	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	25,000	25,000	-	25,000	-100.00%
<b>TOTAL: REVENUES</b>	<b>-</b>	<b>92</b>	<b>25,000</b>	<b>25,000</b>	<b>-</b>	<b>25,000</b>	<b>-100.00%</b>
<b>OPERATING EXPENSES</b>							
Salaries, Wages & Benefits	258,832	199,547	181,202	140,640	189,393	8,191	4.52%
Contracted & General Services	54,106	33,734	109,596	83,969	137,425	27,829	25.39%
Materials, Goods, Supplies & Utilities	4,900	4,878	2,500	1,916	2,500	-	0.00%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individu	-	-	-	-	-	-	0.00%
Debtenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	25,000	-	-	-	-	0.00%
<b>TOTAL: EXPENSES</b>	<b>317,838</b>	<b>263,159</b>	<b>293,298</b>	<b>226,525</b>	<b>329,318</b>	<b>36,020</b>	<b>12.28%</b>
<b>RECORDS MANAGEMENT NET</b>	<b>317,838</b>	<b>263,067</b>	<b>268,298</b>	<b>201,525</b>	<b>329,318</b>	<b>61,020</b>	<b>22.74%</b>

### BASE BUDGET HIGHLIGHTS

#### Expenses

Salaries, wages and benefits increased due to 3.55% COLA and merit increases.

Contracted services in Records Management includes a \$20,000 increase in shredding services.

Information Technology increases in contracted services include:

- Re-keying all doors - \$50,000
- Bi-annual security audit - \$80,000
- Network analysis - \$182,000

Completion of GIS Strategic Plan in 2023 resulted in a reduction of contracted services.

## Operating Initiative: GIS Strategic Plan - Implementation

### Background

- Place holder to implement GIS Strategic plan.
- The GIS Strategic Plan was approved in the 2022 budget.
- The GIS Strategic Plan was sent out for RFP in Q4 2022 with 9 Responses where received.
- The GIS Strategic Plan consultant started working on the plan in 2023.

### Current State

- The County had a 5 year GIS Strategic Plan developed and this is the request for budget to start implementing that plan.
- We are still waiting for the plan to be finalized/adopted.

### Alternatives

#### Scenario 1

- Start implementing the 5 year GIS strategic plan

#### Scenario 2:

- Continue to operate as-is and leave the plan for future years.

### Recommended Alternative

### Strategic Alignment

Service Excellence

Also helps with Economic Development and Tourism

### Stakeholders

### Timeline

2024-2028

### Associated Capital Request

### Priority Matrix

Priority III: Important

### Budget 5 Year Forecast

	2024	2025	2026	2027	2028	2029
<b>Expenses</b>						
Other Expense	300,000	-	-	-	-	-
<b>Total Expenses</b>	300,000	-	-	-	-	-
<b>% Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>(300,000)</b>	-	-	-	-	-



## Operating Initiative: IT Strategic Plan

### Background

- The Information Technology department provides support to all County departments and Council. Also provides some support to external organizations such as the Library, Museum and PDCDS.
- With increasing demands for technology that we have already and constant changes to technology. Now is the best time to have a strategic plan developed that will help deliver a long-term vision and roadmap for the effective use of technology within the organization as a whole.
- The plan would serve as a guiding document for the whole organization as it would aid in prioritizing which technology projects are a priority and help set a direction in which all departments are involved in developing.
- Would aid in the alignment and planning for the IT budget for what the organization wants over the next 5 years and align services to Council's strategic priorities.
- The strategic plan would be completed by a 3rd party and also includes an evaluation of existing major systems, software and applications.

### Current State

There has been no technology strategic plan, instead technology in the organization has been reacting to demands and requests instead of working towards a long-term plan in a strategic way.

### Alternatives

Scenario 1 - Have a 5 year strategic plan developed

### Recommended Alternative

### Strategic Alignment

Service Excellence

This can help with all goals as it will give the organization a technology plan that will help each department fulfil their mandates.

### Stakeholders

All internal departments, Council and anyone else that may have input.

### Timeline

2024

### Associated Capital Request

### Priority Matrix

Priority III: Important

### Budget 5 Year Forecast

	2024	2025	2026	2027	2028	2029
<b>Expenses</b>						
Other Expense	100,000	-	-	-	-	-
<b>Total Expenses</b>	100,000	-	-	-	-	-
<b>% Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>(100,000)</b>	-	-	-	-	-

## Operating Initiative: Server Room Colocation

### Background

- The County's servers are housed within a room at County Center.
- Its unknown when the primary air conditioning system was installed but its assumed roughly around 2012.
- 2014 backup generator was installed.
- 2014 backup air conditioner was installed. This was done incase the primary fails and because the generator could not handle the power draw from the primary air conditioning system during a power outage
- 2016 a new battery backup system was installed that can keep the servers operating for 1 hour.
- Portage College has a dedicated server room with redundant power (generator and battery backup) and redundant air conditioning systems. With extra capacity for the County and Portage College to share 1 room.

### Current State

- The generator does not reliably start and is even worse in the middle of winter. Requiring manual intervention each time there is a power outage and requires purchasing longer lasting battery backup systems. This is attributed to the small size of the generator (12kw) and how they are heated and cooled.
- The generator requires regular testing and maintenance. Weekly automated tests, monthly manual tests, quarterly maintenance, semi-annual maintenance and annual maintance are all required. This includes multiple staff from IT, Facilities and Equipment Services plus the generator contractor.
- The geneator contractor is recommending that the generator be replaced with something more reliable.
- The air condioning systems are near the end of their lifespan and will need to be replaced in 2-4 years. The main air conditioner has already been partially replaced due to failure.
- The battery backup system is due for replacement in 2 years.

### Alternatives

#### Scenario 1

- Create a partnership with Portage College to utilize their server room.
- This may mean paying rental costs, sharing capital costs or a mixture of both. This will depend on conversations and negotiations with Portage College.
- Would free up valuable space within County Center to be used for other purposes.
- No need for air conditioning, generator and battery backup systems. Instead would be a shared with the College.
- \$32,000 per year (\$20,000/year for connectivity and roughly \$12,000 for rental) and \$30,000 for the move and required equipment during the first year. The costs are highly dependent on the negotiations with Portage College.

#### Scenario 2:

- Rent server room colocation space within a commercial location in or around Edmonton or Calgary.
- Provides guaranteed uptime and is what they specialize in doing.
- \$100,000 per year. (\$50,000 for connectivity and \$50,000 for rental)

#### Scenario 3:

- Continue what we have been doing and replace equipment as needed and as scheduled.
- Estimated to cost roughly \$140,000 in the next couple of years. Generator \$60k, AC \$50k and battery backup \$30k.

### Recommended Alternative

### Strategic Alignment

#### Service Excellence

Allows the IT department to focus on what they excel.



# Operating Initiative: Server Room Colocation (continued)

## Stakeholders

## Timeline

2024

## Associated Capital Request

## Priority Matrix

Priority II: Essential

## Budget 5 Year Forecast

	2024	2025	2026	2027	2028	2029
<b>Expenses</b>						
Computer & Communication	20,000	-	-	-	-	-
Other Expense	52,000	-	-	-	-	-
<b>Total Expenses</b>	72,000	-	-	-	-	-
<b>% Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>(72,000)</b>	-	-	-	-	-

# Operating Initiative: Cellular Services Improvement - Phase 1

## Background

- Cellular services within the County was identified as a priority issue as part of the Council Strategic Priorities for 2023-2026. Specifically Priority#2 - Service Excellence has an action item for Broadband / Communication / Cell Service.
- Cellular services are a well known issue across the County that affects everyone.
- In 2021 the County partnered with TELUS to install a fiber optic network and a cellular tower which helped some areas within the Venice and Hyllo area.

## Current State

- The County does not have the technical data of where cellular service is lacking and are unable to provide that data to providers when discussing how to help solve the issue.
- Due to the lack of data, if there are improvements there is no way to verify its working as expected.
- To make substantial improvements, Council may need to invest money or in-kind actions in future years depending on the information and recommendations that are discovered. This will depend on what information we gather at the end of Phase 1.

## Alternatives

### Scenario 1

- The County hires a contractor that specializes in capturing and mapping cellular services data within the County. It is also the hope that the contractor can capture AFRRCS and the County's 2-way radio system signals at the same time.
- Identify priority areas by comparing the cellular services data with the census population data.
- Release a Request for Information (RFI) to find what providers are able to do or technologies that are available to help resolve some of the cellular service dead spots within the County. This information would be used to inform the 2025's budget.

### Scenario 2

- Continue lobbying existing partner.

## Recommended Alternative

## Strategic Alignment

### Service Excellence

- Strategic Priority #2 - Service Excellence - Action Broadband / Communication / Cell Service
- Strategic Priority #1 - Economic Growth.

## Stakeholders

## Timeline

Q1 2024 - quote/RFP collection of cellular data. • Q1-Q2 2024 - collection of cellular service data. • Q2-Q4 2024 release RFI. • Q3-Q4 2024 prepare for 2025 budget discussions • Phase 2 - 2025+ plan for best course of action and budget appropriately.

## Associated Capital Request



## Operating Initiative: Cellular Services Improvement - Phase 1 (continued)

### Priority Matrix

Priority III: Important

### Budget 5 Year Forecast

	2024	2025	2026	2027	2028	2029
<b>Expenses</b>						
Other Expense	50,000	-	-	-	-	-
<b>Total Expenses</b>	50,000	-	-	-	-	-
<b>% Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>(50,000)</b>	-	-	-	-	-



## FUNDED: IT Equipment 2024

### Background

The IT department replaces and upgrades 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 2024 replacement schedule:

- Computers \$205,000, Firewalls \$32,000, Surveillance Cameras \$40,000, AV \$20,000, Network Switches \$200,000, Wireless System \$85,000

### 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 2024.

### Strategic Alignment

Service Excellence

- Aids the organization in achieving all strategic goals

### Stakeholder

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

False

### Priority Matrix

Priority I : Imperative

### Ranks

No data found for the selected parameters.

### Operating Impact

No data found for the selected parameters.

### Related Projects





## FUNDED: IT Equipment 2024 (continued)

### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	582,000	582,000	-
	<b>582,000</b>	<b>582,000</b>	<b>-</b>

### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
General Revenue			582,000
<b>Total</b>			<b>582,000</b>
<b>Total Funding Source</b>			<b>582,000</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Other			582,000
<b>Total</b>			<b>582,000</b>
<b>Total Expenditure</b>			<b>582,000</b>
<b>Net Total</b>			<b>-</b>

### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
General Revenue	-	-	582,000
<b>Total Funding Source</b>		-	<b>582,000</b>
<b>Expenditure</b>			
Other	-	-	582,000
<b>Total Expenditure</b>		-	<b>582,000</b>

### Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
General Revenue	582,000	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>582,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Expenditure</b>										
Other	582,000	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>582,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Marketing, Communications & Engagement

2024 Net Operating Budget	\$928,048
2023 Net Operating Budget	\$802,616
Budget Change	\$125,432
% Change	15.63

## 2023 Key Accomplishments

-  Received and resolved 750+ requests for communications services (promotional campaigns, website updates, document editing, etc.) to date.
-  Attended more than 20 community events to represent Lac La Biche Region and promote the brand to residents and visitors, and executed the Lac La Biche Region brand rollout.
-   Increased Lac La Biche Region Facebook reach by 216% and Instagram reach by 670% since Jan. 1, 2023.
-   Created and launched the microsite [invest.laclabicheregion.com](http://invest.laclabicheregion.com) to attract prospective investors and entrepreneurs to the County.
-   Creating a new Bold Centre website, in line with new Bold Centre branding.
-  Creating a Lac La Biche County events-focused app.
-   Conducted two marketing workshops focused on teaching community group volunteers effective methods and tools for promoting local events.
-  Developed Bold Centre social media strategies, and created major FCSS publications like the Welcome Home Guide for new residents and the Kids Summer Diary.
-   Created the first Lac La Biche County Investor's Guide.

## Key Priorities

-  Continue to implement Strategic Communications Plan recommendations.
-  Complete a Citizen Satisfaction Survey in 2024.

## Purpose

Marketing, Communications & Engagement is responsible for sharing information with the public and internal stakeholders. Staff market County programs and services to increase attendance at County events and use of County amenities, including the Law Enforcement Training Centre and the Bold Centre. The department promotes Lac La Biche Region as a tourism destination, and engages with County staff to improve internal communication and collaboration between departments.

Staff produce print publications like the monthly *Your County In Touch* newsletter and the annual Lac La Biche Region Visitor Guide, maintain Lac La Biche County's website, microsites and social media accounts, and coordinate print, broadcast and social media advertising.

## 2024 Proposed Initiatives

-   Continuing to implement Brand Standards & Placemaking Strategy recommendations (taken over from Economic Development) including a rollout of the Bold Centre's new brand to the community.
-  Continuing to work on the Wayfinding & Interpretive Signage project (taken over from Economic Development).

## 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, broadcast and online advertising for all media sources.

### TOURISM MARKETING AND PROMOTION

Through Lac La Biche Region social media, the Visitor Guide, miscellaneous print materials and other promotional tools, enhance our reputation to potential visitors regionally, provincially and nationally as an ideal place to visit and stay in all seasons.

### CREATION OF MAJOR COUNTY PUBLICATIONS

Write, design, and print major County publications like *Your County In Touch* newsletter, Lac La Biche Region 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 and sub-brands (Lac La Biche Region, Bold Centre, etc.) are consistent, appealing and instantly recognizable to the public.

### COUNCIL COMMUNICATIONS SUPPORT

Produce speeches, videos, key messages, and other support pieces for Council as required.

### 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 requiring activation of the Incident Command Post.

### INTERNAL COMMUNICATIONS & STAFF ENGAGEMENT

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

Advise and provide communications support to a variety of staff committees, such as the Policy Review Committee and Focus Indigenou.

### PROMOTIONAL ITEMS & MERCHANDISE

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





## Communications - Operating Budget

	2022 BUDGET	2022 ACTUAL	2023 BUDGET	2023 ACTUAL	2024 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
<b>OPERATING REVENUES</b>							
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	2,100	1,838	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	71,600	71,600	-	71,600	-100.00%
<b>TOTAL: REVENUES</b>	<b>2,100</b>	<b>1,838</b>	<b>71,600</b>	<b>71,600</b>	<b>-</b>	<b>71,600</b>	<b>-100.00%</b>
<b>OPERATING EXPENSES</b>							
Salaries, Wages & Benefits	403,018	353,985	548,076	412,575	545,516	2,560	-0.47%
Contracted & General Services	193,940	183,070	288,840	174,518	316,232	27,392	9.48%
Materials, Goods, Supplies & Utilities	37,300	32,992	37,300	20,947	66,300	29,000	77.75%
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%
<b>TOTAL: EXPENSES</b>	<b>634,258</b>	<b>570,047</b>	<b>874,216</b>	<b>608,040</b>	<b>928,048</b>	<b>53,832</b>	<b>6.16%</b>
<b>COMMUNICATIONS NET</b>	<b>632,158</b>	<b>568,209</b>	<b>802,616</b>	<b>536,440</b>	<b>928,048</b>	<b>125,432</b>	<b>15.63%</b>

### BASE BUDGET HIGHLIGHTS

#### Expenses

Salaries, wages and benefits increased due to 3.55% COLA and merit increases.

Increased contracted services due to Wayfinding & Interpretive Signage and Brand Standards & Placemaking projects, which have been taken over from Economic Development & Tourism.

\$21,000 is included for a Citizen Satisfaction Survey, which is approved to be conducted every second year.

# Finance

2024 Net Operating Budget	\$3,000,848
2023 Net Operating Budget	\$1,904,371
Budget Change	\$1,096,477
% Change	57.58

## 2023 Key Accomplishments

-   Received the Distinguished Budget Presentation Award for the 2023 Budget Packages.
-  Overhauled the County's Procurement Policy and Procedures and streamlined associated processes.
-  Implemented new Asset Retirement Obligations Accounting Standards.
-  Enhanced the annual budgeting process by evolving into online budgetary submissions and eliminating manual forms.

## 2024 Proposed Initiatives

-  Implementation of an eProcurement System.

## Key Priorities

-  Continue to focus on migrating internal processes to electronic formats for increased efficiency and ability for employees to work from anywhere.
-  Continue implementation of the Project Costing initiative across the organization along with Employee Self-Service.
-  Ensure all financial policies are current and up-to-date.
-  Continue to streamline the County's budgeting process.

## Purpose

The Finance department oversees financial activities, such as:

- Property assessment and taxes;
- Utilities and accounts receivable;
- Accounts payable;
- Grants from other government levels 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.

**#DYK?** Finance printed 11,287 property tax notices in 2023.

Approx. number of utility invoices printed monthly:

- Hamlet of Lac La Biche: 1,753
- Hamlet of Beaver Lake: 230
- Hamlet of Plamondon: 181

Finance had processed 12,644 invoices as of July 31, 2023.





## Service Levels

### GENERAL FINANCIAL ADMINISTRATION

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

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

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

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

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

### FINANCIAL REPORTING AND AUDIT

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

Monthly review and bank reconciliations.

Prepare working papers for the annual financial audit.

Liaise with auditors to perform the annual financial audit.

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

### GENERAL AND UTILITY BILLINGS

Provide Accounts receivable services to all County department.

Prepare monthly invoices for all monthly charges including utility billings.

Liaise with customer for all billing accounts

### ACCOUNTS PAYABLE SERVICES

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

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

### ANNUAL BUDGETING

Coordinate the preparation and finalization of annual budgeting process.

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

### INVENTORY MANAGEMENT

Manage the inventory management module with the ERP system.

Liaise with departments for annual inventory counts for audit purposes.

Provide ongoing support to departments for processing inventory transactions.

### FRONT COUNTER SERVICES AT COUNTY ADMINISTRATIVE OFFICES

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

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

### RISK MANAGEMENT

Manage insurance portfolio for the entire County.

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

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

### TAXATION AND ASSESSMENT

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

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

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



## Finance - Operating Budget

	2022 BUDGET	2022 ACTUAL	2023 BUDGET	2023 ACTUAL	2024 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
<b>OPERATING REVENUES</b>							
Sale of Goods & Services	12,400	15,803	14,151	14,357	14,151	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	41,200	60,170	51,200	16,997	51,201	1	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	-	-	-	-	-	0.00%
Conditional Grants	44,880	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
<b>TOTAL: REVENUES</b>	<b>98,480</b>	<b>75,973</b>	<b>65,351</b>	<b>31,354</b>	<b>65,352</b>	<b>1</b>	<b>0.00%</b>
<b>OPERATING EXPENSES</b>							
Salaries, Wages & Benefits	1,247,350	1,155,055	1,244,785	799,254	1,349,541	104,756	8.42%
Contracted & General Services	750,391	569,297	646,836	483,972	638,566	- 8,270	-1.28%
Materials, Goods, Supplies & Utilities	11,575	5,305	8,100	8,732	8,092	- 8	-0.10%
Other Expenditures	-	897,438	-	60,507	1,000,000	1,000,000	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debtenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	65,000	75,879	70,001	30,029	70,001	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
<b>TOTAL: EXPENSES</b>	<b>2,074,316</b>	<b>2,702,975</b>	<b>1,969,722</b>	<b>1,382,494</b>	<b>3,066,200</b>	<b>1,096,478</b>	<b>55.67%</b>
<b>FINANCE NET</b>	<b>1,975,836</b>	<b>2,627,002</b>	<b>1,904,371</b>	<b>1,362,162</b>	<b>3,000,848</b>	<b>1,096,477</b>	<b>57.58%</b>

### BASE BUDGET HIGHLIGHTS

#### Expenses

Salaries, wages and benefits increased due to 3.55% COLA and merit increases.

Reduction in contracted services reflects the progress made on the Project Costing POI from 2021. This project is partially carried over to 2023.

Audit costs have been reduced by \$15,000 to reflect the completion of the procurement audit.

Computer software has increased by \$50,000 to include implementation of eProcurement software.

\$1,000,000 has been included for writeoffs, for possible delinquent oil and gas company taxes.

# Community Grants

2024 Net Operating Budget	\$1,736,547
2023 Net Operating Budget	\$1,622,230
Budget Change	\$114,317
% Change	7.05

## 2023 Key Accomplishments

- 
 Provided the following funding:

- \$490,000 in operational grants under the Recreational/Cultural Operating Grant program (18 organizations)
- \$180,000 in Community Development Program funding (four organizations)
- \$382,000 in operational funding to Plamondon District Community Development Society, including staffing costs
- \$50,000 in funding for the Lac La Biche Back Country Riders club for snowmobile trail development
- \$531,000 in capital projects assistance under the Capital Projects Assistance Grant program
- \$185,000 in funding for events
- \$137,000 in operational funding 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
- \$28,000 in insurance coverage to community organizations
- \$7,500 for hall inspections
- \$7,500 in ad hoc grants
- \$7,500 for the Sporting Event Attendance program

## Key Priorities

- 
 Implement long-term funding agreements, to provide stable and predictable funding, streamline administrative processes and focus on long-term evaluation of services.

## Purpose

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

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

**#DYK?** Community Grants is a subfunction of the Finance department, not a department of its own. That being said, its functions and purpose are distinct enough that, for the purposes of budgeting, treating it as a department makes sense.



**#DYK?** The County received more than 30 Event Grant Program and sponsorship requests from Jan. 1 to Aug. 15, 2023.

## Service Levels

### INTAKE OF FUNDING REQUESTS

Manages and administers the intake of grant applications and other funding requests made to the County, including announcing application intakes, responding to questions, filing applications, screening applications for eligibility.

### FUNDING REVIEW AND EVALUATION

Manages and administers the review process for funding requests, including assessing the merits of the request against existing policy criteria and past decisions, and makes making a recommendation for decision, including Council, when required.

### FUNDING APPROVAL PROCESS

Managers and administers grant funding agreements, including providing notices of approvals, denials, drafting funding agreements, and administering the agreement approval process.

### COMPLIANCE AND REPORTING

Monitors reporting deadlines of grant funding agreements. Periodically monitors the status of active projects to anticipate amendment requirements or any variances from the planned schedule. Reviews final reporting documents to ensure compliance with agreements and processes any outstanding payments, or request payment back to the County.

### PROGRAM DEVELOPMENT

On an ongoing basis, reviews and assesses program effectiveness. If necessary, makes revisions to policy and procedures, program documentation (guidelines, applications, etc.), or creates other program materials or content to improve the client experience.

From time to time, implements new programs based on the direction of Council.

## Community Grants - Operating Budget

	2022 BUDGET	2022 ACTUAL	2023 BUDGET	2023 ACTUAL	2024 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
<b>OPERATING REVENUES</b>							
Sale of Goods & Services	-	-	-	-	-	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	-	-	485	-	-	0.00%
Conditional Grants	118,153	150,703	123,824	247,648	247,648	123,824	100.00%
Transfer To/From Reserves	434,164	434,164	360,171	360,171	-	360,171	-100.00%
<b>TOTAL: REVENUES</b>	<b>552,317</b>	<b>584,867</b>	<b>483,995</b>	<b>608,304</b>	<b>247,648</b>	<b>- 236,347</b>	<b>-48.83%</b>
<b>OPERATING EXPENSES</b>							
Salaries, Wages & Benefits	-	-	-	-	-	-	0.00%
Contracted & General Services	2,500	1,967	2,500	656	2,500	-	0.00%
Materials, Goods, Supplies & Utilities	-	-	-	-	-	-	0.00%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	2,679,258	2,222,157	2,103,725	1,799,448	1,981,695	- 122,030	-5.80%
Debtenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	392,000	-	-	-	-	0.00%
<b>TOTAL: EXPENSES</b>	<b>2,681,758</b>	<b>2,616,123</b>	<b>2,106,225</b>	<b>1,800,103</b>	<b>1,984,195</b>	<b>- 122,030</b>	<b>-5.79%</b>
<b>COMMUNITY GROUP SUPPORT NET</b>	<b>2,129,441</b>	<b>2,031,256</b>	<b>1,622,230</b>	<b>1,191,799</b>	<b>1,736,547</b>	<b>114,317</b>	<b>7.05%</b>

### BASE BUDGET HIGHLIGHTS

#### Revenues

2023 transfer to reserves included motions by Council for Resident Response Fund grants. The increase in revenues is reflecting the actual grant allocation by the Province.

# Planning & Development

2024 Net Operating Budget	\$947,936
2023 Net Operating Budget	\$1,009,137
Budget Change	-\$61,201
% Change	-6.06

## 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.

## 2023 Key Accomplishments

- 

 Completed the Lac La Biche South Area Structure Plan update.
- 
 Now processing all Safety Code permit applications for Building, Electrical, Plumbing, Gas and Private Sewage disciplines to streamline the permitting process for developers.
- 

 Prepared and published informational articles and “Did You Know” facts in the County’s newsletter to educate the public about planning and development requirements and processes.
- 

 Began the re-write of Lac La Biche County’s Land Use Bylaw.

## Key Priorities

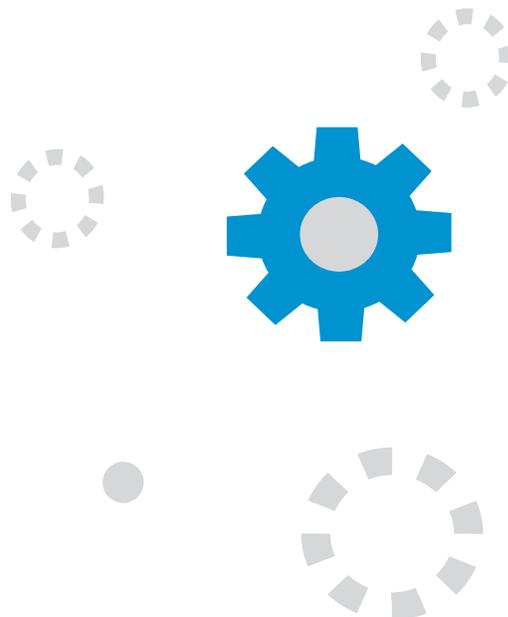
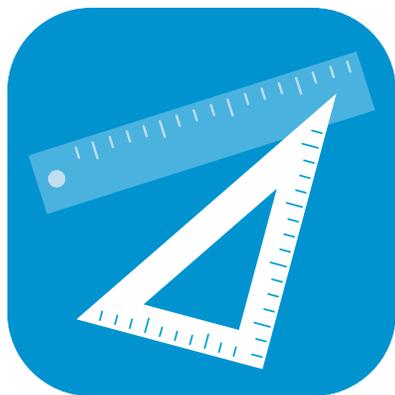
- 
 Complete the review and updates of existing Area Structure Plans.
- 

 Complete the Land Use Bylaw re-write, following public engagement.

## 2024 Proposed Initiatives

- 

 Prepare a Municipal Servicing Model for Subdivision Plan 8022353 (Hamlet of Plamondon).



# 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.

### Erosion

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

## DEVELOPMENT PERMITTING

### Development Permits

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

### Management of Development Agreements

- Process Development Agreements, monitor deliverables, manage security.

## SAFETY CODES

### Contract Management

- Revise, review and update contract with service provider.

### Inspections and Compliance Monitoring

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

### Monthly Reconciliation

- Process and reconcile monthly permit billing.

### Yearly Audit

- Complete yearly audit of all closed files.

## ADMINISTRATIVE MANAGEMENT

- Prepare budget in accordance with MGA requirements, collaborate with internal departments and complete in a timely manner.
- Provides input on County's strategic plan and corporate business plan. Incorporate plans into planning's policies.
- 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

	2022 BUDGET	2022 ACTUAL	2023 BUDGET	2023 ACTUAL	2024 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
<b>OPERATING REVENUES</b>							
Sale of Goods & Services	500	870	500	765	600	100	20.00%
Licenses and Permits	164,000	166,379	107,150	159,168	110,160	3,010	2.81%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	10,000	5,206	10,000	-	10,000	-	0.00%
Conditional Grants	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	118,921	118,921	-	118,921	-100.00%
<b>TOTAL: REVENUES</b>	<b>174,500</b>	<b>172,455</b>	<b>236,571</b>	<b>278,854</b>	<b>120,760</b>	<b>- 115,811</b>	<b>-48.95%</b>
<b>OPERATING EXPENSES</b>							
Salaries, Wages & Benefits	723,928	729,253	766,753	497,763	819,258	52,505	6.85%
Contracted & General Services	581,170	296,798	534,948	184,821	242,738	- 292,210	-54.62%
Materials, Goods, Supplies & Utilities	7,700	1,813	7,200	2,079	6,700	- 500	-6.94%
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	-	49,127	- 63,193	-	-	63,193	-100.00%
<b>TOTAL: EXPENSES</b>	<b>1,312,798</b>	<b>1,076,991</b>	<b>1,245,708</b>	<b>684,662</b>	<b>1,068,696</b>	<b>- 177,012</b>	<b>-14.21%</b>
<b>PLANNING &amp; DEVELOPMENT NET</b>	<b>1,138,298</b>	<b>904,535</b>	<b>1,009,137</b>	<b>405,808</b>	<b>947,936</b>	<b>-61,201</b>	<b>-6.06%</b>

### BASE BUDGET HIGHLIGHTS

#### Expenses

Salaries, wages and benefits increased due to 3.55% COLA and merit increases.

\$193,000 reduction in contracted services reflects the completion of 2023 POIs.

\$50,000 reduction in contracted services due to the decision to complete only two Area Structure Plan projects in 2024.

Increase of \$10,000 in contracted services for appraisals due to increase in services requested.

## Family & Community Support Services (FCSS) and Community Development

2024 Net Operating Budget	\$1,603,659
2023 Net Operating Budget	\$1,777,630
Budget Change	-\$173,971
% Change	-9.79

### 2023 Key Accomplishments

-  Completed the Transitional Housing Project.
-  Provided a full suite of programs across all age demographics.
-  Completed a Housing Needs Survey to better understand local housing concerns.

### 2024 Proposed Initiatives

-   FCSS has a grant agreement with Lakeland Catholic Schools to offer a part-time FCSS Wellness Facilitator at Light of Christ School. This position will focus primarily on delivering mental wellness initiatives for K-12 students and forming positive relationships with caregivers/parents and staff.
-   Continue work on a Social Development Plan for the County, to create synergies among the municipality's service providers and support to foster a more resilient community.

### Key Priorities

-   Increased community events with a focus on participants of all ages.
-   Young Family Connections is partnering with Lac La Biche County Libraries to support licensed childcare facilities through capacity-building. Staff will be supporting early educators to develop new skills.

### 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 Government of Alberta and Lac La Biche County. FCSS-specific programs are funded through a partnership agreement between Lac La Biche County and the GOA, and are governed by a provincial Act and Regulation.

**#DYK?** The Next Gen Teen Volunteers group logged 530 volunteer hours from January to August of this year.



**#DYK?** FCSS event and program attendance is a case study for success:

- Let's Connect Community Event — 520 attendees, with 58 community groups represented
- Volunteer Appreciation — 180 volunteers celebrated
- Circus Skills Camp — 46 participants and eight teen volunteers

## Service Levels

### EARLY CHILDHOOD (0-6 YEARS):

Fall/Winter/Spring programs

- Weekly in-house: 3 programs
- Bi-Weekly in-house: 1 program
- Partner Programs Weekly: 4 programs

Summer programs: 3 programs

Events and Parenting Sessions: 3 per year

On-going services throughout the year

- Ages & Stages Questionnaire

### CHILDREN (7-12 YEARS):

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

Summer programs: (1 program/week)

Irregular programs: (5 times/year)

One-on-one supports

Networking with community agencies

### YOUTH (13-18 YEARS):

Fall/Winter/Spring programs: 4 programs bi-weekly

Summer programs: 1 weekly program and 1 camp

One-on-one service

Networking with community agencies

### FAMILIES / ADULTS:

Family programs:

- 2/ month, 8 months/yr (Family Resource Network)
- 1/month

Parent support groups:

- 1/week, 7 months/yr
- 1/month, 10 months/year (Family Resource Network)
- Triple P seminars, discussion groups, cafés (Family Resource Network)

Programs connecting adults

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

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

### SENIORS:

Weekly programs: 2 programs, 50 wks/yr

Monthly programs: 1/month 10 months/yr

Summer programs: 1/month 6 months/yr

Irregular programs: (4 times/yr)

Events: 5 times/yr

One-on-one service

Networking with community agencies

### COMMUNITY DEVELOPMENT:

Community development activities, including:

- 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: 6 times/yr; 1 large event bi-annually

Information & Referral:

- Community Services Directory
- Pocket Directory
- Community Awareness Event

Volunteer Supports:

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

Emergency Social Services – planning and training

### CHILD MINDING:

Fall/Winter/Spring programs:

- Weekly in-house: 2 programs
- Paid childcare: 31 hours/week
- Free Indoor Playground (parent-supervised time): 14 hours/week

Summer programs: 1 camp

Birthday Party Program (as booked)

### COMMUNITY ACCESS SERVICE:

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

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

Event transportation for seniors or the general public: 8 times/year

Program supports out of regular hours: 12 times/year



## FCSS & Community Development - Operating Budget

	2022 BUDGET	2022 ACTUAL	2023 BUDGET	2023 ACTUAL	2024 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
<b>OPERATING REVENUES</b>							
Sale of Goods & Services	54,680	49,460	51,080	45,751	56,180	5,100	9.98%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	297	-	968	-	-	0.00%
Conditional Grants	404,197	571,953	404,197	327,623	516,309	112,112	27.74%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
<b>TOTAL: REVENUES</b>	<b>458,877</b>	<b>621,710</b>	<b>455,277</b>	<b>374,342</b>	<b>572,489</b>	<b>117,212</b>	<b>25.75%</b>
<b>OPERATING EXPENSES</b>							
Salaries, Wages & Benefits	1,273,842	1,113,667	1,332,750	1,013,517	1,519,467	186,717	14.01%
Contracted & General Services	304,193	157,467	343,359	129,371	346,582	3,223	0.94%
Materials, Goods, Supplies & Utilities	182,772	123,046	275,348	150,524	223,449	- 51,899	-18.85%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	283,000	254,890	281,450	219,831	86,650	- 194,800	-69.21%
Debenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
<b>TOTAL: EXPENSES</b>	<b>2,043,807</b>	<b>1,649,070</b>	<b>2,232,907</b>	<b>1,513,244</b>	<b>2,176,148</b>	<b>- 56,759</b>	<b>-2.54%</b>
<b>FAMILY AND COMMUNITY SUPPORT</b>							
<b>SERVICES NET</b>	<b>1,584,930</b>	<b>1,027,360</b>	<b>1,777,630</b>	<b>1,138,901</b>	<b>1,603,659</b>	<b>-173,971</b>	<b>-9.79%</b>

### BASE BUDGET HIGHLIGHTS

#### Revenues

Increased grants includes a two-year partnership with Light of Christ School.

#### Expenses

Salaries, wages and benefits increased due to 3.55% COLA and merit increases.

Increases wages include additional FTE that will be fully covered by a grant from Lakeland Catholic Schools.

Reduced program costs in seniors programs, based on 2024 forecast.

Community Development Grant of \$175,000 has been transferred to the Community Grants budget.

# Recreation & Culture

2024 Net Operating Budget	\$2,972,466
2023 Net Operating Budget	\$2,997,652
Budget Change	-\$25,186
% Change	-0.84

## 2023 Key Accomplishments

- 

 Provided administrative and logistical support to multiple major events (Winter Festival of Speed, Plamondon Mud Bogs, Lac La Biche Summer Days, etc.).
- 
 Developed a draft Special Event Bylaw and permitting application process.
- 

 Continued work on implementing the recommendations of the Museums Sustainability Project, and provided strategic plan templates to assist participating museums.
- 
 Updated the Three-Year Recreation Facility User and Rental Bylaw.
- 

 Completed and distributed two editions of the Community Activity Guide to highlight County and community programs, events and services available to residents.

## Key Priorities

- 

 Continue to assess and revise core functions, service levels and program delivery in collaboration with community groups/other departments to create efficiencies, reduce duplication and reflect current demographics and community needs/gaps.
- 
 Continue to develop Aquatic Services leadership, staff attraction and retention strategies and planning for the New Aquatics Centre.



## 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.

**#DYK?** From January to July, the Bold Centre logged 29,309 membership scans and Portage Pool logged 7,555. In the same time period, the Bold Centre saw 9,292 drop-in users and Portage Pool saw 5,057. More than 5,500 equipment were loaned out, and the Park & Play Fun Van was booked 14 times for local event support.



## Service Levels

### BOLD CENTER ADMINISTRATION/CUSTOMER SERVICE

Operates 362 days per year (closed Christmas, Boxing and New Year's Days)

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

### FITNESS FACILITY ADMINISTRATION

Operates 362 days per year (closed Christmas, Boxing and New Year's Days)

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 Year's Days)

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

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

### BOLD CENTRE FACILITY ADMINISTRATION/MONITORING

Facility monitoring for drop in recreation opportunities (fieldhouses, rinks, walking track as needed).

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

17 classes per week x 29 weeks = 493/year

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

Average 5 adult and 2 youth fitness workshops per quarter

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, private rentals, etc.).

Swim Lesson instruction 4 days per week, summer am/pm lessons & private lessons offered - approx. 2,952 lessons offered per year

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

Specialty Programming and Events(Lifesaving Society Swim-to-Survive, etc.), Glow Swim and Wubit Swims (1 per month).

### RECREATION & CULTURE PROGRAMMING

Recreation and Culture Programs (child/adult/family). Typically offer between 45 and 50 programs per year, including camps, sports leagues, etc.

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

Equipment Rentals (Ultimate Challenge, Bubble Soccer rentals), Birthday Parties and Park & Play Fun Van (provides free programming/activities to support approx. 17 community 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, and engagement related to initiatives).

Provides strategic leadership and establishes clear direction while balancing municipal accountability and customer service.

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

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

Conducts special projects to meet specific objectives (e.g. Museums Sustainability Project, sport tourism, etc.)

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



## Recreation & Culture - Operating Budget

### RECREATION ADMINISTRATION

	2022 BUDGET	2022 ACTUAL	2023 BUDGET	2023 ACTUAL	2024 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
<b>OPERATING REVENUES</b>							
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%
<b>TOTAL: REVENUES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>OPERATING EXPENSES</b>							
Salaries, Wages & Benefits	-	-	-	-	-	-	0.00%
Contracted & General Services	197,500	33,923	154,475	48,631	38,280	116,195	-75.22%
Materials, Goods, Supplies & Utilities	11,900	16,535	12,600	13,017	12,500	100	-0.79%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debtenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
<b>TOTAL: EXPENSES</b>	<b>209,400</b>	<b>50,458</b>	<b>167,075</b>	<b>61,648</b>	<b>50,780</b>	<b>116,295</b>	<b>-69.61%</b>
<b>RECREATION ADMINISTRATION NET</b>	<b>209,400</b>	<b>50,458</b>	<b>167,075</b>	<b>61,648</b>	<b>50,780</b>	<b>-116,295</b>	<b>-69.61%</b>

### RECREATION PROGRAMS

	2022 BUDGET	2022 ACTUAL	2023 BUDGET	2023 ACTUAL	2024 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
<b>OPERATING REVENUES</b>							
Sale of Goods & Services	371,040	404,105	334,035	391,960	378,940	44,905	13.44%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	60	-	80	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	9,730	-	3,116	-	-	0.00%
Conditional Grants	7,300	18,343	-	2,531	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
<b>TOTAL: REVENUES</b>	<b>378,340</b>	<b>432,238</b>	<b>334,035</b>	<b>397,687</b>	<b>378,940</b>	<b>44,905</b>	<b>13.44%</b>
<b>OPERATING EXPENSES</b>							
Salaries, Wages & Benefits	2,040,359	1,928,485	2,137,059	1,570,523	2,243,740	106,681	4.99%
Contracted & General Services	176,288	82,361	263,512	140,927	293,099	29,587	11.23%
Materials, Goods, Supplies & Utilities	68,541	53,344	57,885	57,910	82,565	24,680	42.64%
Other Expenditures	-	38	-	20	-	-	0.00%
Transfers To Organizations & Individuals	9,000	8,618	9,000	8,474	9,000	-	0.00%
Debtenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
<b>TOTAL: EXPENSES</b>	<b>2,294,188</b>	<b>2,072,846</b>	<b>2,467,456</b>	<b>1,777,853</b>	<b>2,628,404</b>	<b>160,948</b>	<b>6.52%</b>
<b>RECREATION PROGRAMS NET</b>	<b>1,915,848</b>	<b>1,640,609</b>	<b>2,133,421</b>	<b>1,380,166</b>	<b>2,249,464</b>	<b>116,043</b>	<b>5.44%</b>



## Recreation & Culture - Operating Budget Continued

<b>LIBRARIES &amp; CULTURE</b>	<b>2022 BUDGET</b>	<b>2022 ACTUAL</b>	<b>2023 BUDGET</b>	<b>2023 ACTUAL</b>	<b>2024 BUDGET</b>	<b>BUDGET CHANGE (\$)</b>	<b>BUDGET CHANGE (%)</b>
<b>OPERATING REVENUES</b>							
Sale of Goods & Services	-	5,712	-	-	-	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	1,637	-	-	-	-	0.00%
Other Revenues	-	-	-	-	-	-	0.00%
Conditional Grants	-	106,715	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
<b>TOTAL: REVENUES</b>	<b>-</b>	<b>114,063</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>OPERATING EXPENSES</b>							
Salaries, Wages & Benefits	-	462,240	-	-	-	-	0.00%
Contracted & General Services	32,990	102,206	32,486	7,204	10,722	21,764	-67.00%
Materials, Goods, Supplies & Utilities	11,700	72,806	14,670	6,064	9,500	5,170	-35.24%
Other Expenditures	-	23	-	-	-	-	0.00%
Transfers To Organizations & Individuals	638,920	49,847	650,000	649,906	652,000	2,000	0.31%
Debt Service & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	717	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
<b>TOTAL: EXPENSES</b>	<b>683,610</b>	<b>687,793</b>	<b>697,156</b>	<b>663,174</b>	<b>672,222</b>	<b>24,934</b>	<b>-3.58%</b>
<b>LIBRARIES &amp; CULTURE NET</b>	<b>683,610</b>	<b>573,730</b>	<b>697,156</b>	<b>663,174</b>	<b>672,222</b>	<b>-24,934</b>	<b>-3.58%</b>

### BASE BUDGET HIGHLIGHTS

#### Revenue

Increased revenues based on the increased use of programs.

#### Expenses

Salaries, wages and benefits increased due to 3.55% COLA and merit increases.

Decreased casual wages of \$17,000 as a result of reduced Bold Centre hours.

Increased contracted services for additional services required for programs. This includes arts & culture programming and adult league referees/umpires, etc.

# Parks & Facilities

2024 Net Operating Budget	\$9,355,399
2023 Net Operating Budget	\$7,217,407
Budget Change	\$2,137,992
% Change	29.62

## Purpose

Parks & Facilities staff provide safe buildings and outdoor spaces. Parks maintains 135 acres of turf, 46 km of walking trails, 15 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 Centre. They also maintain 64 County-owned facilities, book events at McArthur Place and the Bold Centre, and take care of community sponsorships and partnership opportunities.

## 2023 Key Accomplishments

-  Phase 1 of McArthur Park Development.
-  Completion of the golf course design, including irrigation plan.

## 2024 Proposed Initiatives

-  Completing drainage upgrades to the golf course.
-   Beginning construction of the New Aquatics Centre.
-  Phase 2 of McArthur Park Development.

## Key Priorities

-  Refinish remaining hardwood floors in the Bold Centre.

**#DYK?** Parks & Facilities coordinated just over 1,200 facility bookings and events in 2023, which works out to over 10,000 staff hours.





# Service Levels

## FACILITY OPERATIONS

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

## MAINTENANCE & CONSTRUCTION:

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

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

## MAINTENANCE AND CONSTRUCTION:

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

Construction of interior renovations.

Interior repairs

Exterior repairs

Roofing

Handyman work - locks, taps, blinds, etc.

## PROJECT MANAGEMENT:

Oversee capital projects

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

## PARKS WINTER OPERATIONS:

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

## PARKS SPRING OPERATIONS:

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

## PARKS SUMMER OPERATIONS:

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

parcs and playgrounds, and other locations.

## OTHER:

Setup tents and picnic tables for special events

Canada Day fireworks

Movie in the Parks, Plamondon and McArthur

Tree maintenance on all County owned lands including MRs and ERs

Cemetery plotting for monuments and funerals

Flag maintenance and lowering

See Click Fix responses

Maintain new Bold Centre Sports Fields and two additional campgrounds (Bold Centre and Owl River)

## 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.

## 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.

## 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.

## 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.

## 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.





## Parks & Facilities - Operating Budget

### COMMON FACILITIES

	2022 BUDGET	2022 ACTUAL	2023 BUDGET	2023 ACTUAL	2024 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
<b>OPERATING REVENUES</b>							
Sale of Goods & Services	33,168	28,399	33,168	23,459	33,168	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	32	1,270	32	24	32	-	0.00%
Conditional Grants	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
<b>TOTAL: REVENUES</b>	<b>33,200</b>	<b>29,668</b>	<b>33,200</b>	<b>23,483</b>	<b>33,200</b>	<b>-</b>	<b>0.00%</b>
<b>OPERATING EXPENSES</b>							
Salaries, Wages & Benefits	1,031,054	980,883	1,065,283	779,730	1,122,663	57,380	5.39%
Contracted & General Services	214,664	235,373	238,554	173,280	226,154	12,400	-5.20%
Materials, Goods, Supplies & Utilities	328,952	322,560	379,908	251,409	386,371	6,463	1.70%
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	-	-	8,333	8,333	8,333	-	0.00%
<b>TOTAL: EXPENSES</b>	<b>1,574,670</b>	<b>1,538,816</b>	<b>1,692,078</b>	<b>1,212,752</b>	<b>1,743,521</b>	<b>51,443</b>	<b>3.04%</b>
<b>COMMON FACILITIES NET</b>	<b>1,541,470</b>	<b>1,509,148</b>	<b>1,658,878</b>	<b>1,189,269</b>	<b>1,710,321</b>	<b>51,443</b>	<b>3.10%</b>

### CEMETERIES

	2022 BUDGET	2022 ACTUAL	2023 BUDGET	2023 ACTUAL	2024 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
<b>OPERATING REVENUES</b>							
Sale of Goods & Services	10,350	19,798	10,350	2,600	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%
<b>TOTAL: REVENUES</b>	<b>10,350</b>	<b>19,798</b>	<b>10,350</b>	<b>2,600</b>	<b>10,350</b>	<b>-</b>	<b>0.00%</b>
<b>OPERATING EXPENSES</b>							
Salaries, Wages & Benefits	-	-	-	-	-	-	0.00%
Contracted & General Services	8,950	6,932	8,950	676	8,950	-	0.00%
Materials, Goods, Supplies & Utilities	1,800	3,142	1,800	1,026	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%
<b>TOTAL: EXPENSES</b>	<b>10,750</b>	<b>10,075</b>	<b>10,750</b>	<b>1,702</b>	<b>10,750</b>	<b>-</b>	<b>0.00%</b>
<b>CEMETERIES NET</b>	<b>400</b>	<b>-9,723</b>	<b>400</b>	<b>-898</b>	<b>400</b>	<b>0</b>	<b>0.00%</b>



## Parks & Facilities - Operating Budget Continued

### RECREATION FACILITIES

	2022 BUDGET	2022 ACTUAL	2023 BUDGET	2023 ACTUAL	2024 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
<b>OPERATING REVENUES</b>							
Sale of Goods & Services	669,254	415,836	504,254	315,107	504,258	4	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	1,800	2,034	1,800	3,855	1,800	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	26,042	28,424	22,120	26,480	22,120	-	0.00%
Conditional Grants	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	100,000	100,000	-	100,000	-100.00%
<b>TOTAL: REVENUES</b>	<b>697,096</b>	<b>446,294</b>	<b>628,174</b>	<b>437,732</b>	<b>528,178</b>	<b>- 99,996</b>	<b>-15.92%</b>
<b>OPERATING EXPENSES</b>							
Salaries, Wages & Benefits	2,346,163	2,541,101	2,574,721	2,043,366	2,680,416	105,695	4.11%
Contracted & General Services	586,039	582,053	737,806	543,451	577,699	160,107	-21.70%
Materials, Goods, Supplies & Utilities	971,062	1,154,031	1,119,118	864,579	1,221,930	102,812	9.19%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debenture & Interest	2,345	2,520	4,000	2,345	1,728,087	1,724,087	43102.18%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	100,000	-	-	-	-	0.00%
<b>TOTAL: EXPENSES</b>	<b>3,905,609</b>	<b>4,379,705</b>	<b>4,435,645</b>	<b>3,453,741</b>	<b>6,208,132</b>	<b>1,772,487</b>	<b>39.96%</b>
<b>RECREATION FACILITIES NET</b>	<b>3,208,513</b>	<b>3,933,411</b>	<b>3,807,471</b>	<b>3,016,009</b>	<b>5,679,954</b>	<b>1,872,483</b>	<b>49.18%</b>

### PARKS & OPEN SPACES

	2022 BUDGET	2022 ACTUAL	2023 BUDGET	2023 ACTUAL	2024 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
<b>OPERATING REVENUES</b>							
Sale of Goods & Services	26,369	31,368	26,369	34,702	26,369	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	3,015	-	520	-	-	0.00%
Conditional Grants	2,100	1,849	58,131	-	-	58,131	-100.00%
Transfer To/From Reserves	-	-	70,000	70,000	-	70,000	-100.00%
<b>TOTAL: REVENUES</b>	<b>28,469</b>	<b>36,231</b>	<b>154,500</b>	<b>105,222</b>	<b>26,369</b>	<b>- 128,131</b>	<b>-82.93%</b>
<b>OPERATING EXPENSES</b>							
Salaries, Wages & Benefits	1,080,878	1,010,171	1,110,773	708,761	1,188,432	77,659	6.99%
Contracted & General Services	397,297	275,680	539,192	224,668	381,684	157,508	-29.21%
Materials, Goods, Supplies & Utilities	229,193	188,051	255,193	143,366	250,697	4,496	-1.76%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debenture & Interest	-	-	-	-	170,280	170,280	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	70,000	-	-	-	-	0.00%
<b>TOTAL: EXPENSES</b>	<b>1,707,368</b>	<b>1,543,901</b>	<b>1,905,158</b>	<b>1,076,795</b>	<b>1,991,093</b>	<b>85,935</b>	<b>4.51%</b>
<b>PARKS &amp; OPEN SPACES NET</b>	<b>1,678,899</b>	<b>1,507,671</b>	<b>1,750,658</b>	<b>971,573</b>	<b>1,964,724</b>	<b>214,066</b>	<b>12.23%</b>

### BASE BUDGET HIGHLIGHTS

#### Revenue

2022 carry-forward projects are included in 2023 transfer to reserves. Reduced in 2024 as these were completed in the current year.

#### Expenses

Salaries, wages and benefits increased due to 3.55% COLA and merit increases.

Reduction of 2022 carry-forward projects in 2023 of Plamondon Arena Repairs (\$100K), Community Trails Master Plan (\$45K) and Boat Launch Master Plan (\$25K)

New Aquatics Centre debenture is included in 2024 as principal and interest payments come online.

# Enforcement Services

2024 Net Operating Budget	\$2,732,447
2023 Net Operating Budget	\$2,930,081
Budget Change	-\$197,634
% Change	-6.75

## Purpose

The Enforcement Services Department provides front-line interaction and response to improve community safety and compliance with County bylaws. The department consists of several Community Peace Officers.

In addition to enforcement, the department proactively engages with residents through community education, and strives to make a positive impact with local youth.

## 2023 Key Accomplishments

-  Fully integrated a new fire permitting system that allows residents to electronically submit and request fire permits.
-  Continued the positive ticketing program to encourage and recognize safe behaviours among local youth.
-  Continued to conduct commercial vehicle inspections and work with enforcement partners to keep highways within Lac La Biche County safe.
-  Fully implemented the Remotely Piloted Aircraft System Program (drone use program), providing fast access to mitigate emergencies and conduct investigations for emergency services partners.
-  Implemented updated municipal bylaws relating to community standards and local traffic.
-   Community Street Ambassadors conducted more than 1,200 kilometres' worth of foot patrols and liaised with local businesses on crime prevention and other matters.

## Key Priorities

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

## 2024 Proposed Initiatives

-  Continue promoting Crime Prevention Through Environmental Design (CPTED) training by incorporating it in planning phases, space creation and development and ongoing assessment in areas that see increases in unwanted activities.
-  Expand on rural patrols and community relationship-building throughout the County.
-  Continue to enhance safety and security at County facilities and work sites.
-  Improve the working relationship between local youth and law enforcement officers through the School Resource Officer program, including promoting youth restorative justice and alternative measures for youth.

## Service Levels

### COMPLAINT RESPONSE:

This includes complaints that are made by residents and visitors to our community. They can also be received from 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 7 am till 1 am, with officers on-call during the overnight hours.

### SCHOOL RESOURCE OFFICER / YOUTH ENGAGEMENT & EDUCATION:

The School Resource Officer works with local youth, educational institutions 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 centres safer and proactively engaging with businesses.

### YOUTH RESTORATIVE JUSTICE / CRIME REDUCTION / POSITIVE ENGAGEMENT:

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

### URBAN / RURAL PATROLS:

In an average year, CPOs travel approximately 240,000 kilometres in patrol vehicles while conducting 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.

### ADMINISTRATIVE COMMUNITY SUPPORT:

The Enforcement Services department employs two administrative staff to assist in reducing the administrative requirements of CPOs 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 works directly with the CPOs and the other works within the local 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 officers.

### DEPARTMENT OVERSIGHT / GUIDANCE / STAFF DEVELOPMENT:

All positions are appointed Community Peace Officers and when needed, provide enforcement measures and education, 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

	2022 BUDGET	2022 ACTUAL	2023 BUDGET	2023 ACTUAL	2024 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
<b>OPERATING REVENUES</b>							
Sale of Goods & Services	-	1,130	-	175	-	-	0.00%
Licenses and Permits	1,200	665	9,500	520	1,200 -	8,300	-87.37%
Fines & Penalties	50,000	71,068	50,000	66,771	55,000	5,000	10.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	191,306	335,800	5,605	- -	335,800	-100.00%
Conditional Grants	-	2,139	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
<b>TOTAL: REVENUES</b>	<b>51,200</b>	<b>266,308</b>	<b>395,300</b>	<b>73,071</b>	<b>56,200 -</b>	<b>339,100</b>	<b>-85.78%</b>
<b>OPERATING EXPENSES</b>							
Salaries, Wages & Benefits	1,544,469	1,415,466	1,479,148	1,106,442	1,380,346 -	98,802	-6.68%
Contracted & General Services	1,010,869	1,060,459	1,268,972	576,843	888,462 -	380,510	-29.99%
Materials, Goods, Supplies & Utilities	207,594	270,255	253,625	126,313	205,695 -	47,930	-18.90%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	17,000	-	167,000	100,000	167,000	-	0.00%
Debtenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	112,640	112,640	156,636	117,480	147,144 -	9,492	-6.06%
<b>TOTAL: EXPENSES</b>	<b>2,892,572</b>	<b>2,858,820</b>	<b>3,325,381</b>	<b>2,027,078</b>	<b>2,788,647 -</b>	<b>536,734</b>	<b>-16.14%</b>
<b>ENFORCEMENT SERVICES NET</b>	<b>2,841,372</b>	<b>2,592,512</b>	<b>2,930,081</b>	<b>1,954,007</b>	<b>2,732,447</b>	<b>-197,634</b>	<b>-6.75%</b>

### BASE BUDGET HIGHLIGHTS

#### Expenses

Salaries, wages and benefits increased due to 3.55% COLA and merit increases.

Decreased overall budget with the addition of the Law Enforcement Training Centre.

Decrease in reserve allocation for all County fleet vehicles and equipment, reflecting the increase in replacement cost estimates that was accounted for in 2023 to bring costs up to market value.

**#DYK?** Enforcement Services conducted 3,498 investigations in 2022, issued 1,969 violation tickets, performed 3,767 traffic stops and completed 261 foot patrols.

Peace Officers also inspected 61 commercial vehicles and identified 571 violations, and located 117 dogs that were roaming at large or in distress.



# Law Enforcement Training Centre

2024 Net Operating Budget	\$602,973
2023 Net Operating Budget	\$285,000
Budget Change	\$317,973
% Change	111.57

## Purpose

The Law Enforcement Training Centre (LETC) provides Community Peace Officer and Bylaw Officer induction and recertification training, scenario and ongoing skill development training and other programs that meet industry needs in Alberta.

The LETC also provides operational support to the Enforcement Services department when required.

## 2023 Key Accomplishments

-  Conducted two Community Peace Officer Induction Programs.
-  Received provincial accreditation to conduct new user and recertification training for shotgun use and emergency vehicle operations.
-  Created a stakeholder engagement group that consists of post-secondary, police, government and other agencies to advise on program development and delivery.
-  Initiated partnerships with Alberta Environmental Enforcement Branch and Western Conservation Law Enforcement Academy to hold recruit training in Lac La Biche County.
-  Developed a Bylaw Enforcement Officer Induction Program.
-  Began consultation and design for a driving track to conduct emergency vehicle operations training and other community events.

## Key Priorities

-  Design new training programs for law enforcement agencies.
-  Provide relevant and non-traditional training to emergency service partners.
-  Provide training space and partner with law enforcement agencies to coordinate training delivery.

**#DYK?** In 2022, the LETC trained 357 individuals.

In 2022, the Centre generated approx. \$200,000 in revenue. This year, it is on track to generate approx. \$400,000 in revenue.

## 2024 Proposed Initiatives

-  Expand the Community Peace Officer Induction Program to 12 weeks of recruit training.
-  Conduct the first Bylaw Enforcement Officer Induction Program in the history of Alberta.
-  Expand emergency vehicle operations training to include emergency medical services.



## Service Levels

### TRAINING COURSE AND PROGRAM DEVELOPMENT:

The department is responsible for development of training courses and material for students and instructors for training programs. These programs are developed based on a needs assessment and conducted in partnership with various law enforcement agencies, municipalities, governing bodies and the Government of Alberta.

### INDUCTION PROGRAM TRAINING:

The department is responsible for conducting a variety of induction training for Community Peace Officers (12 weeks), Alberta Peace Officers (3 weeks) and Bylaw Enforcement Officers (3 weeks). Induction program training accounts for a significant time contribution of staff within the department.

### SKILL DEVELOPMENT AND RECERTIFICATION TRAINING

The program regularly conducts skill development and recertification training for experienced officers. This training is scenario based and practical training to refine and further develop officers' skills after completing recruit training. This training increases problem-solving abilities and creates confidence in program attendees.

### COMPLAINT AND ENFORCEMENT RESPONSE

The program staff are appointed as Community Peace Officers. While periodically providing/assisting with coverage, attending community events and other larger activities allows officers to maintain their skill set and be proficient in front-line operations to create relevancy when instructing courses. This also assists in the operations of the Enforcement Services department.

## Law Enforcement Training Centre - Operating Budget

	2022 BUDGET	2022 ACTUAL	2023 BUDGET	2023 ACTUAL	2024 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
<b>OPERATING REVENUES</b>							
Sale of Goods & Services	-	-	-	-	-	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	-	-	394,745	525,000	525,000	0.00%
Conditional Grants	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
<b>TOTAL: REVENUES</b>	-	-	-	394,745	525,000	525,000	0.00%
<b>OPERATING EXPENSES</b>							
Salaries, Wages & Benefits	-	-	285,000	192,506	839,093	554,093	194.42%
Contracted & General Services	-	-	-	32,593	205,880	205,880	0.00%
Materials, Goods, Supplies & Utilities	-	-	-	15,688	83,000	83,000	0.00%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debtenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
<b>TOTAL: EXPENSES</b>	-	-	285,000	240,787	1,127,973	842,973	295.78%
<b>LAW ENFORCEMENT TRAINING CENTRE NET</b>	<b>0</b>	<b>0</b>	<b>285,000</b>	<b>-153,959</b>	<b>602,973</b>	<b>317,973</b>	<b>111.57%</b>

## BASE BUDGET HIGHLIGHTS

### Expenses

Salaries, wages and benefits increased due to 3.55% COLA and merit increases.

Law Enforcement Training Centre commenced in 2020. As part of the increased success of the program, the County has made it a department of its own.

Council passed a motion in 2023, approving \$1,000,000. A business plan was presented to Council, and further operational costs were approved.

Program consists of one director, one coordinator, one clerk and four instructors.

# Protective Services - Fire and Emergency Management

2024 Net Operating Budget	\$1,824,835
2023 Net Operating Budget	\$2,205,381
Budget Change	-\$380,546
% Change	-17.26

## 2023 Key Accomplishments

-  Graduation of Recruit Class 123, including seven firefighters, six firefighter cadets and two support workers.
-  Saved more than \$750,000 in property to date due to fire response and mitigation.
-  Completed 150+ FireSmart assessments.
-  Hosted mutual aid departments from other Alberta municipalities, and deployed firefighters for wildfire response outside the County in the Northwest Territories and Beaver Lake Cree Nation.
-  Further expanded mental health support for emergency services to include quarterly psychological check-ins.

## 2024 Proposed Initiatives

-  Continue training firefighters in NFPA-certified courses to provide the best possible service to the public, and continue training County staff in emergency management roles and responsibilities.
-  Augment the Safety Codes program and fire prevention initiatives.
-  Conduct an overall inventory update for Fire Services apparatus and stations, and focus on incident response initiatives with the overall goal of reducing response times and providing adequate resources for effective, safe mitigation.
-  Continue recruitment for Recruit Class 124, with an emphasis on recruitment in rural districts, and collaborate with mutual aid partners on future joint training initiatives.

## Purpose

Protective Services' goal is to protect life, property and the environment by providing quality emergency services and promoting public safety. The department oversees Lac La Biche County Fire Rescue and manages emergency preparedness and disaster response.

## Key Priorities

-  Protection of life, property and the environment.
-  Continued development of department members' skill sets and knowledge.
-  Continued proactive maintenance of fire station facilities and apparatus to ensure longevity.

**#DYK?** Lac La Biche County is leading the province in FireSmart assessments per capita. Protective Services completed 153 assessments from Jan. 1 to July 30, 2023.

In the same time period, Lac La Biche County Fire Rescue responded to 556 fire calls, 181 of which were for outdoor and wildland fires.





# Service Levels

Under Protective Services, there are 5 fire stations:

- Station #1 - Lac La Biche
- Station #2 - Plamondon
- Station #3 - Hyllo
- 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, Hyllo (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

	2022 BUDGET	2022 ACTUAL	2023 BUDGET	2023 ACTUAL	2024 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
<b>OPERATING REVENUES</b>							
Sale of Goods & Services	125,000	163,015	125,000	106,631	125,000	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	1,500	2,752	1,500	1,940	1,500	-	0.00%
Conditional Grants	92,845	54,360	119,100	16,512	88,600	30,500	-25.61%
Transfer To/From Reserves	-	-	18,390	18,390	-	18,390	-100.00%
<b>TOTAL: REVENUES</b>	<b>219,345</b>	<b>220,127</b>	<b>263,990</b>	<b>143,473</b>	<b>215,100</b>	<b>48,890</b>	<b>-18.52%</b>
<b>OPERATING EXPENSES</b>							
Salaries, Wages & Benefits	975,971	787,775	1,007,556	810,639	1,017,232	9,676	0.96%
Contracted & General Services	475,210	225,041	287,882	141,636	222,171	65,711	-22.83%
Materials, Goods, Supplies & Utilities	313,082	217,567	344,256	158,994	401,089	56,833	16.51%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	1,200	6,676	70,300	2,780	67,800	2,500	-3.56%
Debtenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	270,608	288,998	677,669	516,585	265,641	412,028	-60.80%
<b>TOTAL: EXPENSES</b>	<b>2,036,071</b>	<b>1,526,057</b>	<b>2,387,663</b>	<b>1,630,634</b>	<b>1,973,933</b>	<b>413,730</b>	<b>-17.33%</b>
<b>FIRE SERVICES NET</b>	<b>1,816,726</b>	<b>1,305,930</b>	<b>2,123,673</b>	<b>1,487,160</b>	<b>1,758,833</b>	<b>-364,840</b>	<b>-17.18%</b>

### EMERGENCY MANAGEMENT

	2022 BUDGET	2022 ACTUAL	2023 BUDGET	2023 ACTUAL	2024 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
<b>OPERATING REVENUES</b>							
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	26,510	22,460	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
<b>TOTAL: REVENUES</b>	<b>26,510</b>	<b>22,460</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>OPERATING EXPENSES</b>							
Salaries, Wages & Benefits	26,651	31,174	-	2,797	-	-	0.00%
Contracted & General Services	16,679	271	35,319	99,770	20,437	14,882	-42.14%
Materials, Goods, Supplies & Utilities	12,742	2,044	13,056	97,272	12,232	824	-6.31%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debtenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	33,333	33,333	33,333	-	0.00%
<b>TOTAL: EXPENSES</b>	<b>56,072</b>	<b>33,489</b>	<b>81,708</b>	<b>233,172</b>	<b>66,002</b>	<b>15,706</b>	<b>-19.22%</b>
<b>EMERGENCY MANAGEMENT NET</b>	<b>29,562</b>	<b>11,029</b>	<b>81,708</b>	<b>233,172</b>	<b>66,002</b>	<b>-15,706</b>	<b>-19.22%</b>

### BASE BUDGET HIGHLIGHTS

#### Expenses

Salaries, wages and benefits increased due to 3.55% COLA and merit increases.

Reduced building and site maintenance for all sites due to decreased need.

Decrease in reserve allocation for all County fleet vehicles and equipment, reflecting the increase in replacement cost estimates that was accounted for in 2023 to bring costs up to market value.

# Transportation Services

2024 Net Operating Budget	\$15,215,394
2023 Net Operating Budget	\$11,171,704
Budget Change	\$4,043,690
% Change	36.2%

## 2023 Key Accomplishments

-  Completion of the Service Level Program objectives.
-  Continued back alley paving in various locations.

## 2024 Proposed Initiatives

-  Completion of Service Level Program objectives planned.
-  Expansion of the County's cold mix/oiling program.

## Key Priorities

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

## Purpose

Transportation Services is responsible for the maintenance of all roads and road-related infrastructure 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.

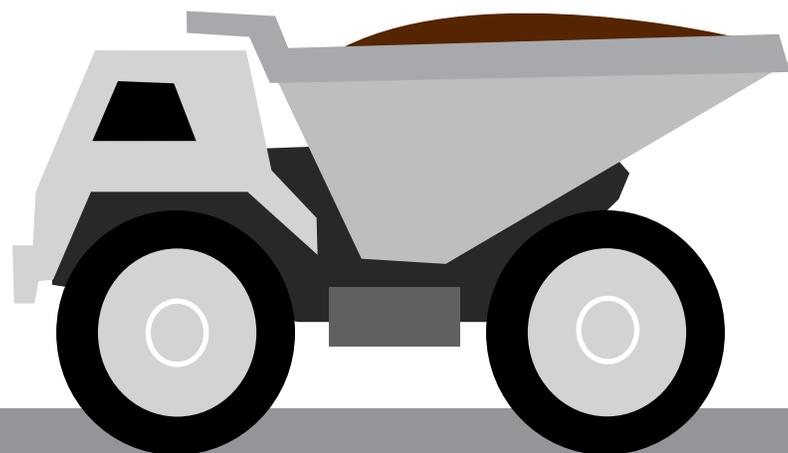
The department is also responsible for roadway infrastructure protection, including implementing road bans and managing high load permits.

**#DYK?** In 2023, almost 3,700 square metres are being paved under the asphalt repair program.

288 dust control applications were received this year, and 60 kilometres of crack sealing was completed.

The 2023 regravelling program consists of 50,000 tonnes to regravell 230 kilometres of road.

To date, 94 signs have been repaired, and 13 requests to install streetlights have been received.





## Service Levels

### ROADSIDE BRUSHING, VEGETATION TRIMMING, AND WINDSTORM CLEAN-UP

Annually, 20 to 30 kilometers of roadside brushing is completed. Additionally, the Transportation Services team trims back and cleans out vegetation in road allowances, at intersections, on corners, and in cul-de-sacs to facilitate movement of vehicles. Windstorm clean-up is completed on an as-needed reactionary basis.

### DUST CONTROL

The County offers free dust control to an average of 250 rural residents annually. The County also applies dust suppression to haul roads and high traffic areas of concern.

### LINE PAINTING AND TRAFFIC CONTROL MARKINGS

Line painting and traffic control marking painting within the hamlets – such as crosswalks, parking stalls, handicap parking stalls, and municipal parking lots – are completed by County staff annually. For the paved roads within the County, they are painted annually by an external contracted service.

### RE-GRAVELLING PROGRAM

Gravel roads are monitored and maintained from April to September and based on the condition of the road, different techniques will be used to maintain a suitable road surface for safe travel, including re-gravelling. Annually 650 kilometers of roads are re-gravelled (on average). Approaches that require re-gravelling are also addressed during the program.

### GRAVEL ROAD REHABILITATION

Annually, the levels of service objective for gravel road rehabilitation are to rehabilitate ten kilometers of gravel roadway. Reconstruction is required when remedial measures are no longer effective or other factors, such as downhill or soil movement, have changed the camber or shape of the road. Partial reconstruction of the roadway involves localized base repairs along with shoulder pulling and regravelling.

### GRAVEL PIT OPERATIONS

Transportation Services is responsible for the maintenance of all County-owned and leased gravel pits that have approximately fifty years of gravel reserves.

### RE-OILING PROGRAM

Annually, the levels of service objective for Transportation Services' re-oiling program are to rehabilitate five kilometers of oiled roadway.

### POTHOLE REPAIRS AND PATCHING

The levels of service for potholes on paved and oiled roads is that the potholes will be repaired as soon as possible, with consideration to the time of year and availability of crews and materials.

### CRACK SEALING

Annually, the levels of service objective for the Transportation Services team includes completion of crack sealing on paved roads and within the Hamlets.

### BRIDGE AND CULVERT MAINTENANCE

Throughout the year the levels of service objective for the Transportation Services team includes completion of minor repairs identified on the County's owned bridges and cleaning of bridge culverts.

### STREET SWEEPING

Bi-annual and weekly sweeping of the County's roadways is carried out within the Hamlets by mechanical broom sweepers. Annually, the County completes 10 complete passes within the hamlets and 30 passes for the Business Zone and Priority 1 roads. Rural sweeping (which uses a pull-behind sweeper) is completed once every spring, with additional sweeping as required. In total, 250 kms of road get swept each year.

### ROADSIDE CLEAN-UP

The County levels of service for the roadside clean-up program is to serve an average of ten groups annually, where non-profit community groups are engaged and financially compensated for picking up litter in the ditches on the County's paved surface roads. Typically, the Transportation Services team coordinates a roadside clean-up in the spring and one in the fall.

### SUMMER GRADING PROGRAM

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

The level of service for the summer grading program is as follows:

- Priority gravel roads are graded every two and a half weeks (on average), weather permitting.
- High traffic volume roads are graded more often than lower traffic roads.
- High traffic volume roads are graded first, if necessary, after rain.
- Access roads are graded at least once a year, depending on time and road conditions.
- Staff will rip up dust control sections if 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.

### ASPHALT REPAIRS

Asphalt repairs are a contracted service and the level of service is budget dependent.

### GUARDRAIL, FENCE AND GATE REPAIRS

The level of service for fence and gate inspections is that all County owned fences and gates under the responsibility of Transportation Services have bi-annual inspections and corrective repairs.



## **FORESTRY SERVICE ROAD MAINTENANCE**

Maintaining forestry service roads provide access to Crown land, forestry operations, and oil and gas sites.

## **RAILWAY CROSSING MAINTENANCE**

The level of service for railway crossing maintenance includes bi-annual inspections for all the roadway approaches up to the edge of the railway crossing. Further to this, the gravel roads approaches to the railway crossings are maintained by the grader operators on an on-going basis and the asphalt approaches are maintained by the Transportation Services crew.

## **SNOW PLOWING AND CLEARING**

The County snow plowing level of service begins once snow accumulation reaches 25 mm. Snow and ice control services are prioritized within the County, with heavily trafficked and arterial roadways as the highest priorities. Neighborhood roadways and cul-de-sac streets are cleared as time permits or once the snow event has subsided.

## **SPRING RUNOFF MONITORING AND CONTROL**

Further to snow plowing, staff from Transportation Services monitor water levels and weather conditions from the annual spring runoff. Transportation Services has staff dedicated to checking roads and directing staff on when and where steaming, road repairs, or barricades and warning signs are required.

## **WINTER ICE ROAD**

The Lac La Biche Ice Road is a winter road that crosses the lake ice between the boat launch at Maccagno Point and the boat launch at Poplar Point. The County starts testing the ice thickness in mid-December to assure the ice is thick enough for equipment to work.

## **RESIDENTIAL APPROACH 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, repairing approximately fifty approaches per year.

## **UTILITY RIGHT-OF-WAY MAINTENANCE**

Right-of-way inspections are conducted annually in the spring, with maintenance carried out over the summer months. Municipal right-of-ways are located throughout Hamlets and contain buried water, sewer, and/or stormwater infrastructure. Keeping right-of-ways accessible is essential to maintaining infrastructure in the event of failure.

## **FLOOD RESPONSE AND RECOVERY**

Routine inspections on high-risk areas are performed by the County before and during heavy rain events. This level of service is provided to the community to ensure adequate drainage, reduce overland flow on roadways and reduce the potential for loss of life and damage to property.

## **SPILL RESPONSE**

When requested by Protective Services, the Transportation Services department responds to spills of known substances on County property and supports Protective Services when it comes to unknown or hazardous materials. Response involves stopping the leading edge of the spill, blocking access to drainages and creeks, and containing the spill using absorbents, pillows, and pads.

## **SIGN MAINTENANCE AND DELINEATORS**

Annually, the levels of service for County's traffic signs and address signs includes repair or replacement (on average) of 200 signs. Further to this, guard rails, bollards, and delineators are inspected annually, and corrective repairs are completed on these assets as required by the inspection.

## **STREET LIGHTS**

The levels of service for street lights within Lac La Biche County neighborhoods include annual inspections by an external contractor to ensure safe and normal operations.

## **SIDEWALK INSPECTION AND REPAIR PROGRAM**

The level of service for the Sidewalk Inspection and Repair Program includes an annual inspection, with corrective repairs undertaken as required, and inspections throughout the year that are requested by residents. Inspections are conducted to identify trip hazards, winter damage, and vehicle damage.

## **AIRPORT MANAGEMENT AND OPERATIONS**

Airport management and operations includes the activities of setting budget, asset management and capital planning and the strategy of the airport to gather and provide information on commercial, private operational priorities. The primary objective of the Lac La Biche Airport is to develop an attainable phased development plan concept that will satisfy the needs of the airport in a safe and sustainable manner.

## **ROADWAY PROTECTION, ROAD BANS, AND HIGH LOAD PERMITS**

The Transportation Services department works with industry and utilities for the permitting and approval of road use agreements, access approaches, pipeline crossings, road bans and high load permits.



## Transportation Services - Operating Budget

<b>TRANSPORTATION SERVICES</b>	<b>2022 BUDGET</b>	<b>2022 ACTUAL</b>	<b>2023 BUDGET</b>	<b>2023 ACTUAL</b>	<b>2024 BUDGET</b>	<b>BUDGET CHANGE (\$)</b>	<b>BUDGET CHANGE (%)</b>
<b>OPERATING REVENUES</b>							
Sale of Goods & Services	66,847	40,577	66,847	22,845	66,847	-	0.00%
Licenses and Permits	-	20,996	-	17,986	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	67,626	73,118	67,626	27,749	67,626	-	0.00%
Conditional Grants	-	194,253	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
<b>TOTAL: REVENUES</b>	<b>134,473</b>	<b>328,943</b>	<b>134,473</b>	<b>68,580</b>	<b>134,473</b>	<b>-</b>	<b>0.00%</b>
<b>OPERATING EXPENSES</b>							
Salaries, Wages & Benefits	3,426,045	3,545,317	3,557,832	2,829,002	3,911,826	353,994	9.95%
Contracted & General Services	1,320,633	1,675,906	2,055,583	982,481	2,803,607	748,024	36.39%
Materials, Goods, Supplies & Utilities	3,276,488	2,748,229	3,196,984	1,808,248	5,210,953	2,013,969	63.00%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debenture & Interest	82,493	71,857	105,269	23,921	1,024,804	919,535	873.51%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	2,233,333	2,233,333	2,233,333	-	0.00%
<b>TOTAL: EXPENSES</b>	<b>8,105,659</b>	<b>8,041,310</b>	<b>11,149,001</b>	<b>7,876,985</b>	<b>15,184,523</b>	<b>4,035,522</b>	<b>36.20%</b>
<b>TRANSPORTATION SERVICES NET</b>	<b>7,971,186</b>	<b>7,712,366</b>	<b>11,014,528</b>	<b>7,808,405</b>	<b>15,050,050</b>	<b>4,035,522</b>	<b>36.64%</b>

<b>AIRPORT OPERATIONS</b>	<b>2022 BUDGET</b>	<b>2022 ACTUAL</b>	<b>2023 BUDGET</b>	<b>2023 ACTUAL</b>	<b>2024 BUDGET</b>	<b>BUDGET CHANGE (\$)</b>	<b>BUDGET CHANGE (%)</b>
<b>OPERATING REVENUES</b>							
Sale of Goods & Services	72,828	77,934	72,828	6,485	72,828	-	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%
<b>TOTAL: REVENUES</b>	<b>72,828</b>	<b>77,934</b>	<b>72,828</b>	<b>6,485</b>	<b>72,828</b>	<b>-</b>	<b>0.00%</b>
<b>OPERATING EXPENSES</b>							
Salaries, Wages & Benefits	110,590	45,375	111,692	34,130	140,136	28,444	25.47%
Contracted & General Services	59,012	17,250	73,512	32,171	52,952	20,560	-27.97%
Materials, Goods, Supplies & Utilities	36,300	26,094	44,800	18,923	45,084	284	0.63%
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%
<b>TOTAL: EXPENSES</b>	<b>205,902</b>	<b>88,720</b>	<b>230,004</b>	<b>85,224</b>	<b>238,172</b>	<b>8,168</b>	<b>3.55%</b>
<b>AIRPORT OPERATIONS NET</b>	<b>133,074</b>	<b>10,786</b>	<b>157,176</b>	<b>39,604</b>	<b>165,344</b>	<b>8,168</b>	<b>5.20%</b>



## Transportation Services - Operating Budget Continued

OPERATIONAL EXPENSES	2022 BUDGET	2022 ACTUAL	2023 BUDGET	2023 ACTUAL	2024 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
GENERAL ADMINISTRATION	3,731,974.00	3,741,032.42	6,128,632.00	5,139,341.75	7,397,902.00	1,269,270	20.71%
TRAINING SESSIONS & CONFERENCES	28,539.00	27,133.81	29,939.00	18,674.54	33,437.00	3,498	11.68%
BUILDING MAINTENANCE	21,053.00	22,704.23	21,053.00	11,351.50	21,092.00	39	0.19%
APPROACH CONSTRUCTION	70,400.00	87,848.08	70,400.00	36,693.40	70,404.00	4	0.01%
ASPHALT REPAIR	133,000.00	292,971.39	529,950.00	363,260.56	457,058.00	72,892	-13.75%
BRIDGE MAINTENANCE	80,000.00	73,115.80	140,000.00	129.98	140,004.00	4	0.00%
BRUSHING	45,200.00	33,495.05	71,700.00	7,366.85	780,700.00	709,000	988.84%
DUST CONTROL	256,050.00	237,080.65	256,050.00	179,736.12	256,056.00	6	0.00%
GRAVEL PIT OPERATIONS & MAINTENANCE	69,300.00	116,388.18	69,300.00	22,992.78	69,304.00	4	0.01%
LINE PAINTING	153,054.00	177,035.61	153,054.00	187,808.95	197,268.00	44,214	28.89%
OILING	880,900.00	950,743.96	880,900.00	352,556.67	2,845,900.00	1,965,000	223.07%
REGRAVEL	1,532,000.00	658,620.86	1,232,000.00	916,055.13	1,372,006.00	140,006	11.36%
ROAD GRADING	10,000.00	8,709.00	10,000.00	5,800.00	9,996.00	4	-0.04%
ROADSIDE CLEANUP	45,940.00	17,943.08	45,940.00	17,499.11	45,948.00	8	0.02%
SIDEWALK REPAIRS	30,000.00	22,829.41	30,000.00	23.99	30,000.00	-	0.00%
SIGN MAINTENANCE	32,500.00	36,632.34	36,500.00	31,651.10	36,542.00	42	0.12%
SNOW & ICE CONTROL	361,200.00	1,065,917.91	736,200.00	286,377.10	746,196.00	9,996	1.36%
STREET SWEEPING	5,150.00	159.76	2,650.00	112.96	2,652.00	2	0.08%
STREET LIGHTS	279,999.00	335,216.00	364,333.00	265,416.30	394,332.00	29,999	8.23%
RAILWAY CROSSING MAINTENANCE	10,200.00	6,833.60	10,200.00	5,167.57	47,504.00	37,304	365.73%
PATCH GRAVEL	58,000.00	585.98	58,000.00	2,537.64	58,000.00	-	0.00%
FENCE REPAIRS	11,000.00	261.63	11,000.00	169.77	10,992.00	8	-0.07%
ICE ROADS	10,200.00	23,345.00	11,200.00	5,294.68	11,234.00	34	0.30%
SUB GRADE REPAIRS	250,000.00	104,705.81	250,000.00	20,966.07	149,996.00	100,004	-40.00%
<b>TOTAL: TRANSPORTATION EXP.</b>	<b>7,766,259</b>	<b>7,905,578</b>	<b>10,808,601</b>	<b>7,842,849</b>	<b>14,906,797</b>	<b>4,098,196</b>	<b>37.92%</b>

### BASE BUDGET HIGHLIGHTS

#### Expenses

Salaries, wages and benefits increased due to 3.55% COLA and merit increases.

Cold Mix and Brushing program costs reflect the increase in service levels as discussed by Council.

Reduced Subgrade Repair program costs reflect forecasted repairs in 2024.

The decrease in Airport Operations contracted services is related to airport line painting that was completed in 2023.

Streetlight electricity costs have increased over prior years.

Debt service and interest costs are related to the Main Street Revitalization project and the increase is reflective of interest and principle payments for 2024.

## Operating Initiative: Demolition of Old Airport Terminal Building

### Background

The old terminal building was decommissioned and condemned when the new facility came into operation approximately 15 years ago.

### Current State

The building is in a very unsafe condition and the removal of the building is impacting the Modernization Plan for the airport. There is also an old abandoned water well on the site that need to be decommissioned.

### Alternatives

The building needs to be removed, there is no alternative.

### Recommended Alternative

### Strategic Alignment

Economic Growth

Once the building is removed the land will become available for development on the airport.

### Stakeholders

Lac La Biche County, Economic Development, Airport Users, Businesses

### Timeline

May 2024

### Associated Capital Request

### Priority Matrix

Priority I : Imperative

### Budget 5 Year Forecast

	2024	2025	2026	2027	2028	2029
<b>Expenses</b>						
Other Expense	60,000	-	-	-	-	-
<b>Total Expenses</b>	60,000	-	-	-	-	-
<b>% Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>(60,000)</b>	-	-	-	-	-



## Operating Initiative: Demolition of Old Airport Terminal Building (continued)



# Operating Initiative: Welcome Sign Relocation

## Background

At the last meeting between ATEC and LLBC, there was discussion about the relocation of the Welcome to Lac La Biche sign which currently is located near the entrance to Independent Grocers. For some time, Council has wanted this sign relocated west as you're coming into town.

The sign relocation would require a Alberta Transportation roadside development permit. The current sign is lit so the County would need to provide power to the new location or install solar lighting. Alberta Transportation has concerns about all the extra poles that go along with this sign, and whether the sign itself is breakaway or not, as the new location is in a 100 km/h zone. Due to the nature of the old signage and to meet Alberta Transportations standards this sign will need to be redesigned and engineered.

## Current State

The old sign and the posts have been reviewed and there is a bunch of cross members missing between the posts and some of the post are loose and likely rotting off just below ground level and are not meeting Alberta Transportations breakaway design requirements. The signs have recently been reconditioned and can be incorporated into the new base/mount design.

## Alternatives

The sign remains in it's current location.

## Recommended Alternative

Council approves the relocation and redesign of the sign

## Strategic Alignment

Tourism & Recreation

The sign is part of the County's welcoming and wayfinding signage.

## Stakeholders

Tourists, businesses, residents, Lac La Biche County,

## Timeline

2024

## Associated Capital Request

## Priority Matrix

Priority III: Important

## Budget 5 Year Forecast

	2024	2025	2026	2027	2028	2029
<b>Expenses</b>						
Other Expense	110,000	-	-	-	-	-
<b>Total Expenses</b>	110,000	-	-	-	-	-
<b>% Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>(110,000)</b>	-	-	-	-	-

## Operating Initiative: Sentinel Industrial Park Street Lighting

### Background

Several businesses in the Sentinel Industrial Park made a request through Enforcement Service to see if street lighting could be installed in the Sentinel Industrial Park. As a result of this request, Transportation Services completed a survey of the business and the results are that the majority want streetlights.

As a result of the survey, Transportation made application for Fortis to provide a design and cost share agreement for Lac La Biche County's consideration.

### Current State

Currently there are no streetlights in this subdivision, it is considered a high crime area.

### Alternatives

Status Quo - no streetlights

### Recommended Alternative

That Council approves this request as a part of the 2024 budget

### Strategic Alignment

Service Excellence

Service Excellence and Social Wellness for Safe Community

### Stakeholders

Businesses, ratepayers, Lac La Biche County, tourists

### Timeline

Upon approval of the budget Transportation Services will proceed with getting lights installed.

### Associated Capital Request

### Priority Matrix

Priority II: Essential

### Budget 5 Year Forecast

	2024	2025	2026	2027	2028	2029
<b>Expenses</b>						
Contracted Services	180,000	-	-	-	-	-
<b>Total Expenses</b>	180,000	-	-	-	-	-
<b>% Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>(180,000)</b>	-	-	-	-	-

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

2024 Net Operating Budget	\$10,250,149
2023 Net Operating Budget	\$7,317,020
Budget Change	\$2,933,129
% Change	40.09

## 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, along with the storm sewer systems within the hamlets, to protect infrastructure and the environment, and provides natural gas within the County's service area.

## 2023 Key Accomplishments

-  Upgraded Truck Fill stations to debit/credit payment systems.
-  Replaced Natural Gas Regulation Station #3.
-  Installed 900 metres of natural gas mains and residential services to replace aging steel infrastructure.
-  Completed the operational takeover of the BNR wastewater treatment plant.
-  Replaced culverts on Range Road 162 (Plamondon-Caslan Connector) along with multiple other locations to improve drainage.
-  Reduced operational costs related to flooding and damages through improved beaver management.

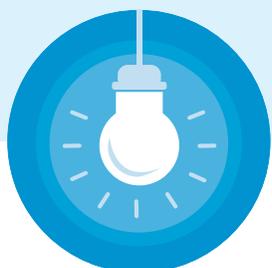
## 2024 Proposed Initiatives

-   Continue replacing cast iron water mains and steel natural gas distribution mains and services with more durable alternatives.

## Key Priorities

-   Continue to optimize the water and wastewater treatment processes.
-  Continue to improve drainage in existing subdivisions and County roadways.
-  Continue to strategically replace steel natural gas distribution mains and services.
-   Continue to optimize the wastewater collection system to improve the longevity of its supporting infrastructure.

**#DYK?** The BNR wastewater treatment plant uses micro-organisms to effectively treat wastewater without added chemicals — so the water that comes out of the plant is of better quality than the water drawn from the lake to treat for consumption.





## Service Levels

Treat water to the highest standards for the public.

Operate and maintain the water distribution system, including truck fills for residential and commercial hauling.

Operate and maintain the wastewater collection system to the highest standards.

Treatment of wastewater before being returned to the environment.

Safe operations of the natural gas distribution system within the franchise boundaries of Lac La Biche County.

Management of the drainage systems affecting County infrastructure.

## Utilities - Operating Budget

### DRAINAGE

	2022 BUDGET	2022 ACTUAL	2023 BUDGET	2023 ACTUAL	2024 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
<b>OPERATING REVENUES</b>							
Sale of Goods & Services	-	-	-	-	-	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	4,188	-	-	-	-	0.00%
Conditional Grants	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
<b>TOTAL: REVENUES</b>	<b>-</b>	<b>4,188</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>OPERATING EXPENSES</b>							
Salaries, Wages & Benefits	200,923	114,130	219,588	176,933	233,088	13,500	6.15%
Contracted & General Services	451,000	432,510	602,100	206,137	381,100	- 221,000	-36.70%
Materials, Goods, Supplies & Utilities	184,550	98,824	184,550	15,377	142,200	- 42,350	-22.95%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debtenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
<b>TOTAL: EXPENSES</b>	<b>836,473</b>	<b>645,464</b>	<b>1,006,238</b>	<b>398,447</b>	<b>756,388</b>	<b>- 249,850</b>	<b>-24.83%</b>
<b>UTILITIES - DRAINAGE NET</b>	<b>836,473</b>	<b>641,276</b>	<b>1,006,238</b>	<b>398,447</b>	<b>756,388</b>	<b>-249,850</b>	<b>-24.83%</b>

### WATER

	2022 BUDGET	2022 ACTUAL	2023 BUDGET	2023 ACTUAL	2024 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
<b>OPERATING REVENUES</b>							
Sale of Goods & Services	863,232	796,889	917,104	627,858	960,270	43,166	4.71%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	24,727	47,401	30,000	39,388	35,000	5,000	16.67%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	46,290	-	7,482	-	-	0.00%
Conditional Grants	2,100	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
<b>TOTAL: REVENUES</b>	<b>890,059</b>	<b>890,580</b>	<b>947,104</b>	<b>674,727</b>	<b>995,270</b>	<b>48,166</b>	<b>5.09%</b>
<b>OPERATING EXPENSES</b>							
Salaries, Wages & Benefits	487,983	473,411	526,449	426,253	554,210	27,761	5.27%
Contracted & General Services	563,426	434,780	671,810	261,630	514,719	- 157,091	-23.38%
Materials, Goods, Supplies & Utilities	703,659	772,357	846,900	580,855	842,325	- 4,575	-0.54%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	15,000	15,418	20,000	13,420	15,000	- 5,000	-25.00%
Debtenture & Interest	120,295	125,199	158,857	59,654	2,049,607	1,890,750	1190.22%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	3,533,333	3,533,333	3,533,333	-	0.00%
<b>TOTAL: EXPENSES</b>	<b>1,890,363</b>	<b>1,821,164</b>	<b>5,757,349</b>	<b>4,875,145</b>	<b>7,509,194</b>	<b>1,751,845</b>	<b>30.43%</b>
<b>UTILITIES - WATER NET</b>	<b>1,000,304</b>	<b>930,584</b>	<b>4,810,245</b>	<b>4,200,418</b>	<b>6,513,924</b>	<b>1,703,679</b>	<b>35.42%</b>



## Utilities - Operating Budget Continued

### SEWER

	2022 BUDGET	2022 ACTUAL	2023 BUDGET	2023 ACTUAL	2024 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
<b>OPERATING REVENUES</b>							
Sale of Goods & Services	741,049	658,647	878,696	588,754	1,014,825	136,129	15.49%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	39,472	-	-	-	-	0.00%
Conditional Grants	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	50,000	50,000	-	-	-	-	0.00%
<b>TOTAL: REVENUES</b>	<b>791,049</b>	<b>748,118</b>	<b>878,696</b>	<b>588,754</b>	<b>1,014,825</b>	<b>136,129</b>	<b>15.49%</b>
<b>OPERATING EXPENSES</b>							
Salaries, Wages & Benefits	484,674	409,217	850,350	427,943	934,565	84,215	9.90%
Contracted & General Services	1,763,168	1,716,232	1,229,129	953,497	734,573	494,556	-40.24%
Materials, Goods, Supplies & Utilities	332,813	342,747	437,574	323,603	610,775	173,201	39.58%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	50,000	-	25,000	-	15,000	10,000	-40.00%
Debtenture & Interest	134,070	138,790	158,857	59,654	2,049,607	1,890,750	1190.22%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
<b>TOTAL: EXPENSES</b>	<b>2,764,725</b>	<b>2,606,986</b>	<b>2,700,910</b>	<b>1,764,697</b>	<b>4,344,520</b>	<b>1,643,610</b>	<b>60.85%</b>
<b>UTILITIES - SEWER NET</b>	<b>1,973,676</b>	<b>1,858,867</b>	<b>1,822,214</b>	<b>1,175,943</b>	<b>3,329,695</b>	<b>1,507,481</b>	<b>82.73%</b>

### NATURAL GAS

	2022 BUDGET	2022 ACTUAL	2023 BUDGET	2023 ACTUAL	2024 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
<b>OPERATING REVENUES</b>							
Sale of Goods & Services	3,097,015	3,771,590	3,618,435	1,609,146	3,618,435	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	2,081	-	2,000	-	2,000	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	-	-	-	-	-	0.00%
Conditional Grants	-	63,111	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
<b>TOTAL: REVENUES</b>	<b>3,099,096</b>	<b>3,834,700</b>	<b>3,620,435</b>	<b>1,609,146</b>	<b>3,620,435</b>	<b>-</b>	<b>0.00%</b>
<b>OPERATING EXPENSES</b>							
Salaries, Wages & Benefits	560,508	461,392	470,905	337,994	481,624	10,719	2.28%
Contracted & General Services	240,636	127,248	247,775	100,707	223,387	24,388	-9.84%
Materials, Goods, Supplies & Utilities	1,931,736	2,513,742	2,430,078	991,663	2,415,566	14,512	-0.60%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debtenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	150,000	150,000	150,000	-	0.00%
<b>TOTAL: EXPENSES</b>	<b>2,732,880</b>	<b>3,102,382</b>	<b>3,298,758</b>	<b>1,580,364</b>	<b>3,270,577</b>	<b>28,181</b>	<b>-0.85%</b>
<b>UTILITIES - NATURAL GAS NET</b>	<b>-366,216</b>	<b>-732,318</b>	<b>-321,677</b>	<b>-85,857</b>	<b>-349,858</b>	<b>-28,181</b>	<b>8.76%</b>

## BASE BUDGET HIGHLIGHTS

### Revenues

Increased water and sewer revenues reflect the rate implementation plan that Council approved for 2023.

### Expenses

Salaries, wages and benefits increased due to 3.55% COLA and merit increases.

Reduction of \$150,000 in contracted services as Storm Water Management Plant was completed in 2023.

Water Utility contracted services include a reduced budget of \$75,000 in line repair, and \$60,000 of WTP repairs that were completed in 2023.

The costs of operating the BNR plant in-house have been adjusted to reflect the end of the contract in 2023.

## Operating Initiative: Utilities Operator - BNR Plant

### Background

On June 1, 2023, Lac La Biche County took over operations of the waste water plant that was previously under contract operation with Corix. During the 2023 budget, administration requested three FTE's to operate the plant. The original plan was that the three operators would work full time at the plant five days a week and rotating weekends. Since taking over the plant, administration has realized that the plant requires at minimum two operators seven days a week to keep up on maintenance and respond to failures.

Aside from taking on the operations of the waste water plant, Utilities services hasn't seen an increase in the amount of staff operating the natural gas, water treatment, water distribution and waste collection systems in along time. Operators are required to be on a rotating on call schedule along with a schedule for working weekends. With the Utilities services department responsibility continuing to grow, more staff is required.

### Current State

The Wastewater plant requires one more operator to balance the shifts. This plant requires operation seven days a week. The lab testing done in-house is extensive and time consuming. There are many components to the waste water treatment which require lots of preventive maintenance to be able to stay compliant and protect the environment. Existing staff are entitled to holidays and currently they are unable to take time off without being very shorthanded. The waste water plant requires specific training that takes time to perfect therefore difficult to just bring in someone else to cover. With more staff, more cross training could occur.

The water and waste water infrastructure is constantly expanding and improving for the residents of Lac La Biche County. We have installed an RV dump in Rich Lake. Two new lift stations will be operational in 2023. Discussions on remote potable truck fills is ongoing and being proposed for 2024. We are doing upgrades to the water treatment process to improve water quality. All these things require maintenance from an already busy group of operators. More manpower is needed to complete flushing programs and valve maintenance.

### Alternatives

Scenario 1: Request two additional FTE's to operate the water and waste water infrastructure.

- Reduction in operating costs
- Need to ensure proper certification for compliance.
- Improve work/life balance.
- Continue to maintain growing infrastructure.

Scenario 2: Request one additional FTE's to operate the water and waste water infrastructure.

- Slight reduction in operating costs
- Need to ensure proper certification for compliance.
- Slight improvement work/life balance.
- Continue to maintain growing infrastructure.

Scenario 3: Choose not to add two FTE's

- Increased operating costs by hiring specific contractor's
- Increased overtime
- Staff turn-over due to being over worked





## Operating Initiative: Utilities Operator - BNR Plant (continued)

### Recommended Alternative

Scenario 2

### Strategic Alignment

Service Excellence

Align staff, financial, and capital resources with service priorities.

### Stakeholders

Utilities Services

### Timeline

2024

### Associated Capital Request

### Priority Matrix

Priority I : Imperative

### Budget 5 Year Forecast

	2024	2025	2026	2027	2028	2029
<b>Expenses</b>						
Salaries and Benefits	94,523	94,523	94,523	94,523	94,523	94,523
<b>Total Expenses</b>	94,523	94,523	94,523	94,523	94,523	94,523
<b>% Increase</b>		0.00%	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>(94,523)</b>	<b>(94,523)</b>	<b>(94,523)</b>	<b>(94,523)</b>	<b>(94,523)</b>	<b>(94,523)</b>



# Operating Initiative: Water and Wastewater Master Plan Update

## 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 eight 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 fireflow 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

## Timeline

Completed in 2025

## Associated Capital Request

## Priority Matrix

Priority II: Essential

## Budget 5 Year Forecast

	2024	2025	2026	2027	2028	2029
<b>Expenses</b>						
Other Expense	250,000	250,000	-	-	-	-
<b>Total Expenses</b>	250,000	250,000	-	-	-	-
<b>% Increase</b>		0.00%	(100.00%)	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>(250,000)</b>	<b>(250,000)</b>	-	-	-	-



## FUNDED: Steel Natural Gas Line Replacement Back Lane, 101A Avenue - 105 Street to 103 Street

### Background

The LLB 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 putting public safety and property at risk.

### 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 lines

- Prevent unplanned outages
- Improve cathodic protection on the existing steel gas lines
- Remove aging infrastructure

Scenario 2: Choose not to replace steel gas lines

- Unplanned outages
- Lack of cathodic protection
- Risk of dangerous gas leaks

### Recommended Alternative

Scenario 1: Replace steel gas lines

### Strategic Alignment

Service Excellence

Effectively maintain capital assets by employing best practices related to asset management and long-term capital planning.

### Stakeholder

Utilities Services

Residents

### Timeline

Completed November 2024

### Associated Operating Request

False

### Priority Matrix

Priority I : Imperative

### Ranks

No data found for the selected parameters.

### Operating Impact

No data found for the selected parameters.

### Related Projects

No data found for the selected parameters.





# FUNDED: Steel Natural Gas Line Replacement Back Lane, 101A Avenue - 105 Street to 103 Street (continued)

## Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	199,000	199,000	-
	<b>199,000</b>	<b>199,000</b>	<b>-</b>

## Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
Reserves			199,000
<b>Total</b>			<b>199,000</b>
<b>Total Funding Source</b>			<b>199,000</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Contracting			199,000
<b>Total</b>			<b>199,000</b>
<b>Total Expenditure</b>			<b>199,000</b>
<b>Net Total</b>			<b>-</b>

## Prior Year Comparison

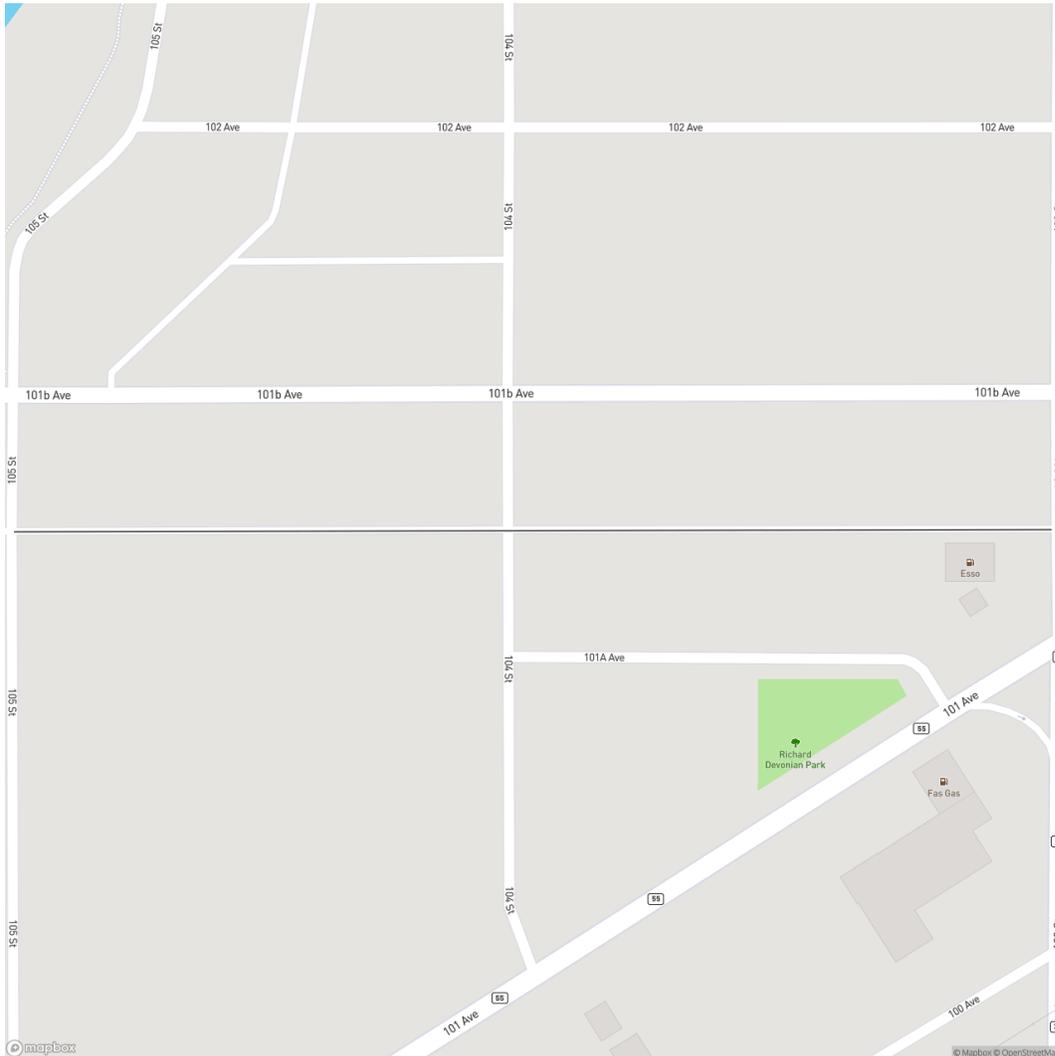
Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
Reserves	-	-	199,000
<b>Total Funding Source</b>		-	<b>199,000</b>
<b>Expenditure</b>			
Contracting	-	-	199,000
<b>Total Expenditure</b>		-	<b>199,000</b>

## Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
Reserves	199,000	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>199,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Expenditure</b>										
Contracting	199,000	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>199,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# FUNDED: Steel Natural Gas Line Replacement Back Lane, 101A Avenue - 105 Street to 103 Street (continued)

## Location



# Engineering Services (Project Coordination Team)

2024 Net Operating Budget	\$1,007,553
2023 Net Operating Budget	\$1,225,641
Budget Change	-\$218,088
% Change	-17.79

## Purpose

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

## 2023 Key Accomplishments

-  Successful completion of various road, bridge, water, sewer and building capital projects on time and within budget.
-  Completed the following notable capital projects:
  - Beaver Hill Road & 91 Avenue Intersection Improvements
  - Young's Beach Base & Pave
  - Tarrabain Drive Base & Pave
  - Phase 1 of Main Street Revitalization

## 2024 Proposed Initiatives

-  Initiate and execute approved 2024 capital projects, including Phase 2 of Main Street Revitalization.
-  Further development of project administration, with a focus on best practices that are transferrable to all County departments.
-  Improve stakeholder consultation and involvement, and improve communication channels between internal and external stakeholders.

## Key Priorities

-  Encourage both technical and non-technical staff to engage in professional development activities.
-  Establish project management reporting tools, and streamline department procedures.
-  Successfully complete 2024 capital projects on time and within budget.
-  Complete engineered shovel-ready projects within the 10-Year Capital Plan.



*Culvert replacements in 2023*





## 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.

visitors. Construction Administration, Land Use Permits, Utility Coordination and Scope/Schedule Management are outputs of project planning.

### SUPPORT DELIVERY

Within the overall Infrastructure Services division, Engineering Services provides specialized services to streamline efficiencies between Transportation Services, Environmental Services, Utilities and Fleet Services departments and their capital project initiatives.

### 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

## Engineering Services - Operating Budget

	2022 BUDGET	2022 ACTUAL	2023 BUDGET	2023 ACTUAL	2024 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
<b>OPERATING REVENUES</b>							
Sale of Goods & Services	-	-	-	-	-	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	133,000	156,041	-	-	-	-	0.00%
Conditional Grants	130,793	2,175	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	135,700	135,700	-	135,700	-100.00%
<b>TOTAL: REVENUES</b>	<b>263,793</b>	<b>158,216</b>	<b>135,700</b>	<b>135,700</b>	<b>-</b>	<b>135,700</b>	<b>-100.00%</b>
<b>OPERATING EXPENSES</b>							
Salaries, Wages & Benefits	704,797	694,199	719,416	557,890	734,728	15,312	2.13%
Contracted & General Services	448,934	380,474	633,800	398,953	264,700	-369,100	-58.24%
Materials, Goods, Supplies & Utilities	9,125	4,495	8,125	2,896	8,125	-	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	-	135,700	-	-	-	-	0.00%
<b>TOTAL: EXPENSES</b>	<b>1,162,856</b>	<b>1,214,869</b>	<b>1,361,341</b>	<b>959,739</b>	<b>1,007,553</b>	<b>-353,788</b>	<b>-25.99%</b>
<b>ENGINEERING SERVICES NET</b>	<b>899,062</b>	<b>1,056,653</b>	<b>1,225,641</b>	<b>824,039</b>	<b>1,007,553</b>	<b>-218,088</b>	<b>-17.79%</b>

### BASE BUDGET HIGHLIGHTS

#### Expenses

Salaries, wages and benefits increased due to 3.55% COLA and merit increases. Corresponding reduction in engineering expenses for the Heart Lake Road project.

## Operating Initiative: Contract Document Template

### Background

To hire a Consultant to prepare a Template of a Contract document which covers (GMSS) specifications, special provisions, bid items, bond requirements, insurances, contractual clauses, Procurement policy, Services Agreements to protect County interest and secure County from any lien or claim in the future. This document will work like a universal template which would accommodate all the departments of the County for any Capital Project.

### Current State

The County does not have a standard procurement template for RFPs (Requests for Proposal) or Tenders. Department Managers are responsible for their procurement process either in house or by utilizing different Consultants.

### Alternatives

Scenario 1: Hire a Consultant to analyze County contract documents to determine what commonalities there are and what items are department specific then develop a template with options.  
Scenario 2: Council provide Administration an alternative option.

### Recommended Alternative

### Strategic Alignment

Strategic Communication

Strategic Communication is key in order to provide clear and concise requirements to proponents, consistent messaging builds trust in community.

### Stakeholders

All County Managers, Engineering Services, Procurement Officer, Records

### Timeline

Q1 2024

### Associated Capital Request

### Priority Matrix

Priority III: Important

### Budget 5 Year Forecast

	2024	2025	2026	2027	2028	2029
<b>Expenses</b>						
Other Expense	200,000	-	-	-	-	-
<b>Total Expenses</b>	200,000	-	-	-	-	-
<b>% Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>(200,000)</b>	-	-	-	-	-





## CARRY-FORWARD: Highway 881 Pedestrian Signals and Crosswalk

### Background

In 2022, the County Council allocated \$100,000 for the Highway 881 Pedestrian Signals and Crosswalk project. However, due to the delays in design modifications and provincial approvals the project was not tendered until 2023. After obtaining approvals from Alberta Transportation, the consultant (Stantec) prepared tender documents which were posted competitively on June 28, 2023. One bid submission was received for \$846,149.19, the high-cost was attributed to late-season tendering and a very short window of time to complete construction by October 15, 2023.

On July 25, 2023, the County Council approved a motion to re-tender this project and defer the construction to 2024 based on Administrations' recommendation however, revised cost estimates indicate additional funding will be required.

### Current State

There are no traffic control measures in place for pedestrians to cross Highway 881 at Range Road 135 by County Centre.

### Alternatives

#### Scenario 1

- To re-tender this project and allocate an additional amount of \$400,000 to facilitate construction of the Highway 881 Pedestrian Signals and Crosswalk Project in 2024.

#### Scenario 2

- To postpone the Highway 881 Pedestrian Signals and Crosswalk Project and include it in the 2025 Capital Budget.

#### Scenario 3

- To integrate the Highway 881 Pedestrian Signals and Crosswalk construction with Highway 881 intersection improvement work, conduct a comprehensive cost analysis to prepare a total budget, and tender the entire project in 2025. This approach will facilitate competitive bids and achieve cost savings.

### Recommended Alternative

Scenario 1: To re-tender this project and allocate an additional amount of \$400,000 to facilitate construction of the Highway 881 Pedestrian Signals and Crosswalk Project in 2024.

### Strategic Alignment

#### Economic Growth

This project is in alignment with Economic Growth as it will offer safer and more convenient access for Bold Centre patrons, nearby residents and the general public to cross the Highway 881 intersection.

### Stakeholder

- County Departments: Transportation Services, Utilities, Engineering Services
- Lac La Biche County residents and general public

### Timeline

Construction complete by Q3 2024.

### Associated Operating Request

False

### Priority Matrix

Priority III: Important





## CARRY-FORWARD: Highway 881 Pedestrian Signals and Crosswalk (continued)

### Operating Impact

No data found for the selected parameters.

### Related Projects

No data found for the selected parameters.

### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	400,000	400,000	-
	<b>400,000</b>	<b>400,000</b>	<b>-</b>

### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
General Revenue			245,000
Reserves			155,000
<b>Total</b>			<b>400,000</b>
<b>Total Funding Source</b>			<b>400,000</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Construction Supply			400,000
<b>Total</b>			<b>400,000</b>
<b>Total Expenditure</b>			<b>400,000</b>
<b>Net Total</b>			<b>-</b>

### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
General Revenue	-	-	245,000
Reserves	-	-	155,000
<b>Total Funding Source</b>		<b>-</b>	<b>400,000</b>
<b>Expenditure</b>			
Construction Supply	-	-	400,000
<b>Total Expenditure</b>		<b>-</b>	<b>400,000</b>

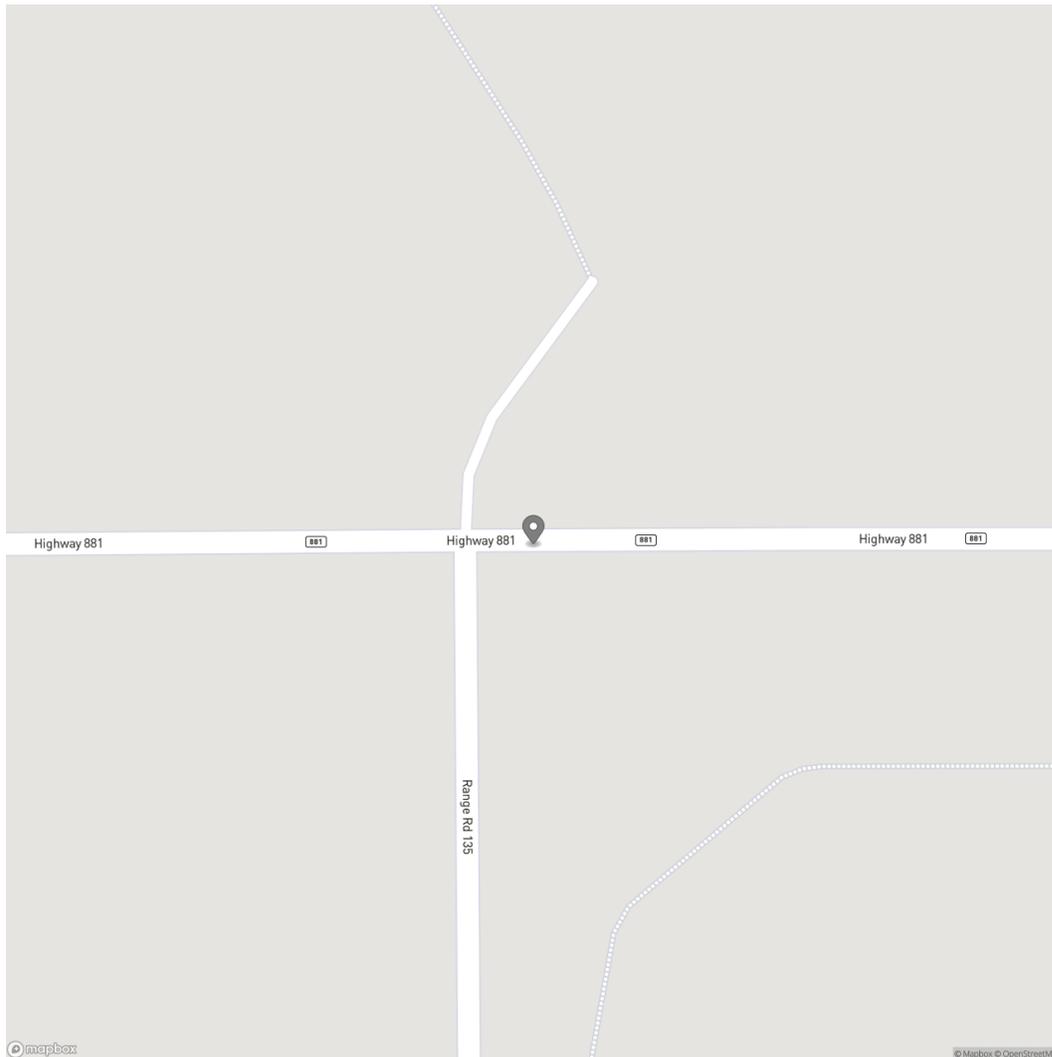


# CARRY-FORWARD: Highway 881 Pedestrian Signals and Crosswalk (continued)

## Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
General Revenue	245,000	-	-	-	-	-	-	-	-	-
Reserves	155,000	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>400,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		<b>(100.00%)</b>	<b>0.00%</b>							
<b>Expenditure</b>										
Construction Supply	400,000	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>400,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		<b>(100.00%)</b>	<b>0.00%</b>							
<b>Net Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Location



# CARRY-FORWARD: Highway 881 Pedestrian Signals and Crosswalk (continued)

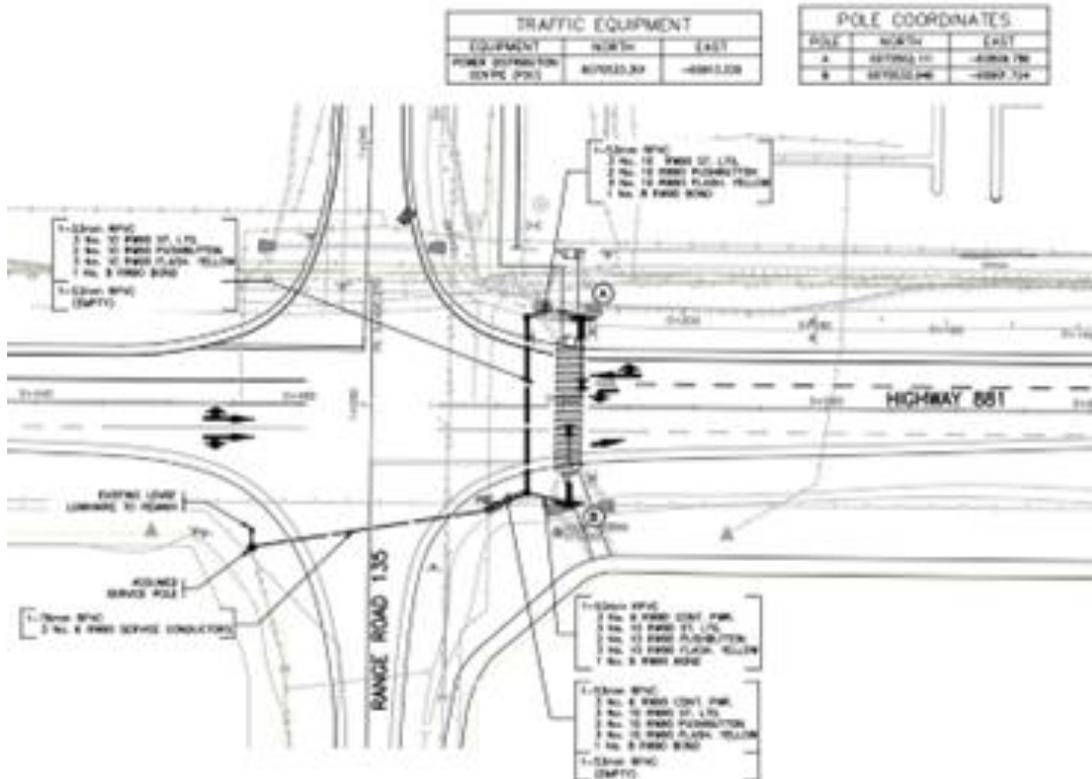
8/1/23, 1:50 PM

Google Earth



<https://earth.google.com/web/@54.76215064,-111.94628755,571.14863221a,288.56808849d,35y,0t,0r>

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# CARRY-FORWARD: Rail Safety Improvement Program

## Background

Lac La Biche County applied for funding in 2021 and got approved (80% of total estimated cost) by signing an agreement with the Minister of Transportation to have the locations be 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

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

County has received a revised cost estimate from CN Rail which was way higher than the previous estimate which was issued by the same organization (CN Rail) at the time of funding application submission.

On July 11, 2023 County Council has approved \$790,000 to complete the Plamondon/Caslan Connector - Range Road 164 at mile 92.53 location of a Railway Crossing Safety Program and leaving the other location (Hamlet of Lac La Biche - 105 Street at mile 112.5) for further considerations in the year 2024 budget deliberations.

## Current State

This locations currently have signage in place at the railway crossing that is now considered inadequate.

## Alternatives

Scenario 1

- To fund the other location (Hamlet of Lac La Biche - 105 Street at mile 112.5) Rail Safety Improvement Program in the 2024 Capital Budget.

Scenario 2:

- To approve budget for (Hamlet of Lac La Biche - 105 Street at mile 112.5) in the 2024 Capital budget with a condition to wait until additional funding approved under the the Rail Safety Improvement Program.

Scenario 3:

- Reconsider the same project at a later time.

## 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.

## Stakeholder

County Departments: Engineering Services, Transportation

- Canadian National Railway
- County residents and visitors

## Timeline

Request for Proposal & Consultant Selection – January 2024

- Preliminary Engineering & Detailed Design – Winter/ Spring 2024
- Tender for Construction – Spring 2024
- Construction – Summer 2024

## Associated Operating Request

False

## Priority Matrix

Priority II: Essential

## Operating Impact

No data found for the selected parameters.

## Related Projects

No data found for the selected parameters.



## CARRY-FORWARD: Rail Safety Improvement Program (continued)

### Operating Impact

No data found for the selected parameters.

### Related Projects

No data found for the selected parameters.

### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	1,366,100	1,366,100	-
	<b>1,366,100</b>	<b>1,366,100</b>	<b>-</b>

### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
General Revenue			918,100
Grants			448,000
<b>Total</b>			<b>1,366,100</b>
<b>Total Funding Source</b>			<b>1,366,100</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Contracting			1,366,100
<b>Total</b>			<b>1,366,100</b>
<b>Total Expenditure</b>			<b>1,366,100</b>
<b>Net Total</b>			<b>-</b>

### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
General Revenue	-	-	918,100
Grants	-	-	448,000
<b>Total Funding Source</b>		<b>-</b>	<b>1,366,100</b>
<b>Expenditure</b>			
Contracting	-	-	1,366,100
<b>Total Expenditure</b>		<b>-</b>	<b>1,366,100</b>

# CARRY-FORWARD: Rail Safety Improvement Program (continued)

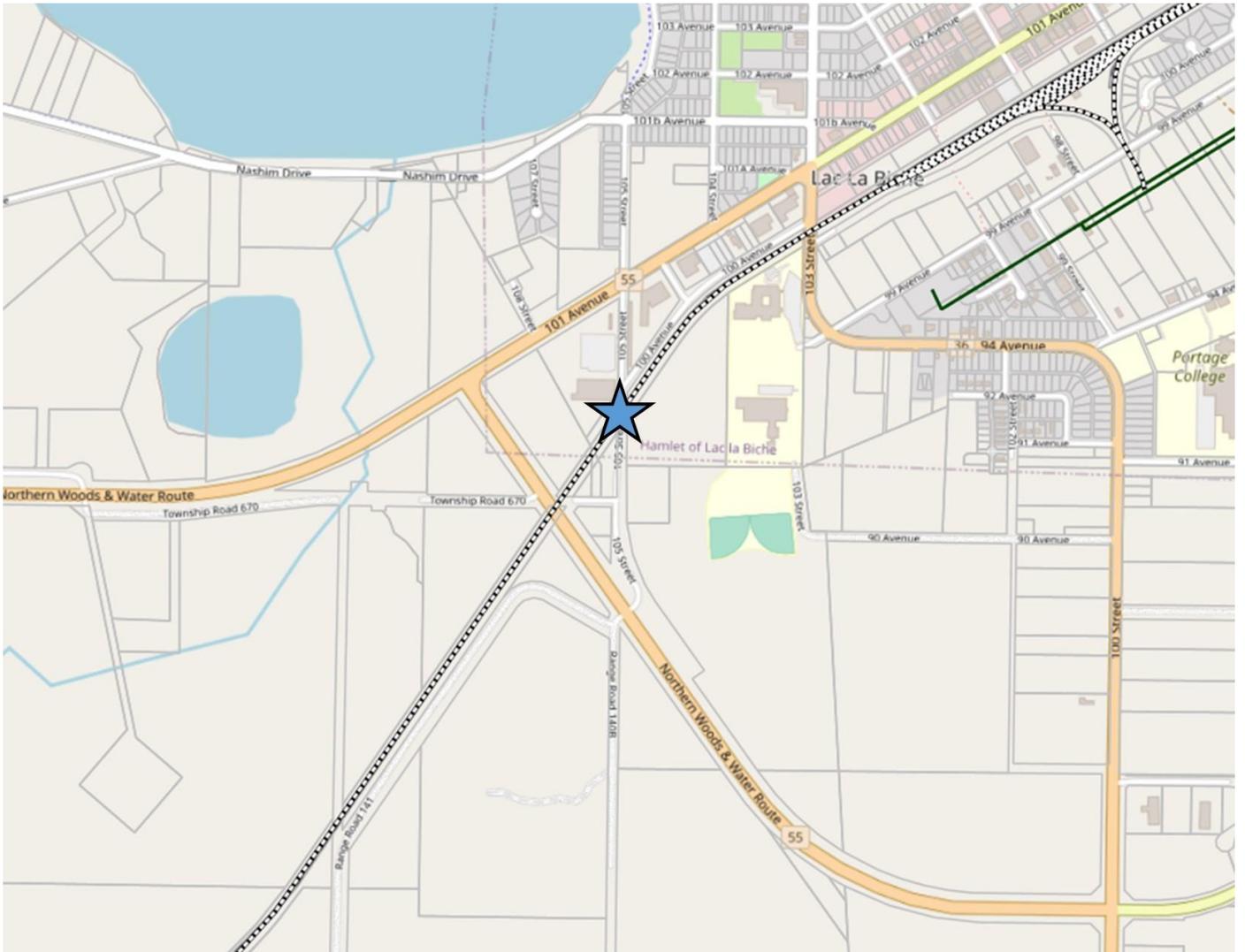
## Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
General Revenue	918,100	-	-	-	-	-	-	-	-	-
Grants	448,000	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>1,366,100</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Expenditure</b>										
Contracting	1,366,100	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>1,366,100</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	-	-	-	-	-	-	-	-	-	-

## Location



# CARRY-FORWARD: Rail Safety Improvement Program (continued)



## CARRY-FORWARD: Lot 3 Access Road

### Background

The Lot 3 Land Development project was initiated at the February 28, 2023 Regular Council Meeting to support Countywide Economic Development. Since then, the area has been re-designated as commercial, engineered and graded in preparation for commercial access and utility services.

### Current State

There is currently one residential approach to the area and requires commercial access with natural gas, water and sewer.

### Alternatives

Option 1: Permanent Access Road for Commercial Development from Beaver Hill Road

This option includes acceleration and deceleration lanes with a 100m long, 11.5m wide paved road, curb and gutter, walkway and utility (water, sewer, natural gas) services. The construction estimate for this option is an estimated \$875,000 plus engineering and administration costs.

Option 2: Temporary Access Road for Commercial Development from Beaver Hill Road.

This option includes a 100m long, 11.5m wide cold mix paved road, curb and gutter, sidewalk and water, sewer and natural gas services only. The construction cost estimate for this option is \$660,000 plus engineering and administration costs. This option will require intersection and surface improvements which only sustain for a life of 5 to 10 years.

Option 3: Temporary Access Road for Commercial Development from Nipewon Road.

This option includes a 100m long, 11.5m wide gravel road with water, sewer and natural gas services only. The construction cost estimate for this option is \$350,000 plus engineering and administration costs. This option will require intersection and surface improvements which only sustain for a life of 01 to 02 years.

### Recommended Alternative

Option 1: Permanent Access Road for Commercial Development

### Strategic Alignment

Economic Growth

Promoting Economic Growth benefits all business owners and residents in the County with travel and tourism, retail sales and accommodations.

### Stakeholder

County Council

County Department: Planning and Development, Economic Development, Roads and Utilities

Local residents and land owners

### Timeline

Construction will be completed by second quarter of 2024.

### Associated Operating Request

False

### Priority Matrix

Priority II: Essential

### Ranks

No data found for the selected parameters.

## CARRY-FORWARD: Lot 3 Access Road (continued)

### Operating Impact

No data found for the selected parameters.

### Related Projects

No data found for the selected parameters.

### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	1,000,000	1,000,000	-
	<b>1,000,000</b>	<b>1,000,000</b>	<b>-</b>

### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
General Revenue			1,000,000
<b>Total</b>			<b>1,000,000</b>
<b>Total Funding Source</b>			<b>1,000,000</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Contracted Services			875,000
Engineering			125,000
<b>Total</b>			<b>1,000,000</b>
<b>Total Expenditure</b>			<b>1,000,000</b>
<b>Net Total</b>			<b>-</b>

### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
General Revenue	-	-	1,000,000
<b>Total Funding Source</b>		<b>-</b>	<b>1,000,000</b>
<b>Expenditure</b>			
Contracted Services	-	-	875,000
Engineering	-	-	125,000
<b>Total Expenditure</b>		<b>-</b>	<b>1,000,000</b>

## CARRY FORWARD: Lot 3 Access Road (continued)

### Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
General Revenue	1,000,000	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>1,000,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Expenditure</b>										
Contracted Services	875,000	-	-	-	-	-	-	-	-	-
Engineering	125,000	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>1,000,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	-	-	-	-	-	-	-	-	-	-

### Location



# CARRY-FORWARD: 105 Street Water & Sewer Extension

## 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. The road south of the tracks is not centered within the road right of way therefore requires realigning prior to installing street lights or paving.

## Current State

By providing water and sewer south of the railway tracks on 105 Street, it will promote development to existing and future business. This was a 2023 project but was deferred due to timelines of final design getting permits, a motion was made to defer to 2024.

## 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

## Stakeholder

- Residents in area
- Business in area

## Timeline

Completed November 2024

## Associated Operating Request

False

## Priority Matrix

Priority III: Important

## Ranks

No data found for the selected parameters.

## Operating Impact

No data found for the selected parameters.

## Related Projects

No data found for the selected parameters.



## CARRY-FORWARD: 105 Street Water & Sewer Extension (continued)

### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	2,200,000	2,200,000	-
	<b>2,200,000</b>	<b>2,200,000</b>	<b>-</b>

### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
General Revenue			1,552,275
Reserves			647,725
<b>Total</b>			<b>2,200,000</b>
<b>Total Funding Source</b>			<b>2,200,000</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Contracting			2,000,000
Engineering			200,000
<b>Total</b>			<b>2,200,000</b>
<b>Total Expenditure</b>			<b>2,200,000</b>
<b>Net Total</b>			<b>-</b>

### Prior Year Comparison

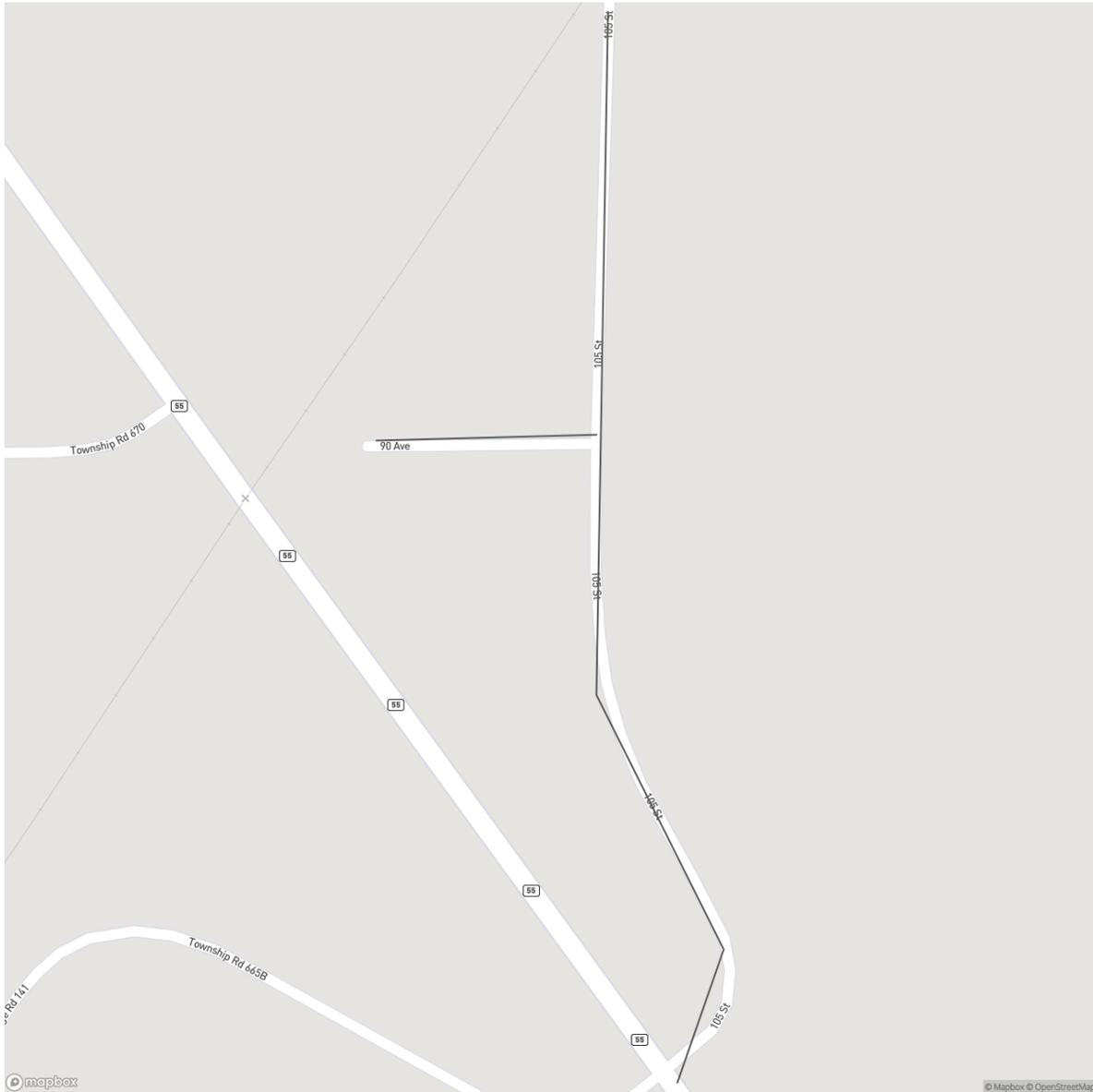
Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
General Revenue	-	-	1,552,275
Reserves	-	-	647,725
<b>Total Funding Source</b>		<b>-</b>	<b>2,200,000</b>
<b>Expenditure</b>			
Contracting	-	-	2,000,000
Engineering	-	-	200,000
<b>Total Expenditure</b>		<b>-</b>	<b>2,200,000</b>

### Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
General Revenue	1,552,275	-	-	-	-	-	-	-	-	-
Reserves	647,725	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>2,200,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Percent Increase</b>		<b>(100.00%)</b>	<b>0.00%</b>							
<b>Expenditure</b>										
Contracting	2,000,000	-	-	-	-	-	-	-	-	-
Engineering	200,000	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>2,200,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Percent Increase</b>		<b>(100.00%)</b>	<b>0.00%</b>							
<b>Net Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# CARRY-FORWARD: 105 Street Water & Sewer Extension (continued)

## Location



# CARRY-FORWARD: 101A Street and 104 Avenue Water and Sewer Replacement

## 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. This project was designed in 2023 but budget estimates came in higher than anticipated. A motion was made to defer project to 2024.

## 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 1

## Strategic Alignment

Economic Growth

Ensure physical infrastructure is in place to support current and future business, industry, and agriculture.

## Stakeholder

- Residents of Lac La Biche
- Utilities Services

## Timeline

- Engineering design Completed 2023
- Project completion October 2024

## Associated Operating Request

False

## Priority Matrix

Priority I : Imperative

## Ranks

No data found for the selected parameters.



# CARRY-FORWARD: 101A Street and 104 Avenue Water and Sewer Replacement (continued)

## Operating Impact

No data found for the selected parameters.

## Related Projects

No data found for the selected parameters.

## Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	3,511,485	3,511,485	-
	<b>3,511,485</b>	<b>3,511,485</b>	<b>-</b>

## Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
Reserves			3,511,485
<b>Total</b>			<b>3,511,485</b>
<b>Total Funding Source</b>			
			<b>3,511,485</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Contracting			3,511,485
<b>Total</b>			<b>3,511,485</b>
<b>Total Expenditure</b>			
			<b>3,511,485</b>
<b>Net Total</b>			
			<b>-</b>

## Prior Year Comparison

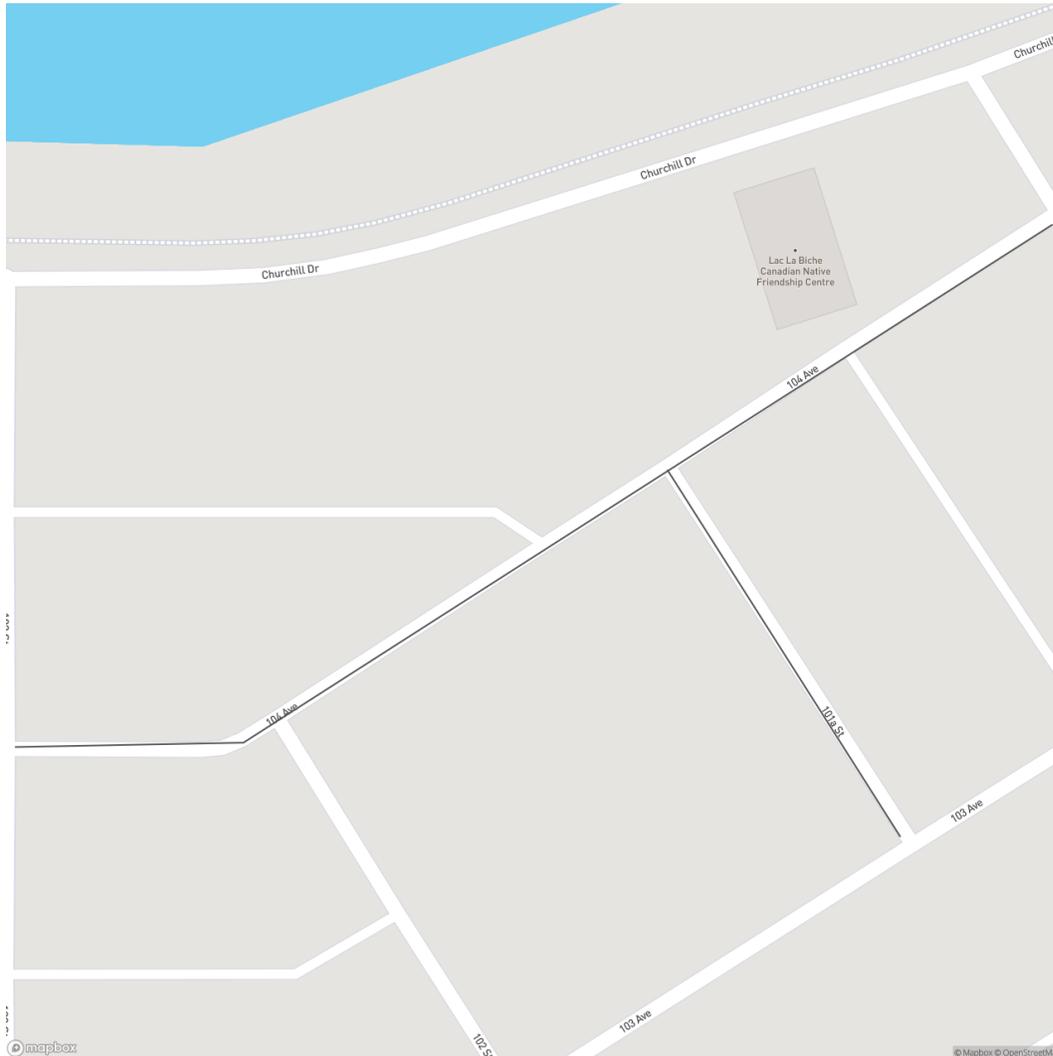
Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
Reserves	-	-	3,511,485
<b>Total Funding Source</b>		-	<b>3,511,485</b>
<b>Expenditure</b>			
Contracting	-	-	3,511,485
<b>Total Expenditure</b>		-	<b>3,511,485</b>

## Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
Reserves	3,511,485	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>3,511,485</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Expenditure</b>										
Contracting	3,511,485	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>3,511,485</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>										
	-	-	-	-	-	-	-	-	-	-

# CARRY-FORWARD: 101A Street and 104 Avenue Water and Sewer Replacement (continued)

## Location





## FUNDED: Churchill Drive - 100 Street to 101 Street Water and Sewer Rehabilitation

### Background

There has been multiple water breaks in the past. When water breaks occur, the treated water released goes directly to the lake. the water main diameter within this area is 100mm. Based on the 2015 Water and Sewer Master plan, this is way undersized and creates a bottleneck in the network.

### Current State

Along with 275 meters of cast iron water main needing replacement, the sewer main which is made of vitrified clay, has exceeded its life expectancy. This area has been recognized as being high risk for potential impacts to the environment.

### Alternatives

1. Replace water and sewer infrastructure.
2. Choose not to replace water and sewer infrastructure.

### Recommended Alternative

1. Replace water and sewer infrastructure.

### Strategic Alignment

Service Excellence

Effectively maintain capital assets by employing best practices related to asset management and long-term capital planning.

### Stakeholder

Residents  
Utilities staff  
Alberta Environment

### Timeline

Engineering completed in 2024

### Associated Operating Request

False

### Priority Matrix

Priority I : Imperative

### Ranks

No data found for the selected parameters.

### Operating Impact

No data found for the selected parameters.

### Related Projects

No data found for the selected parameters.





# FUNDED: Churchill Drive - 100 Street to 101 Street Water and Sewer Rehabilitation (continued)

## Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	1,375,000	1,375,000	-
	<b>1,375,000</b>	<b>1,375,000</b>	<b>-</b>

## Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
Reserves			1,375,000
<b>Total</b>			<b>1,375,000</b>
<b>Total Funding Source</b>			<b>1,375,000</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Engineering			1,375,000
<b>Total</b>			<b>1,375,000</b>
<b>Total Expenditure</b>			<b>1,375,000</b>
<b>Net Total</b>			<b>-</b>

## Prior Year Comparison

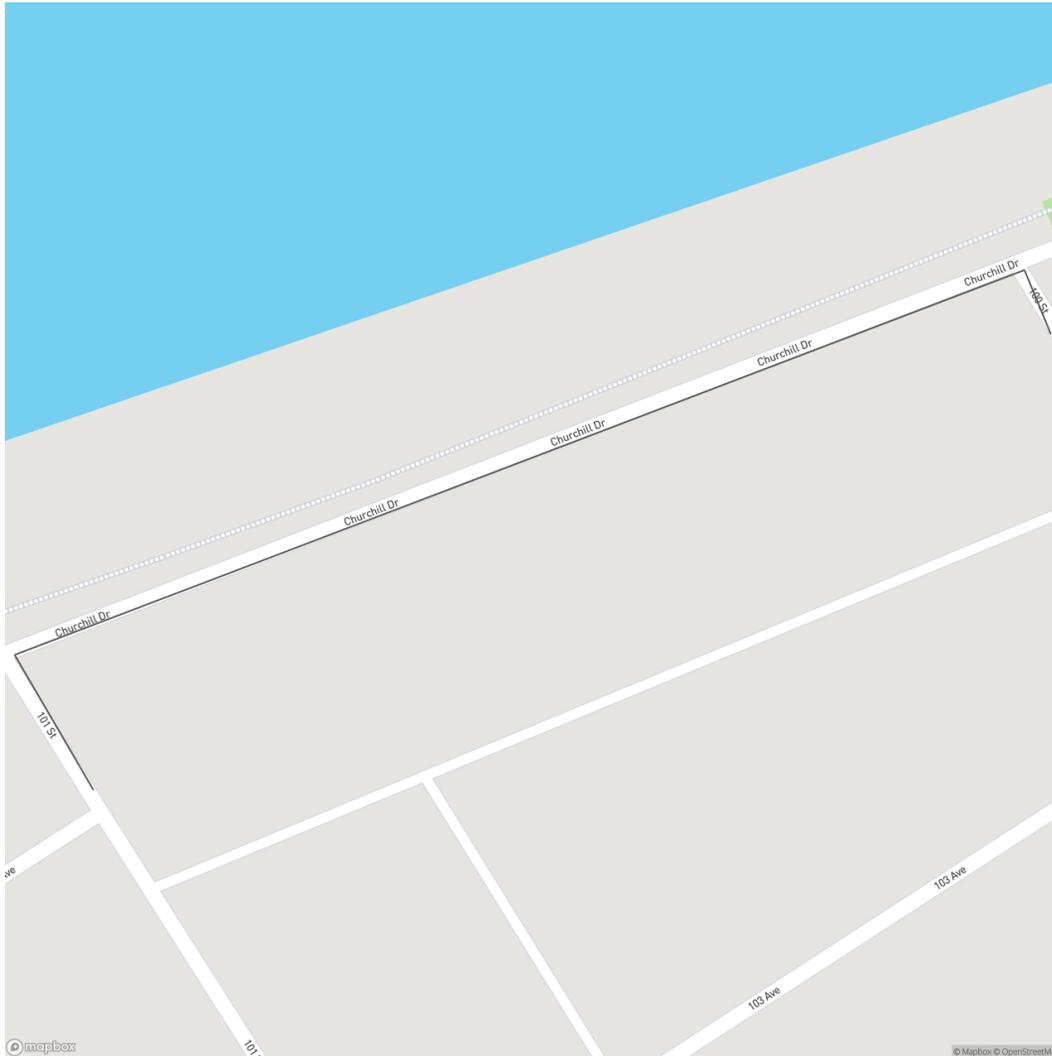
Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
Reserves	-	-	1,375,000
<b>Total Funding Source</b>		-	<b>1,375,000</b>
<b>Expenditure</b>			
Engineering	-	-	1,375,000
<b>Total Expenditure</b>		-	<b>1,375,000</b>

## Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
Reserves	1,375,000	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>1,375,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Expenditure</b>										
Engineering	1,375,000	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>1,375,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# FUNDED: Churchill Drive - 100 Street to 101 Street Water and Sewer Rehabilitation (continued)

## Location



# Fleet Services

2024 Net Operating Budget	\$5,015,276
2023 Net Operating Budget	\$6,940,360
Budget Change	-\$1,925,084
% Change	-27.74

## 2023 Key Accomplishments

-  Procured 2023 equipment capital replacements and new growth approved by Council.
-  Updated the County's Vehicle Use Policy.

## 2024 Proposed Initiatives

-  The 2024 Equipment Replacement program includes the following: two Motor Graders, three Ag. Tractors, a Ditch Mower, a Beach Cleaner, a Mastic Melter Pothole Patcher, a Tire Balancer and a Tandem Axle Plow Truck.

## Key Priorities

-  Research and development of new products and technologies.
-  Asset management of fleet to track the utilization of all vehicles and equipment.
-  Research and implement use of AVL (Automatic Vehicle Location) System to track after-hours vehicle usage.
-  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.
-  Coordinate annual crane inspections and annual lift inspections.

## 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.

**#DYK?** Lac La Biche County has purchased a total of 424 units of equipment since amalgamation in 2007.



## Service Levels

### STATISTICS

2023 statistics are as of July 31, 2023.

Repair Requests:

2022 - 811

2023 - 495

Open Repair Requests:

2022 - 7

2023 - 53

Commercial Vehicle inspections Completed (Note: Bus inspections are every six months):

2022 - 47 (4 buses)

2023 - 42 (5 buses)

GovDeals Online Auction:

2022 - \$89,352.00

2023 - \$23,644.66

Fleet Services Vehicle Requests by Days

2022 - 211

2023 - 133

### ANNUAL NUMBER OF REPLACEMENT AND NEW EQUIPMENT ADDED TO FLEET

#### 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

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 demands of the organization. Monitor fuel usage at remote sites. Reconcile logbooks. Verify allocated 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

	2022 BUDGET	2022 ACTUAL	2023 BUDGET	2023 ACTUAL	2024 BUDGET	BUDGET CHANGE (\$)	BUDGET CHANGE (%)
<b>OPERATING REVENUES</b>							
Sale of Goods & Services	-	-	-	-	-	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	11,831	-	28,914	-	-	0.00%
Conditional Grants	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
<b>TOTAL: REVENUES</b>	<b>-</b>	<b>11,831</b>	<b>-</b>	<b>28,914</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>OPERATING EXPENSES</b>							
Salaries, Wages & Benefits	1,187,577	1,154,516	1,257,212	932,355	1,289,248	32,036	2.55%
Contracted & General Services	301,700	289,204	414,900	321,903	435,300	20,400	4.92%
Materials, Goods, Supplies & Utilities	1,170,757	1,945,124	1,612,740	1,214,667	1,622,144	9,404	0.58%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	-	-	-	0.00%
Debtenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	1,787,660	1,787,660	3,655,508	2,756,706	1,668,584	1,986,924	-54.35%
<b>TOTAL: EXPENSES</b>	<b>4,447,694</b>	<b>5,176,504</b>	<b>6,940,360</b>	<b>5,225,630</b>	<b>5,015,276</b>	<b>1,925,084</b>	<b>-27.74%</b>
<b>FLEET SERVICES NET</b>	<b>4,447,694</b>	<b>5,188,335</b>	<b>6,940,360</b>	<b>5,196,061</b>	<b>5,015,276</b>	<b>-1,925,084</b>	<b>-27.74%</b>

### BASE BUDGET HIGHLIGHTS

#### Expenses

Salaries, wages and benefits increased due to 3.55% COLA and merit increases.

Decrease in reserve allocation for all County fleet vehicles and equipment, reflecting the increase in replacement cost estimates that was accounted for in 2023 to bring costs up to market value.



## FUNDED: 2024 Replacement Equipment and Vehicles

### Background

Replacement vehicles and equipment that have reached their replacement threshold.

Each unit has replacement funds set aside in reserves and each unit has a residual value. In some cases, extra funds are requested due to higher replacement costs, or the age and condition of the unit.

### Current State

The capital equipment replacement plan was put in place to utilize the vehicles and equipment to its fullest, while still retaining a good residual value.

The following units are scheduled to be replaced in 2023 and 2024;

#### 2023 Budget Year

- Unit 530 - 2013 international Plow Truck - 238,387 km - 6758 hours - \$385,000.00 (Sell \$66,000 - Reserve \$304,000.00)
- Unit 733 - 2017 Caterpillar Grader - 5523 hours - \$618,500.00 (Sell \$207,625.00 - Reserve \$402,375.00)
- Unit 333 - 2013 Case Tractor - 3505 hours - \$160,000.00 (Sell \$27,000.00- Reserve \$103,000.00)

#### 2024 Budget Year

- Unit 734 - 2019 Caterpillar Grader - 5608 hours - \$618,500.00 (Sell \$225,500.00 - Reserve \$379,500.00)
- Unit 310 - 2006 John Deere Tractor - 5123 hours(Estimated New Hour Meter) - \$160,000.00 (Sell \$12,000.00- Reserve \$65,000.00)
- Unit 321 - 2008 Schulte Mower - \$70,000.00 (Sell \$6,000.00 - Reserve \$16,000.00)
- Unit 338 - 2014 Challenger Tractor - 2545 hours - \$160,000.00 (Sell \$29,000.00 - Reserve \$101,000.00)
- Unit 822 - 2011 - Barber Sandman Beach Cleaner - \$55,000.00 (Sell \$1,900.00 - Reserve \$9,100.00)
- Unit 651 - 2009 RA-2000 Spray Patcher and Unit 695 - 2018 KM 8000 Asphalt Reclaimer - Replace both units with one unit - \$120,000.00 (Sell \$46,700.00 - Reserve \$94,300.00)
- Unit 842 - 2014 Ranger Tire Balancer - \$3,200.00 (Sell \$500.00 - Reserve \$0.00)

### 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.

- Keep the vehicles and equipment longer;
- Increase the operational budget to account for repairs.
- Increase funds in reserve for future replacement. Higher replacement cost and lower residual value.

#### 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





# FUNDED: 2024 Replacement Equipment and Vehicles (continued)

## Recommended Alternative

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.

## Strategic Alignment

Service Excellence

Lac La Biche County is committed to building a region of excellence by delivering progressive, sustainable programs and services

## Stakeholder

- All Departments

## Timeline

The purchasing of new equipment starts immediately after budgets are approved. Equipment may take several months to arrive.

## Associated Operating Request

False

## Priority Matrix

Priority II: Essential

## Ranks

No data found for the selected parameters.

## Operating Impact

No data found for the selected parameters.

## Related Projects

No data found for the selected parameters.

## Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	2,350,200	2,350,200	-
	<b>2,350,200</b>	<b>2,350,200</b>	<b>-</b>

## Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
General Revenue			253,700
Reserves			1,474,275
Sale of Assets			622,225
<b>Total</b>			<b>2,350,200</b>
<b>Total Funding Source</b>			<b>2,350,200</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Acquisition	2006 John Deere 6415 Tractor	160,000	

## FUNDED: 2024 Replacement Equipment and Vehicles (continued)

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
Acquisition	2008 Schulte 10 ft mower	70,000	
Acquisition	2009 RA-2000 Spray Patcher & 2018 KM 8000 Asphalt	120,000	
Acquisition	2011 Barber Sandman 850 Beach Cleaner	55,000	
Acquisition	2013 Case Tractor	160,000	
Acquisition	2013 International Plow Truck/Gravel Truck	385,000	
Acquisition	2014 Challenger Tractor	160,000	
Acquisition	2014 Ranger Tire Balancer	3,200	
Acquisition	2017 Caterpillar 160M Grader (AWD)	618,500	
Acquisition	2019 Caterpillar 140M3 Grader (AWD)	618,500	
		2,350,200	
<b>Total</b>			<b>2,350,200</b>
<b>Total Expenditure</b>			<b>2,350,200</b>
<b>Net Total</b>			<b>-</b>

### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
General Revenue	-	-	253,700
Reserves	-	-	1,474,275
Sale of Assets	-	-	622,225
<b>Total Funding Source</b>		-	<b>2,350,200</b>
<b>Expenditure</b>			
Acquisition	-	-	2,350,200
<b>Total Expenditure</b>		-	<b>2,350,200</b>

### Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
General Revenue	253,700	-	-	-	-	-	-	-	-	-
Reserves	1,474,275	-	-	-	-	-	-	-	-	-
Sale of Assets	622,225	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>2,350,200</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Expenditure</b>										
Acquisition	2,350,200	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>2,350,200</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	-	-	-	-	-	-	-	-	-	-

## FUNDED: 2024 Replacement Equipment and Vehicles (continued)



## FUNDED: Patrol Vehicle Replacement

### 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 enforcement vehicles that are shared between the departments Community Peace Officers and the Law Enforcement Training Program. Currently, both Unit 4028 and 4029 are scheduled to be replaced in 2024. All patrol vehicles are utilized on a regular basis by front line Peace Officers. These vehicles are utilized in both operations and for training needs such as scenarios and emergency vehicle driving training. The replacement of this vehicle is budgeted in the replacement reserves.

### Alternatives

By not replacing the vehicle there will be an increase in maintenance costs and operating costs on the current vehicles that are listed for replacement.

### Recommended Alternative

To purchase and replace the two vehicles.

### Strategic Alignment

Service Excellence  
- Service Excellence

### Stakeholder

### Timeline

The vehicles will be replaced by October 2024.

### Associated Operating Request

False

### Priority Matrix

Priority I : Imperative

### Ranks

No data found for the selected parameters.

### Operating Impact

No data found for the selected parameters.

### Related Projects

No data found for the selected parameters.



## FUNDED: Patrol Vehicle Replacement (continued)

### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	190,000	190,000	-
	<b>190,000</b>	<b>190,000</b>	<b>-</b>

### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
General Revenue			10,000
Reserves	Patrol Vehicle Replacement x 2		180,000
<b>Total</b>			<b>190,000</b>
<b>Total Funding Source</b>			<b>190,000</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Acquisition			190,000
<b>Total</b>			<b>190,000</b>
<b>Total Expenditure</b>			<b>190,000</b>
<b>Net Total</b>			<b>-</b>

### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
General Revenue	-	-	10,000
Reserves	-	-	180,000
<b>Total Funding Source</b>		<b>-</b>	<b>190,000</b>
<b>Expenditure</b>			
Acquisition	-	-	190,000
<b>Total Expenditure</b>		<b>-</b>	<b>190,000</b>

### Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
General Revenue	10,000	-	-	-	-	-	-	-	-	-
Reserves	180,000	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>190,000</b>	<b>-</b>								
<b>Percent Increase</b>	<b>(100.00%)</b>	<b>0.00%</b>								
<b>Expenditure</b>										
Acquisition	190,000	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>190,000</b>	<b>-</b>								
<b>Percent Increase</b>	<b>(100.00%)</b>	<b>0.00%</b>								
<b>Net Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## FUNDED: Patrol Vehicle Replacement (continued)



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

2024 Net Operating Budget	\$2,916,983
2023 Net Operating Budget	\$3,010,610
Budget Change	-\$93,627
% Change	-3.11

### 2023 Key Accomplishments

-  Commissioning of the new compost pad at Beaver Lake Landfill, and completion of the new Agricultural Service Board chemical warehouse.
-  Introduced a mattress recycling pilot, and completed a FoodCycler pilot in collaboration with Food Cycle Science.
-  Participated in a Wetland Replacement Program through Alberta Environment & Protected Areas.
-  Implementing a Hydrometric Monitoring Program to develop a nutrient/water budget, and participating in the Algal Bloom Monitoring Project through the University of Alberta.
-  The new online What Goes Where tool had 761 user sessions, with 1,494 materials being searched by customers from September 2022 to September 2023.

### 2024 Proposed Initiatives

-  Introduce an ICI and Multi-Family Housing Recycling Program.
-  Improve stormwater management and correct structural issues at Beaver Lake Landfill.
-  Complete a pilot program for curbside pickup of organics (leaf and yard waste).

### 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. Environmental initiatives include watershed management and lake water quality monitoring, as well as numerous educational workshops and events. Agricultural services include roadside vegetation management, weed inspections, equipment rentals, public outreach and education, etc.

### Key Priorities

-  Continued enhancement of waste and recycling services.
-  Implementation of action items within the Lac La Biche Watershed Management Plan, which include additional data collection, grant applications, education programs, etc. to assist with lake water quality management and improvement.

**#DYK?** The County completed 35 canola clubroot inspections in 2023, representing a 133% increase in surveys from last year.

The department also completed 280 weed inspections and sprayed nearly 390 kilometres of roadside, compared to 260 kilometres in 2022.



## Service Levels

### AGRICULTURAL SERVICE BOARD (ASB)

Makes recommendations to Council on agriculture-related policies and other matters.

Meets approximately eight 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 under the municipality's 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 wolves.
- **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 15 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:** Includes the 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:** 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 healthcare costs to eligible producers.
- **Equipment Rental:** Under the direction of the ASB, the County's Agricultural Services rents out agricultural equipment such as seeders, sprayers, post pounders and land rollers to local residents, especially those in the agricultural sector. This program overall helps reduce the Producer's operational costs, thereby increasing their profit margin.
- **Education and Outreach**
  - Open houses and workshops
  - Agriculture Appreciation Day
- **Sponsorship and Bursaries**
  - In-kind and monetary support of agricultural community organizations (Ag. societies, 4H, Rural Women's Conference Committee, Farm Safety, Alberta Invasive Species) and student bursaries.



## WATERSHED QUALITY MANAGEMENT:

Implementation of the County's Watershed Management Plan (WMP). Includes monthly meetings with a focus on Land Use Bylaw recommendations for riparian setbacks, stormwater management, water and sewer utilities, source water protection planning, wetland conservation and restoration, etc.

Watershed quality monitoring (lake sampling, beach sampling, tributary [hydrometric] sampling) and annual lake water quality reports.

Liaising/networking with watershed groups/organizations.

Sharing of water quality data with other groups.

## EDUCATION AND OUTREACH:

Annual events and regular youth programs like Mad About Science.

Open houses and workshops.

## PROGRAMS AND SERVICES:

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

Responding 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 Stewardship Awards.

Participation in the Wetland Replacement Program through Alberta Environment and Protected Areas.

## ENVIRONMENTAL SUPPORT:

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

Internal and external compliance with provincial and federal environmental regulations.

Records search for Environmental Phase I Site Assessments.

Assist and collaborate with Healthy Waters Lac La Biche.

Member of LICA Environmental Stewards Watershed Committee for the implementation of the Beaver River Integrated Watershed Management Plan.

## 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 per day on days of operation.

Composting services at Beaver Lake Landfill.

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 Protected Areas).

## WASTE AND RECYCLING PROGRAMS AND SERVICES

- Curbside Pickup Program (Waste and Recycling)
- Household Hazardous Waste Roundups (HHWR)
- Shredding events for secure recycling
- Composting Workshops
- Resale Programs (composters and green cones)
- Christmas Tree Recycling and planting of replacement trees
- Recycling Trailer
- Public education & outreach
- Annual Green Initiatives Calendar (received international award)
- Waste and recycling audits
- Free residential tipping fee weeks



*New compost pad at Beaver Lake Landfill*



## Environmental Services - Operating Budget

<b>WASTE &amp; RECYCLING MANAGEMENT</b>	<b>2022 BUDGET</b>	<b>2022 ACTUAL</b>	<b>2023 BUDGET</b>	<b>2023 ACTUAL</b>	<b>2024 BUDGET</b>	<b>BUDGET CHANGE (\$)</b>	<b>BUDGET CHANGE (%)</b>
<b>OPERATING REVENUES</b>							
Sale of Goods & Services	715,244	954,746	880,844	722,229	880,844	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	685	-	1,145	-	-	0.00%
Conditional Grants	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
<b>TOTAL: REVENUES</b>	<b>715,244</b>	<b>955,431</b>	<b>880,844</b>	<b>723,374</b>	<b>880,844</b>	<b>-</b>	<b>0.00%</b>
<b>OPERATING EXPENSES</b>							
Salaries, Wages & Benefits	1,378,200	1,403,104	1,413,490	1,314,330	1,491,996	78,506	5.55%
Contracted & General Services	930,421	1,808,010	1,139,847	633,832	1,039,201	-100,646	-8.83%
Materials, Goods, Supplies & Utilities	155,702	93,961	232,892	71,293	205,472	-27,420	-11.77%
Other Expenditures	-	110	-	61	-	-	0.00%
Transfers To Organizations & Individuals	-	2,000	-	-	-	-	0.00%
Debtenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
<b>TOTAL: EXPENSES</b>	<b>2,464,323</b>	<b>3,307,185</b>	<b>2,786,229</b>	<b>2,019,515</b>	<b>2,736,669</b>	<b>-49,560</b>	<b>-1.78%</b>
<b>WASTE &amp; RECYCLING MANAGEMENT NET</b>	<b>1,749,079</b>	<b>2,351,754</b>	<b>1,905,385</b>	<b>1,296,141</b>	<b>1,855,825</b>	<b>-49,560</b>	<b>-2.60%</b>
<b>ENVIRONMENTAL SERVICES</b>							
	<b>2022 BUDGET</b>	<b>2022 ACTUAL</b>	<b>2023 BUDGET</b>	<b>2023 ACTUAL</b>	<b>2024 BUDGET</b>	<b>BUDGET CHANGE (\$)</b>	<b>BUDGET CHANGE (%)</b>
<b>OPERATING REVENUES</b>							
Sale of Goods & Services	4,500	1,909	19,500	17,064	4,500	-15,000	-76.92%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	-	-	-	-	-	0.00%
Conditional Grants	-	29,857	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	14,197	14,197	-	-14,197	-100.00%
<b>TOTAL: REVENUES</b>	<b>4,500</b>	<b>31,766</b>	<b>33,697</b>	<b>31,261</b>	<b>4,500</b>	<b>-29,197</b>	<b>-86.65%</b>
<b>OPERATING EXPENSES</b>							
Salaries, Wages & Benefits	245,584	258,724	271,427	210,864	285,251	13,824	5.09%
Contracted & General Services	60,605	43,773	72,398	41,544	70,418	-1,980	-2.73%
Materials, Goods, Supplies & Utilities	25,300	25,721	48,505	13,266	17,718	-30,787	-63.47%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	-	-	-	1,600	-	-	0.00%
Debtenture & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
<b>TOTAL: EXPENSES</b>	<b>331,489</b>	<b>328,218</b>	<b>392,330</b>	<b>267,275</b>	<b>373,387</b>	<b>18,943</b>	<b>-4.83%</b>
<b>ENVIRONMENTAL SERVICES NET</b>	<b>326,989</b>	<b>296,452</b>	<b>358,633</b>	<b>236,014</b>	<b>368,887</b>	<b>10,254</b>	<b>2.86%</b>



## Environmental Services - Operating Budget Continued

<b>AGRICULTURE SERVICES</b>	<b>2022 BUDGET</b>	<b>2022 ACTUAL</b>	<b>2023 BUDGET</b>	<b>2023 ACTUAL</b>	<b>2024 BUDGET</b>	<b>BUDGET CHANGE (\$)</b>	<b>BUDGET CHANGE (%)</b>
<b>OPERATING REVENUES</b>							
Sale of Goods & Services	14,300	19,724	16,500	30,241	16,500	-	0.00%
Licenses and Permits	-	-	-	-	-	-	0.00%
Fines & Penalties	-	-	-	-	-	-	0.00%
Interest Income	-	-	-	-	-	-	0.00%
Other Revenues	-	8,420	500	734	500	-	0.00%
Conditional Grants	118,000	118,653	118,153	166,247	180,444	62,291	52.72%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
<b>TOTAL: REVENUES</b>	<b>132,300</b>	<b>146,797</b>	<b>135,153</b>	<b>197,222</b>	<b>197,444</b>	<b>62,291</b>	<b>46.09%</b>
<b>OPERATING EXPENSES</b>							
Salaries, Wages & Benefits	472,324	479,796	551,517	402,527	586,135	34,618	6.28%
Contracted & General Services	79,959	64,647	87,924	48,370	73,987	-13,937	-15.85%
Materials, Goods, Supplies & Utilities	78,300	42,875	127,804	98,584	85,093	-42,711	-33.42%
Other Expenditures	-	-	-	-	-	-	0.00%
Transfers To Organizations & Individuals	116,500	101,500	114,500	125,300	144,500	30,000	26.20%
Debt Service & Interest	-	-	-	-	-	-	0.00%
Bank Charges & Short Term Interest	-	-	-	-	-	-	0.00%
Transfer To/From Reserves	-	-	-	-	-	-	0.00%
<b>TOTAL: EXPENSES</b>	<b>747,083</b>	<b>688,818</b>	<b>881,745</b>	<b>674,781</b>	<b>889,715</b>	<b>7,970</b>	<b>0.90%</b>
<b>AGRICULTURE SERVICES NET</b>	<b>614,783</b>	<b>542,022</b>	<b>746,592</b>	<b>477,559</b>	<b>692,271</b>	<b>-54,321</b>	<b>-7.28%</b>

### BASE BUDGET HIGHLIGHTS

#### Expenses

Salaries, wages and benefits increased due to 3.55% COLA and merit increases.

Reduced site repair across all sites based on 2024 forecasted repairs.

Reduced crushed gravel costs by \$35,000, as this can be completed in 2025 on-site.

Environmental consulting services for lake monitoring have been reduced by \$7,500 and pushed to 2025.

Reduction of \$14,000 in agriculture contracted services (current fleet can be used) and \$25,000 for purchase of pesticides, based on 2024 forecast to complete all spraying.

## Operating Initiative: ICI and Multi-Family Housing Recycling

### Background

Administration has received interest from ICI customers and multi-family housing tenants and owners to expand the waste and recycling programs by providing these services to them and is recommending recycling options be expanded and supported. By providing proper tools that are convenient and easy to use (including both infrastructure and education/resources), both ICI and MF customers will be encouraged to separate recycling materials at source, leading to increased diversion and preservation of air space at the County's landfills.

As part of the 2022 budget, Council approved \$15,000 to be allocated towards the background research and strategic review of an ICI & MF Recycling Program, as completed by an external consultant (Sonnevera). Results have since been compiled into a summary report which contains logistical information outlining the requirements to successfully launch a recycling program for ICI and MF. This was the first phase in supporting ICI and MF with recycling programs.

During this first phase in 2022, a survey was completed with ICI and MF to obtain information on their recycling needs. The survey results showed that:

- One-third of respondents are not satisfied with the current recycling options in Lac La Biche, while 40 per cent were not sure. Only one-quarter (approximately) of respondents reported being satisfied with the status quo.
- Nearly 75 per cent of respondents reported being interested in a collection service for recyclables and over half were also interested in future programming options for organic material (e.g., food and yard waste).
- Survey respondents ranked cost, space, and pick-up schedule as the three highest ranking factors in determining if they would participate in a recycling collection program.

Administration is now bringing forward the next phase of the program proposal as part of the 2024 POI budget deliberations. The next phase includes a budget request of \$75,000 to complete an educational campaign, provide focused assistance by recycling ambassadors, and promote of the recycling program by publicly acknowledging those in ICI and MF who are successfully recycling.

### Current State

ICI (Industrial, Commercial, and Institutional) and Multi-Family housing units currently are not provided with waste and recycling services offered by the County and are responsible for their own collection and disposal methods via self-haul to landfills/transfer stations or via contracted collection/hauling services.

Currently, many ICI customers have waste bins only (if any at all), and recycling is not separated. This causes our landfills to receive loads with high volumes of waste containing recyclable material, which generally must be disposed of, due to contamination. These mixed loads also result in increased tipping fees, and at times, sorting costs for these customers.

### Alternatives

Scenario 1: Continue with status quo

Pros: No additional resources required from the County. The ICI sector will continue to have autonomy to choose their own methods of material disposal.

Cons: The County landfills will continue to receive high volumes of waste with high contamination levels, without the ability to separate on site. This leads to increased tipping fees for customers, and a reduction in airspace at the landfills. The County will have a reduced ability to pursue their goals for waste reduction. Improper separation of hazardous goods can be a cause of landfill fires which can cause property damage and the risk of injury and death, as well as decrease health and environmental hazards associated with landfill fires. Recycling sitting in the weather, beside and behind buildings, and getting damaged so that it cannot be recycled.



## Operating Initiative: ICI and Multi-Family Housing Recycling (continued)

Scenario 2: ICI and MF recycling program including an educational campaign, focused assistance, and promotion of recycling programs.

Pros: Waste diversion will be facilitated through support and education provided by the County to encourage recycling within the ICI and MF sectors. Focused assistance will provide education on items such as which materials are recyclable, which materials are free to recycle, how best to store these recyclables, and how best to have these collected/transported to landfill or processor. This can be self-hauled to landfills or can be contracted through service providers (bin rental/servicing). This option allows the private sector to provide service to the ICI and MF sectors, offering a suite of options for customers and encourages economic development within the community. This option provides both the customer and service provider with the most flexibility to ensure successful programming.

Cons: There will be costs and resource requirements associated with this programming.

Not all ICI or MF will initially want to participate in this program. Consequently, a significant focus on education and incentives to participate will be required by the County. Examples of this include the purchasing of individual recycling bins for MF units, promotional signage, etc.

Scenario 3: Future Mandatory Recycling (optional)

Mandatory recycling can be achieved through a bylaw; however, this scenario is only recommended if the proposed recycling program proves unsuccessful as determined through audits. It is also recommended to consider this only after the recycling program has been in place for at least 1-2 years.

Pros: ICI sector will still have flexibility in how they choose to recycle material generated by their business and waste reduction will be achieved in the County.

Cons: Mandatory recycling stipulated in the County waste bylaw will require additional County resources in terms of monitoring and enforcement. Consulting fees will be required to provide recommendations on bylaw amendments and implementation timelines.

### Recommended Alternative

Scenario 1

### Strategic Alignment

Environment & Agriculture

As the overall goal of this proposed program is to increase recycling and waste diversion in the County, this aligns with County's strategic priority of Environment.

### Stakeholders

Multi-Family housing property owners and tenants, ICI sector - Industry, Commercial, and Institutional owners, managers, and customers, Service providers / waste haulers, and Lac La Biche County Administration



## Operating Initiative: ICI and Multi-Family Housing Recycling (continued)

### Timeline

Program implementation is expected to take place in early 2024 (pending approval) with the majority of program implementation to occur in 2024 and 2025.

### Associated Capital Request

### Priority Matrix

Priority III: Important

### Budget 5 Year Forecast

	2024	2025	2026	2027	2028	2029
<b>Expenses</b>						
Other Expense	75,000	30,000	-	-	-	-
<b>Total Expenses</b>	75,000	30,000	-	-	-	-
<b>% Increase</b>		(60.00%)	(100.00%)	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>(75,000)</b>	<b>(30,000)</b>	-	-	-	-

## CARRY-FORWARD: Beaver Lake Landfill Structural and Stormwater Repairs

### 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, XCG Consulting was hired to survey and analyze the slope issues. XCG proposed a solution that included repairing the landfill slope and repairing the perimeter road and ditch at the toe of the slope. However, additional problems have emerged since the remedial plans were developed by XCG Consulting and the proposed solution is no longer sufficient. Significant drainage failures and severe erosion have occurred, resulting in further damage to the access road surrounding the dump site and water runoff from the landfill site. These issues result in the site being noncompliant with landfill standards and regulations. In-house resources are being used to currently address these issues temporarily. In order to prevent drainage problems in the future, a suitable drainage management plan is required in accordance with the Code of Practice for Landfills and the Standards for Landfills in Alberta.

A budget of \$496,556.25 was proposed by XCG Consulting; however, this budget was based on 2020 pricing and is not sufficient for the landfill structural repairs and additional drainage non-compliance issues identified in 2022. Therefore, a proposal has been submitted by Canadian Consulting Engineers to provide the full cost estimate for the proposed project – including both the landfill structural repairs and storm water management improvements.

### 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, including limiting the ability to complete any work in the area, 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.

As this landfill has been operating before the current provincial legislation, historical operations did not ensure the material was properly compacted and covered as the landfill was not designed as per the Alberta Standards for Landfills and Code of Practice. The landfill structural repairs will ensure that historically buried waste is properly compacted and covered, and that surface runoff drains towards the site's stormwater pond. Completing this repair will also assist in enhancing the amount of life left for landfill capacity.

Due to the surface water management concerns at Beaver Lake Landfill, staff have been completing repairs in-house using existing staff and equipment. However, this is not an effective long-term solution, as the work required is above the abilities of in-house operations. In order to have an effective storm water management system, several tasks are required including: surveying the site and conducting hydrological investigation to determine the effective capacity of storm water pond(s), reconditioning of existing storm water pond, construction of ditches and berms along the site's perimeter including the installation of engineered swales, installation of culvert gates, installation of storm water down chutes, repair of the perimeter road, construction of an additional stormwater pond, etc.

### Alternatives

#### Scenario 1: Short Term Landfill Structural 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:

- Contouring of the waste slopes to remove slopes steeper than 3H:1V;
- Remove all material from the perimeter ditch and perimeter road and compacting back into the active landfill cell;
- 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;
- Repair any damage to the perimeter road caused by the slope stability issue;
- Construction of ditches and berms along the sites perimeter to prevent erosion issues and stormwater from leaving the site; and
- Have stormwater tested to determine approval for use on-site, to reduce the volume in the ponds.

#### Scenario 2: Long Term Landfill Structural Repairs

The proposed long-term repairs include:

- Construction of a 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;
- Installation of stormwater down chutes on a stormwater bench to collect and convey stormwater from the bench to the stormwater pond;
- Construction of a new stormwater management system, as required based on the formulated stormwater management plan; and
- Reconditioning of existing leachate pond, as required based on hydrological study.



## CARRY-FORWARD: Beaver Lake Landfill Structural and Stormwater Repairs (continued)

TOTAL ESTIMATED PROJECT COST: \$

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 structural repair of this slope will ensure that historically buried waste is compacted and covered, and that stormwater is effectively managed on site complying with Standards for Landfill in Alberta and the Code of Practice for Landfills. As this landfill has been operating before the current provincial legislation, historical operations did not ensure the material was properly compacted and covered.

### Stakeholder

- Lac La Biche County
- Alberta Environment and Protected Areas
- Residents
- Beaver Lake Watershed

### Timeline

- Project is anticipated to commence in the spring of 2024, with completion by the fall of 2024.

### Associated Operating Request

False

### Priority Matrix

Priority II: Essential

### Related Projects

No data found for the selected parameters.

### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	3,400,000	3,400,000	-
	<b>3,400,000</b>	<b>3,400,000</b>	<b>-</b>

### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
General Revenue			1,650,000
Grants			1,750,000
<b>Total</b>			<b>3,400,000</b>
<b>Total Funding Source</b>			<b>3,400,000</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Contracting			3,400,000
<b>Total</b>			<b>3,400,000</b>
<b>Total Expenditure</b>			<b>3,400,000</b>
<b>Net Total</b>			<b>-</b>

## CARRY-FORWARD: Beaver Lake Landfill Structural and Stormwater Repairs (continued)

### Prior Year Comparison

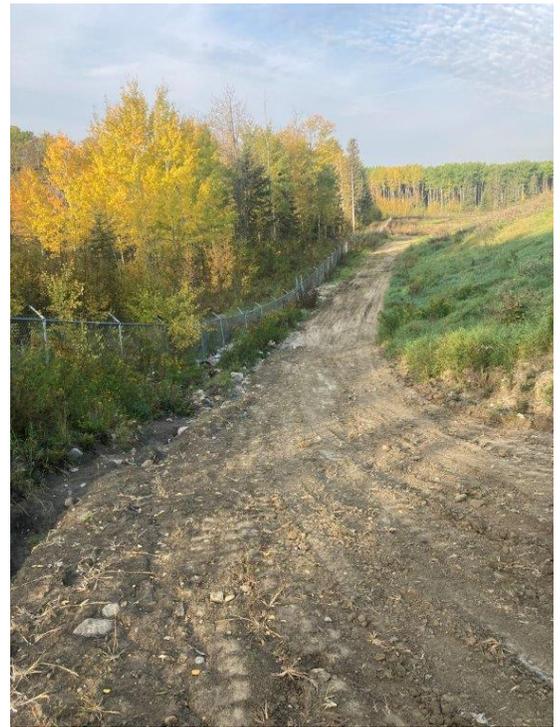
Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
General Revenue	-	-	1,650,000
Grants	-	-	1,750,000
<b>Total Funding Source</b>		-	<b>3,400,000</b>
<b>Expenditure</b>			
Contracting	-	-	3,400,000
<b>Total Expenditure</b>		-	<b>3,400,000</b>

### Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
General Revenue	1,650,000	-	-	-	-	-	-	-	-	-
Grants	1,750,000	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>3,400,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Expenditure</b>										
Contracting	3,400,000	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>3,400,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	-	-	-	-	-	-	-	-	-	-



## CARRY-FORWARD: Beaver Lake Landfill Structural and Stormwater Repairs (continued)



# Appendices



# GLOSSARY

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

**Assets:** All tangible property owned by the County.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**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.

# **Alternative Capital Budget Reference Sheets**

**Councillor Priority &  
Unallocated Items**



# COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1

## Plamondon Beautification Program

### Background

This project was Initiated in 2016 with an intent to beautify the Hamlet of Plamondon downtown through enhancements to the streetscape corridor of HWY 858 (100 Street) between 96A Avenue and just north of Plamondon creek. The basic intent of the concept design is to widen the boulevards in order to allow for landscaping and street scape features. Nice lights on 101 Street going to the Festival Centre, Gazebo, Fancy Benches with other beautification components will also be added as a beautification component which may require land purchase. stakeholder engagement facilitated a concept design that was prepared by WSP Canada that included water and sewer replacement. Since then, water and sewer replacement and paving improvements were done on Highway 858, in conjunction with Alberta Transportation. The overall length of the project is 1,040 meters.

### Current State

- To be engineered (Subject to Council approval).

### Alternatives

Scenario 1: Start engineering for an estimated \$600,000 to determine the required components of beautification with a conceptual design. Additional beautification components may also be proposed based on stakeholder engagement which would also be the part of the project.

Scenario 2: Start engineering for an estimated \$200,000 to prepare a study report with recommendations.

Scenario 3: - Council may give alternate direction.

### Recommended Alternative

Scenario 1: Start engineering for an estimated \$600,000 to determine the required components of beautification with a conceptual design. Additional beautification components may also be proposed based on stakeholder engagement which would also be the part of the project.

### Strategic Alignment

Economic Growth

Economic Growth to ensure physical infrastructure is in place to support current and future Business, Industry and Agriculture.

### Stakeholder

Residents connected to the infrastructure

Business

Transportation Services

Alberta Transportation

### Timeline

Engineering complete in October, Q4 2024.

### Associated Operating Request

False

### Priority Matrix

Priority III: Important

### Ranks

No data found for the selected parameters.

### Operating Impact

No data found for the selected parameters.



# COUNCILLOR PRIORITY – ALT. CAPITAL BUDGET 1

## Plamondon Beautification Program (continued)

### Related Projects

No data found for the selected parameters.

### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	1,259,305	1,259,305	-
	<b>1,259,305</b>	<b>1,259,305</b>	<b>-</b>

### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
Debt Financing			500,000
Reserves			759,305
<b>Total</b>			<b>1,259,305</b>
<b>Total Funding Source</b>			<b>1,259,305</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Engineering			1,259,305
<b>Total</b>			<b>1,259,305</b>
<b>Total Expenditure</b>			<b>1,259,305</b>
<b>Net Total</b>			<b>-</b>

### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
Debt Financing	-	-	500,000
Reserves	-	-	759,305
<b>Total Funding Source</b>		-	<b>1,259,305</b>
<b>Expenditure</b>			
Engineering	-	-	1,259,305
<b>Total Expenditure</b>		-	<b>1,259,305</b>

### Project Forecast

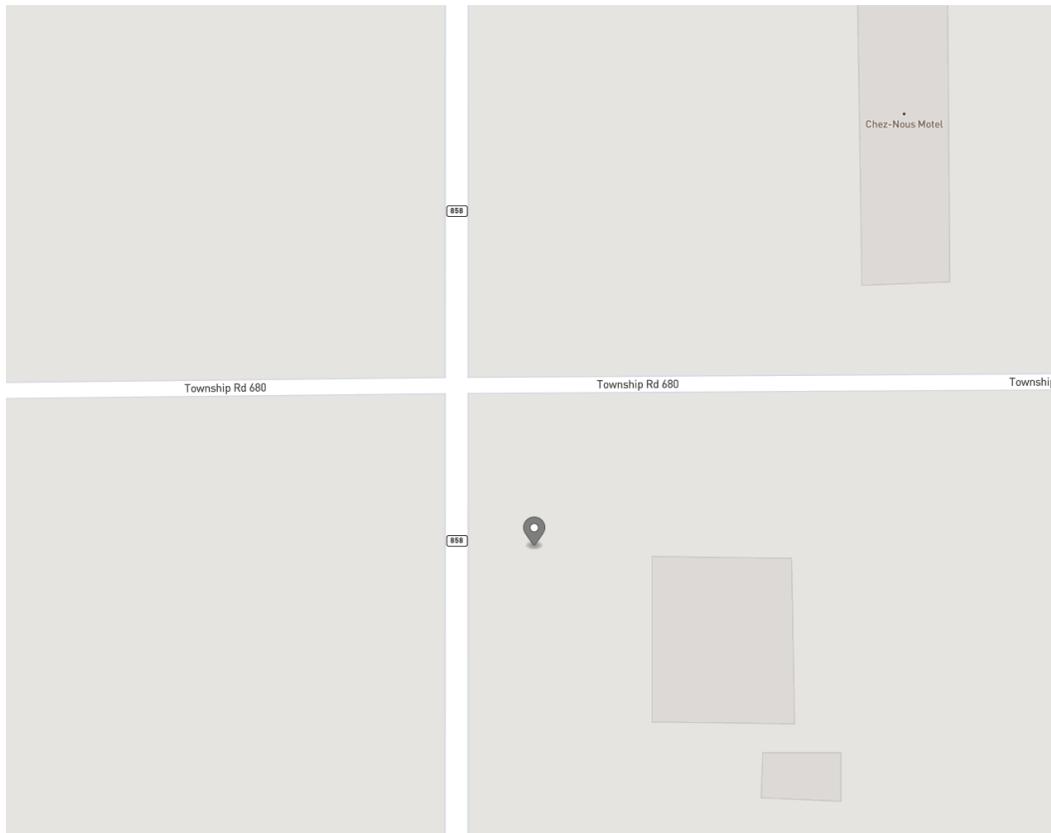
Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
Debt Financing	500,000	-	-	-	-	-	-	-	-	-
Reserves	759,305	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>1,259,305</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>	(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Expenditure</b>										
Engineering	1,259,305	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>1,259,305</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>	(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



# COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1

## Plamondon Beautification Program (continued)

### Location



### GUIDING PRINCIPLES

The following objectives will be used to guide the direction of the streetscape design for the Hamlet of Plamondon:

- To work with stakeholders and the public to create a plan that people embrace.
- To understand the existing street pattern, texture, uses and challenges.
- To achieve safety for pedestrians and vehicles through the main street corridor.
- To maintain acceptable levels of traffic flows, parking and identify opportunities for bicycles and alternative modes of transportation.
- To achieve functionality of public spaces and their interface with adjoining private landholdings while maintaining pedestrian flow.
- To create an aesthetically pleasing environment that provides Universal Accessibility.
- To create a streetscape that can be operated all seasons.
- To implement cost effective sustainable initiatives within the design and implementation.
- To create a design that incorporates CPTED (Crime Prevention through Environmental Design) principles.
- To minimize disruption to businesses during construction.





# COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1

## Plamondon Fire Hall Addition

### Background

Currently the Plamondon Fire Department stores equipment, including a zodiac, in a sea can at the side of the building. The department would like to add a partial bay for heated storage and better access to the equipment. The new bay will be 3/4 the width of the building with a 12' by 10' garage door.

### Current State

Equipment is currently stored in a sea can beside the building. Heated storage will extend the life of the equipment, and create easier access to the zodiac for better response times.

The scope of this project also includes new siding on the whole building. The back side if the building is damaged from the old water fill station, and new siding will also tie the building additions together.

### Alternatives

Keep the sea can for storage, and provide fencing around it.

### Recommended Alternative

Complete the addition and replacement of siding on the Plamondon Fire Hall

### Strategic Alignment

Service Excellence

### Stakeholder

Fire Services

### Timeline

Completed in spring of 2024

### Associated Operating Request

False

### Priority Matrix

Priority III: Important

### Ranks

No data found for the selected parameters.

### Operating Impact

No data found for the selected parameters.

### Related Projects

No data found for the selected parameters.



# COUNCILLOR PRIORITY – ALT. CAPITAL BUDGET 1

## Plamondon Fire Hall Addition

### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	220,000	220,000	-
	<b>220,000</b>	<b>220,000</b>	<b>-</b>

### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
General Revenue	Plamondon Fire Hall Addition		220,000
<b>Total</b>			<b>220,000</b>
<b>Total Funding Source</b>			<b>220,000</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Contracting			220,000
<b>Total</b>			<b>220,000</b>
<b>Total Expenditure</b>			<b>220,000</b>
<b>Net Total</b>			<b>-</b>

### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
General Revenue	-	-	220,000
<b>Total Funding Source</b>		-	<b>220,000</b>
<b>Expenditure</b>			
Contracting	-	-	220,000
<b>Total Expenditure</b>		-	<b>220,000</b>

### Project Forecast

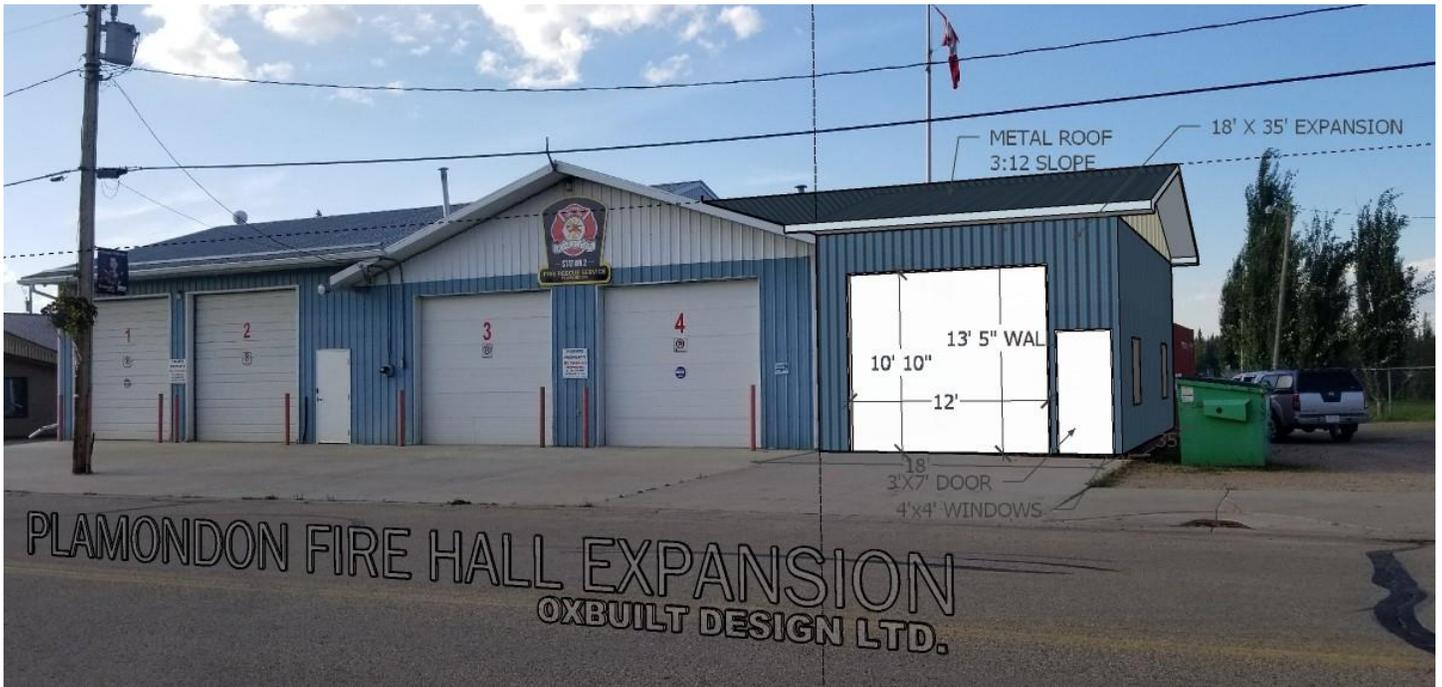
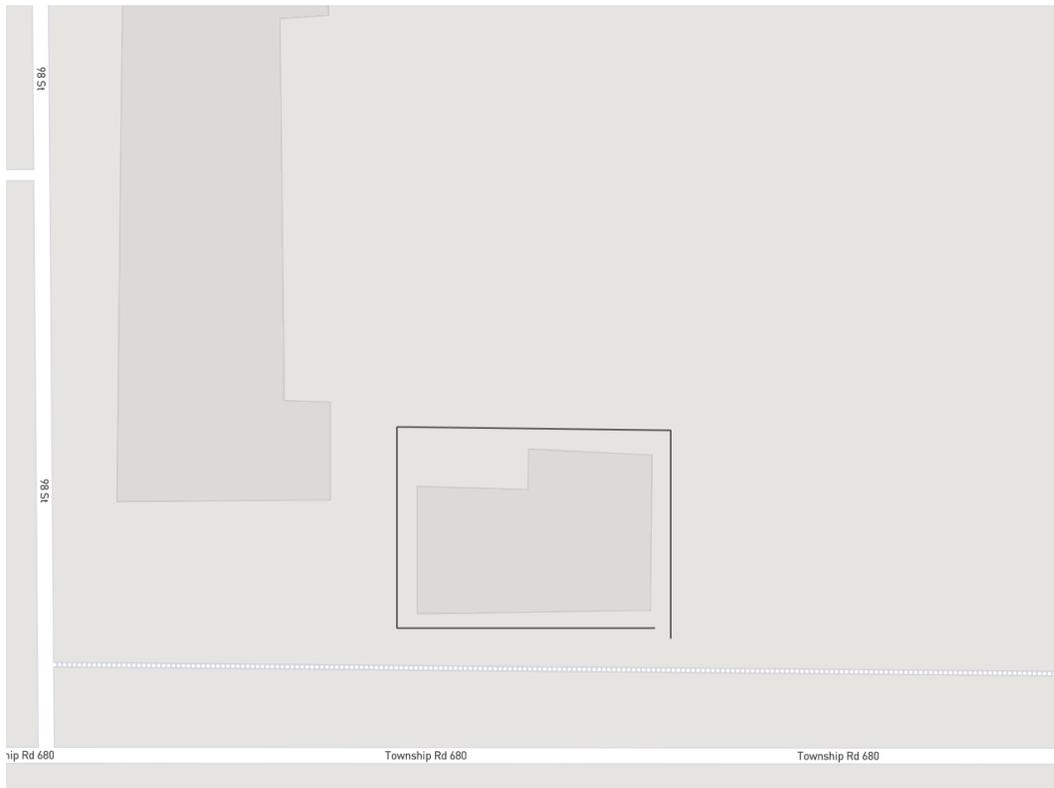
Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
General Revenue	220,000	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>220,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Percent Increase</b>		<b>(100.00%)</b>	<b>0.00%</b>							
<b>Expenditure</b>										
Contracting	220,000	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>220,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Percent Increase</b>		<b>(100.00%)</b>	<b>0.00%</b>							
<b>Net Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



# COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1

## Plamondon Fire Hall Addition

### Location





# COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1

## Vehicle Driving Track

### Background

The Law Enforcement Training Program has determined that there is a need to construct an emergency vehicle driving area within Lac La Biche County. Currently, there is no driving area that can be utilized during the months of April to October. The development of a driving track would greatly increase the availability and revenue to instruct emergency vehicle driving courses for emergency service providers such as law enforcement, emergency medical services and fire services.

The development of an emergency vehicle driving area will be beneficial for law enforcement recruit training as well as ongoing recruit and officer development courses for the Law Enforcement Training Program. The track would allow for recruit training that is occurring within Lac La Biche County to stay within the boundaries of the County and continue to increase both municipal revenue and economic impact. The track would also be able to be rented to emergency service and other law enforcement agencies to conduct training on. It is anticipated that a track would be utilized by law enforcement agencies from the Government of Alberta, Police agencies from the across the province including the RCMP and also Community Peace Officer Training. The driving track would also be utilized to assist with driver training for Emergency Medical Services partners and fire service partners. The track, when not being used for training could also be utilized for community events.

In addition to being utilized for emergency services training the track would also be able to be utilized for community events. This will again assist with economic impact and revenue to assist in covering the construction of the track.

### Current State

Currently there is no driving track in the Lac La Biche County area that can be utilized during the months of April to October. This requires recruit training and other training to be done outside of the Lac La Biche County. For the Law Enforcement Training Program this restricts the ability to conduct recruit training during other times of the year.

### Alternatives

There are no other alternatives to conduct this training within Lac La Biche County.

### Recommended Alternative

#### Strategic Alignment

Economic Growth

- Economic Growth
- Tourism & Recreation

#### Stakeholder

Government of Alberta, Alberta Association of Chiefs of Police, Portage College

#### Timeline

To be constructed by August 2024

#### Associated Operating Request

False

#### Priority Matrix

Priority I : Imperative

#### Ranks

No data found for the selected parameters.



# COUNCILLOR PRIORITY – ALT. CAPITAL BUDGET 1

## Vehicle Driving Track

### Operating Impact

No data found for the selected parameters.

### Related Projects

No data found for the selected parameters.

### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	2,100,000	2,100,000	-
	<b>2,100,000</b>	<b>2,100,000</b>	<b>-</b>

### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
General Revenue			2,100,000
<b>Total</b>			<b>2,100,000</b>
<b>Total Funding Source</b>			
			<b>2,100,000</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Other	Vehicle Driving Track		2,100,000
<b>Total</b>			<b>2,100,000</b>
<b>Total Expenditure</b>			
			<b>2,100,000</b>
<b>Net Total</b>			
			<b>-</b>

### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
General Revenue	-	-	2,100,000
<b>Total Funding Source</b>		<b>-</b>	<b>2,100,000</b>
<b>Expenditure</b>			
Other	-	-	2,100,000
<b>Total Expenditure</b>		<b>-</b>	<b>2,100,000</b>

### Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
General Revenue	2,100,000	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>2,100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Percent Increase</b>		<b>(100.00%)</b>	<b>0.00%</b>							
<b>Expenditure</b>										
Other	2,100,000	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>2,100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Percent Increase</b>		<b>(100.00%)</b>	<b>0.00%</b>							
<b>Net Total</b>										
	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



# COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1

## Vehicle Driving Track

### Vehicle Driving Track

## Preliminary EVOC Plans





# COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1

## Mission Walking Trail

### Background

Council has expressed interest in expanding the existing Walking Trail Network, there is currently a paved walking trail along Mission Road which ends at the Pleasant Acres Subdivision. The proposed addition to the program is an extension of the walking trail along Mission Road from Pleasant Acres Subdivision to Range Road 144A (Old Trail). This new section of paved walking trail would be approximately 7.0 kilometers in length.

### Current State

There is currently no walking trail along this portion of Mission Road. The existing roadway is too narrow to accommodate the addition of a walking trail running parallel with Mission Road.

### Alternatives

#### Scenario 1

- To add construction of a paved walking trail from Pleasant Acres Subdivision to Range Road 144A (Old Trail) for an estimated project budget of \$1,300,000 to the 2024 Capital Budget.

#### Scenario 2

- To add construction of a walking trail with cold mix surfacing from Pleasant Acres Subdivision to Range Road 144A (Old Trail) for an estimated project budget of \$800,000 to the 2024 Capital Budget.

#### Scenario 3

- To add construction of a gravel walking trail from Pleasant Acres Subdivision to Range Road 144A (Old Trail) for an estimated project budget of \$500,000 to the 2024 Capital Budget.

### Recommended Alternative

Scenario 1: To add construction of a paved walking trail from Pleasant Acres Subdivision to Range Road 144A (Old Trail) for an estimated project budget of \$1,300,000 to the 2024 Capital Budget.

### Strategic Alignment

#### Tourism & Recreation

This initiative aligns with Council's priority for Recreation and Culture because it will promote the area as being more attractive to live, raise families and exercise.

### Stakeholder

County Departments: Engineering Services, Transportation, Parks and Open Spaces

County residents and visitors

Alberta Environment and Parks (AEP)

### Timeline

Tender for Construction – January 2024 Q1

Construction – Summer 2024 Q3

### Associated Operating Request

True

### Priority Matrix

Priority III: Important

### Ranks

No data found for the selected parameters.



# COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1

## Mission Walking Trail (continued)

### Operating Impact

No data found for the selected parameters.

### Related Projects

No data found for the selected parameters.

### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	1,300,000	1,300,000	-
	<b>1,300,000</b>	<b>1,300,000</b>	<b>-</b>

### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
General Revenue			500,000
Reserves			800,000
<b>Total</b>			<b>1,300,000</b>
<b>Total Funding Source</b>			<b>1,300,000</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Contracting			1,175,000
Engineering			125,000
<b>Total</b>			<b>1,300,000</b>
<b>Total Expenditure</b>			<b>1,300,000</b>
<b>Net Total</b>			<b>-</b>

### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
General Revenue	-	-	500,000
Reserves	-	-	800,000
<b>Total Funding Source</b>		<b>-</b>	<b>1,300,000</b>
<b>Expenditure</b>			
Contracting	-	-	1,175,000
Engineering	-	-	125,000
<b>Total Expenditure</b>		<b>-</b>	<b>1,300,000</b>



# COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1

## Mission Walking Trail (continued)

### Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
General Revenue	500,000	-	-	-	-	-	-	-	-	-
Reserves	800,000	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>1,300,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		<b>(100.00%)</b>	<b>0.00%</b>							
<b>Expenditure</b>										
Contracting	1,175,000	-	-	-	-	-	-	-	-	-
Engineering	125,000	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>1,300,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		<b>(100.00%)</b>	<b>0.00%</b>							
<b>Net Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Location





## COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1

### Mission Walking Trail (continued)





# COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1

## Beaver Hill Road Underground Power Line

### Background

- At the October 25, 2022 Regular Council Meeting, Briefing 7.6 updated Council on a cost estimate to relocate the existing three-phase power line from overhead to underground in Lac La Biche, Alberta.
- The proposed line move is from the north side of Hammond Subdivision along Beaverhill Road to Highway 881.
- The total estimated project cost for this Work is \$400,000 plus taxes.

### Current State

The power line is in serviceable condition.

### Alternatives

Scenario 1

- To proceed with the proposed realignment and fund the full project cost from the 2024 Capital Budget.

Scenario 2:

- To change the scope of work by adding Lot 3 relocation of power poles in it.

Scenario 3:

- To find an alternate solution to development in the area.

### Recommended Alternative

Scenario 1: To proceed with the proposed realignment and fund the full project cost from the 2024 Capital Budget.

### Strategic Alignment

Economic Growth

- This project aligns with Council's strategic goal for Economic Growth as it supports continued growth and promotes inter-agency collaboration.

### Stakeholder

- Fortis Alberta
- Alberta Utilities Commission
- Government of Alberta
- County Departments: Engineering Services, Transportation Services, Planning & Development
- Local business and landowner's

### Timeline

- Preliminary Engineering and Detailed Design – January 2024
- Construction – May 2024

### Associated Operating Request

False

### Priority Matrix

Priority III: Important

### Ranks

No data found for the selected parameters.

### Operating Impact

No data found for the selected parameters.



# COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1

## Beaver Hill Road Underground Power Line (continued)

### Related Projects

No data found for the selected parameters.

### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	400,000	400,000	-
	<b>400,000</b>	<b>400,000</b>	<b>-</b>

### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
General Revenue			400,000
<b>Total</b>			<b>400,000</b>
<b>Total Funding Source</b>			<b>400,000</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Contracting			370,000
Engineering			30,000
<b>Total</b>			<b>400,000</b>
<b>Total Expenditure</b>			<b>400,000</b>
<b>Net Total</b>			<b>-</b>

### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
General Revenue	-	-	400,000
<b>Total Funding Source</b>		-	<b>400,000</b>
<b>Expenditure</b>			
Contracting	-	-	370,000
Engineering	-	-	30,000
<b>Total Expenditure</b>		-	<b>400,000</b>

### Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
General Revenue	400,000	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>400,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Expenditure</b>										
Contracting	370,000	-	-	-	-	-	-	-	-	-
Engineering	30,000	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>400,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



# COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1

## Beaver Hill Road Underground Power Line (continued)

### Location





# COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1

## Campsite Road Base and Pave

### Background

This is an Engineered project (Shovel ready) project completed in 2017. This 7.5 kilometer road surface is presently oiled and well-travelled with a higher amount of vehicular and pedestrian traffic in the summer months. As a result of the engineering, Bridge File 77865 was identified as requiring replacement which was completed in 2018 instead. This collector road serves as the only access to a private campground at the north end of Township Road 684A, as well as to 163 individual properties.

### Current State

The current state of the roadway has potholes, washboard surface, rutting, and multiple patching areas due to heavy traffic use. The oiled surface is reaching the end of its lifecycle.

### Alternatives

Scenario 1 – Base and Pave with Selective Grading.

- An estimated project cost of an estimated \$7.0 Million to provide improved drainage, safer road surface for vacationers and the longer road surface life of around 20 years.

Scenario 2: Re-Oiling with Selective Base Repair.

- Re-Oiling of the entire 7.5 km road which would cost about \$3.5 Million to make it safer road for a shorter period of time. The average life of an oiled road surface is about 5 years.

Scenario 3: Straight Reoiling.

Just reoiling with no base repair with a cost of \$1.7 Million but doesn't last very long. No life expectancy of the road.

Scenario 4: Cement Stabilization.

Cement stabilization to be added to strengthen the subgrade with a Base of either Gravel or Soil Cement and the cold mix on it after. Estimated budgeted amount will be \$6.0 Million.

Scenario 5: Alternate Direction.

- Road construction may be considered after few years or Council may wish to give alternate direction.

### Recommended Alternative

Scenario 1: It is Administrations recommendation that the consideration be given to paving instead of re-oiling or any other option.

### Strategic Alignment

Social Wellness

- Social Wellness by improving the road condition, recreational vehicles and trailers will be able to travel without concern of damage from potholes.
- Economic Development by developing a community profile that highlights the County's advantages to attract new business, residents, and tourists.

### Stakeholder

- County Departments: Engineering Services, Utility Services
- Government of Alberta: Environment, Transportation
- Residents and Tourists

### Timeline

- Tender early February 2024
- Construction in June 2024
- Completion in October 2024

### Associated Operating Request

True

### Priority Matrix

Priority II: Essential



# COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1

## Campsite Road Base and Pave (continued)

### Operating Impact

No data found for the selected parameters.

### Related Projects

No data found for the selected parameters.

### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	7,000,000	7,000,000	-
	<b>7,000,000</b>	<b>7,000,000</b>	<b>-</b>

### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
Capital Revenues - Capital Revenues			
Debt Financing			7,000,000
<b>Total</b>			<b>7,000,000</b>
<b>Total Funding Source</b>			<b>7,000,000</b>
<b>Expenditure</b>			
Capital Expenses - Capital Expenses			
Contracting			6,600,000
Engineering			400,000
<b>Total</b>			<b>7,000,000</b>
<b>Total Expenditure</b>			<b>7,000,000</b>
<b>Net Total</b>			<b>-</b>

### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
Debt Financing	-	-	7,000,000
<b>Total Funding Source</b>		<b>-</b>	<b>7,000,000</b>
<b>Expenditure</b>			
Contracting	-	-	6,600,000
Engineering	-	-	400,000
<b>Total Expenditure</b>		<b>-</b>	<b>7,000,000</b>



# COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1

## Campsite Road Base and Pave (continued)

### Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
Debt Financing	7,000,000	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>7,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Percent Increase</b>		<b>(100.00%)</b>	<b>0.00%</b>							
<b>Expenditure</b>										
Contracting	6,600,000	-	-	-	-	-	-	-	-	-
Engineering	400,000	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>7,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Percent Increase</b>		<b>(100.00%)</b>	<b>0.00%</b>							
<b>Net Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Location





## COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1 Campsite Road Base and Pave (continued)





# COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1

## Bold Centre Road Network

### Background

A Traffic Impact Assessment (TIA) for the Bold Centre Road Network was conducted in 2023. The TIA identified the requirement of intersection improvements and a widening of few connecting roads towards Bold Centre. It was also identified internally that a service road off of Nipewon Road to Bold Centre is also required to provide an additional passage to connect with a back of the parking lot of the Bold Centre.

### Current State

The designated service/access road area west of the Bold Centre has a road right of way and is an open field, the road right of way between 91 Avenue and Highway 881 south of the Bold Centre currently has an engineered walking path are to be engineered for road widening and improvement.

### Alternatives

#### Scenario 1

- To do the Engineering of all recommended roadways and improvements of intersections in 2024 for an estimated budget of \$500,000

#### Scenario 2

- To do the engineering with a base gravel roads for general use in 2024 and pave in 2025 along with necessary intersection improvements for an estimated budget of \$6,000,000.

#### Scenario 3

- Build a temporary gravel access road to accommodate equipment's and machinery during the time of construction for construction only where

### Recommended Alternative

Scenario 1: To do the Engineering of all three recommended roadways and improvements of intersections in 2024 for an estimated budget of \$500,000

### Strategic Alignment

#### Economic Growth

This request is to enable safe accessibility to the Bold Centre and help facilitate future growth in the community .

### Stakeholder

- Bold Centre
- J.A. Williams High School
- Stuart MacPherson Public Library
- County departments: Facilities, Recreation, Transportation, Utilities and Emergency Services
- Lac La Biche County Residents
- Contractors

### Timeline

Once approved, Administration will proceed with the regulatory approval process and procurement in Q1 2024. Construction completion in Q4 2024.

### Associated Operating Request

False

### Priority Matrix

Priority I : Imperative

### Ranks

No data found for the selected parameters.



# COUNCILLOR PRIORITY – ALT. CAPITAL BUDGET 1

## Bold Centre Road Network (continued)

### Operating Impact

No data found for the selected parameters.

### Related Projects

No data found for the selected parameters.

### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	600,000	600,000	-
	<b>600,000</b>	<b>600,000</b>	<b>-</b>

### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
General Revenue			600,000
Grants			-
<b>Total</b>			<b>600,000</b>
<b>Total Funding Source</b>			<b>600,000</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Contracting			-
Engineering			600,000
<b>Total</b>			<b>600,000</b>
<b>Total Expenditure</b>			<b>600,000</b>
<b>Net Total</b>			<b>-</b>

### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
General Revenue	-	-	600,000
<b>Total Funding Source</b>		<b>-</b>	<b>600,000</b>
<b>Expenditure</b>			
Engineering	-	-	600,000
<b>Total Expenditure</b>		<b>-</b>	<b>600,000</b>

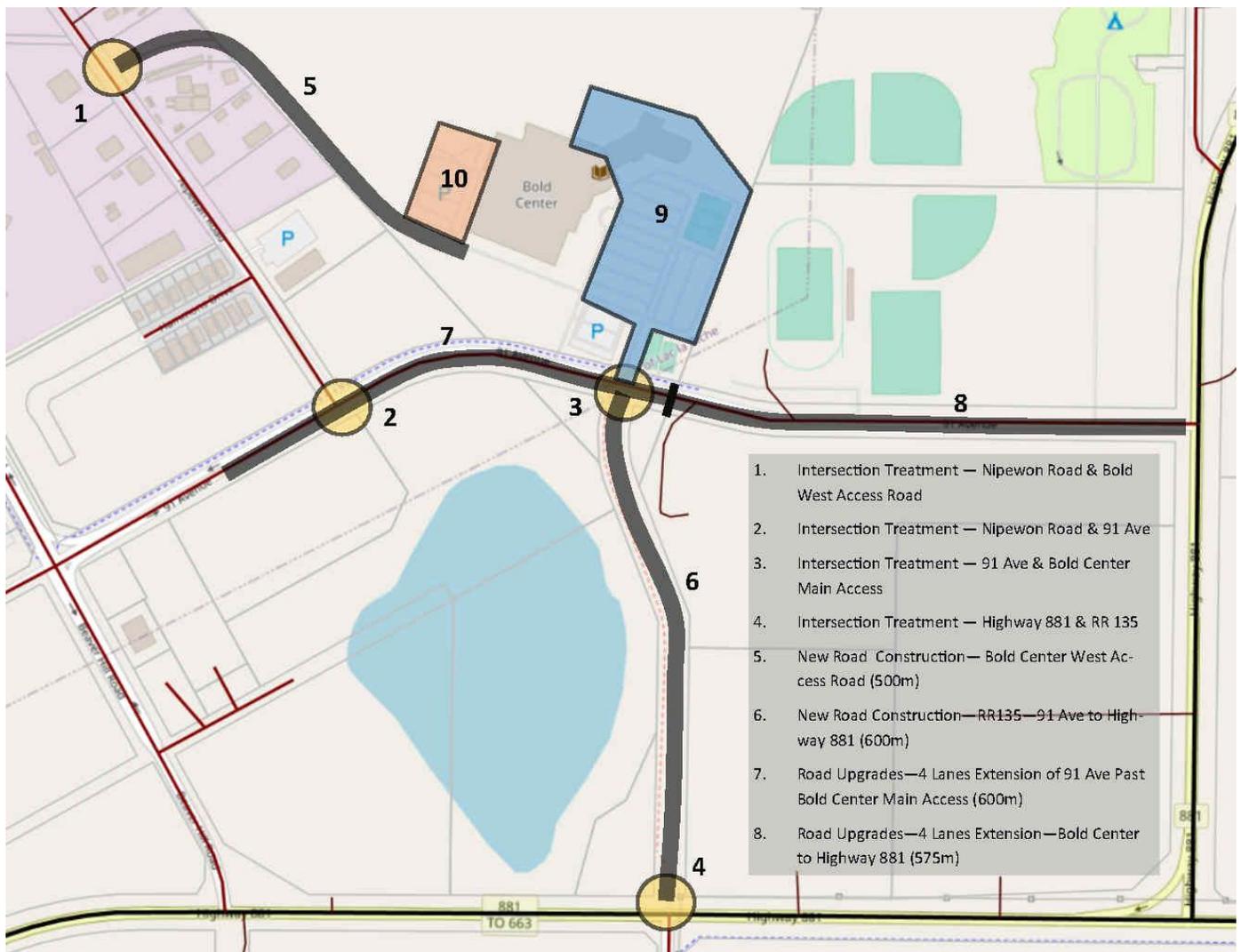


# COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1

## Bold Centre Road Network (continued)

### Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
General Revenue	600,000	-	-	-	-	-	-	-	-	-
Grants	-	5,000,000	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>600,000</b>	<b>5,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Percent Increase</b>		<b>733.33%</b>	<b>(100.00%)</b>	<b>0.00%</b>						
<b>Expenditure</b>										
Contracting	-	5,000,000	-	-	-	-	-	-	-	-
Engineering	600,000	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>600,000</b>	<b>5,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Percent Increase</b>		<b>733.33%</b>	<b>(100.00%)</b>	<b>0.00%</b>						
<b>Net Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>





# COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1

## McGrane Road Base and Pave

### Background

As water and sewer installation is complete in Mission Subdivisions 1 & 2, drainage and road surface improvements are now required. This subdivision is an oiled surface subdivision but there are few portions which are still gravel and may be considered for Cold Mix / Oiling. Township Road 674A, also known as McGrane Road is a 1.1 kilometer and McGrane Estates (Around 400 meters) are still a gravel surface collector roads and may be treated as oiled road as those roads have also reached the end of its lifecycle.

### Current State

Residents affected have recently voiced concerns that oiled or gravel roads may kindly be replaced with paved roads but due to already started big Capital Projects like main Street, Pool and other project, Administration is recommending that gravel portions at least be oiled for next few years until County pave the entire subdivision. The funding for this project could come from Accumulative surplus by considering the severity of this project.

### Alternatives

Scenario 1 – Base and Pave with Selective Grading

An estimated project cost of an estimated \$1.9 Million to provide improved drainage, safer road surface and the longer road surface life of around 20 years for a 1.5 KM road.

Scenario 2: Oiling

Oiling of the entire 1.5 km road which would cost about \$0.8 Million to make it safer road for a shorter period of time. The average life of an oiled road surface is about 5 years.

Scenario 3: Council may wish to give any alternate direction

### Recommended Alternative

Scenario 2 – Oiling of the entire 1.5 km road which would cost about \$0.8 Million to make it safer road for a shorter period of time. The average life of an oiled road surface is about 5 years.

### Strategic Alignment

Social Wellness

Social Wellness by improving the road condition, recreational vehicles and trailers will be able to travel without concern of damage from potholes. Economic Development by developing a community profile that highlights the County's advantages to attract new business, residents, and tourists.

### Stakeholder

County Departments: Engineering Services, Utility Services

Government of Alberta: Environment, Transportation

Residents and Tourists.

### Timeline

Tender early February 2024 or In House (Subject to internal team schedules)

Construction in June 2024 or In House (Subject to Internal team schedules)

Completion in October 2024

### Associated Operating Request

True

### Priority Matrix

Priority II: Essential

### Ranks

No data found for the selected parameters.



# COUNCILLOR PRIORITY – ALT. CAPITAL BUDGET 1

## McGrane Road Base and Pave (continued)

### Operating Impact

No data found for the selected parameters.

### Related Projects

No data found for the selected parameters.

### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	800,000	800,000	-
	<b>800,000</b>	<b>800,000</b>	<b>-</b>

### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
Reserves			800,000
<b>Total</b>			<b>800,000</b>
<b>Total Funding Source</b>			<b>800,000</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Engineering			800,000
<b>Total</b>			<b>800,000</b>
<b>Total Expenditure</b>			<b>800,000</b>
<b>Net Total</b>			<b>-</b>

### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
Reserves	-	-	800,000
<b>Total Funding Source</b>		-	<b>800,000</b>
<b>Expenditure</b>			
Engineering	-	-	800,000
<b>Total Expenditure</b>		-	<b>800,000</b>

### Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
Reserves	800,000	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>800,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Expenditure</b>										
Engineering	800,000	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>800,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



# COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1

## McGrane Road Base and Pave (continued)

### Location





# COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1

## Claude Lake to Highway 881 Water and Sewer Extension

### Background

Originally, part of the 2015 water and sewer master Plan, The County requested Urban Systems to provide cost estimates to install a truck fill at the intersection of Lakeland Drive and Hiway 881. The Council at the time thought it was too expensive so administration provided an option of installing a barrel fill at the Summit Heights reservoir instead at a substantially lower cost. The Council of the time chose that option.

Since then, an existing business has been requesting that the county install water and sewer services to their property as they have to haul there water in and haul there sewer out. Administration had MPE provide a high level estimate of installing a 150mm low pressure water main and a 150mm low pressure sewer main from Claude lake to Hiway 881 along Lakeland drive (approx. 2km). The residents tying in (just like Old Trail residents) would require a cistern that is trickle filled at 2gpm and an appropriately sized septic tank with appropriate sized septic pump to discharge into the low pressure sewer main back to Claude lake and on to Sunset Bay lift station.

This never accounted for future economic development as any new development with buildings over 600m<sup>2</sup> requires fire protection (which fire flow isn't provided outside the hamlets). The Summit Heights reservoir and pumps are too small to provide full pressure water beyond Claude lake, not to mention there is no fire flow available for commercial development. Due to topography, the Sunset Bay subdivision has high water pressure and the Lake View Estates subdivision has low water pressure at the beginning and high water pressure at the end. You can't get more flow out of the existing water main without causing over pressuring in other areas. Also, there is no sewer force main beyond Sunset Bay which creates a problem. Currently at the lower end of Lake View estates, the back pressure is quite high in the low pressure sewer line due to again, topography. Administration doesn't know what the effect will be on the existing system if we start tying in new developments at Hiway 881. It may create too much back pressure and existing septic pumps may struggle to pump and start causing fittings in septic tanks to break by exceeding pressure limits.

If we are installing this water and sewer to 881, it will not support economic development the way some think. In order to support economic development, upgrades to the Summit Heights reservoir may be required. Water modeling is required to investigate existing water main sizing and Pressure reducing stations may be required to be installed for subdivisions. A new lift station may be required along the line somewhere with the addition of a sanitary fore main all the way to the Sunset bay lift station.

The 2015 water and waste water master plan when completed stated that the Summit Heights reservoir was sized sufficiently for residential development. If we will be supplying commercial/industrial development, that changes flow requirements and reservoir sizing drastically. The capacity of the Sunset Bay lift station will need to be investigated as well.

A lot of these unknowns would have answers if we update the water and sewer master plan.

### Current State

Lac La Biche County's water and sewer network ends at the Claude Lake subdivision which is approximately 5km from Lac La Biche along Lakeland Drive. This project would extend the water and Sewer 2km.

### Alternatives

1. Install water and sewer to the hiway 881 intersection along Lakeland Drive.
2. Choose not to install water and sewer to the hiway 881 intersection along Lakeland Drive until a proper assessment is done on current infrastructure.

### Recommended Alternative

2. Choose not to install water and sewer to the hiway 881 intersection along Lakeland Drive until a proper assessment is done on current infrastructure.

### Strategic Alignment

Economic Growth

Ensure physical infrastructure is in place to support current and future business, industry, and agriculture.



# COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1

## Claude Lake to Highway 881 Water and Sewer Extension (continued)

### Stakeholder

- Commercial business
- Residents along Lakeland Drive

### Timeline

Completed December 2024

### Associated Operating Request

False

### Priority Matrix

Priority III: Important

### Ranks

No data found for the selected parameters.

### Operating Impact

No data found for the selected parameters.

### Related Projects

No data found for the selected parameters.

### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	2,000,000	2,000,000	-
	<b>2,000,000</b>	<b>2,000,000</b>	<b>-</b>

### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
General Revenue			2,000,000
<b>Total</b>			<b>2,000,000</b>
<b>Total Funding Source</b>			<b>2,000,000</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Contracting			1,650,000
Engineering			350,000
<b>Total</b>			<b>2,000,000</b>
<b>Total Expenditure</b>			<b>2,000,000</b>
<b>Net Total</b>			<b>-</b>



# COUNCILLOR PRIORITY – ALT. CAPITAL BUDGET 1

## Claude Lake to Highway 881 Water and Sewer Extension (continued)

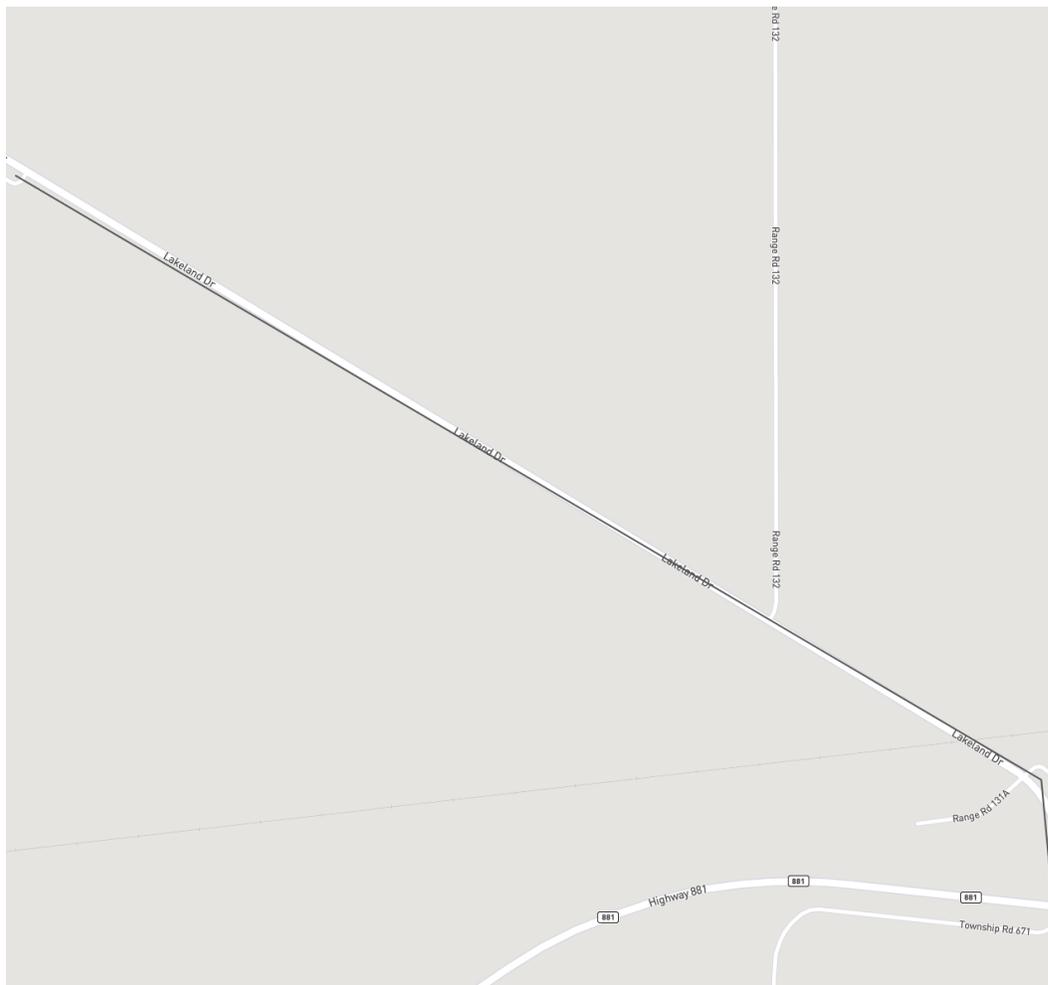
### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
General Revenue	-	-	2,000,000
<b>Total Funding Source</b>		-	<b>2,000,000</b>
<b>Expenditure</b>			
Contracting	-	-	1,650,000
Engineering	-	-	350,000
<b>Total Expenditure</b>		-	<b>2,000,000</b>

### Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
General Revenue	2,000,000	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>2,000,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Expenditure</b>										
Contracting	1,650,000	-	-	-	-	-	-	-	-	-
Engineering	350,000	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>2,000,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	-	-	-	-	-	-	-	-	-	-

### Location





# COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1

## Septage Receiving Station - Plamondon

### Background

Residents on the west side of Lac La Biche Lake who have sewer holding tanks need to haul sewer to the Lac La Biche waste water plant for disposal. Commercial haulers would benefit by having a closer location to dump, potentially a cost savings to residents. A lot of properties in close vicinity to the lake do not have an option for private sewage treatment systems and municipal connections are not available.

### Current State

Having a septage receiving station near Plamondon will help prevent illegal dumping. Residents in the area haul their own sewer and currently dump in the Plamondon RV dump in town. They do this because they can't afford to hire a vacuum truck. When they are dumping in the RV dump, it creates a bad odor in town which we receive complaints for. They are not paying to dump either.

### Alternatives

Scenario 1: Install a Septage Receiver adjacent to the Plamondon reservoir.

- Provide options for commercial haulers
- The septage receiver in Lac La Biche can be quite busy at times with line-ups
- Prevent illegal dumping
- Increased revenue

Scenario 2: Choose not to install septage receiver.

- Will need bylaw enforcement to stop residents from dumping at the RV station in Plamondon
- Potentially promote illegal dumping
- If Lac La Biche Septage receiver is out of service, no other option for disposal

### Recommended Alternative

Scenario 1

### Strategic Alignment

Environment & Agriculture

Ensure that our lakes, waterways, and land remain safe, healthy, and sustainable

### Stakeholder

- Residents with sewer holding tanks
- Commercial sewer haulers
- Alberta Environment

### Timeline

Completed in 2024

### Associated Operating Request

False

### Priority Matrix

Priority II: Essential

### Ranks

No data found for the selected parameters.

### Operating Impact

No data found for the selected parameters.



# COUNCILLOR PRIORITY – ALT. CAPITAL BUDGET 1

## Septage Receiving Station - Plamondon (continued)

### Related Projects

No data found for the selected parameters.

### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	750,000	750,000	-
	<b>750,000</b>	<b>750,000</b>	<b>-</b>

### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
General Revenue			750,000
<b>Total</b>			<b>750,000</b>
<b>Total Funding Source</b>			<b>750,000</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Construction Supply			500,000
Contracting			250,000
<b>Total</b>			<b>750,000</b>
<b>Total Expenditure</b>			<b>750,000</b>
<b>Net Total</b>			<b>-</b>

### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
General Revenue	-	-	750,000
<b>Total Funding Source</b>		-	<b>750,000</b>
<b>Expenditure</b>			
Construction Supply	-	-	500,000
Contracting	-	-	250,000
<b>Total Expenditure</b>		-	<b>750,000</b>

### Project Forecast

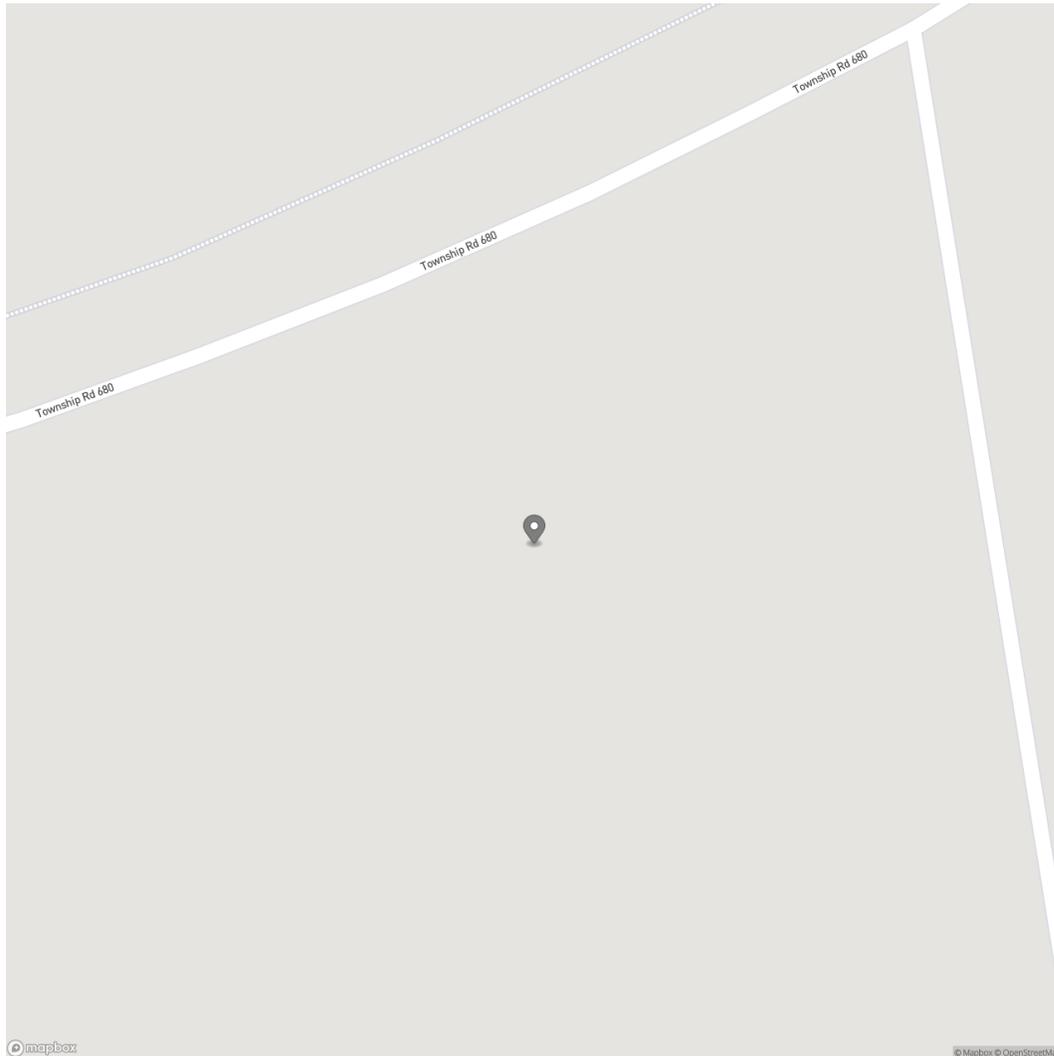
Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
General Revenue	750,000	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>750,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Expenditure</b>										
Construction Supply	500,000	-	-	-	-	-	-	-	-	-
Contracting	250,000	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>750,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



# COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1

## Septage Receiving Station - Plamondon (continued)

### Location





# COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1

## Truck Fill Stations and Potable Water - Owl River

### Background

A Request was made to look into a residential potable water fill station in Owl River. The residents in the area have to drive to Lac La Biche to get water or hire a water truck to deliver.

### Current State

In 2023, Administration did a feasibility study to determine the amount users that would benefit from the installation of a potable fill station in Owl River. Multiple options were looked at along with various locations investigated. The study also looked at the capital cost to set up along with the projected annual operating costs. Since Lac La Biche County currently uses Flowpoint as the operating system for all the other truck fills, it was beneficial to use one of Flowpoint's package systems as a good option. There will also be extra costs for servicing the system with power and natural gas along with ground work to build sufficient access for water trucks to dump and residential customers with trailers to fill. Based on information from the Summit Heights Truckfill and the amount of residents in the Owl River area, it is projected that there would be 61 users on average.

Based on the information collected, it will cost Lac La Biche County \$115 per cubic meter of water that is sold from the proposed fill station (includes capital and operating costs)

### Alternatives

1. Install a Residential potable water fill station in Owl River which requires water to be hauled by water truck from Lac La Biche to Owl River so residents in the area can use.

2. Choose not to install a fill station in the Owl River area.

### Recommended Alternative

2. Choose not to install a fill station in the Owl River area.

### Strategic Alignment

### Stakeholder

Owl River area residents  
Utility department

### Timeline

### Associated Operating Request

True

### Priority Matrix

Priority III: Important

### Ranks

No data found for the selected parameters.

### Operating Impact

No data found for the selected parameters.



# COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1

## Truck Fill Stations and Potable Water - Owl River (continued)

### Related Projects

No data found for the selected parameters.

### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	1,495,695	1,495,695	-
	<b>1,495,695</b>	<b>1,495,695</b>	<b>-</b>

### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
Capital Revenues - Capital Revenues			
General Revenue			1,495,695
<b>Total</b>			<b>1,495,695</b>
<b>Total Funding Source</b>			<b>1,495,695</b>
<b>Expenditure</b>			
Capital Expenses - Capital Expenses			
Contracting			1,495,695
<b>Total</b>			<b>1,495,695</b>
<b>Total Expenditure</b>			<b>1,495,695</b>
<b>Net Total</b>			<b>-</b>

### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
General Revenue	-	-	1,495,695
<b>Total Funding Source</b>		-	<b>1,495,695</b>
<b>Expenditure</b>			
Contracting	-	-	1,495,695
<b>Total Expenditure</b>		-	<b>1,495,695</b>

### Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
General Revenue	1,495,695	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>1,495,695</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Expenditure</b>										
Contracting	1,495,695	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>1,495,695</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



# COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1

## Plamondon Truck Fill Expansion

### Background

The two inch truck fill that was located at the Plamondon Firehall was decommissioned due to aging equipment and a report that stating the firehall requiring substantial upgrades. The fill station located at the Plamondon Reservoir was upgraded with a new debit/ credit card payment system to improve access to residents. The recorded volume of water taken from fill stations in the Plamondon area showed that one fill station would be adequate.

### Current State

Since the decommissioning, of the Plamondon Firehall fill station, there has been numerous complaints of long line ups waiting to get water. This is due to most haulers coming at the same time. There is also elevated numbers of agriculture haulers during the summer months which cause further delays.

### Alternatives

1. Install another pump and second lane at the Plamondon reservoir similar to the Airport Truck fill.
2. Offer a reduced water rate during slower haul times to help spread out demand.
3. Choose not to do anything.

### Recommended Alternative

1. Install another pump and second lane at the Plamondon reservoir similar to the Airport Truck fill.

### Strategic Alignment

Service Excellence

Develop service best practices to provide consistent, high-quality service experiences for residents.

### Stakeholder

Residents  
Utilities Services  
Agriculture  
Commercial water haulers

### Timeline

Completed in 2024

### Associated Operating Request

False

### Priority Matrix

Priority II: Essential

### Ranks

No data found for the selected parameters.

### Operating Impact

No data found for the selected parameters.



# COUNCILLOR PRIORITY – ALT. CAPITAL BUDGET 1

## Plamondon Truck Fill Expansion (continued)

### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	600,000	600,000	-
	<b>600,000</b>	<b>600,000</b>	<b>-</b>

### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
General Revenue			600,000
<b>Total</b>			<b>600,000</b>
<b>Total Funding Source</b>			<b>600,000</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Contracting			600,000
<b>Total</b>			<b>600,000</b>
<b>Total Expenditure</b>			<b>600,000</b>
<b>Net Total</b>			<b>-</b>

### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
General Revenue	-	-	600,000
<b>Total Funding Source</b>		<b>-</b>	<b>600,000</b>
<b>Expenditure</b>			
Contracting	-	-	600,000
<b>Total Expenditure</b>		<b>-</b>	<b>600,000</b>

### Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
General Revenue	600,000	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>600,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Percent Increase</b>		<b>(100.00%)</b>	<b>0.00%</b>							
<b>Expenditure</b>										
Contracting	600,000	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>600,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Percent Increase</b>		<b>(100.00%)</b>	<b>0.00%</b>							
<b>Net Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



# COUNCILLOR PRIORITY – ALT. CAPITAL BUDGET 1

## Plamondon Truck Fill Expansion (continued)

### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	600,000	600,000	-
	<b>600,000</b>	<b>600,000</b>	<b>-</b>

### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
General Revenue			600,000
<b>Total</b>			<b>600,000</b>
<b>Total Funding Source</b>			<b>600,000</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Contracting			600,000
<b>Total</b>			<b>600,000</b>
<b>Total Expenditure</b>			<b>600,000</b>
<b>Net Total</b>			<b>-</b>

### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
General Revenue	-	-	600,000
<b>Total Funding Source</b>		<b>-</b>	<b>600,000</b>
<b>Expenditure</b>			
Contracting	-	-	600,000
<b>Total Expenditure</b>		<b>-</b>	<b>600,000</b>

### Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
General Revenue	600,000	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>600,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Percent Increase</b>		<b>(100.00%)</b>	<b>0.00%</b>							
<b>Expenditure</b>										
Contracting	600,000	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>600,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Percent Increase</b>		<b>(100.00%)</b>	<b>0.00%</b>							
<b>Net Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



# COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1

## Auto-Read Towers

### Background

Utility staff currently obtain month end reads for billing purposes through drive by and manual methods. Lac La Biche County utility services supports 1400 natural gas meters and 1800 residential and commercial water services.

### Current State

Install Sensus AMI auto read tower will eliminate man hours required to obtain reads, ability to obtain on-demand information and diagnostic data. Future options of creating a customer portal that will allow residents to access up to date consumption with the ability to set up personal alerts.

### Alternatives

Scenario 1 : Install Sensus AMI Auto Read Towers

- On-demand information initiated from the office with a typical turnaround of 90 seconds
- Able to view and respond to alerts without waiting for the previous months reads
- Assist consumers with preventable measures to alert home owner of higher than normal consumption

Scenario 2: Choose not to install Sensus AMI Auto Read Tower

- Continue to obtain utility monthly reads through drive-by and manual
- Residents unaware of any issues or leaks until monthly read is completed and submitted to the end user
- 30-60 day delays on unresponsive or defective equipment

### Recommended Alternative

Install Sensus AMI Auto Read Towers

### Strategic Alignment

Service Excellence

Develop service best practices to provide consistent, high quality service experiences for residents

### Stakeholder

Residents and Businesses connected to the distribution system throughout Lac La Biche County  
Utilities Services

### Timeline

Fall of 2024

### Associated Operating Request

False

### Priority Matrix

Priority II: Essential

### Ranks

No data found for the selected parameters.

### Operating Impact

No data found for the selected parameters.

### Related Projects

No data found for the selected parameters.



# COUNCILLOR PRIORITY – ALT. CAPITAL BUDGET 1

## Auto-Read Towers (continued)

### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	300,000	300,000	-
	<b>300,000</b>	<b>300,000</b>	<b>-</b>

### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
General Revenue			300,000
<b>Total</b>			<b>300,000</b>
<b>Total Funding Source</b>			<b>300,000</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Contracting			300,000
<b>Total</b>			<b>300,000</b>
<b>Total Expenditure</b>			<b>300,000</b>
<b>Net Total</b>			<b>-</b>

### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
General Revenue	-	-	300,000
<b>Total Funding Source</b>		-	<b>300,000</b>
<b>Expenditure</b>			
Contracting	-	-	300,000
<b>Total Expenditure</b>		-	<b>300,000</b>

### Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
General Revenue	300,000	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>300,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Expenditure</b>										
Contracting	300,000	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>300,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



# COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1

## Alexander Hamilton Park Mountain Bike Trail System

### Background

The addition of a mountain bike trail system in Alexander Park has been identified by the community, in the Lac La Biche County Trails Master Plan, and the Economic Development Department for attraction and recruitment.

### Current State

Currently there is not a mountain bike trail system in Alexander Hamilton Park.

To start the development of the trail system administration is requesting \$100,000, the overall cost could be up to \$300,000, but the remaining amount will be sourced through, grants, sponsorship, and in kind.

Economic Development have stated with the doctor recruitment it is a commonly asked question if there is a bike trail park.

### Alternatives

Complete in future year

### Recommended Alternative

To start the development of the mountain bike trail system in 2024

### Strategic Alignment

Tourism & Recreation

Economic Development as well

### Stakeholder

Parks and Open Spaces, Economic Development, Recreation Department, Tourism

### Timeline

Start 2024 completed over two to three years.

### Associated Operating Request

False

### Priority Matrix

Priority III: Important

### Ranks

No data found for the selected parameters.

### Operating Impact

No data found for the selected parameters.

### Related Projects

No data found for the selected parameters.

### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	300,000	300,000	-
	<b>300,000</b>	<b>300,000</b>	-



# COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1

## Alexander Hamilton Park Mountain Bike Trail System (continued)

### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
General Revenue	\$100,000 from general revenue		100,000
Other Revenue	\$200,000 from in kind and donations		200,000
<b>Total</b>			<b>300,000</b>
<b>Total Funding Source</b>			<b>300,000</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Contracting			300,000
<b>Total</b>			<b>300,000</b>
<b>Total Expenditure</b>			<b>300,000</b>
<b>Net Total</b>			<b>-</b>

### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
General Revenue	-	-	100,000
Other Revenue	-	-	200,000
<b>Total Funding Source</b>		-	<b>300,000</b>
<b>Expenditure</b>			
Contracting	-	-	300,000
<b>Total Expenditure</b>		-	<b>300,000</b>

### Project Forecast

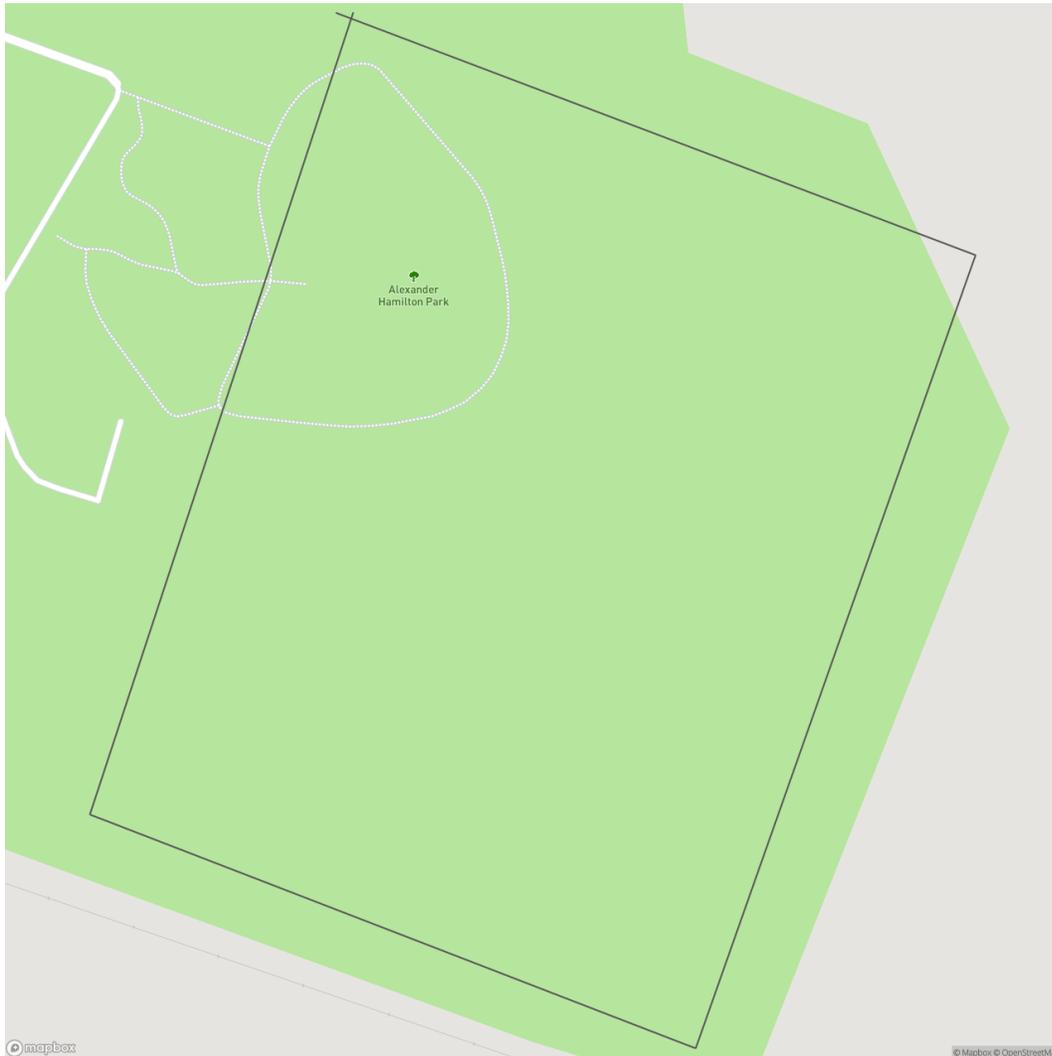
Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
General Revenue	100,000	-	-	-	-	-	-	-	-	-
Other Revenue	200,000	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>300,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Expenditure</b>										
Contracting	300,000	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>300,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



# COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1

## Alexander Hamilton Park Mountain Bike Trail System (continued)

### Location





# COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1

## Dumasfield Park Enhancements

### 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.
- (Updates)
- Administration provided Council with a two phase plan for upgrades to Dumasfield Park. Phase one was completed in 2023, which was the addition of a formal trail system and picnic area. Phase 2 is the completion of a roof over the outdoor rink, along with a fully serviced washroom for all seasons which also includes a heated skate lace up building.

### Current State

- Currently there is not a permanent washroom or picnic shelter in this well used park.
- (Updates)
- Currently there is not a serviced washroom, and the rink is not covered.
- Council asked previously for a cost to cover the rink. The washroom will be a great addition to the park, as it is well used by public and for recreation programming.

### 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.

(Updates)

- Complete phase 3 in a future year

### Recommended Alternative

- Scenario 1
- (Updates)
- Complete phase 2 in 2024

### Strategic Alignment

#### Tourism & Recreation

- Dumasfield Park is a place to for recreation and play.
- The park is already very well utilized, the covered rink and heated washroom facility will make the park useable in all weather conditions.

### Stakeholder

- Parks and Open Spaces
- Recreation Department
- Facilities Department
- Residents
- Lac La Biche Community
- Tourists

### Timeline

- Phase 1 : September 2023
- Phase 2 : To be completed spring and summer 2024



# COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1

## Dumasfield Park Enhancements (continued)

### Associated Operating Request

False

### Priority Matrix

Priority III: Important

### Ranks

No data found for the selected parameters.

### Operating Impact

No data found for the selected parameters.

### Related Projects

No data found for the selected parameters.

### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	725,000	725,000	-
	<b>725,000</b>	<b>725,000</b>	<b>-</b>

### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
General Revenue			725,000
<b>Total</b>			<b>725,000</b>
<b>Total Funding Source</b>			<b>725,000</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Site Work			725,000
<b>Total</b>			<b>725,000</b>
<b>Total Expenditure</b>			<b>725,000</b>
<b>Net Total</b>			<b>-</b>

### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
General Revenue	-	-	725,000
<b>Total Funding Source</b>		<b>-</b>	<b>725,000</b>
<b>Expenditure</b>			
Site Work	-	-	725,000
<b>Total Expenditure</b>		<b>-</b>	<b>725,000</b>



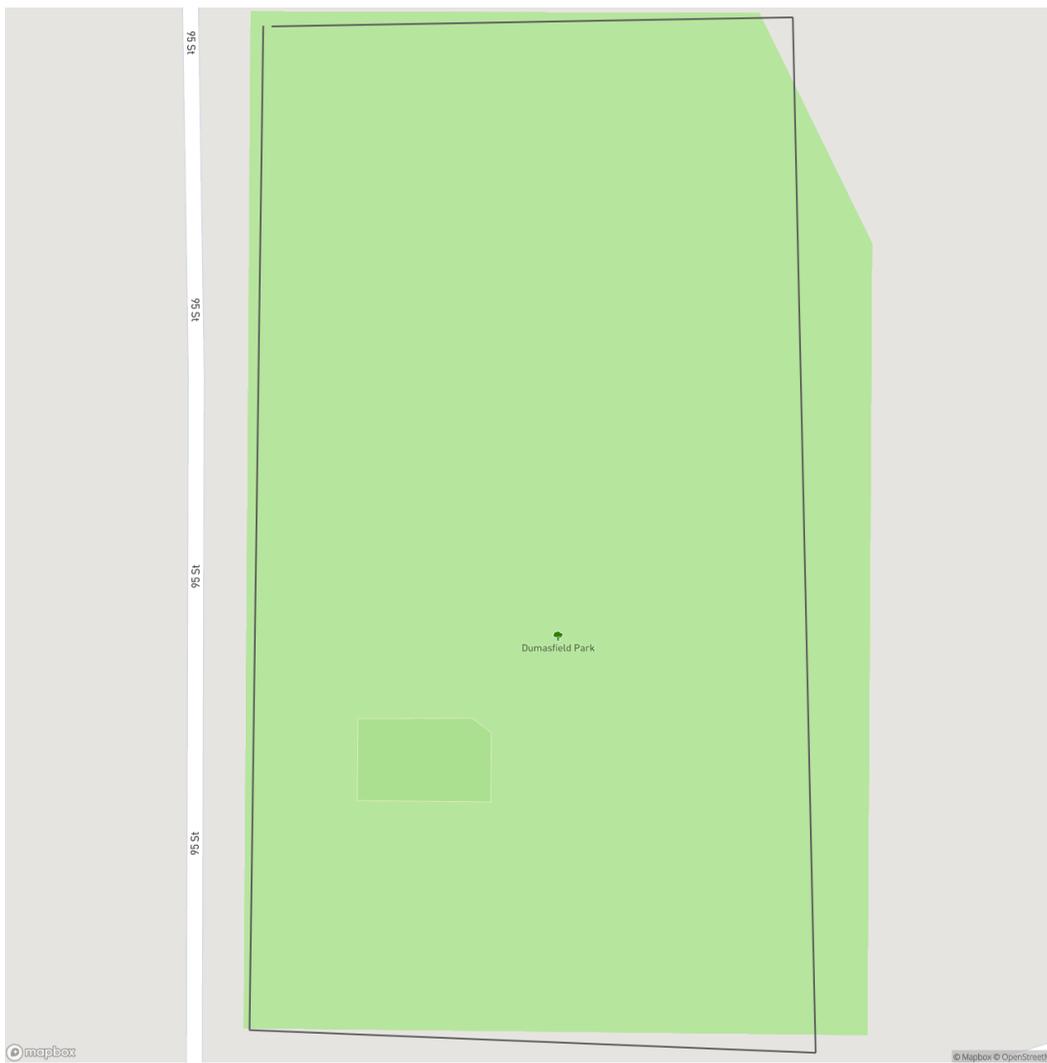
# COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1

## Dumasfield Park Enhancements (continued)

### Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
General Revenue	725,000	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>725,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Percent Increase</b>		<b>(100.00%)</b>	<b>0.00%</b>							
<b>Expenditure</b>										
Site Work	725,000	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>725,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Percent Increase</b>		<b>(100.00%)</b>	<b>0.00%</b>							
<b>Net Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Location





## COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1 Dumasfield Park Enhancements (continued)





# COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1

## Jubilee Park Enhancement

### 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.
- Administration prepared a three phase plan for Council for upgrades in Jubilee Park. Phase 1 was the addition of a hard service half court, for pickle ball, basketball, and a skating surface in the winter. Phase 2 will be the addition of a picnic shelter, picnic area with a firepit, and additional furniture.

### Current State

- Currently there is no shelter or formal picnic area in the park. This addition can be used by the neighborhood residents, recreation programming, as well as visitors to the area.

### 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. Complete phase 2 in 2024

### Strategic Alignment

Tourism & Recreation

- Jubilee Park is a place to for recreation and play. The additions to the park will be attractive for residents and visitors.

### Stakeholder

- Parks and Open Spaces
- Recreation Department
- Facilities Department
- Residents
- Lac La Biche Community

### Timeline

- Phase 1, September 2023
- Phase 2, To be completed in summer of 2024

### Associated Operating Request

False

### Priority Matrix

Priority III: Important

### Ranks

No data found for the selected parameters.



# COUNCILLOR PRIORITY – ALT. CAPITAL BUDGET 1

## Jubilee Park Enhancement (continued)

### Operating Impact

No data found for the selected parameters.

### Related Projects

No data found for the selected parameters.

### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	245,000	245,000	-
	<b>245,000</b>	<b>245,000</b>	<b>-</b>

### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
General Revenue			245,000
<b>Total</b>			<b>245,000</b>
<b>Total Funding Source</b>			<b>245,000</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Construction Supply			245,000
<b>Total</b>			<b>245,000</b>
<b>Total Expenditure</b>			<b>245,000</b>
<b>Net Total</b>			<b>-</b>

### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
General Revenue	-	-	245,000
<b>Total Funding Source</b>		-	<b>245,000</b>
<b>Expenditure</b>			
Construction Supply	-	-	245,000
<b>Total Expenditure</b>		-	<b>245,000</b>

### Project Forecast

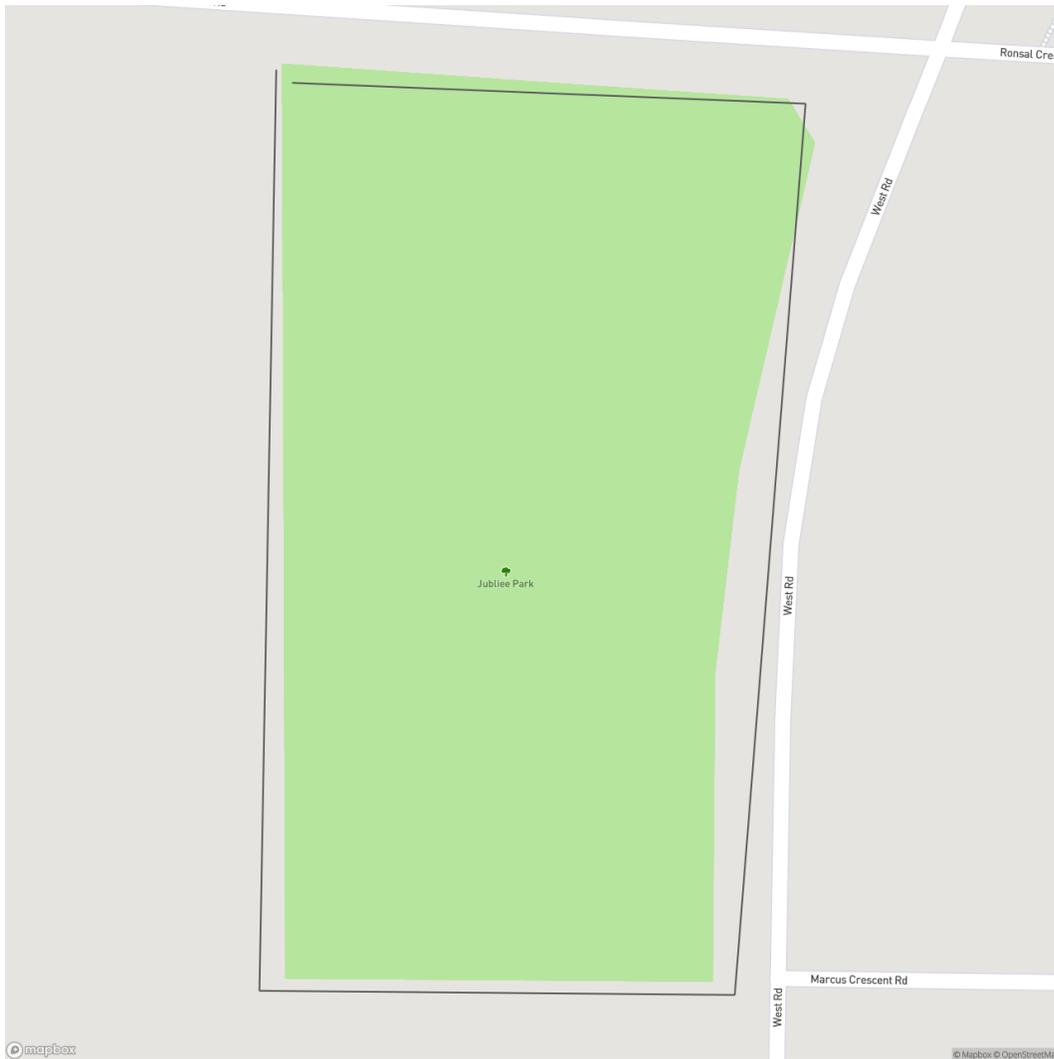
Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
General Revenue	245,000	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>245,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Percent Increase</b>		<b>(100.00%)</b>	<b>0.00%</b>							
<b>Expenditure</b>										
Construction Supply	245,000	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>245,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Percent Increase</b>		<b>(100.00%)</b>	<b>0.00%</b>							
<b>Net Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



# COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1

## Jubilee Park Enhancement (continued)

### Location





## COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1 Jubilee Park Enhancement (continued)





# COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1

## Mission Village Park Phase 1

### Background

Administration presented to Council a two phase program for upgrades and addition to the lake front Mission Village Park Municipal Reserve, based on public input.

Phase 1 includes a trail system throughout, a view deck overlooking the lake, a beach access staircase, and additional furniture.

### Current State

Currently the park only has a couple benches and a large maintained grassy area. The location is beautiful, and local residents as well as the Parks Department believe this has great potential for the neighborhood and to attract visitors.

### Alternatives

Complete in a future year

### Recommended Alternative

Complete in 2024

### Strategic Alignment

Tourism & Recreation

This park has the potential to become an attraction area for anyone visiting the area.

### Stakeholder

Lac La Biche County residents, visitors to the community.

### Timeline

To be completed in summer of 2024

### Associated Operating Request

False

### Priority Matrix

Priority III: Important

### Ranks

No data found for the selected parameters.

### Operating Impact

No data found for the selected parameters.

### Related Projects

No data found for the selected parameters.

### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	325,000	325,000	-
	<b>325,000</b>	<b>325,000</b>	<b>-</b>



# COUNCILLOR PRIORITY – ALT. CAPITAL BUDGET 1

## Mission Village Park Phase 1 (continued)

### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
General Revenue	Mission Village Park Phase 1		325,000
<b>Total</b>			<b>325,000</b>
<b>Total Funding Source</b>			<b>325,000</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Contracting			325,000
<b>Total</b>			<b>325,000</b>
<b>Total Expenditure</b>			<b>325,000</b>
<b>Net Total</b>			<b>-</b>

### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
General Revenue	-	-	325,000
<b>Total Funding Source</b>		-	<b>325,000</b>
<b>Expenditure</b>			
Contracting	-	-	325,000
<b>Total Expenditure</b>		-	<b>325,000</b>

### Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
General Revenue	325,000	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>325,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Expenditure</b>										
Contracting	325,000	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>325,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



# COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1

## Mission Village Park Phase 1 (continued)

Location





# UNALLOCATED — ALT. CAPITAL BUDGET 2

## Oblique Aerial Imagery

### Background

Aerial imagery is a photograph that has been geometrically corrected so that the scale of the photo is uniform and utilised in the same manner as a map. An aerial image can be used to measure true distances and digitize new features because it is an accurate representation of the Earth's surface, having been adjusted for topographic relief, lens distortion and camera tilt.

- High resolution and oblique aerial imagery collected for the higher populated areas of the county would enhance the production of site plans, lot overviews, digitization of new features, planning for future developments and tax assessments. It would also be useful for Enforcement services and Fire services in emergency situations.
- Oblique aerial imagery shows your site from multiple angles and allows you to measure the height, pitch and area to enrich the existing traditional aerial image.
- Lac La Biche county has normal aerial imagery that has been collect from 2000 to present but does not have any oblique images.

### Current State

Lac La Biche county does not have any oblique imagery in it's datasets.

### Alternatives

Scenario 1

- Update aerial imagery with high resolution and oblique imagery for higher population areas in the county in 2024.

Scenario 2:

- Keep using the current aerial imagery.

### Recommended Alternative

Scenario 1

### Strategic Alignment

Economic Growth

Allow for quick measurements and better view of properties.

### Stakeholder

All internal departments and the public (developers, residents, etc.)

### Timeline

2024

### Associated Operating Request

False

### Priority Matrix

Priority III: Important

### Ranks

No data found for the selected parameters.

### Operating Impact

No data found for the selected parameters.



# UNALLOCATED – ALT. CAPITAL BUDGET 2

## Oblique Aerial Imagery (continued)

### Related Projects

No data found for the selected parameters.

### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	130,000	130,000	-
	<b>130,000</b>	<b>130,000</b>	<b>-</b>

### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
General Revenue			130,000
<b>Total</b>			<b>130,000</b>
<b>Total Funding Source</b>			<b>130,000</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Contracting			130,000
<b>Total</b>			<b>130,000</b>
<b>Total Expenditure</b>			<b>130,000</b>
<b>Net Total</b>			<b>-</b>

### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
General Revenue	-	-	130,000
<b>Total Funding Source</b>		<b>-</b>	<b>130,000</b>
<b>Expenditure</b>			
Contracting	-	-	130,000
<b>Total Expenditure</b>		<b>-</b>	<b>130,000</b>

### Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
General Revenue	130,000	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>130,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Percent Increase</b>		<b>(100.00%)</b>	<b>0.00%</b>							
<b>Expenditure</b>										
Contracting	130,000	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>130,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Percent Increase</b>		<b>(100.00%)</b>	<b>0.00%</b>							
<b>Net Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



# UNALLOCATED — ALT. CAPITAL BUDGET 2

## Communication Headsets

### Background

Lac La Biche County Fire Rescue apparatus currently carry hearing protection (generic - ear plugs/headsets) on all of their emergency apparatus. OH+S- Firefighters must not be exposed above 85 decibels averaged over an eight-hour work shift. Hearing protection must be provided where noise cannot be controlled by engineering and administrative controls, which is most likely for firefighter response. The problem with the current hearing protection is that communication between members, updates and communication with dispatch is non-existent except for the officer. This can prove to be a safety issue especially if an update relayed by dispatch or one of the other members is not heard or understood. The proposed hearing protection/communication headsets will alleviate the issues ensuring no communication is lost between "ALL" responding companies.

### Current State

Headsets serve dual function - hearing protection - health and safety as well as ensuring communication for staff during emergency response. Operator of apparatus - also can don headset while operating unit (pump) outside of cab etc..

### Alternatives

Remain with status quo.

### Recommended Alternative

none

### Strategic Alignment

Social Wellness

### Stakeholder

Lac La Biche County Fire Rescue members  
Parkland dispatch  
County Residents  
Other County Departments - Peace Officers  
Other stakeholders - RCMP, Ag + Forestry

### Timeline

6 months

### Associated Operating Request

False

### Priority Matrix

Priority II: Essential

### Ranks

No data found for the selected parameters.

### Operating Impact

No data found for the selected parameters.

### Related Projects

No data found for the selected parameters.



## UNALLOCATED – ALT. CAPITAL BUDGET 2 Communication Headsets (continued)

### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	50,000	50,000	-
	<b>50,000</b>	<b>50,000</b>	<b>-</b>

### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
General Revenue	Fire Apparatus hearing protection/communication he		50,000
<b>Total</b>			<b>50,000</b>
<b>Total Funding Source</b>			<b>50,000</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Acquisition			50,000
<b>Total</b>			<b>50,000</b>
<b>Total Expenditure</b>			<b>50,000</b>
<b>Net Total</b>			<b>-</b>

### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
General Revenue	-	-	50,000
<b>Total Funding Source</b>		-	<b>50,000</b>
<b>Expenditure</b>			
Acquisition	-	-	50,000
<b>Total Expenditure</b>		-	<b>50,000</b>

### Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
General Revenue	50,000	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>50,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Expenditure</b>										
Acquisition	50,000	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>50,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



## UNALLOCATED — ALT. CAPITAL BUDGET 2 Communication Headsets (continued)





# UNALLOCATED — ALT. CAPITAL BUDGET 2

## Hazardous Atmosphere Detector

### Background

Firefighting is a hazardous profession - not only fighting fire but also with the involvement of being exposed to hazardous environments not limited to explosive gases, oxygen deficient atmospheres and others. Every incident involving a enclosed space or suspect of a hazardous environment must be checked with a up to date/calibrated gas detection device to ensure the safety of our emergency personnel and the public.

### Current State

Currently LLBC Fire rescue has gas detection units that are being aged out. Also - we have different brands as purchased by previous fire rescue administration. We are looking to consolidate to one "type/model" - this will ensure all membership are trained to operate all of the units. Also we are incurring high costs and down time when the units are required to re-calibrated and tested (required to be shipped out). We will be including a calibration machine ensuring that our Department is self- sufficient in this process. Each Station will receive a gas detection unit for each of their front-line apparatus.

### Alternatives

Remain with current inventory and replace / repair on an ongoing basis. Provide training for each make/model of present gas detection units on our fleet.

### Recommended Alternative

none

### Strategic Alignment

Social Wellness

### Stakeholder

Lac La Biche County Fire Rescue firefighters  
Public  
Assisting agencies - CPO's, RCMP  
Mutual Aid Agencies - other fire departments

### Timeline

6 months

### Associated Operating Request

False

### Priority Matrix

Priority II: Essential

### Ranks

No data found for the selected parameters.

### Operating Impact

No data found for the selected parameters.

### Related Projects

No data found for the selected parameters.



## UNALLOCATED – ALT. CAPITAL BUDGET 2

### Hazardous Atmosphere Detector (continued)

#### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	30,000	30,000	-
	<b>30,000</b>	<b>30,000</b>	<b>-</b>

#### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
General Revenue	5 head - gas monitor with maintenance/calibration		30,000
<b>Total</b>			<b>30,000</b>
<b>Total Funding Source</b>			<b>30,000</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Acquisition			30,000
<b>Total</b>			<b>30,000</b>
<b>Total Expenditure</b>			<b>30,000</b>
<b>Net Total</b>			<b>-</b>

#### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
General Revenue	-	-	30,000
<b>Total Funding Source</b>		-	<b>30,000</b>
<b>Expenditure</b>			
Acquisition	-	-	30,000
<b>Total Expenditure</b>		-	<b>30,000</b>

#### Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
General Revenue	30,000	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>30,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Expenditure</b>										
Acquisition	30,000	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>30,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



## UNALLOCATED — ALT. CAPITAL BUDGET 2 Hazardous Atmosphere Detector (continued)





# UNALLOCATED — ALT. CAPITAL BUDGET 2

## 2024 New Growth Equipment

### Background

A list of new growth equipment was requested by many departments to maintain and enhance their service levels. Each department has submitted business cases for their requests.

- Unit 653 - 2011 Vermeer Vacuator - 2310 hours (Estimated New Hour Meter) - \$550,000.00 (Sell \$18,000.00 - Reserve \$102,000.00)
- Unit 725 - 2013 John Deere Grader - 9150 hours - \$618,500.00 (Sell \$145,000 - Reserve \$0.00)

### Waste & Recycling

- Compost Grinder - \$225,000.00 This purchase result in a decrease on \$60,000 in contracted services
- Garbage Vacuum - \$40,000.00

### Fleet Services

- Service Crane (Unit 548) - 35,000.00

### 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

Approve the purchase of all equipment listed.

### Strategic Alignment

#### Service Excellence

Lac La Biche County is committed to building a region of excellence by delivering progressive, sustainable programs and services

### Stakeholder

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

False

### Priority Matrix

Priority III: Important

### Ranks

No data found for the selected parameters.



## UNALLOCATED – ALT. CAPITAL BUDGET 2 2024 New Growth Equipment (continued)

Costing Category	Funding Source	Description	FTE	2024	2025	2026	2027	2028
Other Expense	General Revenue - General Revenue	Reduce contracted services by \$60k for compost/wood grinder	-	(60,000)	-	-	-	-

### Related Projects

#### Which Follow

- GARBAGE VACUUM - Garbage Vacuum
- COMPOST/WOOD GRINDER - Compost/Wood Grinder
- 2024 SERVICE TRUCK CRANE (UNIT 548) - 2024 Service Truck Crane (Unit 548)

### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	1,468,500	1,468,500	-
	<b>1,468,500</b>	<b>1,468,500</b>	<b>-</b>

### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
General Revenue			1,203,500
Reserves			102,000
Sale of Assets			163,000
<b>Total</b>			<b>1,468,500</b>
<b>Total Funding Source</b>			<b>1,468,500</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Acquisition	2011 Vermeer Vacuator (Hydrovac Trailer)	550,000	
Acquisition	2013 John Deere 770 GP Grader	618,500	
Acquisition	Compost Grinder	225,000	
Acquisition	Garbage Vacuum	40,000	
Acquisition	Service Truck Crane	35,000	
			1,468,500
<b>Total</b>			<b>1,468,500</b>
<b>Total Expenditure</b>			<b>1,468,500</b>
<b>Net Total</b>			<b>-</b>

### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
General Revenue	-	-	1,203,500
Reserves	-	-	102,000
Sale of Assets	-	-	163,000
<b>Total Funding Source</b>		-	<b>1,468,500</b>
<b>Expenditure</b>			
Acquisition	-	-	1,468,500
<b>Total Expenditure</b>		-	<b>1,468,500</b>



## UNALLOCATED — ALT. CAPITAL BUDGET 2

### 2024 New Growth Equipment (continued)

#### Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
General Revenue	1,203,500	-	-	-	-	-	-	-	-	-
Reserves	102,000	-	-	-	-	-	-	-	-	-
Sale of Assets	163,000	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>1,468,500</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Expenditure</b>										
Acquisition	1,468,500	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>1,468,500</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	-	-	-	-	-	-	-	-	-	-





## UNALLOCATED — ALT. CAPITAL BUDGET 2 2024 New Growth Equipment (continued)





# UNALLOCATED — ALT. CAPITAL BUDGET 2

## Snow Dump Site

### Background

Transportation Services has been locating an area or location for a snow dump site. This land will be identified for future development and Administration has been tasked with finding and developing a new site that meets environmental regulations and expectations of Plamondon residents for provide better services.

### Current State

- The snow dump site behind County Center may require reclamation after moved to a more suitable location.

### Alternatives

Scenario 1

- Continue to use existing site. Development preparation for this land will be affected and/or delayed.

Scenario 2

- Select new location and complete construction in 2024.

### Recommended Alternative

Scenario 2: Select new location and complete construction in 2024.

### Strategic Alignment

Economic Growth

- Promoting future development and protecting Lac La Biche Hamlet waterways from contaminated substances.

### Stakeholder

- Lac La Biche County Businesses and Residents
- Alberta Government Agencies
- Transportation Services

### Timeline

Construction complete by end of Q3 2024.

### Associated Operating Request

True

### Priority Matrix

Priority I : Imperative

### Ranks

No data found for the selected parameters.

### Operating Impact

No data found for the selected parameters.

### Related Projects

No data found for the selected parameters.



## UNALLOCATED – ALT. CAPITAL BUDGET 2

### Snow Dump Site

#### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	800,000	800,000	-
	<b>800,000</b>	<b>800,000</b>	<b>-</b>

#### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
General Revenue			800,000
<b>Total</b>			<b>800,000</b>
<b>Total Funding Source</b>			<b>800,000</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Contracting			775,000
Engineering			25,000
<b>Total</b>			<b>800,000</b>
<b>Total Expenditure</b>			<b>800,000</b>
<b>Net Total</b>			<b>-</b>

#### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
General Revenue	-	-	800,000
<b>Total Funding Source</b>		<b>-</b>	<b>800,000</b>
<b>Expenditure</b>			
Contracting	-	-	775,000
Engineering	-	-	25,000
<b>Total Expenditure</b>		<b>-</b>	<b>800,000</b>

#### Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
General Revenue	800,000	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>800,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Percent Increase</b>		<b>(100.00%)</b>	<b>0.00%</b>							
<b>Expenditure</b>										
Contracting	775,000	-	-	-	-	-	-	-	-	-
Engineering	25,000	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>800,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Percent Increase</b>		<b>(100.00%)</b>	<b>0.00%</b>							
<b>Net Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



## UNALLOCATED — ALT. CAPITAL BUDGET 2

### Snow Dump Site (continued)





## UNALLOCATED — ALT. CAPITAL BUDGET 2

### Wastewater Plant Lab Upgrade

#### Background

The existing laboratory space at the wastewater plant was originally designed to be used as a garage service space. The area was retrofitted by Corix Utilities during their time operating the facility. Regulatory testing requires that wastewater samples be tested for total suspended solids which requires that the grab sample be heated to 550°C which creates fumes. Currently there is no containment device to dispose the harmful vapors that are burnt off to the atmosphere.

#### Current State

The lack of a laboratory fume hood was listed as a deficiency due to personal safety concerns. A wastewater plant lab renovation would eliminate this hazard and allow the opportunity to design a better working environment for staff.

#### Alternatives

Scenario 1: Complete lab upgrades at wastewater facility

- Eliminate safety hazard from biosolids fumes
- Fix noted deficiencies with current lab design
- Allow staff to operate more effectively

Scenario 2: Choose not to renovate lab

- Continue to operate with current design issues
- Unsanitary working environment
- Organization issues due to layout

#### Recommended Alternative

Scenario 1

#### Strategic Alignment

Service Excellence

Provide an organizational culture and professional development that motivates and inspires our staff and makes us an employer of choice.

#### Stakeholder

Utilities services staff

#### Timeline

Completed November 2024

#### Associated Operating Request

False

#### Priority Matrix

Priority I : Imperative

#### Ranks

No data found for the selected parameters.

#### Operating Impact

No data found for the selected parameters.



## UNALLOCATED — ALT. CAPITAL BUDGET 2

### Wastewater Plant Lab Upgrade (continued)

#### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	80,000	80,000	-
	<b>80,000</b>	<b>80,000</b>	<b>-</b>

#### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
General Revenue			80,000
<b>Total</b>			<b>80,000</b>
<b>Total Funding Source</b>			<b>80,000</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Contracting			80,000
<b>Total</b>			<b>80,000</b>
<b>Total Expenditure</b>			<b>80,000</b>
<b>Net Total</b>			<b>-</b>

#### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
General Revenue	-	-	80,000
<b>Total Funding Source</b>		-	<b>80,000</b>
<b>Expenditure</b>			
Contracting	-	-	80,000
<b>Total Expenditure</b>		-	<b>80,000</b>

#### Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
General Revenue	80,000	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>80,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Expenditure</b>										
Contracting	80,000	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>80,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



## UNALLOCATED — ALT. CAPITAL BUDGET 2 Wastewater Plant Lab Upgrade (continued)





## UNALLOCATED — ALT. CAPITAL BUDGET 2

### Non-Potable Water Filling Station

#### Background

The wastewater facility produces a high quality treated effluent. There are many instances where “recycled water” would be beneficial as opposed to using a potable water source which contains a chlorine residual. These instances include but not limited to: agricultural and farm use, industrial process, street sweeping, chemical sprayers, etc.

#### Current State

Environment Canada stipulates that all treated water must be dechlorinated prior to surface discharge. Even minimal concentrations of chlorine residual can have harmful effects on aquatic wildlife. Installing a dedicated non potable fill station would eliminate these environmental concerns and decrease traffic at existing potable fill stations. This alternative option would be a cost effective solution going forward.

#### Alternatives

Scenario 1: Design and install non potable fill station

- Environmentally conscious option
- Increased Revenue and cost effective
- Prevent possible cross-contamination at potable fill station from agricultural/commercial uses

Scenario 2: Choose not to design and install non potable fill station

- Increased traffic at potable fill station during summer months
- Continued ineffective uses of treated potable water
- Environmental/cross contamination concerns

#### Recommended Alternative

Scenario 1

#### Strategic Alignment

Environment & Agriculture

Choose environmentally sustainable operations where practical, to demonstrate our commitment to sustainability.

#### Stakeholder

Environment Canada  
Alberta Environment and Parks  
Agricultural and Commercial businesses  
County residents

#### Timeline

Completed November 2024

#### Associated Operating Request

False

#### Priority Matrix

Priority III: Important

#### Ranks

No data found for the selected parameters.

#### Operating Impact

No data found for the selected parameters.



## UNALLOCATED — ALT. CAPITAL BUDGET 2

### Non-Potable Water Filling Station

#### Background

The wastewater facility produces a high quality treated effluent. There are many instances where “recycled water” would be beneficial as opposed to using a potable water source which contains a chlorine residual. These instances include but not limited to: agricultural and farm use, industrial process, street sweeping, chemical sprayers, etc.

#### Current State

Environment Canada stipulates that all treated water must be dechlorinated prior to surface discharge. Even minimal concentrations of chlorine residual can have harmful effects on aquatic wildlife. Installing a dedicated non potable fill station would eliminate these environmental concerns and decrease traffic at existing potable fill stations. This alternative option would be a cost effective solution going forward.

#### Alternatives

Scenario 1: Design and install non potable fill station

- Environmentally conscious option
- Increased Revenue and cost effective
- Prevent possible cross-contamination at potable fill station from agricultural/commercial uses

Scenario 2: Choose not to design and install non potable fill station

- Increased traffic at potable fill station during summer months
- Continued ineffective uses of treated potable water
- Environmental/cross contamination concerns

#### Recommended Alternative

Scenario 1

#### Strategic Alignment

Environment & Agriculture

Choose environmentally sustainable operations where practical, to demonstrate our commitment to sustainability.

#### Stakeholder

Environment Canada  
Alberta Environment and Parks  
Agricultural and Commercial businesses  
County residents

#### Timeline

Completed November 2024

#### Associated Operating Request

False

#### Priority Matrix

Priority III: Important

#### Ranks

No data found for the selected parameters.

#### Operating Impact

No data found for the selected parameters.



# UNALLOCATED — ALT. CAPITAL BUDGET 2

## Non-Potable Water Filling Station (continued)

### Related Projects

No data found for the selected parameters.

### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	250,000	250,000	-
	<b>250,000</b>	<b>250,000</b>	<b>-</b>

### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
General Revenue			250,000
<b>Total</b>			<b>250,000</b>
<b>Total Funding Source</b>			<b>250,000</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Contracting			250,000
<b>Total</b>			<b>250,000</b>
<b>Total Expenditure</b>			<b>250,000</b>
<b>Net Total</b>			<b>-</b>

### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
General Revenue	-	-	250,000
<b>Total Funding Source</b>		-	<b>250,000</b>
<b>Expenditure</b>			
Contracting	-	-	250,000
<b>Total Expenditure</b>		-	<b>250,000</b>

### Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
General Revenue	250,000	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>250,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Expenditure</b>										
Contracting	250,000	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>250,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



## UNALLOCATED — ALT. CAPITAL BUDGET 2 Non-Potable Water Filling Station (continued)





# UNALLOCATED — ALT. CAPITAL BUDGET 2

## BNR Septage Receiving Station Upgrade

### Background

With the existing septage system at the BNR facility, the contents of commercial vacuum trucks are directly offloaded into the BNR process. Included in this system is a solids handling unit which requires constant maintenance and component replacements. There is also no effluent quality monitoring system in place to test the incoming wastewater. This deficiency has caused numerous plant process upsets in the past.

### Current State

When a vacuum truck uses the existing station, it trips H<sub>2</sub>S and methane sensors at the facility. With a new system installed, these contents could be deposited into the existing lagoon and treated appropriately. Monitoring equipment would be included into this system (hydrocarbons, pH, flow meters, ect..) to regulate the incoming wastewater and ensure that the microorganisms used for biosolids treatment are not adversely affected.

### Alternatives

Scenario 1: Install upgraded septage receiving station at BNR Lagoon

- Improved plant process performance
- Eliminates incoming H<sub>2</sub>S and Methane concerns
- Monitoring system in place for contaminants

Scenario 2: Chose not to install upgraded septage receiving station.

- Unpredictability of incoming wastewater into BNR process
- Staff having to respond reactively to process upsets
- Continuous maintenance and costs with existing system

### Recommended Alternative

Scenerio 1

### Strategic Alignment

Service Excellence

Provide an organizational culture and professional development that motivates and inspires our staff and makes us an employer of choice.

### Stakeholder

Utilities services staff

Commercial vacuum trucks

### Timeline

Completed November 2024

### Associated Operating Request

False

### Priority Matrix

Priority II: Essential

### Ranks

No data found for the selected parameters.

### Operating Impact

No data found for the selected parameters.



# UNALLOCATED – ALT. CAPITAL BUDGET 2

## BNR Septage Receiving Station Upgrade (continued)

### Related Projects

No data found for the selected parameters.

### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	1,175,000	1,175,000	-
	<b>1,175,000</b>	<b>1,175,000</b>	<b>-</b>

### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
General Revenue			625,000
Grants			550,000
<b>Total</b>			<b>1,175,000</b>
<b>Total Funding Source</b>			<b>1,175,000</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Contracting			1,175,000
<b>Total</b>			<b>1,175,000</b>
<b>Total Expenditure</b>			<b>1,175,000</b>
<b>Net Total</b>			<b>-</b>

### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
General Revenue	-	-	625,000
Grants	-	-	550,000
<b>Total Funding Source</b>		<b>-</b>	<b>1,175,000</b>
<b>Expenditure</b>			
Contracting	-	-	1,175,000
<b>Total Expenditure</b>		<b>-</b>	<b>1,175,000</b>

### Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
General Revenue	625,000	-	-	-	-	-	-	-	-	-
Grants	550,000	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>1,175,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Percent Increase</b>		<b>(100.00%)</b>	<b>0.00%</b>							
<b>Expenditure</b>										
Contracting	1,175,000	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>1,175,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Percent Increase</b>		<b>(100.00%)</b>	<b>0.00%</b>							
<b>Net Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



## UNALLOCATED — ALT. CAPITAL BUDGET 2 BNR Septage Receiving Station Upgrade (continued)





# UNALLOCATED — ALT. CAPITAL BUDGET 2

## BNR SCADA Upgrade

### Background

The Lac La Biche wastewater plant is a state of the art treatment plant that effectively treats wastewater to protect the environment. The SCADA system is used to operate and control the process. This system is now ten years old.

- The control software and computer systems is usually referred to as a SCADA system. SCADA is an acronym for Supervisory Control and Data Acquisition.
- The SCADA system monitors and controls all parts of the wastewater system. The wastewater treatment plant and Main Lift Station operate a specialized piece of software that manages and tracks all functions and areas of the system.
- The software has not been upgraded or changed since the wastewater plant were originally built.
- There are 3 key pieces that make up a SCADA system. Which includes a controller, a computer or server and the software. The controllers are not part of this project as they usually last the life span of the building.

### Current State

Currently, the SCADA system is running on Windows 7 virtually through Windows 10 which often creates problems of connectivity. The computers are outdated, the actual SCADA operating system is outdated and requires a substantial overhaul. Certain parts of the SCADA which control the process need to be upgraded

### Alternatives

1. Upgrade SCADA
2. Choose not to upgrade

### Recommended Alternative

1. Upgrade SCADA

### Strategic Alignment

Environment & Agriculture

Ensure that our lakes, waterways, and land remain safe, healthy, and sustainable.

### Stakeholder

Utilities department  
Alberta Environment and Parks

### Timeline

Start January 2024 and complete by November 2024

### Associated Operating Request

False

### Priority Matrix

Priority I : Imperative

### Ranks

No data found for the selected parameters.

### Operating Impact

No data found for the selected parameters.



# UNALLOCATED — ALT. CAPITAL BUDGET 2

## BNR SCADA Upgrade (continued)

### Related Projects

No data found for the selected parameters.

### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	100,000	100,000	-
	<b>100,000</b>	<b>100,000</b>	<b>-</b>

### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
General Revenue			100,000
<b>Total</b>			<b>100,000</b>
<b>Total Funding Source</b>			<b>100,000</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Contracting			100,000
<b>Total</b>			<b>100,000</b>
<b>Total Expenditure</b>			<b>100,000</b>
<b>Net Total</b>			<b>-</b>

### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
General Revenue	-	-	100,000
<b>Total Funding Source</b>		-	<b>100,000</b>
<b>Expenditure</b>			
Contracting	-	-	100,000
<b>Total Expenditure</b>		-	<b>100,000</b>

### Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
General Revenue	100,000	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>100,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Expenditure</b>										
Contracting	100,000	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>100,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



## UNALLOCATED — ALT. CAPITAL BUDGET 2 BNR SCADA Upgrade (continued)





# UNALLOCATED — ALT. CAPITAL BUDGET 2

## Regulator Station Replacement

### Background

The current natural gas regulation stations 1, 2 and 3 have been in service for many years. Due to the current parts being so outdated, replacement parts are tough to find. Not updating current equipment can cause unannounced failures in emergency situations. In 2021, upgrades to the high pressure transmission stations were completed, as well as the completion of regulation stations #1 and #3 upgrades in 2022 and 2023.

### Current State

The Natural gas Regulation station 1, 2, and 3 are situated in Lac La Biche. High Pressure natural gas is piped to these stations through pressure reducing valves which reduce the pressure needed for the distribution system which is connected to the consumer. There are also valves that are designed to protect the distribution system from over-pressuring by reacting to pressure changes. The equipment at these stations gets tested and exercised regularly by Utilities staff and inspected by the Federation of Alberta Natural Gas Coops. The buildings are deteriorating, parts are becoming obsolete, and equipment is becoming more difficult to maintain

### Alternatives

Scenario 1: Engineer design and build new regulation stations complete with new prefabricated buildings. Remove old stations and install new package

- Minimal cost to labor involved in removing and replacing
- Updated equipment will reduce the risk of equipment failure

Scenario 2: Replace only the components that are at a higher risk of failure

- Higher cost to labour removing old equipment and fabricating to fit the new components
- May not have room in existing buildings to install new components

### Recommended Alternative

Scenario1

### Strategic Alignment

Service Excellence

Align staff, financial, and capital resources with service priorities.

### Stakeholder

Utilities Services

Federation of Alberta Gas Coop

Alberta Energy Regulator

Residents within franchise boundaries

Lac La Biche District Gas Coop

### Timeline

Tendered in February 2024, prefabrication of stations completed in July 2024, installed and in operation August 2024

### Associated Operating Request

False

### Priority Matrix

Priority II: Essential

### Ranks

No data found for the selected parameters.



## UNALLOCATED — ALT. CAPITAL BUDGET 2

### Regulator Station Replacement (continued)

#### Operating Impact

No data found for the selected parameters.

#### Related Projects

No data found for the selected parameters.

#### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	199,000	199,000	-
	<b>199,000</b>	<b>199,000</b>	<b>-</b>

#### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
General Revenue			199,000
<b>Total</b>			<b>199,000</b>
<b>Total Funding Source</b>			<b>199,000</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Contracting			182,000
Engineering			17,000
<b>Total</b>			<b>199,000</b>
<b>Total Expenditure</b>			<b>199,000</b>
<b>Net Total</b>			<b>-</b>

#### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
General Revenue	-	-	199,000
<b>Total Funding Source</b>		<b>-</b>	<b>199,000</b>
<b>Expenditure</b>			
Contracting	-	-	182,000
Engineering	-	-	17,000
<b>Total Expenditure</b>		<b>-</b>	<b>199,000</b>



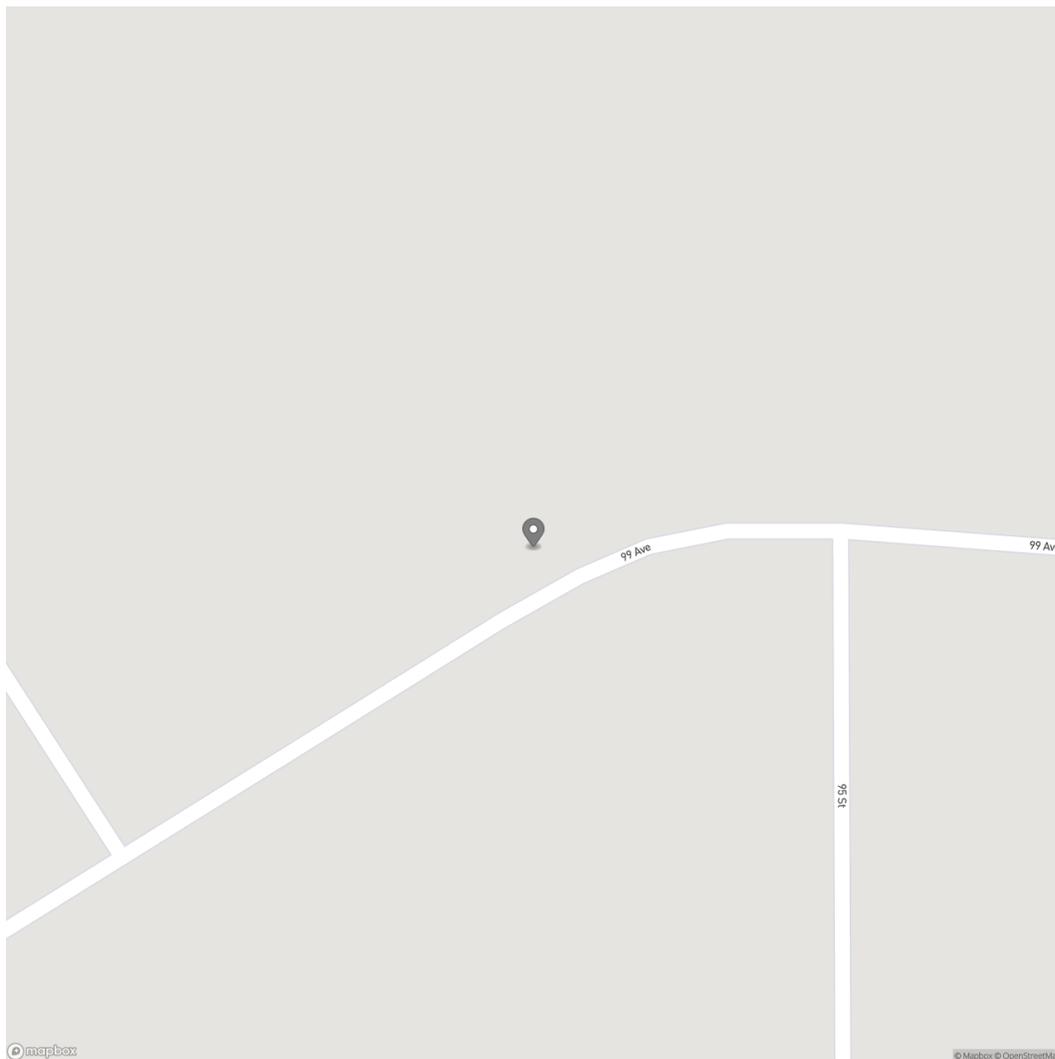
# UNALLOCATED — ALT. CAPITAL BUDGET 2

## Regulator Station Replacement (continued)

### Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
General Revenue	199,000	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>199,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Percent Increase</b>		<b>(100.00%)</b>	<b>0.00%</b>							
<b>Expenditure</b>										
Contracting	182,000	-	-	-	-	-	-	-	-	-
Engineering	17,000	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>199,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Percent Increase</b>		<b>(100.00%)</b>	<b>0.00%</b>							
<b>Net Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Location





## UNALLOCATED — ALT. CAPITAL BUDGET 2

### Bold Centre Kitchen Additional Storage

#### Background

The Bold Centre kitchen has a lot of equipment and supplies that is just placed on open shelving in available space. There is space available to increase storage if matching cupboards to the existing.

#### Current State

Equipment is not stored properly, this would clean the area up making a much more professional looking commercial kitchen.

#### Alternatives

Leave as is.

#### Recommended Alternative

Add additional storage cupboards

#### Strategic Alignment

Service Excellence

To create a more professional working kitchen.

#### Stakeholder

User groups, caterers

#### Timeline

Summer 2024

#### Associated Operating Request

False

#### Priority Matrix

Priority III: Important

#### Ranks

No data found for the selected parameters.

#### Operating Impact

No data found for the selected parameters.

#### Related Projects

No data found for the selected parameters.

#### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	25,000	25,000	-
	25,000	25,000	-



## UNALLOCATED — ALT. CAPITAL BUDGET 2

### Bold Centre Kitchen Additional Storage (continued)

#### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
General Revenue			25,000
<b>Total</b>			<b>25,000</b>
<b>Total Funding Source</b>			<b>25,000</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Other	Bold Centre Commercial Kitchen Storage		25,000
<b>Total</b>			<b>25,000</b>
<b>Total Expenditure</b>			<b>25,000</b>
<b>Net Total</b>			<b>-</b>

#### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
General Revenue	-	-	25,000
<b>Total Funding Source</b>		-	<b>25,000</b>
<b>Expenditure</b>			
Other	-	-	25,000
<b>Total Expenditure</b>		-	<b>25,000</b>

#### Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
General Revenue	25,000	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>25,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Expenditure</b>										
Other	25,000	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>25,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>-</b>	-	-	-	-	-	-	-	-	-



## UNALLOCATED — ALT. CAPITAL BUDGET 2

### Plamondon Arena Rink Board Replacement

#### Background

Lac La Biche County assumed the operation of the Plamondon Arena in 2016, every year the County completes upgrades to the building. The existing rink boards are an old system that consist of a puck board front, backed by plywood, mounted onto steel structure. This old system has very little flex or forgiveness when contacted by athletes, it essentially is a hard wall.

The new systems are an aluminum structure and puck board only (no plywood), crating a more flexible structure that gives some flexibility, making it safer for athletes.

This project has been on the list for upgrade for many years, and now has also been requested by the minor hockey association, to keep the arena at the same playability and consistency that the athletes are used to in most other arenas.

#### Current State

The existing rink boards are still useable, but are high maintenance with plywood needing to be replaced every year. The County also receives complaints due to the high impact safety issue.

#### Alternatives

Keep using and maintaining the existing boards, and replace in a future year.

#### Recommended Alternative

Replace the existing with new technology.

#### Strategic Alignment

Service Excellence

To maintain the recreation facility at the highest standard.

#### Stakeholder

Plamondon Minor Hockey, Men's League, three tournaments a year

#### Timeline

Summer 2024

#### Associated Operating Request

False

#### Priority Matrix

Priority III: Important

#### Ranks

No data found for the selected parameters.

#### Operating Impact

No data found for the selected parameters.

#### Related Projects

No data found for the selected parameters.



## UNALLOCATED — ALT. CAPITAL BUDGET 2

### Plamondon Arena Rink Board Replacement (continued)

#### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	175,000	175,000	-
	<b>175,000</b>	<b>175,000</b>	<b>-</b>

#### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
Reserves			175,000
<b>Total</b>			<b>175,000</b>
<b>Total Funding Source</b>			<b>175,000</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Other	Plamondon Arena Rink Boards		175,000
<b>Total</b>			<b>175,000</b>
<b>Total Expenditure</b>			<b>175,000</b>
<b>Net Total</b>			<b>-</b>

#### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
Reserves	-	-	175,000
<b>Total Funding Source</b>		-	<b>175,000</b>
<b>Expenditure</b>			
Other	-	-	175,000
<b>Total Expenditure</b>		-	<b>175,000</b>

#### Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
Reserves	175,000	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>175,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>	<b>(100.00%)</b>	<b>0.00%</b>								
<b>Expenditure</b>										
Other	175,000	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>175,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>	<b>(100.00%)</b>	<b>0.00%</b>								
<b>Net Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



## UNALLOCATED — ALT. CAPITAL BUDGET 2

### Dock Replacement Program

#### 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

#### Stakeholder

- Parks and Open Spaces
- Residents
- Tourists

#### Timeline

- The program will be in place for 3 years.

#### Associated Operating Request

False

#### Priority Matrix

Priority II: Essential

#### Ranks

No data found for the selected parameters.



# UNALLOCATED — ALT. CAPITAL BUDGET 2

## Dock Replacement Program (continued)

### Related Projects

No data found for the selected parameters.

### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	80,000	80,000	-
	<b>80,000</b>	<b>80,000</b>	<b>-</b>

### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
General Revenue			80,000
<b>Total</b>			<b>80,000</b>
<b>Total Funding Source</b>			<b>80,000</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Construction Supply			80,000
<b>Total</b>			<b>80,000</b>
<b>Total Expenditure</b>			<b>80,000</b>
<b>Net Total</b>			<b>-</b>

### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
General Revenue	-	-	80,000
<b>Total Funding Source</b>		<b>-</b>	<b>80,000</b>
<b>Expenditure</b>			
Construction Supply	-	-	80,000
<b>Total Expenditure</b>		<b>-</b>	<b>80,000</b>

### Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
General Revenue	80,000	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>80,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Percent Increase</b>		<b>(100.00%)</b>	<b>0.00%</b>							
<b>Expenditure</b>										
Construction Supply	80,000	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>80,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Percent Increase</b>		<b>(100.00%)</b>	<b>0.00%</b>							
<b>Net Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



# UNALLOCATED — ALT. CAPITAL BUDGET 2

## Dock Replacement Program (continued)

### Location





## UNALLOCATED — ALT. CAPITAL BUDGET 2

### Bold Sports Field Trail and Parking Paving

#### Background

The Bold Sports Fields have been in operation for two seasons. The trail system leading in from the two parking areas are gravel, the County has received several complaints that about the trails being difficult to navigate with equipment, or even more importantly if there are accessibility issues.

#### Current State

The gravel trails and gravel parking lot make it difficult to bring in equipment, and for people with accessibility issues to navigate. Paving the trails will make it easier for all to get into the park.

#### Alternatives

Leave as is.

Pave the trail system only at a cost of \$150,000

Pave both the trails and the parking area at a cost of \$400,000

#### Recommended Alternative

Pave the parking and trail system for better access

#### Strategic Alignment

Tourism & Recreation

Paving the trail system and parking lot will make the park more user friendly for all groups.

#### Stakeholder

All sports groups, the community, Lac LA Biche County staff.

#### Timeline

To be completed in 2024

#### Associated Operating Request

False

#### Priority Matrix

Priority III: Important

#### Ranks

No data found for the selected parameters.

#### Operating Impact

No data found for the selected parameters.

#### Related Projects

No data found for the selected parameters.



# UNALLOCATED – ALT. CAPITAL BUDGET 2

## Bold Sports Field Trail and Parking Paving (continued)

### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	400,000	400,000	-
	<b>400,000</b>	<b>400,000</b>	<b>-</b>

### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
General Revenue	Bold Sports Field Trail and Parking Paving		400,000
<b>Total</b>			<b>400,000</b>
<b>Total Funding Source</b>			<b>400,000</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Contracting			400,000
<b>Total</b>			<b>400,000</b>
<b>Total Expenditure</b>			<b>400,000</b>
<b>Net Total</b>			<b>-</b>

### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
General Revenue	-	-	400,000
<b>Total Funding Source</b>		-	<b>400,000</b>
<b>Expenditure</b>			
Contracting	-	-	400,000
<b>Total Expenditure</b>		-	<b>400,000</b>

### Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
General Revenue	400,000	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>400,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Expenditure</b>										
Contracting	400,000	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>400,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



## UNALLOCATED — ALT. CAPITAL BUDGET 2

### Bold Sports Field Trail and Parking Paving (continued)

Location





# UNALLOCATED — ALT. CAPITAL BUDGET 2

## Rich Lake and Hylo Community Hall Playgrounds

### Background

Rich Lake Community Hall and Hylo Community Hall playgrounds have both been deemed in need of replacement based on the annual inspections completed by the Parks and Open Spaces Department.

### Current State

The equipment and base materials are all past the expected lifetime of a play ground. The annual inspections completed by the County's certified playground inspector has deemed both these playgrounds due for complete replacement.

### Alternatives

Replace in a future year

### Recommended Alternative

Highly recommended that these playgrounds are replaced in 2024 before they become a safety issue.

### Strategic Alignment

Tourism & Recreation

### Stakeholder

Rich Lake Community  
Hylo Community  
Parks Department

### Timeline

Completed in fall of 2024

### Associated Operating Request

False

### Priority Matrix

Priority I : Imperative

### Ranks

No data found for the selected parameters.

### Operating Impact

No data found for the selected parameters.

### Related Projects

No data found for the selected parameters.

### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	150,000	150,000	-
	<b>150,000</b>	<b>150,000</b>	<b>-</b>



## UNALLOCATED — ALT. CAPITAL BUDGET 2

### Rich Lake and Hylo Community Hall Playgrounds (continued)

#### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
General Revenue	Rich Lake and Hylo Playgrounds		150,000
<b>Total</b>			<b>150,000</b>
<b>Total Funding Source</b>			<b>150,000</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Construction Supply			150,000
<b>Total</b>			<b>150,000</b>
<b>Total Expenditure</b>			<b>150,000</b>
<b>Net Total</b>			<b>-</b>

#### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
General Revenue	-	-	150,000
<b>Total Funding Source</b>		-	<b>150,000</b>
<b>Expenditure</b>			
Construction Supply	-	-	150,000
<b>Total Expenditure</b>		-	<b>150,000</b>

#### Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
General Revenue	150,000	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>150,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Expenditure</b>										
Construction Supply	150,000	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>150,000</b>	-	-	-	-	-	-	-	-	-
<b>Percent Increase</b>		(100.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



**UNALLOCATED — ALT. CAPITAL BUDGET 2**  
**Rich Lake and Hylo Community Hall Playgrounds (continued)**





# COUNCILLOR PRIORITY — ALT. CAPITAL BUDGET 1

## Tea Room - Meeting Room Upgrades

### Background

This request is seeking funding to retrofit the Tea Room to a conference/meeting room that will provide an alternate venue for committee meetings and meetings of administration. It will also provide a suitable location to host dignitaries and other guests while visiting Lac La Biche County and meeting with County representatives.

### Current State

There are meeting spaces at the County offices, however many of these spaces have limited seating space and are generally only used by Administration. Alternatively, there are other gathering rooms, such as the Team Room and View Point Room, but these require set up/take down for each booking with limited technology. Council has directed that administration explore an alternate meeting space that supports functionality equivalent to Council Chambers.

Administration is recommending the Tea Room be assigned for this purpose, to support committee meetings, meetings of Administration, and other meetings of Council Members. It is important to recognize that meetings of Council Committees are to be held in public (subject to FOIP exceptions) and many of these committees have made use of virtual meeting options.

### Alternatives

1. \$150,000 - this option would provide technology equivalent to Council Chambers, which is approximately \$100,000. Additionally, furnishings and room upgrades (such as adding carpet) would be similar in quality to what is provided in Council Chambers, for up to \$50,000.
2. \$85,000 - this option would provide technology (\$60,000) and furnishings (\$25,000) similar to an existing boardroom.
3. Status Quo - utilize portable furnishings and technology to hold these meetings in the Tea Room.

### Recommended Alternative

Option 1.

### Strategic Alignment

Service Excellence

### Stakeholder

### Timeline

### Associated Operating Request

False

### Priority Matrix

Priority I : Imperative

### Ranks

No data found for the selected parameters.

### Operating Impact

No data found for the selected parameters.



# COUNCILLOR PRIORITY – ALT. CAPITAL BUDGET 1

## Tea Room - Meeting Room Upgrades

### Annual Totals

Year	Total Expenditure	Total Funding Source	Difference
2024	150,000	150,000	-
	<b>150,000</b>	<b>150,000</b>	<b>-</b>

### Budget Details

Costing Categories	Comments	Costing Category Subtotals	2024 Budget
<b>Funding Source</b>			
<b>Capital Revenues - Capital Revenues</b>			
General Revenue			150,000
<b>Total</b>			<b>150,000</b>
<b>Total Funding Source</b>			<b>150,000</b>
<b>Expenditure</b>			
<b>Capital Expenses - Capital Expenses</b>			
Acquisition			150,000
<b>Total</b>			<b>150,000</b>
<b>Total Expenditure</b>			<b>150,000</b>
<b>Net Total</b>			<b>-</b>

### Prior Year Comparison

Costing Category	Percent Change	2023 Amount	2024 Amount
<b>Funding Source</b>			
General Revenue	-	-	150,000
<b>Total Funding Source</b>		<b>-</b>	<b>150,000</b>
<b>Expenditure</b>			
Acquisition	-	-	150,000
<b>Total Expenditure</b>		<b>-</b>	<b>150,000</b>

### Project Forecast

Costing Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Funding Source</b>										
General Revenue	150,000	-	-	-	-	-	-	-	-	-
<b>Total Funding Source</b>	<b>150,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Percent Increase</b>		<b>(100.00%)</b>	<b>0.00%</b>							
<b>Expenditure</b>										
Acquisition	150,000	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>150,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Percent Increase</b>		<b>(100.00%)</b>	<b>0.00%</b>							
<b>Net Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

